

**Town of Greenwich, Connecticut  
Board of Ethics**

**Request for Advisory Opinion**

*Section 2.12(b) of the Town Code of Ethics requires the Board of Ethics to render advisory opinions with respect to the Code of Ethics upon the written request of any Town Officer. For this purpose, a Town Officer includes any official, employee or agent of the Town, any consultant to the Town or any member of any board, department, commission, committee, legislative body or other agency of the Town, whether elected or appointed.*

**Name: Steven Katz**

**Town Office: Vice-Chairman Greenwich Commission on Aging**

**Request on Behalf of Another: Yes \_\_\_\_\_ No   X**

*(The Board's policy is to render advisory opinions that do not name the individual requesting the opinion. However, the Connecticut Freedom of Information Act requires all filings with the Board to be made available to the general public upon request. One Town Officer may file a request on behalf of another Town Officer.)*

**Please attach a statement describing the issues involved concisely, but in reasonable detail. For issues of the following types, please describe:**

**(1) Substantial financial interest in one or more transactions:**

*(Please note that a transaction or series of transactions having an aggregate value under \$100 per year is not reportable under the Code.)*

- a. The interest or interests involved
- b. How the Town is involved in the transaction or actions relating to the interest
- c. The nature of the action or vote that may be influenced
- d. How the Town Official involved might be influenced

**(2) Acceptance of a thing of value:**

*(Please indicate if member of immediate family is involved.)*

- a. The gift, favor, loan, promise or other thing that might be accepted
- b. The official duty or duties that might be influenced
- c. How the Town Official involved might be influenced

**(3) Definitions or interpretation**

- a. The word or phrase in the Code that is ambiguous
- b. The circumstances under which it might be ambiguous
- c. Possible alternative interpretations

**(4) Procedure for filing disclosure statements:**

- a. Requirement in question
- b. Possible alternatives for satisfying requirement
- c. Problems affecting compliance

I am the Vice-Chair for the Commission of Aging for the Town of Greenwich and I am seeking an Advisory Opinion from the Board of Ethics as I wish to respond for an RFP that is being put out by The Nathaniel Witherell (hereinafter referred to as TNW) in April of this year for a non-medical companion and homemaker agency to enter into a financial relationship with them to establish a companion and homecare agency under the Nathaniel brand.

Background:

I own a 100% of a local companion and homemaker agency, as well as a certified medical home health agency and a geriatric care management practice located in Greenwich which was founded in 2009 called Sterling Care (hereinafter referred to as SC). SC does not have a financial relationship with TNW at this time. SC has since its inception in 2009, been one among several companion and homemaker agencies and certified medical home health agencies that the TNW has referred its patients to. Patients receive services from SC paid for by Medicare, Medicaid, commercial insurance or privately by the patient. TNW does not pay any money to SC for any services rendered to patients referred to SC by TNW. Similarly, SC has referred patients to TNW for long term skilled nursing and rehab services as it has to other skilled nursing and rehabilitation providers in the area. Similarly, patients receive services from TNW paid for by Medicare, Medicaid, commercial insurance or privately by the patient. In both types of referrals patients always have the choice to go to any agency or facility of their choosing.

I began serving on the Commission on Aging in 2013 at the request of Peter Tesei. At that time the Commission was looking for someone to serve who had both a public health background and practical experience in healthcare. I became Vice-Chair of the Commission in 2016. I have also served in the past and currently serve on a number of Board and Charitable Organizations and in the RTM where I was past Chairman of District 9. I have attached my resume for your review.

The main function of the Commission on Aging is to advocate and education on behalf of older adults as well as provide older adults and their families with assistance and guidance so that they can live healthy high quality lives within our community. We also oversee the operations of the Greenwich Senior Center. Our work has no impact on any other town agencies or departments and we have

no oversight authority over TNW which has its own independent Board of Directors and budget. Our Board members are assigned to cover as a public observer board meetings and major senior activities and events in Town and provide very brief reports back to the Board on any new or interesting activities that affect the older adult population in town. My assignment for the past three years has been to cover the Board meetings of TNW.

TNW Board has been active in seeking out ways to increase their revenue and profitability so as lower the amount that the Town of Greenwich subsidizes their operations. One way to do this which many for-profit and non-for-profit facilities have done (including Waveny and The Osborne) has been by adding companion and homemaker services to their offering.

Issue: TNW is putting out an RFP to partner with a companion and homemaker agency who will fund and run this operation for them under their branding. I wish to respond to the RFP to have my company, SC, be considered as a potential partner for this project. Kindly advise me if there would be any violation of the Town of Greenwich Code of Ethics violation if I submitted this RFP and if I was selected entered into a transaction with the TNW. Through SC I would be putting up the initial funding for the project and the TNW would receive a royalty fee or payment based on a percentage of the net profits from this business line. I recognize that the transaction would have a value of over \$100 and would be need to be annually disclosed by me as per section 5 of the Town of Greenwich Code of Ethics.

Thank you for your advisory opinion on this matter.

With kind regards.

Steven Katz

## SENIOR OPERATIONS/FINANCIAL EXECUTIVE

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Senior operations/financial executive with expertise in operations, financial management, budgeting and control, change management, product line development, marketing and business development and corporate, tax, employment and healthcare law. Career successes focused around building business infrastructure, management of operations and finance, developing practice areas and new corporate locations, and growth strategies for healthcare and professional services organizations.

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### CAREER HISTORY & ACHIEVEMENTS

STERLING CARE, Greenwich, CT

2009–Present

#### PRESIDENT

Created a fully integrated certified medical home healthcare agency, private pay companion and homemaker agency with a geriatric care management practice. Sterling Care's companion and homemaker service earned the 2017 Provider of Choice Award from Home Care Pulse.

- **Established business operations**, including HR, sales, business development, marketing, and finance. Hired and trained 20+ full-time employees and over 100 per diem caregivers.
- **Differentiated organization** by focusing on continuity of care and high-quality specialty programs and services, becoming a family's go-to trusted resource for all of their care needs at home for older adults.
- **Pioneered the concept** of well supervised patient center-holistic homecare performed by a registered nurse. Often times referred to today as "concierge" homecare.
- **Built multiple practice areas**—certified home healthcare agency, private-pay geriatric care services, and private-pay family care services—to attract a highly diversified client base and establish multiple continuing revenue streams. Expanded client base to include Medicare, Medicaid, and commercial insurance clients by obtaining deemed status through ACHC Accreditation.
- **Obtained the highest quality star rating** for a certified home health agency in lower Fairfield County, CT in 2015 and 2016.
- **Navigated the complex, multiyear licensing process** to become the region's first new home healthcare agency in 10 years to be licensed by the Connecticut Department of Health.

FINETIX (NOW SUNGARD), New York, NY

1998–2008

#### MANAGING PARTNER

Co-created and expanded an agile development custom design and build financial technology consulting firm for top-tier banks and hedge funds. Drove over 400% revenue and net profitability growth. Positioned the company for acquisition by developing sustainable business model, establishing operating structure, and defining a winning value proposition.

- **Held P&L responsibility** for company that grew from \$3M to \$12M+ in revenue and from 18 to 75+ consultants.
- **Built business infrastructure**, including operational, legal, sales, business development, marketing, finance, tax, HR, and technology functions.
- **Led entry into new practice areas** that grew to represent significant portions of the company's total revenue: hedge fund practice (20%), CRM practice (10%), and media market sector opportunity (15%).
- **Negotiated service agreements** with 8 of the 10 largest investment banks.
- **Drove global expansion** by establishing offices and operations in London, New York, Toronto, and Houston.
- **Developed recruiting and career development strategies** to attract and retain high-caliber consultants capable of meeting expectations of elite client base.

## EARLY CAREER HIGHLIGHTS

Gained solid auditing, financial, and tax experience at Big Six accounting firm, as well as corporate and tax legal experience with large Connecticut and mid-sized New York law firms. Worked with clients across diverse industries, including American Express, Altria, Bridgeport Hospital, Loral Aerospace, Leucadia National, NYNEX, Pearson, People's Bank, Reckitt & Coleman, St. Luke's Hospital, Thomson Corporation, Viacom, Yale Health Systems, and various hedge funds.

— Associate, Satterlee Stephens Burke & Burke, New York, NY (1995–1998) | Associate, Pullman & Comley, Bridgeport, CT (1993–1995): Advised primarily technology, media, healthcare and financial services clients on a variety of corporate acquisition, operational and governance issues, as well as tax, intellectual property, regulatory, and employee benefit matters.

— Senior Associate, Coopers & Lybrand, New York, NY (1990–1993): Managed several large and middle market clients in manufacturing, mining, printed media, public utilities, retailing, securities, and telecommunications arenas. Performed due diligence reviews and structured partnerships, financings, and acquisitions in manner that afforded millions in financial advantage to clients.

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## COMMUNITY LEADERSHIP

TEMPLE SHOLOM, Greenwich, CT

2007–2010

### PRESIDENT

Established a new model that increased annual income 300%, reversed declining membership and revenue, and propelled Temple Sholom to be one of the most profitable synagogues in North America. Model was subsequently adopted by United Synagogues and promoted across all synagogues in North America. Won Ernest L. Rothchild Leadership Award.

- **Redefined organizational vision** and communicated vision by revamping marketing, PR, and communications.
  - **Overhauled internal operations**, established 20% working capital reserve, and renegotiated all vendor contracts to achieve significant cost savings.
  - **Tripled annual fundraising** by creating new revenue streams while enhancing existing revenue streams.
  - **Enhanced programming and services**, resulting in unprecedented membership growth and 7 awards for excellence from the Metropolitan New York Region of United Synagogue of Conservative Judaism.
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## EDUCATION & CREDENTIALS

**MPH in Healthcare Management** — COLUMBIA UNIVERSITY, New York, NY

**LLM in Taxation** — NEW YORK UNIVERSITY, New York, NY

**MBA in Finance & Accounting** — FORDHAM UNIVERSITY, New York, NY

**Juris Doctor (JD)** — FORDHAM UNIVERSITY, New York, NY

**Bachelor of Arts (BA) in Psychology** — BRANDEIS UNIVERSITY, Waltham, MA

*Certifications / Licenses:* Care Manager Certified | Certified Geriatric Care Manager

Certified Public Accountant (CPA), State of New York | Admitted to the Bar, States of New York and Connecticut

Passed Board of Governors Examination of the American College of Healthcare Executives

*Professional & Community Affiliations:* Vice-Chairman, Town of Greenwich Commission on Aging | Board Member Southwestern CT Area on Aging | Advanced Professional Member, Aging Life Care Association | Member, American College of Healthcare Executives | Member, New York State Bar Association | Former Chairman, Greenwich Representative Town Meeting District 9 | Former Member, Town of Greenwich Budget Overview Committee