1. BET HR Comm. Webinar Agenda
   Documents:
   BET HR COMM WEBINAR AGENDA_2-17-2021.PDF

2. BET HR Comm. Webinar Package
   Documents:
   BET HR COMM WEBINAR PACKAGE_2-17-2021.PDF
TOWN OF GREENWICH
BOARD OF ESTIMATE & TAXATION

HUMAN RESOURCES COMMITTEE
REGULAR MEETING
Wednesday, February 17, 2021 - 9:00 A.M.

Join Zoom Webinar:
https://greenwichct.zoom.us/j/81365133714?pwd=bXdoOUFEdW9xVnhpa3JPK0xkSHRmUT09
Password: 4146036

Or iPhone one-tap: 16465189805, 81365133714#,1#,4146036#

Or Telephone:
Dial(for higher quality, dial a number based on your current location):
US: +1 646 518 9805
Webinar ID: 813 6513 3714
Password: 4146036

AGENDA

1. Assessor’s Office – Brief discussion on proposed reduction in headcount
2. Office of the First Selectman – proposed Economic Development position
3. Fire Department – Discussion of proposed reorganization and Table of Organization
4. Police Department – Discussion of proposed reorganization and Table of Organization
5. Board of Education – Enrollment, instructional headcount, BOE Custodians, Table of Organization
6. The Nathaniel Witherell – Brief update from Mary Pepe on proposed reorganization and headcount
7. Management Confidential and Elected Official Salary discussion
8. Adjournment

Next Meeting – Wednesday February 24, 2021, at 8:30 AM virtual meeting
AGENDA

1. Assessor’s Office – Brief discussion on proposed reduction in headcount
2. Office of the First Selectman – proposed Economic Development position
3. Fire Department – Discussion of proposed reorganization and Table of Organization
4. Police Department – Discussion of proposed reorganization and Table of Organization
5. Board of Education – Enrollment, instructional headcount, BOE Custodians, Table of Organization
6. The Nathaniel Witherell – Brief update from Mary Pepe on proposed reorganization and headcount
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8. Adjournment

Next Meeting – Wednesday February 24, 2021, at 8:30 AM virtual meeting
Greenwich Fire Department

2021-2022 Proposed Budget

BET Budget Meeting – February 16, 2021
Introductions

Fire Chief Joseph McHugh

Assistant Fire Chief Brian Koczak

District Chief David Walko (President, Greenwich Volunteer Chief’s Association)

Chief of the Patrol, Sebastian Dostmann (Cos Cob Fire Police Patrol)
General Overview

• Proposed 2.1 % Change from 20/21 to 21/22

• Areas Where Changes Occur
  • (101) Regular Salaries (Contractual & Reorganization)
  • (110) Overtime Services (Contractual)
  • (111) Holiday Services (Contractual)
  • (133) Uniform Allowance (Reorganization)
  • (221) Water Service (Aquarion Sets Rate)
  • (236) Rental/Maintenance Software
  • (250) Cleaning Services
  • (295) Misc. Services – Not Otherwise Classified
  • (710) Healthcare Costs
• Overall Increase of 7.4%
  • (101) Regular Salaries - Decrease of $21,905 (-4.3%)
    • Salary difference between new administration and old administration.
  • (221) Water Service – Increase of $25,351 (2%)
    • Set by Aquarion
  • (295) Misc. Services – Decrease of $15,000 (-100%)
    • Strategic Planning for 20/21 FY (In progress now)
  • (198) New Position – Increase of $150,000
    • A discussion of reorganization later during the presentation.
• Overall Increase of 0.6%
  • (101) Regular Salaries – Increase of $2,787 (1.3%)
    • Contractual

• Concerns for this fiscal year
  • (209) Tuition Payments
    • There were 8 new firefighters hired this year to fill vacancies.
    • There was 1 LT promoted to DC
    • There were 2 FF’s promoted to LT
    • There will be 1 LT promoted to DC and 3 FF’s promoted to LT this month.
Worst Case Projected through End or Year

<table>
<thead>
<tr>
<th></th>
<th>Tuition</th>
<th>FF's</th>
<th>DC's</th>
<th>LT's</th>
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<tbody>
<tr>
<td>Recruit School</td>
<td>$ 6,685.00</td>
<td>8</td>
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<td>$ 53,480.00</td>
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<td>Confined Space</td>
<td>$ 525.00</td>
<td>8</td>
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<td>$ 4,200.00</td>
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<tr>
<td>Trench Rescue</td>
<td>$ 550.00</td>
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<td>$ 4,400.00</td>
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<tr>
<td>HazMat</td>
<td>$ 400.00</td>
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<td>$ 3,200.00</td>
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<tr>
<td>EMR</td>
<td>$ 550.00</td>
<td>8</td>
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<td>$ 4,400.00</td>
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<tr>
<td>Fire Instructor I</td>
<td>$ 430.00</td>
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<td>5</td>
<td>$ 2,150.00</td>
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<tr>
<td>Fire Officer I</td>
<td>$ 430.00</td>
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<td>5</td>
<td>$ 2,150.00</td>
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<tr>
<td>Fire Officer II</td>
<td>$ 385.00</td>
<td>2</td>
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<td>$ 770.00</td>
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<tr>
<td>Incident Safety Officer</td>
<td>$ 140.00</td>
<td>2</td>
<td></td>
<td>$ 280.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$ 75,030.00</strong></td>
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</table>

Budget $ 27,000.00

Worst Case Projected $-75,030.00

Savings for Vacant DC $ 28,850.00

Budget $ 27,000.00

More Likely Projected $-56,000.00

Payment for Acc Vaca $-26,245.00

Payment for Acc Sick $-47,538.00

$-73,783.00

Requesting: Transfer $29,000 from Salaries (101) to Tuition (209) – Use of Vacancy Savings
Requesting: Reimbursement of Accrual Payout (117 and 123) – Budget already lean. Cannot absorb.
Future Outlook

• 103 Career Firefighters
  • 22 will have over 26 years of service next FY (21.4%)
  • 28 will have between 20 and 26 years of service next FY (27.1%)

50 Career Firefighters are eligible to retire next FY (48.5%) resulting in the potential for a similar strain on our tuition budget moving forward.
• Overall Increase of 1.1%
  • (101) Regular Salaries – Increase of $6837 (1.3%)
    • Contractual
  • (111) Payments for Holiday Service – Increase $725 (2.0%)
    • Contractual

• There are opportunities for revenue here
  • Current Fees
    • Blasting Permits ($60 Fee), Special Event Permits ($100 Fee)
  • Potential Revenue Sources
    • Inspection Fees, Plan Review Fees
    • In line with surrounding communities
    • In the process of researching to determine a fee schedule
205 Fire Dept – Firefighting Force

• Overall Increase of 2.0%
  • (101) Regular Salaries – Increase of $198,119 (2.5%)
    • Contractual
  • (110) Payments for Overtime – Increase of $40,596 (2.0%)

• Current FY Salary Savings Resulting from Retirements
  • 8 vacancies had an impact on the Regular Salary line (101) 20-21 FY.
  • Total Savings expected will be $166,717 by end of current FY.
COVID-19 Pandemic Impacts

Operational Changes

• Developed 20-page guideline to address our operations
  • Changes to daily routines
  • Changes to routine emergency responses
  • PPE Determination
  • Procedures for interaction with known/suspected COVID-19 persons
  • Hygiene & Safety
  • Decontamination
  • Risk Assessment
COVID-19 Pandemic Impacts

• Greatest Impact Has Been on our Overtime Budget
  • Vacancies caused by:
    • Staff with COVID-19.
    • Close contact exposure with COVID-19 positive staff employee.
    • Close contact with external COVID-19 positive person.
    • Planning meetings.

• Overtime Costs Related to COVID 19 (7/1/20 – 1/31/21)
  • $245,558.18
COVID-19 Pandemic Impacts

- As a comparison to previous year...
  - Last FY (7/1/19 – 1/31/20)
    - $1,212,214
  - Current FY (7/1/20 – 1/31/21)
    - $1,544,785
- Difference of $332,571
  - The remaining $87,013 is the result of larger than usual number of vacancies and long-term injuries/health issues both on and off the job.
    - Vacation time use has been down.
COVID-19 Pandemic Impacts

• Action requested on A205 (110) Overtime Services:
  • Would like to request a special appropriation of $332K to offset the impacts of COVID-19 and an unusual number of vacancies this fiscal year.

• PPE and Sanitation Product Purchases
  • $14,761
  • On top of what GFD spends annually on these items.
  • Will work to absorb this extra cost.
206 Fire Dept – Fire Apparatus & Equipment

- No change
207 Fire Dept – Buildings

- Overall Increase of 42.7%
  - (236) Rental/Maintenance Software—Increase of $38,300 (174.1%)
    • Subscription Increase; Transition from capital to operating.
  - (250) Cleaning Services—Increase $8000 (64.0%)
    • Trash removal – Tipping Fees
207 Fire Dept – Buildings

- Rental/Maintenance Software (236)
  - FH Software – Records Management ($7000)
    - Discontinuing Support/will sunset, replacement necessary
    - Replacement Year 1 ($25,400); Expected annual Year 2 and on (31-34K)
  - Fire Stats – Data Analysis ($12,000)
  - Fire Rescue 1 – Remote Training ($12,000)
  - IAmResponding – Text communications ($900)
  - FireTek – Incident Response ($10,000)
• Cleaning Services (250)
  • Solely a result of increased trash/recycling (Tipping Fees)
  • GFD Fee for all stations and training center:
    • $16,500
208 Fire Dept – Volunteers

• Overall Decrease of -19.4%
  • (101) Regular Salaries – Decrease of $99,706 (-100%)
    • A discussion about reorganization – next slide.
  • (710) Healthcare Costs – Decrease of $10,020 (-33.4%)
    • Decrease by Selectman’s Office based on past expenditures.
Reorganization Discussion

TODAY

• Fire Chief
• Assistant Fire Chief
• Recruitment and Retention Officer
Reorganization Discussion

**Background**

- 197 Full Time Employees (107 Career, 90 Volunteer)
  - Career or Volunteer – Similar administrative burdens for each.

- Same fire administration staffing for decades.

- Increased regulatory requirements.

- More resources are needed to implement Matrix report recommendations while still meeting needs of the department.

- Through current strategic planning process, strategic objectives will be introduced that will require implementation and resources to bring our department forward on many fronts.

- Want to transition department to a data driven decision mindset. Requires better collection of data, research and analysis. Need more resources to accomplish this.
Reorganization Discussion

Steps Taken So Far

• Previous Administration
• Current Administration
  • Budget submittal and feedback
  • Reaction
  • Alternative Plan
  • Job Descriptions
Reorganization Discussion

Our Goal

• Fire Chief
• Assistant Chief of Operations
• Assistant Chief of Administration
• Volunteer Coordinator

Both Career Chiefs and Volunteer Leadership support the addition of an Assistant Chief and retention of the volunteer coordinator.
Reorganization Discussion

Moving Forward

• Reorganization of administrative resources are required to set ourselves up for success with so many upcoming tasks.

• Trial period – Redefine the “Recruitment and Retention Officer” position to a true representation of the job as “Volunteer Coordinator”
  • Develop metrics and benchmarks to encompass all aspects of job.
  • Report back at conclusion of trial period.

• We are requesting a chance to pilot this model. During such time we will evaluate the roles, responsibilities, and output of each position to ensure the added value is worth your investment.
# Capital Projects - Existing

<table>
<thead>
<tr>
<th>Project</th>
<th>Number</th>
<th>Appropriation</th>
<th>% Complete</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FIRE DEPARTMENT - APPARATUS &amp; EQUIPMENT (206)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Round Hill Fire Station Renovation</td>
<td>16110</td>
<td>100,000</td>
<td>5%</td>
<td>ASK in progress. RHVFD capital fund raising in progress.</td>
</tr>
<tr>
<td>Round Hill Fire Station</td>
<td>19109</td>
<td>100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Round Hill Fire Station</td>
<td>20111</td>
<td>800,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SCBA Replacement</td>
<td>20103</td>
<td>60,000</td>
<td>50%</td>
<td>Nearly complete. Awaiting delivery of one order so that payment of encumbered money can be processed.</td>
</tr>
<tr>
<td><strong>Response Computer Hardware</strong></td>
<td>20110</td>
<td>100,000</td>
<td>60%</td>
<td>Evaluating gaps in response time noted in Matrix report and developing technical solutions to improve capture of volunteer responses.</td>
</tr>
<tr>
<td><strong>Haz Mat PPE &amp; Equipment</strong></td>
<td>21203</td>
<td>50,000</td>
<td>55%</td>
<td>Nearly complete. Evaluating inventory see if any remaining items are required with remaining balance. Awaiting one order so that payment of encumbered money can be processed.</td>
</tr>
<tr>
<td>Firefighting Foam &amp; Nozzles</td>
<td>21209</td>
<td>100,000</td>
<td>10%</td>
<td>FF Foam - Awaiting state plan for removal/ remediation of existing hazardous fluorinated foam. Will purchase once executed or when Byram FD receives (Space issue). Nozzles. Working committee in process of nozzle testing and selection.</td>
</tr>
<tr>
<td><strong>PPE Replacement</strong></td>
<td>21210</td>
<td>94,000</td>
<td>95%</td>
<td>Nearly complete. Awaiting delivery of one order so that payment of encumbered money can be processed.</td>
</tr>
<tr>
<td>Lights Patrol 2 Trailer</td>
<td>21211</td>
<td>20,000</td>
<td>50%</td>
<td>Trailer ordered. Delivery delayed due to COVID. Patrol 2 lights are at final stages of specification and work is expected within the next 30 days.</td>
</tr>
</tbody>
</table>
Capital Projects – New/Continuous

**Fire Department**
- PPE Replacement - $94,000
- Vehicles Extrication Equipment
  - FY21-22 - $210,000
  - FY22-23 - $220,000

**Fleet**
- Rescue Pumper - $850,000
- SUV w/upfitting - $59,000
- SUV w/upfitting - $59,000 (New Position)
Personal Protective Equipment Enhancement (PPE) – Volunteer Force

- Submitted to the Selectman’s Office and denied at submittal.
- Purpose is to bring PPE level of active volunteers to that of career personnel.
  - Addition of a Self-Contained Breathing Apparatus Regulator ($1400 each)
  - Addition of a Personal Emergency Escape System (Bailout Kit) ($450 each)

Requesting a means to obtain this equipment either through a capital improvement project, a special appropriation, or a combination of both.
SCBA Regulator
Bailout Kit

Bailout Video
Questions?

Thank You!
TITLE:
Assistant Chief of Administration

SCOPE:
The Assistant Chief is a command position within the Greenwich Fire Department (GFD). In the absence of the Chief of the Department and the Assistant Chief of Operations, the Assistant Chief of Administration will assume all duties and responsibilities of the Chief of the Department. The Assistant Chief of Administration and Volunteers primary responsibility is the administrative and technical work in directing personnel and resources within the Greenwich Fire Department. He/she will also assist in developing and recommending departmental policy, planning activities. The Assistant Chief of Administration and will also operate on incident scenes making difficult technical fire and emergency command decisions as an incident commander.

DIRECT REPORT:
Chief of Greenwich Fire Department

ADMINISTRATIVE RESPONSIBILITIES
- Assists in the preparation and presentation of annual operating and capital improvement budgets.
- Conducts research, data collection, and analysis to recognize trends and to support fact-based decision making.
- Provides leadership and supervision to staff, including hiring, officer development, promotional recruitments, and discipline.
- Responsible for developing, maintaining and enforcing the rules and regulations of the Standard Operating Procedures / Guidelines of the Greenwich Fire Department.
- Will act as one of the Public Information Officers (PIO) and communication officer for the Greenwich Fire Department.
  - Sending Weekly or Biweekly Department newsletter which encompasses both volunteer and career members. i.e.: Training / Volunteer Recruitment & Retention / Life Safety Bulletins / Department Updates etc.
  - Manages Town/Region Wide Communications with other departments
  - Manages GFD Social Media Accounts
- Manages and assists with the implementation of the GFD Strategic Plan, as well as further developing the Strategic Plan.
- Manages and makes recommendations to improve GFD Information Technology
  - FireHouse Software
  - FireStats
  - IAMResponding
  - In-Station Message Boards
NextGen CAD

- Assists in Union Labor Contract Management / Negotiations
- Develops and Manages an annual full department meeting / social gathering
- Works with Fire Marshals Division to maintain safety standards and work with community events to further fire safety.

OPERATIONAL RESPONSIBILITIES

- Responds to fire incidents and other related emergency conditions; assumes incident command as necessary; directs all fire ground activities such as rescue, extinguishing, ventilation, salvage and overhaul.
- Remains on call at specific times during non-working hours.

REQUIREMENTS

Supports Town policy and philosophy, and performs related duties as required.
TITLE:
Assistant Chief of Operations

SCOPE:
The Assistant Chief of Operations is a command position in the Greenwich Fire Department (GFD). In the absence of the Chief of the Department, the Assistant Chief of Operations will assume all duties and responsibilities of the Chief of the Department. The Assistant Chief of Operations shall have primary responsibility for the daily operational work in directing personnel and resources within the department. He/she shall also assist in developing and recommending departmental policy, planning activities and making difficult technical fire and emergency command decisions as an incident commander at emergency incidents.

DIRECT REPORT:
Chief of Greenwich Fire Department

RESPONSIBILITIES

- Develops and Implements Fire Department Policy and Fire Suppression Plans in order to provide efficient emergency services
- Assists in the implementation of the Strategic Plan from an Operational Standpoint
- Assists in planning for short and long range resources and scheduling requirements to meet departmental objectives.
- Will work with the Chief of Administration and Volunteers to implement and execute capital budget purchases
- Provides leadership and supervision to staff, including hiring, officer development, promotional recruitments and discipline.
- The Assistant Chief of Operations is responsible for developing and enforcing the rules and regulations and the standard operating procedures of the department.
- Oversees the design, development and implementation of the Greenwich Fire Department Training Program along with the Training Officers
- Oversees the facility maintenance on all fire department buildings
- Works with Deputy Chiefs to ensure staff schedules meet daily staffing needs.
- Participates and manages pre-planning for fires, disasters, hazardous material issues and rescue issues.
- Assists in the preparation and presentation of the annual operating and capital improvement budgets.
- Provides leadership and supervision to staff, including hiring, officer development, promotional recruitments and discipline.
• Works continuously to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality seamless customer service.

• Supports union labor contract negotiations.

OPERATIONAL REQUIREMENTS

• Responds to fire incidents and other related emergency conditions; assumes incident command as necessary; directs all fire ground activities such as rescue, extinguishing, ventilation, salvage and overhaul.
• Remains on call at specific times during non-working hours.

REQUIREMENTS

Supports Town policy and philosophy, and performs related duties as required.
TOWN OF GREENWICH
CAPITAL IMPROVEMENT PLAN 2022 - 2036
PART I - PROJECT INFORMATION SHEET

Project Name: PPE Enhancement - Volunteer Force

Department: Fire Apparatus & Equipment
Account Code:  □ Maintenance  □ New Project  □ Replacement  □ Improvement/Upgrade  □ Other:
Start Year:  2021
End Year:  2022 - 2023

PROJECT DESCRIPTION: (clearly describe scope/schedule, identify approvals required, A&E, etc.)

Multi-year request to outfit entry certified active volunteer firefighters with a firefighter emergency escape system and a personal breathing regulator for attachment to a department self contained breathing apparatus. This additional equipment will bring the level of personal protective equipment for active entry certified volunteer firefighters to that of career firefighters. Project includes a required train-the-trainer class that allows 3 or 4 participants to train the remaining firefighters for initial emergency escape system certification and annual refresher training.

STATEMENT OF NEED/ISSUES: (Provide metrics, when possible, for project need and connect with Dept. Capital Program)

A personal emergency escape system is a device used by firefighters to affect an immediate exit of a structure where adverse conditions cause entrapment by making the normal route of exit unusable. The device allows the firefighter to exit the structure from an opening that is not designed as an exit and is elevated above the ground floor where injury would be the result without the use of this equipment. Systems that are issued to firefighters must meet the requirements of the 2017 edition of NFPA 1983. A breathing regulator is a device that delivers air from a self-contained breathing apparatus (SCBA) to the face mask of a firefighter. The regulator has intricate components that are directly exposed to the user. A common regulator assigned to SCBA increases the chance of spreading infectious material between users even with decontamination in accordance with 29 CFR 1910.1030. A regulator assigned to each user will eliminate that possibility of spreading illness or disease from one person to the next. Both pieces of equipment protect the health and safety of the firefighter and reduce the chance death or lost time due to injury or illness.

Other Considerations:
□ Reimbursement (grant, state, donation, etc.), describe:
□ Public/Private Partnership, describe:

In FY21, project was reflected in FY21 for $ 0

FINANCIALS:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Project Costs</th>
<th>Incremental Operating Costs at Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prior 3 Years</td>
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<tr>
<td>Budgeted Total</td>
<td>0</td>
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<tr>
<td>Current Request</td>
<td>2021/2022</td>
<td>24,600</td>
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<tr>
<td>Projected</td>
<td>2022/2023</td>
<td>20,350</td>
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<tr>
<td></td>
<td>2023/2024</td>
<td>18,500</td>
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<td>2024/2025</td>
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<td></td>
<td>2025/2026</td>
<td>0</td>
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<tr>
<td>Total</td>
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# TOWN OF GREENWICH
CAPITAL IMPROVEMENT PLAN 2022 - 2036
PART II - PROJECT COST WORKSHEET

**Project Name:** PPE Enhancement - Volunteer Force

<table>
<thead>
<tr>
<th>Description</th>
<th>2021 - 2022</th>
<th>2022 - 2023</th>
<th>2023 - 2024</th>
<th>2024 - 2025</th>
<th>2025 - 2026</th>
<th>Total</th>
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<tbody>
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<td>SCBA Regulator 9 @ $1400</td>
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<td>Escape Kit 20 @ $450</td>
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<tr>
<td>Escape train the trainer</td>
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<td>SCBA Regulator 11 @ $1400</td>
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<td>Escape Kit 11 @ $450</td>
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<td>4,950</td>
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<tr>
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<td>Total Project Costs</td>
<td>24,600</td>
<td>20,350</td>
<td>18,500</td>
<td>0</td>
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<td>63,450</td>
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<td>24,600</td>
<td>20,350</td>
<td>18,500</td>
<td>0</td>
<td>0</td>
<td>63,450</td>
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TITLE:
Volunteer Coordinator

SCOPE:
The Volunteer Coordinator is an administrative position within the Greenwich Fire Department (GFD). The Volunteer Coordinator's primary responsibility is to support the volunteer force by way of administrative support. Areas that require support are recruitment and retentions, personnel files, administration of volunteer benefits and onboarding of new volunteer. The Volunteer Coordinator will also serve as a liaison between GFD administration and volunteer District Chiefs.

DIRECT REPORT:
Assistant Chief of Administration

RESPONSIBILITIES
- Promotes Recruitment of Volunteer Fire Department Members
  - Marketing / Initial Member Meetings / Promotional Events
  - Will work closely with the volunteer district chiefs on different recruitment tactics. Helps to develop processes for recruitment and screening of volunteer firefighter applicants.
- Actively fosters positive working relationships between volunteer and career firefighters.
- Maintains all volunteer member personnel folders / contact infrastructure
- Oversees All Volunteer retention and benefits
  - Health Insurance
  - Tax Abatement Program
  - Training Reimbursements & Stipends
- Manages Volunteer on Boarding Process
  - HR Paperwork
  - Physicals
  - Company Assignments
  - Red Tag Requirements
- Develops projects and programs which are intended to improve the effectiveness and improve the involvement and use of the volunteer members.
- Acts as GFD Administration liaison with the eight volunteer fire companies of the Greenwich Fire Department.
- Participates in and promotes meetings and conferences designed to improve support for and retention of volunteer members of the GFD.
● Attends Volunteer Fire Company Meetings on a regular basis
● Manages and Attends Volunteer Training with the Department Training Officers
  ○ Monthly Training / Mask Fits / Live Buns
● Develops and manages and annual volunteer social gathering.

**REQUIREMENTS**

Supports Town policy and philosophy, and performs related duties as required.
OUR MISSION:

SUPERIOR LAW ENFORCEMENT,
IN CONJUNCTION WITH THE COMMUNITY,
PERFORMED BY THE EMPOWERED OFFICER.

CORE VALUES

SERVICE • RESPECT • COURAGE • FAIRNESS • DILIGENCE

PROTECTING THE COMMUNITY
UPHOLDING THE CONSTITUTION
PRESERVING LIFE
The total recommended budget reflects an increase of 1.3%, which includes contractual salary increases and the addition of one Deputy Chief in Administration (211).

These increases were offset by the removal of the Director of General Services position (213), and the removal of two police officers in Uniformed Patrol (217).
Size of the Force and Vacancies

• Currently full strength (152 sworn) but;

• SGT Larkin and Court Officer Sean Welsh are scheduled to retire 1 March 2021
• No officers out on administrative leave
• 1 Dispatcher out on FLMA
• 4 Officers on light duty
• SGT S O’Donnell returned this week from a deployment to Kuwait with the US Army National Guard.
• PO V Souffrant currently serving in DC with CT National Guard

• Loss of pension remains a concern as it makes it harder to recruit and retain the best and brightest officers. 62 candidates qualified to be placed on an eligibility list, 5 were hired and 25 remain on list. Planning on doing a lateral exam in spring.
Police Academy Opportunities

• Currently, we have partnered with New Britain for seats in their academies in exchange for instructor support.
• Three recruits currently attending the CT Police Academy online from GPD with hopes to return to the academy in March 2021
• One recruit currently in comparative academy & FTO
• We will conduct a lateral police officer exam in the spring
## SQUAD ASSIGNMENTS

**Effective:** 2/1/2021

<table>
<thead>
<tr>
<th>SqD</th>
<th>LT/SGT</th>
<th>43</th>
<th>44</th>
<th>45</th>
<th>46</th>
<th>51</th>
<th>53</th>
<th>54</th>
<th>55</th>
<th>56</th>
<th>57</th>
<th>58</th>
<th>59</th>
<th>Platoon</th>
<th>Administration</th>
<th>Marine Section</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Sgt. Larkin-Loock</td>
<td>Pesce</td>
<td>Wallace</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Chief Heavey</td>
<td>Adm 2</td>
</tr>
<tr>
<td>2</td>
<td>Lt. TM Kelly</td>
<td>Beattie, S.</td>
<td>Bellairs</td>
<td>Andronaco</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deputy Berry</td>
<td>Adm 1</td>
</tr>
<tr>
<td>3</td>
<td>Sgt. Smith</td>
<td>Rosario, C.</td>
<td>Johnson, C.</td>
<td>D’Arco</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Deputy Marine</td>
<td>Adm 1</td>
</tr>
<tr>
<td>4</td>
<td>Sgt. Ruszkowski</td>
<td>Resinak</td>
<td>Hirose</td>
<td>Hughes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Capt. Bonney</td>
<td>Adm 3</td>
</tr>
<tr>
<td>5</td>
<td>Sgt. Zottola</td>
<td>Rivera</td>
<td>Browne</td>
<td>Hughes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>Capt. Bonney</td>
<td>Adm 3</td>
</tr>
<tr>
<td>6</td>
<td>Lt. O’Reilly</td>
<td>Greco</td>
<td>MacDonald</td>
<td>Sarno</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Capt. Zuccherelli</td>
<td>PCMD 3</td>
</tr>
<tr>
<td>7</td>
<td>S. Schmitt</td>
<td>Pierre</td>
<td>Moavero</td>
<td>Barnes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Lt. Nemec</td>
<td>Adm 1</td>
</tr>
<tr>
<td>8</td>
<td>Sgt. Lyman</td>
<td>Podmokly</td>
<td>Garcia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<td></td>
<td>Sgt. O’Donnell</td>
<td>PCMD 3</td>
</tr>
<tr>
<td>9</td>
<td>Sgt. Agliotta</td>
<td>Tarrega</td>
<td>Weinstock</td>
<td>Vasquez</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>P/O Swift</td>
<td>Admin 2</td>
</tr>
<tr>
<td>10</td>
<td>Lt. Panzella</td>
<td>Binaldi</td>
<td>Huesis</td>
<td>Arrington</td>
<td>Ingraham</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Traffic (Sq. 1 is now Sq. 7)</td>
</tr>
<tr>
<td>11</td>
<td>Sgt. Bucci</td>
<td>Su Ah Sor</td>
<td>Carino</td>
<td>Palma</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sg. Smyth</td>
<td>Traffic A</td>
</tr>
<tr>
<td>12</td>
<td>OPEN</td>
<td>Arenas</td>
<td>Greenhaw</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tech. Drenth</td>
<td>Traffic B</td>
</tr>
<tr>
<td>13</td>
<td>Sgt. Petruco</td>
<td>Buscchetto</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tech. Didelot</td>
<td>Traffic B</td>
</tr>
</tbody>
</table>

**SQD Floaters - 2-Shift**

<table>
<thead>
<tr>
<th>SqD</th>
<th>M-L</th>
<th>Platoon</th>
<th>M-Squad</th>
<th>Midnight Floaters:</th>
<th>M/L</th>
<th>Sick</th>
<th>Injured</th>
<th>Adm/Lv</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lombardo</td>
<td>Lt. Lombardo</td>
<td>Mid-C</td>
<td>F. Solomon, Kassa</td>
<td>Mid 1 West</td>
<td>Podmokly, H</td>
<td>Zazzero</td>
<td>M/O Hendrie</td>
</tr>
<tr>
<td>2</td>
<td>Etnese (M4)</td>
<td>Sgt. Ucci</td>
<td>Mid-A</td>
<td>Feeney</td>
<td>Mid 2 West</td>
<td>Sanchez MID11</td>
<td>M/O Berry</td>
<td>Traffic A</td>
</tr>
<tr>
<td>3</td>
<td>O’Connor, P - Turc (M5)</td>
<td>Sgt. Isidro</td>
<td>Mid-B</td>
<td>Carllegio</td>
<td>Mid 3 West</td>
<td>Tech. Ferretti</td>
<td>M/O Loria</td>
<td>Traffic A</td>
</tr>
<tr>
<td>4</td>
<td>Mitchell</td>
<td>Sgt. Stool</td>
<td>Mid-D</td>
<td>Dongeas</td>
<td>Mid 4 West</td>
<td>Tech. C. Girard</td>
<td>M/O O’Toole</td>
<td>Traffic A</td>
</tr>
<tr>
<td>5</td>
<td>OPEN</td>
<td>Lt. Geary</td>
<td>Mid 1 45 East</td>
<td>OPEN</td>
<td>Mid 6 East</td>
<td>Tech. Branch</td>
<td>Traffic A</td>
<td>Wilson</td>
</tr>
<tr>
<td>6</td>
<td>Rosario, E.</td>
<td>Fraco, J</td>
<td>Mid 2 AC West</td>
<td>Fraco</td>
<td>Mid 6 North</td>
<td>Tech. Fitzgerald</td>
<td>Traffic A</td>
<td>Wilson</td>
</tr>
<tr>
<td>7</td>
<td>OPEN</td>
<td>Sanborn</td>
<td>Mid 3 AC Relief</td>
<td>Lloyd</td>
<td>Mid 9 East</td>
<td>Tech. Nardi</td>
<td>Traffic A</td>
<td>Wilson</td>
</tr>
<tr>
<td>8</td>
<td>Adamchak (M13)</td>
<td>Special Assignment</td>
<td>Scorca, K</td>
<td>Mid 11 East</td>
<td></td>
<td>Tech. Didelot</td>
<td>Traffic A</td>
<td>Wilson</td>
</tr>
<tr>
<td>9</td>
<td>Sq. 9</td>
<td>Carl</td>
<td>Borough</td>
<td>OPEN</td>
<td>Mid 1 North</td>
<td>Tech. Didelot</td>
<td>Traffic A</td>
<td>Wilson</td>
</tr>
<tr>
<td>10</td>
<td>Tramontano</td>
<td>Sq. 5</td>
<td>Smurfo</td>
<td>Borough</td>
<td>Souffrant</td>
<td>Sg. 6</td>
<td>Tech. Didelot</td>
<td>Traffic A</td>
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<tr>
<td>11</td>
<td>Feery</td>
<td>Sq. 1</td>
<td>D’Inverno</td>
<td>Borough</td>
<td>Koppelmann</td>
<td>Dat. 20</td>
<td>Tech. Didelot</td>
<td>Traffic A</td>
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<tr>
<td>12</td>
<td>Total Patrol - 94</td>
<td>Marine 12</td>
<td>Repik</td>
<td>Borough</td>
<td>Rilett</td>
<td>Marine 7</td>
<td>Sg. 1 Tech</td>
<td>3 Off.</td>
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<tr>
<td>13</td>
<td>Lts. -14</td>
<td>COVID-19 Site</td>
<td>Macchia</td>
<td>O’Connor, M.</td>
<td>Mid 4 North</td>
<td>Marine 7</td>
<td>Sg. 1 Tech</td>
<td>3 Off.</td>
</tr>
<tr>
<td>14</td>
<td>MPO-9</td>
<td>P/O Daily</td>
<td>Sq. 3</td>
<td>O’Connor, M.</td>
<td>Mid 4 North</td>
<td>Marine 7</td>
<td>Sg. 1 Tech</td>
<td>3 Off.</td>
</tr>
<tr>
<td>15</td>
<td>Officers-66</td>
<td>P/O OPEN</td>
<td>Sq. 3</td>
<td>O’Connor, M.</td>
<td>Mid 4 North</td>
<td>Marine 7</td>
<td>Sg. 1 Tech</td>
<td>3 Off.</td>
</tr>
</tbody>
</table>

### Other Personnel Assignments
- **Traffic**
  - M/O Hendrie |
  - Traffic A |
  - Wilson |
- **Training**
  - Sgt. Hall |
  - Traffic A |
  - Wilson |
- **IT / Communications**
  - Tech. Branch |
  - Traffic A |
  - Wilson |
- **Field Trainees w/FTO**
  - Lt. Carl |
  - Traffic A |
  - Wilson |
- **Academy**
  - Sg. Feery |
  - Traffic A |
  - Wilson |
- **Admin**
  - Marine 7 |
  - Marine 7 |
  - Marine 7 |

**Total Patrol - 94**: 1/3 Sgts - 3 Tech - 5 Off. - Marine 7 - 1 Sgts - 1 Tech - 5 Off.
# Population: Large to Small

<table>
<thead>
<tr>
<th>Department</th>
<th>Total Population 2018/2019</th>
<th>Sworn Officers</th>
<th>National Average 2.4 per 1,000</th>
<th>Officers per Capita</th>
<th>Officers to Population</th>
<th>Crime Rate</th>
<th>Population / Sq. Mi</th>
<th>Land Area</th>
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</thead>
<tbody>
<tr>
<td>Bridgeport</td>
<td>144,399</td>
<td>406</td>
<td>2.81%</td>
<td>347</td>
<td>290.5</td>
<td>9,029</td>
<td>15.97</td>
<td>829</td>
</tr>
<tr>
<td>Stamford</td>
<td>129,638</td>
<td>287</td>
<td>2.21%</td>
<td>324</td>
<td>131</td>
<td>3,258</td>
<td>37.64</td>
<td>315</td>
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<tr>
<td>Norwalk</td>
<td>88,816</td>
<td>172</td>
<td>1.93%</td>
<td>213</td>
<td>117.4</td>
<td>3,745</td>
<td>22.86</td>
<td>242</td>
</tr>
<tr>
<td>Danbury</td>
<td>84,694</td>
<td>154</td>
<td>1.81%</td>
<td>203</td>
<td>96.5</td>
<td>1,931</td>
<td>41.89</td>
<td>240</td>
</tr>
<tr>
<td>Greenwich</td>
<td>63,126</td>
<td>152</td>
<td>2.40%</td>
<td>152</td>
<td>48.2</td>
<td>1,285</td>
<td>47.62</td>
<td>265</td>
</tr>
<tr>
<td>Fairfield</td>
<td>62,045</td>
<td>108</td>
<td>1.74%</td>
<td>149</td>
<td>86.4</td>
<td>1,987</td>
<td>29.9</td>
<td>312</td>
</tr>
<tr>
<td>Stratford</td>
<td>51,849</td>
<td>112</td>
<td>2.16%</td>
<td>124</td>
<td>130.5</td>
<td>2,939</td>
<td>17.48</td>
<td>200</td>
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<tr>
<td>Westport</td>
<td>26,395</td>
<td>64</td>
<td>2.42%</td>
<td>63</td>
<td>35.9</td>
<td>1,322</td>
<td>19.96</td>
<td>315</td>
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<tr>
<td>Darien</td>
<td>21,728</td>
<td>51</td>
<td>2.34%</td>
<td>52</td>
<td>61.8</td>
<td>1,638</td>
<td>12.66</td>
<td>81</td>
</tr>
<tr>
<td>New Canaan</td>
<td>20,233</td>
<td>47</td>
<td>2.32%</td>
<td>49</td>
<td>25.4</td>
<td>889</td>
<td>22.2</td>
<td>125</td>
</tr>
<tr>
<td>Wilton</td>
<td>18,343</td>
<td>45</td>
<td>2.45%</td>
<td>44</td>
<td>31.6</td>
<td>674</td>
<td>26.81</td>
<td>127</td>
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</table>
Diversity

21% of Greenwich Police Department Officers are military veterans.

<table>
<thead>
<tr>
<th>Race</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asian</td>
<td>2</td>
<td>1.3%</td>
</tr>
<tr>
<td>Black</td>
<td>13</td>
<td>8.6%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>12</td>
<td>7.9%</td>
</tr>
<tr>
<td>White</td>
<td>125</td>
<td>82.2%</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>136</td>
<td>89.5%</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>10.5%</td>
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</table>
### Diversity (Contd.)

<table>
<thead>
<tr>
<th>College Degrees</th>
<th>Count</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Associate Degree</td>
<td>15</td>
<td>9.9%</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>70</td>
<td>46.1%</td>
</tr>
<tr>
<td>Master/JD</td>
<td>16</td>
<td>10.5%</td>
</tr>
</tbody>
</table>

42 Officers have some college credit but are not listed as holding a degree.
Training of New Officers and Delay in Getting Them On Line

- Selection process takes over six months
- Need to find available seat in Connecticut Police Academy or a regional academy
- Academy is 28 weeks, on average
- Officers must then complete a minimum of 12-week Field Training Program.
- Upon successful completion of program, Officers can work alone.
Training

• Annual training required in:
  ➢ Use of Force
  ➢ Firearms
  ➢ OSHA

• Every three years, all sworn Officers need 60 hours of review training

• All EMT/EMRs need 20 hours of annual refresher training

• Active professional development in numerous areas, specialties including: SRU, accident investigations, Detective School, supervision (to name only a few)

• Supervisors receive additional training on a quarterly basis
Continued Absence of Complaints of Hostile Work Environment

• Improved supervisor-subordinate relationships
• Training and supervision
• State Accreditation 2019; currently working on Tier II Accreditation
Recruiting, Retention and Retirement

• 25 candidates remain on our eligibility list that started out with 62.
• 95 Officers in tier I retirement plan
  ➢ 44 eligible for retirement
  ➢ 21 of 44 at maximum benefit
• 52 officers in tier II retirement plan (25 yrs. min. for retirement)
• 17 officers in tier III with 401K
• On average 7 officers retire per year
Greenwich Police Department
Calls for Service 2020

• Total calls 39,108
  • Medical 3,953
  • Domestic Violence 248
  • Robbery 6
  • Vehicle Thefts 130
  • Motor Vehicle Accident 1,929
  • Crisis Intervention calls 154
  • DWI 82
  • Burglary 59
  • Larceny from MVs 123
Crime Data and Experience

• 130 Vehicles, unlocked with keys left in cars, accounted for 100% vehicles stolen in 2020. Three vehicles have been stolen so far in 2021.
### Number and Kind of Vehicles Used by Department

<table>
<thead>
<tr>
<th>Type</th>
<th>Quantity</th>
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</thead>
<tbody>
<tr>
<td>Patrol</td>
<td>20</td>
</tr>
<tr>
<td>Patrol Supervisor</td>
<td>4</td>
</tr>
<tr>
<td>Training</td>
<td>2</td>
</tr>
<tr>
<td>SROs</td>
<td>1</td>
</tr>
<tr>
<td>Detectives (unmarked)</td>
<td>12</td>
</tr>
<tr>
<td>Traffic Unit</td>
<td>4</td>
</tr>
<tr>
<td>Command Staff (unmarked)</td>
<td>6</td>
</tr>
<tr>
<td>Forensics/Prisoner Van</td>
<td>2</td>
</tr>
<tr>
<td>SRU</td>
<td>1</td>
</tr>
<tr>
<td>Animal Control</td>
<td>1</td>
</tr>
<tr>
<td>Marine Unit</td>
<td>1</td>
</tr>
<tr>
<td>Motorcycles</td>
<td>6</td>
</tr>
<tr>
<td>Trailers</td>
<td>6</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>66</strong></td>
</tr>
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</table>
Vehicle Replacements

- Five replacement vehicles this year
- Request to replace 2 motorcycles (both 2009 models)
- All future vehicles will be Hybrids

<table>
<thead>
<tr>
<th>P0014</th>
<th>HARLEY DAVIDSON MOTORCYCLE</th>
<th>2009</th>
<th>MOTORCYCLE</th>
<th>1HD1FHM119Y606988</th>
<th>15,017</th>
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<tbody>
<tr>
<td>P0016</td>
<td>HARLEY DAVIDSON MOTORCYCLE</td>
<td>2009</td>
<td>MOTORCYCLE</td>
<td>1HD1FHM119Y612148</td>
<td>9,333</td>
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<tr>
<td>P0017</td>
<td>HARLEY DAVIDSON MOTORCYCLE</td>
<td>2009</td>
<td>MOTORCYCLE</td>
<td>1HD1FHM119Y632176</td>
<td>17,235</td>
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<tr>
<td>P0018</td>
<td>HARLEY DAVIDSON MOTORCYCLE</td>
<td>2009</td>
<td>MOTORCYCLE</td>
<td>1HD1FHM119Y630736</td>
<td>10,513</td>
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<tr>
<td>P0019</td>
<td>HARLEY DAVIDSON MOTORCYCLE</td>
<td>2009</td>
<td>MOTORCYCLE</td>
<td>1HD1FHM119Y633470</td>
<td>21,887</td>
</tr>
<tr>
<td>P0020</td>
<td>HARLEY DAVIDSON MOTORCYCLE (911 motorcycle)</td>
<td>2012</td>
<td>MOTORCYCLE</td>
<td>1HD1FMM11CB610400</td>
<td>2,468</td>
</tr>
</tbody>
</table>

- MC 15 was damaged in accident in 2018
# Grants & Subsidies (Estimated 2021-2022)

<table>
<thead>
<tr>
<th>Grants</th>
<th>Subsidies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>US Department of Justice</strong>&lt;br&gt;Bulletproof Vest Partnership (Only covers 50% of purchase)</td>
<td><strong>CT Department of Emergency Services and Public Protection</strong>&lt;br&gt;E-911 Fund</td>
</tr>
<tr>
<td>$10,000</td>
<td>$136,000</td>
</tr>
<tr>
<td><strong>CT Department of Transportation</strong>&lt;br&gt;Distracted Driver High Visibility or DWI Enforcement</td>
<td></td>
</tr>
<tr>
<td>Unknown due to COVID</td>
<td></td>
</tr>
<tr>
<td><strong>Port Security Grant</strong>&lt;br&gt;Batteries, safety equipment, lighting, portable generator, training</td>
<td></td>
</tr>
<tr>
<td>$135,782.00</td>
<td></td>
</tr>
</tbody>
</table>
Greenwich Avenue Policing
COVID-19

- Reduced call volume and enforcement activity during first few months.
- Developed operational plans to protect the staff and meet the needs of the community.
- Education and enforcement for COVID-19 safety protocols required department to redeploy to parks downtown
- Planning, training and supervision paid dividends in being ready to meet the challenge of a pandemic.
- Approx. 10% of the force ended up with a POS COVID-19 test result.
- Approx. 50% of staff now protected either by antibodies or vaccine.
Steamboat Road Facility

- *Range construction project* to be completed by spring’21.
Connecticut Police Officer Standards and Training Council

Be it Hereby Known that the

Greenwich Police Department

has voluntarily complied with the required standards as set forth by the
POST Council for Tier I standards and is hereby awarded this

Certificate of Accreditation

Effective this
Fourteenth day of November, two thousand and nineteen
And hereby shall be recognized as an accredited agency for a term of four years

Chairman
Police Officer Standards and Training Council

Acting Training
Academy Administrator
CALEA Accreditation vs.
POSTC Accreditation

What they are:

CALEA
The Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA), was created in 1979 as a credentialing authority through the joint efforts of law enforcement’s major executive associations. It entails a complete review of the organization’s practices and policies. The program has a yearly contract fee to maintain this certification.

POSTC Accreditation (Tiers 1-3)
The POSTC Council has established and maintains accreditation Standards for law enforcement agencies that consider all administrative, management, and service delivery aspects of the organization. The Standards, in striving to promote the best professional practices, prescribe what agencies should be doing, but not how they should be doing it.
CALEA vs. POSTC: The Similarities

• POSTC Accreditation and CALEA Accreditation share the same goals through established management models.
• Accreditation provides objective evidence of an agency’s commitment to excellence in leadership, resource management, and service-delivery.
• Accredited agencies have greater accountability within the agency. Standards give the Chief a proven management system of written directives, sound training, and clearly defined lines of authority that are developed through the best practices in Law Enforcement.
• Accredited agencies are better able to defend themselves against civil lawsuits.
CALEA vs. POSTC: The Differences

CALEA
• Private organization
• Initial average cost of accreditation = $11,000
• Yearly cost thereafter = average cost of $4,000
• National standards; more broadly written
• Complete system (not Tiered process)

POSTC
• POSTC Council-approved program
• Initial average cost of accreditation = $0
• Yearly cost thereafter = average cost of $0
• Based on both National and Connecticut State-specific standards
• 3-Tiered system of accreditation
Public Safety Dispatch

• Regular meetings held to coordinate Dispatch with Fire, GEMS and Police.
• Police Captain Bonney and Assistant Fire Chief Koczak meeting to discuss the fire study.
• Some issues have already been addressed:
  • Call Processing to 60 seconds - our current average is over 2 minutes. This is due to a multitude of factors, including inaccurate or inappropriate call data reporting. It is unknown what pool of data was used, and, if factors such as alarm company delays, inability to accurately describe locations (i.e. which Lockwood Road requires response), etc. was used.
  • Recently added Priority Dispatch for GEMS and are planning to obtain APCO Accreditation for the Communications Center.
  • The order in which fire apparatus are dispatched has changed.
  • Looking at system to improve response during storms.
  • Looking into the concern about the hardware/software that the FD acquired when they left the NEXGEN platform.
  • In collaboration with the FD Administration, approximately a dozen new policies have been enacted and more are in the works.
  • Incorporating dispatch performance objectives into our SOPs.
# Side Job Accountability

<table>
<thead>
<tr>
<th>Year</th>
<th>Billed</th>
<th>Revenue</th>
<th>Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$6,830,208.75</td>
<td>$446,728.00</td>
<td>$364,950.00</td>
</tr>
<tr>
<td>2019</td>
<td>$6,770,045.00</td>
<td>$476,347.50</td>
<td>$350.00</td>
</tr>
<tr>
<td>2018</td>
<td>$5,271,195.00</td>
<td>$370,387.50</td>
<td>$1,120.00</td>
</tr>
<tr>
<td>2017</td>
<td>$5,245,316.06</td>
<td>$368,656.25</td>
<td>$6,510.00</td>
</tr>
<tr>
<td>2016</td>
<td>$4,205,535.00</td>
<td>$298,095.00</td>
<td>$4,830.00</td>
</tr>
</tbody>
</table>
VDI Server Replacement

LPRs

Body-Worn Cameras

Taser Upgrade & Replacement Program

Replacement of Outboard Motors

Police Patrol Car Dashboard Cameras

Replacement of UBS System – Power Failure Backup
Body-worn cameras should be 90% fielded by COB on Saturday 2/6/2021.

Police Car Dashboard Cameras should be fielded by March 2022.
Greenwich Police 2021-2026 Strategic Plan

• Celebrate our 125 years of serving the citizens of Greenwich
• Proactively respond to the new Police Accountability bill in Connecticut
• Develop a strategic plan for the next 5 years
• Review the 15-year plan to make sure we are addressing proper maintenance of all current equipment
• Embrace change, create value, and inspire others!
Did you know?

Your Greenwich Police Department:

✓ Prohibits its officers from using choke holds.
✓ Prohibits its officers from racial profiling.
✓ Requires its officers to intervene in cases of excessive force by other officers.
✓ Requires its officers performing or witnessing a use of force to report it.
✓ Requires independent investigation of any use of force that results in death or serious physical injury.
✓ Trains each officer on human relations, racial profiling, sexual harassment and equal opportunity.
✓ Does not exhibit a disparate number of traffic stops of racial or ethnic groups, according to The Connecticut Racial Profiling Prohibition Project (2020 report).
✓ Partners with the Anti-Defamation League (ADL) to provide all its supervisors with training on implicit bias in law enforcement.
✓ Partners with Connecticut Alliance to Benefit Law Enforcement (CABLE) to train and certify its officers on Crisis Intervention Team (CIT) training.
✓ Meets frequently and regularly with community groups.
✓ Has a robust and accessible process for civilians to file complaints and address issues of concern.

To learn more about GPD proactive measures to prevent injustice, visit: greenwichct.gov/DocumentCenter/View/16243
## STATISTICS FOR COMPARABLE COMMUNITIES

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Population</th>
<th>Land Area (sq. miles)</th>
<th>Sworn Officers</th>
<th>Miles of Roadway</th>
<th>Calls for Service</th>
<th>Police Department Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darien</td>
<td>21,742</td>
<td>12.90</td>
<td>51</td>
<td>81</td>
<td>18,092</td>
<td>8,135,436</td>
</tr>
<tr>
<td>Fairfield</td>
<td>61,740</td>
<td>32.20</td>
<td>108</td>
<td>275</td>
<td>47,544</td>
<td>15,291,004</td>
</tr>
<tr>
<td><strong>Greenwich</strong></td>
<td><strong>62,587</strong></td>
<td><strong>47.80</strong></td>
<td><strong>154</strong></td>
<td><strong>265</strong></td>
<td><strong>50,156</strong></td>
<td><strong>22,553,005</strong></td>
</tr>
<tr>
<td>New Canaan</td>
<td>20,276</td>
<td>22.10</td>
<td>47</td>
<td>125</td>
<td>13,669</td>
<td>6,486,171</td>
</tr>
<tr>
<td>Stratford</td>
<td>52,110</td>
<td>17.50</td>
<td>96</td>
<td>200</td>
<td>40,000</td>
<td>11,707,789</td>
</tr>
<tr>
<td>Westport</td>
<td>28,016</td>
<td>20.00</td>
<td>64</td>
<td>123</td>
<td>27,355</td>
<td>9,092,112</td>
</tr>
<tr>
<td>Wilton</td>
<td>18,453</td>
<td>26.90</td>
<td>43</td>
<td>100</td>
<td>14,431</td>
<td>8,385,259</td>
</tr>
<tr>
<td>Average</td>
<td>37,848</td>
<td>26</td>
<td>80</td>
<td>167</td>
<td>30,178</td>
<td>11,664,397</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Municipality</th>
<th>Pay Scale - Police Officers</th>
<th>Miles of Coastline</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Starting Salary</td>
<td>Ending Salary</td>
</tr>
<tr>
<td>Darien</td>
<td>72,769</td>
<td>98,941</td>
</tr>
<tr>
<td>Fairfield</td>
<td>68,000</td>
<td>83,440</td>
</tr>
<tr>
<td><strong>Greenwich</strong></td>
<td><strong>69,701</strong></td>
<td><strong>87,620</strong></td>
</tr>
<tr>
<td>New Canaan</td>
<td>67,832</td>
<td>94,710</td>
</tr>
<tr>
<td>Stratford</td>
<td>63,368</td>
<td>77,929</td>
</tr>
<tr>
<td>Westport</td>
<td>63,755</td>
<td>89,251</td>
</tr>
<tr>
<td>Wilton</td>
<td>67,247</td>
<td>92,075</td>
</tr>
<tr>
<td>Average</td>
<td>67,525</td>
<td>89,138</td>
</tr>
</tbody>
</table>
Refer to the TOG Annual report at:
https://www.greenwichct.gov/ArchiveCenter/ViewFile/Item/405