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

Tuesday, February 9, 2016

Committee Present: Nancy Weissler, Chairman; William Drake, Leslie Moriarty, Jill Oberlander

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director Human Resources; Erica Mahoney, Assistant Director of Human Resources; Tiffany Navarro, Workers' Compensation Administrator; Cicile Brown, Employee Professional Performance and Compensation Manager; Alison Graham, Employee Benefits Manager; Jamie Brede, HRIS; Becky McAvoy, ADP Project Consultant; Melissa Jones, Senior Business Analyst; Ben Branyan, Town Administrator; Roland Gieger, Budget Director; Amy Seibert, Commissioner, DPW; Alan Monelli, Superintendent Building Construction & Maintenance; William McCormick, Business Office Manager; Peter Siecinski, Fire Chief

Board: Michael Mason, Chairman, BET; Mary Lee Kiernan; Beth Krumeich; Jim Lash; Arthur Norton; Jeff Ramer; Leslie Tarkington

Other: Robert Stacy, BOE Director of Human Resources; Laura Erickson, BOE Chairperson, Barbara O'Neil, BOE Vice Chairperson; Jennifer Dayton, BOE Member; Alan Brown, Director, Nathaniel Witherell; Chris Alexander, Director Financial Operations; Laurence Simon, Chair, Nathaniel Witherell Board; Lloyd Bankson, Nathaniel Witherell Board

The meeting was called to order at 2:03 P.M.

Ms. Weissler welcomed the HR Committee and attendees.

1. **Approval of BET HR Committee Meeting Minutes January 12, 2016**

   Upon a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted 4-0 to approve the Minutes of the January 12, 2016 Regular Human Resources Committee Meeting.

2. **January 2016 HR Reports**

   Workers' Compensation Incident and Expense Reports - Ms. Navarro introduced a new format for the monthly reports and asked for feedback on it. She reported that there had been a total of 25 claims in January of which five were for Lost Time. In comparing current claims to January 2015, she remarked that there had been 25 claims compared to 30 in 2015. Implementing a year-over-year format, Ms. Navarro presented an overview of 4th Quarter 2015 claims reporting that 84 had been reported with a paid and reserved total of $304,800. Of these 84, 38 were closed (30 with zero dollar value; 8 with a total value of $3,818); the balance of 46 claims with expenses ranging in value from $2,750 to $65,000 were still open. Fiscal year-to-date comparison reflects 195 reported claims, versus 227 for the same period previous fiscal year.

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The Committee asked if future reports could include additional details, such as the value of lost time and wage replacement benefits, as well as YTD claims by department, in order to see full cost and other trends.

Mr. Mynarski reported that the Workers’ Compensation analysis year-to-date indicates a $299,000 surplus versus budget. He advised the Committee that the quarterly CIRMA report in their meeting packet had additional information about the incidents and would facilitate budgeting for future claims.

Ms. Weissler asked if “best practices” favored charging back actual costs of workers compensation claims to departments to increase awareness of the need for safe practices. Ms. Pepe noted the Town’s Safety Committees were instrumental in raising awareness of safety standards.

**Vacant and Posted Positions** – Ms. Pepe reviewed the Vacant Position listings commenting specifically on each department’s outstanding vacancies and steps being taken to fill positions with qualified candidates. In response to a question from Ms. Weissler about the Chief Engineer vacancy that dates to last August, Ms. Weissler noted that Ms. Siebert is reevaluating the job description before posting it.

Ms. Weissler called for a motion, seconded by Ms. Oberlander, to change the order of the Agenda to accommodate speakers currently in the room. The Committee voted 4-0 to approve the motion.

6. **Review of proposed new positions and reductions for fiscal 2017**

**Nathaniel Witherell** - Mr. Brown introduced the proposed increase in 8.1 FTE for part-time staff; he noted that the increase is reflected in a request for additional funding in the part-time budget line rather than for specific staff members. He noted that for nursing, the increase in part-time hours would be staffed by a combination of represented part-time staff, retired staff and non non-represented staff.

The request breaks down into a request for an increase of: 1) 3.7 FTE for the addition of the 5 beds in the rehab unit (2.2 FTE for nursing at an expected cost of $200,000 and 1.5 FTE for housekeeping and laundry at an expected cost of $40,000); and 2) an increase of 5.1 FTE for the long-term unit (2.1 FTE for nursing at $190,000; 2.4 FTE for housekeeping and laundry at $65,000; and 0.6 FTE for dietary at $20,000 less 0.6 FTE part-time admissions staff).

The approved fiscal 2016 budget included the capital for the expansion of the rehab unit and about $320,000 for incremental staffing for the rehab unit in the regular salaries budget line. However, with the exception of addition of the full-time admissions staff member (included in the fiscal 2016 and 2017 TOO) to serve both the long-term and rehab units, Nathaniel Witherell has revised its staffing needs for the expansion of the rehab unit from 5.5 FTE a year ago (which was not included in the TOO) to 3.7 FTE in the fiscal 2017 budget.

As for the additional FTE part-time hours for the long-term unit, this is principally driven by plan to cover open shifts in nursing, laundry and housekeeping with additional part-time staff rather than pay a premium for overtime for existing staff. Nathaniel Witherell’s overtime has exceeded budget by $100,000 for the first six months of fiscal 2016. Nathaniel Witherell’s staffing plan does not assume any increase in the census for the long-term unit from projected 2016 levels.
Although the plan is to use part-time staff to meet these additional needs and although the long-
term care industry relies heavily on part-time staff, Mr. Brown acknowledged that Nathaniel
Witherell has faced many challenges in attracting an adequate number of part-time staff
because of its suburban location.

5. Update on HRIS implementation

Ms. McAvoi summarized her written presentation and experience of customizing the ADP
reporting capability for the needs of various departments. She noted that these reports can
address the needs of Payroll, Finance and the various departments to track and analyze their
labor expense and hours worked, including overtime. She reviewed a model FEMA report that
could be used to track labor hours and expense as well as equipment used in the event of a
future storm.

The Committee returned to the order of the original Agenda.

3. Review and vote on salaries of Registrar of Voters for 2017 and 2018

Ms. Weissler explained to new members of the Committee that every two years the salaries of
elected officials are set prior to the election for the upcoming term; in this way, compensation is
set for the positions, not for individuals. Regarding this latter point, she acknowledged the
excellent work done by the incumbents in using technology to reduce costs and improve
efficiency. In reviewing the comparables for other similarly sized Fairfield County cities and
towns, Ms. Weissler noted that the salary paid in Greenwich seems fair relative to the average
salary for Norwalk, Danbury and Bridgeport given that the Greenwich position is part time and
those cities full time. She also mentioned that the salaries for the First Selectman, Town Clerk
and Tax Collector had been set in 2015 at a 2% per year increase—in line with budget
guidelines.

Ms. Weissler called for a motion, seconded by Mr. Drake, to recommend
to the full BET a 2% per year increase in the salaries for the Registrar of
Voters: The Registrars of Voters’ Salaries will be set at $35,741 for
calendar 2017 and $36,456 for calendar 2018. In addition to their salary,
both Registrars of Voters will receive a stipend of $1,500 each for a
primary. In the event of a single party primary, both Registrars will
receive the $1,500 stipend. In the event of a Republican and Democratic
primary being held on the same day, the stipend will be for a single
$1,500 payment to each registrar. The Committee voted 3-1 to approve
the motion. (Opposed: Oberlander)

Ms. Oberlander explained her reasons for voting against the motion, noting that the data on
comparable localities indicated that the Registrars were fairly paid vs. their peer group and no
data was presented suggesting that Greenwich needed to increase the salary to attract
candidates for the position. Ms. Moriarty noted that their salaries had to be assessed in the
context of their staff members’ salaries. Ms. Weissler noted that it was likely that the salaries for
the peer town Registrars would likely be also increased for the upcoming term.

6. Review of proposed new positions and reductions for fiscal 2017

DPW: custodian – Mr. Monelli and Ms. Siebert presented the rationale for hiring a custodian for
the new Central Fire Station. This would increase the number of full-time custodians to five to
cover the Police Building, Marine Facility, Pistol Range and Garage; Town Hall; the Senior Center; and the new Central Fire Station. With the addition of the custodian, this would result in the area cleaned per custodian of 61,467 square feet, which Ms. Siebert indicated exceeded industry averages. Ms. Moriarty referenced a 2010 study that indicated this average square footage was in line with Town experience at that time covering many smaller buildings that are open 24/7 rather than fewer larger building covered by BOE custodial staff. Ms. Oberlander asked whether the increase in operating costs had been taken into account when the new Fire Station was approved, and Mr. Monelli responded that that is not typically included in the analysis. Ms. Weissler asked about the timing of the new hire; Mr. Monelli indicated that if the facility were scheduled to open by year-end, he would want to hire the custodian in September to train the new person. Ms. Weissler confirmed the following with Ms. Siebert: the total compensation for the new hire was estimated at $89,115 ($56,580 for salary and $32,535 for benefits), partially offset by a reduction in overtime and part-time expense of $33,000 for a net increase of $56,115.

HR: Employee Assistance (EAP) function to be outsourced – Ms. Pepe explained that a full-time employee had been fulfilling this function for the Town at a salary of $114,622 with benefits of $65,805. The HR Department plans to outsource this position. Ms. Pepe noted that EAP is an employee benefit that provides for a limited number of EAP visits per year for each employee and their immediate family members; she indicated that the standard industry practice is to have an outside firm provide this service. In the HR Department’s 2017 budget, half of the incumbent’s salary is being reallocated to fund the outsourcing and the remainder is being reallocated to Temporary Salaries for assistance while the department reassess its personnel needs for both this outsourcing and the HRIS.

4. Review and vote on M&C salary increase for 2016-2017

The Committee reviewed the information presented by the HR Department, which included a schedule that showed that there was some compression for some of the lower-grade category M&C employees vs. union staff. Ms. Brown and Ms. Pepe also noted that there was minimal difference between the benefit packages that M&C and LIUNA employees are entitled to. Ms. Weissler commented that the aggregate salaries of M&C employees totals $6,736,000; an increase of 2.5% would result in an increase of $168,000. She noted that even though the Committee had approved a 2.5% increase for fiscal 2016, the weighted average increase was 2.1% because not all employees received the maximum increase and midyear hires were not entitled to a full-year increase. The Committee agreed to defer a vote on this issue until its February 16th meeting.

7. Items for Meeting February 16, 2016 10:00A.M.

- Vote on M&C salary increase
- Vote on new positions

8. Items Scheduled for Future Discussion

- HRIS: review of departmental implementation and actual costs vs. budget
- CIRMA report
- Future areas of focus for the Committee

9. Adjournment

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Upon a motion by Ms. Moriarty, seconded by Ms. Oberlander, the Committee voted unanimously to adjourn at 4:48 P.M.

The next Human Resource Committee meeting is scheduled for February 16, 2016 at 10:00 A.M. in the Mazza Room; the next regular Human Resource Committee meeting is scheduled for March 15, 2016 in the Cone Room AT 3 P.M.

Respectfully submitted,

Catherine Sidor, Recording Secretary

Nancy Weissler, HR Committee Chairman