

1. BET Budget Comm. Dept. Reviews Day 2 Documents

Documents:

[SUB_TO_APP_BET_BUDGET_COMM_DEPT_REVIEWS_DAY_2_02-02-17.PDF](#)
[APPROVED_BET_BUDGET_MTG_DAY_2_MINUTES_02-02-17.PDF](#)

**TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION BUDGET COMMITTEE**

**DEPARTMENTAL REVIEW DAY TWO FOR FY17-18 BUDGET
MINUTES**

**Cone Room – 9:00 A.M.
Thursday, February 2, 2017**

Present:

Committee: James A. Lash, Chairman; Leslie Moriarty, Jeffrey S. Ramer, Leslie L. Tarkington

Staff: Peter Mynarski, Comptroller; Roland Gieger, Budget Director; Angela Gencarelli, Finance Analyst, Finance Department; Ben Branyan, Town Administrator; Katie DeLuca, Town Planner; Dr. Alan Barry, Commissioner, Department of Social Services; Thomas Klein, Director, Information Technology Department; Jake Hellas, Solution Specialist, IT Department; Francis St. Jean, Technical Support Manager, IT Department; Caroline Baisley, Director, Health Department; Patricia Sesto, Director, Inland Wetlands & Waterways; Michael Long, Director, Environmental Health; Denise Savageau, Director, Conservation Commission; Amy Siebert, Commissioner of Public Works; Jim Michel, Assistant Commissioner, DPW; Al Cava, Director, Labor Relations Department

Board: John Blankley, William Drake, Beth Krumeich, Michael Mason, Art Norton, Jill Oberlander, Nancy Weissler

Selectmen: Peter Tesei, First Selectman; Drew Marzullo, Selectman; John Toner, Selectman

RTM/Town: Lucia Jansen, RTM D-7, BOC Chair; William Galvin, RTM D-7, BOC; Dan Ozizmir, RTM D-5, BOC; Rebecca Steinfeld, RTM D-11, Finance; Roz Nicastro, RTM D-3, Alternate BOC; Dean Gamanos, RTM D-7, Parks & Recreation; Ajit Laroia, RTM D-11; Barbara Nolan, Chair, Board of Social Services Commission; Winston Robinson, Member, Board of Social Services

Ext. Entities: James Boutelle, Executive Director, TAG; Charlee Tuffs, Director, GEMS; John Strong, Financial Officer, GEMS; Tracy Schietinger, Director of Operations, GEMS; Andy Fox, Board Member, GEMS

Public: Julia Moch, GHS Student, Safe Rides Volunteer; Sabine Schoenberg, EAC Member - Real Estate industry; Robin Kencel, EAC Member - Real Estate industry; James Aiello, EAC Chair - Commercial Real Estate Industry; Tamara Kitler, EAC Member, TKM Event Marketing; Bobby Walker, Director, Greenwich Boys & Girls Club, DSS Community Partnership Committee; Mary Lee Kiernan, Executive Director, YWCA; Meredith Gold, YWCA Program Director, Domestic Abuse Program; Ken Borsuk, Reporter - *Greenwich Time*

Mr. Lash called the meeting to order at 9:01 A.M. He welcomed the audience and suggested that presenters provide an overview of what goals and objectives their departmental budgets were developed to fulfill during the upcoming fiscal year.

SPEAKERS

First Selectman Tesei introduced his department's budget as a response to the challenges of headcount, fixed charge mitigation and capital improvements. He noted that the budget was leaner overall as a result of sentiment of the RTM and Citizens Satisfaction Survey and recognizing the State's economic environment and the health of local economic indices and Grand List. Mr. Branyan described the process of building the FY18 budget that began during the Lean Six Sigma training in the late summer. Based on its principles, Department heads and appointing authority staff Directors participated in sessions using problem-solving as a spring board to conversations with a global approach to the question "what is the problem..." The result was process efficiencies, including cost-cutting, that encompassed all the ramifications that might make them unworkable.

FY 2017-2018 Budget Department Initiatives – a regular monthly meeting was developed to examine requests for staff changes to respond to the issue of no net new positions and their ramifications. Three programs were introduced as Office of the First Selectman initiatives to meet evolving trends.

- Youth Services Coordinator – originally established as a part time position funded by Greenwich's United Way resulting from an annual town needs assessment study, it had evolved into the management of a Youth Council and Juvenile Review Board. It would now be established as a part time position within the Department of Social Services.
- Domestic Violence Education program – Identified through the United Way's needs assessment program, the YWCA was requesting that the Town share the support of this program that brings topics into health classes in the Middle and High Schools such as Healthy Relationships, taught by trained and certified counselors.
- Economic Development Marketing Initiative – the First Selectman proposed a branding program to support Greenwich's economic health through a contribution to a yet to be formed 501(c)(3) entity as a member of a public/private partnership to refresh Greenwich's appeal as a premier place to live/work/play.

First Selectman Tesei and the Budget Committee discussed issues, including rationale for the marketing initiative such as slow growth of Grand List, increase in non-taxable land of nonprofits impacting revenue potential, slow land use permitting processes, items classified as Capital expenditures which might be better controlled as Operating expenses, Mr. Branyan assured the Committee that there had been no change in methodology for determining if a project should be included in the capital budget vs operating budget.

Department of Social Services – Dr. Barry presented an overview of his department and characterized it as a case work agency with a network of community partnerships as referral resources. Dr. Barry thought a future direction of the department would be to focus attention on the learning gap of the Pre-K population and mental health issues.

Dr. Barry, joined by members of the Board of Social Services, Ms. Noland and Mr. Robinson, announced that as of the March RTM Meeting, his department's name would be changed to the more inclusive name, Department of Human Services. The agency interviewed and assessed clients, possibly providing emergency funds, and thereafter worked as case managers in conjunction with agencies to which clients were referred. Its objective was to provide for short term basic human needs to get through crises, but its long-term client solutions are helping clients

to develop goals and plan timeframes to accomplishment them. DSS continues to provide Grants to its partners in the areas of housing, health, personal safety and employment training and expects Quarterly and Annual reports on outcomes that are reviewed by the Department's Community Partnership Committee, represented by Noland, Robinson and Mr. Walker.

Dr. Barry commented that no change was planned for the Department's Budget for FY18. Although the Department received no direct support from the State, it provided its clients with access to State programs such as energy assistance, rent rebate, fuel subsidies and SNAP. The Committee reviewed the Department's salary schedule and remarked on the cut back in homemaker service; it asked if Dr. Barry had adequate emergency aid money to use for financial assistance with rent, utilities and medical care, to which he responded he felt an adequate amount was budgeted.

External Entities

Greenwich Emergency Medical Service (GEMS) – Mr. Ramer thanked Ms. Tuffs for her years of service to the Greenwich community; she has announced her retirement from the organization she founded and led after 40 years.

Mr. Strong presented the GEMS budget with a 1.7% increase for FY18. Economies had been found in a reduction of its Workers' Compensation costs resulting from claims settlements and reduction in the cost of its employee medical benefits resulting from changing insurance carriers. No personnel changes had occurred.

The organization purchases its capital equipment from donations rather than seeking support from the Town. \$250,000 was reported in bad debt based on uncollectible bills of transients and indigents. Additional training space was included in its lease renewal, so there is potential additional revenue. Training classes are offered for EMT certification for the public and volunteers as well as for Police and Fire Personnel. GEMS still requests construction of a building for Station #4 on King Street. During the process of seeking funding for a new facility through the Town's Budget, GEMS has discovered that modular pre-fabricated building would reduce its estimated cost for a new facility; GEMS now plans to request \$1.4 million for a future facility in the FY19 Budget. During discussion of station and headquarters facilities, it indicated it believes that its functions require some independence from other emergency service operations.

Transportation Association of Greenwich (TAG) – Mr. Boutelle introduced TAG as one of the nonprofit services that is facing declining philanthropic support. He commented that the organization's budget previously showed a surplus, but it had gradually declined as a result of Federal and State reimbursement rates which have not kept up with rising transportation costs. He cited transportation customers as social service organizations: Greenwich Adult Day Care (GADC) ADA client trips, YMCA, YWCA and Abilis.

As recently as December 2016, TAG's shuttle service for The Nathaniel Witherell employees was suspended because of scheduling conflicts with other social service contracts. Reduced reimbursements for Dial-a-Ride ADA trips, Milbank School service and DSS food deliveries contributed inconsistent revenue volume. TAG is currently experiencing a \$100,000 deficit due to its Norwalk Transit reimbursement contract, the growth in service to the Safe Rides program and the addition of one new employee.

The Budget Committee reviewed individual client relationships and made suggestions for identifying additional revenue. Mr. Boutelle suggested resolving TAG's immediate needs with an

interim appropriation from the Town until negotiations on reimbursements could take place before the end of March.

YWCA – Domestic Violence Education – Ms. Kiernan introduced the program as meeting a key educational need in preventing domestic abuse, a significant problem in Greenwich and other communities. The program, which is delivered by trained professionals, has been part of the school-day and after school programming in the public schools. Partial funding is being requested for continuing the program.

Ms. Gold gave an overview of the YWCA's \$1.5 million domestic abuse program; she indicated that the issue was pervasive and cuts across economic lines. The YWCA provided emergency response from crisis to recovery. A request for \$60,000 in support of defraying the cost of its Domestic Violence Education in Greenwich schools is being proposed. The request in FY2018 is one-third of the total cost for the program. Ms. Kiernan spoke of the specialized expertise and clinically certified licensed trainers that allowed the YWCA to be specifically qualified to deliver these programs that are aligned with the United Way and DSS assessments of the community's needs. Salaries for one full-time, one half-time, one Supervisor and a graduate student intern were included as costs of continuing the programs.

Economic Development Marketing Initiative – First Selectman Tesei, with Ms. Schoenberg and Mr. Aiello, presented the rationale for launching this program as a way to respond to negative media comments about Greenwich. He recommended changing public perception with a proactive campaign to support Greenwich's reputation as a premiere place to live/work/play through a public/private partnership in a 501(c)(3) organization. The Committee requested a second presentation at February 8, 2017 to learn more about the proposed program's budget, structure and strategy. \$30,000 is being requested in the proposed budget as the Town's contribution towards a total goal of \$75,000 - \$100,000, the remainder of which would be raised privately for this public/private partnership program.

Information Technology

Operations - Mr. Klein described the IT Department's accomplishments to date and its goals for FY18: Completed the infrastructure upgrade, email transition, fiber backbone with BOE, cyber security audit, and 40% of the telephone implementation. Some FY18 initiatives include adding layers of cyber security to TOG's proprietary information, further developing and training Town employees in the use of the GIS information, renovating the Town website and coordinating individual departmental customized websites, continuing work on the Town's disaster recovery capability, and upgrading additional business areas where technology solutions could improve transactions. The Committee asked whether it should expect that the IT improvements already installed had reduced headcount or improved operations. The Committee suggested that the IT Department prepare a list of its priorities and their benefits and submit it to the OFS Working Group to increase awareness of potential opportunities for upgrading work systems, build consensus for change, and increase the pace of progress on system improvements with the focus on the areas with the most potential for improving efficiency and effectiveness. In the capital budget, the IT Department was requesting \$221,000 for its cyber security enhancement program.

Land Use – Permitting process

Ms. DeLuca, Ms. Baisley, Ms. Sesto, Ms. Savageau and Mr. Long spoke about the idiosyncratic responsibilities involved with each Department's role in the Town's permitting process. They spoke about the progressive nature of the Greenwich Manuals, and the intensity of land use, and

manipulation of the land itself. Once improvement which has already been implemented was reconciling each offices' Customer Service Desk hours to facilitate applicants' ability to obtain sign-offs efficiently. Other areas which can be improved are: increase awareness of Customer Check List so that applicants prepare appropriate materials before seeking permits; reduce the number of Special Permits granted; and explain issues that will delay the Customer's application process. Ms. DeLuca added that the panel understands that each application is viewed as balancing private rights and public good. She also indicated that the Special Permit application, which represent 15% of permits, is more complex. P&Z is working toward reducing the number of applications that would require Special Permit rather than Site Plan Approvals. Ms. Sesto spoke about the high degree of integrity of the Town's Land Use Departments. Ms. Siebert commented that the declared value of work being permitted needed to be referred to the Assessor's Office as a final step for taxation records. Ms. Siebert confirmed that the Building Department would be moving to the same software package used by the Land Use Departments. Mr. Mason suggested that there was room for improvement in the process at a time when there was less building development and more staff involved in the permit review.

Labor Relations Department

Mr. Cava reviewed the status of the Town's employee contract negotiations that had been completed and identified which groups were still negotiating. He identified that the Fire Fighters' contract is in Arbitration. He identified that three bargaining units had not yet agreed to migrate to the State Health Benefit Partnership program – Fire, Police, and Nurses

Prior to concluding its meeting, the Committee decided it would like to interview the Bruce Museum to hear its request for capital and its construction timeframe. It also discussed whether it should review Planning & Zoning's departmental budget and asked Mr. Branyan to clarify the fees paid to TAG in other departmental budgets.

There being no further business before the Committee, the meeting adjourned at 5:00 P.M.

Respectfully submitted,

Catherine Sidor, Recording Secretary

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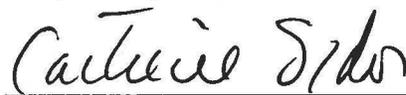
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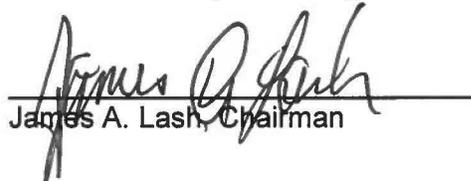
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