

**TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION BUDGET COMMITTEE
DEPARTMENTAL REVIEW FY2020-2021 DAY #5 MINUTES**

**Town Hall Meeting Room – 9:00 A.M.
Friday, February 7, 2020**

Present:

Committee: Leslie L. Tarkington, Chair; Debra Hess, Leslie Moriarty, Jeffrey S. Ramer

Staff: Dana Arnold, Administrative Operations Supervisor, Department (Dept.) of Public Works (DPW); Richard Feminella, Manager, Waste Water Division, DPW; Angela Gencarelli, Ass't. Budget & Systems Manager, Finance Dept.; Roland Gieger, Budget & Systems Director, Finance Dept.; William Marr, Building Official, DPW; William McCormick, Business Services Manager, DPW; James Michel, Deputy Commissioner, DPW; Alan Monelli, Superintendent, Building Construction & Maintenance, DPW; Peter Mynarski, Comptroller, Finance Dept.; Luigi Romano, Project Manager, Building Construction & Maintenance, DPW; Amy Siebert, Commissioner, DPW

Board: Michael Mason, BET Chairman; William Drake, Andreas Duus, Laura Erickson, Karen Fassuliotis, Miriam Kreuzer, Elizabeth K. Krumeich, David Weisbrod

Selectmen: Fred Camillo, First Selectman; Jill Oberlander, Select-person

RTM: Lucia Jansen, (D-7), Budget Overview Committee (BOC), Chair; Danyal Ozizmir, (D-5) BOC, Vice Chair, Labor Contracts Committee (Cmte.), Chair; Janet Stone McGuigan, (D-6), Education Cmte.; Alexis Voulgaris, (D-6), Moderator Pro Tempore, Health & Human Services Cmte., Chair

TNW: Board of Directors: Laurence B. Simon, Chairman; Christopher Carter, Nisha Hirsc, Richard Kaplan, Louise Puschel; Friends of Nathaniel Witherell: Robert McDonald, President; Joan Merrill, Joanne Kotulski, Interim Administrator, Consultant, Health Dimensions Group (HDG), Larry Vanterpool, Director of Facilities

Other: Ken Borsuk, Reporter, *The Greenwich Time*; Bill Ference, Director of Finance (CFO), Bruce Museum; Tom Heagney, Chairman, Building Committee, Greenwich Library; Susan Lio, Managing Director, Bruce Museum; Kevin McCarthy, Director, Perrot Library; Barbara Ormerod-Glynn, Director, Greenwich Library; Alma Rutgers, Columnist, *The Greenwich Time*; Anthony Turner, Parent, GPS; Joseph Williams, Deputy Director, Greenwich Library

Budget Committee Chair Tarkington called the meeting to order at 9:03 A.M.

The Nathaniel Witherell

Introduction - Chairman Simon provided an overview of the challenges facing TNW and that the census was 188 residents or 93%. He introduced Richard Kaplan, a Board member with a professional background in healthcare management. The healthcare industry was described by Mr. Kaplan as dynamically shifting from rehabilitation to clinically therapeutic care under the new Medicare reimbursement plan, patient-driven payment model (PDPM). Ms. Kotulski, TNW Acting Administrator and HDG on-site consultant, commented on implementing systems consistent with her goal to return TNW to a 5-star, deficiency-free facility. She noted that TNW's patient census, payer-mix, market environment, and staffing model were her priorities.

Operations - Mr. Simon explained that recruiting a new, permanent Administrator was proceeding slowly because the compensation that TNW could offer was not consistent with the qualities of leadership, skills and drive needed. TNW Board is reviewing suggestions made by HDG for ownership, management and staffing options. Among the operations issues, productivity, accountability, cultural reluctance to change, and staffing pattern would impact the achievability of a timetable for breakeven or profitability. The First Selectman's FY2020-2021 Budget planned to reduce the Town's subsidy to TNW by \$1.5 million, but the revenue estimate for the first 6-months of the current year, indicated a shortfall that would require an increased contribution from the Town. The Committee reviewed options to meet a lower contribution which includes reducing staff, increasing workload, renegotiating vendor contracts, and supplementing staffing with additional part time employees. The Committee discussed the level of overtime and the issues that drive that expense, including staffing schedule and patient coverage, culture, number and availability of part time staff.

Capital Budget - Facilities Director Vanterpool commented that a 4-year maintenance plan has been developed to schedule equipment replacement in TNW's Capital Budget. An application for a \$200,000 HUD/Community Development Grant is being prepared for March submission. Two Capital projects were proposed for consideration by the Committee, a multi-year upgrade of TNW's electrical system and renovation of the Pavilion, a five-apartment facility on the TNW campus. Mr. Simon was asked to return for further discussion on either February 25 or 27.

Bruce Museum

Introduction - Managing Director Lio updated the Committee on the Museum's renovation and expansion project: Phase 1 - completion of the parking lot upgrade and traffic study; Phase 2 - two new galleries, and a new climate control system enabling more prestigious loan-exhibitions; Phase 3 - construction of the new addition to the building to be underwritten by a combination of endowment, a State grant, and donations, and includes the galleries, café (seats 50) and lecture hall (seats 200). The construction contract is in final negotiations. An invitation to the annual Town Leaders Reception on April 29 was extended to visit and see the changes and improvements.

Operations - The Committee asked if the funding has been raised and what changes in staffing will be required. Ms. Lio described the funding sources as a combination of donor contributions, supplementary funds from the endowment's annual contribution and increased revenue from visitation and programming at a total of \$50.5 million of which \$44.7 million is for construction and \$5.8 million for endowment of the new facility.

Capital Budget - The Committee commented on the Museum's budget requests. A discussion followed about what costs were the Town's responsibility and what upgrade costs were appropriate to the Museum. Mr. Ference, the Museum's CFO, indicated that open items were

the result of retainage awaiting close out on completed construction. Two new items were described as the installation of LED lighting and renovation of two bathrooms. This construction was moved forward from the Town's FY2021-2022's Capital Budget to efficiently complete the work while the trades are on-site. An enhancement of motion-detectors and upgraded cameras were added to the Museum's security recommended by the Greenwich Police Department after a theft.

Perrot Memorial Library

Introduction - Library Director McCarthy described how the Perrot 501(c)(3) status evolved and its support of the Library's expenses. The Library Association owns the building and leases it to Perrot's 501(c)(3). Mr. McCarthy reminded the BET that the 60th Anniversary Old Greenwich Civic Center Pancake Breakfast would be held on March 14, which is a fundraiser for the Library, and invited BET members to attend. The Perrot Memorial Library is recently designated as a Town heating and cooling center following the installation of a gas generator.

Operations - Mr. McCarthy indicated the FY21 budget represents level services. The Library recently upgraded its IT System including internet access and public computers through a professional systems consultant. In cooperation with the Greenwich Library and the Perrot, collection materials and electronic resources are shared. The two libraries mutually accept their library cards for lending.

Capital Budget - The Perrot's Capital Budget reflects a \$75,000 expense to replace 1998 plastic skylights that are beyond their useful life and related ceiling and cupola repair. A \$15,000 expense was incurred for remediating damage resulting from water leakage in a sensitive record area. Unspent money of a \$10,000 appropriation would have been closed out, but the project went over-budget due to maintenance issues. Committee Chair Tarkington asked Mr. McCarthy to work with Mr. Gieger, the Budget Director, to reflect the expense accurately in its FY2020 Budget. In response to a question, Mr. McCarthy mentioned that he has no objection to the new scope for the Sound Beach Bridge replacement project from the library's perspective.

Greenwich Library

Introduction - Mr. Heagney, Chair of the Library Building Committee, updated the Committee on the Library's renovation project and advised that it was one-third completed. The lower level of the Library is on target for opening in August 2020, and the renovation is scheduled to be completed in January 2021. The total project budget is \$17.6 million. The fundraising goal of \$7.5 million has been exceeded by \$4 million. The balance of the renovation costs will be met with the Town's contribution of \$980,000 and the Library's Capital Reserve Fund.

Operations - The Library's Operations' Budget increased year-over-year by 1.7% and represents level services. It includes the acquisition of 100 new PCs for public use, new audio books, and a software upgrade. Full time staffing decreased in recent years from 66 to 61 (including the Peterson Fund) positions, and the responsibilities are now covered by temporary and part time employees at one-fifth of the cost. Ms. Ormerod-Glynn commented that the Peterson Foundation's annual contribution to building and collection staff costs averages \$1.62 million annually, which represents 4.5% of a rolling three-year average of the fair market value of the foundation's portfolio. The Library was encouraged to consider greater use of TOG Purchasing Department services.

Capital Budget - The Library anticipates the following Capital expenditures in its FY2020-2021 Budget: removal of a buried oil tank, replacement of air conditioning equipment at the Byram Library, building maintenance projects and continuation of the structural steel restoration project. Open Capital Items include first phase of structural steel restoration, brick repointing, and roof replacement to be completed at the conclusion of the renovation.

Department of Public Works - Building Inspection; Building Construction & Maintenance

Operations - Commissioner Seibert and Mr. Marr described the conversion of inspection scheduling and permitting from CityView and Cornerstone software to Muncity. The new software has been customized to provide online scheduling, which is in the testing phase. Sewer, highway and P&Z are live on Muncity. The Committee asked if further customization could be added to adjust records of unplanned or under-estimated original construction costs. Mr. Marr commented that the department conducts 80-90 inspections per day.

Mr. Monelli commented on recent energy-saving projects underway or under consideration: replacing lighting or fixtures to convert to LED bulbs, green roofs, motion-detectors for lighting and elimination of steam heat. He commented that further guidance should be provided when alternative energy sources are being considered and used as an example leasing inclusive of maintenance of solar paneling placed on roofs as an alternative to purchase of the panels. He commented that all the Town's new buildings are built to the State's building code, which requires maximum insulation, LED lighting, and motion detectors on lighting. He added that such expenditures such as green roofs are not about energy efficiency. He elaborated on the maintenance and replacement costs, life cycles, and disposal issues of roof solar panels.

Capital Budget - Mr. Monelli commented that the Town owns more than 100 buildings, some of which are leased to Town non-profit organizations, where his department provides a certain level of maintenance and capital. Open items were reviewed to identify projects to be closed out. He commented on projects underway at the Garden Education Center, the Senior Center master plan progress, town-wide asbestos abatement, air conditioning replacement, improvements to the Police Department pistol range and ongoing updates of Town Hall space. He commented on the challenge of managing multiple large projects.

Sewer and Waste Water Management

Operations - Mr. Feminella commented that two staff vacancies were responsible for increased overtime and out-of-class coverage costs. In responding to a question about the sewer line design for a renovated or new Hamill Skating Rink, he identified concerns about topography of the site as well as concerns about the Byram sewer shed resulting from future growth.

Capital Budget - Mr. Feminella reviewed open items and discussed anticipated close outs. He described the challenges for replacing the pumps on private property per the North Mianus sewer line agreement. There are 308 pumps existing on private residential properties tied into the North Mianus sewer line, which have an 8-year life cycle and nearing the schedule for replacement. A contractor will be hired for this work, which entails determining each pump's power source and interacting with residents, it is expected that 50 can be done this year. A Project Supervisor will be hired to plan and execute several upcoming projects including: Old Greenwich Force Main and a two-year cycle of sewer inspection and rehabilitation. Mr. Feminella proposed a return of \$1.1 million of the Sewer Improvement encumbered funds of \$10.9 million due to seasonality of work on this multi-year project. The Sewer Maintenance Fund open items were reviewed and of the

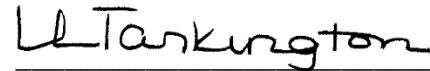
\$4.5 million encumbered, several items will be closed out and funds from a Metro North flagger project, and the building of Riverside and Belle Haven pumping stations will be returned.

There being no further business before the Committee, the meeting adjourned at 4:06 P.M.

Respectfully submitted,



Catherine Sidor, Recording Secretary



Leslie L. Tarkington, Committee Chair