

1. BET HR Comm. Meeting Documents

Documents:

BET_HR_COMM_MTG_AGENDA_02-13-18.PDF
SUB_TO_APP_BET_HR_MINUTES_02-13-18.PDF
REVISED_SUB_TO_APP_BET_HR_MINUTES_02-13-18.PDF
APPROVED_BET_HR_MINUTES_02-13-18.PDF



**TOWN OF GREENWICH
BOARD OF ESTIMATE & TAXATION**

**HUMAN RESOURCES COMMITTEE MEETING
Tuesday, February 13, 2018
3:00 PM
Cone Room**

AGENDA

1. Approval of BET HR Committee Meeting Minutes of January 9, 2018
2. HR Reports:
 - Vacant and Posted Position Listing
 - Monthly Health Insurance Update
 - Workers' Compensation Expense Report
3. Discussion of M&C salary increase recommendation for FY19
4. Discussion of Registrars of Voters salary increase recommendation for FY19 and FY20
5. Discussion of proposed new positions and reclassified positions in FY19 budget
 - TNW
 - IT
 - Other departments
6. New Business
7. Adjournment

Next Meeting - Thursday, March 8, 2018 at 3:00 P.M. - Town Hall Meeting Room

TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
REGULAR MEETING HUMAN RESOURCES COMMITTEE
MINUTES Cone Meeting Room

Tuesday, February 13, 2018

Committee

Present: Anthony Turner, Chairman; William Drake, Karen Fassuliotis, Elizabeth K. Krumeich

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director Human Resources; Denise Savageau, Director, Conservation Commission; Caroline Baisley, Director, Department of Health; Howard Richman, Tax Collector; Lauren Elliott, Assessor; Robert Kick, Ass't Chief, Fire Department

Board: Jill Oberlander, Chairman; Andy Duus; Debra Hess, Michael Mason, Leslie Moriarty, Jeffrey Ramer, Leslie Tarkington, David Weisbrod

Selectmen: Sandy Litvack, Selectman

BOE: Robert Stacy, Director BOE HR; Gina Williams, Assistant Director, BOE HR Department; Jennifer Dayton, Member BOE

TNW: Laurence B. Simon, Chairman, The Nathaniel Witherell Board

The meeting was called to order at 3:03 P.M.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to change the Agenda's Order of Business.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to accept the Agenda as amended.

1. Approval of BET HR Committee Meeting Minutes January 9, 2018.

Upon a motion by Ms. Krumeich, seconded by Ms. Fassuliotis, the Committee voted 4-0-0 to approve the Minutes of January 9, 2018, as amended.

2. Department Requests for Budget Adjustments for FY18-19.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to approve the following Department requests and to forward the Committee's recommendations to the Board of Estimate & Taxation:

- a. to approve the Fire Department's request to upgrade four firefighters to the rank of Lieutenant positions;
- b. to approve the Law Department's request to upgrade one part-time attorney position to a full-time attorney position; and

- c. to approve the Parks & Recreation Department's request for additional staffing to staff the new pool complex at Byram Park.

3. HR Request for up-grade of position

Ms. Pepe requested the up-grade of the public safety analyst position from a part-time to a full-time position. Ms. Pepe noted that the HR Department had been revamped in the last few years and that this position would be the final piece of the reorganization. This position would give the Department the ability to continue to expand the safety programs and training sessions for Town employees, focusing on OSHA, health and safety regulations and other requirements imposed by Federal, State and local laws. Ms. Fassuliotis was concerned that the request for an upgrade was focused on the person and not the position, and was looking for a budget-neutral position so that headcount and benefits would not increase. The Chair postponed action on this item.

4. M&C Compensation Pool.

Upon a motion by Mr. Drake, seconded by Ms. Fassuliotis, the Committee voted 1-3-0 to recommend to the BET an increase of 2.25% in the M&C compensation pool for FY18-19. The Motion failed (Opposed: Fassuliotis, Krumeich, Turner).

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET an increase of 2.50% in the M&C compensation pool for FY18-19. The motion failed (Opposed: Drake, Fassuliotis).

Upon a motion by Ms. Fassuliotis to recommend to the BET an increase of 1.5% in the M&C compensation for FY18-19 with the additional 0.5% to be based on high performance, no second was heard.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET to approve a pay-for-performance program for the M&C Compensation Pool with the following principles:

- Receive the maximum increase for consistently going beyond standard expectations and standing out as a performance leader and/or demonstrating performance in a special role or project. An employee who meets either or both of these criteria and does so in an exceptional manner to receive the maximum increase
- An employee who meets either or both of these criteria and does so in an excellent manner to receive the maximum increase less 0.5 %
- An employee who meets expectations to receive the maximum increase less 1.0%
- An employee who does not meet expectations is not eligible for an increase

The motion failed (Opposed: Drake, Fassuliotis).

Upon a motion by Mr. Drake, seconded by Ms. Fassuliotis, the Committee voted 3-1-0 to recommend to the BET an increase of 2.0% in the M&C compensation with an additional 0.5% for high performance at the discretion of the Manager. Motion carried (Opposed: Turner).

5. Department Requests for FY18-19.

a. Registrars of Voters

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-1-1 to increase the Registrars of Voters' compensation for FY18-19 by 5%. Motion passed (Opposed: Drake; Abstained: Fassuliotis).

b. BOE

1. Project Manager for Capital Projects

Mr. Stacy presented the BOE's request for the addition of a position of Project Manager for Capital Projects. Mr. Stacy explained that with the focus on completing construction projects for the BOE, and the need to coordinate the activities of various Town Departments and construction companies, as well as various sub-contractors, there was a need for a dedicated project manager who would report to the Chief Facilities Officer. Ms. Dayton added that with \$1 billion in assets to manage, the BOE needed to ensure that there was continuity in the construction projects through to completion. Currently, there are still outstanding requests for reimbursement from the State or completion of certain certificates which have been held up by the turnover in the BOE Facilities area. To respond to a comment regarding Building Committees, Ms. Dayton explained that if a project is not eligible to receive State reimbursement, then there would not be a Building Committee appointed to oversee the project. In addition, with the implementation of the BOE Master Plan for facilities, there will most likely be a number of projects going forward simultaneously which will require the focus of a project manager. Ms. Tarkington noted that there was a need to have one person responsible for critical projects. The BOE would have to determine where this position would fit in to its table of organization.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET the BOE request for a new position of Project Manager of Capital Projects. Motion failed (Opposed: Drake, Fassuliotis).

2. Request for Additional FTE's

Mr. Drake inquired why a budget-to-budget enrollment increase of 8 students required a staffing increase of 11.3 FTEs, as requested in the BOE's Proposed FY18-19 Operating and Capital Budget presentation to the Budget Committee on January 30, 2018. Mr. Stacy explained by presenting enrollment projections to support the BOE's request for 11.3 FTEs for non-certified staff for FY18-19. The BOE is adding and removing positions through May to September to reflect the fluid nature of student enrollments each year. Central Middle School is expected to have an additional 23 students in the 18-19 school year which, divided by 14.8 under the class size formula, equals FTE 1.554, but the BOE is requesting .99 FTE. Eastern Middle School is expected to have an additional 20 students and would have 1.49 FTEs under the formula, but the BOE is requesting 1.2 FTE. Western Middle School is expected to have 47 additional students, divided by 14.6, to equal 3.22

FTEs, but the BOE is requesting 3.0 FTEs. Greenwich High School is expecting an additional 55 students, divided by 15.6, for 3.53 under the formula, but the BOE is requesting 3.5 FTEs. In addition, the BOE is requesting 2.61 FTE for positions including an advanced math teacher (to replace an on-line course), 3 additional accounting positions that were inadvertently dropped from the list in the FY17-18 budget book, 1 intervention specialist, 2 special education positions (out of a grant) which was absorbed into the BOE operations budget. There is also a .4 FTE addition for an Assistant Principal at Parkway School. Ms. Fassuliotis stated that she could not support this request because the BET Guidelines stated that there should be no net increase in positions added by the BOE since this would result in an increase to the budget. Ms. Dayton reminded the Committee that under State law and applicable case law, the Committee may reduce the budget by reducing funding but not by reducing individual headcount which remains the purview of the BOE. Mr. Stacy noted that by final actual count in FY 17-18, there were 7 less staff than the budgeted number as a result of deletions once enrollments were confirmed.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET to approve the BOE request to increase non-certified staff by 11.3 FTEs, budget-to-budget. Motion failed (Opposed: Drake, Fassuliotis).

c. Economic Development Officer

The Chairman presented the rationale for proposing to add an Economic Development Officer to the Town's Table of Organization. Mr. Turner felt that such a position would help to retain business, grow business organically or bring in new business. He noted that according to data he received from CCM, many Connecticut towns have an EDO on staff, and that volunteers can be used to carry out a public relations and marketing plan. Sixty percent of new jobs come from existing businesses, yet TOG had no plan to retain businesses, to expand businesses or even how to help attract businesses to the Town. Ms. Fassuliotis stated that there needed to be more information as to where it would fit in to the TOG, how would it work with the First Selectman's Economic Advisory Council, what grade would the position have for compensation and other such details. Selectman Litvack, an advocate for an Economic Development Plan, described the need to attract and retain businesses in Town. He felt the current PR effort was not a substitute for an Economic Development Plan prepared and implemented by a professional Economic Development Officer. His concern is that the First Selectman has not endorsed this new position. Unless and until the First Selectman becomes a proponent of this position, it would not be successful. The Chairman requested that the Committee postpone any action on this item.

d. Conservation/IWWA

The First Selectman has proposed in his FY18-19 budget the merger of the Conservation Director and the Inland Wetlands and Watercourses Agency Director into one position titled the Environmental Affairs Director. Given the need to hear from proponents and opponents of this proposal, the Chairman asked to postpone any action on this item by the Committee.

e. Tax Collector's Office

The Tax Collector has requested the Committee consider up-grading one position in the Tax Collector's Office from a part-time position to a full-time position.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee discussed the Tax Collector's request to up-grade a part-time position to a full-time position at a cost of \$13,000 in compensation and \$13,000 in benefits. The Motion was amended.

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-2-0 to condition the up-grade of a part-time position to a full-time position in the Tax Collector's Office (with salary and benefits of \$27,080) upon the submission by the Tax Collector of a one-year Operation Plan for the Tax Collector's Office by March 19, 2018 and the acceptance of such Plan by the BET. Motion failed (Opposed: Drake, Fassuliotis).

Ms. Fassuliotis indicated that she was not in favor of this motion as the Committee would be approving the additional headcount without knowing whether or not it was truly needed based on the Operation Plan that was yet to be developed. Mr. Weisbrod agreed that the Operation Plan should be completed before any additional headcount is considered.

Upon the original motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 1-3-0 to up-grade a part-time to a full-time position in the Tax Collector's office at a cost of \$27,080 in salary and benefits. Motion failed (Opposed: Turner, Drake, Fassuliotis).

Mr. Mason said that it would be difficult to support a budget with an additional head count in the Tax Collector's Office given the recent history of the reductions taken by the BET in the budget and TOO of the Tax Collector's Office. He recommended that the Tax Collector, the Assessor and the Finance Department continue to seek greater efficiencies among their staffs and seek to cross-train employees in order to carry out the functions of the Tax Collector's Office more effectively.

f. Department of Health

The Board of Health has not formally requested the addition of the Public Health Emergency Coordinator position to the Department of Health. The former Public Health Coordinator had prepared the Public Health Emergency Plan for the Department, but then moved to a different position. It was felt that the Public Health Emergency Coordinator position should have been included in the First Selectman's FY18-19 budget. This position would assist the TOG in the event of a Town-wide emergency and would assist in coordinating First Responders, the Housing Authority, various not-for-profit agencies and the TOG Emergency Center to provide residents with an effective response to a wide variety of emergency events. Mr. Turner felt that additional information would be needed in order for the Committee to consider the rationale for adding a Public Health Emergency Coordinator. Ms. Fassuliotis noted that this request was not before the Committee. The Chair postponed action on the item.

g. Assessor's Office

Mr. Ramer requested that the Committee consider restoring a full-time position to the Assessor's Office's table of organization. The Committee was not prepared to address this item which had not been placed on the agenda for this meeting.

h. The Nathaniel Witherell

Mr. Simon requested additional FTEs or to expand the part-time budget to reflect the staffing needs of the Nathaniel Witherell. He noted that the occupancy of TNW was over 90%, as compared to other skilled nursing facilities in the State which were at 80%. He stated that it was a best guess of the right mix for full-time, part-time and overtime when calculating FTEs and there could be improvements. Mr. Simon concurred with the Special Committee on TNW's recommendation to have a consultant review the staffing issues that arose at the facility. Ms. Fassuliotis raised a concern about the issue of part-time employees who would inadvertently become eligible for Town health care benefits under the State Partnership Plan if their hours exceeded the weekly limit of 30 hours on average during the year.

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-2-0 to recommend to the BET the addition of 5.37 FTEs for the Nathaniel Witherell. Motion failed (Opposed: Drake, Fassuliotis).

6. HR Reports

The Committee acknowledged that the Vacant and Posted Position Listing was provided to the Committee, but had no questions on the List. The Committee would schedule the monthly Health Insurance Update for the next Regular Meeting since United Healthcare was beginning to provide One Dimension, the TOG's health care consultant, with claims data from July 1, 2017, when the TOG employees (except Fire) joined the State Partnership Plan. The Comptroller presented the Worker's Compensation Expense Report which showed a year-to-date of \$2,007,302.97 for expenses which is a variance of \$342,697.03 below last year's year-to-date of \$2,350,000.00 for expenses.

7. Items for Future Discussion

At the discretion of the Committee Chairman, Mr. Turner, further discussion and voting on the following positions were postponed:

- Economic Development Officer;
- Conservation/IWWA position combination and the addition of one part-time position;
- HR Safety Analyst position from part-time to full-time;
- Department of Health Public Health Emergency Coordinator; and
- the restoration of a full-time position to the Assessor's Department's Table of Organization.

8. Adjournment

On motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee unanimously voted to adjourn at 5:50 p.m.

[The Human Resources Committee members agreed (subsequently) to continue this meeting on Thursday, February 22, 2018, at 3:00 p.m. in the Town Hall Meeting Room.]

The next regular Human Resources Committee meeting is scheduled for Thursday, March 8, 2018, at 3:00 p.m. in the Cone Room.

Respectfully submitted,

Catherine Sidor, Recording Secretary

Anthony Turner, HR Committee Chairman

SUBJECT TO APPROVAL

TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
REGULAR MEETING HUMAN RESOURCES COMMITTEE
MINUTES Cone Meeting Room

Tuesday, February 13, 2018

Committee

Present: Anthony Turner, Chairman; William Drake, Karen Fassuliotis, Elizabeth K. Krumeich

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director Human Resources; Denise Savageau, Director, Conservation Commission; Caroline Baisley, Director, Department of Health; Howard Richman, Tax Collector; Lauren Elliott, Assessor; Robert Kick, Ass't Chief, Fire Department

Board: Jill Oberlander, Chair; Andy Duus; Debra Hess, Michael Mason, Leslie Moriarty, Jeffrey Ramer, Leslie Tarkington, David Weisbrod

Selectmen: Sandy Litvack, Selectman

BOE: Robert Stacy, Director BOE HR; Gina Williams, Assistant Director, BOE HR Department; Jennifer Dayton, Member BOE

The meeting was called to order at 3:03 P.M.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to change the Agenda's Order of Business.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to accept the Agenda as amended.

1. Approval of BET HR Committee Meeting Minutes January 9, 2018.

Upon a motion by Ms. Krumeich, seconded by Ms. Fassuliotis, the Committee voted 4-0-0 to approve the Minutes of January 9, 2018, as amended.

2. Department Requests for Budget Adjustments for FY18-19.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to approve the following Department requests and to forward the Committee's recommendations to the Board of Estimate & Taxation:

- a. to approve the Fire Department's request to upgrade four firefighters to the rank of Lieutenant positions;
- b. to approve the Law Department's request to upgrade one part-time attorney position to a full-time attorney position; and
- c. to approve the Parks & Recreation Department's request for additional staffing to staff the new pool complex at Byram Park.

3. HR Request for up-grade of position

Ms. Pepe requested the up-grade of the public safety analyst position from a part-time to a full-time position. Ms. Pepe noted that the HR Department had been revamped in the last few years and that this position would be the final piece of the reorganization. This position would give the Department the ability to continue to expand the safety programs and training sessions for Town employees, focusing on OSHA, health and safety regulations and other requirements imposed by Federal, State and local laws.

Committee Comments: Ms. Fassuliotis was concerned that the request for an upgrade was focused on the person and not the position, and was looking for a budget-neutral position so that headcount and benefits would not increase.

The Chairman postponed action on this item.

4. Discussion of Options to increase M&C Compensation Pool.

Upon a motion by Mr. Drake, seconded by Ms. Fassuliotis, the Committee voted 1-3-0 to recommend to the BET an increase of 2.25% in the M&C compensation pool for FY18-19. Motion failed (Opposed: Fassuliotis, Krumeich, Turner).

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET an increase of 2.50% in the M&C compensation pool for FY18-19. Motion failed (Opposed: Drake, Fassuliotis).

Upon a motion by Ms. Fassuliotis to recommend to the BET an increase of 1.5% in the M&C compensation for FY18-19 with the additional 0.5% to be based on high performance, no second was heard.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET to approve a pay-for-performance program for the M&C Compensation Pool with the following principles:

- Receive the maximum increase for consistently going beyond standard expectations and standing out as a performance leader and/or demonstrating performance in a special role or project. An employee who meets either or both of these criteria and does so in an exceptional manner to receive the maximum increase
- An employee who meets either or both of these criteria and does so in an excellent manner to receive the maximum increase less 0.5 %
- An employee who meets expectations to receive the maximum increase less 1.0%
- An employee who does not meet expectations is not eligible for an increase

Motion failed (Opposed: Drake, Fassuliotis).

Upon a motion by Mr. Drake, seconded by Ms. Fassuliotis, the Committee voted 3-1-0 to recommend to the BET an increase of 2.0% in the M&C compensation with an additional 0.5% for high performance at the discretion of the Manager. Motion carried (Opposed: Turner).

5. Department Requests for FY18-19.

a. Registrars of Voters

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-1-1 to increase the Registrars of Voters' compensation for FY18-19 by 5%. Motion carried (Opposed: Drake; Abstained: Fassuliotis).

b. BOE

1. Project Manager for Capital Projects

Mr. Stacy presented the BOE's request for the addition of a position of Project Manager for Capital Projects. Mr. Stacy explained that with the focus on completing construction projects for the BOE, and the need to coordinate the activities of various Town Departments and construction companies, as well as various sub-contractors, there was a need for a dedicated project manager who would report to the Chief Facilities Officer. Mr. Stacy indicated that the BOE's facilities consultant estimated the BOE has \$1 billion in assets to manage. The BOE believes that this position is needed to ensure that there was continuity in the construction projects through to completion. In addition, with the implementation of the BOE Master Plan for facilities, there will most likely be a number of projects going forward simultaneously which will require the focus of a project manager. There was a need to have one person responsible for critical projects and the BOE would have to determine where this position would fit in to its Table of Organization.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET the BOE request for a new position of Project Manager of Capital Projects. Motion failed (Opposed: Drake, Fassuliotis).

BOE Comments: To respond to a comment regarding Building Committees, Ms. Dayton explained that if a project is not eligible to receive State reimbursement, then there would not be a Building Committee appointed to oversee the project. She acknowledged that, currently, there are still outstanding requests for reimbursement from the State or completion of certain certificates that have been held up by the turnover in the BOE Facilities area.

2. Request for Additional FTE's

Mr. Stacy presented enrollment projections to support the BOE's request for 11.3 FTEs for non-certified staff for FY18-19. The BOE is adding and removing positions through May to September to reflect the fluid nature of student enrollments each year. Central Middle School is expected to have an additional 23 students in the 18-19 school year which, divided by 14.8 under the class size formula, equals FTE 1.554, but the BOE is requesting .99 FTE. Eastern Middle School is expected to have an additional 20 students and would have 1.49 FTEs under the formula, but the BOE is requesting 1.2 FTE. Western Middle School is expected to have 47 additional students, divided by 14.6, to equal 3.22 FTEs, but the BOE is requesting 3.0 FTEs. Greenwich High School is expecting an additional 55 students, divided by 15.6, for 3.53 under the formula, but the BOE is requesting 3.5 FTEs. In addition, the BOE is requesting 2.61 FTE for positions including an

advanced math teacher (to replace an on-line course), 3 additional positions that were inadvertently dropped from the list in the FY17-18 budget book, 1 intervention specialist, 2 special education positions (out of a grant) which was absorbed into the BOE operations budget. There is also a .4 FTE addition for an Assistant Principal at Parkway School. Mr. Stacy noted that by final actual count in FY 17-18, there was 7 less staff positions than the budgeted number as a result of deletions once enrollments were confirmed.

Committee comments: Ms. Fassuliotis commented that she could not support this request because each addition would create an additional budgetary burden to the Town in terms of benefits. She also stated that the BET Guidelines stated that there should be no net increase in positions added by the BOE and this request in headcount would not be consistent with the BET Guidelines without additional offsets.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET to approve the BOE request to increase non-certified staff by 11.3 FTEs, budget-to-budget. Motion failed (Opposed: Drake, Fassuliotis).

c. Economic Development Officer

Mr. Turner indicated that he had placed the Economic Development Officer (EDO) position on the agenda for consideration and that the position was not one that was requested in the First Selectman's proposed budget. Selectman Litvack, an advocate for an Economic Development Plan, spoke in support of adding an EDO to the Town's Table of Organization. He described the need to attract and retain businesses in Town. Mr. Litvack felt the current PR effort was not a substitute for an Economic Development Plan prepared and implemented by a professional Economic Development Officer.

Committee Comments: Mr. Turner commented that such a position would help to retain business, grow business organically or bring in new business. He noted that according to data he received from Connecticut Conference of Municipalities (CCM), many Connecticut towns have an EDO on staff, and that volunteers can be used to carry out a public relations and marketing plan. Sixty percent of new jobs come from existing businesses, yet TOG had no plan to retain businesses, to expand businesses or even how to help attract businesses to the Town. Ms. Fassuliotis indicated that she was not prepared to support the position as there was no request in the budget for this position, the Committee has no idea as to where it would fit in to the TOO, how it would work with the First Selectman's Economic Advisory Council, what grade would the position have for compensation and other budgetary details.

The Chairman postponed action on this item.

d. Conservation/IWWA

The First Selectman has proposed in his FY18-19 budget the merger of the Conservation Director and the Inland Wetlands and Watercourses Agency Director into one position titled the Director of Environmental Affairs. Given the need to hear from proponents and opponents of this proposal, the Chairman postponed action on this item by the Committee.

e. Tax Collector's Office

The Tax Collector has requested the Committee consider up-grading one position in the Tax Collector's Office from a part-time position to a full-time position.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee discussed the Tax Collector's request to up-grade a part-time position to a full-time position at a cost of \$13,000 in compensation and \$13,000 in benefits. The Motion was amended.

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-2-0 to condition the up-grade of a part-time position to a full-time position in the Tax Collector's Office (with salary and benefits of \$27,080) upon the submission by the Tax Collector of a one-year Operation Plan for the Tax Collector's Office by March 19, 2018, and the acceptance of such Plan by the BET. Motion failed (Opposed: Drake, Fassuliotis).

Upon the original motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 1-3-0 to up-grade a part-time to a full-time position in the Tax Collector's office at a cost of \$27,080 in salary and benefits. Motion failed. (Opposed: Turner, Drake, Fassuliotis)

Committee comments: Ms. Fassuliotis indicated that she was not in favor of the proposed up-grade of a position in the Tax Collector's Office because the Committee would be approving the additional headcount without knowing whether or not it was truly needed based on the proposed Operation Plan that was yet to be developed.

Board comments: Mr. Weisbrod agreed that the Operation Plan should be completed before any additional headcount is considered. Mr. Mason recommended that the Tax Collector, the Assessor and the Finance Department continue to seek greater efficiencies among their staffs and seek to cross-train employees in order to carry out the functions of the Tax Collector's Office more effectively.

f. Department of Health

Ms. Baisley acknowledged that the Board of Health (BOH) has not formally requested the addition of the Public Health Emergency Coordinator position to the Department of Health. The former Public Health Coordinator had prepared the Public Health Emergency Plan for the Department, but then moved to a different position. It was felt that the Public Health Emergency Coordinator position should have been included in the First Selectman's FY18-19 budget. This position would assist the TOG in the event of a Town-wide emergency and would assist in coordinating First Responders, the Housing Authority, various not-for-profit agencies and the TOG Emergency Center to provide residents with an effective response to a wide variety of emergency events.

Committee comments: Mr. Turner commented that additional information would be needed in order for the Committee to consider the rationale for adding a Public Health Emergency Coordinator. Ms. Fassuliotis noted that this request was not before the Committee and the position was not currently being sought by the BOH.

The Chair postponed action on this item.

g. Assessor's Office

Mr. Ramer requested that the Committee consider restoring a full-time position to the Assessor's Office's Table of Organization. The Committee was not prepared to address this item that had not been placed on the agenda for this meeting.

h. The Nathaniel Witherell

Mr. Simon requested additional FTEs or to expand the part-time budget to reflect the staffing needs of the Nathaniel Witherell. He noted that the occupancy of TNW was over 90%, as compared to other skilled nursing facilities in the State that had close to an 80% occupancy rate. He stated that it was a best guess of the right mix for full-time, part-time and overtime when calculating FTEs and there could be improvements. Mr. Simon concurred with the Special Committee on TNW's recommendation to have a consultant review the staffing issues that arose at the facility.

Committee comments: Ms. Fassuliotis raised a concern about the issue of part-time employees who would inadvertently become eligible for Town health care benefits under the State Partnership Plan if their hours exceeded the weekly limit of 30 hours on average during the year.

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-2-0 to recommend to the BET the addition of [3.71] FTEs for the Nathaniel Witherell. Motion failed (Opposed: Drake, Fassuliotis).

6. HR Reports

The Committee acknowledged that the Vacant and Posted Position Listing was provided to the Committee, but had no questions on the List.

The Committee would schedule the monthly Health Insurance Update for the next Regular Meeting since United Healthcare was beginning to provide One Dimension, the TOG's health care consultant, with claims data from July 1, 2017, when the TOG employees (except Fire) joined the State Partnership Plan.

The Comptroller presented the Worker's Compensation Expense Report which showed a year-to-date of \$2,007,302.97 for expenses which is a variance of \$342,697.03 below last year's year-to-date of \$2,350,000.00 for expenses.

Items for Future Discussion

At the discretion of the Committee Chairman, Mr. Turner, further discussion and voting on the following positions were postponed:

- Economic Development Officer;
- Conservation/IWWA position combination and the addition of one part-time position;
- HR Safety Analyst position from part-time to full-time;
- Department of Health Public Health Emergency Coordinator; and
- the restoration of a full-time position to the Assessor's Department's Table of Organization.

7. Adjournment

On motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee unanimously voted to adjourn at 5:50 p.m.

[The Human Resources Committee members agreed (subsequently) to continue this meeting on Thursday, February 22, 2018, at 3:30 p.m. in a room to be determined.]

The next regular Human Resources Committee meeting is scheduled for Thursday, March 8, 2018, at 3:00 p.m. in the Town Hall Meeting Room.

Respectfully submitted,

Catherine Sidor, Recording Secretary

Anthony Turner, HR Committee Chairman

SUBJECT TO APPROVAL

TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
REGULAR MEETING HUMAN RESOURCES COMMITTEE
MINUTES Cone Meeting Room

Tuesday, February 13, 2018

Committee

Present: Anthony Turner, Chairman; William Drake, Karen Fassuliotis, Elizabeth K. Krumeich

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director Human Resources; Denise Savageau, Director, Conservation Commission; Caroline Baisley, Director, Department of Health; Howard Richman, Tax Collector; Lauren Elliott, Assessor; Robert Kick, Ass't Chief, Fire Department

Board: Jill Oberlander, Chair; Andy Duus; Debra Hess, Michael Mason, Leslie Moriarty, Jeffrey Ramer, Leslie Tarkington, David Weisbrod

Selectmen: Sandy Litvack, Selectman

BOE: Robert Stacy, Director BOE HR; Gina Williams, Assistant Director, BOE HR Department; Jennifer Dayton, Member BOE

The meeting was called to order at 3:03 P.M.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to change the Agenda's Order of Business.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to accept the Agenda as amended.

1. Approval of BET HR Committee Meeting Minutes January 9, 2018.

Upon a motion by Ms. Krumeich, seconded by Ms. Fassuliotis, the Committee voted 4-0-0 to approve the Minutes of January 9, 2018, as amended.

2. Department Requests for Budget Adjustments for FY18-19.

Upon a motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee voted 4-0-0 to approve the following Department requests and to forward the Committee's recommendations to the Board of Estimate & Taxation:

- a. to approve the Fire Department's request to upgrade four firefighters to the rank of Lieutenant positions;
- b. to approve the Law Department's request to upgrade one part-time attorney position to a full-time attorney position; and
- c. to approve the Parks & Recreation Department's request for additional staffing to staff the new pool complex at Byram Park.

3. HR Request for up-grade of position

Ms. Pepe requested the up-grade of the public safety analyst position from a part-time to a full-time position. Ms. Pepe noted that the HR Department had been revamped in the last few years and that this position would be the final piece of the reorganization. This position would give the Department the ability to continue to expand the safety programs and training sessions for Town employees, focusing on OSHA, health and safety regulations and other requirements imposed by Federal, State and local laws.

Committee Comments: Ms. Fassuliotis was concerned that the request for an upgrade was focused on the person and not the position, and was looking for a budget-neutral position so that headcount and benefits would not increase.

The Chairman postponed action on this item.

4. Discussion of Options to increase M&C Compensation Pool.

Upon a motion by Mr. Drake, seconded by Ms. Fassuliotis, the Committee voted 1-3-0 to recommend to the BET an increase of 2.25% in the M&C compensation pool for FY18-19. Motion failed (Opposed: Fassuliotis, Krumeich, Turner).

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET an increase of 2.50% in the M&C compensation pool for FY18-19. Motion failed (Opposed: Drake, Fassuliotis).

Upon a motion by Ms. Fassuliotis to recommend to the BET an increase of 1.5% in the M&C compensation for FY18-19 with the additional 0.5% to be based on high performance, no second was heard.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET to approve a pay-for-performance program for the M&C Compensation Pool with the following principles:

- Receive the maximum increase for consistently going beyond standard expectations and standing out as a performance leader and/or demonstrating performance in a special role or project. An employee who meets either or both of these criteria and does so in an exceptional manner to receive the maximum increase
- An employee who meets either or both of these criteria and does so in an excellent manner to receive the maximum increase less 0.5 %
- An employee who meets expectations to receive the maximum increase less 1.0%
- An employee who does not meet expectations is not eligible for an increase

Motion failed (Opposed: Drake, Fassuliotis).

Upon a motion by Mr. Drake, seconded by Ms. Fassuliotis, the Committee voted 3-1-0 to recommend to the BET an increase of 2.0% in the M&C compensation with an additional 0.5% for high performance at the discretion of the Manager. Motion carried (Opposed: Turner).

5. Department Requests for FY18-19.

a. Registrars of Voters

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-1-1 to increase the Registrars of Voters' compensation for FY18-19 by 5%. Motion carried (Opposed: Drake; Abstained: Fassuliotis).

b. BOE

1. Project Manager for Capital Projects

Mr. Stacy presented the BOE's request for the addition of a position of Project Manager for Capital Projects. Mr. Stacy explained that with the focus on completing construction projects for the BOE, and the need to coordinate the activities of various Town Departments and construction companies, as well as various sub-contractors, there was a need for a dedicated project manager who would report to the Chief Facilities Officer. Mr. Stacy indicated that the BOE's facilities consultant estimated the BOE has \$1 billion in assets to manage. The BOE believes that this position is needed to ensure that there was continuity in the construction projects through to completion. In addition, with the implementation of the BOE Master Plan for facilities, there will most likely be a number of projects going forward simultaneously which will require the focus of a project manager. There was a need to have one person responsible for critical projects and the BOE would have to determine where this position would fit in to its Table of Organization.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET the BOE request for a new position of Project Manager of Capital Projects. Motion failed (Opposed: Drake, Fassuliotis).

BOE Comments: To respond to a comment regarding Building Committees, Ms. Dayton explained that if a project is not eligible to receive State reimbursement, then there would not be a Building Committee appointed to oversee the project. She acknowledged that, currently, there are still outstanding requests for reimbursement from the State or completion of certain certificates that have been held up by the turnover in the BOE Facilities area.

2. Request for Additional FTE's

Mr. Stacy presented enrollment projections to support the BOE's request for 11.3 FTEs for non-certified staff for FY18-19. The BOE is adding and removing positions through May to September to reflect the fluid nature of student enrollments each year. Central Middle School is expected to have an additional 23 students in the 18-19 school year which, divided by 14.8 under the class size formula, equals FTE 1.554, but the BOE is requesting .99 FTE. Eastern Middle School is expected to have an additional 20 students and would have 1.49 FTEs under the formula, but the BOE is requesting 1.2 FTE. Western Middle School is expected to have 47 additional students, divided by 14.6, to equal 3.22 FTEs, but the BOE is requesting 3.0 FTEs. Greenwich High School is expecting an additional 55 students, divided by 15.6, for 3.53 under the formula, but the BOE is requesting 3.5 FTEs. In addition, the BOE is requesting 2.61 FTE for positions including an

advanced math teacher (to replace an on-line course), 3 additional positions that were inadvertently dropped from the list in the FY17-18 budget book, 1 intervention specialist, 2 special education positions (out of a grant) which was absorbed into the BOE operations budget. There is also a .4 FTE addition for an Assistant Principal at Parkway School. Mr. Stacy noted that by final actual count in FY 17-18, there was 7 less staff positions than the budgeted number as a result of deletions once enrollments were confirmed.

Committee comments: Ms. Fassuliotis commented that she could not support this request because each addition would create an additional budgetary burden to the Town in terms of benefits. She also stated that the BET Guidelines stated that there should be no net increase in positions added by the BOE and this request in headcount would not be consistent with the BET Guidelines without additional offsets.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 2-2-0 to recommend to the BET to approve the BOE request to increase non-certified staff by 11.3 FTEs, budget-to-budget. Motion failed (Opposed: Drake, Fassuliotis).

c. Economic Development Officer

Mr. Turner indicated that he had placed the Economic Development Officer (EDO) position on the agenda for consideration and that the position was not one that was requested in the First Selectman's proposed budget. Selectman Litvack, an advocate for an Economic Development Plan, spoke in support of adding an EDO to the Town's Table of Organization. He described the need to attract and retain businesses in Town. Mr. Litvack felt the current PR effort was not a substitute for an Economic Development Plan prepared and implemented by a professional Economic Development Officer.

Committee Comments: Mr. Turner commented that such a position would help to retain business, grow business organically or bring in new business. He noted that according to data he received from Connecticut Conference of Municipalities (CCM), many Connecticut towns have an EDO on staff, and that volunteers can be used to carry out a public relations and marketing plan. Sixty percent of new jobs come from existing businesses, yet TOG had no plan to retain businesses, to expand businesses or even how to help attract businesses to the Town. Ms. Fassuliotis indicated that she was not prepared to support the position as there was no request in the budget for this position, the Committee has no idea as to where it would fit in to the TOO, how it would work with the First Selectman's Economic Advisory Council, what grade would the position have for compensation and other budgetary details.

The Chairman postponed action on this item.

d. Conservation/IWWA

The First Selectman has proposed in his FY18-19 budget the merger of the Conservation Director and the Inland Wetlands and Watercourses Agency Director into one position titled the Director of Environmental Affairs. Given the need to hear from proponents and opponents of this proposal, the Chairman postponed action on this item by the Committee.

e. Tax Collector's Office

The Tax Collector has requested the Committee consider up-grading one position in the Tax Collector's Office from a part-time position to a full-time position.

Upon a motion by Ms. Krumeich, seconded by Mr. Turner, the Committee discussed the Tax Collector's request to up-grade a part-time position to a full-time position at a cost of \$13,000 in compensation and \$13,000 in benefits. The Motion was amended.

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-2-0 to condition the up-grade of a part-time position to a full-time position in the Tax Collector's Office (with salary and benefits of \$27,080) upon the submission by the Tax Collector of a one-year Operation Plan for the Tax Collector's Office by March 19, 2018, and the acceptance of such Plan by the BET. Motion failed (Opposed: Drake, Fassuliotis).

Upon the original motion by Ms. Krumeich, seconded by Mr. Turner, the Committee voted 1-3-0 to up-grade a part-time to a full-time position in the Tax Collector's office at a cost of \$27,080 in salary and benefits. Motion failed. (Opposed: Turner, Drake, Fassuliotis)

Committee comments: Ms. Fassuliotis indicated that she was not in favor of the proposed up-grade of a position in the Tax Collector's Office because the Committee would be approving the additional headcount without knowing whether or not it was truly needed based on the proposed Operation Plan that was yet to be developed.

Board comments: Mr. Weisbrod agreed that the Operation Plan should be completed before any additional headcount is considered. Mr. Mason recommended that the Tax Collector, the Assessor and the Finance Department continue to seek greater efficiencies among their staffs and seek to cross-train employees in order to carry out the functions of the Tax Collector's Office more effectively.

f. Department of Health

Ms. Baisley acknowledged that the Board of Health (BOH) has not formally requested the addition of the Public Health Emergency Coordinator position to the Department of Health. The former Public Health Coordinator had prepared the Public Health Emergency Plan for the Department, but then moved to a different position. It was felt that the Public Health Emergency Coordinator position should have been included in the First Selectman's FY18-19 budget. This position would assist the TOG in the event of a Town-wide emergency and would assist in coordinating First Responders, the Housing Authority, various not-for-profit agencies and the TOG Emergency Center to provide residents with an effective response to a wide variety of emergency events.

Committee comments: Mr. Turner commented that additional information would be needed in order for the Committee to consider the rationale for adding a Public Health Emergency Coordinator. Ms. Fassuliotis noted that this request was not before the Committee and the position was not currently being sought by the BOH.

The Chair postponed action on this item.

g. Assessor's Office

Mr. Ramer requested that the Committee consider restoring a full-time position to the Assessor's Office's Table of Organization. The Committee was not prepared to address this item that had not been placed on the agenda for this meeting.

h. The Nathaniel Witherell

Mr. Simon requested additional FTEs or to expand the part-time budget to reflect the staffing needs of the Nathaniel Witherell. He noted that the occupancy of TNW was over 90%, as compared to other skilled nursing facilities in the State that had close to an 80% occupancy rate. He stated that it was a best guess of the right mix for full-time, part-time and overtime when calculating FTEs and there could be improvements. Mr. Simon concurred with the Special Committee on TNW's recommendation to have a consultant review the staffing issues that arose at the facility.

Committee comments: Ms. Fassuliotis raised a concern about the issue of part-time employees who would inadvertently become eligible for Town health care benefits under the State Partnership Plan if their hours exceeded the weekly limit of 30 hours on average during the year.

Upon a motion by Mr. Turner, seconded by Ms. Krumeich, the Committee voted 2-2-0 to recommend to the BET the addition of [3.71] FTEs for the Nathaniel Witherell. Motion failed (Opposed: Drake, Fassuliotis).

6. HR Reports

The Committee acknowledged that the Vacant and Posted Position Listing was provided to the Committee, but had no questions on the List.

The Committee would schedule the monthly Health Insurance Update for the next Regular Meeting since United Healthcare was beginning to provide One Dimension, the TOG's health care consultant, with claims data from July 1, 2017, when the TOG employees (except Fire) joined the State Partnership Plan.

The Comptroller presented the Worker's Compensation Expense Report which showed a year-to-date of \$2,007,302.97 for expenses which is a variance of \$342,697.03 below last year's year-to-date of \$2,350,000.00 for expenses.

Items for Future Discussion

At the discretion of the Committee Chairman, Mr. Turner, further discussion and voting on the following positions were postponed:

- Economic Development Officer;
- Conservation/IWWA position combination and the addition of one part-time position;
- HR Safety Analyst position from part-time to full-time;
- Department of Health Public Health Emergency Coordinator; and
- the restoration of a full-time position to the Assessor's Department's Table of Organization.

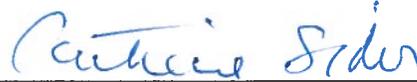
7. Adjournment

On motion by Ms. Fassuliotis, seconded by Mr. Drake, the Committee unanimously voted to adjourn at 5:50 p.m.

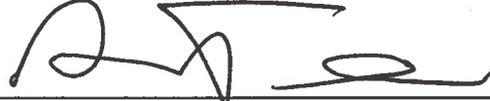
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Respectfully submitted,



Catherine Sidor, Recording Secretary



Anthony Turner, HR Committee Chairman