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

Tuesday, February 10, 2015

Committee
Present: Nancy Weissler, Chairman; William Drake, Randall Huffman, Mary Lee A. Kiernan

Board: Michael S. Mason, BET Chairman; John Blankley, William Finger, Sean Goldrick, Marc V. Johnson, Jeffrey S. Ramer, Leslie L. Tarkington

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director, Human Resources; Erica Mahoney, Assistant Director of Human Resources; Allison Graham, Employee Benefits Manager; Tiffany Navarro, Workers’ Compensation Administrator; Cicile Brown, Employee Professional Performance and Compensation Manager; Gina Williams, Ass’t Director, BOE Human Resources; Chief Jim Heavey, Police Department; Mark Kordick, Captain, Police; Greg Hannigan, Director of Police General Services; Robert Kick, Ass’t Fire Chief; Larry Roberts, Deputy Chief, Fire; Thomas Klein, Director Information Technology; Melissa Jones, Senior Business Analyst; Caroline Baisley, Director of Health; Deborah Flynn, Business Office Manager, Health; Marilyn Ross Cahn, Vice Chair, Board of Health

Other: Steve Warzoha, Member RTM; Nancy Gray, Member RTM; Debbie Appelbaum, Member BOE; Evan Kohn, BerryDunn Consultant

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

Ms. Weissler welcomed the public and thanked attendees for accommodating an early afternoon meeting in their schedule.

1. Approval of BET HR Committee Meeting Minutes January 13, 2015

Upon a motion by Mr. Drake, seconded by Ms. Kiernan, the Committee voted 4-0 to approve the Minutes of the January 13, 2015, Regular Human Resources Committee Meeting.

2. January 2015 HR Reports

Workers’ Compensation Incident and Expense Report – Mr. Mynarski reported that Workmen’s Compensation expenses reflected a surplus of $179 K year to date but that claims could be volatile. Ms. Navarro reported that for January, there were 29 total claims and 5 lost time claims vs. 22 claims and 4 lost time claims a year ago. Overall 215 claims were reported in FY15 compared to 234 in FY14. Ms. Navarro reviewed a chart of Police Department claims from July 1 thru January 31 for the two years that showed 35 claims for FY 15, of which 15 were
lost time, vs. 18 for FY 14, of which 4 were lost time. She noted that the increase was attributable to motor vehicle accidents, assaults and heart and hypertension claims.

Vacant and Posted Position Listings – Ms. Pepe reviewed and commented on the status of current vacant positions. She noted that Police recruits were selected but awaiting Academy training which could open up as soon as April. She commented that the possible appointment of a single director to oversee Inland Wetlands and the Conservation Commission was in discussion; however, Inland Wetlands has posted their Director position vacancy. Ms. Pepe noted that the Town Clerk’s office had just posted their administrative staff vacancy.

3. Human Capital Management System Update

Ms. Pepe updated the Committee on the General Ledger and vendor file issues that have yet to be resolved; she also noted that there have been significant cultural hurdles to overcome. Ms. Pepe noted that the payroll part of ADP appears to be working fairly well. HR is assessing the option of changing the cut-off of the pay week to Friday (from Saturday); however, that would entail additional expense. She also noted that Finance was working closely with ADP to address the General Ledger issue and should know by the end of February if the proposed solution would work. Ms. Pepe commented on several challenges which might be better resolved by additional consulting support provided by an enterprise level system administrator who could interact with ADP and TOG departments to resolved ongoing issues. In response to a question about IT’s role, she responded that IT had been key in assessing the hardware and system requirements and in installing the time clocks. She reported that there was an original list of 207 implementation issues that has been reduced to 69 yet to be resolved. The Police, Fire and BOE had retained their customized software that was specific to the nature of their work reducing some of their potential payroll problems. Ms. Williams noted that the BOE was facing similar issues and the lack of position control in ADP, as currently configured, was its largest deficiency.

The Committee agreed that a technology solutions analyst in IT might facilitate solutions that would benefit future town-wide roll-outs.

Upon a motion by Ms. Weissler, seconded by Ms. Kiernan, the committee voted 4-0 to change the order of business and move Item #6 forward for discussion.

6. Discussion of and Possible Vote on Proposed new Positions in the FY 2015-2016 Budget

- Health: Part-Time Public Health Educator - Ms. Baisley introduced Dr. Marilyn Ross Kohn, Vice Chair of the Board of Health, to speak in support of adding a Public Health Educator position to the department’s staff. The position would promote screenings and immunizations, create public awareness of health issues, and participate in community health assessments.

- HR: Part-Time Safety Analyst – Ms. Pepe asked the Committee to convert a contract consultant position to a part-time permanent position in order to benefit from more hours dedicated to safety issues. The position would continue to analyze job hazards, make OSHA recommendations evaluating equipment, facilities and processes, and assist with developing safety and health strategies to reduce Workers’ Compensation claims. She
noted that HR has tried this approach on a temporary basis this year and that it has resulted in the temporary analyst working 21 hours/week vs. access to about 8 hours/month of consulting time under the contract with the independent safety firm.

- **IT: Network Specialist** – Mr. Klein requested the addition of a Network Specialist to perform Help Desk support and maintain the TOG’s network, support the 1,200 digital phones that part of the VOIP project, and perform hardware and software installations. He noted that both IT positions requested were consistent with BerryDunn’s 2013 strategic plan for IT.

- **IT: Technology Solutions Specialist** – Mr. Klein requested this position to develop, implement, and support enterprise-based solutions that address technology needs across departments and entities. He noted that if this position had been in place prior to the ADP implementation, IT could have undertaken a broader role, but it would still not have been the lead department.

- **Police: Scheduling Coordinator** – Chief Heavey proposed the addition of a Scheduling Coordinator who would manage the assignment and be responsible for billing and collection of payments for extra duty police services. He indicated that if the position is approved, he may seek approval to hire the individual in advance of the July 1st date, when the new system is to go live.

- **Other: Fire Department: Captain Upgrades** – Assistant Chief Kick and Training Chief Roberts requested the upgrade of four lieutenants to captain who would then be assigned as the officer on the ladder truck, which is the only equipment that is not staffed with an officer. They noted that four fire fighters would, in turn, be promoted to lieutenant so the number of lieutenants would be unchanged. They commented that the ladder truck was the department’s most expensive and sophisticated piece of equipment. They also indicated the captains would assist the deputy chiefs with their responsibilities and would fill in during their absences.

4. **Discussion of and Vote on Recommendation for the Allocation of the 2.5% Increase in the M&C Salary Pool for 2015-2016**

Ms. Pepe recommended that the Town adopt the following criteria for the allocation of the increase in the M&C salary pool: An increase of 1.5% for M&C employees who either met or exceeded objectives. An additional “High Performance” increase for those who exceeded standard expectations and stand out as a performance leader and/or demonstrate outstanding performance on a special project or role. And additional 0.5% is to be awarded for those employees who meet this criteria in an excellent manner or 1.0% for those who do so in an exceptional manner.

Upon a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted 4-0 to approve the formula for increasing M&C salaries.

5. **Discussion of and Vote on Elected Officials’ Salaries for 2016 and 2017**

**First Selectman’s and Selectmen’s Salaries:** In considering the appropriate level of compensation for the Town’s elected officials, Ms. Weissler noted the following: 1) based on
the data reviewed, it appeared that these officials were compensated fairly relative to their other municipal peers and that their staff sizes were also in line with their peers; 2) the Committee had just voted to recommend an increase of 2.5% in the M&C salary pool for the next fiscal year so it, therefore, seemed reasonable that the increase for the elected officials should be in line with that; and 3) the Committee had already approved an increase of 2.5% for the Registrar of Voters.

Ms. Weissler made a motion, seconded by Mr. Drake, to recommend an increase in the First Selectman’s salary of 2.5% to $137,155 effective December 1, 2015 and $140,584 effective December 1, 2017 and an increase in the Selectmen’s salaries of 2.5% to $13,716 effective December 1, 2015 and $14,058 effective December 1, 2016 and forward these recommendations to the Board of Estimate and Taxation.

Ms. Kiernan noted that over the past 10 years, the trend has been for the Town’s elected officials to receive a salary increase percentage less than that of the M&C employees, allowing the salaries of elected officials to grow at a slower rate. She also noted that the last increase for elected officials was 2% and no case had been presented to accelerate that increase up to 2.5%. Further, Ms. Kiernan noted that elected officials are the most public group for which the BET sets compensation, and their salaries should model restraint and fiscal prudence. Mr. Huffman stated that an increase of 2% would be more fiscally prudent. Ms. Weissler noted that in 2013 the BET approved a percentage increase for the elected officials in line with the M&C increase. Ms. Weissler also noted that the Buck Consultants compensation survey that was completed two years ago had shown that the Town’s M&C employees were paid at a premium to their municipal peers and in line with their corporate counterparts. On the other hand, she commented that the data for the elected officials shows that they are paid in line with their peers.

Ms. Kiernan made a motion to amend the motion, seconded by Mr. Huffman, to increase the First Selectman’s and the Selectmen’s salaries by 2% in each of the next two years. The Committee voted on the amendment 2-2 (Opposed: Weissler, Drake).

The Committee then voted on the original motion 2-2 (Opposed: Kiernan, Huffman).

**Town Clerk’s Salary for Calendar 2016 and 2017:** Ms. Weissler commented that she thought the same rationale was applicable for the Town Clerk’s salary increase as she had described for the First Selectman’s.

Ms. Weissler made a motion, seconded by Mr. Drake, to recommend an increase of 2.5% in the Town Clerk’s salary to $98,483 for 2016 and to $100,945 for 2017 and forward the recommendation to the Board of Estimate and Taxation.

Ms. Kiernan commented that she thought the arguments that she had advanced about the First Selectman’s salary also applied to the Town Clerk.

Ms. Kiernan made a motion to amend the motion, seconded by Mr. Huffman, to increase the Town Clerk’s salary by 2.0% in both 2016 and

The Committee then voted on the original motion 2-2 (Opposed: Kiernan, Huffman).

**Tax Collector’s Salary for 2016 and 2017:** Ms. Weissler commented that she thought the same rationale was applicable for the Tax Collector’s salary increase as she had described for the First Selectman’s.

Ms. Weissler made a motion, seconded by Mr. Drake, to recommend an increase of 2.5% in the Tax Collector’s salary to $98,483 for 2016 and to $100,945 for 2017 and forward the recommendation to the Board of Estimate and Taxation.

Ms. Kiernan reviewed four issues of concern that justified a 0.00% increase for the Tax Collector’s salary. First, she questioned whether the position should be appointed, rather than elected, and she reviewed data from the Connecticut Conference of Municipalities compiled by the HR Department and sent to committee members. Ms. Kiernan noted that the data suggests that the larger the municipality, the more likely the position is appointed and not elected, reflecting the training and experience required for an increasingly complex position. Ms. Kiernan also noted the sharing of staff between the assessor and tax collector in Stamford, and recommended that the BET spend additional time studying whether efficiencies could be achieved by consolidating certain functions of these departments. Ms. Kiernan further noted the importance of a reporting line from the Tax Collector to the treasury function in the Finance Department. Ms. Kiernan stated that these issues all suggest that our Tax Collector position and department might be configured in a more efficient and optimal way. Finally, Ms. Kiernan expressed concern about the weaknesses in the Tax Collector’s procedures recently identified by the Town’s outside auditor, suggesting that no increase in salary was a more appropriate expenditure of taxpayer dollars. Mr. Huffman indicated that he agreed with Ms. Kiernan’s comments. Ms. Weissler noted that to make the tax collector an appointed position would require a charter change and that this was not within the Committee’s purview. She also noted that the Committee was setting the salary for the position of tax collector for the next term in the context of market comparables, not assessing the performance of the incumbent, which was the responsibility of the electorate.

Ms. Kiernan made a motion to amend the motion, seconded by Mr. Huffman, not to increase the Tax Collector’s salary in either 2016 and 2017. The Committee voted on the amendment 2-2 (Opposed: Weissler, Drake).

The Committee then voted on the original motion 2-2 (Opposed: Kiernan, Huffman).

7. **Update on Open Enrollment**

Ms. Graham commented that the ADP Health and Welfare team she worked with had enterprise level skills and the benefit transition to ADP’s payroll system was successful. She noted that approximately 2,000 TOG employees were participating in the high deductible health benefit program.
8. **Items for future discussion**

A special meeting of the Committee has been scheduled for February 17, 2015 at 2:00 P.M. to vote on the proposed new positions.

9. **Adjournment**

Upon a motion by Ms. Weissler, seconded by Mr. Drake, the Meeting adjourned at 4:59 P.M.

The next regular Committee meeting is scheduled for March 5, 2015 at 3:00 P.M. in the Cone Room.

\[Signature\]

Catherine Sidor, Recording Secretary

\[Signature\]

Nancy Weissler, HR Committee Chairman