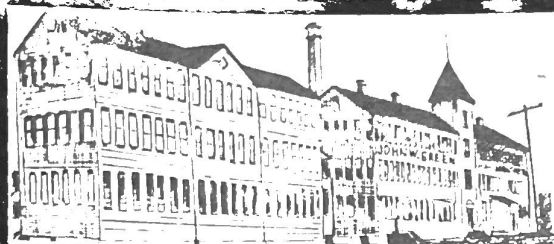




DANBURY'S PRIDE — THE DANBURY FAIR



BLIZZARD SCENE — MAIN STREET



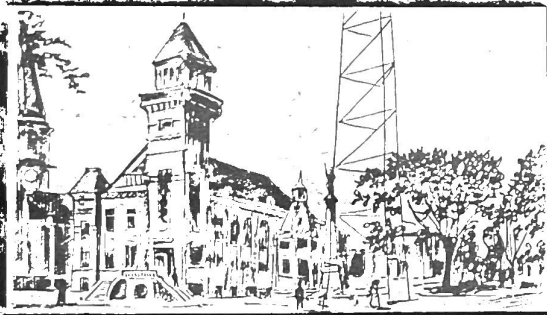
HAT FACTORY OF JOHN W. GREEN



KEELER BLOCK



TURNER HOUSE

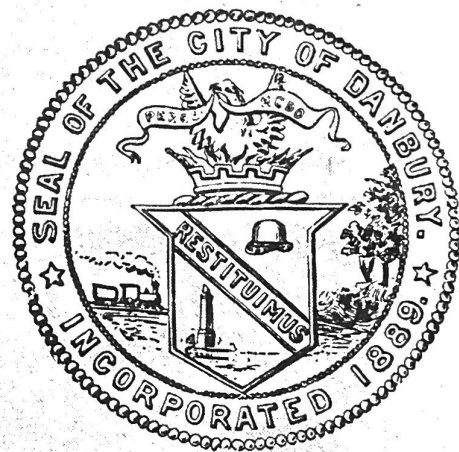


CITY HALL — SOLDIERS' MONUMENT



DANBURY HOSPITAL

Annual Report 1971 City of Danbury



Supplement to The News-Times

Saturday, April 1, 1972



BIRDS-EYE VIEW FROM MORRIS STREET



MAIN STREET LOOKING NORTH FROM BRIDGE



MAIN STREET LOOKING SOUTH FROM WOOSTER HOUSE

A Message from Mayor Gino J. Arconti

April 1, 1972

My Fellow Citizens:

We present for your evaluation and judgment our 1971 Annual Report. It highlights the major work accomplished and points toward continued improvement of services.

A city may be brick and concrete and steel, but a community is a living, pulsating center of human development. We are committed to our citizens, to their aspirations for the future and they, in turn by their participation, have demonstrated a deep commitment for a better, fuller life for themselves and generations to come.

It is essential, of course, to balance the City's economic stability with realistic goals. With this in mind, we undertake accelerated programs in public works, public safety, health, housing, environmental protection and various social services. These are pivotal areas on which the ultimate climate of the community depends. The removal of goals and any lack of forward movement would result in a less vital society.

We respectfully ask you to review this report and would welcome any comments you wish to make.

Respectfully submitted,

Gino J. Arconti
Mayor of the City of Danbury



Danbury taxpayers Mrs. Salvatore Barese and Franklin Hirt discuss the annual audit report of the City of Danbury with Mayor Gino Arconti.

City of Danbury — Phone Directory • Emergency Numbers •

Police Department

748-9292

Fire Department

748-2631

Ambulance Service

748-2631

Rumor Control Center

748-9293

CITY HALL 744-7160

Office of the Mayor
City Clerk
City Treasurer*
Corporation Counsel
Building Department
Civil Service Commission
Engineering Department
Finance Department
*City Treasurer
Comptroller
Data P

Tax As

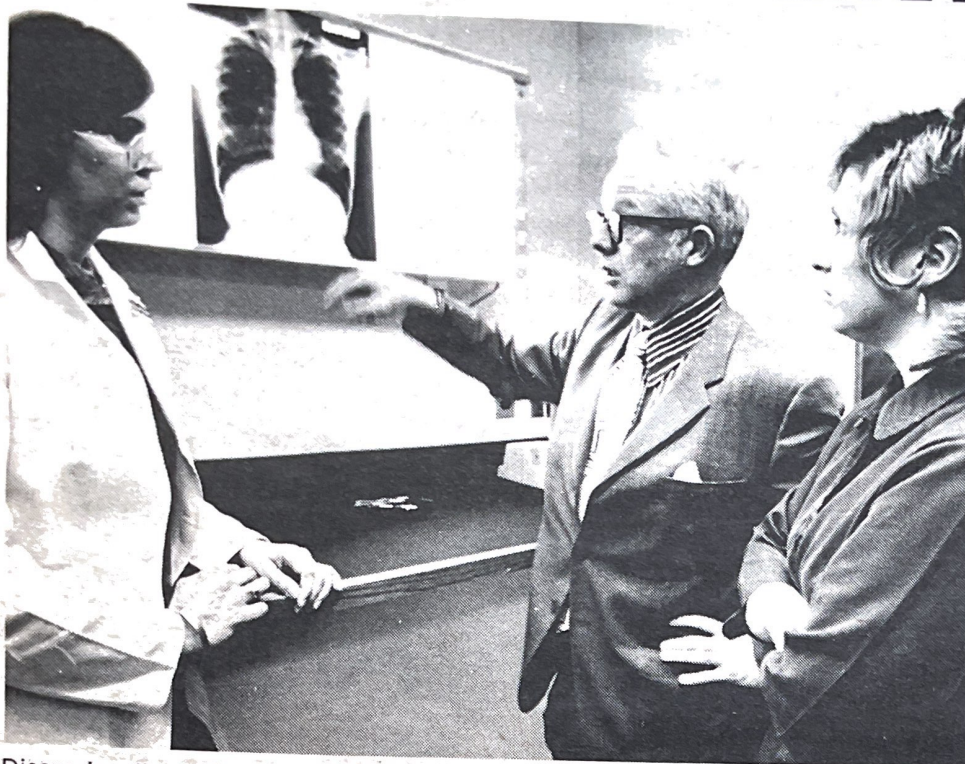
Office of Emergency Operations
(Civil Defense Department)
Planning Commission
Probate Court
Public Works Department
(See also City Garage)
Public Utilities Department
Sewage Treatment
Water Department
(See City Chemist)
Egisfrars of Voters
spector
ices Department

Town

SPECIAL DEPARTMENTS

School Department 792-1100
Library 792-0260
Canine Control 748-6456 or 748-9294
City Chemist 746-2228
City Garage 743-9201
Fair Rent Commission 744-0078
Housing Authority 744-2500
Human Rights & Opportunities Commission 744-5213
Parking Authority 748-6423
Redevelopment Agency 792-1135
S. L. Richter Park Authority 792-2550
Tree Department 748-8243 or 743-9201
. 748-4486

HEALTH DEPARTMENT



Discussing the implications of a set of chest X-rays taken during a tuberculosis clinic are (from left) Debbie Dayton, social worker for the Danbury Hospital

outpatient clinic, Dr. Thomas Draper and Joan Meggison, community health coordinator.

"To evolve a rational priority of goals and rational programs to meet them" is the goal of Danbury's Health Department, according to Dr. Thomas Draper, the city's first full-time Health Director.

Draper stresses the interrelationship of the Department's twin functions of environmental stewardship and health care. He points out that improper environment affects health, while lack of health may in turn constitute or cause an undesirable environmental factor.

The Department is organized on dual lines, with broadly-defined sanitation considerations the responsibility of Environmental Health Director Vernon Williams. Medically-oriented concerns are overseen directly by Draper to whom Williams also reports.

Fragmented, absent or inappropriate health care for significant numbers of citizens has been a major concern of the Health Director. Draper reports major assistance from the Visiting Nurse Association (VNA) and Danbury Hospital in making some progress toward improving conditions.

Draper and a pulmonary specialist from the hospital were appointed to the state sponsored tuberculosis clinic. Because of case-finding and follow-up by the VNA, local response to the tuberculosis problem became more effective.

The VNA has assigned a nurse, Miss Joan Meggison, as community health nurse to the department, where she is able to influence and coordinate needed home and ambulatory care and provide certain immunizations requested by physicians as well as health counselling

to many who lack family physicians.

Major concerns involve the growing drug problem, rising rate of venereal disease and a greater incidence of cases of child abuse. The health department is collaborating with other agencies in combating drug abuse problems, and with them is weighing the usefulness of a Methadone program. The state health department has been guiding local planning for venereal disease control, and the local health department has cooperated with the Department of Protective Services in child abuse cases.

In pursuing its environmental objectives, the Health Department has been particularly concerned this year with its organizational relationships. Within the department, regular meetings have been held by the entire staff to define objectives, assign responsibility and evaluate effort. Externally, the department has sought to redefine its role in collaborating both with other city departments and state agencies. Specific programs have included assigning department representation at meetings of the Planning Commission and Fair Rent Commission and participation in the Mayor's Conference on land and water use.

Draper called the conference, a symposium for government officials aimed at producing an action program involving the conservation and best possible use of the environment, "one of the most important things that've been done this year."

Those invited included the chief executives of Danbury and contiguous communities as well as representatives of planning and zoning boards, health

and engineering departments, conservation commissions and zoning boards of appeals. Draper said it was hoped that new policies and procedures would be formulated at the seminars to block adverse development of the Danbury area.

Five areas of study have been

embarked on, including adoption of an open space plan for Danbury's Plan of Development; possible regulations for assuring the purity of water supplies; investigation of watershed problems; an in-depth examination of state and local ordinances for their appropriateness, and a study of the plan of development for possible updating to include current ecological concerns.

The Health Director has met in Hartford with Environmental Protection Commissioner Daniel Lufkin and collaborative efforts have been made in halting oil spill pollution of Lakes Candlewood and Kenosia. State inspectors have been encouraged to cooperate with health department inspectors for efficient surveillance and abatement of pollution.

At the year's end, initial steps had been taken to qualify for an Air Pollution Grant to improve city control over this environmental concern.

Inspections for possible violation of the health codes are a major portion of the job of Williams' division. Housing Inspector Nicholas Juisto during 1971 completed 3,109 inspections.

Of that total, 1,699 were inspections of homes or apartments, uncovering 628 violations. Of these, 612 were corrected, Juisto reported, 16 carried over. Two homes were posted as unfit and 11 demolished. Among other activities carried out by Juisto's office were 654 motor vehicle inspections, 242 nuisance inspections and 514 inspections at the 1971 Danbury State Fair.

Sanitary inspector Harold Cugle reports 2,008 checks made during 1971, with 538 septic and 208 driller's permits issued. Twenty-seven Dye and 165 percolation tests were made along with 364 site investigations.

Among other activity, Cugle reports investigating 942 complaints during 1971.

In the broad environmental health category, 1,514 inspections were reported during 1971 by Williams' department.



**Dr. Thomas Draper,
Director of Health**

Environmental Health Director Vernon Williams (on left) and Dr. Thomas Draper confer during a meeting of the Mayor's Conference on Land and Water Use.



PUBLIC WORKS

The "clean-up, fix-up, paint-up" workhorse of city departments, the Public Works department under Supt. Arthur Tartaglia is charged with the care of almost everything the city owns.

Its functions and responsibilities include maintenance and repair of highways, bridges and all municipal buildings; supervision and inspection of all new municipal building construction, snow and ice control, street lighting, sidewalk inspection, maintenance of bridges and rivers, installation and maintenance of storm water drains, operations of the refuse disposal area and care and planting of municipal trees.

Eighty persons are employed in the department's Highway division, engaged in snow plowing, sanding and removal of snow as well as repairing, repainting and generally maintaining the city's roads. The Department plans to resurface all Danbury's major and secondary streets with bituminous concrete, a program started in 1969. Priority will be dictated by demands of traffic, and Tartaglia says the program will "keep going" on those streets which will eventually have to be reconstructed.

The Department also undertook many drainage projects during last year, some for road improvement or for elimination of ice control problems. Drainage is a continuing problem in a growing Danbury, Tartaglia said, with almost every new construction altering the water table and requiring adjustment on the part of the department.

Approximately 6,000 feet of drainage pipe was installed, varying in size from six to 24 inches, with most of the work being done by Public Works personnel. Fifty new catch basins were constructed. Many smaller drainage problems were corrected by using bituminous concrete mixes for curbing or to build up low spots, instead of installing new drainage lines.

Drainage projects were completed on 27 Danbury streets and roads during 1971.

Continual use and wear requires continual updating and replacement of Department equipment. The city currently owns some 60 pieces of Public Works equipment, with two dump trucks and two plows having been purchased in 1971.

refuse disposal area will require more specialized equipment purchases in coming years to maintain the area in the condition required by state statute.

The Department's Tree division, under Warden Byron Johnson, has successfully kept up with removal of dead trees, allowing expansion of pruning and tree planting programs. The bad infestation of insects during Spring of 1971 caused the division to expand the spray program, certain municipal trees being sprayed three times with excellent results, Johnson reports.

Acts of vandalism in schools continue to plague the School Maintenance division, under Charles Guarino, superintendent of buildings and grounds. The division now has 16 city school buildings to maintain, and the increase of vandalism has meant

diverting funds from the operating budget to make needed repairs.

Snow removal from city streets and roads is a recurring job for department personnel. The expansion of Danbury means each year more streets are added to the plow routes, but Tartaglia reports his belief citizens are afforded the best possible winter service in the area of roads.

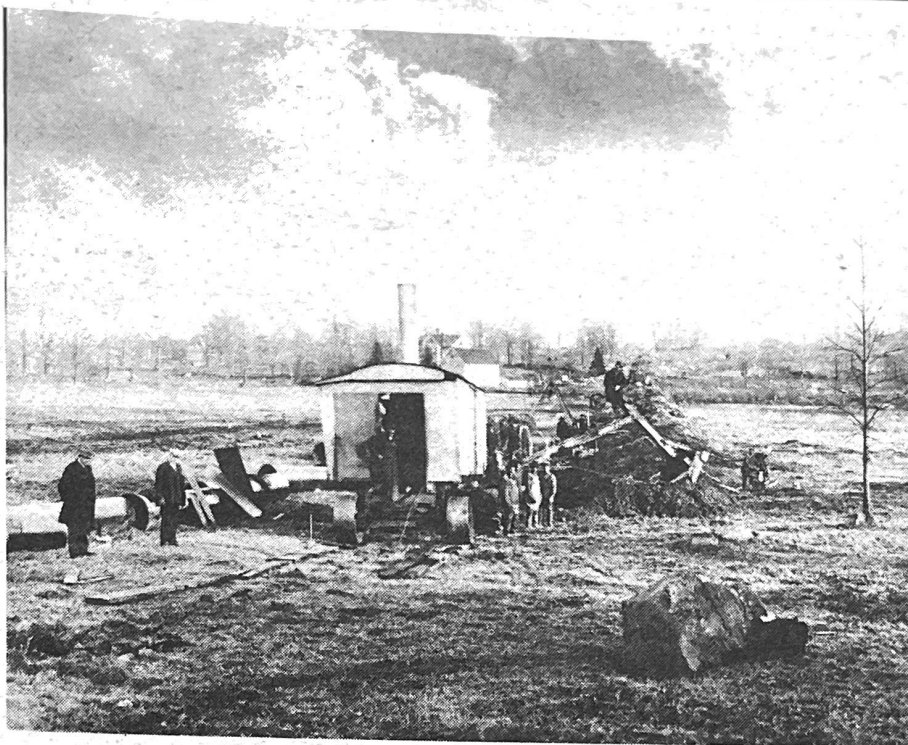
Snow removal from sidewalks and their maintenance, however, is a source of complete frustration to the department and to Sidewalk Inspector Jules Kupsky, Tartaglia says. He is urging a study of all statutes and ordinances, to find a solution to what he calls "an almost impossible problem."

Tartaglia reports the Street Lighting program progressed at "a most satisfying pace" during 1971, and should continue without interruption.

Arthur Tartaglia,
Director of Public Works

the increased

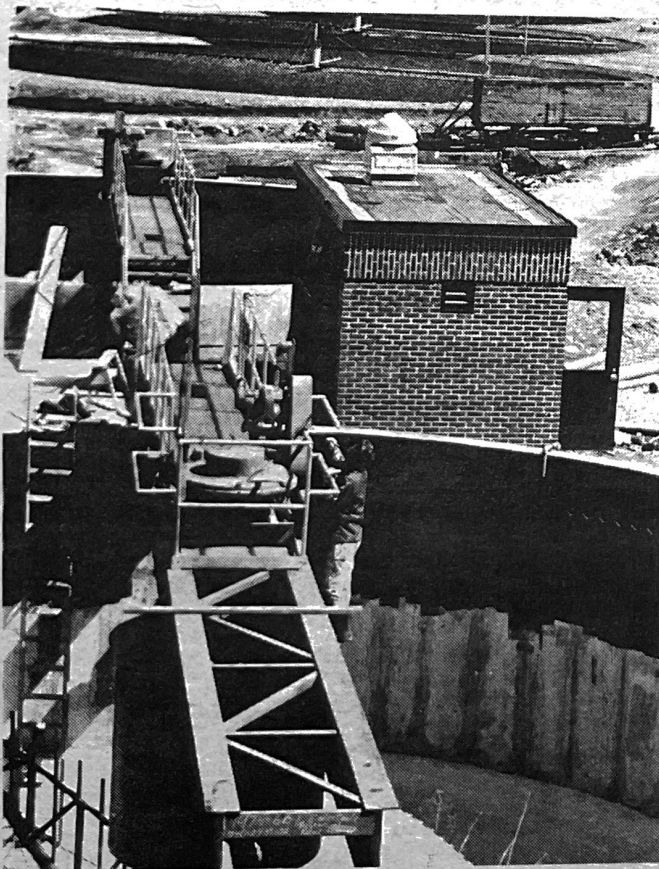
**Sidney A. Rapp,
City Engineer**



Times have changed, as this picture of city workmen engaged in building the West Lake reservoir amply dem-

onstrates. The photo was taken in 1925, during construction of what is now a significant source of water for the area.

PUBLIC UTILITIES



For want of a nail the horse was lost goes the old nursery rhyme.

Providing that essential but little-regarded nail for Danbury's welfare — water and sewer services — is one of the major functions of the Public Utilities Department, headed by City Engineer Sid Rapp. The Department also provides service to other Danbury departments, as engineering, surveys, maps, inspection, investigation and coordinating the work of consultants.

The Water Department's maintenance crew last year replaced 1,400 feet of old cement main with new six-inch cast iron pipe in George St. In addition normal maintenance of transmission lines and hydrants was carried out, and considerable time spent in clearance work around the reservoirs and the Marjorie Filter Plant.

Though the reservoirs continue to fill each year, assuring a good supply in storage, Rapp hopes to undertake water exploration work in the future, to identify any additional water resources available to Danbury in the event of a drought. He also hopes to arrange an emergency connection with Candlewood Lake, as a backup supply available to the city if needed.

Department plans are underway to install pumps in the wells at the Lake Kenosia site and for the installation of a 16-inch line to West Lake, so water may be mixed in the reservoir. Work is expected to be started in July, 1972.

Also this year, an engineering study of the two existing water treatment plants will be made. The plants have been in operation for some 35 years, and improvements are needed, Rapp said. Further studies of elevated storage tanks to serve high areas are also planned.

Rapp hopes in the near future to be able to install water meters on every customer's service in the city, a move he calls "essential" to protect the supply, avoid waste and have every user pay his proper share. Funds, he said, would come from bonding.

Every year shows a substantial increase in the amount of treated water used in Danbury. Daily use in 1971 averaged 6.4 million gallons, 450,000 gallons per day more than 1970.

Rapp reports substantial progress made during 1971 in improving the city sewer system. The sewer treatment plant, a project estimated to cost \$5.5 million, is expected to be entirely completed by July, with most facilities to be in use by May 1, 1972.

Also under construction is a large pumping station to serve the east and northeast portion of Danbury. Estimated to cost \$520,000, the station is expected to be ready for use in September. Additional trunk and collecting sewers will also be bid during this year.

During 1971, a large part of the work of the Engineering Department has been in connection with the planning of collecting sewers in areas outside the old city limits. Plans are complete for over six miles of these sewers. The Department, Rapp says, will continue to prepare plans for sewer extensions in various areas so that contracts can be awarded as funding is available.

No major highway construction has been undertaken in 1971, but substantial engineering studies and plans have been underway for proposed highway improvements on East Lake Rd. and Morgan Rd.



EDUCATION DEPARTMENT

The opening in September of the new Stadley Rough Elementary School, whose implementation of the "open-classroom" concept of education has attracted attention across the state, was only the most visible of the developments in the Danbury education field during 1971.

Education continues to hold a primary position in the activities of Danbury, with action on many fronts the usual rather than the unusual, reports School Supt. Edward Sillari. The range of involvement covers age groups from three and four-year olds to adults.

The rapidity of change in the everyday world requires constant updating of programs to insure their relevance. On the elementary level this has meant a continual supervision of such programs as Head Start, and Follow Through, and the development of a Language Arts Program aimed at helping underachievers hampered with language difficulties.

On the secondary level, programs include Multi-Opportunities for Youth, targeted at reducing the dropout rate; driver education and a regional reading program in conjunction with other area towns, funded and established at Western Connecticut State College. The adult basic education program services over 1,000 persons over age 18 with less than an eighth grade education. Another program for training early childhood teacher assistants, has trained 42 women as paraprofessionals, equipped to serve as "teacher aides."

The importance of education in Danbury can be better understood when it is realized that the 1970-71 public school population reached over 11,000, or 20 per cent of the total population. The 1971-72 budget, together with state and federal funds received, totals more than \$12 million, or better

than half of Danbury's total operational budget.

One year ago four major concepts — accountability, the educational team, individualization of instruction and outreach to the community — were identified as paramount guidelines in coping with this mammoth responsibility.

Accountability means an attempt to measure the effects of various methods of instruction, personnel and environments on the final result — how much has been learned.

With the focus shifted to observable results, reports John A. Wolfkeil, assistant school superintendent, there is greater need to involve all participants in selecting priorities, and in determining lines of responsibility. The past year, he says, has been one of creating an awareness of the concept and its implications for the future.

The concept of a coordinated team effort on behalf of students, the second major concept being implemented, strengthens the learning program and helps the staff, Wolfkeil believes. So

does the effort to tailor learning programs more to the demands of the learner.

Helping to give that individual attention when needed, and stretching the education dollar are many unsung and unpaid volunteers, who assist teachers and school personnel in whatever area they are needed.

Dialogues with the many "publics" in the community — the concept of outreach — enables the school staff to avoid insulation and creates opportunities for broader citizen-parent involvement.

Results of the program during the past school year are apparent in a number of areas, it is reported. Results last year of the system-wide achievement tests demonstrated significant gains in the primary grades, the area of greatest attention.

Drug education was another major activity for staff and student body.

Parent seminars were conducted, with the aim being to assist adults to be better prepared to contribute to the solution of drugs and drug-related problems. To this end, new curriculum units were also devised, and an extensive in-service program for teachers was conducted.

Another important event has been the emerging roles of heads of departments for the junior and senior high schools.

Coming years will see other developments. A Citizens' Advisory committee to the Board of Education is now engaged in studying the feasibility of utilizing schools on a 12-month basis, a new Junior High School is under construction at Rogers Park, and voters have given referendum approval to the planning of another elementary school building at Mill Ridge, and an addition to Shelter Rock Elementary School.

Edward A. Sillari,
Superintendent of Schools



PARKS & RECREATION

Expansion was the keynote of the Parks and Recreation Department during 1971, reports Director Edward J. Crotty.

The summer playgrounds program was expanded to include the Pembroke area, making a total of 10 playgrounds in the program. More than 2,000 children were registered, with a daily attendance of approximately 75 children at each playground.

In addition to the regular programs of arts and crafts and games, special events and inter-playdays were held. Swimming instruction for beginners were given at the four playgrounds with pools, and trips were taken to Rye Beach, the Candlewood Theatre and the Bronx Zoo.

The program was climaxed with the annual Field Day at Rogers Park.

Planned for this year is the further expansion of the program by utilizing the Stadley Rough School facilities. Also planned for this year is an expansion of the department's senior intertown baseball league for men.

New last year with the Department was a summer basketball league consisting of six varsity and six junior varsity teams from Danbury and surrounding towns. Games were played Monday, Wednesday and Friday evenings at the Danbury High School, with the gyms being open on alternate

weekday evenings for informal play by junior, senior high and college age boys.

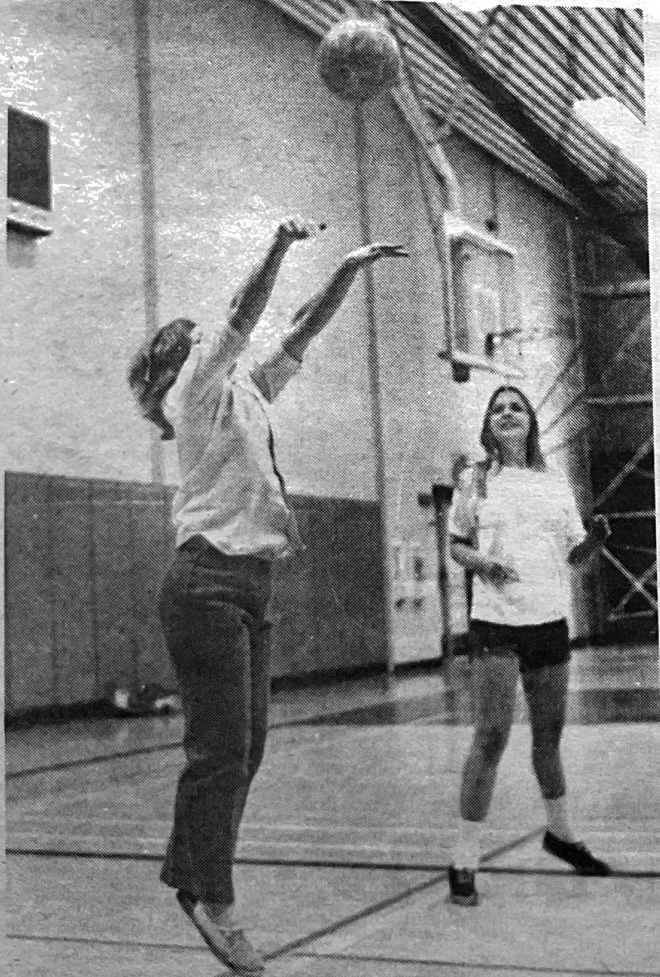
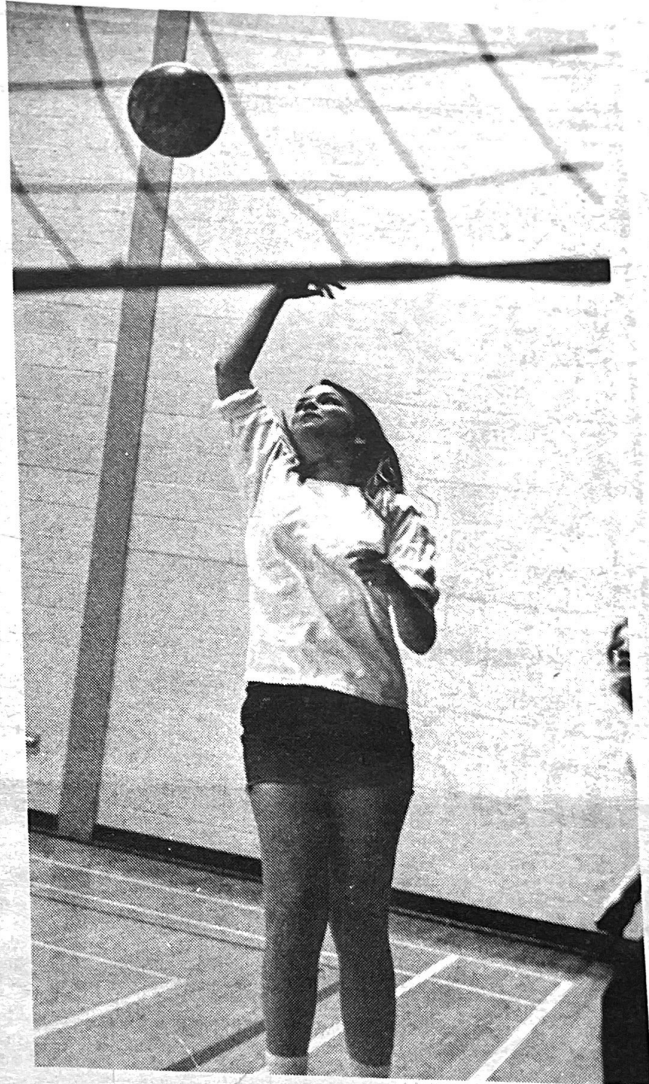
Junior high and high school age boys also have an opportunity to play basketball during winter and spring at nine elementary school gyms. These are open one night a week for supervised recreation for this age group, with Mill Ridge School open five nights a week and Danbury High gym two nights a week when the high school team is not playing at home.

All elementary school gyms are open Saturday mornings for instructional basketball for 5th and 6th grade boys, Crotty reports.

A weeknight program for men and women beyond high school age is also carried out by the department. This is conducted at Danbury High School and consists of basketball, volleyball, modern dance and limbering and stretching exercises for women, and basketball, volleyball, badminton and weight training for men.

For junior and senior high girls, the department conducted a program from December to April at the junior high gyms. There was gymnastics, basketball and volleyball for the girls, and a similar program there for junior high boys offered a 7th and 8th grade basketball tournament.

Crotty reports some 30 days of ice



skating last year at Rogers Park, made more comfortable by the revising of the heating system and insulation of the hut. Some 160 youngsters in 5th and 6th grade participated in a square dance program during March and April. For adults there were classes conducted by the Mad Hatter Square Dance Club.

An elementary school baseball league with 11 teams and an eight-team junior baseball league for boys 13 to 15 was also part of the program during spring and summer of last year.

Attendance was again up at Danbury Candlewood Park during the summer, Crotty reports, and the addition of Kenosia Park proved popular. With the help of the Lions Club, Crotty says, it is

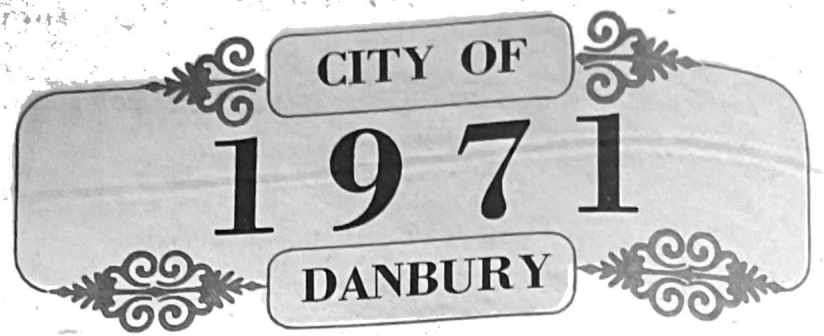
hoped a new pavilion will be open at Kenosia by the beginning of the swimming season.

Funds for Camp Thunderbird were cut last year, according to Crotty, but with the help of Carl LaMar of the School department a six-week program for Head Start youngsters was still possible. Sixty children were enrolled for each of the six weeks of the program.

Use of the Western Connecticut State College tennis courts to supplement those at Rogers Park and Danbury High School was arranged by the department. Crotty reports night tennis proved popular at Rogers Park and group lessons were also conducted.

Edward J. Crotty,

Director of Parks & Recreation



REVENUES



Property Tax Revenues



Ordinary & Other Revenue

EXPENDITURES



Education and Schools



Public Safety



Public Works



Debt Retirement



General Government



Capital Improvement



Health and Welfare



Parks and Recreation



Library Services



All Other Public Services

Financial Health Charted

The basic financial books of the City are maintained on a double entry basis and, in general, in a satisfactory manner. Records, other than the basic financial records under the control of the city comptroller and the school department, were reviewed during our examination and found to be properly maintained.

REVIEW OF FINANCIAL POSITION:

As of June 30, 1971, the City had a fund balance available for future budget operations in the amount of \$314,134.00, as indicated in the following analysis:

Cash on deposit	\$ 344,448.78
Accounts receivable	1,014,230.61
Deferred charges	122,551.91
	1,481,231.30
Less liabilities	1,167,097.30
Fund balance available for future budget operations	\$ 314,134.00

The general debt position of the City of Danbury (exclusive of the Water Fund) decreased during the fiscal year in the amount of \$3,132,250, including the appropriation of \$925,250 paid by the General Fund, \$7,000 paid by the Parking Authority and by payment of bond anticipation notes of \$2,200,000. However, new bond anticipation notes for school construction and sewer improvement in the amount of \$8,920,000 were issued during the year bringing the balance at June 30, 1971 to \$21,304,500. Additional bonds (net of bond anticipation notes outstanding) for school construction (\$5,466,250) sewer improvements (\$4,620,000) and general and public improvements (\$104,650), authorized by the electors of the City in prior years, have not been issued.

REVIEW OF FINANCIAL TRANSACTIONS:

Appropriations for the year were approved by the Common Council meeting on May 14, 1970 in the total amount of \$19,393,110. A summary follows:

Appropriations:	
City Operating Budget:	
General government	\$ 653,898.00
Public safety	2,263,299.00
Public works	1,657,809.00
Conservation of health	209,254.00
Public Welfare	147,110.00
Libraries	265,403.00
Recreation and parks	269,594.00
Miscellaneous	1,133,768.00
Airport	60,506.00
	6,660,641.00
School department	10,068,000.00
State and federal school projects	543,395.00
	17,272,036.00
Debt service	1,537,193.00
Capital improvements	583,881.00
	\$19,393,110.00

A summary of estimated budget revenues and allocation of fund balance to provide the necessary funds follows:

Source	Amount
Property taxes (\$14,444,207) less allowance for uncollectible taxes	\$14,167,932.00
Ordinary revenues	4,698,593.21
Portion of general fund balance	526,584.79
	\$19,393,110.00

At the same Common Council meeting held on May 14, 1970, it was voted to finance the appropriations by setting the following tax rates on the grand list of October 1, 1969:

	Mills
Basic tax district	44.69
Urban tax district No. 1	6.82
Urban tax district No. 2	9.46

A summary of appropriations, expenditures and transfers for the year follows:

Original appropriations	\$19,393,110.00
Additional appropriations	100,082.00
	19,493,192.00
Expenditures	19,266,546.98
Underexpended	\$ 226,645.02

A summary of revenues — compared with budget estimates follows:

Estimated revenues based on the budget for the year ended June 30, 1971:	
Property taxes (\$14,444,207.00) less allowance for uncollectible taxes	\$14,167,932.00
Ordinary revenues	4,698,593.21
Unanticipated revenue	100,082.00
	18,966,607.21

Actual revenues:	
Property taxes	\$14,299,011.07
Ordinary revenues	4,710,758.01
Unanticipated revenue	129,979.28
	19,139,748.36

Excess of revenue over budget at June 30, 1971 \$ 173,141.15



1971-Auditor's Letter and Report

ERNST & ERNST

900 CHAPEL SQUARE
NEW HAVEN, CONN. 06509

The Honorable Gino J. Arconti
Mayor of Danbury
City of Danbury
Connecticut

We have examined the financial statements of the City of Danbury for the year ended June 30, 1971, as listed in the table of contents in our report of examination under the caption, "Audited Financial Statements." Our examinations were made in accordance with generally accepted auditing standards and in conformity with the applicable requirements of the State Tax Commissioner concerning municipal audits, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

No provision has been made by the City for the reporting of city-owned land, buildings and equipment in a self-balancing group of accounts; accordingly, financial statements applicable to these assets are not included in this report.

In our opinion, the financial statements referred to in the first paragraph above (included in our report of examination), present fairly the financial positions, revenues and expenditures, and changes in fund balances and retained earnings of the respective funds of the City of Danbury at June 30, 1971 and for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

ERNST & ERNST
Certified Public Accountants
by F. G. Fischer, CPA
Partner

Only certain of the financial statements of the various funds referred to in the accountants' report are included herein. The report of examination of Ernst & Ernst is on file and available for inspection at the Town Clerk's office.

Auditor's Comments and Recommendations

The audited financial statements of the respective funds of the City of Danbury and our report thereon are presented in the preceding section of this report. The information presented hereinafter and in the following comments was either derived from the accounting records tested by us as part of the auditing procedures followed in our examination of the aforementioned financial statements or from records reviewed by us under additional procedures required by the State of Connecticut, and in our opinion it is fairly presented in all material respects in relation to the financial statements taken as a whole; however, it is not necessary for a fair presentation of the financial positions, revenues and expenditures and changes in fund balances and retained earnings of the respective funds of the City.

SCOPE OF EXAMINATION:

Our audit procedures included (but were not limited to) the following:

Cash on deposit in commercial banks was reconciled with the bank statements, and passbooks were inspected for cash on deposit in savings accounts. Bank balances were confirmed by direct correspondence with depositories as of June 30, 1971.

We verified that book balances have been reconciled with bank balances monthly by employees of the City. Bank statements and canceled checks subsequent to June 30, 1971 were examined to verify items in transit and outstanding checks at June 30, 1971. Cash receipts can be traced to definite groups of deposits and were found to be properly and promptly deposited.

Working cash funds were counted during our examination and reconciled with book balances.

As required by the State Tax Commissioner, written requests for confirmation of uncollected property taxes were prepared and mailed by us

(as of May 31, 1971) covering at least 10% of the number and amount of delinquent taxes.

Five confirmations were returned to us by the post office, and were remailed to a better address obtained independently of the Tax Collector's office. Four replies from our requests for confirmation were received and cleared with the tax collector's records.

Disbursements were test-checked to the extent of at least ten per cent of all items and twenty-five per cent of dollars disbursed by examination of the documents supporting payments such as canceled checks, invoices, approved payroll records, etc. Cash discounts are taken when allowed, with a few minor exceptions.

We found no evidence of loose or improper methods in the handling of cash, except as commented upon under "Recommendations."

RECOMMENDATIONS:

The recommendations which follow are intended to indicate those areas of internal control and procedures which came to our attention, either through observation or discussion with city officials, in which improvement of control or efficiency appears appropriate and desirable. Our recommendations are not intended to be all-inclusive nor to give blanket approval to procedures and controls not specifically commented upon. Those recommendations with an asterisk are similar to those made in prior years and are repeated because we believe they are still worthy of consideration.

1. We have reviewed the operations of the City's electronic data processing department. On the basis of this review, we recommend the following:

a. A formal long-range plan pertaining to the current and future applications in the EDP department should be developed. This would

provide a sound basis for evaluating the adequacy of the present operation and considering plans for the future.

b. A review should be made of the current reports now being generated by the EDP department to insure they are all appropriate to current needs and they are being effectively utilized.

2. A study should be made of the current procedures and policies within the accounting department of the City to determine what changes will result when additional manual functions are converted to electronic data processing. We recommend this study as soon as possible to minimize procedural and organization problems and to effectively plan for the future.

3. The Common Council has authorized the Board of Education to defer expenses incurred in excess of the current budgeted amounts to the next fiscal year's budget. We recommend that these expenses be itemized by budget line item to show the total operational cost of the Board of Education and that the subsequent year's budget include provisions for financing these deferred expenses.

4. The general ledger trial balances for all funds should be reviewed on a monthly basis. The applicable control account balances should be reconciled monthly to the underlying detail records, such as bank reconciliations, outstanding encumbrance listings, expenditures, etc. All differences should be localized and promptly adjusted.

5. Standard journal entries should be established to account for all monthly recurring transactions. All other correcting journal entries should be adequately supported and explained and should be approved by a responsible official of the controller's office.

6. During our examination it was noted that the routine record-keeping duties pertaining to the water fund and the pension funds were being performed by the assistant controller. We recommend that these duties be reassigned to other employees so that the assistant controller would be available to perform internal audit functions and supervise the general office operation as was originally intended when this position was created.

7. The outstanding encumbrance listing for the various funds should be reviewed on a monthly basis and compared to the open purchase order file. Any differences noted should be localized and promptly adjusted. Also, any purchase order outstanding for more than one year should require the approval of the Common Council to be carried as a continued appropriation.

8. A review should be made of the records and ledgers maintained by the City's Parking Authority. It appears that in some instances duplicate records are being maintained.

9. In regard to the Water Fund:

a. The Water Fund general ledger should be closed every six months to facilitate preparation of financial statements for the City's annual report, prepared on a June 30 fiscal year basis, and for the annual report to the Public Utilities Commission, prepared on a calendar year basis. In addition, the general ledger should be maintained on a current basis with all applicable accounts (e.g. material and supplies,

utility plant, etc.) adjusted at least quarterly to properly reflect the current position of the fund.

b. The procedures pertaining to Section 127 of the City Charter, regarding the lien of property for uncollected water rents, should be reviewed to determine that they are being properly followed. Also, the provisions with respect to abatement of water rents, Section 12-39 of the Code of Ordinances, should be reviewed to determine that all abatements are issued properly.

c. An aging of delinquent water rents by billing period and customer should be prepared and reviewed by the controller at least quarterly. This aging should be used to control collection efforts for all delinquent water rent accounts.

d. Accounts receivable resulting from water connections, hydrant damage, etc. should be billed on a timely basis, and a more concerted collection effort should be made to collect these accounts.

e. Detail depreciation schedules for the Utility Plant accounts should be currently maintained and should properly reflect all additions, deductions, transfers and depreciation charges for the year.

10. Prenumbered receipt forms should be used by the public library. The amounts collected should be reconciled to the bank deposit and the cash transmittal sheet.

11. *Monthly bank balances (all funds) should be reconciled currently to the general ledger as well as the daily cash balance sheets. Differences located should be adjusted monthly.

12. *Invoices for the Board of Education should be approved for payment by the controller's office and should be stamped paid to prevent duplicate payment.

13. *Checks drawn for the payment of payroll withholdings should not be held until quarterly returns are filed. We recommend a separate bank account be established to accumulate these withholdings until payment is due.

14. *In regard to the School Activity Funds:

a. The written instructions prepared for the administration of the School Activity Funds are not followed in all cases. We recommend these instructions again be reviewed with the various schools to effectuate compliance as soon as possible.

b. A ticket control ledger should be used by the High School Athletic Fund to control tickets issued for various events. The tickets issued should be reconciled to cash receipts either on a weekly basis or by event.

c. A three part receipt form should be used for the High School Activity Fund. The present two part form necessitates the preparation of another receipt form for the student custodian.

15. *The City should establish a system of departmental reports of property acquisitions, disposals, transfers, and periodic physical inventories in order to maintain the property records on a current basis.

16. *During our examination, evidence of surety coverage could not be located for all constables. A review should be made of surety bond coverage for constables to determine that the City is complying with the applicable state statutes.

A summary of property tax collections, other net credits and uncollected balances for the year ended June 30, 1971 follows:

The ratio of current tax collections to the adjusted property taxes levied for the current list is 97.67%.

PROPERTY TAXES — TOWN — Year ended June 30, 1971

Property Taxes List of October 1:	Uncollected Taxes July 1, 1970	Outlawed by Operation of Law	Transfer to Suspense Tax Book	Collections				Uncollected Taxes June 30, 1971
				Taxes	Interest	Liens	Total	
1955	\$ 60.28	\$16.92		\$ 43.36	\$ 36.96	\$ 5.75	\$ 86.07	\$ 96.19
1956	96.19			35.82	27.76		63.58	204.69
1957	240.51			129.43	71.27	11.50	212.20	216.98
1958	346.41			353.38	153.16	23.00	529.54	273.68
1959	627.06			5.90	3.56	4.00	13.46	1.58
1959 Special	7.48			350.12	193.25	18.75	562.12	3,249.08
1960	3,599.20			2,278.17	1,152.50	25.50	3,456.17	3,340.49
1961	5,618.66			3,068.35	979.43	25.50	4,073.28	9,606.13
1962	12,674.48			3,226.81	1,519.56	59.25	4,805.62	11,972.76
1963	15,240.45		\$40.88					
	<u>\$38,510.72</u>	<u>\$16.92</u>	<u>\$40.88</u>	<u>\$9,491.34</u>	<u>\$4,137.45</u>	<u>\$173.25</u>	13,802.04	<u>\$28,961.58</u>
				Suspense tax book collections (including interest of \$39.80)				
							85.46	
							<u>\$13,887.50</u>	

**William Tobin,
Chief of Police**



POLICE DEPARTMENT

Before the turn of the century, Gilbert and Sullivan stigmatized the policeman's lot as "not a happy one."

Though Danbury's police department wouldn't give unqualified endorsement to such a view, any officer will admit the job has its less than satisfying moments. For the sad fact is that in a largely peaceful community such as Danbury, the policeman's work is mostly unnoticed.

Nobody really remarks that traffic is well-regulated, streets generally safe and law-breakers generally caught. If the converse were true it would be instantly noticed. But the speeder being issued a summons is not likely to see the arresting officer as the symbol of driving safety for himself and others.

This last year was a good year for Danbury's police department, as June saw headquarters moved into the striking new building at 120 Main St. Police Chief William F. Tobin says the new, modern and compact facilities have given the department a building which has been needed for a long time, enabling officers to function and serve more efficiently.

Last year also saw developments in education and training for members of the force. An in-service training was held for all members of the department, concentrating on the revised Connecticut Penal Code.

Several members attended a photography school sponsored by the FBI, and several completed a course in scuba diving. Equipment for the scuba diving division was acquired by the department.

tending colleges part-time, furthering their education in law enforcement; one officer attended a course in traffic investigation and one ranking officer a course in supervision, both at the University of Connecticut.

Communications, the lifeblood of any law enforcement group, were updated in 1971, with a more modern system being installed. Additional walkie-talkies were also acquired for better contact with foot patrolmen.

A computer terminal, direct to the Motor Vehicles Department, was installed for rapid transmission of information to headquarters. This also enables the officers in the field to quickly check the status of suspicious cars or drivers.

Last year saw the installation of two needed lights in Danbury, one at the White St., Triangle St. Beaver Brook Rd. intersection, the other at Old Newtown Rd. and Rte. 202.

The department also continued its program of up-dating traffic signs in the city and conducted several surveys at critical areas with the prospect of installing signal lights in the near future. Motor Patrol vehicles were acquired and a motor patrol status board was installed in the dispatcher's office for better control and supervision of patrol cars.

Police used radar to control speeding last year, and made surveys on several city streets, after which speed limit signs were posted.

Drug abuse is an area of continual concern to the police department, which is involved in a continuing drug education program. Last year saw officers giving many lectures and talks at schools, fraternal and social

organizations, with the aim of checking drug mis-use.

A sometimes-overlooked, but nevertheless important part of the department is the Constable force, which assists police officers when called upon to do so.

During 1971, a library was set up at the new police headquarters, with books purchased from a donation from the Square Club of Conn. in memory of

the late Detective Patrolman Fred Barbarie.

Another portion of the department, as careless pet owners sometimes discover to their chagrin, is headed by Dog Warden Scott Lortntz. Charged with protecting and keeping in order the animal population, Lorentz performs duties similar to those discharged by regular officers — but his clients are different.





FIRE DEPARTMENT

Round-the-clock protection from the elemental danger of fire is what a city expects from its fire department.

And it's what Danbury gets from the city's 90 paid firemen and 12 volunteer companies, reports Chief Joseph J. Bertalovitz.

All activities are coordinated from the modern fire station on New St. where all calls are received. Dispatchers have available a card-index system for the city, giving the proper department with the quickest response to each of Danbury's approximately 940 streets. Once the decision is made at Fire Headquarters, the correct sub-station is alerted by direct-line telephone, and the volunteer companies are notified by house sirens and radio alerting systems.

The Fire Department responded to 1,108 alarms during 1971. Of these, 275 were for fires in buildings or structures, 167 were car fires, 225 were grass or rubbish fires, 120 were false alarms, 319 were for some emergency other than fire and there was one fire in a mail-box.

In addition, the Danbury Department has a good mutual-aid pact with

surrounding communities, which has been put to use in the past year.

To assure that round-the-clock protection, Danbury's four paid firehouses are staffed by men working a 42-hour, three day on three day off system in four platoons.

An important part of the Fire Department is the ambulance and rescue division, which last year made 3,239 calls, of which 93 were out of town. The two ambulances are overseen by Fire Lt. Anthony Seri and staffed by 10 drivers who have completed a hospital course in first aid training.

Highlighting the recent past in the department was the opening early this year of the Commerce Park sub-station, staffed by paid firemen.

A King St. sub-station has been approved and Bertalovitz will open it this year. It is to be staffed by paid and volunteer firemen. A hope for the future is an 85-foot "snorkel" truck, Bertalovitz said, a piece of apparatus that will be increasingly needed as more and taller buildings are erected in Danbury.

The Fire Inspection and Fire Prevention Bureau is manned by Fire

Marshal Alton Spencer and two fire inspectors. Marshal Spencer reports 3,692 inspections made last year and 140 fire investigations. A total of 336 violations were uncovered and action was taken to correct them, and 121 complaints were checked.

Spencer also reports 18 inspections turned over to the Health Department, 23 to the electrical inspector and seven buildings in which fires had occurred turned over to the Building Department for action.

The Fire Marshal's office held monthly fire drills at all schools, factories, convalescent homes, homes for the aged and any place of assembly making the request. The fire inspectors and the Fire Marshal worked with organizations requesting talks, help with fire drills, extinguishers or general preparedness.

An important part of Danbury's fire protection organization are the Volunteer firemen, divided into 12 companies of approximately 50 active members each. During 1971 volunteers responded to 801 alarms and were publicly thanked by Chief Bertalovitz for their assistance. This year volunteer firemen are looking forward

to hosting a state convention of their number at Danbury.

Training for the men is a continual program at the Fire Department, with both volunteer and paid firemen being instructed by Drillmaster Samuel Gallo. The state of Connecticut sponsors a weekly college course held at fire headquarters.

A unique feature this year at the fire house was a Christmas religious service celebrated by Catholic Fire Chaplain the Rev. Blase Gintoli and Fire Chaplain Capt. Robert Joubert of the Salvation Army.

Held mainly so on-duty firemen could discharge their Christmas religious obligation, the service and subsequent buffet attracted some 600 persons including city employees and their families.

**Joseph J.
Bertalovitz Jr.,
Fire Chief**

PUBLIC LIBRARY

Last year marked Danbury Public Library's first full year in the new building, and by all measurable standards it was an enormous success, reports Library Director Marianne Woolfe.

By December, nearly half of the city's population had become registered borrowers, with the number of books and magazines circulated climbing to 117,178. Also during last year, the library added 4,674 books to its collection, bringing the total to 75,549; it subscribes to 206 magazines.

Expansion was the watchword in other respects, with emphasis being given to the children's department, films, music, art and special services.

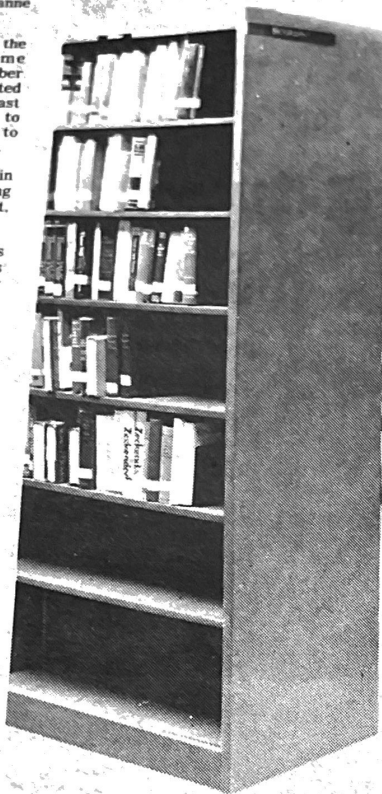
The children's department has established twice-weekly story hours for youngsters 3 to 7, and a Saturday afternoon movie for older grade school children. There were class visits, special holiday parties and a popular summer reading program. Recently, the library has invited mothers to have children's birthday parties there, with the staff presenting films and stories.

Film showings for the general public are in the near future for the library, right now mothers of children attending the Wednesday story hours may watch films chosen for them while their youngsters are entertained. Through membership in the Film Cooperative of Connecticut, the library may lend films to any registered borrower. Very soon the library plans to present weekly film and coffee hours for senior citizens, as well as continuing the teen film series begun this year with Rotary Club co-sponsorship.

A sound system donated by the Lions' Club has enabled the library to add records, cassettes or cartridges to its available resources, with borrowers now able to listen in the library. In the future, phonograph records will be available for borrowing.

Links have been established with outside sources to provide specialized reference service to augment the library's own material. Available Libraries include Bridgeport's, the

Legislative Reference Service of the State Library, Danbury Hospital's, Fairfield County Law Library and Wilbur Cross Library of the University of Connecticut, Storrs.



The library also serves as a cultural center, with art work having been kept on continuous display since the new facility opened. Nine major exhibitions were held during last year.

Marianne Woolfe,
Library Director



Redevelopment Agency

Jeremiah Lombardi, Asst. Dir. Redevelopment Agency

Activities within the Mid-Town East Neighborhood Development Program area are progressing according to plan, reports agency Asst. Dir. Jeremiah Lombardi. The program, with financial assistance from the U.S. Department of Housing and Urban Development, replaces the single project concept of urban renewal with yearly programs.

Accomplished to date is acquisition of land for three important goals: Still River channelization, parking areas to serve Main St. commercial uses and provision of new housing resources. The agency has acquired or is in the process of purchasing 27 parcels of land for these ends.

Channel work, to be undertaken by the U.S. Army Corps of Engineers, is in the final planning stage with final working drawings being prepared. The city will have all required land available to meet Corps schedule for

flood control. Land in the Delay St. area is being assembled for parking areas, and design work for road construction in that area is underway, with the proposed north-south highway slated to further improve access and parking in the Main St. commercial block.

The Agency and Housing Authority are working together to provide new housing on White St. of up to 50 townhouse units.

Persons moved from poor housing conditions within the redevelopment area will have priority in the new units, with a committee of residents formed to play an active role as the project moves into residential areas.

Local liaison is maintained with the Common Council through its committee on redevelopment, which reviews activities annually. Periodic reviews are conducted by HUD officials, particularly in regard to planning, engineering, housing and fiscal matters.

Emergency Operations Center Civil Defense

William Sullivan, Director

As the city of Danbury grows, the primary objective of the Civil Defense department is to increase the emergency operation capability of local government.

The need for this emergency coordination between city departments was demonstrated several times during 1971, according to Director William A. Sullivan. During the alert for tropical storm Doria, the department coordinated reporting of damage from various city departments to local utility companies. In February 1971, the Civil Defense emergency vehicles were used to transport medical personnel to the local hospital and convalescent homes through a heavy snowfall.

Last year the staff placed disaster medical kits in 35 locations throughout the city. Also acquired were several generators and field ranges for volunteer fire houses, electronic

equipment and radios, as well as an intercom system.

Training in the various divisions of Civil Defense is a continuous program, Sullivan reports. Held last year was an exercise with the Civil Air Patrol and state office of Civil Defense to determine coordination needed for aerial survey and rescue missions; also the rescue section held a 12-week course in first aid and light duty rescue. The communications team meets once a month to activate and test the radio nets.

The Civil Defense department has provided training in radiological detection for the paid fire department. A deputy director has worked for several months with the disaster plan staff of the Danbury Hospital to update that facility's disaster plan. At the request of the mayor, the department maintains a flood watch during every heavy rain storm.

Fair Rent and Human Rights Commissions

Samuel Baldwin,
Community Relations Officer

"One of the most successful Fair Rent commissions in the state" is how it's described by Community Relations Officer Samuel Baldwin, who serves the nine-member group as director-investigator.

During the six months just past, Baldwin said, volume of complaints to the commission increased over 111 per cent, compared with the total of the previous 11 months. In each case, the commission is empowered to investigate, conduct informal meetings between concerned parties, subpoena to formal hearings and order reduction in rent. It can also hold rent in escrow until violations are corrected by the landlord and can submit complaints for action to Nicholas Juisto, Danbury health and housing inspector who works closely with this commission. The group meets once a month or more often, depending on volume and urgency of complaints, and has never failed to get a quorum, Baldwin said.

In April, Danbury's Fair Rent Commission will host a state convention for the purpose of forming a state Fair Rent association.

The Human Rights Commission, whose office in the former Danbury Public Library Baldwin heads, is concerned with the protection of those rights normally considered inalienable — to decent housing, fair pay, equal treatment and human consideration.

The commission is directed to serve an educational function as well, alerting agencies and the public when patterns of deprivation emerge. In this same line, Baldwin produces a weekly radio program called "Discussion."

Welfare Department

Orlando Salvatore, Director

Not all persons can meet all the demands of our impersonal society all of the time. For those who cannot, the City Welfare Department offers full, supplementary, short-term or emergency assistance according to need, reports Director Orlando Salvatore.

Benefits including food, shelter, utilities, clothing, hospital or medical care and payment for children in foster homes were distributed among 2,890 persons or 911 families during 1971. Total expenditures for the fiscal year ending June 30, 1971 were \$78,993.46. Reimbursement from the state and other sources totalled \$63,407.34. Beginning July 1 of this year, Danbury will receive 90 per cent reimbursement of welfare costs from the state.

Services available from the city Welfare office in Danbury City Hall include prompt determination of eligibility for public assistance; payments to eligible persons and families; supportive help to encourage participation in planning for self-support; care and protection of needy children, inside or outside the home; casework services to find employment and shelter and referral to appropriate unity agencies for specialized

Housing Authority and Housing Site Development Agency

Joseph Canale, Director

Ground was broken in 1971 for 60 units of family low-income housing to be operated by the City Housing Authority, reports Director Joseph Canale. Occupancy is expected this year.

Completion of these units, to be known as the Beaver Brook Project, will bring to 723 the number of state and federally-sponsored housing units operated by the authority at eight different sites. Included besides Beaver Brook are 315 units of moderate rental state housing, 100 units of state elderly housing, 98 units of federal housing for the elderly and 150 units of federally-sponsored low income housing.

Also planned are 50 units of state sponsored housing for the elderly, already approved by the state Department of Community Affairs with \$725,000 allocated for construction. The project will be located on an approximately 2.2 acre tract on West Wooster St. The Housing authority has also applied for an additional 100 units of elderly housing, to be federally-sponsored.

Canale reports the role of the Housing Authority has increased to an interest in the whole person, besides supplying safe and sanitary housing for low and moderate income persons.

In line with this new view, the authority's Tenant Relations department has continued a transportation program available at all elderly housing sites. Using an airport limousine, tenants are taken on regularly scheduled trips including

shopping, recreation, church and professional visits.

A modernization program for the two low-income federal housing sites has been approved in the amount of \$174,000. Included are funds for planning a tenant recreation facility.

Redevelopment of the Beaver Street section of Danbury is the current objective of the Housing Site Development Agency, a body formed to assist in rebuilding run-down residential areas. The project, to be funded by the city and state on a one-third—two-third basis, is being carried out in two stages, with the first phase well underway.

As 1971 ended, the agency was able to report all land and buildings in phase one, the Rose, Beaver and Elm St. and Bells Lane area, have been purchased or title taken through eminent domain. All the properties have been sold to Interfaith Social Action Corp., the developing group, and construction of 70 units of housing has begun. It is expected some occupancy will be possible by early summer.

Danbury's share of phase one cost comprised \$150,000 in-kind contribution and \$109,529 cash. Total cost of phase one approved by the state and city was \$778,586.

The Housing Site Development Agency is now asking the state Department of Community Affairs to begin execution of the second stage. This will involve land and buildings in the Elm, Beaver and Spring Sts. areas, with another 80 housing units to be built there.

Building and Zoning Department

Paul Garofalo, Inspector

The Building and Zoning Department is charged with enforcing zoning regulations and administering the building code — a big job in Danbury, which in 1970 saw \$20,655,664 in construction, according to state report, the third greatest amount in Connecticut.

In 1971, according to Building and Zoning Inspector Paul Garofalo, there were 342 one-family dwelling constructions, together with 10 two-family and one three-family unit. For each of these the department, consisting of Garofalo and two inspectors, must investigate all

construction activities and grant applicable permits, as well as checking all complaints pertaining to these or any other building in Danbury.

In all, Garofalo reports, 883 building permits were issued in 1971, covering construction estimated worth \$19,575,917. Also issued were 334 electrical and plumbing permits, 329 gas installations and 124 oil burner permits. Total income from all permits was \$59,731.90.

Should any of its inspections uncover violation, the Department is empowered to issue stop work orders or revoke occupancy permits.

Danbury Airport

Paul Annable, Chairman

Emphasis of the Danbury Aviation Commission has been, and will continue to be the improvement of the municipal airport as a means of furthering economic development of Danbury and its environs, according to Administrator Paul G. Annable.

The Air Facilities Branch of the Federal Aviation Administration (FAA) will shortly install a remote radio transmitter-receiver at Danbury, connected to the Westchester Airport radar room, to promote smooth, safe flow of traffic, he reports. In addition a public entrance area and future public terminal area have been largely completed, Annable says. State and federal funds have been allocated for the present airport, with the major work to be undertaken including the reconstruction of the badly deteriorated runways. They were originally built in 1939 as a WPA Project.

In the future is a control tower to be built at Danbury under the Federal Control Tower Procurement program. There are only 320 such federal towers in the United States, Annable says, located according to need determined by traffic studies. With Danbury's traffic standing at 170,000 to 190,000 aircraft movements during 1971, Annable says, it is not surprising the local facilities were designated among the next 64 to receive federal control towers. Lease and operating agreements have been concluded between the federal government and the city.

Site work, including road, foundations and utilities may be done this summer, he says, with completion and commission during the summer of 1973.

Planning Commission

Emanuel Merullo, Chairman

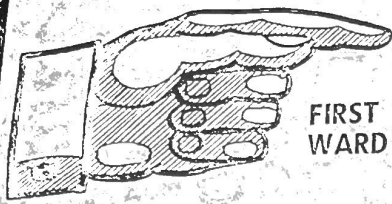
Charged with coordinating the use of land in Danbury, the Planning Commission is chaired by Emanuel Merullo.

During 1971 the commission approved 19 subdivisions for a total of 336 lots, and also approved one day care center and one nursery school, four industrial and seven commercial site plans, one medical building and a parking lot. A total of 13,147 acres for parks and playgrounds were accepted and nine resubdivisions were considered. The commission considered seven requests for special exceptions, approving four of them and reviewed 18 petitions for change of zone and multiple housing designation.

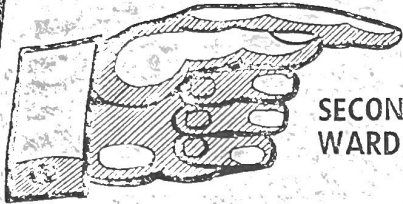
Immediate concerns and objectives of the commission include adoption of an Open Space chapter for the Plan of Development, along with the plan's review and updating, updating of subdivision regulations, development of a base map showing all lot lines and acquisition of land for schools, recreation and further protection of the reservoirs.

The commission will also continue to work in concert with authorities at Western Connecticut State College to bring the new campus to the community.

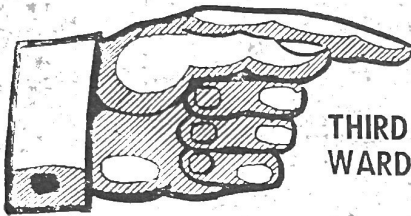
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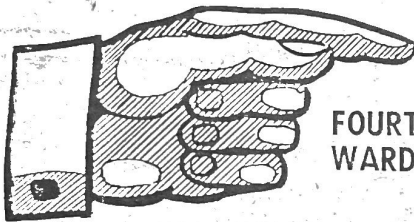
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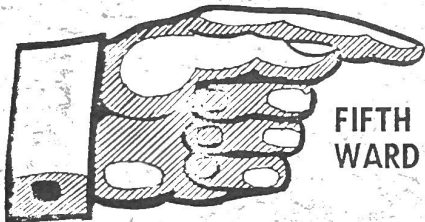
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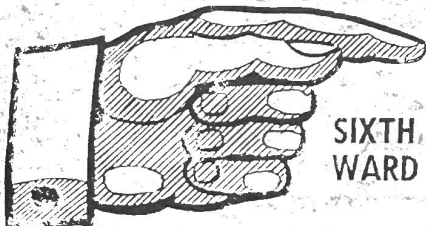
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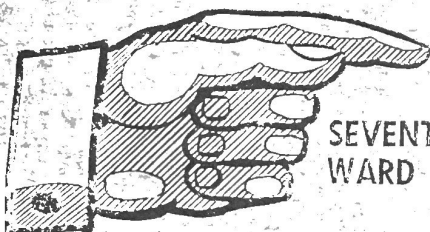
FOURTH
WARD



FIFTH
WARD



SIXTH
WARD



SEVENTH
WARD



Albert J. Addressi, Jr.



Norman P. Basher



Anne Eriquez



Henrique Antonio



Thomas G. West



William J. Mulvihill



Gloria B. Putnam



John R. Kucera



Norman Winnerman



Roy A. Costa



Joseph Pepin



Vittell V. Walkovich



Arthur C. Smith, Jr.



Frederick Visconti, Sr.



Norman Zimmer



Mrs. Patricia Doolan



Aldo Serafin



Betty Swartz



Thomas J. Connolly



Thomas J. Dyer



George Massoud