

Introduction

This updated Expertise Exchange Directory presents 55 new expertise offerings over last year's edition. These additions bring the total to over 230 expertise entries available through the Capitol Region Council of Governments' Expertise Exchange Directory and Program. Our CRCOG towns once again have offered to provide guidance to one another in dealing with a wide range of municipal issues -- from Animal Control to Zoning Compliance. As with the first directory, the new responses were obtained through an expertise survey sent to all 29 CRCOG municipalities.

Since the first directory was issued in February 1997, numerous requests for technical assistance and information have been fulfilled through the Expertise Exchange Program. (For a more detailed account of completed projects turn to the Appendix at the back of this directory.) These assistance needs have been met through a variety of means, including:

- CRCOG staff conducting full multi-town research efforts.
- Municipal officials making presentations on specific areas of expertise at Municipal Services Committee meetings.
- Literature searches by CRCOG staff from local, state and national sources.
- Municipal staff from one or more towns providing direct technical assistance to another town.

Please note the directory can also be used informally. For example, a number of town officials simply use it as a reference and telephone officials from other CRCOG towns to obtain assistance or information on specific issues. In fact, one town reported using the directory between 7 and 10 times during the year.

What's New in This Edition

CRCOG once again offers this directory for local government officials. The survey results reflect voluntary offerings of expertise by 22 of the 29 municipalities that make up CRCOG. Some towns added new information; other towns opted to keep the same entries.

The new offerings include:

- Bolton established a Recreation Enterprise Fund with the goal of making the recreation program self-supporting.
- Farmington instituted performance reviews for all town employees.
- Hebron established a new affordable housing policy.
- Simsbury and South Windsor each adopted open space policies.

How to Request Assistance

Through the Expertise Exchange Program, municipalities may request short-term technical assistance on issues or problems facing their town or city. The technical assistance will be provided by municipal officials from other Capitol Region communities and CRCOG staff. This is one way Capitol Region towns can help each other resolve problems. This exchange can create monetary savings as well as help build regional cooperation.

Formal requests for technical assistance will be handled as follows:

1. A Capitol Region community determines it does not possess the special expertise required to address a particular problem or challenge it faces.
2. The municipality drafts a brief proposal outlining the technical assistance needed and forwards the proposal to CRCOG or brings the proposal up at a Municipal Services Committee meeting.
3. Depending on the scope of the request, CRCOG staff will coordinate the necessary research or, for larger projects, will assemble a technical assistance team to work on the issue. The team will include CRCOG staff and municipal officials who volunteered through the Expertise Exchange. The results of the effort may be presented at a Municipal Services Committee meeting. This assistance will be given free of charge to the receiving municipality.

Municipalities may also use the directory more informally by telephoning a particular contact listed here in order to ask a few questions.

CRCOG municipalities have offered to share expertise in a wide range of areas listed in the Table of Contents. Please look over the Table of Contents for an idea of what's included. Furthermore, when looking up topics please be sure to check the Cross-Reference Index beginning on page 23. A number of issues, such as privatization or compliance with the Americans with Disabilities Act, appear within a number of categories but are not shown in the Table of Contents as a separate category. Both of these topics are in the Cross-Reference Index as well as many others including: accounting, purchasing, capital improvements, charter revision, downsizing, employment, environmental issues, housing, Department of Housing and Urban Development, intermunicipal agreements, and public-private partnerships.

Anyone with any questions about the Expertise Exchange should call Mary Ellen Kowalewski, CRCOG's Director of Community Development, at (860) 522-2217, ext. 22.

Directory Contacts By Town

| <u>Municipality</u> | <u>Contact Person</u> |
|---------------------|--|
| Andover | Edward Turn, Sr., First Selectman, 742-7305 |
| Avon | Philip Schenck, Town Manager, 409-4300 |
| Bloomfield | Bainie Wild, Executive Assistant, 769-3504 |
| Bolton | Joyce M. Stille, Administrative Officer, 649-8066 |
| Canton | Frederic Turkington, Chief Administrative Officer, 693-7837 |
| East Granby | |
| East Hartford | Timothy Larson, Mayor, 291-7200 |
| East Windsor | |
| Ellington | |
| Enfield | |
| Farmington | Thomas Wontorek, Town Manager, 673-8219 |
| Glastonbury | Richard Johnson, Town Manager, 652-7500 All requests to go through him. |
| Granby | William F. Smith, Jr., Town Manager, 653-8950 |
| Hartford | |
| Hebron | Robert E. Lee, Town Manager, 228-5971 |

| | |
|---------------------------|---|
| Manchester | Steven Werbner, Deputy General Manager, 647-3124 |
| Marlborough | Howard Dean, First Selectman, 295-6200 |
| Newington | Keith Chapman, Town Manager, 665-8510 |
| Rocky Hill | Philip R. Dunn, Town Manager, 258-2700 |
| Simsbury | Paul J. Fetherston, Assistant to the First Selectman, 658-3264 |
| Somers | Richard H. Jackson, First Selectman, 763-8200 |
| South Windsor | Ray Favreau, Recreation Director, 644-2511 ext. 259, Margaret R. Kemp, Senior Services Director, 644-2511 ext. 269 and Valerie Ballard, Adult Services Director, 644-2511 ext. 267 |
| Suffield | Christine Koren, Assistant to the Selectman, 668-3838 |
| Tolland | |
| Vernon | George H. Russell, Town Planner, 872-8591 |
| West Hartford | Barry M. Feldman, Town Manager, 523-3224 |
| Wethersfield | Lee Erdmann, Town Manager, 721-2801 |
| Windsor | Nicole LaFortune, Assistant to the Town Manager, 285-1802 |
| Windsor Locks | |
| Total Included: 22 | |

Expertise Available

LOCAL GOVERNMENT ADMINISTRATION

Budgeting

- Bloomfield. Changed annual budget to zero-base budgeting; instituted work sessions for staff and Town Council. Contacts: William T. Bailey, Director of Finance and Suzanne Lazar, Town Accountant, 769-3533.
- East Hartford. Installed MUNIS system for fully automated general ledger, payroll and purchasing. Contact: Michael Walsh, Finance Director, 291-7246.
- New** • Farmington. Revised budget adoption to include annual budget referendum. Contact: Thomas Wontorek, Town Manager, 673-8219.
- Manchester. Maintained relatively flat budget for several years. Contact: Rob Huestis, Budget and Research Officer, 647-3128.
- Newington. Zero-based budgeting, service identification, costing of services, citizen survey, task force budget approach. Contact: Keith Chapman, Town Manager, 665-8510.
- Suffield. Developed and maintain procedures for preparing Water Pollution Control Authority annual budget (operating, maintenance and capital). Contact: Deborah Fabi, Business Administrator, 668-3856.
- Wethersfield. Automated accounting system, substantial budget cuts, two-year budget, five-year revenue/expenditure forecast. Contact: Joseph Swetcky, Finance Director, 721-2863.
- West Hartford. Budgeting. Contact: Barry Feldman, Town Manager/Chris Johnson, Administrative Services Director, 523-3224.
- Windsor. The Town converted from a line-item budget to a product and services budget presentation (FY 93-94). Contact: Donald Cunningham, Finance Director, 285-1890.

Reorganization of Municipal Government

- Avon. Contracted to do assessing and social services for Town of Canton. Contacts: Harry Debrassadourian, Assessor, 409-4337, or Alan Rosenberg, Social Services Director, 409-4347.
- New** • Avon and Canton. Jointly hired a private contractor to provide animal control services; towns also share a dog pound. Contact: Frederic Turkington, Chief Administrative Officer, Canton, 693-7837.
- New** • Bolton. Created Recreation Enterprise Fund with the intent of making the recreation program self-supporting within three years. Contact: Joyce M. Stille, Administrative Officer, 649-8066.
- New** • Farmington. Contracted out a portion of the Town's leaf collection. Contact: Lee Mahannah, Highway Superintendent, 673-8259.

- Glastonbury. Privatized custodial services, lawn mowing and tree care. Contact: Richard Johnson, Town Manager, or Raymond E. Purtell, Parks, Recreation and Facilities Director, 652-7679.
- Hebron. Charter Revision 1995-1996. Contact: Robert E. Lee, Town Manager, 228-5971.
- Newington. Department empowerment, limited resource allocation, downsizing of employment. Contact: Keith Chapman, Town Manager, 665-8510.
- New • Simsbury. Completed study on whether town should change its form of government. It considered whether “town manager” structure would be appropriate. Contact: Geoffrey H. Dale, Chair, 658-3230.
- New • South Windsor. Initiated “Total Quality Management” (TQM) throughout all town departments. Contact: Michael J. Gantick, Director of Public Works, 644-2511, ext. 24, or Michelle Lipe, Assistant Director of Planning, 644-2511, ext. 252.
- South Windsor. Reorganized the Department of Human Services whereby the organization of the department was flattened and the Department Head position was eliminated (cost savings). This encourages and promotes a generalist perspective to case management within the department providing an intergenerational approach to the delivery of services. This approach includes the Youth Services and Teen Center, Senior Services and Senior Center, Adult Services, Transportation Services and additional general programs, services and grants for the department. Contact: Margaret Kemp, Senior Services Director, 644-2511 ext. 269.
- South Windsor. Reorganization of the Human Services Department, Moderate Price Housing Program, BASIC Program, Transportation, Community Center Building Management Team, Job Sharing, Flextime, Cross Training Generalists, streamlined some services -- fuel days, tax days. Contact: Valerie Ballard, Adult Services Director, 644-2511 ext. 267.
- Suffield. Reorganized administration office for Water Pollution Control Authority. Contact: Deborah Fabi, Business Administrator, 668-3856.
- Vernon. Established a Reorganization Task Force that reviewed over 100 areas inclusive of both the general government and education functions. Among the areas were charter revisions, privatization of refuse and recycling collection, centralized town and school building and grounds maintenance, centralized financial department. Contact: Jim Luddecke, Finance Officer, 872-8591.
- West Hartford. Reorganization of municipal government structure. Contact: Barry Feldman, Town Manager/Chris Johnson, Administrative Services Director/Marge Wilder, Corporation Counsel, 523-3224.
- Windsor. Windsor Service Improvement Strategy: Redesigned organization into self-managed work teams to improve customer service and reduce costs. Contact: Albert Ilg, Town Manager, 285-1800.

Annual Municipal Audit

- Glastonbury. Annual municipal audit. Developed “linked” Lotus spreadsheet for CAFR. Contact: Richard Johnson, Town Manager/Lisa Martin, Controller, 652-7599.

- Newington. Annual municipal audit. Contact: Joan McGovern, Finance Director, 665-8525.

Financial Management Systems

- New** • Bolton. Installed Quality Data Financial package for payroll and accounts payable. Contact: Lee-Ann Griffin, Business Service Officer, or Joyce Stille, Administrative Officer, 649-8066.
- New** • Canton. Selected and installed MUNIS financial management computer system. Contact: Diane Napier, Finance Officer, 693-7852.
- East Hartford. Installed MUNIS system for fully-automated general ledger, payroll and purchasing. Contact: Mike Walsh, Finance Director, 291-7246.
- Glastonbury. Developed a “pooled” cash program to eliminate numerous checking accounts. Selected financial management software (MUNIS). Contact: Richard Johnson, Town Manager/Lisa Martin, Controller, 652-7599.
- Granby. E-Z Long Range Planning Model. Computes consequences of capital and operating on budget. Contact: William F. Smith, Jr., Town Manager, 653-8950.
- New** • Newington. Installing new MUNIS financial management software system. Contact: William Hogan, Finance Director, 665-8525.
- New** • Simsbury. Initiated a request for proposal (RFP) and selection of a vendor to install financial management computer system for the Town and Board of Education. Contact: Kevin Kane, Finance Director, 658-3282.
- Suffield. Set up Water Pollution Control Authority financials on PC spread sheet. Contact: Deborah Fabi, Business Administrator, 668-3856.
- Vernon. Currently installing a new financial and personnel system for both the town and schools. Contact: Jim Luddecke, Finance Officer, 872-8591.
- West Hartford. Financial management systems. Contact: Barry Feldman, Town Manager/Chris Johnson, Administrative Services Director/Donna Sims, Financial Services Director, 523-3224.
- Windsor. Created “Cost-Tracker”, a program in MS Access designed to allow detailed tracking of costs associated with various products/services. Contact: Kelly Barrett, Assistant Finance Director, 285-1942.

Coordination of Local Government and Board of Education Functions

- New** • Farmington. Combined central computer functions. Contact: Dan Costello, Finance Director, 673-8231.
- Glastonbury. Coordination of local Government and Board of Education functions. Contact: Richard Johnson, Town Manager, 652-7500.
- Granby. Town supervision of facility and school grounds. Department of Public Works (DPW) foreman assigned to task for Board of Education. Board then reimburses town for labor. Also, DPW will service school equipment on direct cost basis. Contact: Kirk Severance, Public Works Foreman, 653-8950.
- Newington. Coordination of local Government and Board of Education Functions. Contact: Keith Chapman, Town Manager, 665-8510.

- Rocky Hill. All school facilities were transferred to the town for management and maintenance. Contact: Philip R. Dunn, Town Manager, 258-2700.
- Somers. Purchasing council for commodities and town-wide capital budget process in 1995/1996. Contact: John Bowles, Board of Finance Chairman, 749-3389.
- Vernon. In addition to work of Reorganization Task Force, the town established a Reserve for Capital and Non-Recurring Expenditures Account for the Board of Education, in which unused appropriations at fiscal year end can be transferred to said account with Town Council approval, to be utilized for items in the school's six year capital improvement plan. Contact: Jim Luddecke, Finance Officer, 872-8591.
- West Hartford. Coordination of local Government and Board of Education functions. Contact: Barry Feldman, Town Manager/Chris Johnson, Administrative Services Director/David Sklarz, Public Schools Superintendent, 523-3224.

Building, Renovation or Reuse of Municipal Structures

- Bloomfield. Completed renovations of Town Hall. Contact: Louie Chapman, Jr., Town Manager, 769-3504.
- New** • Bolton. Reuse of old school building for office space and Senior Citizen Center. Contact: Joyce Stille, Administrative Officer, 649-8066.
- New** • Canton. Renovation and conversion of a former elementary school into a library/community center. Contact: Frederic Turkington, Chief Administrative Officer, 693-7837.
- New** • East Hartford. Developed a Community and Cultural Center in Center School, an old High School/Elementary School. Contact: Mary Martin, Grants Administrator, 291-7206.
- Glastonbury. Asbestos removal, ADA improvements, miscellaneous renovations. Contact: Richard Johnson, Town Manager, 652-7500, or David Sacchitella, Building Superintendent, 652-7717.
- Glastonbury. Building request for proposal, renovation and addition. Contact: Richard Johnson, Town Manager/Dave Sacchitella, Building Superintendent, 652-7717.
- Glastonbury. Design and construction of additions and renovations to five elementary schools; reroofing four schools. Contact: Richard Johnson, Town Manager/David Sacchitella, Building Superintendent, 652-7706.
- New** • Hebron. Passed a referendum for library expansion and renovation project. Contact: Robert E. Lee, Town Manager, 228-5971.
- Hebron. Building renovations at Hebron Elementary School—including ADA improvements. Contact: Robert E. Lee, Town Manager, 228-9406.
- Manchester. Recently constructed a new Police Department building as well as renovated three government buildings. Contacts: Police Chief Henry Minor, 645-5500, and Peter Lozis, Public Works Director, 647-3142.
- New** • Newington. Now beginning \$25 million school renovation and expansion program. Going to referendum in November. Contact: John Ringwood, Facilities Manager, 665-8727.
- Somers. In the process of redeploying two vacant, old school buildings as a result of new \$29 million school complex. Contact: Richard H. Jackson, First Selectman, 763-8200.
- South Windsor. Construction of the Community Center and providing space and management of same for Human Services Department, Recreation Department and

Community Organizations utilizing volunteer building management support services as well as a collaborative approach to building management. Contact: Margaret Kemp, Senior Services Director, 644-2511 ext. 269 or Valerie Ballard, Adult Services Director, 644-2511 ext. 267.

- Vernon. ADA projects. Contact: George Russell, Town Planner, 872-8591.
- West Hartford. Building, renovation or reuse of municipal structures. Contact: Barry Feldman, Town Manager, or Jim Capodiece, Leisure Services Director, or Ron Van Winkle, Community Services Director, 523-3224.

Grantsmanship

- Bloomfield. DEP outdoor recreation grants for acquisition and development projects in excess of \$2.5 million. Contact: Harold J. Barenz, Director of Parks and Recreation, 243-2923.
- New** • Canton. Obtained a state grant for construction of a new library. Contact: Frederic Turkington, Chief Administrative Officer, 693-7837.
- New** • East Hartford. Obtained CDBG Section 108 Loan from HUD. Contact: Mary Martin, Grants Administrator, 291-7206.
- New** • Farmington. Obtained a community development block grant (CDBG) for housing rehabilitation. Contact: Kathleen Eagen, Assistant Town Manager, 673-8223.
- Glastonbury. DEP Outdoor Recreation Fund Grant Program. Contact: Richard Johnson, Town Manager or Raymond E. Purtell, Parks, Recreation and Facilities Director, 652-7679.
- Glastonbury. LOCIP--Local Capital Improvement Program Grant. Contact: Richard Johnson, Town Manager/Lisa Martin, Controller, 652-7599.
- Granby. Federal Highway Grant of \$15,000 for Radar Trailer S.M.A.R.T. system. Contact: Jeremiah P. Marron, Sr., Police Chief, 653-7221.
- New** • Hebron. Received grants for library project, youth services and park construction. Contact: Robert E. Lee, Town Manager, 228-5971.
- Manchester. Successfully obtained a number of police and human service grants. Contacts: Police Lt. Susan Gibbens, 645-5524, and Hanna Marcus, Human Services Director, 647-3092.
- Newington. Small cities block grants, road improvement projects. Contacts: Ed Meehan, Town Planner, 665-8570 and Peter Arburr, Town Engineer, 665-8570.
- New** • Simsbury. Obtained a grant from the Small Cities Grant Program for rehabilitation of elderly housing. Also, obtained a Bureau of Outdoor Recreation grant from DEP for a wetlands access walkway. Contact: Len Tolisano, Town Planner, 658-3240.
- Wethersfield. Obtained funding for the acquisition of open space for park land through the State Municipal Outdoor Recreation Grant Program. Contact: Kathleen A. Bagley, Parks and Recreation Director, 721-2890.

TAX COLLECTION AND ASSESSMENT OF PROPERTY

Tax Collection

- East Hartford. Raised collection rate by 6 percent through comprehensive collection “team” effort. Contact: Pat Faucher, Tax Collector, 291-7257.
- Hebron. Revaluation in 1993. Contact: Robert Musson, Assessor, 228-9406.
- Newington. Tax collection. Contact: Jean Mangan, Revenue Collector, 665-8540.
- Vernon. Have written new tax procedures in collecting motor vehicle and personal property taxes to collect more money. Contact: Peter V. Korbusieski, Tax Collector, 872-8591 ext. 216.
- Wethersfield. Reversed trend toward lower tax collections, instituted lock box, reduced bank receivables. Contacts: Nancy DiGiralamo, Tax Collector, 721-2825 and Joe Swetcky, Finance Director, 721-2863.
- Windsor. Created a new consolidated bill. Now delinquent taxes and fleets of motor vehicles (one owner of multiple vehicles) appear on a single bill. Contact: Sonia S. Kessler, Tax Collector, 285-1811.

Assessment of Property

- Vernon. New MUNIS software for computerizing personal property and motor vehicles. Contact: John Van Oudenhove, Assessor, 872-8591 ext. 202.
- Wethersfield. Developed unique cross-file systems and programs for state reports. Contact: John Dagata, Assessor, 721-2810.
- Manchester. This is an ongoing project. Contact: Michael Bekech, Assessor, 647-3013.
- Newington. Assessment of property. Contact: Anthony Homicki, Town Assessor, 665-8530.
- Suffield. New data base for personal property and reporting procedures, training, and field inspection. Contact: Christine Koren, Assistant to the Selectman, 668-3838.

Revaluation of Property

- Manchester. Experience both in-house and external. Contact: Michael Bekech, Assessor, 647-3013.
- Newington. Revaluation of property. Contact: Anthony Homicki, Town Assessor, 665-8530.
- Somers. Revaluation of property. Contact: Janice Steinmetz, Assessor, 763-8203.
- Vernon. CAMA system work will contribute toward statistical revaluations. Contact: John Van Oudenhove, Assessor, 872-8591 ext. 202.
- New** • Windsor. Undertaking revaluation of property. Completion date is October 1, 1999. Contact: Steve Kosofsy, Town Assessor, 285-1819.

PERSONNEL MANAGEMENT AND ADMINISTRATION

Personnel Management

- Avon. Salary surveys, pension changes, negotiations. Contact: Karen Levine, Assistant Town Manager, 409-4300.
- Bloomfield. Revision of personnel rules and regulations. Contact: Barbara A. Williams, Personnel Officer, 769-3544.
- New** • Canton. Conducted salary survey of towns with populations between 7,000 and 12,000. Contact: Frederic Turkington, Chief Administrative Officer, 693-7837.
- East Hartford. Developing a retirement incentive plan (proposed). Contact: Mike Walsh, Finance Director, 291-7246.
- New** • Farmington. Instituted performance reviews for all employees, including union members. Contact: Thomas Wontorek, Town Manager, 673-8219.
- Manchester. Recently modified benefit and retirement systems for most town employees. Contact: Betty Rosania, Human Resources Director, 647-3126.
- Newington. Personnel management. Contact: Keith Chapman, Town Manager, 665-8510.
- New** • Simsbury. Adopted new workplace harassment policy. Developed workplace violence policy. Conducted various salary surveys and negotiations. Contact: Mary A. Miller, Director of Human Resources, 658-3274.
- South Windsor. Flextime Policy Committee for Town Hall. Contact: Valerie Ballard, Adult Services Director, 644-2511 ext. 267.
- Wethersfield. Have conducted a variety of projects related to human resource management and labor relations. Contact: Patricia Speicher Werbner, Personnel Officer, 721-2802.
- Windsor. Windsor Service Improvement Strategy: Redesigned organization into self-managed work teams to improve customer service and reduce costs. Contact: Dede Moore, Personnel Officer, 285-1850.

Personnel Recruitment

- Avon. Conducted broad search to fill key position, rewrote job descriptions to incorporate ADA concerns. Contact: Karen Levine, Assistant Town Manager, 409-4300.
- Bloomfield. Recruitment for police officers, director of library services and director of finance. Contact: Barbara A. Williams, 769-3544.
- East Hartford. Rewriting all job descriptions to conform to ADA. Contact: Tom Dawkins, Personnel Director, 291-7222.
- Hebron. Recruited new town planner, director of public works, and director of parks and recreation. Contact: Robert E. Lee, Town Manager, 228-5971.
- Manchester. Conducted broad search to fill key position, rewrote job descriptions to incorporate ADA concerns and more. Contact: Betty Rosania, Human Services Director, 647-3126.
- Newington. Personnel recruitment. Contact: Lori Verreault, Executive Secretary, 665-8510.

- New** • Simsbury. Rewrote various job descriptions (library, police, parks and recreation) to comply with the Americans with Disabilities Act (ADA). Contact: Paul J. Fetherston, ADA Coordinator, 658-3264.

PUBLIC HEALTH, PUBLIC SAFETY AND CIVIL PREPAREDNESS

Public Health Services

- New** • Bolton. Established Eastern Highland Health District for the towns of Bolton, Coventry and Mansfield. Contact: Joyce Stille, Administrative Officer, 649-8066.
- East Hartford. Instituted vaccine screening program. Contact: Charles I. Motes, Jr., Health Director, 291-7327.
- Newington. Public health services. Contact: Robert Cosgrove, Public Health Coordinator, 665-8588.
- Wethersfield. Formed health district. Contact: Paul Hutcheon, Health Director, 721-2822.
- Windsor. Conduct annual flu clinics for elderly and those with special medical conditions. Contact: Charles J. Petrillo, Jr., Health and Environment Services Unit Leader, 285-1828.
- Windsor. Instituted a school measles vaccination program and TB testing program in response to problems. Organized, instituted and completed the project within days. Contact: Charles J. Petrillo, Jr., Health and Environment Services Unit Leader, 285-1823.

Animal Control

- New** • Avon and Canton. The two towns joined together to provide Animal Control Officer services. Karen R. Levine, Avon, 409-4303, or Fred Turkington, Canton, Chief Administrative Officer, 693-7837.
- Newington. Animal control. Contact: Richard Klett, Police Chief, 666-8445.
- New** • Simsbury. Considered participation in regional animal control facility. Contact: Police Chief Alfred Shull, 658-3100.
- Vernon. Cat licensing and regional animal control facility. Contact: Craig P. Segar, Animal Control Officer, 875-7451.

Public Safety

- Avon. Police accreditation. Contact: James Martino, Chief of Police, 409-4211.
- New** • Bolton. Established incentives for volunteer firefighters. Contact: Joyce Stille, Administrative Officer, 649-8066.
- East Hartford. Instituted comprehensive Community Policing Program, DARE Program and GREAT Program. Contact: Jim Shay, Police Chief, 528-4401.
- New** • Farmington. Introduced a community policing program. Contact: LeRoy Bangham, Police Chief, 673-8214.
- Glastonbury. Paid Fire Chief with volunteer system; ISO survey preparation and response; policy rewriting. Contact: Richard Johnson, Town Manager/Stephen W. Haines, Fire Chief, 652-7555.

- Glastonbury. Police accreditation system, computer system and citizens' police academy program. Contact: Richard Johnson, Town Manager/James M. Thomas, Police Chief, 652-4202.
- Granby. Police Department Accreditation Program "95" CALEA Certified Assessors and Team Leader. Implemented computer-aided dispatch and electronic booking system. Contact: Jeremiah P. Marron, Sr., Police Chief, 653-7221.
- Granby. Implemented regional programs for accident reconstruction, E.S.T., DIVE, Drug Task Force. Regional group of eight police departments work together on above projects. Contact: David L. Watkins, Police Lieutenant, 653-7221.
- New** • Hebron. A Police Policy and Procedure Task Force Committee conducted a thorough review of the police department. Also working on a Regional Police Mutual Assistance Agreement. Contact: Robert E. Lee, Town Manager, 228-5971.
- Manchester. Police Department has instituted community policing and is revising its computer system. Contact: Police Chief Henry Minor, 645-5500.
- Newington. Public safety. Contacts: Richard Klett, Police Chief, 666-8445 and James Trommer, Fire Chief, 667-5900.
- New** • Simsbury. Hired a consultant to conduct an organizational study of the police department. Contact: Paul J. Fetherston, Assistant to the First Selectman, 658-3264.
- New** • South Windsor. Contact: Chief Tyler, South Windsor Police Department, 644-2551, or Chief Lanning, South Windsor Fire Department, 644-8547.
- Suffield. Introduced community service officer, obtained grant for same. Contact: Craig Huntley, Community Service Officer, 668-3870.
- Windsor. Implemented a new bicycle patrol program. Contact: Kevin Searles, Police Chief, 688-5273.

Civil Preparedness

- Newington. Civil preparedness. Contact: Richard Klett, Police Chief, 666-8445.
- New** • Simsbury. Established procedures for operation of an emergency shelter. Shelter has been employed three times. Contact: Kevin Kowalski, Director of Civil Preparedness, 658-1971, or Mickey LeCours-Beck, Director of Social Services, 658-3283.
- New** • Simsbury. Revised and updated an emergency town operation plan re: how town should perform in emergency situation such as a power failure. Contact: Kevin Kowalski, Director of Civil Preparedness, 658-1971.
- Vernon. Civil preparedness, including dealing with hazardous materials spill incident. Contact: Donald Maguda, Fire Marshal, 872-8591 ext. 252.

HUMAN SERVICES

Human/Social Services

- Bloomfield. Combined work of social workers for Town and Board of Education, outreach for elderly clients. Contact: Edith Latney, Director of Social Services, 243-1895.

- Newington. Human services. Contact: Ken Freidenberg, Human Services Director, 665-8590.
- New** • Simsbury. Established daycare subsidies program. Individuals who qualify under income guidelines may receive grants payable directly to their daycare provider. Contact: Mickey LeCours-Beck, Director of Social Services, 658-3283.
- New** • Simsbury. Instituted “cheese day” program. Town purchases and provides fresh fruits and vegetables monthly. Program is chiefly geared toward elderly residents with limited incomes. Contact: Mickey LeCours-Beck, Director of Social Services, 658-3283.
- New** • Simsbury. Created “Mickey’s Castle,” a playroom in the Social Services Department set up to serve the public. Children use the playroom while their parents transact business at Town Hall. Contact: Mickey LeCours-Beck, Director of Social Services, 658-3283.
- South Windsor. Co-location of Teen and Senior Center in the Community Center. Established the only community-wide Before and After School Care Program in the Community Center maximizing community use of the Senior Center and Teen Center space. Contact: Margaret Kemp, Senior Services Director, 644-2511 ext. 269.
- South Windsor. Dental program with cooperation of local dentists; cross-train staff (generalist); Conservator Program; Food and Fuel Bank; integration of social service divisions to allow for “one-stop shopping”. Contact: Valerie Ballard, Adult Services Director, 644-2511 ext. 267.
- Vernon. Experience with SSBG and CEIP grants. Contact: Paula Claydon, Social Services Director, 872-8591 ext. 254.
- Windsor. Created a job-board of unadvertised local positions by networking directly with area businesses. Contact: Steve Carter, General Assistance Administrator, 285-1840.

Services for Youth

- Bloomfield. Cross-generational programming, summer youth foster care (DCF) networking grant. Contact: Pat Maneggia, Youth Services Coordinator, 242-1895.
- Bloomfield. Establishment of youth center in existing community center (former school). Contact: Harold Barenz, Director of Parks and Recreation, and Emily Kissell, Supervisor of Recreation, 243-2923.
- Farmington. Divert first-time juvenile offenders from court through Review Board and intertown referrals. Contact: Alan K. Hutchinson, Human Services Director, 673-8226.
- Glastonbury. Youth recreation programs. Contact: Richard Johnson, Town Manager/Joni O’Toole, Recreation Supervisor, 652-7679.
- Granby. Town Board of Education share position of Youth Service Coordinator with Town of East Granby (each town receives half-time services). Contact: KerryAnn Kielbasa, Social Services Director, 653-8954.
- Hebron. AHM Youth Services—a regional youth service agency serving towns of Andover, Hebron and Marlborough. Contact: Joel Rosenberg, Youth Director, 228-9488.
- Manchester. The Town recently took over youth services from the Board of Education. Contact: Mary Roche, Youth Service Bureau Director, 647-5213.
- Newington. Services for youth. Contact: Ken Freidenberg, Human Services Director, 665-8590.

- New**
- South Windsor. ACE (Alternative Community Experience): a collaborative program involving South Windsor Youth Services and Timothy Edwards Middle School students. Students who are suspended for school infraction can have suspension time reduced by performing community service projects. Projects are managed and supervised by the Youth Services Bureau. Contact: Dennis D. Sheridan, Director of Youth Services, 644-2511, ext. 265.
 - Vernon. 20 years experience with program development, planning and coordination of services to youth and families. Contact: Alan M. Slobodien, Youth Services Director, 872-8591 ext. 224.
 - Windsor. Partnership Program: combines staff from the School District and Town government into one unit designed to protect children from violence and intimidation. Contact: Kevin Searles, Police Chief, 688-5273.
 - Windsor. Teen Adventures, Summer Passages Program, Counselor in Training, Teen Job Bank, PAL Program. Contact: Enita Jubrey, Youth Enrichment Services Team Member, 285-1990.

Services for the Elderly

- New**
- Bolton. In the process of remodeling rooms in Notch Road Municipal Center for creation of a Senior Center. Contact: Cheryl Schardt, Senior Coordinator, or Joyce Stille, Administrative Officer, 649-8066.
 - East Hartford. Instituted Elderly Outreach Program. Contact: Sister Jean Kieltyka, Elderly Outreach Coordinator, 291-7307.
 - Hebron. Senior Outreach Program—regional program with Marlborough (grant funded), also established Congregate Meal Program. Contact: Susan Cromie, Senior Coordinator, 228-1700.
 - Newington. Services for the elderly. Contact: Joyce Lighari, Senior and Disabled Center Services Director, 667-5831.
- New**
- Simsbury. Proposed expansion of tax relief for the elderly. Contact: David Gardner, Town Assessor, 658-3251.
 - Somers. Built new Senior Center with combined efforts of Rotary Club and Town of Somers (1990). Contact: Richard H. Jackson, First Selectman, 763-8200.
 - South Windsor. Instituted a Frail Elderly Program designed to prevent premature institutionalization. Streamlined Transportation Services providing equal access for senior and disabled clients. Co-location of Senior Center and Senior Outreach Services within one division of Human Services. Contact: Margaret Kemp, Senior Services Director, 644-2511 ext. 269.
 - Windsor. Received peer review certification from Connecticut Association of Adult Day Care Centers and are now certified as a Health Model. Contact: Lieba Bernstein, Caring Connection Team Member, 285-1995.

PLANNING, ENGINEERING AND PUBLIC WORKS

Town Planning Services

- Bloomfield. Incorporated engineering technicians into the Planning Department after the position of town engineer was eliminated from budget. Also consolidated administrative duties of planning and building. Contact: Thomas B. Hooper, Director of Planning, 769-3514.
- East Hartford. Downtown Redevelopment, Connecticut Main Street Center. Applied for National Register Historic District. Contact: Mary Martin, Grants Administrator, 291-7206.
- Farmington. Affordable housing development, cluster housing. Contact: Jeffrey Ollendorf, Town Planner, 673-8221.
- New** • Hebron. Established an Affordable Housing Policy. Contact: Michael O’Leary, Town Planner, 228-5971.
- Marlborough. Plan of Development update, beginning to implement cluster regulations, lake management plan, design and review board and guidelines. Contact: Marian Staye, Planning and Development Director, 295-6202.
- New** • Simsbury. Reorganized Community Planning and Development Department. Adopted open space/purchase of development rights policy. Contact: William S. Voelker, Town Planner, 658-3228.
- New** • South Windsor. Created an Open Space Task Force with the power to acquire real property. Procedures for acquisitions of real property have been adopted by ordinance. Contact: Michael J. Gantick, Director of Public Works, 644-2511, ext. 242, or Karl Reichle, Superintendent of Parks and Grounds, 644-2511, ext. 219, or Marcia Banach, Director of Planning, 644-2511, ext. 250.
- Vernon. Complete revision of zoning regulations and Master Plan of Development. Town-wide citizen surveys, landlord surveys and vacancy rate surveys. Contact: George Russell, Town Planner, 872-8591.

Building Inspection

- East Hartford. Established Areawide Housing Code Enforcement Program to inspect entire neighborhoods at one time. Contact: Don Vigneau, Director of Inspections and Permits, 291-7339.
- Granby. Share building inspection services and administration with Town of Hartland. Use universal permit forms, etc. Contact: Henry Miga, Building Inspector, 653-8945.
- New** • Newington. Inspecting the construction of two significant buildings in town: A 180,000-square-foot LOWES Home Improvement Center and a twin hockey rink. Contact: Pete Hobbs, Building Official, 665-8580.

Economic Development Planning and Coordination

- New** • Bloomfield. Hired new Economic Development Director in November 1996; reactivated EDC; established economic policy incentives. Contact: Shyama Jaipershad, Economic Development Director, 769-3592, or Louie Chapman, Jr., Town Manager, 769-3504.

- East Hartford. Downtown Redevelopment, Connecticut Main Street Center. Applied for and received National Register Historic District designation. Contact: Mary Martin, Grants Administrator, 291-7206.
- Farmington. Reestablished Economic Development Commission, hired Economic Development Coordinator. Contact: Jeffrey Ollendorf, Town Planner, 673-8221.
- Hebron. Two properties in town are currently or have recently undergone remediation and are back on tax roles as functioning commercial establishments. Contact: Michael O’Leary, Town Planner, 228-5971.
- Manchester. Worked with a number of companies to reclaim contaminated sites. Contact: Mark Pellegrini, Planning and Economic Development Director, 647-3044.
- Marlborough. Business directory and business survey. Contact: Marian Staye, Planning and Development Director, 295-6202.
- New** • Simsbury. Hired an Economic Development Coordinator through an RFP (request for proposal). Contact: Paul J. Fetherston, Assistant to the First Selectman, 658-3264.
- Vernon. Administering \$400,000 Economic Development Grant for business renovations and job creation. Contact: George Russell, Town Planner, 872-8591.
- Newington. Economic Development Planning and Coordination. Contact: Keith Chapman, Town Manager, 665-8510.
- Windsor. Streamlined application approval process from initial application to all approvals in place in six weeks. Formed the Bradley Development League (BDL): four towns and DOT work together to market the area. Contact: Harry Freeman, Economic Development Coordinator, 285-1877.

Zoning Compliance

- New** • Newington. Successfully applied for Open Space Grant and Small Cities Block Grant. Town also designated \$1.5 million in budget for open space purchases and created an open space subcommittee of the Town Board. Contact: Ed Meegan, Town Planner, 665-8575.
- New** • Simsbury. Drafted and enacted an ordinance levying fines for zoning violations. Contact: William S. Voelker, Town Planner, 658-3228.

Engineering

- Glastonbury. In process of revising design criteria for local land development. Contact: Richard Johnson, Town Manager/Chester G. Hamlin, Assistant to the Town Engineer, 652-7743.
- Newington. Engineering. Contact: Peter Arburr, Town Engineer, 665-8570.
- New** • South Windsor. Updated public improvement specifications with involvement of private engineers, developers and contractors. Contact: Michael J. Gantick, Director of Public Works, 644-2511, ext. 242, or Jerry Iazzetta, Town Engineer, 644-2511, ext. 245.
- Suffield. Developed projects to improve town roads and drainage including design, bid package preparation and construction management. Contact: Gerald Turbet, Town Engineer, 668-3876.

Water Supply System Management

- Avon. Assisted expansion of municipal water supply system by utilizing town assessment of costs/three-party agreement. Contact: Philip Schenck, Town Manager, 409-4300.
- Vernon. Major upgrade of an advanced wastewater treatment facility (7.1 MGD) to achieve ammonia nitrification, dechlorination and increase dissolved oxygen of effluent. Contact: David Ignatowicz, Water Pollution Control Director, 872-8591, ext. 257.

Water Pollution Control/Sewer System Management

- Glastonbury. Water Pollution Control Facility, sludge thickening system. Contact: Richard Johnson, Town Manager/Michael J. Bisi, Sanitation Superintendent, 652-7774.
- Glastonbury. Established computer modeling of sanitary sewer flows and pump station operations. Contact: Richard Johnson, Town Manager/Chester G. Hamlin, Assistant to the Town Engineer, 652-7743.
- Hebron. Sewer system constructed and project completed (1990-1994). Contact: Denise Alexander, Water Pollution Control Authority Administrator, 228-5971.
- Vernon. Have written applications for and currently administering over \$5 million in grant funds including CDBG, DOT and DEP. Contact: George Russell, Town Planner, 872-8591.

Development and Management of Parks and Recreational Facilities

- Avon. Intertown bikeway/greenway. Contact: Steven Kushner, Town Planner, 409-4329.
- Bloomfield. Agricultural use of open space and use of passive open space by farmers with maintenance transferred to farmers and revenue returned to town. Contact: Harold J. Barenz, Director of Parks and Recreation, 243-2923.
- East Hartford. Developed Comprehensive Park Master Plan. Contact: Roger Moss, Parks Director, 282-8241.
- Glastonbury. User fees, athletic field construction, outdoor pool construction, consultant selection, combined functions--buildings and grounds, park development. Contact: Richard Johnson, Town Manager/Raymond E. Purtell, Parks, Recreation and Facilities Director, 652-7679.
- Hebron. Development of Veterans Memorial Park. Contact: Nancy McMillan, Director of Parks and Recreation, 228-5971.
- Newington. Development and management of parks and recreational facilities. Contact: Robert Stanley, Parks and Recreation Superintendent, 665-8666.
- New** • Simsbury. Continued development of bike trail. Contact: Len Tolisano, Town Planner, 658-3240.
- New** • South Windsor. In cooperation with the Board of Education, developed an internship program for special needs high school students called "Project Worth." Contact: Ray Favreau, Director of Recreation, 644-2511, ext. 259.
- South Windsor. Policies and user fees for ball field reservations/rentals and park pavilion and community center policies and user fees. Contact: Ray Favreau, Recreation Director, 644-2511 ext. 259.

Public Works

- Bloomfield. Reorganization and realignment of public works; developed complaint system; fleet initiatives. Contact: David Gofstein, Superintendent of Highways, 243-1487.
- East Hartford. Implemented municipal pavement management program rating every street and sidewalk and utilizing a computer data base. Contact: Mike Mancini, Town Engineer, 291-7384, or Roger Mullins, Director of Public Works, 291-7365.
- Glastonbury. Above-ground fuel tanks system with computerized monitoring of fleet consumption. Contact: Richard Johnson, Town Manager/Thomas O. Tierney, Fleet Superintendent, 652-7763.
- Marlborough. Public works. Closure of seven-acre landfill. Design included a plastic membrane cap. Contact: Thomas Giola, Public Works Superintendent, 295-6229.
- Newington. Public works. Contact: Keith Chapman, Town Manager, 665-8510.
- Vernon. Road management program and fleet management program. Contact: David Tomko, Public Works Director, 875-5072.
- Windsor. Windsor Service Improvement Strategy: Redesigned organization into self-managed work teams to improve customer service and reduce costs. Contact: Wayne Radke, Public Lands, Roads and Facilities Service Unit Leader, 285-1800.

INFORMATION SYSTEMS PLANNING AND MAINTENANCE

Development and Maintenance of Information Systems

- Glastonbury. Designed computer and network plan. Began implementation. Contact: Joseph Kelly, Information Systems and Technology Coordinator, 652-7591.
- Hebron. Conducted a needs assessment with the help of a community-based committee. Currently phasing in a new computer system which includes purchase of an AS400, PCs. Contact: Deborah Ventura, Computer Operator, 228-5971.
- Manchester. Have done a number of innovative things in this area. Contacts: Jack McCoy, Information Systems Director, 647-3071 or Gerald Dupont, General Services Director, 647-3031.
- Newington. Development and maintenance of information systems. Contact: Roy Zartarian, Information Systems and Technology Director, 665-8555.
- Rocky Hill. In the process of networking all town buildings into a W.A.N. Standardized software for administrative departments. Contact: Philip R. Dunn, Town Manager, 258-2700.
- New** • Simsbury. Placed ordinances and town charter on network. Facilitates easier access to the information and alleviates dependence on hard copies except where town charter stipulates documents must be present in hard copy form. Contact: Richard Bazzano, Data Processing Manager, 658-3281.
- South Windsor. Computer Committee--study, analysis, recommendations for presentation to Council on present and future computer needs. Contact: Valerie Ballard, Adult Services Director, 644-2511 ext. 267.

- Windsor. Developed and deployed a Wide Area Network utilizing MS Windows NT and MS Exchange Server. Contact: Greg Deschamps, Network Administrator, 285-1893.

Development and Maintenance of Telecommunications Systems

- Glastonbury. Conversion to CENTRIX, implementation of voice mail and conversion to KSUs and new telephones. Contact: Richard Johnson, Town Manager/Chester (Chet) Hamlin, Assistant to the Town Engineer, 652-7743.
- New • Hebron. Installed a voice-mail system which features an informational bulletin board. Also, converted to a Centrex system (SNET Central Link 2100) which enables Town departments that are in different physical locations to transfer calls. For example, the Town Hall transfers calls to the Fire Department or Senior Center. The new system resulted in significant cost savings to the Town. Contact: Donna Smith, Executive Assistant, 228-5971 ext. 130.
- Manchester. Have done a number of innovative things in this area. Contacts: Jack McCoy, Information Systems Director, 647-3071 or Gerald Dupont, General Services Director, 647-3031.
- Newington. Development and maintenance of telecommunication systems. Contact: Roy Zartarian, Information Systems and Technology Director, 665-8555.
- Wethersfield. Designed, implemented and maintain town's telecommunications system. Contact: Gary S. Santoro, Fire Marshal, 721-2806.
- Windsor. Awareness (TM) System tracks outgoing telephone calls, time and cost, and creates monthly reports for each extension. Contact: Gary Dowgewicz, Information Services Team Member, 285-1800.

MISCELLANEOUS

Voter Registration

- Newington. Voter registration. Contacts: Marie Fox, Democratic Registrar of Voters, 665-8516 and Linda Cultrera, Republican Registrar of Voters, 665-8517.

Other

- Glastonbury. Records management report and recommendation, including records inventory, disposition, disaster recovery, technology, etc. Contact: Edward J. Friedeberg, Town Clerk, 652-7620.
- Glastonbury. Regional Household Hazardous Waste Collection Program. Contact: Michael J. Bisi, Sanitation Superintendent, 652-7774.
- Glastonbury. Refuse/Recycling Program-Satellite Recycling Collection. Contact: Michael J. Bisi, Sanitation Superintendent, 652-7774.
- Somers. Special Projects Building Committee established to implement major funded building projects such as the new school/library complex and proposed new fire department and public works buildings. Contact: Richard H. Jackson, First Selectman, 763-8200.

- Vernon. Training sessions for land use commissions on practical and legal aspects of land use development process. Contact: George Russell, Town Planner, 872-8591.
- Wethersfield. Adopted property maintenance code. Contact: Paul Hutcheon, Health Director, 721-2822.
- Windsor. Has gathered much information related to the siting of telecommunications network towers. Due to Telecommunications Act of 1996 many telecommunications companies are eager to put up networks of towers. Contact: Jeffrey G. Roller, Assistant Planner, 285-1987.

Technical Assistance Needs

LOCAL GOVERNMENT ADMINISTRATION

Coordination of Local Government and Board of Education

- Simsbury. Consolidation of Town and Board of Education Facilities Management Operations. Contact: Paul Fetherston, Assistant to the First Selectman, 658-3264.

Building, Renovation or Reuse of Municipal Structures

- East Hartford. Developing long-range master plan for managing operations, routine and long-term maintenance, and building improvements for all town buildings. Contact: Timothy Larson, Mayor, 291-7200.

PLANNING, ENGINEERING AND PUBLIC WORKS

Town Planning Services

- Various Municipalities. Model language for municipal land use ordinances to: (1) preserve open space and agriculture (Suffield and others); (2) protect historic sites (Windsor and others); and (3) enable better management of development that is consistent with each town's long term well-being.

INFORMATION SYSTEMS PLANNING AND MAINTENANCE

Development and Implementation of Information Systems

- Various Municipalities. CRCOG will continue to provide technical assistance for new technologies in town halls in the areas of financial management, GIS development, etc.

Cross-Reference Index

| | |
|--|--|
| Accounting.....See: | |
| | Budgeting 5 |
| | Annual Municipal Audit 6 |
| | Financial Management 7 |
| | Development and Maintenance of Telecommunications Systems 20 |
| Americans With Disabilities Act (compliance)See: | |
| | Building, Renovation or Reuse of Municipal Structures 8 |
| | Personnel Recruitment 11 |
| Assistance Needs (all)See: | |
| | Technical Assistance Needs 22 |
| Charter RevisionSee: | |
| | Reorganization of Municipal Government 5 |
| DownsizingSee: | |
| | Reorganization of Municipal Government 5 |
| | Town Planning Services 16 |
| EnvironmentSee: | |
| | Grantsmanship 9 |
| | Public Works 19 |
| | Miscellaneous (other) 20 |
| Housing See: | |
| | Grantsmanship 9 |
| | Town Planning Services 16 |
| Housing and Urban Development (U.S. Dept. of) See: | |
| | Grantsmanship 9 |
| Inter-Municipal Contracts.....See: | |
| | Reorganization of Municipal Government 5 |
| | Public Safety 12 |
| | Services for Youth 14 |
| | Services for the Elderly 15 |
| | Building Inspection 16 |
| | Economic Development Planning 16 |
| PayrollSee: | |
| | Budgeting 5 |
| PrivatizationSee: | |
| | Reorganization of Municipal Government 5 |
| Public-Private PartnershipsSee: | |
| | Services for the Elderly 15 |
| Purchasing.....See: | |
| | Budgeting 5 |
| | Financial Management System 7 |
| | Coordination of Local Government and Board of Education Functions 7 |