

TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
NATHANIEL WITHERELL STRATEGIC PLANNING COMMITTEE
MINUTES – Mazza Conference Room

Thursday, February 21, 2019

Committee: Arthur D. Norton, Chair; William Drake, Andreas Duus, Elizabeth K. Krumeich, Nancy Weissler

BET: Jill Oberlander, BET Chair; Leslie Tarkington

The meeting was called to order at 2:15 P.M.

1. Approval of the BET Nathaniel Witherell Strategic Planning Committee Meeting Minutes:

Minutes of the BET Nathaniel Witherell Strategic Planning Committee Meeting of February 12, 2019 were not available for voting.

2. Update/review Contract #6668 Town of Greenwich and Health Dimensions Group

Mr. Duus commented that a new HDG slide-deck, for presentation on March 18, 2019 to the Joint meeting of the BET and Board of The Nathaniel Witherell, had been received and that he would be reviewing it with HDG's Project Manager by telephone at 5:00 P.M. on Friday, February 22, 2019. He invited Committee members to join the conference call discussion and he would follow-up materials to participate in the conversation.

Mr. Duus proposed that HDG would be asked to complete revisions to its final report by March 1, 2019 and suggested that the Committee consider Mr. Cava's and Mr. Simon's request to receive copies of the presentation materials immediately.

The Committee will discuss voting on a revised draft of HDG's final report and the 22-slide presentation at its March 5, 2019 meeting.

3. Update/review personal services Contract #6740 Town of Greenwich and PKF O'Connor Davies

Mr. Drake reported that the PKF O'Connor Davies final report, complete with footnotes and recommendations, was being readied for PKF O'Connor's quality approval process. The Committee could expect to receive it by March 1, 2019. Ms. Oberlander commented that PKF O'Connor Davies had not yet returned a signed copy of the project's engagement letter.

4. Labor Cost Analysis Discussion

Upon a motion by Ms. Krumeich, seconded by Mr. Ramer, the Committee voted 4-0-0 to include the following Labor Cost Analysis Discussion report in the Minutes of the 2-21-19 Committee meeting.

"Ms. Weissler and Ms. Krumeich met with Alfred C. Cava, Director of Labor Relations for the Town, on January 29, 2019, to discuss the HDG Report and its findings pertaining to wages,

benefits and other terms of the collective bargaining agreements (CBA) as they compare to TNW's peers and national norms. The peer group consisted of similarly-rated skilled nursing facilities in Fairfield and Westchester Counties.

They noted that for all levels of staffing – ranging from nursing staff to housekeeping staff to administrative staff - TNW's wages and benefits are higher than its peers. TNW also has a higher percentage of non-productive time (that HDG defines in part as personal, vacation, and sick time) than its peers. HDG also reported that TNW's shift differentials are higher than its peers and that they are offered to non-nursing departments, which is not the norm for the industry. HDG suggested that the Town consider transitioning to a Paid Time Off (PTO) system. HDG found that the retirement benefits were greater than industry norms and recommended that the retirement benefits for new employees be adjusted accordingly. They also noted that HDG recommends that the Town include in its renewal of labor contracts a re-opener provision in the event of a change of management of the facility.

They discussed with Mr. Cava the long-term sustainability of TNW and the implications of HDG's wages and benefits cost analysis for TNW. With the current disparity in wage rates and benefits, HDG's forecast for continuing to operate TNW as a Town department shows a loss from operations increasing from \$3.1 million in FY2018 to \$4.9 million in FY2023 (Table 72). Under this option to remain as is, the Town would have to find greater efficiencies to achieve significant reductions in both wages and benefits to bring the cost structure more in line with TNW's peers. HDG also forecast that if TNW were to be transferred to a not-for-profit corporation 501c(3), it might achieve greater cost efficiencies. Under this 501c(3) option, HDG's model (Table 75) shows the loss from operations decreasing from \$3.08 million in FY2018 to \$383,500 in FY2023 - an improvement of approximately \$4.5 million versus the option to remain as is.

5. Next Steps

Outreach to the Community – The Committee discussed the timing of delivering its final report and recommendations to the BET for adoption. Mr. Norton will prepare an Executive Summary and the three sub-committees will prepare their reports for inclusion. Ms. Oberlander suggested that clarification of the property title should be included in the Committee's Executive Summary.

6. Schedule of Future Meetings

March 5, 2019 9:30 A.M.

March 18, 2019 2:30 P.M. Meeting with HDG

March 18, 2019 5:00 P.M. Joint BET & Board of Directors TNW

April 1, 2019 9:00 A.M.

April 17, 2019 3:00 P.M.

6. Adjournment

Upon a motion by Mr. Drake, seconded by Mr. Ramer, the Committee voted 4-0-0 to adjourn at 3:38 P.M.

Catherine Sidor, Recording Secretary

Arthur D. Norton, Chairman

SUBJECT TO APPROVAL