

**CITY OF NORWICH
COMMUNITY DEVELOPMENT BLOCK GRANT • APPLICATION FOR FUNDING
PUBLIC SERVICE
PROGRAM YEAR 2023 (PY 49) • SEPTEMBER 1, 2023– AUGUST 31, 2023**

DUE: FRIDAY FEBRUARY 10, 2023 AT 4 PM AT 23 UNION STREET, NORWICH, 2ND FLOOR

Office of Community Development
23 Union Street, 2nd floor • Tel (860) 823-3770 • Fax (860) 823-3715

E-mail addresses:

sphelps@cityofnorwich.org (Sydney Phelps, Community Development Director)
tcurtis@cityofnorwich.org (Tianne Curtis, Program Assistant)

PART I: GENERAL INFORMATION

AGENCY: City of Norwich Public Works.

LEGAL NAME
(If different from Agency) _____

ADDRESS: 50 Clinton Avenue
Norwich CT 06360

E-MAIL: jplaguerre@cityofnorwich.org

EXECUTIVE DIRECTOR: Patrick McLaughlin, P.E.

CONTACT NAME & TITLE: Jean-Paul Laguerre, Civil Engineer

TELEPHONE: 860-823-3798

AGENCY FISCAL YEAR: 7/1/2022 6/30/2023
Begin End

PROJECT NAME: Taftville Walking Path Improvements

CDBG REQUEST & AWARD AMOUNTS:

| | REQUEST | AWARD |
|--|-------------------|----------|
| UPCOMING FISCAL YEAR (This Request) (September 1, 2023 – August 31, 2024) | \$ <u>119,697</u> | \$ _____ |
| CURRENT FISCAL YEAR (Prior Year Award) (September 1, 2022 – August 31, 2023) | _____ | _____ |

The information contained herein and attached as exhibits hereto is, to the best of our knowledge and belief, true, correct and complete and that the City of Norwich can rely upon these statements in determining whether to fund this project. We certify that the Agency Board of Directors has approved this application.



EXECUTIVE DIRECTOR/DEPT. HEAD
Patrick McLaughlin, P.E.

Printed Name

03/16/2023

Date



PRESIDENT, BOARD OF DIRECTORS
John L. Salomone

Printed Name

03/16/2023

Date

PART II: PROJECT INFORMATION

- 1.The City of norwich was founded in 1659. Please refer to <http://www.norwichct.org> for additional information.
- 2.Hours of operation:City Hall 8:30-4:30 Public Works 7:30-3:30
- 3.Total number of persons employed: Citywide 290
- 4.Responsible person for section 504 of rehabilitation Act of 1973:Brigid Marks, Director of Human Resources:Compliance with section 504 of rehabilitation Act of 1973-Non Discrimination under Federal Programs.
- 5.Do you receive more than \$500,000 of Federal Funding through any means, including grants and loans?
Yes, however, Public Works did not receive funding for the Taftville Park.

STATEMENT OF NEED

B1: Define the need to be addressed through your project and how it will address that need of the community. Please comment on how your industry measures success and discuss how you will measure success for this program.

The Norwich Public Works Department proposes to upgrade the walking path at Taftville Park on 140 Providence St. in Norwich, CT. The Taftville Park neighborhood qualifies as a 23-24 CDBG concentration area as it is home to a diverse population, many of whom are low-to-moderate income residents. Norwich residents would benefit from improvements offered at this park as they address quality of life issues, improve infrastructure, encourage collaboration, and foster a sense of community that expands past the neighborhood to the larger city. Without a-

YMCA or Community Center, this neighborhood is in desperate need of usable positive spaces for youth to recreate.

Taftville currently has one (1) basketball court, one (1) open field, one (1) playground, a pavilion, and a stone dust walking path. The park acts as a family-friendly recreation area for the neighboring community. In recent years, many residents play soccer on the field, the neighborhood children play on the basketball court, and families use the new playground. This park attracts youth and adults to the area to enjoy outdoor recreation. Improving the track would be a great improvement to this park.

Taftville houses Wequonnoc School, which has an enrollment of 267 children, and Sacred Heart School, with an enrollment of 170 students, both school shares this park. Students and teachers can be seen on weekdays enjoying the park at recess.

Taftville is one of the small villages in Norwich, famous for the Ponemah Mill, which was a cotton producing factory. The mill was recently renovated into 116 rental units and the Hills at Riverview Townhouses have added another 169 units of housing for Taftville families. The village is beginning to thrive once again.

The area is populated by many low-to-moderate income residents so updating the track, is an ideal way to provide recreation for this part of our town. Residents can be seen utilizing the track throughout the day starting with walkers in the early morning, followed by school children at mid-day, and by families in the evening and weekends. The track has seen an increase in foot traffic since the Covid-19 pandemic. Increased use and weather wear the track out quickly.

Different weather conditions cause the track to wash out constantly, creating uneven surfaces and tripping hazards. Much money and time are spent on gravel and maintenance. Improving this park would allow wheelchair bound residents to circulate freely and enjoy the park as everyone else and would also address the urgent of health and obesity crisis effecting youth since Covid-19 in this neighborhood and would significantly benefit the City of Norwich as a whole.

In this part of town there are no other parks in walking distance . The houses and apartments in this area are densely constructed and have no backyards or very little area for youth to move and recreate.

Public Works measures success by the amount of positive feedback receives from residents and by the increase of popularity of a place since the last improvement. The Taftville park is already a success by both of these metrics.

PROJECT DESCRIPTION

C1: Provide a general description of the project for which you are requesting funding, including the list/description of the activities to be performed.

We are proposing to pave the existing walking track with 10' wide and 3 inches thick bituminous Asphalt. The existing path sometimes washes out, creating uneven surfaces divots and trip hazards . Other work includes installation of drywells at two different locations to drain puddles after rain events We will also connect an existing downspout that originates from the fire station and drains on the grass in the park.

C2: Explain any temporary or permanent relocation of persons or businesses that may result from this project.

No one will be located.

C3: Please specify the percentage of requested grant funds that will be used for salaries and the total number of employees hired and/or retained as a result.

None, we will contract out this job.

TARGET POPULATION/AREA OF BENEFIT

D1: Identify and describe the target population *or* area of benefit (if it serves a low-income census tract.)

This project will primarily serve primarily the residents in the Taftville area, along with the children that attend school at Wequonoc and Sacred Heart School who are in the low-to-moderate census tracts. One hundred percent of the children at nearby Norwich public schools qualify for free or reduced lunch as they are a Community Eligibility Provision School. The Community Eligibility Provision (CEP) is a non-pricing meal service option for schools and school districts in low-income areas. The families of this area will have a local park that they can attend for free and is within walking distance, with their children and extended families. They can have a picnic, play soccer, basketball or on the playground and now have a place to safely walk or run. It is a great local healthy and free resource and give the residents of Norwich a more attractive place to live, play and recreate.

IMPLEMENTATION SCHEDULE

E1: Please submit the anticipated implementation schedule that includes, but is not limited to, spec completion, bidding, starting, and project completion dates.

This project will need to start in warmer weather. We expect this project to last no longer than 15 days. We will put this project out to bid once we receive a verbal notice to proceed from Community Development.

REDUCED FUNDING QUESTIONS

F1: If the CDBG funding that you are requesting will leverage funding from another source, please note the amount and source and use of leveraged funding. Have these additional funds been secured at the time the application is made, if not, what actions are you taking to apply for them?

None.

F2: If you do not receive the amount of funds requested from CDBG, how do you propose to administer and/or complete the project in the manner presented?

If CDBG funds are not awarded then this project will not be started.

I. SECTION 3 REQUIREMENTS (See Samples on pages 10-14)

The work to be performed under any contract utilizing CDBG funding may be subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by HUD assistance or HUD assistance projects covered by Section 3, are, to the greatest extent feasible, and consistent with existing Federal, State and local laws and regulations directed to low- and very-low income persons, particularly those who are recipients of government assistance for housing, and to business concerns which provide economic opportunities to low- and very-low income persons.

Please review page 10, “Section 3 Contractor Affidavit” and select the appropriate response. In addition, please note that if funding is approved, your contract may be required to review, implement and report on employment activities relating to Section 3 guidelines.

COMMUNITY DEVELOPMENT NATIONAL OBJECTIVE

Does your project:

Address the needs of low- and/or moderate-income residents?
(At least 51% of your clients must not exceed the income guidelines below or if your project is not client based it must be located in a census tract that is at least 51% low to moderate income) see chart

OR
 Eliminate Slums or Blight?

OR
 Improve a Low-Income census tract?

| FY 2021 Income Limits Summary | | | | | | | | | |
|--|--------------------------------------|-------------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| FY 2021 Income Limit Area | FY 2021 Income Limit Category | Persons in Family | | | | | | | |
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| Norwich-New London, CT HUD Metro FMR Area | Very Low (50%) Income Limits (\$) | \$ 36,050 | \$ 41,200 | \$ 46,350 | \$ 51,450 | \$ 55,600 | \$ 59,700 | \$ 63,800 | \$ 67,950 |
| | Extremely Low Income Limits (\$)* | \$ 21,600 | \$ 24,700 | \$ 27,800 | \$ 30,850 | \$ 33,350 | \$ 35,800 | \$ 40,120 | \$ 44,660 |
| Median Family Income \$88,600 | Low (80%) Income Limits (\$) | \$ 55,950 | \$ 63,950 | \$ 71,950 | \$ 79,900 | \$ 86,300 | \$ 92,700 | \$ 99,100 | \$ 105,500 |

PART III: BUDGET INFORMATION

CONSTRUCTION BUDGET

| | | |
|--|-------------------------|---------------------------------|
| Construction/Clean-up Costs | | \$ <u> 0 </u> |
| Pre-Development Soft Costs: | | |
| Legal | \$ <u> 0 </u> | |
| Architectural & Engineering | \$ <u> 0 </u> | |
| Survey | \$ <u> 0 </u> | |
| Environmental testing | \$ <u> 0 </u> | |
| Estimated total soft costs | | \$ 0 |
| Total Development Costs (construction & soft costs) | | \$ <u>119,697</u> |

Sources of Funds (list all sources of funding for this project including other government funds, agency cash, private funds, CDBG, etc.)

| SOURCE | AMOUNT |
|---|------------------------------|
| <u> CDGB Funds </u> | \$ <u> 119,697 </u> |
| <u> </u> | \$ <u> </u> |
| <u> </u> | \$ <u> </u> |
| <u> </u> | \$ <u> </u> |
| <u> </u> | \$ <u> </u> |
| <u> </u> | \$ <u> </u> |
| <u> </u> | \$ <u> </u> |
| <u> </u> | \$ <u> </u> |
| <u> </u> | \$ <u> </u> |
| <u> </u> | \$ <u> </u> |

PART IV: SUPPLEMENTAL INFORMATION: All agencies must submit all of the following documentation with their application whether or not you have previously received CDBG funds through the City of Norwich.

EXHIBIT 1 Financial Statement and Audit
Describe the agency's fiscal management including disbursement methods, financial reporting, record keeping, accounting principles/procedures and audit requirements. Include a copy of the agency's last completed audit.

- EXHIBIT 2 Insurance/Bond/Worker's Compensation
- State whether or not the agency has liability insurance coverage, in what amount and with what insuring agency.
 - State whether or not the agency pays all payroll taxes and worker's compensation as required by Federal and State Law.
 - State whether or not the agency has fidelity bond coverage for principal staff who handle the agency's accounts, in what amount and with what insuring agency.
 - Provide a copy of your current insurance certificate, NOT YOUR POLICY.

- EXHIBIT 3 Non-profit Determination
 Non-profit organizations must submit tax-exemption determination letters from the Federal Internal Revenue Service.
- EXHIBIT 4 List of Board of Directors
 A list of the current board of directors or other governing body of the agency must be submitted. The list must include the name, telephone number, address, occupation or affiliation of each member; and must identify the principal officers of the governing body.
- EXHIBIT 5 Organizational Chart
 An organizational chart must be provided which describes the agency's administrative framework and staff positions, which indicates where the proposed project will fit into the organizational structure and which identifies any staff positions of shared responsibility.
- EXHIBIT 6 Resumes of Chief Program Administrator and Chief Fiscal Officer
- EXHIBIT 7 Conflict of Interest Disclosure
 Form attached

**COMMUNITY DEVELOPMENT BLOCK GRANT CITY
 OF NORWICH, CONNECTICUT**

**APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
 2023-2024 PROGRAM YEAR**

Federal, State, and City law prohibits employees and public officials of the City of Norwich from participating on behalf of the City in any transaction in which they have a financial interest. This questionnaire must be completed and submitted by each applicant for Community Development Block Grant (CDBG) funding. The purpose of this questionnaire is to determine if the applicant, or any of the applicant's staff, or any of the applicant's Board of Directors would be in conflict of interest.

1. Is there any member(s) of the applicant's staff or any member(s) of the applicant's Board of Directors or governing body who is or has/have been within one year of the date of this questionnaire (a) a City employee or consultant, or (b) a City Council member, or (c) a member of the Community Development Advisory Committee (CDAC) member? X Yes No

If yes, please list the name(s) and information requested below:

| Name of person | Job Title of person | Indicate City employee, consultant, City Council person, or CDAC member |
|---------------------------|------------------------------|---|
| JP Laguerre | Civil Engineer | City Employee |
| Patrick McLaughlin | Public Works Director | City Employee |
| John Salomone | City Manager | City Employee |
| | | |

**NORWICH COMMUNITY DEVELOPMENT BLOCK GRANT
 APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
 2021-2022 PROGRAM YEAR**

2. Will the CDBG funds requested by the applicant be used to award a subcontract to any individual(s) or business affiliate(s) who is/are currently or has/have been within one year of the date of this questionnaire a City employee, consultant, City Council person or Community Development Advisory Committee member?

Yes No

If yes, please list the name(s) and information requested below:

| Name of person | Job Title of person | Indicate City employee, consultant, City Council person, or CDAC member |
|----------------|---------------------|---|
| | | |
| | | |
| | | |
| | | |

3. Is there any member(s) of the applicant's staff or member(s) of the applicant's Board of Directors or other governing body who are business partners or family members of a City employee, consultant, City Council person, Community Development Advisory Committee member?

Yes No

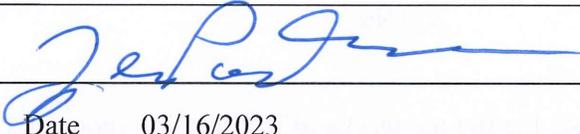
If yes, please identify below the City employee, consultant, or Council member with whom each individual has family or business ties.

| Name of member | Name of City employee, Consultant, City Council member, CDAC member | Indicate type of tie (Family or Business) | If family, indicate relationship |
|----------------|---|---|----------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

**NORWICH COMMUNITY DEVELOPMENT BLOCK GRANT
APPLICANT CONFLICT OF INTEREST QUESTIONNAIRE
2022-2023 PROGRAM YEAR**

4. Have you read and understood the HUD regulation regarding conflict of interest, 24 CFR 570.611 (attached)? **Yes**

Name of Applicant: Jean-Paul Laguerre

Signature of Applicant's Representative 

Title Civil Engineer Date 03/16/2023

**HUD REGULATION REGARDING CONFLICT OF INTEREST
(NOT REQUIRED TO BE SUBMITTED WITH APPLICATION)**

§570.611 Conflict of interest.

(a) Applicability

(1) In the procurement of supplies, equipment, construction, and services by recipients and by subrecipients, the conflict of interest provisions in 2 CFR 200.317 and 200.318 shall apply.

(2) In all cases not governed by 2 CFR 200.317 and 200.318, the provisions of this section shall apply. Such cases include the acquisition and disposition of real property and the provision of assistance by the recipient or by its subrecipients to individuals, businesses, and other private entities under eligible activities that authorize such assistance (e.g., rehabilitation, preservation, and other improvements of private properties or facilities pursuant to §570.202; or grants, loans, and other assistance to businesses, individuals, and other private entities pursuant to §570.203, 570.204, 570.455, or 570.703(i)).

(b) Conflicts prohibited. The general rule is that no persons described in paragraph (c) of this section who exercise or have exercised any functions or responsibilities with respect to CDBG activities assisted under this part, or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest or benefit from a CDBG-assisted activity, or have a financial interest in any contract, subcontract, or agreement with respect to a CDBG-assisted activity, or with respect to the proceeds of the CDBG-assisted activity, either for themselves or those with whom they have business or immediate family ties, during their tenure or for one year thereafter. For the UDAG program, the above restrictions shall apply to all activities that are a part of the UDAG project, and shall cover any such financial interest or benefit during, or at any time after, such person's tenure.

(c) Persons covered. The conflict of interest provisions of paragraph (b) of this section apply to any person who is an employee, agent, consultant, officer, or elected official or appointed official of the recipient, or of any designated public agencies, or of subrecipients that are receiving funds under this part.

(d) Exceptions. Upon the written request of the recipient, HUD may grant an exception to the provisions of paragraph (b) of this section on a case-by-case basis when it has satisfactorily met the threshold requirements of (d)(1) of this section, taking into account the cumulative effects of paragraph (d)(2) of this section.

(1) Threshold requirements. HUD will consider an exception only after the recipient has provided the following documentation:

(i) A disclosure of the nature of the conflict, accompanied by an assurance that there has been public disclosure of the conflict and a description of how the public disclosure was made; and

(ii) An opinion of the recipient's attorney that the interest for which the exception is sought would not violate State or local law.

(2) Factors to be considered for exceptions. In determining whether to grant a requested exception after the recipient has satisfactorily met the requirements of paragraph (d) (1) of this section, HUD shall conclude that such an exception will serve to further the purposes of the Act and the effective and efficient administration of the recipient's program or project, taking into account the cumulative effect of the following factors, as applicable:

(i) Whether the exception would provide a significant cost benefit or an essential degree of expertise to the program or project that would otherwise not be available;

(ii) Whether an opportunity was provided for open competitive bidding or negotiation;

(iii) Whether the person affected is a member of a group or class of low- or moderate-income persons intended to be the beneficiaries of the assisted activity, and the exception will permit such person to receive generally the same interests or benefits as are being made available or provided to the group or class;

(iv) Whether the affected person has withdrawn from his or her functions or responsibilities, or the decision-making process with respect to the specific assisted activity in question;

(v) Whether the interest or benefit was present before the affected person was in a position as described in paragraph (b) of this section;

(vi) Whether undue hardship will result either to the recipient or the person affected when weighed against the public interest served by avoiding the prohibited conflict; and

(vii) Any other relevant considerations.

[60 FR 56916, Nov. 9, 1995, as amended at 80 FR 75938, Dec. 7, 2015]

Section 3 Contractor Affidavit (2021 Final Rule)

Section 3 Business Concerns are:

- At least 51 percent of the business is owned and controlled by low or very low-income persons; or
- At least 51 percent of the business is owned and controlled by current public housing residents or residents who currently live in Section 8-assisted housing; or
- Over 75 percent of the labor hours performed for the business over the prior three-month period are performed by Section 3 workers

This is to certify that City of Norwich Public Works (print Business name)

 Is a Section 3 Business Concern (Please read, review and implement necessary items in document entitled “Section 3 Requirements”)

 Is **NOT** a Section 3 Business Concern but the contract for work will require my business or sub-contractor to hire, train, or educate a new employee. (Please read, review and implement necessary items in document entitled “Section 3 Requirements”)

 X Is **NOT** a Section 3 Business Concern and the contract for work will **NOT** require my business or sub-contractor to hire, train or educate a new employee. (No further action is necessary unless an employee is hired during the contract period)

Authorized Signer

Date

Print Name

Date 03/16/23

TAFTVILLE PARK-WALKING PATH IMPROVEMENTS

| ITEMS | Quantity | Unit | Unit Cost | Total Cost |
|---|----------|------|-----------|--------------------------------|
| 1 Remove existing stone dust and excavate to widen trail. | 180 | CY | \$ 50 | \$ 9,000 |
| 2 Furnish and Install 8 inches of processed gravel base-Grade and Compact. | 287 | CY | \$ 75 | \$ 21,525 |
| 3 Pave existing 1160 lf stone dust path with 3 Inches of bituminous-10' wide. | 225 | Tons | \$ 250 | \$ 56,250 |
| 4 Loam and seed along the edges. | 1 | LS | \$ 1,000 | \$ 1,000 |
| 5 Install drywells. | 2 | Each | \$ 7,000 | \$ 14,000 |
| 6 Extend existing downspout and tie to drywell. | 38 | LF | \$ 80 | \$ 3,040 |
| 7 Ledge excavation. | 10 | CY | \$ 400 | \$ 4,000 |
| | | | | \$ 108,815 |
| | | | | \$ 10,882 |
| | | | | Total \$ 119,697 |

10% Contingency



Norwich Recreation Department

A Division of Norwich Human Services

75 Mohegan Road, Norwich, CT 06360 ~ 860-823-3791, FAX 860-823-3830

Jeffrey Blinderman
35 Greenwich Court
Norwich CT 06360

February 9, 2022

RE: CDBG Program Year 2022-23 Recreation Department Application

Dear Community Development Advisory Board,

As chairman of the Recreation Advisory Board, and on behalf of the Board, I am writing to you to voice our support for both of the CDBG applications that the Recreation Department will be submitting this cycle. One is to build a new basketball court at Lake Street park, a parking lot and other improvements and the other is to pave the walking track at Taftville Park.

Our Board has consistently advocated for field and facility improvements. The City has not been able to fully fund all of the projects that we feel should be prioritized for the community. Many of these facilities are becoming unsafe due to the disrepair.

The basketball court at Lake St. is highly used. The youth in the neighborhood use the park and basketball court daily and it has fallen into disrepair. The users also have nowhere to park so both additions will create more accessibility and area benefit.

Additionally, the Taftville park has a walking track that is highly used by the local neighborhood. The gravel walkway washes out often, has dips and puddles and can create a trip hazard for youth and adults looking to stay healthy. This park has seen increased usage by families due to all the past upgrades so this would be a great addition as a no or low-cost recreation opportunities.

The Board and I urge you to fully fund both of these grants, which align with the City's plans to improve the quality of life for Norwich residents. Please feel free to contact me for more information.

Sincerely,

Jeffrey Blinderman, Chair

Adult & Family Services

100 Broadway

Room 212

Norwich, CT 06360

860-823-3778

FAX 860-823-3793

<http://nowichct.org/hs>

Rose City Senior Center

8 Mahan Drive

Norwich, CT 06360

860-889-5960

FAX 860-885-1160

<http://nowichct.org/seniors>

Youth & Family Services

75 Mohegan Road

Norwich, CT 06360

860-823-3782

FAX 860-892-6031

<http://nowichct.org/yfs>

JP. LAGUERRE

5 Lydia Lane•North Franklin, CT 06254•860-334-2190•plaguerre@hotmail.com

Curriculum Vitae

Civil Engineer, City of Norwich Department of Public Works 2008 to Present

Project Manager on multiple State and municipally funded pavement projects and numerous drainage projects. Oversee annual 2 million dollars paving project for the City of Norwich. General duties include project management, bid documents preparation, estimating, preparing preliminary budgets, reviewing and processing payment applications, negotiating, approving and creating change orders, verifying quantities, conducting field inspections, managing Municipal Storm Water Separated Sewage System (MS4), and conducting project meetings. Additional responsibilities include preparation of grant applications, product research, and representing the Public Works Department at interdepartmental meetings.

Transportation Engineer I, CT Department of Transportation 2005 to 2008

Layout and draft project plans utilizing Microstation software. Compute project estimates for the various stages of design completion. Perform drainage analysis and other engineering calculations. Oversee projects from conceptual design through project completion. Prepare bid specifications and conduct project inspection, including surveying. Compose letters to clients and attend meeting to collaborate with other members of the interdisciplinary team within the department.

Project Manager, DTC Engineers and Constructors, North Haven 2003 to 2005

Managed projects, many of which were for US Military Bases. Reviewed project documents and submittals. Acted as a liaison, coordinating communication between the many stakeholders of projects.

Project Manager/Estimator, CR Klewin Inc., Norwich 2000 to 2001

Performed estimates for many diverse projects as high as 12 million dollars. Assisted in budget planning. Represented the company at planning and construction meetings.

Education:

New Jersey Institute of Technology

Master of Engineering Management, May 2003.

Central Connecticut State University

Bachelor of Science in Civil Engineering Technology, May 2000.

Certifications:

Connecticut Department of Transportation Certifications

Certified Transportation Engineer (Level 2) August 2007.

Certified Transportation Engineer (Level 1) May 2007.

Computer Skills:

AutoCAD, Microstation, Microsoft Office, Microsoft Word, MUNIS, ArcGIS.

Organization Chart

