

TOWN OF GREENWICH



OPERATIONS PLANS FISCAL YEAR 2017-2018

**TOWN OF GREENWICH
OPERATIONS PLANS
TABLE OF CONTENTS**

Section	Page
Introduction	2
General Government	
Office of the First Selectman (105)	4
Purchasing (106)	7
Administrative Services (107)	10
Human Resources (109, 131)	12
Registrars of Voters (120)	15
Finance (130)	17
Information Technology (134)	23
Assessor (135)	27
Tax Collector (139)	31
Law (140)	33
Town Clerk (150)	35
Zoning Enforcement (161)	39
Planning and Zoning (171)	41
Conservation (172, 174)	45
Inland Wetland & Water Courses (173)	51
Commission on Aging (195)	55
Senior Center (196)	60
Fire Department	
Administration (201)	63
Training (202)	66
Fire Marshal (204)	68
Fire Fighting Force (205)	70
Volunteers (208)	72
Police Department	74
Administration (211)	
Dispatch (212)	
General Services (213)	
Criminal Investigation (216)	
Uniformed Patrol (217)	
Public Works	
Administration (301)	79
Engineering (302)	81
Highway (312)	84
Waste Disposal (321)	87
Building Construction & Maint. (345)	89
Building Inspection (351)	91
Sewer (361)	93

Section	Page
Fleet (380)	96
Health	
Administration (401)	100
Environmental (405)	100
Special Clinical Services (410)	101
Family Health (415)	102
Laboratory (425)	103
Social Services	107
Administration (501)	
Adult and Family Services (502)	
Homemaker Services (509)	
Greenwich Public Schools	110
Administration (600)	
Instruction (620)	
Operation of Plants (640)	
Maintenance of Plants (650)	
Pupil Transportation (660)	
Student Activities (675)	
Libraries	
Greenwich Library (701-702)	111
Perrot Memorial Library (710)	116
Parks and Recreation	
Administration (801)	118
Recreation (811-817)	121
Parks and Trees (821-829)	125
Marine and Facilities (831-834)	129
Griffith E. Harris Golf Course (824)	134
Nathaniel Witherell (450)	136
Parking (219)	140

INTRODUCTION

Purpose:

The operations plans provided in this document are produced by each department in accordance with Article 2 (Budget, Appropriations and Requisitions), Section 21 (Annual Budget and Operations Plans) of the Town Charter:

The operations plans shall set forth in such form as shall be prescribed by the First Selectman, a concise and comprehensive report of the administrative activities of the board, department, division or office showing services, activities and work accomplished during the current year and to be accomplished in the ensuing fiscal year. Such operations plans shall contain a table of organization for the agency preparing it and shall list any changes in personnel proposed in the budget request for the ensuing fiscal year.

Operations plans are produced in conjunction with annual budget development and act as a supplement to departmental budget requests. The information contained in these plans provide context on the administrative activities and services provided in the current fiscal year, as well as plans for the upcoming fiscal year.

Components:

This document presents the operations plan for each department. If a department has multiple divisions, a separate plan for each division is included. The plans consist of the following components:

Mission:

An overview of the department or division's core functions and areas of service delivery.

Primary Services Provided:

The main services provided by the department or division. This provides a broad overview rather than an exhaustive list.

Current Year Major Accomplishments:

Highlights of work done in the current fiscal year. For work that is in progress, an anticipated completion date is noted.

Next Year Goals:

The work that the department or division expects to accomplish in the next fiscal year.

Table of Organization:

The organizational chart for each department or division, showing its structure and position titles.

Personnel Summary:

A two-year history of department or division personnel levels (including full-time and part-time/temporary positions), and the request for the ensuing fiscal year. If any changes are proposed, an explanation will be provided below the table.

For financial summaries for each department and relevant divisions, please refer to the most recent Annual Report, which is published yearly by the Board of Estimate and Taxation.

OFFICE OF THE FIRST SELECTMAN
105

Mission

The First Selectman is the Chief Executive Officer of the Town. The mission of the Office is to be accessible and responsive to addressing constituent needs, and to effectively and efficiently administer Town operations.

Primary Services Provided

- Supports and assists a variety of community interests, activities, and organizations through proclamations, statements, appearances, and participation.
- Makes appointments and nominations to various boards and commissions.
- Facilitates several advisory committees, such as the First Selectman's Community Diversity Advisory Committee, the First Selectman's Advisory Committee for People with Disabilities, and the Economic Advisory Committee.
- Manages citizen inquiries and other constituent services.
- Oversees Community Development, Fire, Fleet, Human Resources, Information Technology, Labor Relations, Law, Parking Services, Parks and Recreation, Police, Public Works, Purchasing and Administrative Services.
- Coordinates overall Town administration, including annual budget preparation and ongoing process improvements.
- Through the Labor Relations Director:
 - Negotiates and administers collective bargaining agreements with the Town's six units and the Board of Education's three units;
 - Represents the Town before the CT State Board of Labor Relations and the CT State Board of Arbitration and Mediation
 - Presents labor and employee relations training to department managers and supervisors.

FY 16-17 Major Accomplishments

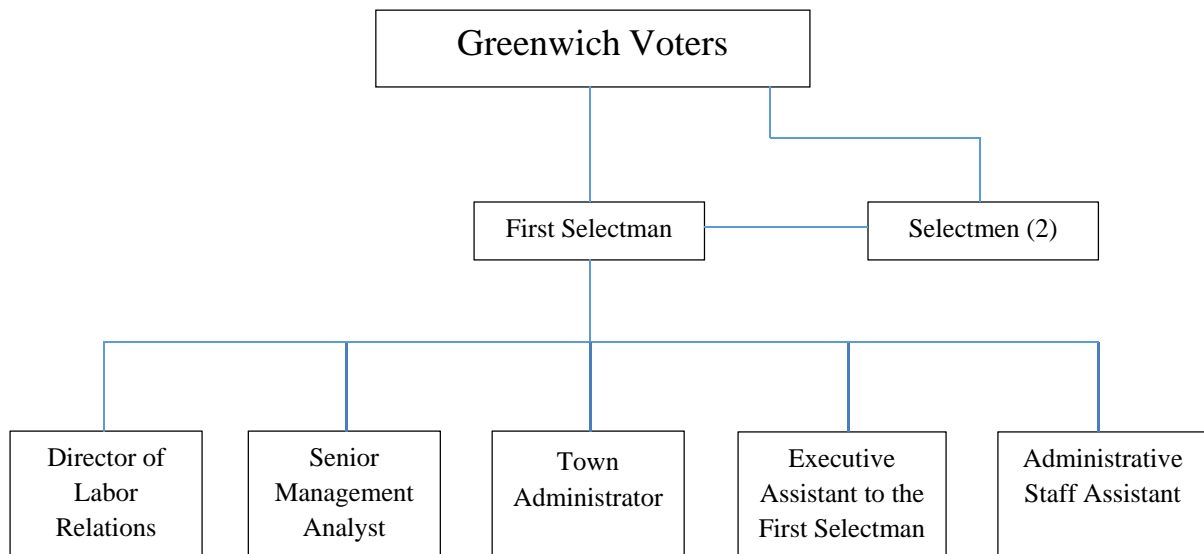
- Expanded the Town's customer relationship management system, Access Greenwich, to include all General Government departments.
- Conducted the biennial Town-wide citizen satisfaction survey to assess departmental effectiveness.
- Created the Greenwich Veterans Council, an umbrella organization to identify and provide support and services essential to the well-being of Town Veterans and their families. The Council has worked to organize and expand the annual Veterans Day march and service and the Pearl Harbor Remembrance Day service.
- Improved and expanded taxpayer problem resolution by acting as a liaison with various Town departments and outside agencies to provide the necessary services to resolve either one-time or recurring problems and issues.
- Published Financial Trends, 2006-2015.

- Negotiated a three-year labor settlement with the Greenwich Municipal Employees Association (GMEA) for the contract ending June 30, 2016.

FY 17-18 Goals

- Outline a multi-year plan for Youth Services that will define the role of the Town in coordinating and supporting programs delivered by both Town departments and external service providers.
- Use the results of the citizen satisfaction survey to take a critical look at departmental operations and investigate ways to improve service delivery.
- Continue to improve and expand communications between the Office of the First Selectman and Town residents with regard to ongoing issues including the continued drought; expand the Town’s media profile as effective communications operations continue.
- Continue the implementation of Access Greenwich to include request types for additional departments.
- Complete the binding arbitration process with the International Association of Fire Fighters (IAFF) Local 1042 for the contract ending June 30, 2015.
- Negotiate successor agreements with Local 456 Teamsters and Local 136 Laborers International Union of North America (LIUNA) for contracts ending June 30, 2016 and with the Silver Shield Association and the United Public Service Employees Union (UPSEU) for contracts ending June 30, 2017.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	6	0.63	782.6
FY 16-17	Budgeted	6	0.63	782.6
FY 17-18	Requested	6	0.63	782.6

Beginning with the FY17-18 Budget Book, the two part-time Selectmen will each be counted as 0.10 FTE. Previously, these two positions were incorrectly classified as full-time employees.

Comments on Proposed Personnel Changes

None

PURCHASING AND ADMINISTRATIVE SERVICES

106 – PURCHASING

Mission

The mission of the Purchasing Department is to provide centralized procurement services meeting public purchasing requirements for all equipment, materials, services and designated construction projects in a timely manner. Associated with the above mission is the provision of contract development services related to Requests For Bid (RFBs) and Requests For Proposal (RFPs) for user departments.

Primary Services Provided

1. Provide public procurement services to all Town departments.
2. Develop contracts/service agreements for all Requests For Bid/Proposal that Purchasing manages.
3. Manage insurance coverage documentation for all new and existing contracts that Purchasing has developed.
4. In past fiscal years one aspect of Purchasing's mission has been to provide timely, cost effective telecommunications management and support to all Town government departments. In FY 2017 this responsibility will be moved to the IT Department with the installation of the new Voice Over IP (VOIP) telephone system.
5. Ensure public procurement processes are in compliance with all pertinent federal, state and municipal laws, regulations and policies.
6. Provide effective and timely customer service to all Town government departments, the BOE as needed, elected officials and Boards.

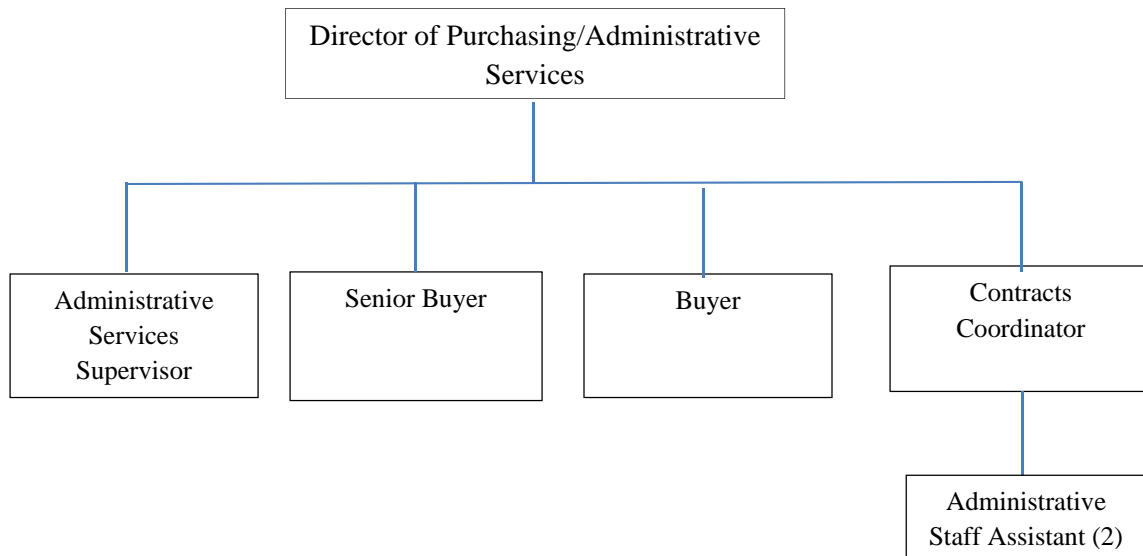
FY 16-17 Major Accomplishments

- Negotiate and award contracts for the purchase and installation of the new Voice Over Internet Protocol (VOIP) system's hardware, software and Session Initiation Protocol (SIP) trunking/plain old telephone service (POTs) lines necessary for the Town government locations. Anticipated completion date for all 28 locations is December 30, 2016.
- Completion of involved RFP process for SIP trunking/POTs lines services conducted with evaluation of proposals received, identification of finalist and development of contract for same. The new trunking and lines services will be used with the new VOIP telephone system.
- Implementation of new set-aside requirements for municipal public works projects and disbursement of related information to all Town departments.
- The goal of 97% of contracts developed by Purchasing and submitted to Law to be approved on first review will most likely be exceeded. Agent/broker letter to be revised. Determination will be made December 30, 2016.
- The goal of 97% of all insurance coverage documentation for contracts/service agreements developed by Purchasing to be complete, correct and current per Town of Greenwich insurance coverage documentation requirements will most likely be exceeded.
- Complete smooth transition of telecommunications management to IT Department.

FY 17-18 Goals

- 98% of contracts developed by Purchasing and submitted to Law to be approved on first review with new agent/broker letter approved.
- 98% of all insurance coverage documentation for contracts/service agreements to be complete, correct and current per Town of Greenwich insurance coverage documentation requirements with new insurance form being developed.
- Completion of VOIP telephone system contracts.
- Assist in the smooth transition of telecommunications management to the IT Department.
- Add finalized contract where required to each individual bid file in Purchasing’s “M” drive to make the individual bid file complete from development of bid to fully executed contract.
- Update the Purchasing website to be more self-explanatory and reduce inquiry calls to Purchasing. The bid result page will be changed. Once these changes are incorporated, this will eliminate the continual process of manual updates.
- Will update the current mission statement to have more detail as to what purchasing function really involves.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	6	0.71	1,300
FY 16-17	Budgeted	5	0.71	1,300
FY 17-18	Requested	5	0.71	1,300

Comments on Proposed Personnel Changes

None

**PURCHASING AND ADMINISTRATIVE SERVICES
107 – ADMINISTRATIVE SERVICES**

Mission

The mission of the Administrative Services Division is to provide quality customer service/support services to user Town departments in a timely way. Administrative Services is comprised of five areas of responsibility and provides central reception, desktop publishing/posting to the Town website and Channel 79, mail services, Reproduction Center services and building security support services.

Primary Services Provided

1. Provide central reception services, including answering the switchboard, answering of questions from the public, and management of booking for Town Hall conference rooms centrally held as well as car loaner pool.
2. Provide posting services to TOG website and Channel 79.
3. Provide Reproduction Center services, including duplicating, folding and binding services.
4. Provide mail services, both interoffice and US Postal Service.
5. Provide building security support services.
6. Provide effective and timely customer service to all Town government departments.

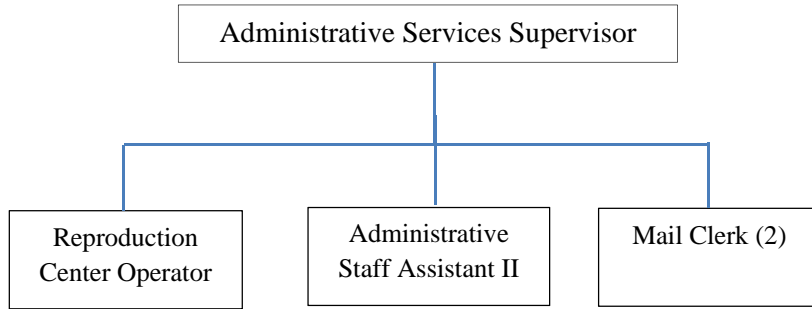
FY 16-17 Major Accomplishments

- Completed the transfer of responsibilities for imaging and indexing Finance Department's records from Administrative Services to Finance providing training and troubleshooting when necessary.
- Completion of the Town Hall Room Reservation Policy and development of appropriate forms.

FY 17-18 Goals

- To complete cross training for all staff so everyone has the knowledge base to cover all positions, switchboard, mail service and duplicating.
- Supervisor's goal is to complete the Administrative Services Users Guide. This guide would provide instructions for duplicating, mail service, booking conference rooms and pool cars.
- Update the Administrative Services website.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time Employees	Total Number of Part Time & Temp Hours
FY 15-16	Actual	5	0.25	455
FY 16-17	Budgeted	5	0.25	455
FY 17-18	Proposed	5	0.25	455

Comments on Proposed Personnel Changes

None

HUMAN RESOURCES

109

Mission

The Department of Human Resources provides excellence in human resources leadership and service delivery. We seek to attract, develop, motivate and retain a highly skilled, effective workforce capable of efficiently carrying out their responsibilities on behalf of the Town and to create a productive, supportive work environment characterized by fairness, open communication, personal accountability, trust and mutual respect.

Primary Services Provided

1. All recruitment, hiring, and on-boarding activities for all Town employees including those assigned to the Board of Education.
2. Advice and counsel in the areas of employee performance and conduct.
3. Administration of the Town's performance evaluation programs.
4. Management and administration of all Town compensation plans and wage schedules.
5. Approval and guidance on staffing and reorganization issues.
6. Administration of employee relations' services for all Town employees.
7. Assurance of compliance with all laws, statutes and regulations pertaining to employment, benefits, wage and hour and any other human resource matters.
8. Labor contract administration and interpretation.
9. Interpretation and enforcement of all Town Human Resource Policies.
10. Management and administration of all employee (Town and Board of Education) and retiree (Town) benefit programs, as well as oversight of the Employee Assistance Program.
11. Administration of all employee pension and defined contribution plans.
12. Management and administration of all employee leaves such as FMLA.
13. Management and administration of the workers' compensation program for both Town and Board of Education.
14. Administration of the Town's unemployment compensation program.
15. Oversight of the safety initiative for both Town and Board of Education.
16. Administration of all payroll processes and functions for the Town and the Board of Education.
17. Creation, implementation and administration of training and professional development programs.
18. Management and maintenance of all required human resources reporting, as well as all employee personnel records and files.

FY 16-17 Major Accomplishments

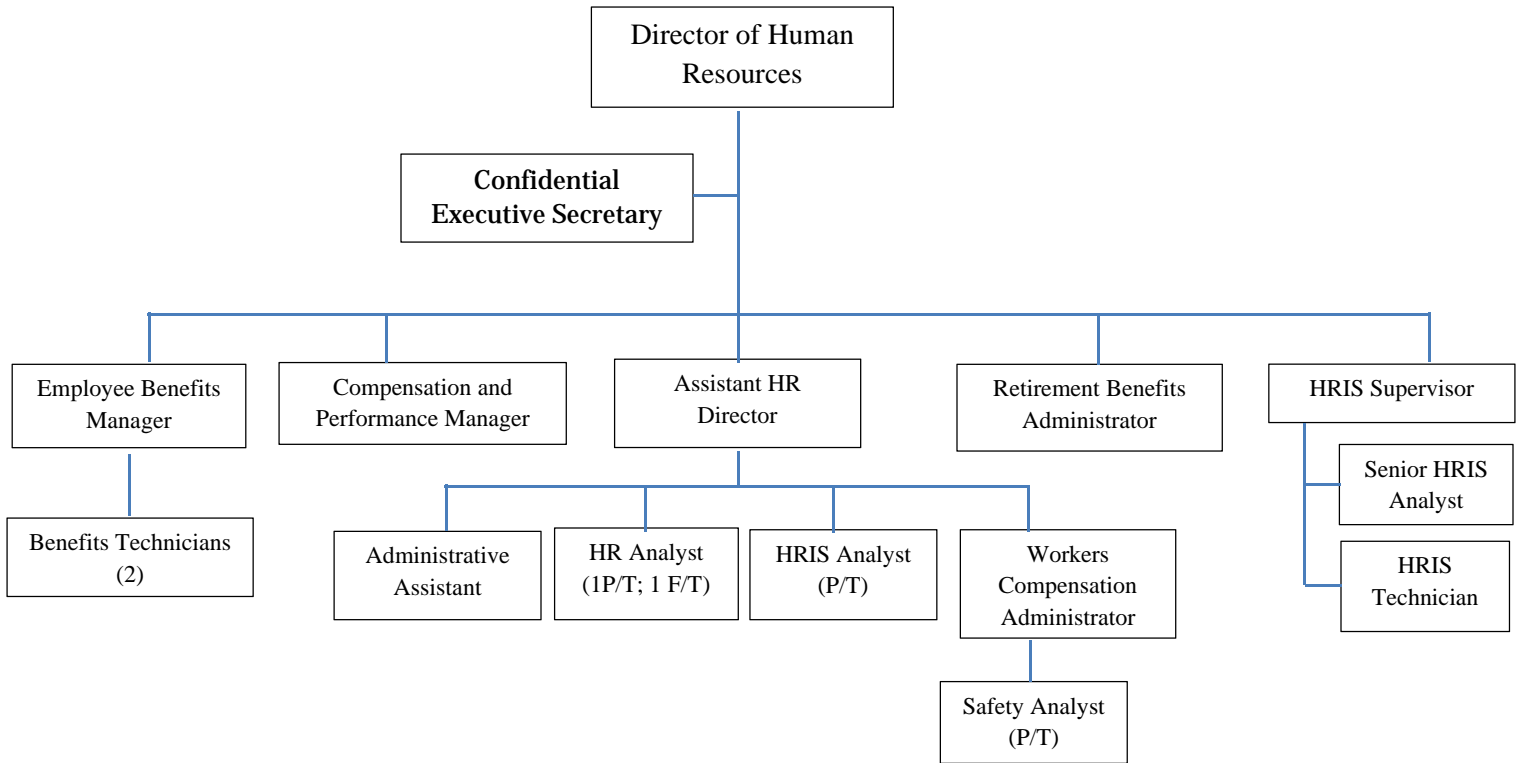
- Successful completion of outsourcing of the Employee Assistance Program.
- Refinement of the newly implemented performance appraisal program for GMEA, LIUNA, and Teamsters.
- Creation and delivery of an electronic Performance Appraisal form.

- Continued restructuring of administrative staff assistant positions and revision of recruiting, testing, and hiring procedures accordingly.
- Finalization of a Workplace Safety Plan.
- Ongoing implementation of the Leadership Institute to better train supervisory and managerial personnel; as well as ongoing training in the areas of harassment and customer service.
- Revitalization and implementation of Employee Recognition Program.
- Development of RFP for medical/occupational health services provider; selection of provider; and successful negotiation of new contract.
- Development of plan for migrating entire payroll system to a system of paying in arrears.
- In-depth analysis of current HRIS platform versus alternative platform in order to create efficiencies, increase browser compatibility, and evaluate current system versus alternatives.
- Completion of data analysis for the actuarial valuation of the Retirement System.

FY 17-18 Goals

- Continued refinement and possible expanded use of the use of the Human Resources Capital Management System.
- Continued development and extension of the Town-wide safety initiative and the role of the Safety Analyst.
- Development of a compensation rating system to better determine appropriate compensation and grouping for positions.
- Further enhancements to the Employee Recognition Program.
- Transition of several Town and Board of Education union and employee groups to the CT State Partnership Plan.
- Completion of the Human Resources Policy Manual revisions.
- Continued implementation of the Leadership Institute.
- Continued restructuring of various positions and revision of recruiting, testing and hiring procedures accordingly.

Table of Organization



Personnel Summary

		Number of Full Time Employees*	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	16	2.54	3,900
FY 16-17	Budgeted	15	2.87	6,420
FY 17-18	Requested	15	2.87	5,720

*This table includes Retirement Administrator (131)

Comments on Proposed Personnel Changes

- In FY 14-15, the full time headcount went from 21 full time positions to 16, due to the elimination of 5 full time Payroll Processor Positions.
- The reduction of one full-time position in FY16-17 is attributable to the elimination of the Employee Assistance Coordinator.
- The increase in one temporary employee in FY16-17 is attributable to the HRIS consultant’s fee being funded from the operating budget as opposed to the capital budget.

REGISTRARS OF VOTERS

120

Mission

The mission of the Registrar of Voters Office is to ensure federal, state and local elections are conducted with the highest level of professional election standards, included accountability, security and integrity, intended to earn and maintain public confidence in the electoral process.

Primary Services Provided

1. Conduct fair and impartial elections.
2. Organize efforts for primary and general elections.
3. Register voters.
4. Maintain voter registration records.
5. Answer questions from public concerning individual voter registration status, general questions, etc.
6. Provide outreach programs to the general public with the goal of increasing registration and accuracy of voter information in advance of the election.
7. Provide outreach programs specifically designed to increase awareness in schools of voting opportunities with the ultimate goal of increasing voter registration.
8. Organize and execute absentee ballot program for nursing homes with the goal of increasing participation of nursing home residents in the voting process.
9. Test format of optical scan ballot.
10. Test format of audio ballot for the visually impaired.
11. Secure scanners, absentee ballots, etc.
12. Conduct mandated canvass of registry.
13. Develop curriculum and training for Poll workers.
14. Notify the BOE and Parks and Recreation when non-eligible voters are discovered.
15. Enter all registration data into the State operated CVRS (Connecticut Voter Registration System).

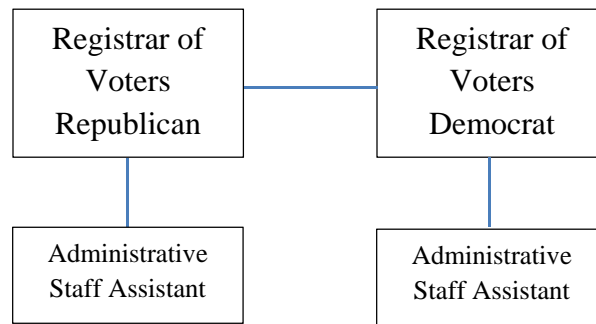
FY 16-17 Major Accomplishments

- The goal of the Registrars of Voters is to continue the long-standing practice of providing well-organized and impartial elections for municipal, state, and federal offices. In 2016-17, the Department conducted a Presidential Election, and registered an additional 5,000 voters. We will also conduct a canvass of all voters to clean our lists using the National Change of Address System database provided by the US Postal Service.
- The Presidential Primaries and Election were the third and fourth elections at which we will be used electronic poll books, which provide enhanced data regarding voter turnout during the day. The public now has the ability to monitor voter turnout in real-time during all elections. This data also includes information on the number of Absentee Ballots which have been returned for counting.

FY 17-18 Goals

- Conduct a canvass of voters to weed out voters who have moved out of town.
- Conduct a municipal election.
- Improve clarity of Registrars of Voters webpage to highlight the multiple options available to voters 24/7/365, including registration, change of address, Election Day Registration, and party affiliation.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	4	0.48	1,248
FY 16-17	Budgeted	4	0.73	1,768
FY 17-18	Requested	4	0.48	1,248

Comments on Proposed Personnel Changes

The reduction in proposed part-time hours is standard as part of the four-year Presidential election cycle. The Registrars have determined that the influx of additional voter registrations requires additional part-time help in a Presidential Election year.

FINANCE

130

Mission

The Mission of the Department of Finance is to accept and demonstrate a responsibility for the administration of sound fiscal policies of the Town and for developing, maintaining and improving financial systems and procedures. This includes the safeguarding of Town assets, maintaining proper internal controls over the disbursement of appropriated funds, the preparation and timely delivery of Town budgets, the implementation of a prudent cash management program, maintaining the Town's highest credit rating, pension administration and the maintenance of an effective risk control program.

Primary Services Provided

1. Budgeting – production of the annual budgetary document. The Department provides guidance to Town and Board of Education employees requiring assistance in preparing and submitting their respective budgets. The Department provides information to the Office of the First Selectman, Board of Estimate and Taxation and the Representative Town Meeting members in order for them to make financial decisions as they vote to approve the Annual Budget. Included within this provided service is the facilitation of the Capital Improvement Program (CIP). The Comptroller is a voting member of the CIP Projects Committee. The Budget Director is instrumental in the production of all required documentation for application, ranking and approval of capital projects. In addition, the Finance Department continually monitors the process of capital projects and works with departments to close out such projects when completed.
2. Risk Management – responsible for monitoring liability, automobile and property claims made against the Town of Greenwich. Risk Management will frequently be the first point of contact for a claimant's actions against the Town. It is Risk Management's responsibility to direct the claimant to the correct party or parties to properly process and close out the claim. Risk Management is responsible for monitoring liability, automobile, property and other ancillary insurance coverage for the Town. This responsibility includes placing policies for all Town Departments including the Board of Education and The Nathaniel Witherell Nursing Home. Risk Management is responsible for maintaining all information for Town motor vehicle drivers in data base form. This includes the "Permitted to Drive List", accidents data history by employee and department and all Global Positioning System (GPS) generated safety data. It is Risk Management's responsibility to report to various safety committees and departments on the results of this data. Risk Management is responsible for organizing defensive driving classes for the Town. There have been multiple defensive driving sessions conducted since Fiscal 2013 with over four hundred and fifty participants. Starting in Fiscal 2015, the Town hired Applied Risk Services to perform safety inspections of Town facilities. Applied Risk Services produces detailed inspection reports that are forwarded by Risk Management to the appropriate department heads for remediation. Risk Management is responsible for follow-up to ensure compliance. Risk Management is also responsible for presenting the reports and ensuing documentation to the BET Audit Committee. Risk Management is also responsible for

organizing and attending all third party safety inspections performed through the Town's Broker, Frenkel & Co. Risk Management is responsible for insurance recoveries for the Town generated by third party inflicted damage to Town property. Examples include damage to Town fences, walls, bridges, buildings, light posts, shrubbery or Town vehicles. Risk Management is solely responsible for organizing, data collection and negotiation of the Town claims for catastrophic storms such as the Super Storm Sandy insurance claim. Starting in October 2014, Risk Management is also responsible for FEMA applications. Risk Management received its final settlement checks for the Town's Hurricane Sandy claims. \$2,442,000 was collected by Risk Management from the Town's property insurance carrier for Hurricane Sandy damage. As part of an ongoing strategy to maximize insurance recoveries for the Town, Risk Management reviews all police reports dealing with damage incurred to Town property.

3. Internal Auditing – Risk Management is responsible for oversight of the Town's Internal Audit Department. An Audit Plan is submitted annually to the BET Audit Committee and the function undertakes various internal audits as approved by that Committee. The Internal Auditor reports directly to the Risk Manager. In addition, understanding the cost benefits and returns on the investment of utilizing auditors' expertise, the Finance Department continues to request funds in the consultant lines to supplement the audit program through the use of outside audit assistance.
4. Treasury/Cash Management – responsible for the investing of Town funds. The Finance Department works with the various BET approved banks to ensure that quality services are obtained at the best available prices. The Treasurer prepares and distributes a monthly Treasurer's Report and a General Fund cash forecasting analysis model. The Treasurer and Comptroller work closely with the BET Investment Advisory Committee, OPEB Trust Board and BET Audit Committee on a variety of cash management issues. The Finance Department manages cash under the requirements of the State of Connecticut State Statutes.
5. Accounts Payable – responsible for the payment of all appropriated Town and Board of Education expenditures. The Finance Department utilizes a "pre-auditing" function on the payment of all properly appropriated funds. Pre-audit reviews all bills for accuracy, proper authorization and the availability of adequate appropriated funding before payment.
6. Financial Report Preparation and Accounting – prepares the Annual Comprehensive Annual Financial Report and coordinates the preparation of the Town's Annual Report. Maintains all general ledger postings for financial reporting.
7. Debt Administration – responsible for the annual issuance of debt as approved by the various boards during the budgetary process. Works with a financial advisor and bond attorney in coordinating the preparation of the Official Statement and the sale of debt instruments to fund the various capital projects of the Town and Board of Education. Coordinates credit reviews with the Credit Rating Agencies annually.
8. Customer Service – due to the nature of the Finance operation, the staff spends considerable time responding to requests for information from the majority of Town Boards and Commissions, Board of Education personnel, Town department personnel and the public. The Finance Department considers prompt and courteous internal and external customer services a priority.
9. BET Special Projects – from time to time the Finance Department has had occasion to perform special non-recurring projects with the BET. Examples include; updating the BET

Policy and Procedures Manual, updating the Fund Balance and Debt Policies, The Nathaniel Witherell Strategic Committee Review, Cost Certification of Project Renew, Parsonage Cottage Loan Modification Project and a variety of other special projects

FY 16-17 Major Accomplishments

- Production of the Annual Budget. Finance has traditionally produced and distributed all budget documents within all posted BET and legally required timelines that are accurate and presented in a manner that provides all financial decision makers with the information essential to pass the annual budget. The budgetary process has become a year-round operation. The Finance Department immediately begins work on each ensuing budget subsequent to the passage of the current year budget. Noteworthy is the assistance Finance provides to the BET Budget Committee for preparation and approval of the annual BET Budgetary Guidelines. Finance also works with various Town departments in coordination with the BET Budget Committee in the presentation of monthly budgetary topics. Finance prepares annually a ten-year operating and fifteen-year capital budget.
- Compilation and distribution of the Comprehensive Annual Finance Report. Finance consistently issues its annual Comprehensive Annual Financial Report (CAFR) by December 31st, as required by State of Connecticut Statute. Under a directive from the BET Audit Committee, the Finance Department completes its annual CAFR earlier than required. The CAFR for the year ending June 30, 2016 was approved before the BET at their December 2016 meeting. Finance consistently is the annual recipient of the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. This is a national award and the Town did receive it in 2016 for the fiscal year ended June 30, 2015.
- Compilation and distribution of the Town's Annual Report. Finance works with all departments to produce the State of Connecticut mandated Town's Annual Report each year.
- Risk Management will continue to refine and improve a Loss Control Risk Management Program. Risk Management will continue to strive for lower third party claims versus the Town of Greenwich.
- Risk Management, through aggressive competitive bidding, has been able to reduce and maintain annual insurance premium costs for liability, automobile, property and other insurance lines.
- Risk Management has been assigned the responsibilities for filing and collecting on FEMA grant applications. During Fiscal 2017 Risk Management completely closed out all reimbursements for Hurricane Sandy.
- Timely and accurate Financial Report. Finance has consistently performed at high levels of results for basic accounting responsibilities. Finance reconciles general ledger accounts to supporting detail each month and quarter. Finance staff processes journal entries by the end of the next business day after receipt by the Finance Department. Accounting reports are distributed to Town staff in other departments within five business days after close of the monthly period. The goal is to continue these service deliverables.
- Maintain an effective Cash Management Program. Through aggressive cash and investment management programs, the Town Treasurer has enacted policies and procedures that have enabled Treasury to maximize investments earnings, within State of Connecticut Statute limitations and the Town's BET Investment Policies that approximate 100% in investment quality accounts. Finance has worked closely with the BET Investment Advisory Committee

and the OPEB Trust Board in developing, updating and maintaining investment policies for the General and OPEB Funds.

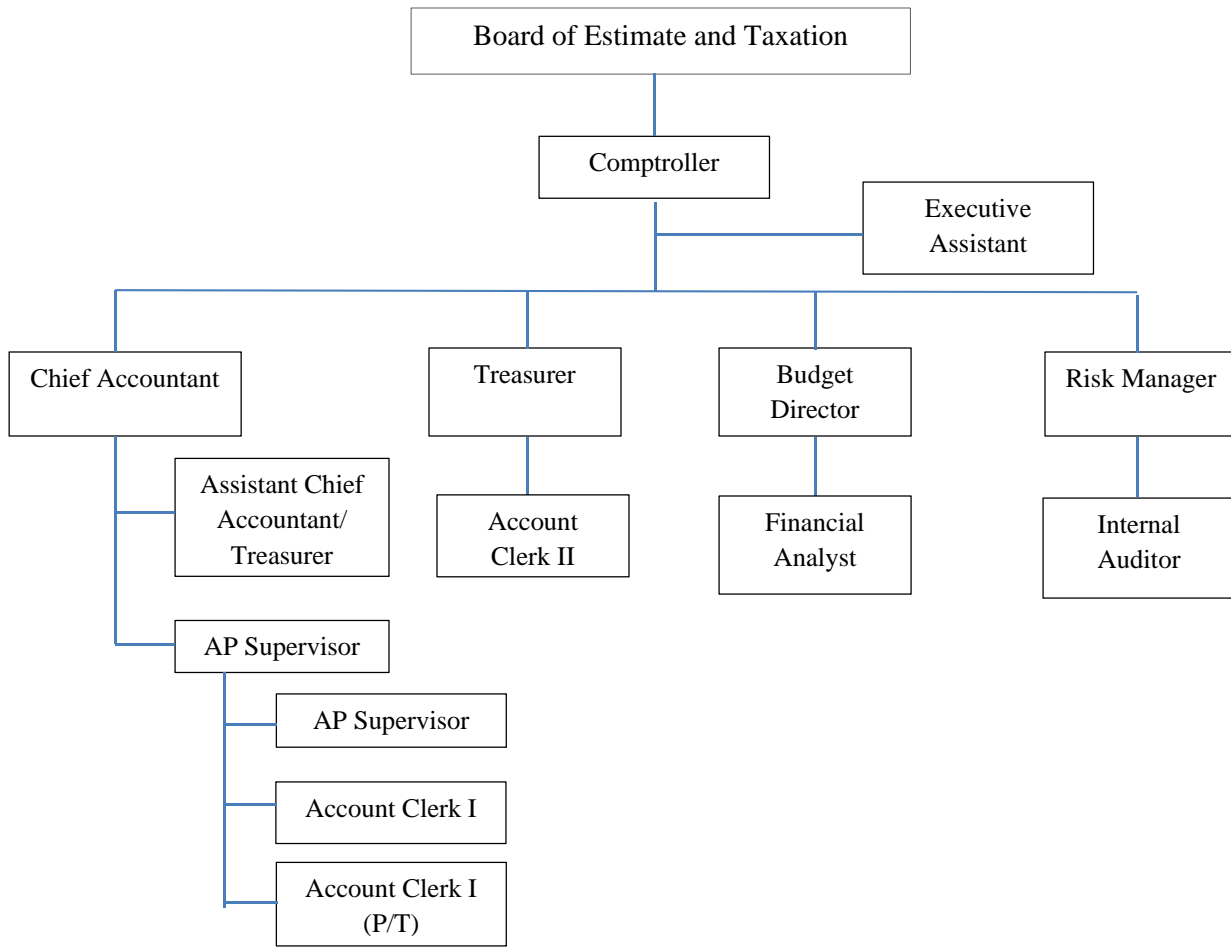
- Treasury has been able to reduce bank fees by aggressively reviewing all charges, eliminating unnecessary services and negotiating reduced fees with the various banks.
- Treasury staff reconciles all required bank reconciliations within 30 business days of receipt of bank statements. The goal is to maintain this timely reconciliation process.
- Review and report on economic conditions. Finance has consistently monitored variations from budgeted revenues on a weekly basis. Due to the uncertainty of revenue collections for the major revenue categories (i.e. conveyance tax, building permits and tax collections), this exercise has become a priority and the results, to include expenditure monitoring, were and continue to be presented to the BET Budget Committee on a monthly basis.
- Production of the Internal Audit Plan. The Internal Audit Plan was submitted to the BET Audit Committee and approved for the years 2016 through 2017. A new Audit Plan will be issued during Fiscal 2017, which will cover fiscal years 2017 through 2018. The goal is to continue this process.
- The Finance Department continues the Bonding Program with the issuance of a \$50 million Bond and \$60 million Bond Anticipation Note (BANS) sale in January 2016 at continued historically low interest costs. Finance has been able to minimize costs on the issuance of new debt through competitive bidding on the sales and its associated issuance costs. The next bond and note sale will be in January 2017.

FY 17-18 Goals

- Production of the Annual Budget.
- Compilation and distribution of the Comprehensive Annual Finance Report.
- Compilation and distribution of the Town's Annual Report.
- Risk Management will continue to refine and improve a Loss Control Risk Management Program that includes the following:
 - Continue to lower third party claims versus the Town of Greenwich.
 - Continue to decrease third party auto liability claims versus the Town of Greenwich.
 - Continue to obtain every plausible and reasonable insurance recovery due the Town.
 - Risk Management, through aggressive strategy considerations, has been able to reduce and maintain annual insurance premium costs for liability, automobile, property and other insurance lines. The goal is to continue this success in collaboration with the Town's Insurance Broker.
 - Risk Management will continue to strive to improve the manner in which the Town handles third party claims. Risk Management has revamped the process to provide consistency in how the Town interacts with new claimants' and the instructions claimants are provided on how to process claims versus Town. All claimant inquiries are directed to Risk Management. All claimants are now instructed to file with the Town's Clerk Office. As part of the new process, Risk Management and the Law Department are now paying some claims under \$5,000 without automatically requiring a CIRMA investigation, which requires time and expense to complete. The speeding up of the process for new claims has resulted in lower cost and less time consuming research performed by Town personnel responding to inquiries by claimants as to the status of their claim. Relationships with Town resident claimants have improved.

- Continue to maintain a data base of all things related to driver safety and the Permitted to Drive List.
- Timely and accurate Financial Report.
- Maintain an effective Cash Management Program.
- Treasury has been able to reduce bank fees by aggressively reviewing all charges, eliminating unnecessary services and negotiating reduced fees with the various banks. The goal is for the Treasurer to continue this oversight regarding banking fees and services with the respective banks.
- Treasury staff reconciles all required bank reconciliations within 30 business days of receipt of bank statements. NOTE: this has been a long standing practice that has been interrupted with implementation of the ADP payroll processing for the Payroll Bank Statement reconciliation only.
- Review and report on economic conditions.
- The Finance Department will continue the Bonding Program with the issuance of a General Obligation Bond and Bond Anticipation Note (BAN) financing through a competitive bidding process in January 2018. The goal is to maintain the triple AAA ratings for the Town of Greenwich.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	15	1.36	2,400
FY 16-17	Budgeted	15	1.36	2,400
FY 17-18	Requested	15	1.36	2,400

Summary Comments on Personnel Changes

None

INFORMATION TECHNOLOGY

134

Mission

The mission of the Information Technology Department is to deliver and support technology tools and capabilities that help improve the quality of life for Town residents. It does this directly through the operations of a GIS Office for the public, support of the Town website, and support of e-mail services for residents who volunteer their time conducting Town business on boards, commissions, and the RTM. Information Technology also serves the residents indirectly through partnerships with other departments in the Town's general government by providing five key services: IT Operations, Telephone Support, Geographic Information Services, Webmaster Services, and Technology Solutions.

Primary Services Provided

- IT Operations includes support and maintenance of the Town's network, data center, and related data services (refer to the IT Data Services section for a detailed and prioritized list of supported applications and services). IT Operations also maintains a business-hours technical help desk for the support of more than 1,200 digital devices, an e-mail system, and 106 applications utilized by employees of the Town's general government.
- Telephone Support provides services for approximately 1,400 office phones for the Town's general government (currently), and three Greenwich Library locations (in 2017). Also provides management of cellular service accounts for Town mobile devices.
- Geographic Information Services include support and maintenance of the Town's GIS (Geographic Information System), which serves as the central source of record for cross-departmental land use activities.
- Webmaster Services includes development and technical support for the Town government website. This also includes development and support of, and training for, the Content Management System enabling departments and divisions to add and maintain communications, documents, schedules, and general information on the Town website.
- Technology Solutions includes project management, business analysis, workflow architecture, and data integration for large cross-departmental technology initiatives for efficient use of enterprise applications such as CityView and onBase.

FY 16-17 Major Accomplishments

- Established a new Technology Solutions area within IT to manage a portfolio of large cross-departmental technology initiatives, and to facilitate business efficiencies through process improvement, work flow automation, increased utilization of current applications, and the adoption of new technologies to aid in facilitating business efficiencies.
- Replaced the legacy MAN (Municipal Area Network) connecting Town Hall with 29 other Town locations. The previous MAN was 15 years old, and the architecture depended upon virtual circuits where the Town shared a pool of fiber circuits with the vendor's other customers. The architecture was cutting edge in 2001, but became obsolete over the years. By the end of its life, it was relatively slow, less reliable and expensive to maintain; and its

architecture could not support voice traffic. The new MAN by comparison uses dedicated fiber optics to connect each Town location, it is ten times faster, supports voice traffic, and saves the Town approximately \$100,000 each year to operate.

- Established an underground fiber optic backbone connecting Town Hall and the Main Library Building to the State of Connecticut's Internet service allowing the Town to replace its legacy Internet access with a service provided by the State that provides higher bandwidth access and saves the Town approximately \$50,000 each year to operate.
- Assumed support of the Town's telephone system from the Purchasing Department in February 2016. Implemented a new Voice over IP phone system in the Town Hall, and will upgrade telephone service at the Police, Witherell, Library, and all other Town locations (excluding BOE) in 2017.
- Established Office365 as the e-mail replacement for Lotus Notes. All volunteer government users have been migrated from Notes to Office365. All Town government employees, including Police and Fire, will be migrated by the end of 2016.
- Conducted a study for upgrading the Town Hall web site. Performed a site survey, analytics review, and resident survey. Presented findings and recommendations at the First Selectman's Staff Meeting. The presentation comprised 37 slides detailing the web site history, structure, content statistics, and visitor patterns. It categorized resident feedback into recommendations to improve content ownership, governance and curation; and outlined the need to standardize content processes, user experience design, and page style guidelines across all of the Town Hall points of web presence. As a result, the First Selectman decided to form a leadership committee to develop a web site enhancement roadmap.
- Implemented an application upgrade process for major applications such as CityView, Lucy, Granite, and Munis. Established test environments and began using standard project management practices to perform upgrades. This process was first used with the latest Lucy upgrade.
- Deployed Granite Inspection System on the Town sewer inspection truck. Expanded the network infrastructure and establish processes for Granite to capture inspection video from the truck and export it to a central video database in Town Hall.
- Began CityView implementation in the Building Department. Will be completed by May, 2017. This is prerequisite work necessary to begin bringing aspects of the building permitting process online.
- Continue work on network resiliency by establishing backup network routing capabilities, and a back-up Internet connection at the Town's IT disaster recovery location. Began work on a Command Center in the IT Data Center for increased monitoring of key IT services. Will be completed by February 2017.
- Conducted a Cyber Security audit through the services of a cyber defense firm. Will receive findings and recommendations by the end of 2016, and will begin a multi-year risk reduction effort in 2017.

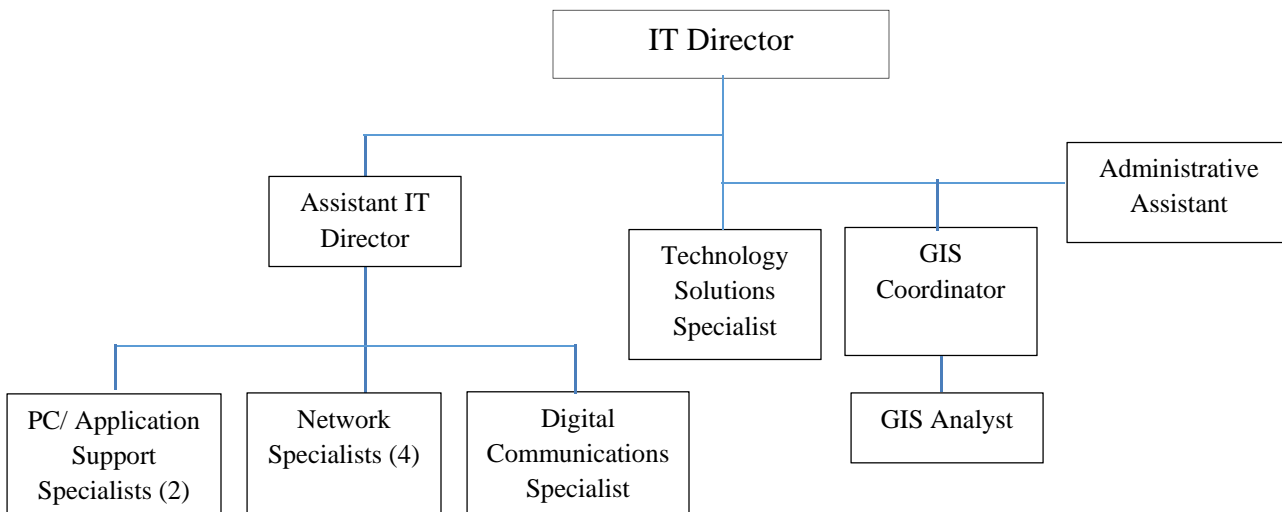
FY 17-18 Goals

- Begin a multi-year cyber risk reduction project with a goal of increasing our cyber defenses through operational adjustments, proactive analysis, and the introduction of security reviews as part of all projects involving the implementation of technology. Train Town

staff about their roles and responsibilities in safeguarding sensitive data; and educate them about cyber-security risks and how to deal with them.

- Deliver online document portal that will increase the amount of documents available to the public online. The initial phase will deliver more Planning and Zoning documents to the Town web site.
- Participate in a leadership committee of key department heads to establish a roadmap for an updated Town web site. Support efforts to establish content, process, and technology governance.
- Work with Public Works Department and the Town Administrator to bring aspects of the building permitting process online.
- Upgrade Town GIS information for residents by implementing the latest 2016 aerial photos along with current topographic and planimetric maps. The aerial photos and topographic work has already been funded through our regional council of governments, and will be delivered to the Town in early 2017. We will then work with a vendor to add Town specific planimetric details such as buildings, roadways, and water features.
- Increase the level of security on the Town’s Document Management System. Work with departments to increase efficiency of document work flow.
- Reduce the amount of legacy Microsoft Access database applications. Home-grown applications for Alarm tracking, Family Clinic, Purchasing Bids, and miscellaneous Munis reports are end-of-life and have significant support issues. Most functionality can be replaced by the expanding the use of commercial applications we already own.
- Increase the level of security applied to mobile devices through the expansion of MDM (Mobile Device Management) for tablets used to access Town applications.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Actual	12	0.17	315
FY 16-17	Budgeted	13	0.19	315
FY 17-18	Proposed	13	0.19	315

Comments on Proposed Personnel Changes

In the prior two budget cycles we have requested the position of Cyber-Security Specialist to serve as subject matter expert and point person to focus on the ongoing identification and reduction of current and emerging cyber-risks. This position would focus exclusively on prevention, awareness, countermeasures, diagnostics, and forensics. With cyber-crime activity increasing year over year, it is critical to have at least one person in the Town focused exclusively on cyber defense.

Rather than make the same request this year, we are instead budgeting for professional services funding to bring in a part-time, cyber-security resource from an established cyber-security defense firm on a month-to-month basis. This part-time resource would build an understanding our technology environment and become part of IT operations as an on-call first responder to any cyber breach or security threat. The resource would then follow up any cyber-security event by performing forensics and working with the IT staff to strengthen our security measures in response. The resource would also provide security reviews of all technology related projects, monitor network activity for suspicious patterns, perform vulnerability testing, work with staff to reduce risk, train users to increase awareness, and assist in overall risk mitigation. Having this resource as part of normal IT operations is important because cyber-threats are dynamic, and tools and prevention methods are fluid; and so effective protection must be persistent.

ASSESSOR 135

Mission

The Town Assessor's Office is responsible for the discovery, listing, and equitable valuation of all real estate, motor vehicle, and personal property within the Town of Greenwich in accordance with Connecticut State Statutes for the annual production of the Grand List. The Assessor's Office objective is to continually improve its collection of data and assessment practices to develop accurate assessments reflective of the fair market value. Connecticut State Statutes require that all property is to be revalued every five years and physically inspected every ten years. There are a total of 22,308 parcels in the Town of Greenwich. Of these, 20,541 improved parcels must be physically inspected by October 1, 2019.

Primary Services Provided

- Responsible for the preparation of the annual Grand List for Real Estate, Motor Vehicle, Personal Property and Motor Vehicle Supplemental. This includes the valuation of all new construction and review of building permits for commercial and residential properties.
- Perform a Town-wide revaluation every five years as mandated by Connecticut State Statutes.
- Perform a Town-wide physical inspection of all improvements every ten years as mandated by Connecticut State Statutes.
- Administer tax relief programs for the elderly, both state (329) and local programs (615). Apply exemptions for the veterans (1,558), blind (26), disabled (23), and volunteer firefighters (36). Notify all potential recipients of these programs by public notices, Town website, and various other publications.
- Analyze trends in property sales, prices, construction and renovation costs and rents for all property types.
- Supports the Board of Assessment Appeals with notifications of changes in assessment rolls. There were 1,034 BAA appeals from the 2015 Revaluation.
- Works with the legal department in management and settlement of all tax appeal litigation. There are 166 tax appeals to Superior Court are from the 2015 Revaluation. Reports to Finance settlements and impact upon revenue.
- Budget – Perform all assessment responsibilities within the office budget.
- Provide support and respond to BET requests for information and continually update the Board on a monthly basis.
- Respond to public inquiries regarding tax assessments and other exemption and benefit programs. Provide information to other town departments and agencies upon request.

FY 16-17 Major Accomplishments

- The Assessor's Office has completed the Town-wide 2015 Revaluation. Total taxable assessment after the Board of Assessment Appeals as of October 1, 2015 was \$32,318,548,107 an increase in assessment from the 2014 Grand List of \$1,231,956,885. The Assessor's Office has commenced the 2020 Revaluation by starting the measuring and interior inspection of all properties within the Town of Greenwich. This project shall be

completed over the next three years, thereby alleviating the need to contract this portion of the October 1, 2020 Revaluation to outside contractors.

- Compiled the 2015 Revaluation Grand List, which includes 21,339 taxable real estate parcels, 969 tax exempt parcels, 4,306 personal property accounts, 54,054 motor vehicle accounts, and 10,790 supplemental motor vehicle accounts. The staff is currently working on the 2016 Grand List.
- 166 tax appeals to Superior Court are from the 2015 Revaluation. Assessor's office shall continue to determine tax impact and reductions in future Grand Lists.
- Additions to the Grand List, such as Certificate of Occupancy, shall be detailed and provided throughout the fiscal year.
- Continue to develop and improve the Assessor's administration system and procedures to ensure adequate audit checks and supervision of changes to the tax levy. Through the departmental internal audit process, it became apparent that additional review of additions and deductions to the Grand List were necessary. Additional review by supervisory staff has been established.
- Create a more sophisticated and thorough analysis of all sales, both residential and commercial/industrial transactions. This shall allow the Assessor's Office to better estimate the impact of revaluations on the Grand List.
- The supervisory staff shall continue to better educate the staff so that any public inquiries are answered properly and expeditiously. The Assessor shall continue to disperse the workload evenly throughout the staff to minimize overtime and comp time. There is adequate staff to perform the daily workload without additional expense to the Town.
- Work with Finance to provide accurate details for the sewer district to be available for the budget book.
- Processed approx. 3,000 building permits with data changes and sketches into the ProVal database. Verified and analyzed sales transactions and 68 parcel splits and merger records. Analyzed 884 filings of annual income and expense reports for commercial properties.
- Processed 54,054 motor vehicle accounts, and 10,790 supplemental motor vehicle part year auto ownership accounts and calculated pro-ration adjustments to records reflecting sold part year auto ownership accounts.
- Processed 329 state senior applications, 615 local senior credits applications, 100 additional veteran's exemption applications, and 36 volunteer firefighter credits applications. State Reports for the State Office of Policy and Management.
- Processed all real estate records, maintained separate database files for vacant land, building permits, certificates of correction, certificates of occupancy, increase notifications and exempt properties.
- Provided new web pages, assessment maps, books containing sales and assessments by neighborhood, street address and type of building, computer terminals and field card records to enable the public to better understand their assessments. Enhanced public access to real estate records via Internet.

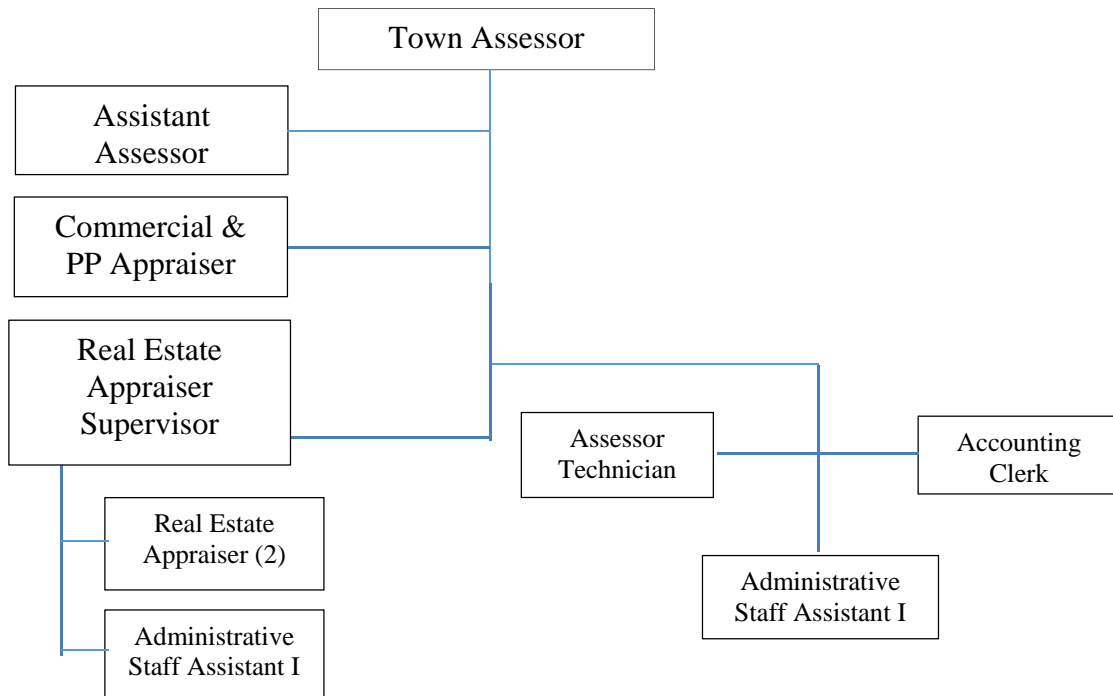
FY 17-18 Goals

- The Assessor's Office shall commence an electronic comparison of the footprint sketches of all buildings as drawn in the ProVal CAMA System versus the footprint of all buildings as captured in the latest (2013) GIS flyover of the Town. We anticipate that this

comparison will efficiently lead to the discovery of previously omitted improvements and the subsequent addition of their value to the Grand List. This technology shall create very accurate data upon which assessments shall be based.

- To commence an inspection cycle of all properties to comply with the requirement to inspect or at minimum, measure the exterior of all properties. Connecticut State Statutes require that all property is to be revalued every five years and physically inspected every ten years. There are a total of 22,308 parcels in the Town of Greenwich. Of these, 20,541 improved parcels must be physically inspected by October 1, 2019. These 20,541 improved parcels are comprised of 16,370 residential, 2,872 condominiums, 991 commercial and 308 exempt. The Town of Greenwich has the option of spreading this over a period of years to reduce the costs of revaluations and provide accurate data for every revaluation. By accomplishing this task in-house over the next four years, the cost to the Town of Greenwich for the 2020 Revaluation shall be significantly less.
- To complete the 2017 Grand List, which includes review of approximately 4,000 building permits. To institute a review process to insure all new construction is properly added to the Grand List. Review and add to the 4,306 personal property accounts, price 54,054 motor vehicle accounts, and 10,790 supplemental motor vehicle accounts.
- The Assessor's Office shall continue to assist property owners in understanding the assessments and how such assessments were derived. To improve our customer service to the taxpayers of the Town of Greenwich, as well as the business community, the Assessor's Office shall continue to educate all visitors of their rights and responsibilities in the assessment of real estate, motor vehicles and personal property by implementing Customer First Organization Techniques.
- The Assessor's Office shall continue to closely monitor the outcome of the 2015 Revaluation. This shall include continuing the verification of all real estate sales, and verification and accurately listing of the results in the ProVal CAMA System. The Assessor's Office shall continue to analyze trends within districts and neighborhoods to extract trends in the real estate market for the 2020 Revaluation.
- To continue the implementation and full utilization of the new administrative software system, QDS. Continue to create greater efficiencies within the office.
- Electronic filing of the Personal Property declarations shall be available for taxpayers commencing with the Grand List of 2017, minimizing the amount of data entry required and allowing businesses to file electronically. Once fully implemented, this process shall become less labor intensive and allow taxpayers an alternative to the current process.
- To minimize the tax exposure and reductions to the Grand List as the 166 tax appeals to Superior Court are settled. Assessor's office shall continue to determine tax impact and reductions in future Grand Lists in negotiating settlements.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	10	0.93	1,693
FY 16-17	Budgeted	10	1.19	2,166
FY 17-18	Requested	10	0	0

Comments on Proposed Personnel Changes

Part-time hours budgeted in FY16-17 was due to the 2015 revaluation.

TAX COLLECTOR

139

Mission

The Tax Collector's office will endeavor to achieve the highest collection rate possible for taxes levied by the Town of Greenwich. We will properly account for and safeguard all funds collected by the Office of the Tax Collector. We will utilize the collection tools available to us, always remembering to treat our citizens and taxpayers with respect throughout the process. State Statutes and Local Ordinances are strictly enforced the same for all. We will strive to provide an atmosphere of professionalism and consistently excellent customer service. Customer feedback (both positive and negative) are always incorporated as we develop our operating processes for the future.

Primary Services Provided

1. The collection, accounting, and safeguarding of all local taxes. These include Real Estate Property, Business Personal Property, Motor Vehicle, and Sewer Assessments.
2. Provide timely, accurate, and date sensitive tax related information to an expansive and diverse user community: this group would include: (but not be limited to) Current & Prospective Property and Business Owners, Attorneys, Business Managers, Courts (Superior, Bankruptcy & Probate), Title Searchers, Motor Vehicle Owners and Lessees, Motor Vehicle Leasing Companies, Real Estate Tax Paying Companies, Lenders (Banks & Private Direct), members of the media, State Marshalls, and local Constables.
3. Establish and maintain effective key internal and external working relationships to ensure required levels of collaboration are in place to achieve a best practices approach related to the collection of taxes. The internals would include: (but not be limited to) Board of Estimation & Taxation, Finance, Assessor, Legal, and Building / Health (related to permitting). The externals include CT Department of Motor Vehicles, Office of Policy & Management, Escrow companies, and the statewide network of other Municipal Tax/Revenue offices.
4. Balance all tax receipts daily and provide Finance group with required reconciliation detail.
5. Perform timely and accurate processing of Assessor issued Certificates of Correction. These transactions translate to increases and decreases of taxes owed. These outcomes are then communicated to appropriate parties for settlement.
6. Orchestrate the Tax Sale process for delinquent properties as a means to bring matters to resolution (full payment of taxes owed).
7. Ensure liens are placed for non-payment of taxes protecting the town's rights and maintaining its position.
8. Maintain billing and payment records in concert with involved lenders for escrowed accounts.
9. Research returned mail for current address information and resend.
10. Investigate, confirm, and issue refunds to deserving taxpayers on a regular basis.

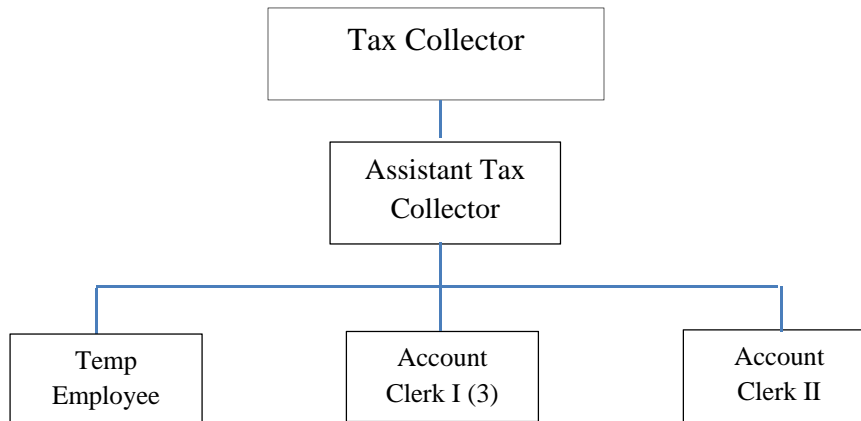
FY 16-17 Major Accomplishments

- Extended online services to effectuate greater convenience and security for General Public access to information and created more options for the public’s ability to pay taxes.
- Achieved a collection rate greatly surpassing 99% with one of the smallest Department operating budgets in Town of Greenwich.
- Consolidation of 2 part-time positions into 1 full-time allowing greater efficiencies due to less time spent training and professional abilities of full-time employee.

FY 17-18 Goals

- Bring to fruition the transition of the DMV CIVLS software which will allow stakeholders more access to DMV transactions through the online process.
- Continue to work with our vendor to create a more aggressive marketing campaign to eventually achieving the ultimate goal of 100% electronic billing, thus eliminating the costs associated with paper billing.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	5	1.64	3,120
FY 16-17	Budgeted	6	0.27	520
FY 17-18	Requested	6	0.27	520

Comments on Proposed Personnel Changes

None

LAW DEPARTMENT
140

Mission

The main charge of this department is to serve as legal advisor, attorney and counsel for the Town government and all departments and officers thereof.

Primary Services Provided

On a daily basis, this department counsels the representatives of Town departments; renders numerous legal opinions, both oral and written; drafts ordinances; reviews, negotiates and approves contracts; attends the meetings of various Town departments, agencies, boards and commissions when necessary; and represents Town agencies and personnel in state and federal courts and before administrative agencies.

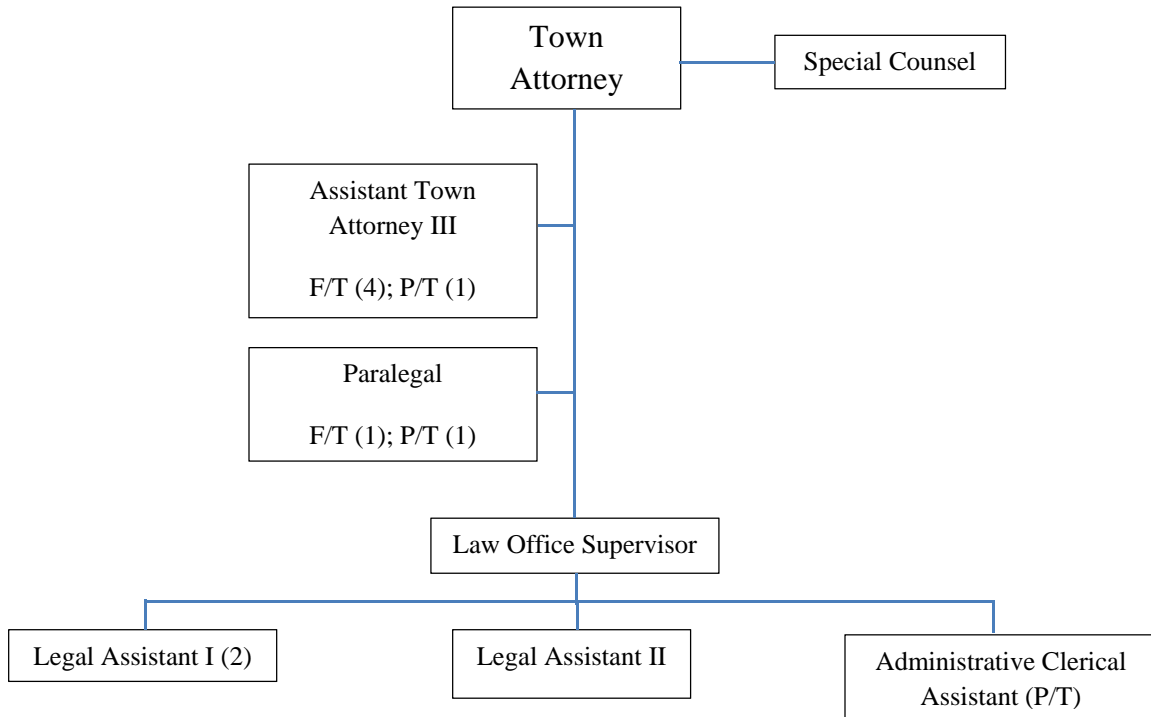
FY 16-17 Major Accomplishments

Based on historical perspective and continuing service the Law Department has successfully defended various claims on behalf of the Town, produced responses, both written and oral, to various departments and individual representatives of the Town and successfully analyzed and advised on multiple issues before the Town on a daily and repeated basis.

FY 17-18 Goals

There is one basic goal to be provided by this Department. This goal is to provide the municipality with the best professional legal services available in a timely and economically viable fashion.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	10	1.48	3,328
FY 16-17	Budgeted	10	1.48	3,328
FY 17-18	Requested	11*	1.30*	2,288

Comments on Proposed Personnel Changes

*The Law Department is considering the possibility of making its part time Assistant Town Attorney a full time employee for the 2017-18 fiscal year.

TOWN CLERK

150

Mission

The Office of the Town Clerk is responsible for providing a number of services to the public. The office is also responsible for providing services and information to employees of the Town Departments. The mission is to provide these services in an efficient, courteous and accurate manner.

Primary Services Provided

1. Issuance of liquor permits.
2. Issuance of licenses for dog ownership and shellfish permits. Also responsible for the timely collection of these license fees.
3. Record deeds and trade names – certification of the same
4. Verification, collection and recording of conveyance tax revenues
5. Collection and recording of fee for new and renewing notaries – verification of notary signatures – maintenance of notary signatures on file
6. Receiving and processing of military discharge papers.
7. Processing of absentee ballot applications including issuing absentee ballots through mailings or in person at the Clerk's Office.
8. Preparation of selected materials for election officials
9. Certification of election results to the State
10. Prepare and mail the RTM's Call and minutes
11. Maintain the attendance records of the RTM's membership
12. Produce and make available property maps within 24 hours of request

Vital Statistics Division

1. Record births, home births, marriages, same sex marriages, civil unions and deaths.
2. Provide certification of the same.
3. Issuance of burial permits
4. Provide information of births to the BOE
5. Provide information of deaths to the Registrars Office
6. Provide information on cause of deaths to the Health Department
7. Provide information on births, deaths and marriages to all Connecticut municipalities and the State of Connecticut.

FY 16-17 Major Accomplishments

- The Department continuously tries to develop practices and procedures that have led to increased public services levels. One such project involved installing computer stations that allow the public to quickly access information. Those members of the public who do not feel comfortable looking up their records through our computers are assisted directly by Department personnel. The net result of the project has been that the public is serviced

faster and less Departmental employee hours are expended. This is an ongoing service provided by the Department

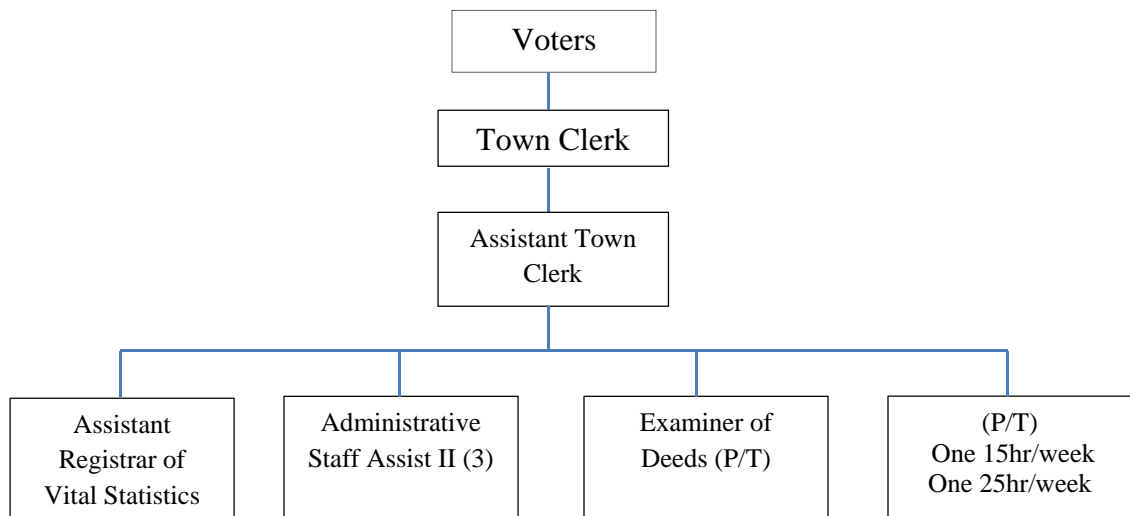
- In order to service the public more efficiently the Department physically rearranged the Land Records and Vital Statistics vaults. This has been particularly helpful for Land Records storage as the Department moved the newest records to the front of the vault allowing for easier searches of the most frequently examined records. This effort has now evolved to a new stage where the rolled maps will be flattened to provide more space as well as increase ease of access and stronger security. This new phase is complete.
- The Department has applied for and received grants from the State of Connecticut's Office of Public Administration in conjunction with the State's Historic Document Preservation Program. For the Town this program has been targeted for computer indexing of older records for the purpose of both practical and faster identification. This program has helped both Department personnel and the general public to access older records. The Department has hired a third party vendor, ACS (Affiliated Computer Services, inc.) to develop the computer indexing. The Department plans to continue this project until indexing of records back to the 1950's is completed.
- The Department has developed, through the initiation of the present Town Clerk, an active participation in the Town Archived Preservation Program (TAPP). The Department has successfully restored some of the oldest Town records dating back more than 300 years.
- The Department has consistently passed on information on RTM votes and attendance to the Town's Administrative Services Department for posting on the Town's Website. The goal of the Department has been to provide the information within 24 hours by the close of business the day after the RTM meeting. We met this goal almost without exception.
- The Department is delivering on its Service Delivery Project to digitize maps for customers. The project simultaneously provides for better customer service and anticipated increased revenue.
- The Department has consistently produced minutes of the RTM meetings within 2-3 business days of the meeting date. The Department forwards the minutes to the RTM Moderator.
- The Department has consistently produced the 'Call' for the RTM meetings two weeks before the actual meeting. We have done so without exception in recent history.
- The Department has cross-trained employees in scanning, indexing and reconciliation procedures to allow for more efficient office operations and better service to the public. The Department now has three full time qualified Assistant Registrars for Vital Statistics. Each Assistant Registrar has to be appointed by the Town Clerk and registered with the State of Connecticut. The Department has made it a goal to maintain a number of Assistant Registrars to ensure that paperwork is efficiently processed which prevents slow or delayed services to the public.

FY 17-18 Goals

- State Connverse System for Town Clerk Offices. Project's goal is to eliminate typing manually the outer envelope and inside envelope for absentee ballot process. This project will assist the staff to be more efficient in spelling of names and addresses of the registered voters of the Town of Greenwich.

- Cash registering system for Vital Statistics and Town Clerk Offices. Project’s goal is to eliminate the use of paper receipts therefore eliminating addition errors. This project will assist with the public as to produce a file number for documents that are recorded in the office
- Digitize all Births, Death and Marriage original certificates. Project’s goal is to eliminate the use of the original certificates so they will not be further damaged or lost. This project will assist with the organization and efficiency to record retrieval as well as microfilm storage.
- Digitize all Representative Town Meeting Call and Minutes. Project’s goal is to eliminate the use of the microfilmed books. Information can also be accessed by a word searchable engine making finding specific items more efficient. This project will assist with the organization and efficiency to record retrieval as well as microfilm storage.
- Digitize all original mylar maps. Project’s goal is to eliminate the use of the original maps so they will not be further damaged or lost. This project will assist with the public’s access to records as well as keep the originals in a secure location.
- Furnish information to the new RTM Website.
- On-Line access located at www.uslandrecords.com of all land records that are currently available on computer in the office. Ultimate goal is to have this information available for public look up therefore receiving monthly revenue.
- Provide the ability to file documents through an approved email site. Ultimate goal is to have the ability to file documents without leaving place of business.
- Providing one set of paper indexes for land records from the years 1954-2011. Ultimate goal is to have this information available for public look up, thereby, excluding the need for office personnel to assist in the effort.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 14-15	Budgeted	6	1.29	2,700
FY 15-16	Budgeted	6	1.28	2,700
FY 16-17	Requested	6	1.28	2,700

Comments on Proposed Personnel Changes

None

**PLANNING AND ZONING DEPARTMENT
ZONING ENFORCEMENT
161**

Mission

The Mission of Zoning Enforcement is to provide excellent customer service while ensuring compliance with the Town of Greenwich Building Zone Regulations (BZR's) and Nuisance Abatement Ordinance through enforcement action, issuance of zoning permits and management of the Planning and Zoning Board of Appeals.

Primary Services Provided

1. Enforcement of the Town's Zoning Regulations and addressing zoning violations when they occur through legal action, pursuant to the Connecticut State Statutes and the Town of Greenwich Building Zone Regulations.
2. Enforce the Nuisance Abatement Ordinance of the Town pursuant to the Town Charter.
3. Administering Zoning Permits, a precursor to the issuance of any building permit. The Zoning Permit indicates that the proposed work to any commercial and residential buildings is in compliance with the Building Zone Regulations and all applicable site plan and subdivision approvals.
4. Manage the administrative functions of the Zoning Board of Appeals who hear and decide appeals for (1) variances from the provisions of the regulations, (2) special exceptions for certain uses specified in the regulations, and (3) overriding an order or decision of the Zoning Enforcement Officer.

FY 16-17 Major Accomplishments

- Continued to provide excellent Customer Service
- Continued to increase digital library for advanced access to data
- Adjusted the fee schedule to reflect value of work from a flat fee, which is no longer a more equitable approach but also resulted in significant revenue generation.
- Streamlined processes in coordination with the Planning and Zoning so as to improve services and significantly reduce review time.
- Cross-trained administrative staff to provide redundancy and ensure the all administrative functions were being met.

FY 17-18 Goals

- Continue to provide excellent Customer Service.
- Continue to increase digital library for advanced access to data and make said data available through an on-line portal.
- Continue to work with Planning and Zoning on joint strategies for improving services and finding cost efficiencies through but not limited to, enhanced use of technology.

Table of Organization

Included in Planning and Zoning (171)

Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	3	2.85	10,660
FY 16-17	Budgeted	3	2.96	10,660
FY 17-18	Requested	3	2.96	10,660

Comments on Proposed Personnel Changes

None

**PLANNING AND ZONING DEPARTMENT
PLANNING AND ZONING
171**

Mission

The mission of the Planning and Zoning Department is to provide excellent customer service to the public while supporting the Planning and Zoning Commission in carrying out the Commission's responsibilities as defined in Special Act #469 of the Laws of 1951, Chapter 124 of the Connecticut General Statutes and the relevant provision of the Town Charter. The Department handles zoning and subdivision applications, provides planning and zoning services to the public and works with other town departments on land use issues.

Primary Services Provided

1. The Planning and Zoning Commission's general responsibilities include the preparation and periodic updating (every 10 years) of a long-range Plan of Conservation and Development (POCD), which requires RTM approval. (Mandated by Town Charter and Connecticut State Statutes).
2. Prepare and amend zoning regulations and regulations for the subdivision of land. (Mandated by Town Charter and Connecticut State Statutes).
3. Review zoning applications, municipal improvements, and subdivision applications. (Mandated by Town Charter and Connecticut State Statutes).
4. Prepare and maintain the official copy of zoning and subdivision regulations, and the official Town of Greenwich zoning map. (Mandated by Town Charter and Connecticut State Statutes).
5. Department is responsible for assignment of all street addresses in the town, and coordinates this activity with the United States Postal Offices, and all Emergency Services. (Mandated by Town Ordinance on House Numbering).
6. In carrying out these general responsibilities the staff to the Commission coordinates with the following agencies; the Architectural Review Committee, the Historic District Commission, the Conservation Commission, the Inland Wetland and Watercourse Agency, the Departments of Public Works, Parks and Recreation, the Health Department, Fire Department, State DEEP, and SWRPA. (Mandatory and Essential).
7. The Department staff provides applicants, the public and the Commission with timely reviews and staff reports of site plan and subdivision projects, while insuring that all applications reviewed comply with both the Town's Building Zone and Subdivision Regulations, Town Charter and Code, and State Statutes, in an open and informed public review process. (Essential)
8. Monitor progress with the goals and objectives of the Plan of Conservation and Development; the Department provides the public and other Town Departments with information and assistance in implementing the programs, projects, and goals of the plan, along with the Open Space Plan. (Essential)
9. Develop long term neighborhood planning studies to address issues and problems identified town wide and within specific neighborhoods.
10. Maintenance of Department web-site for Public Outreach and to inform

residents on upcoming meetings, items of the agendas, proposed new regulations, and planning studies.

FY 16-17 Major Accomplishments

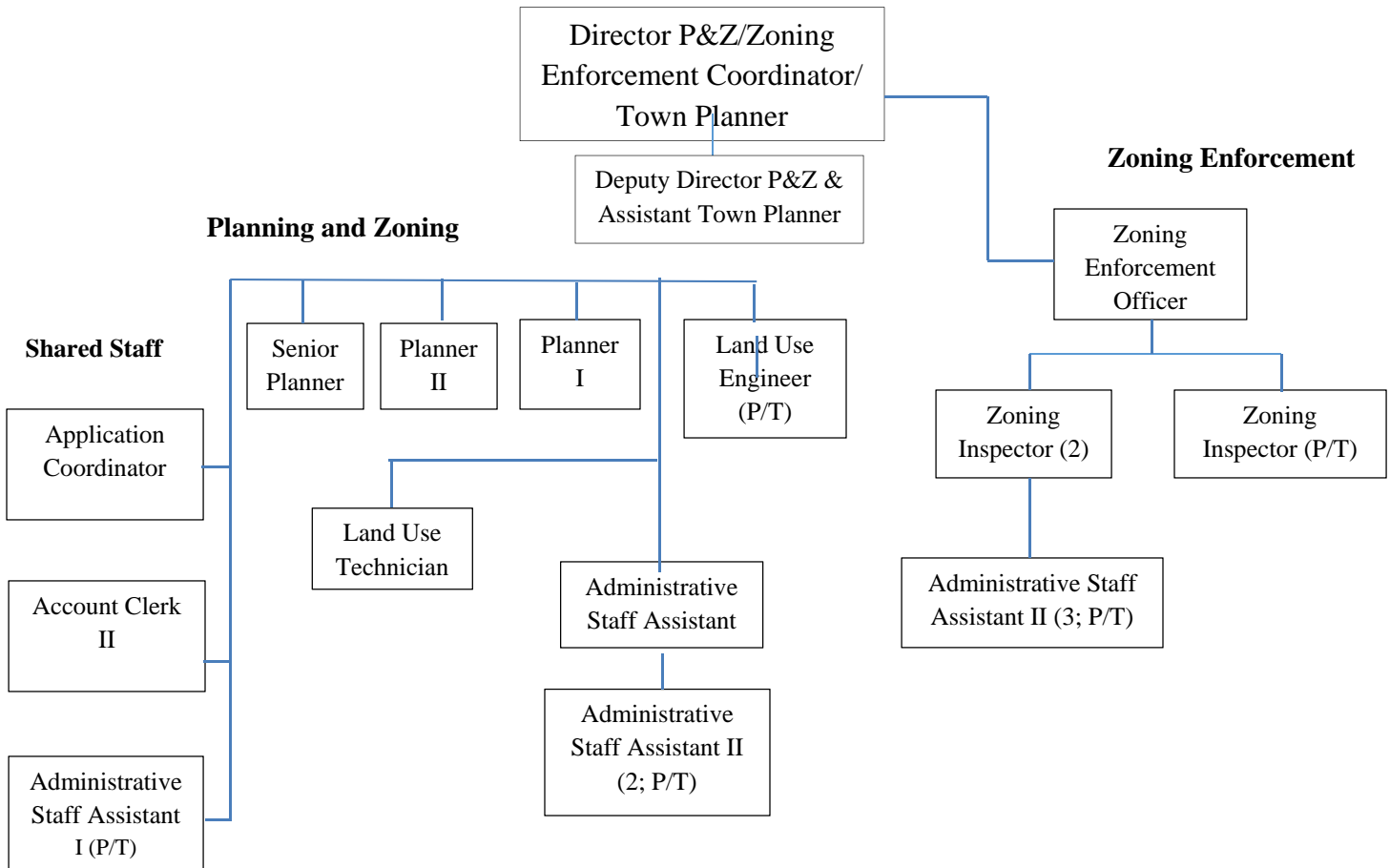
- Completed the Glenville Neighborhood Plan with the consultant Buckhurst Fish and Jacquemart and input from public meetings (anticipated January 2017).
- Completed the R-6 Zone Text Amendment Project (See RFP #7184) (anticipated March 2017).
- Completed the Waterfront Business Zone (See RFP #7185) (anticipated May 2017).
- Implemented new processes to increase efficiency and reduce cost:
 - Restructured a permanent part-time position from review of exempt drainage reviews to a Planner I position primarily responsible for zoning permit sign-offs to the Zoning Enforcement Officer. This has significantly reduced sign-off times.
 - Completed “Lean training” and started work on implementing a multi-department improvement to how comments for Commission level applications are handled.
- Worked closely with the other Land Use Agencies and the Department of Public Works to process the Affordable Housing application proposed at 345 West Putnam Avenue.
- Continued work with a consultant to provide access to a digital library that the public can access via the web for critical documents such as Meeting Minutes, Staff Reports, Decision Letters, and Meeting Transcripts.
- Continued digitization and scanning of all back files and incoming applications through OnBase.
- Continued coordination with DPW on the implementation of the Plan of Conservation and Development (POCD), Neighborhood plans – Village District, and POCD committees.
- Continued to monitor and be involved in the proposal by Eversource to build a new substation and associated underground transmission lines intended to increase electric capacity and strengthen the reliability of the electric power distribution system.
- Started work on RFP #7288 to develop a text amendment pertaining to commercial zones to provide greater clarity in the definitions (6-5 of the Building Zone Regulations (BZR)), parking requirements for said uses (6-158 BZR) and the organization of the Use Groups (6-100 BZR), which are used to codify where uses are permitted. The amendment should also codify the approval process in commercial zone to create a better supported business environment. This will streamline and clarify the approval processes.

FY 17-18 Goals

- Continue to work with the Zoning Enforcement division on joint strategies for improving services and finding cost efficiencies through but not limited to, enhanced use of technology.
- Coordinate review of applications with DPW Engineering, Conservation, and Wetlands to address the General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4 General Permit), which is the product of a mandate by the U.S. Environmental Protection Agency (USEPA) as part of its Stormwater Phase II rules in 1999.
- Begin work on meeting the Planning and Zoning Commission’s responsibility of

preparing the update to the long-range Plan of Conservation and Development (POCD), which ultimately requires RTM approval. This process is mandated by Town Charter and Connecticut State Statutes to occur every 10 years. The last POCD was approved by the RTM in 2009.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time Employees	Total Number of Part Time & Temp Hours
FY 15-16	Actual	7	2.25	16,640
FY 16-17	Budgeted	7	2.49	16,640
FY 17-18	Proposed	7	2.49	16,640

Comments on Proposed Personnel Changes

None

CONSERVATION COMMISSION
172 (includes 174 Land Use Administration)

Mission

As defined in state statute, the Conservation Commission is an official body of the Town of Greenwich that has as its purpose "...the development, conservation, supervision and regulation of natural resources, including water resources within its territorial limits." Accordingly, the Conservation Commission must keep an index of all open areas, publicly or privately owned and conduct research into the utilization of and possible utilization of land areas within the municipality. It may inventory natural resources and formulate watershed management and drought management plans. In addition, the Commission and staff serve in an advisory capacity to all Town departments on natural and cultural resource issues.

Primary Services Provided

The Greenwich Conservation Commission is an advisory board set up under State Statute and local ordinance to assist the town with planning and management of its natural and cultural resources. As charged, the Commission provides technical assistance and guidance to the First Selectman and all other boards and agencies of the Town as needed and serves as a liaison to the Connecticut Department of Energy and Environmental Protection. Primary services include:

- 1) **Drinking Water Supply Protection/Drought Response** – both surface and groundwater
 - a) Lead staff on water supply team and liaison to water company
 - b) Continual monitoring of water supply for early signs of drought
 - c) Coordinates Town response during water supply emergencies
 - d) Lead department on source water protection and water conservation outreach

- 2) **Open space protection and management** – lead department on both public and private lands – mandated by state statute
 - a) Keeps inventory of open space both public and private
 - b) Sets open space goals for the town on public and private lands
 - c) Makes recommendations on use of town-owned open space and on parcels for acquisition/protection
 - d) Serve as liaison to the Greenwich Land Trust and other groups working on open space providing resources (e.g. GIS) to accomplish common open space goals
 - e) Lead staff on open space special projects, including acquisition and easements

- 3) **Watershed Planning and Management** – works to protect both the quality and quantity of water resources in Town including Long Island Sound and our public water supplies – EPA/DEEP mandate
 - a) Coordinates watershed planning in key watersheds including Mianus and Byram River watersheds – serves as liaison between community groups and other town departments
 - b) Perform technical review and field inspections for E&S controls and storm water management

- c) Assist with development and implementation of MS4 permit
- 4) **Technical Assistance to Planning and Zoning** – on natural and cultural resources during site plan and subdivision reviews
 - a) Review P&Z applications for conservation concerns including, but not limited to, impact on water resources, open space, and wildlife. Promotes sustainable community goals including energy conservation, water conservation, and resiliency planning.
 - b) Technical advisors on archaeological sites
 - c) Assist with the development and implementation of the Plan of Conservation and Development.
 - 5) **Wildlife and Habitat Management** – Perform wildlife surveys and provide technical information on key wildlife issues and habitat protection/restoration on both public and private lands
 - a) Wildlife/people conflicts – deer, coyotes, geese and black bear – provide technical support to First Selectman and all town departments
 - i) Geese Management program implementation
 - ii) Deer Management program implementation
 - b) Wildlife Habitat program – protection and management
 - i) Manage and operate the Mianus River Fishway
 - ii) Over wildlife conservation on town-owned lands
 - iii) Coordinate with P&R on management of open space parks including critical habitats and invasive species control.
 - 6) **Community Resilience Planning/Emergency Preparedness**
 - a) Climate Change Adaptation – assist with short and long term planning aimed at adaptation to changing weather patterns and sea-level rise.
 - b) Coordinate with P&Z and other departments on planning for coastal resiliency and flood plain management
 - c) Coordinate with EMOC, P&Z, and DPW on planning for emergency preparedness and response.
 - d) Serve as part of the Town’s Emergency Operations Center Team providing technical support on tidal and stream gages, GIS mapping, etc.
 - e) Coordinate/facilitate outreach efforts on flood protection and management working with EMOC, DPW, P&Z, and local neighborhood groups.
 - 7) **Sustainable Community Programs**
 - a) Clean Energy Community program liaison
 - b) Leaf Recycling Program
 - 8) **Cultural Resource Conservation**
 - a) Inventory of historical and archaeological resources on public and private properties
 - b) Provide support for Certified Local Government program in coordination with Historic District Commission and Planning and Zoning
 - c) Adaptive reuse of historic buildings – historic preservation

- d) Liaison to State Archaeologist office
- 9) **Public Outreach and Education** – link between public and Town on natural and cultural resource issues
- a) Environmental Education – coordinate educational programs with BOE and community resources on issues of concern and serve as facilitator for CT DEEP programs
 - b) Coordinate Environmental Programming at Innis Arden Cottage
 - i) Liaison to community groups with mission that involves town-owned resources including: Bruce Museum, Friends of Greenwich Point, Garden Education Center, Greenwich Community Gardens, Greenwich Green and Clean, Greenwich Point Conservancy, and Greenwich Tree Conservancy
 - ii) Liaison to key community partners including but not limited to: Greenwich Land Trust, League of Women Voters, Greenwich Audubon, Mianus River Watershed Council, Garden Clubs, Calf Island Conservancy, Greenwich Historic Preservation Trust, Soundwaters, and other state organizations
 - c) Public speaker on myriad of issues to local groups

FY 16-17 Major Accomplishments

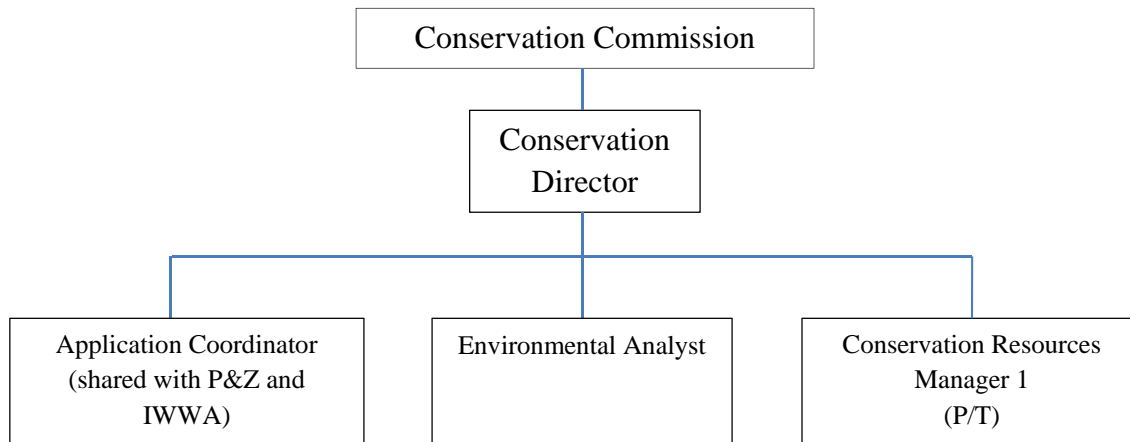
- 2015-16 Open Space Plan – completed.
- Protection of Byram Cemetery, an abandoned cemetery by coordinating acquisition by Town – (June 2017)
- Expanded leaf recycling program with DEEP grant and launched residential leave mulch and composting program – (June 2017)
- Continued work on HMGP home elevation program with several homes now elevated and project completed. 6 elevations now completed and 10 in various stages implementation including 3 newly awarded in September 2016. (September 2019)
- Led water supply team and coordinated with Aquarion and state agencies on algal bloom and water quality. Led water supply team during extended drought again coordinating with Aquarion and state agencies during extended drought. Initiated source water projection program focused on both quality and quantity issues. (June 2017)
- Re-established energy committee and adopted energy management agenda as part of Clean Energy Community participation. Will focus on reducing peak demand through modern grid/distributed energy including energy efficiency, alternative energy sources and fuel cells and as party of the Town energy team working with Eversource. Receipt of \$13.5k grant from CT Greenbank for Clean Energy Community work (June 2017)
- Drought Management Plan – initiated work to revise/update local drought management plan and ordinance and completed work on the CT Drought working group with final draft to Water Planning Council for review to use as template for local plan. (June 2017)

FY 17-18 Goals

- Implementation of Open Space Plan and coordination with GLT
- Continue and expand Leaf Recycling Program
- Complete revised Drought Management Plan
- Initiate source water protection outreach program.

- Complete Scenic Road Ordinance as per POCD
- Begin work Tree Ordinance as per POCD
- Conduct study on impacts of sea level rise on Town parks
- Coordinate Town-wide Resiliency Infrastructure Assessment and Prioritization Plan
- Coordinate Greenwich Point Resiliency Design

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	2	0.71	1,300
FY 16-17	Budgeted	2	0.71	1,300
FY 17-18	Requested	3	0	0

Comments on Proposed Personnel Changes

The Conservation Commission is again requesting that the Town change the Conservation Resource Manager I position from part-time to full-time. The Commission has been discussing this change for several years and this was presented as a need in the FY 2011 Operational Plan. The Conservation Commission is a small department but with a large and expanding role in the delivery of town services. Specifically, the Commission’s role in drinking water protection, energy conservation, watershed management, wildlife management, and emergency response/community resiliency/extreme weather adaptation has grown substantially the past 10-12 years. This is reflected in the current Plan of Conservation and Development and the reason for the creation of the Conservation Resource Manager I (previously named Conservation

Assistant) position in FY2008. It is also the reason that this position should now become full-time. This creates a redundancy needed to ensure that critical programs are carried out.

Currently 3 professional staff assigned to Conservation work as follows:

1. Conservation Director (full-time) - The Conservation Director is responsible for all programs and administration of the department. As with all small departments, the Director is directly involved in the implementation of all service delivery.
2. Environmental Analyst (full-time) - The Environmental Analyst is responsible, along with the Director, for providing technical assistance to Planning and Zoning. The EA reviews plans for E&S controls, storm water management, open space protection, tree protection, and other general conservation concerns. Field inspections, compliance with E&S and conservation easements are all part of this job. The EA also supports other departments with permitting issues and is a liaison between Parks and Rec and DEEP, most recently with the harbor dredge permit. The EA is also coordinating the new leaf recycling program.
3. Conservation Resource Manager I (permanent part-time) - The Conservation Resource Manager I position is responsible, along with the Director, for the non-regulatory programs and workload includes open space planning and management, coastal flood plain mapping and hazard mitigation planning, watershed protection, energy benchmarking, and wildlife/fisheries management. Provides critical backup for Director when time is directed to “emergency” projects. Examples in 2016 include the Eversource Substation Proposal and subsequent follow-up, Byram Cemetery acquisition, menhaden die offs in coastal ponds, and water supply issues (first algal blooms and then drought).

The Conservation Commission provides technical assistance to all Town departments on environmental issues including the Planning and Zoning Commission in its regulatory roles. It should be noted, however, that only about 25% of the Commission’s workload is involved with regulatory programs. The bulk of the Commission’s work focuses natural and cultural resource protection including critical programs like drinking water supply, emergency response to coastal and riverine flooding, and nuisance wildlife management. Over the past 10 years the Commission’s workload has become increasingly more complex. The Conservation Resource Manager I position is critical to meeting this expanded workload.

Challenges for small departments that rely primarily on part-time staff positions include:

- Turnover – basically we train staff for several years and then they take a position with another municipality or the state. This is especially significant for professional staff. Since 2008 when the position was created we have had 4 staff and now need to begin the search for a 5th. Average length of time in position is 2 years, however, this is somewhat skewed by one staff that stayed 4 years as they completed their Master’s degree. The last two employees stayed 11 months and 15 months respectively with the latter effective November 13, 2016. Since July 2008, the position has been unfilled for approximately 9 mos. Length of time to fill position now is almost double what it was earlier because of changes in HR policies on part time staff. Therefore, it is anticipated that there will be another 4 months to fill. Additionally, it takes about 6 months to fully train. So out of 9

years of service - more than 1/3 (36%) of that time has been spent either without staff or training the new staff. This is a critical loss of time for a small department.

	Months
Unfilled	9
Training (5 staff x 6 mos)	30
Total mos.	39
July 2008-June 2017	108
Percent time unfilled or training	36%

- In addition to loss of time, it is also the timing of the resignation. Because hiring takes place just prior to peak seasons, it follows, that this is when we lose staff. 3 staff resigned in early spring, just prior to a critical busy season in April, May and June. This creates a major impact on the Commission. This time, the turnover is hitting the Commission as it juggling the workload caused by the drought, Eversource project, implementation of the new leaf composting program, and the Byram Cemetery acquisition. These are all major
- Restricted use of over-time – with full time staff, you may, within budgetary constraints, have a staff person work over-time to meet an increased workload for short periods. This is problematic with part-time staff because it could create a situation where a full-time position is created inadvertently.

Although a small department, the Conservation Commission has leveraged its small amount of resources bringing in both significant amount of grants and in-kind resources. It also serves as the liaison to CT DEEP, bringing in critical resources and limiting exposure to regulatory concerns. The work being done by the Conservation Resource Manager I provides for continuation of programs as many of them are very time specific relating to seasons. This allows the Conservation Director to focus on the more detailed planning such as the updated Open Space Plan and on emergency situations or high priority programs. The position also provides technical GIS support to the Director and other departments on special projects such the open space plan and coastal mapping. It also ensures that the programs are not dependent upon just one staff person to deliver and provides for redundancy in critical areas.

INLAND WETLANDS AND WATERCOURSES AGENCY
173

Mission

It is the mission of the Agency and its staff to implement Greenwich's Inland Wetlands and Watercourses Regulations in accordance with the statutory obligation delegated to the town by the CT DEEP commissioner and in a manner that is consistent with current laws and science, and is courteous, accurate, and responsive to the public, applicants, and town departments. The Agency also serves to educate the public on the value of our wetlands and watercourses.

Primary Services Provided

The Agency meets once a month, at a minimum, to review, discuss, and act on proposals requiring IWWA permits. On average, 175 applications are received and 35 Cease and Correct Orders are issued each year.

The Agency relies on technical and administrative staff to ensure these applications and orders are processed efficiently and effectively. The following represents the primary service staff provides to the Agency, applicants, public, and town departments.

1. Review and Technical Guidance involving proposed projects
 - Work with prospective applicants to facilitate a successful application
 - Produce application staff reports documenting detailed inspections and evaluations of proposed development with the purpose of providing informed recommendations to the Wetlands Agency.
 - Openly communicate and coordinate with regulatory departments responsible for the management and control of stormwater and erosion control measures.
 - Assist neighboring residents in understanding the application process and what they can do to meaningfully participate

2. Support the administrative and legal requirements of the Agency
 - Ensure Agency members receive complete and timely application documents to facilitate an efficient review of proposals at their monthly meeting
 - Ensure the regulatory and FOIA requirements of the Agency's business are met.
 - Represent the Agency in the event of an appeal or other legal challenge
 - Work to create a complete record that will sustain Agency decisions
 - Maintain data bases to assist with efficient response times to public inquiries

3. Technical Assistance to Town Departments
 - Collaborate with town departments to provide technical, solution oriented expertise on wetland issues
 - Participate in the development of policies, strategies, and capital projects prepared by Parks and Recreation, Department of Public Works, the Health Department, Planning and Zoning and the Law Department

- Participate in the implementation of town management plans, as applicable

4. Community Outreach

- Participate in forums to assist with the public's understanding of wetlands and the Agency's regulations.
- Work directly with residents and consultants to minimize the effects of development on wetland resources and the larger watershed.
- Promote techniques of smart growth, sustainable development, and flood reduction within the municipality
- Readily avail ourselves to meet with approximately 3,000 residents, business people, and contractors annually, in office or on-site to discuss wetland and watercourse related concerns and questions.
- Work with land use departments to devise customer friendly procedures for project reviews
- Made three presentations to community groups regarding the Agency and its purpose

5. Enforcement

- Ensure the decisions of the Agency are adhered to via compliance inspections and communications with the permittee
- Issue Notices of Violation, Cease and Correct Orders, and levy fines in response to violations of the regulations or permit conditions
- Work with violators to understand their goals, communicate the regulations and their purpose, and assist in guiding the formation of a corrective action application.
- Represent the Agency at contested citation hearings
- Assist the Building Department and Planning and Zoning staff with the management and control of problematic site development
- Conduct some 1,200 site inspections annually for compliance, inquiries, and bond releases

FY 16-17 Major Accomplishments

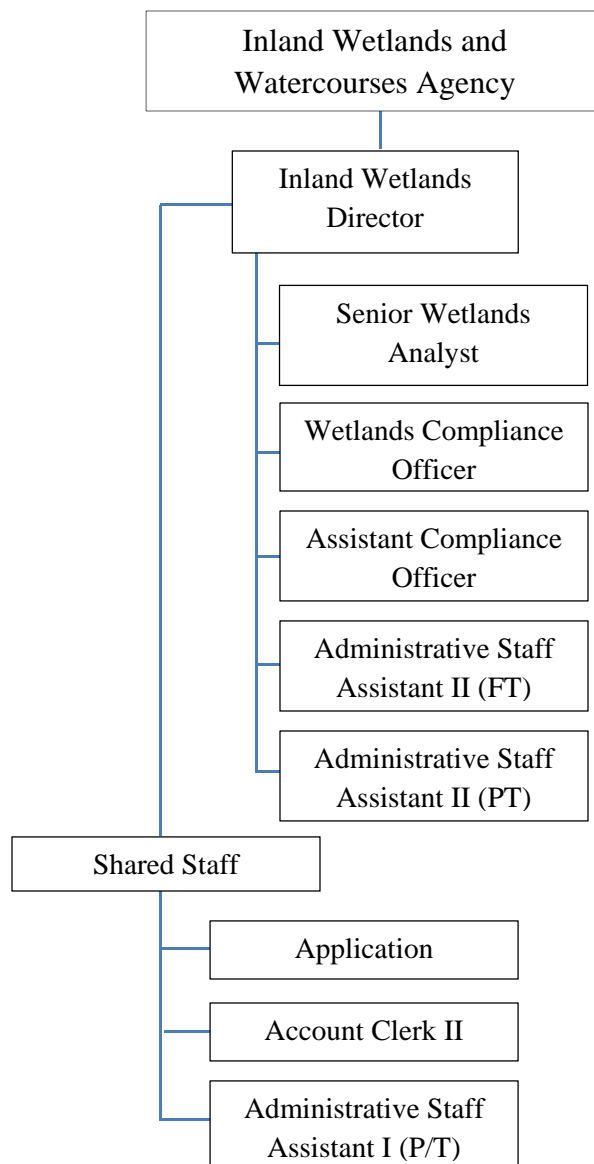
- Contacted all new homebuyers for the last year with wetlands on-site to proactively alert them to the presence of regulated wetlands on their property and offer our assistance
- Updated the wetlands GIS layer to include actual wetland boundaries
- Scanned application files through 2010, meeting the established goal and continuing to be responsive to public needs.
- Supported the Greenwich High School Senior Internship Program by hosting an intern
- Hosted an intern from Sacred Heart University
- Efficaciously managed the six-month review of the contentious Post Road Iron Works development proposal
- Conducted Agency site inspections in preparation of each meeting

FY 17-18 Goals

- Conduct an average of 100 compliance inspections monthly

- Scan closed files through 2011
- Participate in at least four public information meetings
- Contact first round of applicants with stormwater system inspection requirements
- Encourage staff's attendance at relevant conferences to maintain a high level of knowledge
- Continue to evaluate procedures, forms, and practices for opportunities to better serve the community
- Continue to develop outreach programs to minimize the potential for violations
- Increase the number of Agency members attending site walks
- Expediently review approximately 175 applications received annually, targeting a one-month turn around on Agency reviewed applications and a 10-day turn around on Agent reviewed applications

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	5.0	0.93	1,300
FY 16-17	Budgeted	5.0	0.89	1,300
FY 17-18	Requested	5.0	0.89	1,300

Comments on Proposed Personnel Changes

None

COMMISSION ON AGING 195

Mission

The Commission on Aging is the designated overall planning agency for older persons in Greenwich, and has been an official department of Town government since 1975. The mission of the Commission is to improve the quality of life for older Greenwich residents through planning, coordination, advocacy, education and Senior Center programming.

Primary Services Provided

- Advocate on behalf of older adults,
- Identify unmet needs of older adults,
- Conduct research and collect data,
- Provide information to the community on the needs of older adults, serve as a clearing house for disseminating information, and provide public education on issues affecting their caregivers,
- Provide information to older adults on programs, services and benefits,
- Convene meetings and serve as a forum for issues concerning older adults,
- Provide information on funding sources for programs and encourage funding partnerships,
- Act as an independent arbiter on problems or complaints affecting older adults,
- Establish and maintain collaborative relationships with community, professional and governmental agencies, and
- Participate with Town offices and community health and human service agencies in community planning activities.

FY 16-17 Major Accomplishments

- Initiated ground floor renovation and construction of handicap accessible front entry ramp at Senior Center.
- Conceptualized plans for next phase of facility construction (lower lever bathrooms and kitchen/café).
- Secured interior design services to establish comprehensive and integrated aesthetic plan for all renovated spaces within the Senior Center facility.
- Negotiated the successful transfer of funds from Greenwich Hospital (for the annual Health & Wellness Expo - \$17,800) and with Greenwich United Way (for the Late Life Issues Professional Conference- \$25,000) to the Friends of the Greenwich Senior Center for fund management and oversight.
- Expanded reach of the SuperNoggin cognitive health improvement program throughout the community to Senior Housing locations and community organizations; trained 4 new facilitators.
- Successfully screened 50 older adults for Norwalk Transit District – Easy Access Program. Eligibility pending.

- Recruited and trained 4 new volunteer Health Insurance Counselors for Medicare D Open Enrollment; counseled over 400 residents in selecting a Medicare D Prescription Plan or Medi-Gap Policy for 2017; collectively saved residents over \$148,000 in the cost of premiums and medications last year.
- Hosted meetings with the Greenwich United Way Planning Council; Junior League of Greenwich and Greenwich Hospital to heighten awareness of aging services in Greenwich.
- Collaborated with Apple (Greenwich Avenue) to provide iPad and mobile device training at the Senior Center and Social Media training for CoA and Senior Center staff at the Greenwich Avenue Store.
- Developed and launched sponsorship opportunity with the Commission on Aging “Successful Aging: Health, Education and Wellness Series.” Thirty-five agencies representing for-profit and not-for-profit organizations that provide services to older adults, their family members and care partners joined as sponsors.
- Initiated “Age Friendly Greenwich” initiative. Submitted proposal to Columbia University Consulting Workgroup for technical assistance with research and first phase of Age Friendly Greenwich application and presentation to the Board of Selectmen. Proposal successfully accepted.
- Updated Senior Center member information through *MySeniorCenter* database to determine active status; renewed parking permits and added email addresses.
- Renewed agreement with Greenwich Taxi for Share-the-Fare program.
- Adopted new Share-the-Fare Taxi Transportation Policy and redesigned new taxi coupon with mandated security controls. Initiated conversations with First Selectman’s Committee on Disabilities about the feasibility of expanding Share-the-Fare to residents with permanent disabilities.
- Explored feasibility of Uber as a transportation option for older adults.
- Launched successful second annual Health and Wellness Expo for Older Adults incorporating a healthy served meal to all participants and headlining entertainment with award winning comedian and Greenwich resident Jane Condon. Over 500 in attendance.
- Hosted Older American’s Month community celebration at Greenwich Library Cole Auditorium - “Choosing Hope: Moving Forward from Life’s Darkest Hours” with Kaitlin Roig-DeBellis and three distinguished community lectures including “Lessons for Living and Loving from our Oldest and Wisest Americans” with Dr. Karl Pillemer; “Challenges and Opportunities for an Aging Society” with Dr. John Rowe; and “Caregiving: When the Time Comes” with Paula Span.
- Coordinated annual professional conference for United Way of Greenwich Late Life Issues Committee entitled “Palliative Care: The Tide Is Turning.”
- Organized QPR (Question-Persuade-Refer) Suicide Prevention Certification Training to members of the Senior Providers Network.
- Trained staff members of the Commission on Aging and Senior Center in “Mental Health First Aid.”
- Convened 6 educational and networking sessions of the Senior Providers Network of over 85 agencies and organizations that provide direct services to older adults.
- Convened working groups of Commission Board members to focus on Multipurpose Senior Center, Transportation and Senior Tax Relief.
- Reformatted Directory of Aging and Disability Services Directory.

- Created Commission on Aging Department Brochure.
- Secured Constant Contact as a mechanism for enhancing communication with multiple target audiences.

FY 17-18 Goals

- Refine Sponsorship Opportunities for the for-profit and not-for-profit sector with the Commission on Aging. Conduct periodic research to identify emerging issues affecting older adults. (September 2017)
- Coordinate and initiate next phase of the Age Friendly Greenwich initiative. (June 2018)
- Continue to expand availability of SuperNoggin cognitive health improvement program to Senior Housing complexes, Housing Authority and general community. (June 2018)
- Review Senior Center transportation contract with TAG; explore a pay-for-ridership model; assist new members with Easy Access – Norwalk transit application. (June 2018)
- Encourage full certification training for new Health Insurance Counselors with Southwestern Connecticut Area Agency on Aging/ State of CT Commission on Aging. (June 2018)
- Expand and evolve Health and Wellness Expo annual event to better reflect changing demographics. Develop disbursement policy for management of Senior Health Fair Fund. (October 2017)
- Collaborate with Parking Services Director and appropriate Town offices to expand parking availability for members of the Senior Center. (June 2018)
- Coordinate annual professional Late Life Issues Conference. (June 2018)
- Heighten awareness of existing transportation options for older adults and advocate for expansion of services to address the needs of clients for after-hours/weekend services and door-through-door services not currently covered by existing programs. (June 2018)
- Continue conversations with Uber CT to expand transportation options for older adults and people with disabilities. Develop and implement pilot project to measure effectiveness. (June 2018)
- Review effectiveness of information services delivery to service providers in the community, to facilitate information sharing and interagency referrals. (June 2018)
- Continue to plan and sponsor community forums on issues of interest to older adults. (June 2018)
- Explore new format and the ability to standardize all entries contained within the Directory of Aging and Disability Services for Greenwich. (June 2018)
- Work with local media and other community organizations such as Faith Communities, Greenwich Board of Realtors and the Chamber of Commerce to enhance their communications with older adults; continue to host monthly radio show on WGCH on age related issues and concerns. (June 2018)
- Actively work with the Senior Property Tax Relief sub-committee including the Town Assessor to discuss modification of the Tax Relief Ordinance and promote and educate residents about Senior Property Tax Relief Program. Monitor utilization of the program in conjunction with Greenwich Tax Assessor. (June 2018)
- Enhance marketing materials of the Commission on Aging and Senior Center to improve image and visibility of both divisions. (June 2018)

- Further utilize Town social media (Facebook and Twitter) to enhance the dissemination of information. (June 2018)
- Work with Town offices, regional bodies and the Southwestern Connecticut Area Agency on Aging (SWCAA), Planning Council of United Way, Community Advisory Board of Greenwich Hospital and Community Advisory of the Junior League of Greenwich to coordinate Commission planning with other Town and community planning activities. (June 2018)
- Provide leadership, professional education and information sharing to the Senior Provider Network. (June 2018)
- Advocate for resources to address the needs of the frail elderly for long term care, respite care, community-based alternatives to institutional long term care and day care. (June 2018)
- Investigate the incidence and prevalence of elder abuse/neglect in the Greenwich Community. (June 2018)
- Evaluate access to health care and the impact of physicians opting out of Medicare and other insurances; impact of concierge practices. (June 2018)
- Manage Health Insurance Counseling program; recruit and train volunteers to provide Medicare Part D and Medicare Supplement Insurance counseling. Ensure compliance with State mandates for reporting. (June 2018)
- Advocate for the development of an array of housing opportunities for older adults that are appropriate to a broad range of income, personal desire and degree of independence. (June 2018)
- Strengthen the role of the Commission on Aging in coordinating Town-wide services for older adults through cooperative planning and collaborations internally and externally with Town Departments, Boards, Commissions, agencies and organizations that serve the elderly. (June 2018)
- Utilize the expertise of the Commission on Aging to position the Department as the “go to” resource in the community for all issues related to aging. (June 2018)
- Continue to assist older adults and caregivers with navigating the complex environment of elder care services. (June 2018)
- Revise Strategic Plan to reflect new and core division initiatives. (June 2018)
- Explore brand integration of all marketing materials. (June 2018)

Table of Organization

Included in Senior Center (196)

Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	2	0	0
FY 16-17	Budgeted	2	0	0
FY 17-18	Requested	2	0	0

Comments on Proposed Personnel Changes

None

SENIOR CENTER

196

Mission

The Greenwich Senior Center enhances the quality of life for Greenwich older adults. The Senior Center is a focal point of life enrichment and support programs where members can form and maintain friendships and enjoy an affordable nutritious meal. Transportation to our welcoming meeting place is also provided. In addition, the Center acts as a central hub for cooperative arrangements with community agencies and individuals who advocate on behalf of older adults.

Primary Services Provided

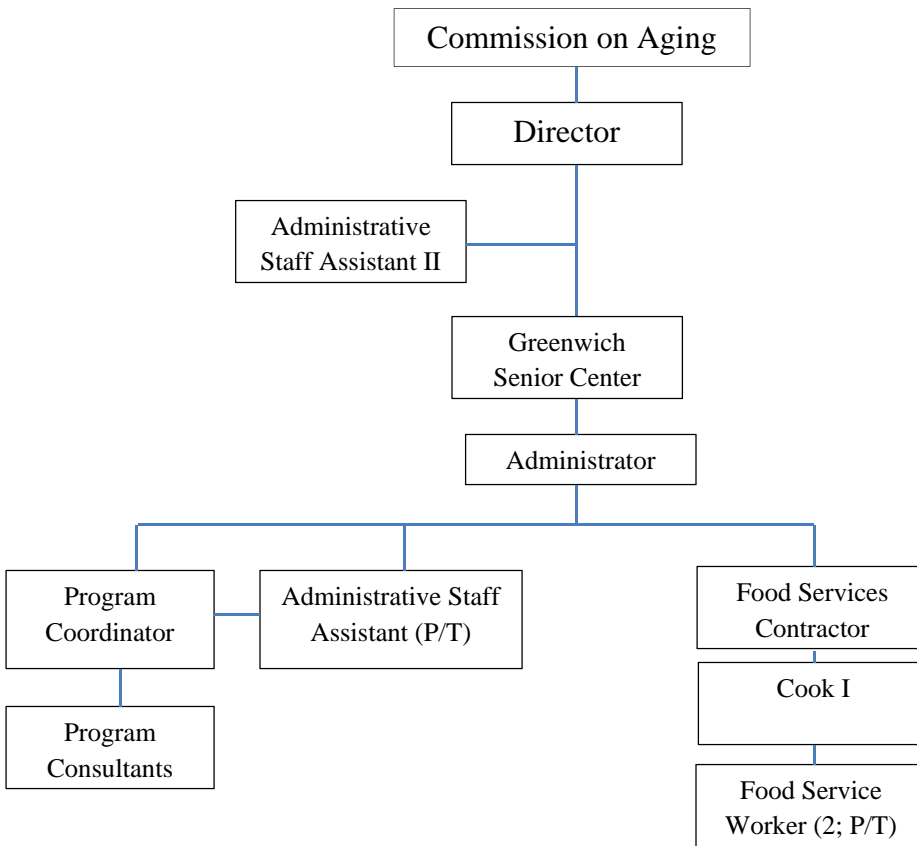
- Manage and operate the Greenwich Senior Center.
- Oversee Senior Center interior renovation and plan Senior Center programming.

FY 17-18 Goals

- Operate the Senior Center as the Town focal point for independent recreation, enrichment, volunteer and paid employment, health promotion and wellness for older adults. Plan and present a broad spectrum of programming designed to meet the needs of older adults. (June 2018)
- Work directly with the Commission on Aging and Department of Public Works to continue to enhance Senior Center interior space. Develop a multi-year phased plan of enhancement. (June 2018)
- Plan and develop a new Senior Center program and facility designed to address the needs of older adults through 2035; Study and refine a program design for the Senior Center of the future that incorporates a dynamic spatial plan that supports a multitude of programmatic options. (June 2018)
- Develop a long term strategy to ensure viability of the Senior Center and related programs. (June 2018)
- Fully operationalize *MySeniorCenter* database program for participant registration, email blasts and robo calls. Apply data to decision-making. (June 2018)
- Operationalize and measure “Community First” initiative with a focus on the dining experience and nutrition services. (June 2018)
- Review food service options including the renegotiation of the Food Services contract. Explore more cost-effective alternatives including a café with “food-on-demand” model. Analyze current ratio of resident contribution/Town subsidy. (June 2018)
- Fully utilize SmartBoard technology to enhance educational offerings to Center members. (June 2018)
- Expand utilization of Town social media (Facebook and Twitter) to enhance the dissemination of information. (June 2018)
- Effectively manage the Senior Center Technology Center and offer innovative programming to meet consumer desire and demand. (June 2018)
- Continue to cultivate programs that attract Baby Boomers and appeal to a variety of interests and abilities. (June 2018)

- Establish innovative programming for newly constructed program space at Senior Center. (June 2018)
- Evaluate effectiveness of the Technology Lounge and explore a transition from desk-top to mobile devices. (June 2018)
- Expand utilization of Constant Contact for Senior Center members and Commission on Aging initiatives. (June 2018)
- Investigate the ability to accept credit card and online registration for classes and special programs. (June 2018)
- Revise Strategic Plan to reflect new and core division initiatives. (June 2018)
- Explore brand integration of all marketing materials. (June 2018)

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Actual	3	2.14	3,900
FY 16-17	Budgeted	3	2.14	3,900
FY 17-18	Proposed	3	2.14	3,900

Comments on Proposed Personnel Changes

No personnel changes are proposed. Significant Senior Center program activities continue to be staffed by consultants and independent contractors.

FIRE DEPARTMENT 201 – ADMINISTRATION

Mission

The primary mission of the Greenwich Fire Department is to protect the lives and property of those who live and work within the Town of Greenwich from the adverse effects of fire, accident or exposure to dangerous conditions created either by man or nature. The department will provide a diverse range of high quality, cost effective and progressive programs to achieve our stated goals.

Primary Services Provided

- Administration/Planning
- Business operations
- Management of facilities and apparatus issues
- Inter-departmental communications
- Litigation management
- Community relations
- Conflict resolution
- Community partnerships
- Recognition ceremonies

FY 16-17 Major Accomplishments

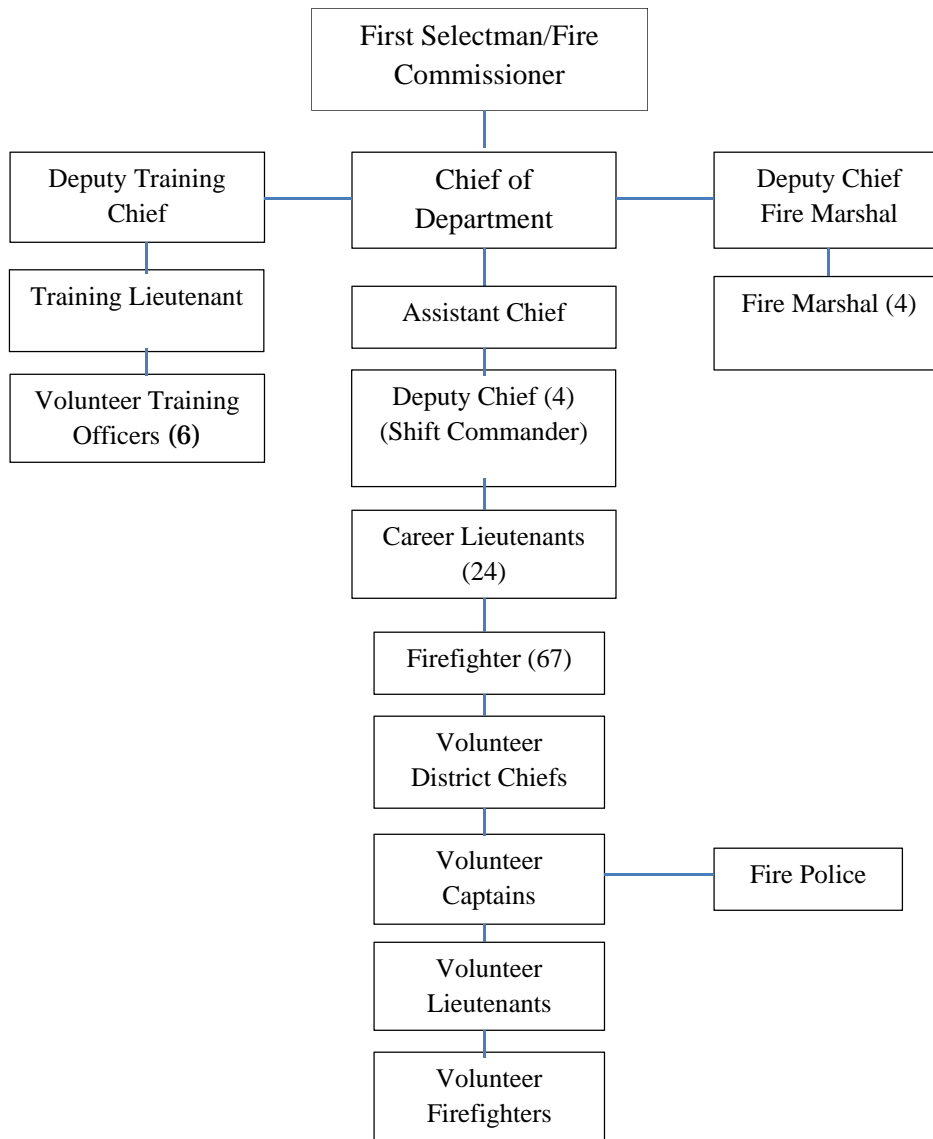
- The Greenwich Fire Department has moved back to 15 Havemeyer Place in to the new fire headquarters.
- Hired one new probationary firefighters, from the volunteer ranks, to fill a vacancy created by a retirement.
- GFD completed an ISO re-evaluation and improved our rating tremendously from an 8/8b to a 3/3y.
- GFD has reduced injuries to our members to 30 reported injuries. This was accomplished through the commitment and dedication of our members to safety and properly wearing your PPE.
- Both the career and volunteer members enjoyed an awards ceremony this past year. All of the members of our Department go above and beyond the call of duty on a regular basis and it is nice to recognize their efforts on a regular basis.
- The relationship between career and volunteer members has never been better. The two groups are working together to help resolve departmental issues.

FY 17-18 Goals

- Look to identify specific cost savings projects that will consolidate and streamline services across emergency services.

- Improve on our Officer development. These great men and women make split second life changing decisions on a regular basis. We can do a better job at providing them with the resources needed to be better fire officers.
- Work with BC&M to complete the plans for the renovation of the Byram station and begin the planning process for the Sound Beach station.
- If budgetary and staff levels permit, we would like to develop and deploy a citizens' fire academy at our new training center.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	4	0	0
FY 16-17	Budgeted	4	0	0
FY 17-18	Requested	4	0	0

Comments on Proposed Personnel Changes

None

FIRE DEPARTMENT 202 – TRAINING

Primary Services Provided

- Provide training to all career and volunteer personnel
- Department Health & Safety Officer
- Maintain all department training records and OSHA documentation
- Respond to incidents as incident safety officer
- Provide ongoing quality control

FY 16-17 Major Accomplishments

- Completion of In-House Firefighter 2 Class: This class enabled our volunteers to increase their knowledge and understanding of the operational, administrative and public education aspects of the fire service. Class instructors included both career and volunteer personnel.
- High Frequency Training Opportunities: In the past year, conducted training 47 out of 52 weeks for both career and volunteer personnel. This high frequency of training allows the Department to train for all-hazard responses.
- Technical Rescue: Additional Rope Technician training has been completed to enhance our capabilities with respect to Technical Rescue. New hardware combined with additional training events increased proficiencies and safety.
- Training Center: The Training Center is now being by all four public safety agencies within Greenwich. The efforts to promote joint training have been fortified and increased efficiencies have been realized. Both daytime and night training is taking place on a year-round basis.

FY 17-18 Goals

- Within the new Central Station is a state-of-the-art training classroom with some of the latest in educational technology. A goal of the Training Division will be to get the room up and running and start to provide classroom training sessions within.
- The Greenwich Fire Department is essentially an all-hazard response organization. As such, training for the myriad of incidents that we respond to is a difficult task. Initial training to build on response capabilities must be backed up with annual refresher training. The scheduling and logistics of this requirement proves to be a challenge while staying within budget and time constraints. Increasing efficiency in this endeavor is a goal of the division.
- Increased compliance requirements from both Occupational Safety and Health Administration (OSHA) and National Fire Protection Association (NFPA) require additional inspections and documentation of Personal Protective Equipment (PPE). These new mandates will dictate coordination with third party vendors to clean, inspect and repair current PPE. Management of replacement gear through a five-year capital budget will be an integral part of this goal.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	2	0	0
FY 16-17	Budgeted	2	0	0
FY 17-18	Requested	2	0	0

Comments on Proposed Personnel Changes

None

**FIRE DEPARTMENT
204 – FIRE MARSHAL**

Primary Services Provided

- Public Fire Education
- Code enforcement
- Fire Investigation
- Plan Review (Construction and Demolition)
- Blasting Permits
- Inspection of tents and portable structures
- Enforcement of regulations concerning use, storage and transportation of hazardous materials

FY 16-17 Major Accomplishments

- 22% Increase in inspections performed by the office.
- Significant progress in building the Firehouse software database.
- Presentation of new and expanded public education program for every public school.
- Completed plans for 2 new dry hydrants in back country.

FY 17-18 Goals

- Expansion of public education program to include all private schools.
- Identify more possible sites for cistern and dry hydrant installation.
- Complete installation of new dry hydrants.
- Complete database in Firehouse software.
- 100% Inspection rate of all buildings with the exception of one and two family dwellings according to State of Connecticut schedule.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	5	0.41	746
FY 16-17	Budgeted	5	0.41	746
FY 17-18	Requested	5	0	0

Comments on Proposed Personnel Changes

None

**FIRE DEPARTMENT
205 – FIREFIGHTING FORCE**

Primary Services Provided

- Protection of citizens, property and environment.
- Fire Rescue, Suppression and Prevention.
- Technical Rescue Services, Cold Water, Trench Collapse, Confined Space, Elevator and Motor Vehicle Accidents.
- Hazardous Materials response emergencies.
- All Hazards Response.

FY 16-17 Major Accomplishments

- Held awards ceremonies for both volunteer and career personnel.
- The suppression division continues to provide top quality services to our community. The department received zero complaints and only praise for the commitment and work of our firefighters.
- Responded to 4,112 calls for service as follows:
 - Fires - 141
 - Rescue & EMS - 630
 - Hazardous Condition (no fire) - 524
 - Service Calls - 641
 - Good Intent Calls - 291
 - Alarms - 1,842
 - Car seat installations – 192
 - Number of simultaneous incidents - 983

FY 17-18 Goals

- Following a deployment model change, reduce the number of apparatus that respond to automatic fire alarms.
- Increase morale and communications. In light of last year’s budget reductions and current rhetoric being discussed, moral amongst our personnel is low as members are concerned about possibly losing their job.
- As the needs for our medical services increase we will work towards securing our supplemental first responder status with the state of Ct.
- Begin a mental health program to better assist our members in dealing with the stress and strain of being a firefighter.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	95	0	0
FY 16-17	Budgeted	95	0	0
FY 17-18	Requested	95	0	0

Comments on Proposed Personnel Changes

Upgrade 4 positions to the rank of Captain - Unquestionably the most complex, expensive and versatile piece of apparatus, Tower 1, is staffed 24/7/365 by career GFD personnel. Many critical decisions go into the operation of this aerial device, especially at times of emergency. Providing supervision to the existing crew will reduce the likelihood of miscalculation and ensure this critical piece of apparatus is correctly utilized.

The Captain will be responsible for critical tasks on and off the fireground. Supervising crews during emergencies, the Captain will be accountable for mission critical assessments to include forcible entry, roof ventilation, and lifesaving search and rescue. Although firefighters currently complete these tasks, there is a lack of supervision which can lead to unwanted outcomes based upon a lack of defined leadership.

While not engaged in actual firefighting, the Captain will be responsible for certain administrative functions, either currently being accomplished by the Deputy Chief, or not at all. These administrative tasks will streamline operations and allow for a more efficient use of the Deputy Chiefs' time. These tasks will include shift staffing and maintenance coordination for apparatus, buildings and equipment.

Perhaps most importantly, the Captain will fill the position of the Deputy Chief in his/her absence. This will allow for a smooth transition of authority and reduce associated overtime costs.

FIRE DEPARTMENT 208 – VOLUNTEERS

Primary Services Provided

- Volunteer recruitment and retention.
- Assist with volunteer benefits management.
- Conduct intake and exit interviews with volunteer members.
- Liaison between Volunteer Firefighters and Fire Administration.

FY 16-17 Major Accomplishments

- Held The Volunteer Recognition Dinner Ceremony.
- Increased Fire Department visibility with the assistance of the Recruitment and Retention Grant from International Fire Chiefs Assoc.
- 10 New certified Volunteer Firefighters elevated for Firefighter II throughout the various Fire Companies.
- Continue outreach for recruitment at the schools and community events.
- Made new connections to community our reach social media forums to promote Volunteer Firefighter Recruitment effort.
- Formed a Volunteer Committee recruitment and retention cafeteria incentive plans.

FY 17-18 Goals

- Hold annual Volunteer Recognition Dinner Ceremony.
- To certify more members to the level of Fire Instructor and Fire Officer throughout the various Volunteer Companies for the purposes of officer succession planning.
- Recruit 20 new Volunteers and be Certified Firefighter I.
- To meet with BET Members to illustrate new Cafeteria Volunteer Incentive plan for consideration.
- Work with media on promoting our services in hopes of recruiting more volunteer members.
- To work closely with Recruitment and Retention Grant to increase Fire Department visibility to recruit new Volunteer Firefighters.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	1	0	0
FY 16-17	Budgeted	1	0	0
FY 17-18	Requested	1	0	0

Comments on Proposed Personnel Changes

None

**POLICE DEPARTMENT
211 – OPERATIONS
212 – DISPATCH
213 – GENERAL SERVICES
216 – CRIMINAL INVESTIGATION
217 – UNIFORMED PATROL**

Mission

The Greenwich Police Department, acting without fear or favor, will strive to provide superior law enforcement and public services in cooperation with its community. The Department will actively promote an environment that encourages independent judgment and allows its employees to attain the highest levels of professional achievement.

Primary Services Provided

1. Patrol Operations
2. Criminal Investigations
3. Emergency Medical First Responder Services
4. Public Safety (911) Dispatch Operations
5. Special Victims Section (Youth Services/Juvenile Law Enforcement)
6. Law Enforcement Training
7. Traffic Collision Investigation
8. Marine Patrol and Rescue Operations
9. Municipal Radio Communications System
10. Public Records Management
11. Administration and Management
12. Strategic Traffic Enforcement Program (STEP)
13. Police Canine Operations
14. Combined Public Safety I.T. Systems
15. Neighborhood Policing
16. School Resource Services
17. Animal Control Operations
18. Internal Affairs
19. Property and Evidence Control
20. Greenwich Avenue Traffic Direction

FY 16-17 Major Accomplishments

- School Safety
 - The Police Department continues to work with the Board of Education to enhance and improve school safety and security and to include the development of an Emergency Operations Plan for enhancing the physical security of each Public School.
- Community Emergency Response Team (CERT)

- The Police Department continues to support as the lead agency in training community volunteers for a Greenwich CERT and has assisted in several training exercises.
- Restorative Justice Initiative
 - The Police Department is partnering with both the Board of Education and the Inter-Agency Team to expand the Juvenile Review Board to more aggressively address juvenile delinquency within the municipality.
- Citizens Police Academy
 - The Police Department ran two academies - a regular Spring (2016) academy and a Summer Youth Citizen Police Academy Program.
- Middle Management Training
 - The Department partnered with Roger Williams University to provide middle-management training onsite for our Lieutenants and Sergeants.
- Expansion of the School Resource Officer Program
 - The Department added a second SRO to provide coverage to Greenwich's three public middle schools on a shared-time basis.
- Contractual Requirements for the hiring of off-duty officers
 - Due to the need for greater accountability and changes in the contractual requirements for the hiring of off-duty police officers, the Department hired a police scheduling coordinator in September of 2015. This position handles the assignment of officers to off-duty jobs and invoices the customers for this service. An administrative fee is charged to each assignment to help defray costs for Worker's Compensation insurance and will more than cover the cost associated with this position

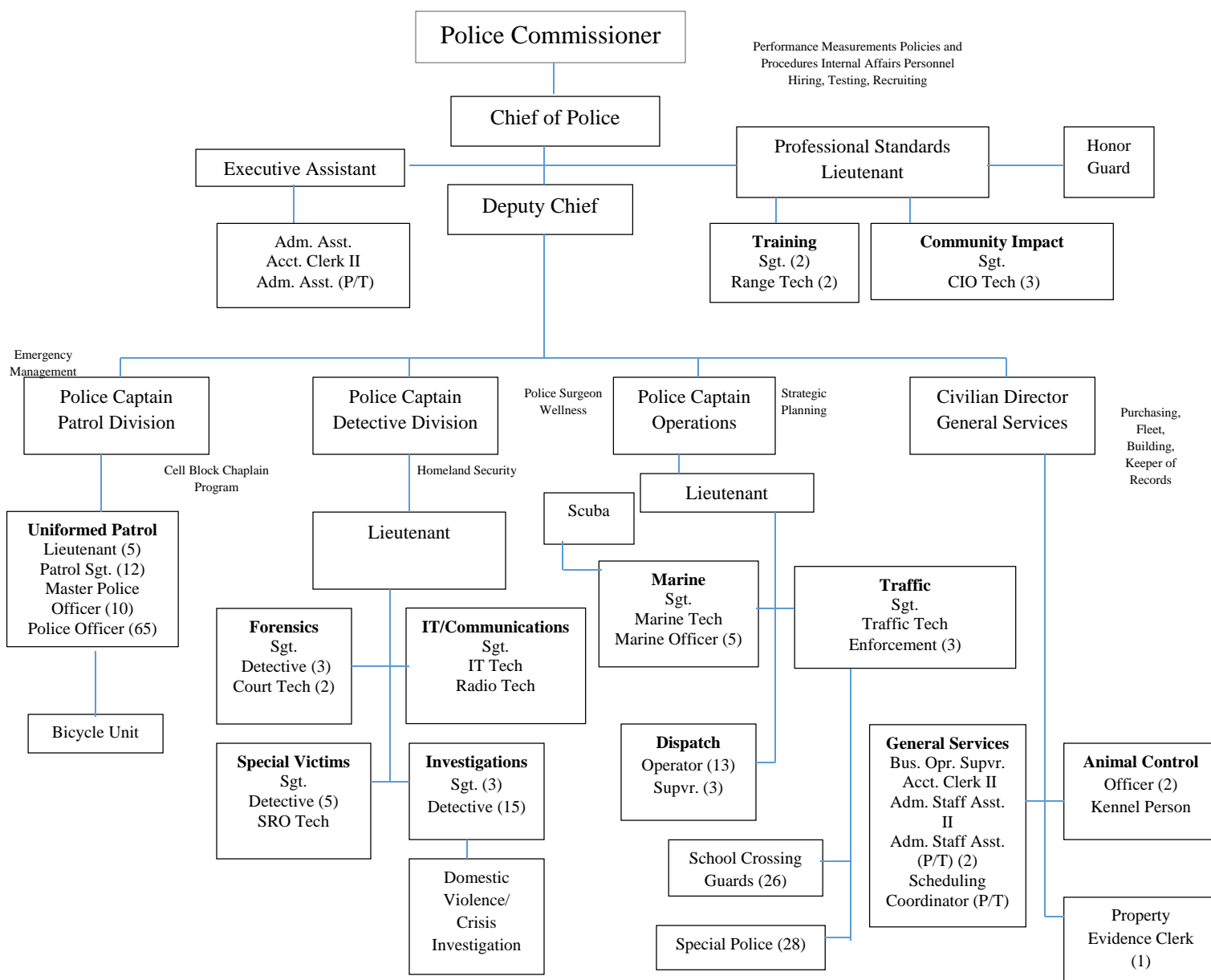
FY 17-18 Goals

- Hire to Full Available Staff – Manage Succession Planning
 - The Police Department will endeavor to partner with other municipal law enforcement agencies and the State Police (POST – C) Recruit Academy in order to place new employees into recruit training academy seats as they become available. Being fully staffed will make the Department more resilient and make us better prepared for both emergencies and employee succession. Full manning of the Department will also reduce overtime costs. State mandates for police officer training require over ten months of training before an officer can independently function as a police officer. The Department has partnered with Roger Williams University to provide middle-management training onsite for our Lieutenants and Sergeants.
- Expansion of the SRO Program and related Youth Initiatives
 - The Greenwich Police Department will continue our successful collaboration with the Greenwich Public Schools as manifest in our highly successful School Resource Officer (SRO) and School Officer Liaison programs. We will leverage any training or grant opportunities to continue to enhance our School Safety programs. We will reinstate a youth Citizen Police Academy program this summer as well as increase our support of our Police Explorer program. We will also continue to provide leadership to the Juvenile Review Board (JRB) as a method to prevent recidivism

among those youth who may commit minor crimes as part of a restorative justice program.

- **Initiate POSTC Accreditation Process**
 - The Department intends to initiate the process to collaborate with the Connecticut Police Officers Standards Council (POSTC) to become an accredited law enforcement agency. We are pursuing this distinction in order to assure that we are delivering excellence in police services. Accreditation will strengthen the agency’s accountability, both within the agency and the community, through a continuum of standards that clearly define authority, performance, and responsibilities. Accreditation will also reduce the Department’s exposure to civil liability.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	183	6.02	10,647
FY 16-17	Budgeted	183	6.02	10,957
FY 17-18	Requested	183	6.02	10,597

Comments on Proposed Personnel Changes

As a part of this period's budget submission, the Department is seeking authorization to hire up to six (6) sworn recruit employees in advance of known or anticipated openings.

Recent years have seen the entire Connecticut law enforcement community plagued by difficulty in recruiting, training and retaining entry-level police employees. Greenwich has not been immune from this trend. One of the more difficult hurdles faced by every Connecticut Police Chief has been a lack of available seats in the State's Police Academy. Obtaining police officer certification is required for all members of law enforcement in Connecticut and the State's Police Academy cannot offer enough seats to meet demand for new hires. Locally, this has resulted in a hiring backlog, unfilled positions and resultant increased overtime costs as we simply do not have adequate personnel on-hand to complete all regular assignments without requiring additional work from existing employees.

Initial training for police recruits exceeds ten months, the first six of which are spent in a Police Recruit Academy and the following four in a state-mandated structured Field Training Officer program and other local training. From their date of hire, a new police recruit must spend nearly one year training before he or she can produce any independent work product for the organization. Many Connecticut law enforcement agencies currently find themselves with a shortage of trained personnel and competition for seats in the Connecticut Recruit Police Academy is fierce.

The Connecticut Recruit Police Academy in Meriden, CT is operated by Connecticut's Police Officer Standards and Training Council (POST-C). The Academy provides training for three (3) recruit academy classes simultaneously staggered at two month intervals. While we apply for seats in virtually every POST-C Academy class, we are frequently denied due to lack of availability. We have attempted to mitigate this difficulty by partnering with local jurisdictions that operate their own regional recruit academies; however access to regional academy seats is often just as competitive and impacted by the posting agency's budgetary constraints.

Coupled with recruiting, hiring and training obstacles, there is an additional difficulty faced by the Greenwich Police Department surrounding the length of service of current sworn personnel. By the end of the FY16-17 period, eighteen (18) sworn employees will have sufficient years of service to retire at the maximum pension benefit. Another thirty-eight (38) will reach or exceed the twenty-year minimum required for a service retirement. In total, over one-third of all sworn

personnel will be eligible to leave employment. Accordingly, aggressive succession planning is required by all levels of the organization.

The existing openings and the potential for significant retirements of qualified current employees, coupled with our inability to fill them with any measure of alacrity due to the length of the training required and the lack of seats available in the Connecticut Police Recruit Academy puts the Department in a poor position. In an effort to address these difficulties, as a part of this year's municipal budget approval process, the Department will continue to seek permission to hire up to six (6) law enforcement recruit employees so that we can maintain a readiness to fill recruit academy seats when they become available and reduce the need for overtime expenditures due to personnel shortages. Any such filled recruit positions (over the normally authorized sworn strength) would not result in an increase in total budgeted salary expenditures but will maintain the Department's ability to remain flexible and as completely staffed as possible. Any potential costs can be absorbed within the proposed operating budget.

**DEPARTMENT OF PUBLIC WORKS
ADMINISTRATION DIVISION
301**

Mission

To efficiently and effectively maintain and improve Town infrastructure including roads, buildings, storm drains, and sewers, while insuring public safety and protecting the environment.

Primary Services Provided

Leadership and support to all DPW Divisions to achieve DPW’s mission.

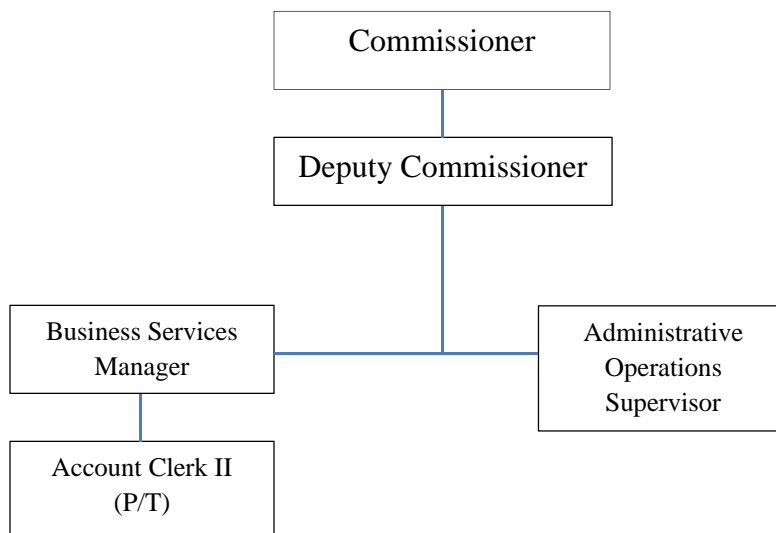
FY 16-17 Major Accomplishments

- Ongoing capital plan development and execution.
- Ongoing regulatory compliance across multiple Divisions.
- Ongoing efforts to support the Town’s customer service initiative.
- Ongoing efforts to improve and expand on use of various IT programs, including the electronic document management system (EDMS – OnBase), asset management – Lucity, and others, to support operations and improve operations effectiveness.
- Ongoing work to expand and improve the Department’s safety program.

FY 17-18 Goals

- Ongoing work to continue all the tasks above, supporting all DPW operations.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	5	1.04	1,900
FY 16-17	Budgeted	5	1.04	1,900
FY 17-18	Requested	5	1.04	1,900

Comments on Proposed Personnel Changes

None

**DEPARTMENT OF PUBLIC WORKS
ENGINEERING DIVISION
302**

Mission

To implement a capital improvement program designed to maintain the Town's investment in its roadway infrastructure – roads, drains, bridges, and related structures as well as serving as the Town's engineer for a wide array of civil engineering needs that may arise.

Primary Services Provided

- Design and manage capital improvement projects for Town infrastructure (e.g. sidewalks, bridges, storm drain improvements, roadway improvements / traffic control measures, etc.).
- Manage the Town's 75 bridges program.
- Manage Phase 2 Stormwater Program and coordinate with Highway on stormwater projects.
- Provide technical assistance to other DPW Divisions and other Town Departments in relation to Capital Improvement Projects.
- Provide timely review of development applications and technical support to the Planning and Zoning Commission and Inland Wetlands and Watercourses Agency.
- Implement federal and state standards for traffic control.
- Provide emergency response support as needed.

FY 16-17 Major Accomplishments

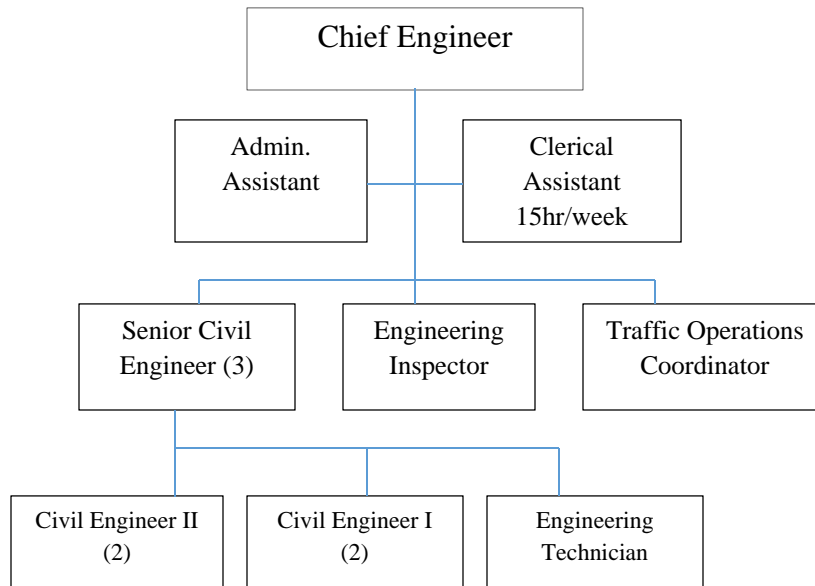
- Continued work on various stormwater network improvement projects, including Church St. / Route 1 construction, Arcadia / Park / Highview design, Byram River Feasibility Study in conjunction with the Army Corps of Engineers, and others.
- Continued the design and permitting for Binney Park Pond improvements for sediment management and dredging.
- Continued coordination efforts with CTDOT for the Old Greenwich Train Station project.
- Continued work on bridge projects at multiple locations, both design and construction, including Brookridge Drive, Oneida Drive, Dingtowntown Road, Sound Beach Avenue, Round Hill Road, Bailiwick Rd., Sunshine Avenue, and others.
- Continued work on Lake and Lower Cross Road design and easement negotiation.
- Continued work on traffic projects including adaptive signal control in the Exit 3 / Arch St. corridor.

FY 17-18 Goals

- Continue to implement the numerous capital projects under Engineering's management, including the bridge program, infrastructure improvements, and stormwater system improvement projects.

- Continue to support Land Use agencies via Engineering’s review process and implementation/maintenance of Town standards for drainage, roads and other DPW managed infrastructure.
- Continue to review various “Master Plans” pertaining to sidewalk, bicycles, stormwater, and other town infrastructure/neighborhoods to revisit feasibility, refresh recommendations, and evaluate priorities. DPW periodically updates these plans and incorporates results into its capital plan.
- Implement the capital program, including bridges, stormwater, sidewalk, and traffic projects.
- Continue work to comply with the State’s General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4 stormwater permit). The new MS4 stormwater permit is effective July 2017, and will result in the need to expand the Town’s compliance efforts. Significant work is required ahead of the effective date. The new regulations are extensive and will require significant coordination with DPW Divisions, Parks and Recreation, Land Use Agencies, and the Board of Education.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	10	0.76	1,380
FY 16-17	Budgeted	10	0.76	1,380
FY 17-18	Requested	10	0.76	1,380

Comments on Proposed Personnel Changes

In FY 16-17, Engineering proposed adding 1 new Civil Engineer Level 2 to its staff, but it was not moved forward through the budget process. This was forecast given growing workload. Land use agency (P&Z, IWWA) reviews are increasing and also are becoming more complex given new regulations required to meet stormwater rules. The CTDEEP has proposed a new MS4 Stormwater Permit that increases the number of activities the Town must perform to remain in compliance as well as increasing the associated record keeping. These activities include significant mapping, parcel by parcel impervious cover documentation, public education, and other related activities. As no new position is being requested in FY 17-18, capital project workload is being carefully scrutinized to balance it with the land use review and permit compliance workload.

**DEPARTMENT OF PUBLIC WORKS
HIGHWAY DIVISION
312**

Mission

The Department of Public Works – Highway Division is committed to delivery of quality products and services that ensure public safety, protect the environment when doing so and maintain and improve the Town’s roads, sidewalks, drainage and other related infrastructure.

Primary Services Provided

- Maintain and repair roadway infrastructure, including traffic signals, sidewalks, curbing, storm drains, bridges, signs, pavement markings, guide rails, fences, and other related items.
- Provide snow & ice control for town roadways, parking lots, and Town owned sidewalks.
- Provide emergency response based on weather, infrastructure needs (e.g. traffic signals), and other requests.
- Maintain parking lot pavement and related infrastructure for the Board of Education.
- Manage a permit program for Street/Shoulder Opening, Excavation & Fill and Use of Right-of-Way, including inspection.
- Execute the Town’s Asphalt Paving Program to maintain roads at desired condition.
- Perform roadway maintenance including mowing, leaf collection, street sweeping, litter control, and removal of illegal roadside dumping, as well as removal and disposal of roadkill.
- Perform parking lot maintenance for Parking Services.
- Maintain parking lot pavement for Parks and Recreation.

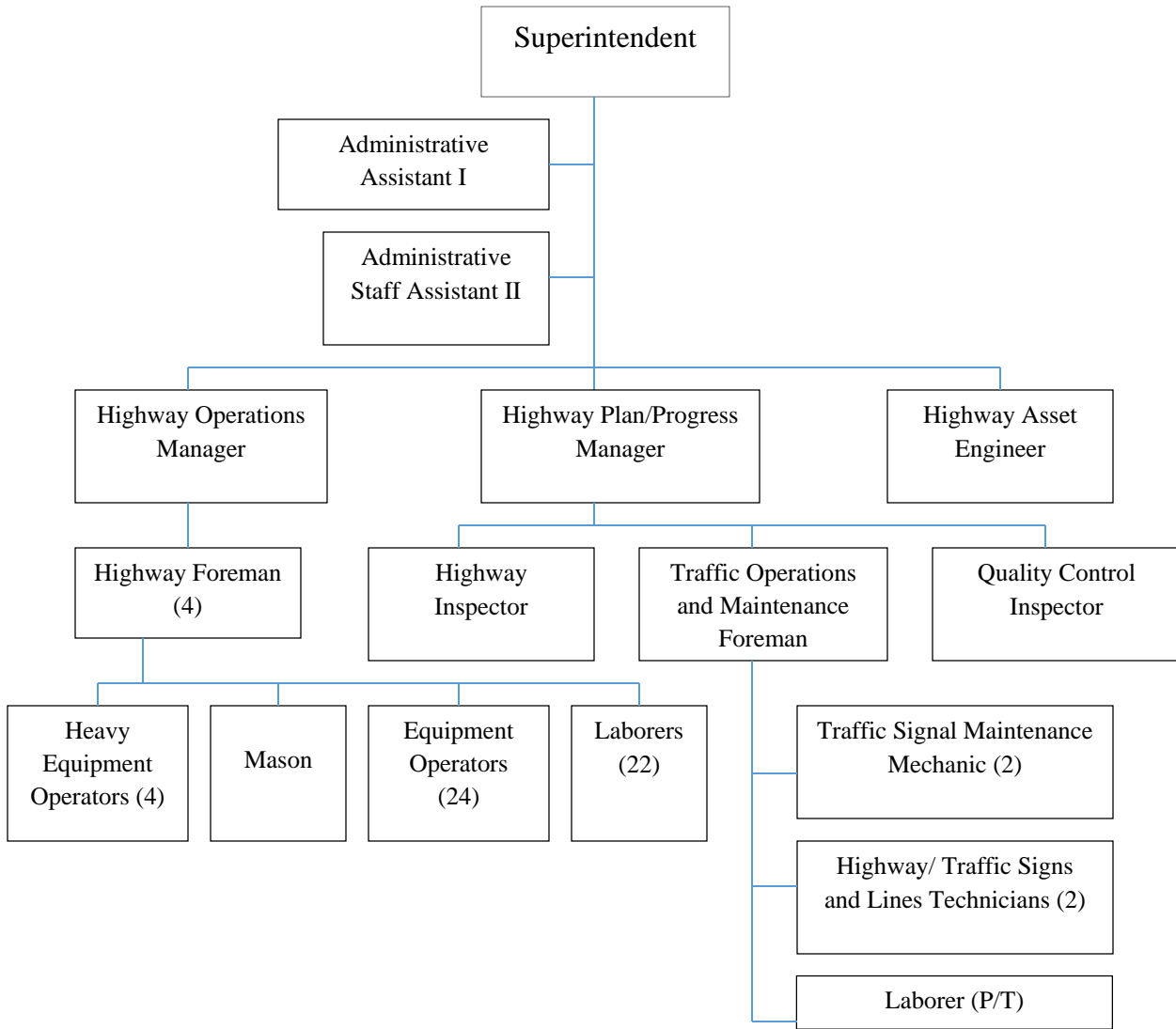
FY 16-17 Major Accomplishments

- Executing asphalt paving program.
- Executing highway maintenance program, installing sidewalk, curbing, and handicap ramps at multiple locations.
- Executing the video detection program, installing new single camera systems at multiple locations for efficient traffic signal management.
- Continuing program of leaf pickup, street sweeping, storm drain system maintenance, MS4 stormwater permit compliance work, etc.

FY 17-18 Goals

- Execute and complete all ordinary and recurring services, budgetary items and capital projects.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	68	1.82	3,320
FY 16-17	Budgeted	68	1.82	3,320
FY 17-18	Requested	68	1.25	2,280

Comments on Proposed Personnel Changes

The 1.82 FTEs reflect the temporary staff hired for assistance during the leaf collection program, as well as a summer intern. When reviewing the Division's budget, an additional 1.66 FTEs represent staff that are currently employed by the Town in other departments/divisions but are charged back to DPW-Highway for their time. These staff members assist the Highway Division with custodial services as well as snow and ice control. In FY 16-17, we are proposing an organizational change that includes eliminating the permanent part-time laborer's position that currently exists under the Highway Traffic Operations Division and replacing an Administrative Staff Assistant II with a Customer Service Representative DPW.

**DEPARTMENT OF PUBLIC WORKS
WASTE DISPOSAL DIVISION
321**

Mission

To manage the Town's Holly Hill Resource Recovery Facility as efficiently and effectively as possible, providing solid waste disposal and recycling programs in accordance with regulations and best practices.

Primary Services Provided

- Manage municipal solid waste (MSW) transportation and disposal, and mandatory recycling programs.
- Manage organic waste and bulky waste programs (construction and demolition materials).
- Provide one (1) Household Hazardous Waste Collection Day as part of a regional program.
- Maintain facility in accordance with State regulations.
- Comply with OSHA standards and implement DPW's safety program.
- Attend training to maintain staff licenses as required by regulations.
- Provide emergency response for various scenarios/incidents, including weather.

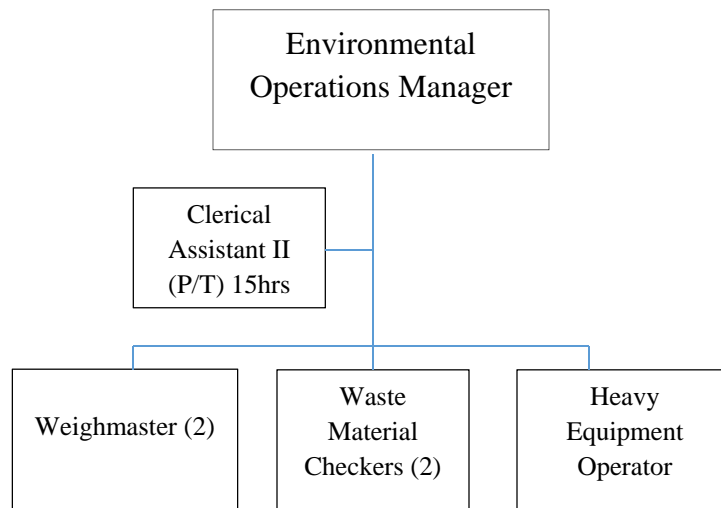
FY 16-17 Major Accomplishments

- Ongoing work with commercial customers to increase recycling.

FY 17-18 Goals

- Continue to improve storm water discharge.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	6	0.43	780
FY 16-17	Budgeted	6	0.43	780
FY 17-18	Requested	6	0	0

Comments on Proposed Personnel Changes

DPW is eliminating the part-time non-represented clerical assistant that currently exists in the Division.

**DEPARTMENT OF PUBLIC WORKS
BUILDING CONSTRUCTION AND MAINTENANCE
345**

Mission

To execute a capital and maintenance program for town facilities based on condition, priority, and customer needs, striving to save money, consolidate facilities where possible, and support the effective operations of various customer groups, bringing all Town buildings to an acceptable condition ranking.

Primary Services Provided

- Administer, plan, and execute all capital, construction, and maintenance activities for town owned buildings except marine docking facilities and Board of Education Buildings.
- Conduct lead / asbestos abatement in Town buildings / structures.
- Maintain town facility condition index as critical support to capital and maintenance planning.
- Coordinate with Metro-North on projects maintaining the Old Greenwich, Riverside, and Cos Cob train stations. Coordinate as needed on leased Town buildings.
- Provide emergency response as needed for various scenarios/incidents.

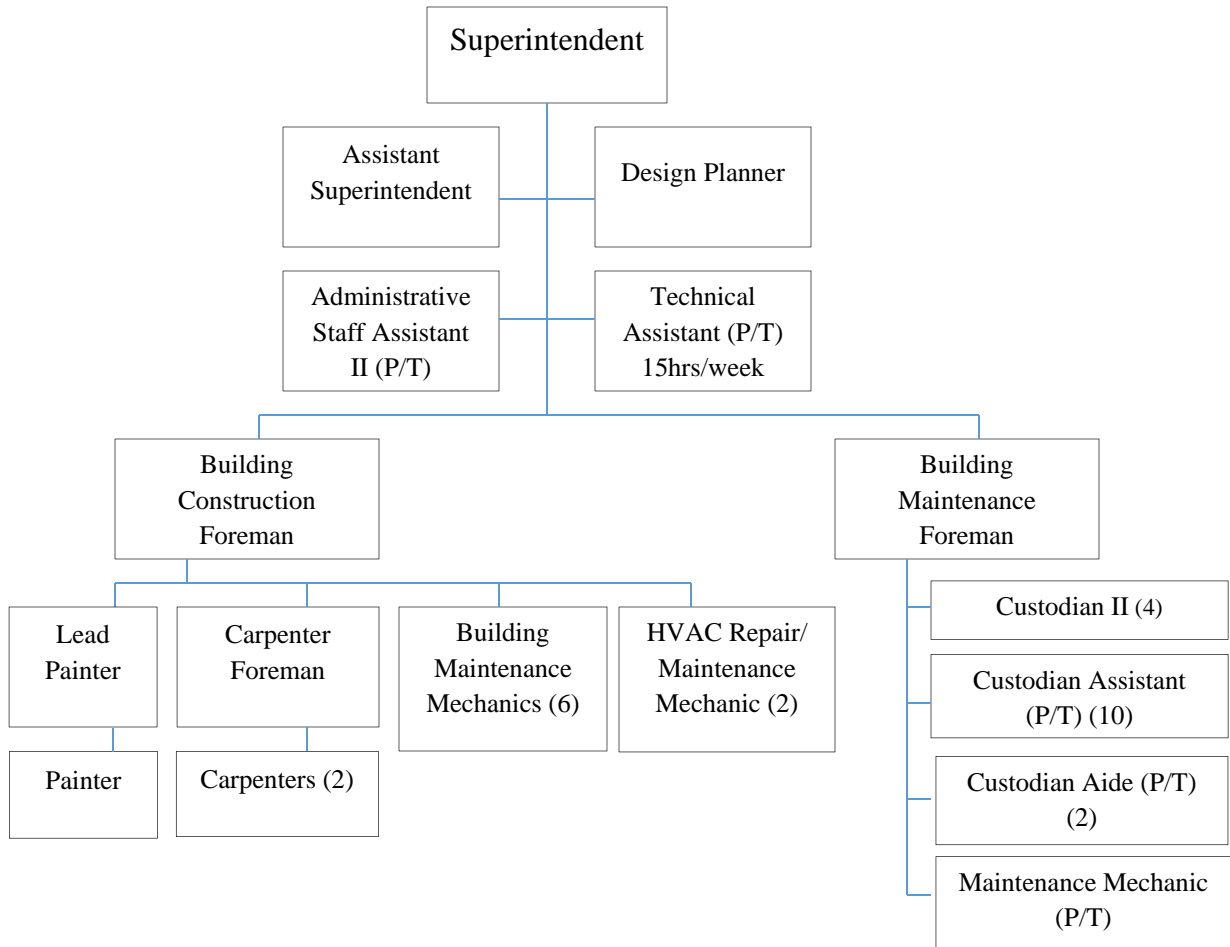
FY 16-17 Major Accomplishments

- Execution of work orders in response to a variety of requests by customers in various town buildings.
- Execution of the capital plan, including but not limited to:
 - Central Fire Station construction project.
 - Byram Pool and associated buildings construction.
 - Town Hall program to renovate and reorganize space to accommodate space to accommodate improved operations, maintain building.
 - Senior Center renovation program.
 - Town buildings roof maintenance program and other capital maintenance programs.
 - Grass Island Locker Building construction.

FY 17-18 Goals

- Continue to execute work orders as noted above.
- Continue to execute capital plan, including but not limited to safety, renovation, general maintenance and major building projects as outlined in the CIP.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	22	7.28	14,820
FY 16-17	Budgeted	23	6.68	14,040
FY 17-18	Requested	23	6.68	14,040

Comments on Proposed Personnel Changes

The current staffing level is reflective of the additional full-time custodian that was hired for the Public Safety Complex (Police Headquarters and the Central Fire Station) as well as the reduction of 1 part-time custodian.

**DEPARTMENT OF PUBLIC WORKS
BUILDING INSPECTION DIVISION
351**

Mission

To implement a consistent, customer friendly permitting and inspection program that complies with State Building Code, as well as providing information related to permits for a range of real estate transactions to customers.

Primary Services Provided

- Enforce the state building code.
- Manage the building inspection program to ensure timely permit delivery and inspections.
- Maintain and provide an array of permit record information for various real estate transactions.
- Provide emergency response as needed for various scenarios/incidents.

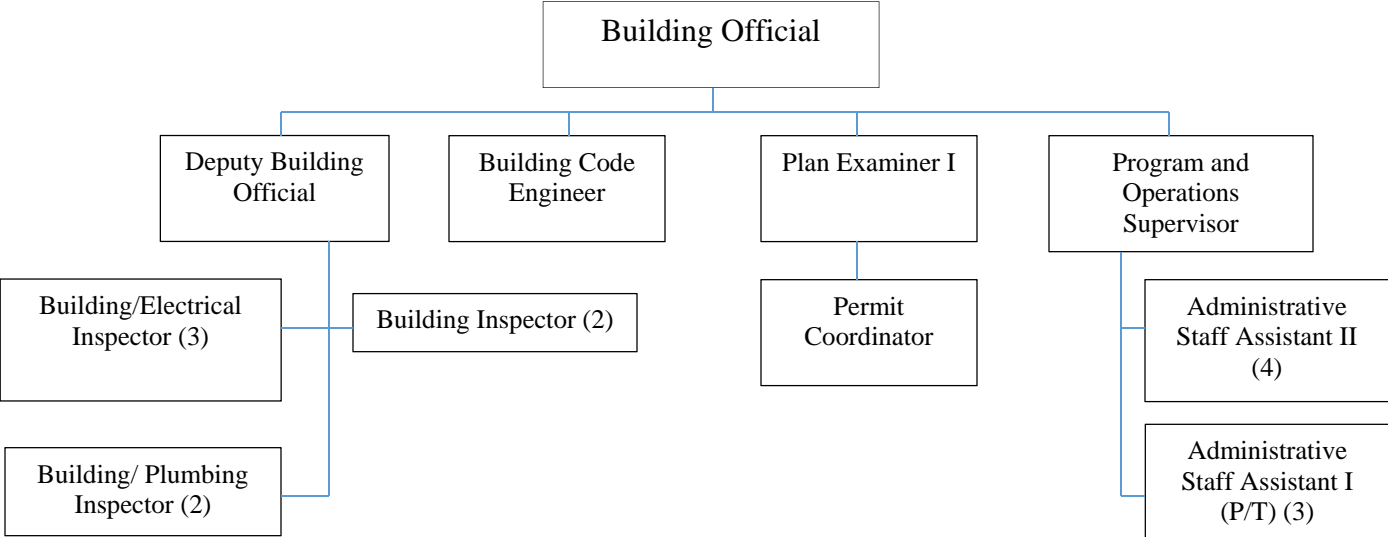
FY 16-17 Major Accomplishments

- Continued permit and inspection program execution.
- Ongoing coordination with IT to address permitting software issues.
- Ongoing customer service activities.

FY 17-18 Goals

- Continue work with IT to address permitting software issues and improve usability of Cityview system.
- Continue to implement the permit and inspection program.
- Continue wide array of customer service activities related to the Division’s records and customer requests.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	17	0.86	1,560
FY 16-17	Budgeted	17	1.29	1,560
FY 17-18	Requested	17	0.86	1,560

Comments on Proposed Personnel Changes

In FY16-17, we requested one additional part-time clerical position at 15 hours / week, a non-represented employee receiving no benefits. This was based on the workload associated with the receipt of over 60 requests/month to address old permits that never received a Certificate of Occupancy (CO). The research involved with providing information to answer such requests is significant. In addition, the fee associated with the work was increased to pay for the position. Given the RTM budget cut to the FY 16-17 budget, the position could not be filled. To balance workload, the Permit Records Room schedule had to be reduced from a 5 day a week to a 3 day a week schedule. While the volume of work remains large, no proposals are being made in FY17-18.

**DEPARTMENT OF PUBLIC WORKS
SEWER DIVISION
361**

Mission

To operate the collection system as effectively and efficiently as possible and provide the highest level of wastewater treatment possible at the Grass Island Wastewater Treatment Plant (GIWWTP) to meet all regulatory / permit requirements.

Primary Services Provided

- Operate the Grass Island Wastewater Treatment Plant, pump stations, and collection system to meet federal and state wastewater permit requirements.
- Execute necessary work to comply with consent decree requirements.
- Implement the sewer mark out portion of the Call Before You Dig program.
- Proactively manage the Town's wastewater infrastructure through special projects and programs as needed to maintain effective wastewater operations, including inflow removal, sewer permits, and scheduled maintenance activities.
- Manage a sewer permit program for property owner's connections to sanitary sewer mains, disconnect permits, repairs, etc. and perform associated inspections.
- Provide emergency response for various scenarios/incidents, including weather related emergencies and others.

FY 16-17 Major Accomplishments

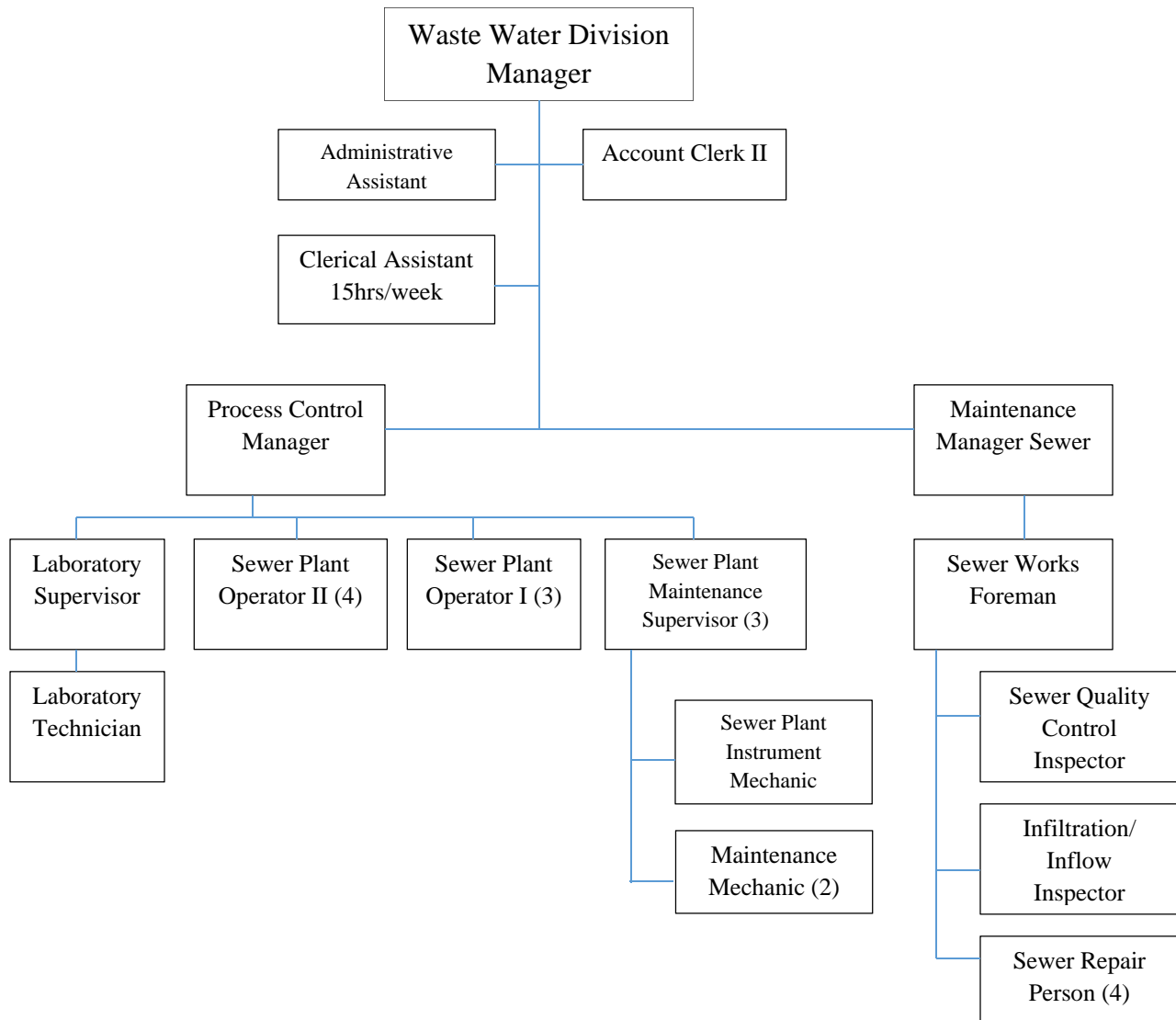
- Completed major sewer rehabilitation work for Davis Avenue / Bruce Park Avenue segment as well as other critical sewers in the system.
- Continue to operate the plant and collection system in accordance with permit requirements.
- Continue to implement sewer permit and call before you dig programs.
- Continue executing capital projects at GIWWTP: grit system design, risk assessment for storm/flood planning, final clarifiers renovation construction, SCADA system study and design, and others.
- Continue executing collection system capital projects, including Old Greenwich Common Force Main sections replacement and design, pump station upgrade designs, force main replacements, and sewer system rehabilitation.
- Began construction on Ballwood, Heusted, and Meadow Pump Stations incorporating design features to protect them from future flood damage.
- Continue to implement private inflow/infiltration program.

FY 17-18 Goals

- Continue to execute GIWWTP projects.
- Continue to execute collection system projects.

- Continue permit, operation, and private inflow/infiltration projects.
- Continue to operate the plant and collection system in compliance with all required regulations.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	25	0.86	1,380
FY 16-17	Budgeted	25	0.86	1,380
FY 17-18	Requested	25	0.86	1,380

Comments on Proposed Personnel Changes

The 0.76 FTEs reflected above are for a part-time non-represented clerical assistant and a summer intern. The additional FTEs (2.07) that appear in the budget book are for police blue payroll. This is budgeted for the times that an officer is needed for traffic control as a result of work not specifically related to a capital project/program.

FLEET DEPARTMENT
380

Mission

Provide high quality, professional and cost effective fleet maintenance services to all Town User Departments. Be the support function for all User Departments for equipment specifications and vehicle replacement.

Primary Services Provided

- Preventive maintenance and repairs to the Town and User Department vehicles and equipment.
- Develop policies and procedures for the maintenance and repair of Town vehicles and equipment.
- Develop annual vehicle replacement plan.
- Utilizing input from User Departments, prepare specifications for new vehicle and equipment purchases.
- Obtain pricing for new vehicles.
- Utilize state and other approved contracts for vehicle and equipment purchases to maximize cost savings.
- Maintain computerized inventory and repair history for Town vehicles and equipment.
- Control and maintain Town fueling sites.
- Oversee outsourced parts operation.
- Update User Departments on new technologies.

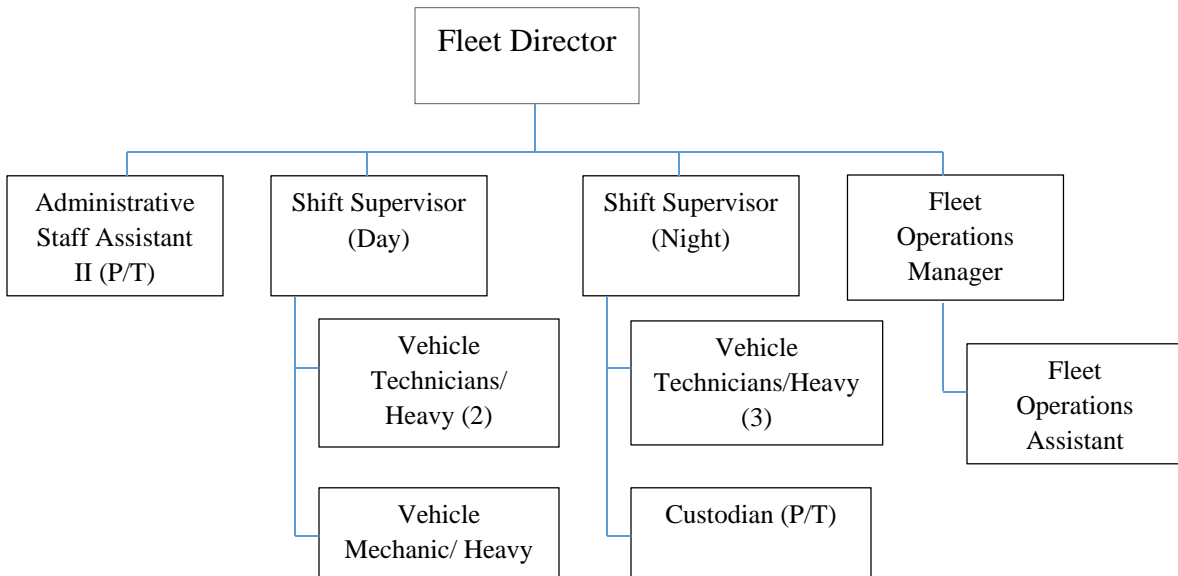
FY 16-17 Major Accomplishments

- Obtained NAFA Sustainable Fleet certification.
- Developed Anti-Idling Policy for Town vehicles.
- Converted an additional 5 pickup trucks to propane autogas.
- Complete the replacement of the automated fueling system in all vehicles by 6/30/2017.

FY 17-18 Goals

- Build a permanent propane fueling station – pending capital approval.
- Begin monthly reporting of vehicle idling time by department and vehicle type.
- Evaluate department staffing and job duties.
- Reduce hours of part time AA position and downgrade position to ASAI due to mandated budget cuts.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	11	1.14	2,340
FY 16-17	Budgeted	11	1.28	2,340
FY 17-18	Requested	11	1.14	2,074

Comments on Proposed Personnel Changes

Error in reported hours for Part Time hours corrected based on budgeted hours.

DEPARTMENT OF HEALTH
401 – ADMINISTRATION
405 – ENVIRONMENTAL HEALTH
410 – SPECIAL CLINICAL
415 – FAMILY HEALTH
425 – LABORATORY

Mission

The Greenwich Department of Health is responsible for protecting, promoting and improving the health of Greenwich residents by implementing the provisions of essential public health services, carrying out public health core activities which include monitoring the public's health status, investigating and responding to disease outbreaks, enforcing laws and regulations to protect the public's health, developing health policies, identifying critical health needs, educating the public about public health issues, allocating health resources to those who are in need and plan for emergencies which may require a public health response.

Primary Services Provided

All divisions of the Department carry out mandated health services as a result of local/state/federal regulations or laws. The following is a complete list of those items:

1. Protect people from communicable diseases and work to reduce health risks that promote chronic disease and illness through preventive services such as: providing immunizations, conducting health care counseling and screenings, providing patient case management and making referrals for treatment. Through the enforcement of public health regulations, the Department conducts disease surveillance and investigation, monitors the community's health status, collaborates with community health partners to provide health services and by statutory authority, issues health orders by the Director of Health to protect the public's health.
2. Enforce public health laws and regulations to protect human health and the environment by: exercising the authority of the Director of Health and Board of Health when needed, overseeing the treatment of those with infectious/communicable diseases, investigating and providing case management of disease outbreaks, sampling and analyzing pollution sources in the community in an effort to identify disease-causing organisms and educating the public as efficiently as possible about the need to protect themselves against health hazards.
3. Assure quality and accessibility to medical care by providing direct public health essential services when possible especially to disadvantaged populations and mobilize health resources (indirect services) when there is a need identified in the community. The Department's health services include, but are not limited to: nursing services (adult, maternal and child health program), i.e., immunizations, well child care, elder care for the homebound, communicable disease case management and services for the uninsured and underserved. The environmental health and laboratory service program provides enforcement of public health regulation, collects and analyzes environmental samples and provides clinical testing

for children and adults. The special clinical services program provides communicable disease screening, patient treatment, case management and counseling for targeted conditions. It also provides public health education to student populations and executes the Town's Bloodborne Pathogen Program for employees of the Town. The dental health program provides oral health screening, education and referral mainly to children of the public health school system; pre-school programs, the Woman, Infant and Child (WIC) program and seniors in the community.

4. Plan for public health emergencies through the provisions of a contract between Greenwich Emergency Medical Services (GEMS) and the Town (to provide basic and advanced life support emergency medical services), conduct local emergency planning through the Department's grant funded Public Health Emergency Preparedness program (which conducts disaster plan development/updating; educates the general public and coordinates with community and Town agencies to ensure a coordinated response to public health emergencies). Acts as a liaison between the Town and State as it pertains to planning for emergencies that may require resources from the State and other municipalities.
5. Provide limited public health education (the Department's health educator position was eliminated by the Town in 2009-2010 as part of a downsizing effort) about disease, health issues and health hazards with emphasis on prevention. This is achieved through provisions of public health service programming, presentations, classroom instruction and literature distribution for the prevention of illness, disease and premature death.
6. Contribute to the evidence base of public health while investigating and evaluating health issues, implementing and improving health service programs and initiating interventions through provisions of: collecting, monitoring, tracking, tabulating, analyzing and reporting data for the health jurisdiction served.
7. Maintain a competent, skilled public health workforce that can plan and respond to the community's needs such as public health emergencies, enforcing public health regulations to protect the population against disease and illness, research new insights that promise innovative solutions to health issues and lead the development of health policy and planning in the community. Ensure that all staff are licensed, credentialed and certified to perform public health duties.
8. Collaborate with community health system partners when possible to identify critical health needs, mobilize health resources and provide health services that promote good community health.
9. Engage the community through participation and input in an effort to identify health issues, problems and hazards through evaluation and assessment.
10. Work towards maintaining a smooth business operation for budgeting, payroll, account payables, record retention, etc.

11. Work towards reducing health disparities in the population in an effort to provide equal access to health care through direct and indirect services by community health system partners.

(401) Administration FY 16-17 Major Accomplishments

- Number of Medical Reserve Corps (MRC) members trained - 28
- Estimated partial revenues received from programs that are funded by state grants - \$2,360
- Number of health orders issued per population served - 2
- Number of customer satisfaction surveys - <50
Percentage of customers satisfied with Department services - 97%
- Number of health alerts issued to the public – 42
- Managed outside Emergency Medical Service Advanced Life Support contract for the Town
- Number of Emergency Preparedness Plans designed and updated – 5
- Number of state grants managed - 4

(405) Environmental Services FY 16-17 Major Accomplishments

- Investigate the storm drainage around Byram Beach in an effort to identify point sources of bacteria that may be affecting the beach water quality following rain events.
 - **Completion on or Before: 6/2017**
- Increase the proportion of Class IV Food Service Facilities that follow proper handwashing practices in order to prevent foodborne illness outbreaks.
 - **Completion on or Before: 6/2017**

Environmental Services Accomplishments of Primary Services Provided

- Number of public pools inspections performed for safety - 64
- Number of public swimming site locations tested during the season for acceptable water quality - 196
Of those tested, number that had unacceptable results - 25 (13%)
- Number of days public beaches closed for swimming due to unacceptable water quality (decrease from last year) - 8
- Number of septic system plans reviewed and processed by qualified staff (6) - 507
- Number of septic system installation inspections by qualified staff (5) - 301
- Number of well water drilling applications reviewed and processed - 77
- Number of sewage disposal permits processed - 81
- Number of food service establishment inspections conducted by qualified staff (5) - 607
(Yearly, 1 in 6 people (48 million) in the U.S. gets sick, 128,000 are hospitalized and 3,000 die of foodborne disease. In 2015, Connecticut reported 841 foodborne outbreaks.)
- Number of food service establishment/facility licenses processed by office staff available (.5) - 325

- Number of animals submitted for rabies testing due to possible human exposure - 30
Of those submitted for analysis, number found positive for rabies in which no humans were treated - 3
- Number of residential building plans reviewed for other Town Department approval - 128
- Number of required licensed facility inspections other than food service establishments by qualified staff (5) - 151

FY 17-18 Goals - (405) Environmental Services

- **Goal:** To reduce the number of rainfall beach water closure days at Greenwich Point during the months of July (currently a 1.5” rainfall closure) and August (currently a 1” rainfall closure).
 - **Completion on or Before: 6/2018**
- **Goal:** Increase the proportion of consumers who follow key food safety practices
 - **Completion on or Before: 6/2018**

(410) Special Clinical Services FY 16-17 Major Accomplishments

- Expand existing student peer HIV/STD educator program (already at Greenwich Academy and Greenwich High) for high school students at the Convent of the Sacred Heart and Brunswick School.
 - **Completion on or Before: 6/2017**

Special Clinical Services Accomplishments of Primary Services Provided

- Number of public school students and staff receiving communicable disease education programs by qualified staff (1) - 2,479
- Number of resident at-risk clients counseled/tested on STD/HIV by qualified staff (1) - 691
- Number of at-risk resident clients treated for STD per population served – 43

FY 17-18 Goals - (410) Special Clinical Services

- **Goal:** Many people are unaware of their Hepatitis C (HCV) status and if left untreated, they can develop serious consequences, and can transmit the virus to others. Of those infected with HCV, approximately sixty to seventy percent will go on to develop chronic liver disease. One to five percent will die from liver cancer or cirrhosis. Viral hepatitis is a leading cause of liver cancer, and the death rate from liver cancer is increasing faster than all other cancers. With the advent of new and highly successful treatment for HCV, earlier treatment is recommended before cirrhosis develops. The goal is to contact 85% of diagnosed Greenwich residents reported to the Greenwich Department of Health who are HCV positive, and offer education and referral services for treatment.
 - **Completion on or Before: 6/2018**

(410) Dental Health FY 16-17 Major Accomplishments

- Provide Greenwich families with a level of protection for their children in the event that they become missing by providing the Connecticut Children's Identification Program (CHIP) free of charge. This program will be offered in conjunction with the Connecticut Freemasons Foundation.
 - **Completion on or Before: 6/2017**

Dental Health Accomplishments of Primary Services Provided

- Number of WIC children screened for oral health with no referrals for treatment - 67
- Number of required public school oral health education sessions given to students in kindergarten through fifth grade by staff (2) - 215
- Number of public school children examined for oral health problems by staff (2) - 5,964
- Number and percentage of students referred to a dentist for follow-up - 975 (16%)
- Number of public school children receiving dental screening services and fluoride mouthrinse by staff (2) - 8,905
- Number of uninsured/underserved children receiving dental health screenings by staff (2) - 347
Of those screened, percentage of children referred for dental follow-up - >50%

FY 17-18 Goals - (410) Dental Health

- **Goal:** To reduce the number of children in a controlled group of third graders in two schools (aged 8 years) who had a dental caries experience in their primary teeth and permanent teeth. Dental caries experience is defined as the presence of either untreated or treated tooth decay.
 - **Completion on or Before: 6/2018**

(415) Family Health FY 16-17 Major Accomplishments

- Help reduce the risk of unintentional injury among Home Health Maintenance (HHM) clients by conducting safety assessments.
 - **Completion on or Before: 6/2017**

Family Health Accomplishments of Primary Services Provided

- Number of Women, Infant and Child (WIC) participants – 221
- Number of communicable disease outbreaks investigated - 304
- Number of deaths reported per Greenwich population served (62,610) - 365
(#1 Heart & Circulatory Disease - #2 Cancer - #3 Respiratory)

Chronic diseases such as diabetes, stroke and cancer are among the leading cause of death in Americans. It is estimated that by 2030, more than 75% of the world's death will be caused by cardiovascular disease, diabetes and cancer. Nationwide, obesity continues to be a problem with more than 31% of the population obese. In Connecticut, 8.9% (2014) of adults have diabetes, 27.6% report having high blood

pressure (2013) and over 25% are obese (2015/2016). In addition, 22% of State residents do not engage in any kind of leisure physical activity.

- Number of uninsured, underserved, homebound, frail or chronically ill residents needing nursing service by staff (1.5) - 59
- Number of residents requiring medical management/follow-up for communicable diseases by staff (1) - 57
- Number of immunizations given to general public for protection against various diseases (example: influenza) by staff (4.5) per population served - 2,237
- Number of reportable disease reports filed and reviewed - 500
- Number of underserved/uninsured children needing nursing clinic services - 110
- Number of immunizations, screening and examinations for all children (including underserved/uninsured) needing nursing clinic services - 1,875
- Number of maternal health assessments for at-risk underserved women by staff (1) - 120
- Number of live births reported and recorded for Greenwich in 2015-2016 - 496
- Number of live births reported and recorded for Greenwich with very low birth weights (<3.3 lbs.) - 0
- Number of live births reported and recorded for Greenwich with low birth weights (3.3 - 5.5 lbs.) - 23

FY 17-18 Goals - (415) Family Health

- **Goal:** To increase the percentage of Greenwich children who receive annual lead tests by age 3.
 - **Completion on or Before: 6/2018**

(425) Laboratory FY 16-17 Major Accomplishments

- Expand the radon testing program by promoting the necessity to test for radon in air within households; to develop a radon in water testing program and gather radon mitigation data from households that were identified with high radon in air levels.
 - **Completion on or Before: 6/2017**

Laboratory Accomplishments of Primary Services Provided

- Number of public pool water samples analyzed - 301
Of those analyzed, number of samples found to be unacceptable - 25 (8%)
- Number of public swimming site locations tested during the season for acceptable water quality - 196
Of those tested, number that had unacceptable results - 25 (13%)
- Number of public and private well water samples analyzed for acceptable water quality - 242
Of those sampled, number that had unacceptable results - 29 (12%)
 - Number of public water distribution samples analyzed - 203
Of those analyzed, number of samples found to be unacceptable - 12 (6%)
- Number of animals submitted for rabies testing due to possible human exposure - 30

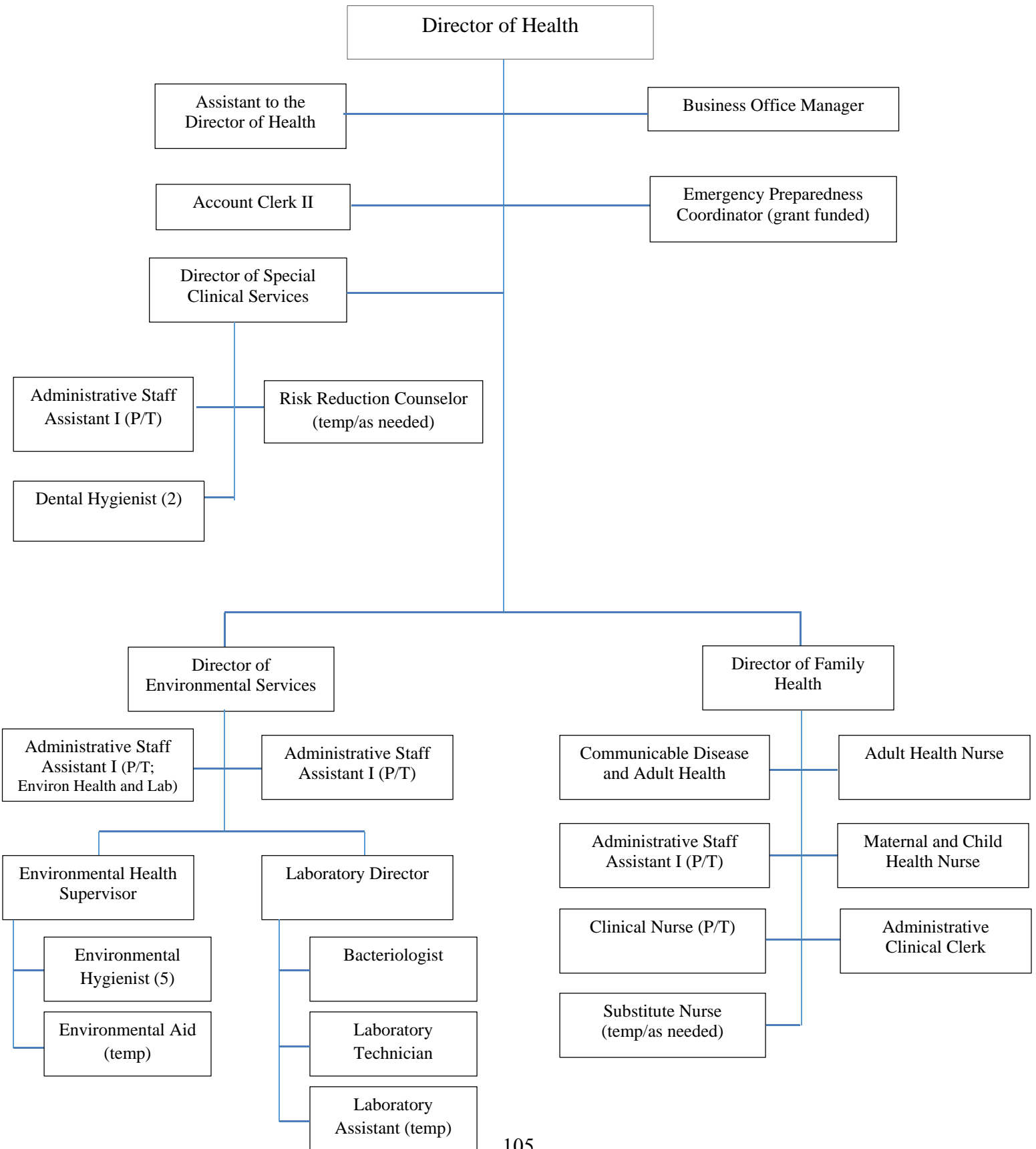
Of those submitted for analysis, number found positive for rabies in which no humans were treated - 3

- Number of residents that processed radon in air samples - 194
Number of households above the EPA radon in air action limit (pic/L) - 74 (38%)
- Number of drinking water samples analyzed for bacterial contamination by number of staff (3) - 445
- Number of school children screened for anemia - 132
Of those screened, number found to have unacceptable levels - 9
 - Number of children screened for lead in blood in the WIC Program - 145
Of those screened, number with elevated levels of lead and reported to state - 8

FY 17-18 Goals - (425) Laboratory

- **Goal:** To strengthen the Greenwich Department of Health Laboratory's capacity as a member of the National Laboratory Response Network so that assistance can be given to the State Lab as needed during an emergency event.
 - **Completion on or Before: 6/2018**

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	22	2.76	5,089*
FY 16-17	Budgeted	22	2.85	5,175
FY 17-18	Requested	22	2.45	4,450

*This category includes temporary hours to cover the hiring of an Interim Director of Special Clinical Services due to a retirement.

Comments on Proposed Personnel Changes

Note: Chart above does not include Grant-Funded positions.

Additional funding may be needed to support the Emergency Preparedness Coordinator’s position since federal funding has been severely reduced.

The FY17-18 figures reflect the removal of a part-time Administrative Staff Assistant in Environmental Health (405).

DEPARTMENT OF SOCIAL SERVICES
501 – ADMINISTRATION
502 – ADULT AND FAMILY SERVICES
509 –HOMEMAKER SERVICES

Mission

The mission of the Department of Social Services (DSS) is to enhance the quality of life of Greenwich residents through support in meeting basic human needs and promoting services that foster self-sufficiency.

Primary Services Provided

DSS assists clients with meeting basic human needs for: housing, food, clothing, personal safety and health care.

- **Case Management:** Through the Department’s case management services, clients are referred for direct services to appropriate local and State providers. Case managers monitor client’s progress and agencies effectiveness through a management information system. The DSS Board has directed the Department staff to support and promote education and employment goals as a strategy for long-term successful outcomes with clients.
- **Programs:** The Department also operates direct service programs that include:
 - Intake: Intake staff provide screening and assessment to determine program eligibility and appropriate service level;
 - Applications: Staff assist clients with program applications and renewals that include: Energy Assistance, Renters Rebate, Operation Fuel, SNAP, and HUSKY;
 - Byram Archibald Neighborhood Center (BANC) After School Program;
 - Greenwich Youth Conservation Summer Program;
 - Greenwich Youth Corp Summer Program (partnership with Greenwich Land Trust);
 - Community Gifts Program: Campership, Holiday Aide, Boots and Shoes, Backpack and School Supplies
 - ESL – On-site and at BANC
- **Homemaker and Escorted Transportation:** The Department operates Homemaker and Escorted Transportation services that help maintain disabled and older residents in the community.
- **Community Partnership Program:** Grants provided to 16 local community human service agencies that focus on DSS mission driven services for Greenwich residents. Department requires quarterly progress reports. Oversight responsibilities for 3 programs funded through Town External Entities budget.

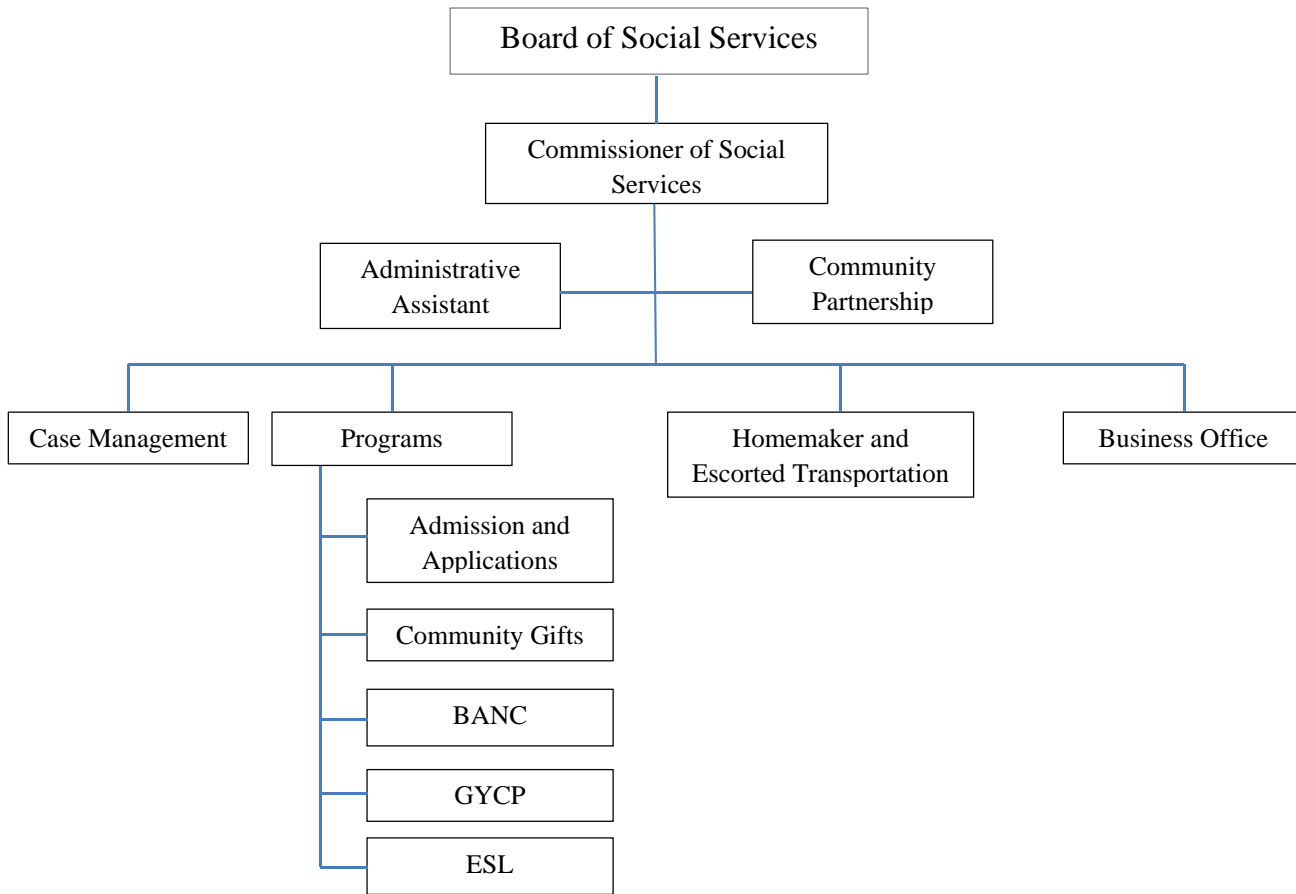
FY 16-17 Major Accomplishments

- Submitted the Opiate Report as requested by First Selectman's Office, providing information on use/abuse of opioids and recommendations for dealing with the problem in Town of Greenwich.
- Established new information dashboard for DSS Board using data from ClientTrack software system.
- Collaboration through Community Partnership Program with Family Center's RITE employment program increased employment placements for GDSS clients.
- Completed Health Care Access Needs Assessment section included in United Way's Needs Assessment Report.
- Began implementation of FY 17-19 Strategic Plan.
- DSS Achievement Gap Task Force is promoting strategies for effective agency collaborations with infant/child (0-5 years) developmental learning programs for high-at-risk families as an early intervention program for better preparation for pre-school.
- DSS joined Interagency Team leadership to assist in development of support services for youth experiencing behavioral health issues. Expanding program to the 3 Middle Schools.
- Renovation of Social Services physical plant.
- Established Child Mental Health Group working to develop an improved network of mental health services.

FY 17-18 Goals

- Establish service provider coalition that will assist pre-schools with high-at-risk children/families and developing support and training programs for families.
- Increase the number of DSS clients employed through work with Family Centers RITE Program.
- Complete Results-Based Report showing achievement of clients reaching goals in housing, food, clothing, personal safety and health care.
- Coordinate with Town social service agencies in supporting social and emotional learning programs in pre and after school programs.
- Work to establish increased capacity for affordable housing in Greenwich.
- Collaborate with Commission on Aging in developing improved support system for senior clients.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	20	17.82	32,842
FY 16-17	Budgeted	20	17.89	33,882
FY 17-18	Requested	20	18.46	34,922

Comments on Proposed Personnel Changes

Because of a reorganization in the United Way in FY15-16, the Youth Services Bureau Coordinator position was transferred to the Town as a contracted position. It is proposed to transfer the position to the Town’s Department of Social Services in FY17-18 under the direction of the Social Services Commissioner. Position will be part-time (20 hours) and supported through existing Town funds and State Youth Services Bureau grant.

GREENWICH PUBLIC SCHOOLS
600 – ADMINISTRATION
620 – INSTRUCTION
640 – OPERATION OF PLANTS
650 – MAINTENANCE OF PLANTS
660 – PUPIL TRANSPORTATION
675 – STUDENT BODY ACTIVITIES

Not Available at Time of Printing

GREENWICH LIBRARY
701

Mission

The mission of the Greenwich Library is to provide exceptional resources, programs and services that promote the joy of lifelong learning and discovery, and to offer a welcoming place for people to gather and share experiences.

Primary Services Provided

1. Accounts Payable
2. Budgeting
3. Facilities Management
4. Information Services
5. Information Technology
6. Lending Services
7. Payroll
8. Public Relations
9. Resources Management / Acquisitions
10. Programming and Outreach (*privately funded*)
11. Training (*privately funded*)
12. Fundraising (*privately funded*)

FY 16-17 Major Accomplishments

- As part of the Town's Community First Initiative, the Library completed analysis, resizing and improved display of the Main Library adult print collection. Comparable efforts continued with the children's collection and the collection at the Cos Cob Branch Library. This is a rolling project and the project committee will be reconvened to adjust target sizes.
- Researched best practices and space for: new book areas and collection merchandizing; library services to children and teens; services to the business community including co-working opportunities; consolidated service points; and quiet areas/reading rooms/local history.
- Increased staff and patron awareness of electronic and digital resources and services at the Library:
 - The Library's Maker space committee prepared a summary of findings on library MakerSpaces that included recommendations for a future MakerSpace at Greenwich Library.
 - A 3D printer was purchased and programs were initiated to incorporate 3D modeling and printing.

- Patron use of the Library’s digital collection of eBooks, eAudiobooks, eMagazines and streaming music and videos continued to increase dramatically. The collection is accessible 24/7.
- Supported Greenwich schools’ curriculum and digital learning. Strengthened community partnerships with the schools through programs and Library resources:
 - The Library partnered with Greenwich Public Schools (GPS) to promote the 2016 curated summer reading list of nearly 1,300 titles, 75% of which were available as eBooks. The pilot project was successful, with 2,293 circulations of eBooks/audiobooks by GPS students with iPads, Chromebooks or other devices in conjunction with the GPS goal to increase access to resources through technology.
 - The Library also arranged with GPS to host visits by every first grade class as an “assured experience” and continued to host classes from many of the private schools in Town to support early childhood academic success.
- The new Library website was designed to be more user friendly, responsive to any device, and provide discovery opportunities for collections, programs and services. It is powered by a custom designed WordPress Content Management system.
- Over 2,200 residents completed a survey concerning programming and hours of service, sharing their views and ideas about Greenwich Library’s services and priorities. In addition, 20 stakeholder interviews were conducted with town leaders.
- The Library’s Programming Committee is developing a two-year plan for proactively selecting and evaluating programs as well as defining target audiences in response to survey results.
- Greenwich Reads Together (GRT) 2016 engaged residents in a discussion of *Station Eleven* by Emily St. John Mandel. Over 20 community organizations collaborated on programs and discussion groups.
- Initiate credit card payments at the Main Library to enable patrons to pay fines and fees with credit cards. This initiative was delayed due to migration to credit card chip technology. *Estimated completion: Winter 2017.*
- Implement Wireless Printing in all buildings. This initiative will allow patron printing from all devices, including cell phones, tablets and laptops, to Library public printers. They will then pay for and pick up their job from the Library’s print management system. *Estimated completion: March 2017.*

Capital Improvement Projects:

- Server Room Infrastructure Upgrade
The upgrade would move existing virtual servers from two host servers to a central storage environment to provide efficient backup and availability. Another host server would be added to provide expansion capacity for any new virtual servers in future. *Estimated completion: Spring 2017*

Retrofit of Main Library Parking lot lights to LED lighting

This project was completed in the Spring of 2015 and final payments made to vendors.

- Franklin Simon Building façade restoration, Main Library
The bulk of this project was completed by January 2016 with remnant work being completed in the 2016-17 fiscal year including installation of gauges and other assessments of the structure.
 - Main Library Carpet Replacement
This project has been delayed. Spending awaits final architect's report due winter 2017 on interior redesign & its impact on shelving and furnishing.
- Painting
Work was completed in June 2016.
- Roof Repair at the Main Library and Byram Shubert Library
Work was completed in Fall 2016.
- Fence Replacement at the Cos Cob Library
Work was completed in Fall 2016.
- Parking Lot Curb Replacement
Work to be completed in Spring 2017.
- Seal Parking Garage Roof and Deck
Work completed in July 2016.

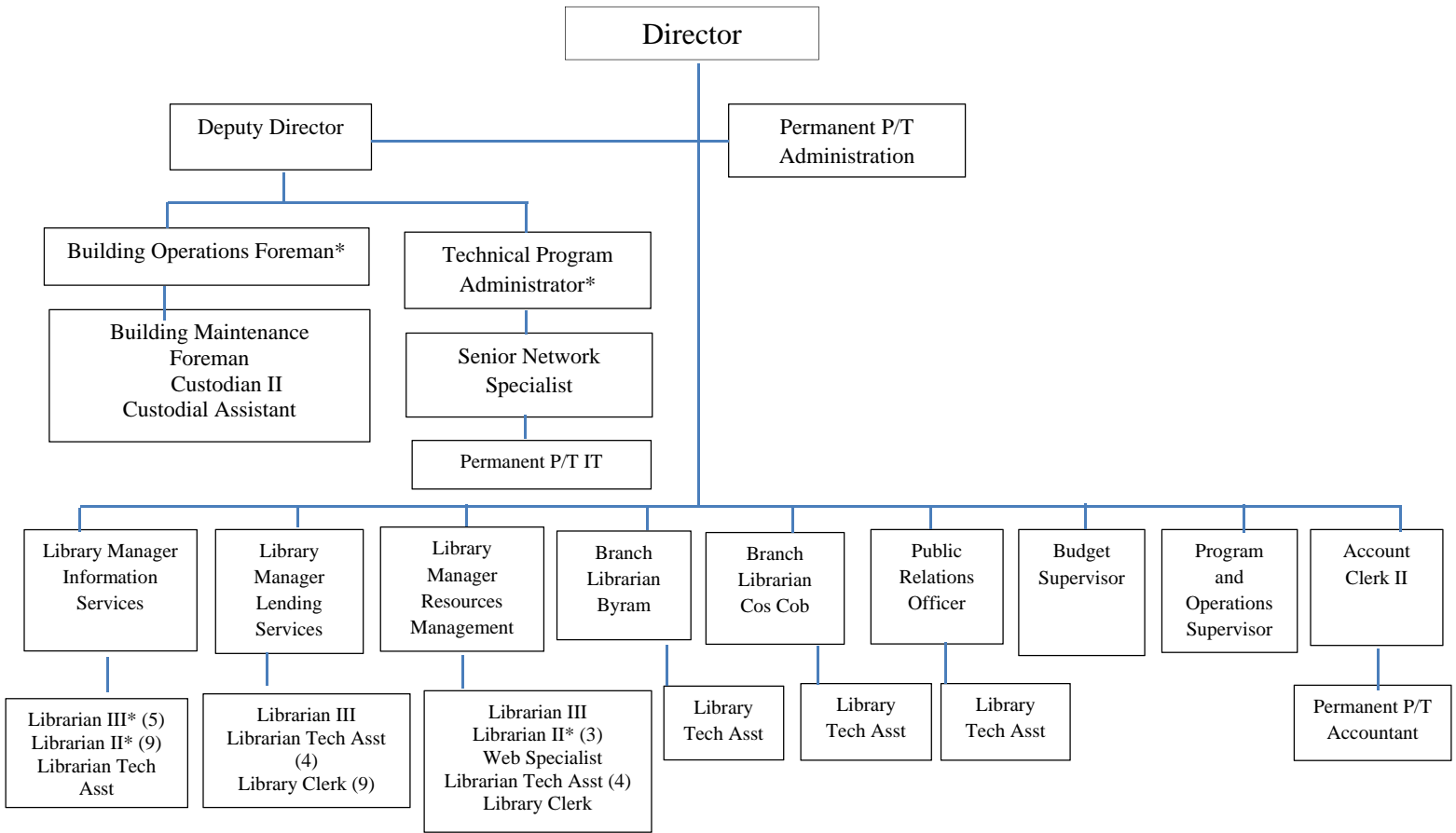
FY 17-18 Goals

- Investigate more cost effective strategies related to processing incoming materials:
 - Resources Management dedicates significant time to preparing materials for circulation. The department will analyze the relative cost, timeliness and quality of the use of outside vendors to prepare new materials for circulation.
- Establish a task force to rethink customer service points:
 - To provide increased quality patron service, the task force will research best practices, identify appropriate staffing levels in optimum locations and experiment with providing service to patrons using varied service models.
- Offer increased technology training to library staff in the branches.
- Meet the needs and interests of Greenwich residents by making strategic programming choices.
 - Library programs enhance or complement the Library's collections to help meet the lifelong educational, informational, recreational, and cultural needs of the

community. The Library's Programming Committee will continue to work with staff and partners to collaborate on excellent programming for the community.

- Use appropriate media and targeted messages to raise patron awareness of relevant Library resources.
 - Use a strategic marketing mix of electronic and print media to educate community members about Library collections, services, and programs. Market the Library's collections, services, and programs to new and prospective cardholders by emphasizing Library card benefits.
- Implement remote eCommerce payment of fines and fees.
 - Accept credit card payments online and from locations outside the library to enable patrons to pay fines and fees. *Anticipated completion date: December 2017.*
- Add Apple computers to Greenwich Library.
 - Support students with the platform they are accustomed to using in the schools. The initial units would be loaded with the same software packages used in GHS and placed in the Teen Central area. Installations would likely expand to other areas.
- Resurface the Main Library parking lot
 - Phase 2 of a resurfacing project at the Main Library to replace the curbing and pavement. This phase consists of milling and paving the parking lot. *To be completed Summer 2017.*
- Roof Replacement: Two roofs at the Main Library have reached the end of their useful lifespan and are in need of replacement. *To be completed Summer 2017.*
- Rooftop Unit Replacements: Three rooftop units at the Main Library have been identified as needing immediate replacement in order to provide proper HVAC support to sections of the building. *To be completed Summer 2017.*
- Emergency Lighting Battery Replacement: A three year cycle of battery replacement to ensure emergency lighting for building evacuation. *To be completed Fall 2017.*
- Painting: Ongoing capital maintenance to preserve the facility against constant use. Certain rooms, sections, and buildings will be assessed and targeted for painting at the start of the 2017-18 FY. *To be completed throughout the 2017-18 FY.*
- Book Drop Replacements: The book drops at the Main Library have reached the end of their useful lifespan. The interior mechanics have deteriorated and the exterior hoods have become worn. *To be completed by Summer 2017.*
- Flooring Replacement: This project targets the flooring of the Cos Cob Branch Library which is still original to the building (over 16 years old). *To be completed Spring 2018.*

Table of Organization



*Peterson Foundation Position

Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	62	30.52	60,351
FY 16-17	Budgeted	62	34.11	61,693
FY 17-18	Requested	62	34.11	60,351

Comments on Proposed Personnel Changes

None

PERROT MEMORIAL LIBRARY
710

Mission

Perrot Memorial Library provides the Greenwich community with access to information and materials in all formats. Committed to friendly, competent and professional service, the Library shall encourage and satisfy the community's love of books, quest for information and life-long learning. We provide a gateway to recorded knowledge and ideas with the highest level of personal service and we aspire to be recognized as an innovative library that is essential to the quality of individual, family, and community life.

Primary Services Provided

1. Library Services for Children
2. Library Services for Adults
3. Library Services for Teenagers
4. Growth and maintenance of the Library's collection of books, movies and magazines serving all ages and interests in multiple formats
5. Provide open access to the collections and Library services in a modern, well maintained facility.
6. Provide Library cultural and educational programs for children, adults and teenagers.
7. Provide open access to shared resources with the Greenwich Library, in both print and electronic formats.
8. Provide open access to Internet based information resources and services
9. Provide Library services 24/7/365 through our web site
10. Continuously evaluate and improve Library services to the community

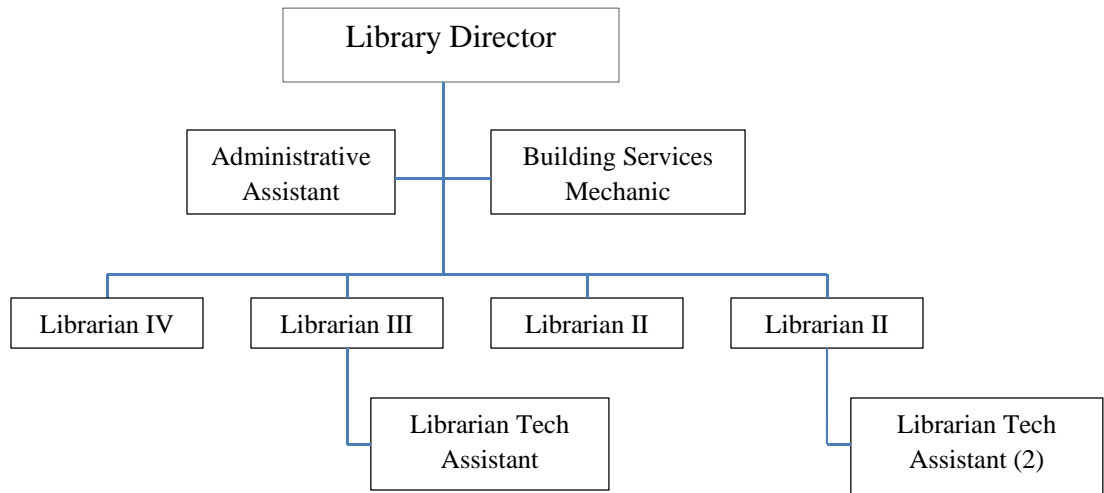
FY 16-17 Major Accomplishments

- The Library installed a new electronic HVAC system in the Radcliffe Children's Library. The new controls enable us to achieve greater energy efficiency and monitor the interior building comfort levels remotely.
- Perrot Library offered two new public services this year. Library visitors can now print documents wirelessly from their own digital devices that they bring to the library, and enjoy a cup of coffee or tea while they browse the collections.

FY 17-18 Goals

- Perrot Library will continue to make improvements to the building with the installation of new exterior doors and hardware.
- Perrot Library will seek support for a capital improvement project to replace the eighty-six-year-old slate roof on the original Daniel Everett Waid designed building.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	10	7.45	13,559
FY 16-17	Budgeted	10	7.45	13,559
FY 17-18	Requested	11	7.45	13,559

Comments on Proposed Personnel Changes

We continue to seek the restoration of our Youth Services Librarian position as our number one priority. Our Youth Services Librarian position was removed from our Table of Organization in 2012 to assist the town with budget priorities at that time. Kathy Jarombek, the Head of the Youth Services Department, and her staff have provided a full range of services for children in the Greenwich community with nearly 400 programs serving more than 10,000 children and their families in the past year. Despite their efforts, 60 or more Greenwich children and their families languished on waiting lists for openings in our popular children’s programs last year. School visits to promote reading and introduce new books have been cut back. Collection development, planning and evaluating staff and services, and presenting special programs for children and families have been placed on hold. With the Youth Services Librarian position restored to our Table of Organization, the Library will be able to continue and expand our exceptional array of Children’s programs to meet the demands of our residents.

PARKS AND RECREATION 801 – ADMINISTRATION

Mission

The mission of the Town of Greenwich Parks and Recreation Department is to deliver high quality leisure time opportunities through safe, well-organized and affordable programs and a comprehensive network of parks, playgrounds, marinas, beaches, athletic fields, neighborhood community centers, ice skating rink, municipal golf course and open spaces to promote the mental, physical and social well-being of our residents. We foster a sense of community spirit and civic responsibility through the use and preservation of the town's natural resources for the enjoyment of current and future generations.

The primary responsibility of the Administration Division is to provide leadership, planning, and direction in identifying, implementing, and administering the finance, personnel, areas, and facilities that are made available for leisure services. The primary objective of the department, in cooperation with other private and public agencies and departments, is to create wholesome and beneficial use of leisure for all Greenwich residents through recreational opportunities in our parks, programs, and facilities.

Primary Services Provided

Provide the supervision and control of the recreation facilities and activities of the Town including the development, regulation, maintenance and use of public parks, trees, playgrounds, community centers, golf courses, skating rinks, Civic Centers, bathing beaches, boat harbors, boating facilities, waters of Long Island Sound subject to the jurisdiction of the Town, and all other recreational places.

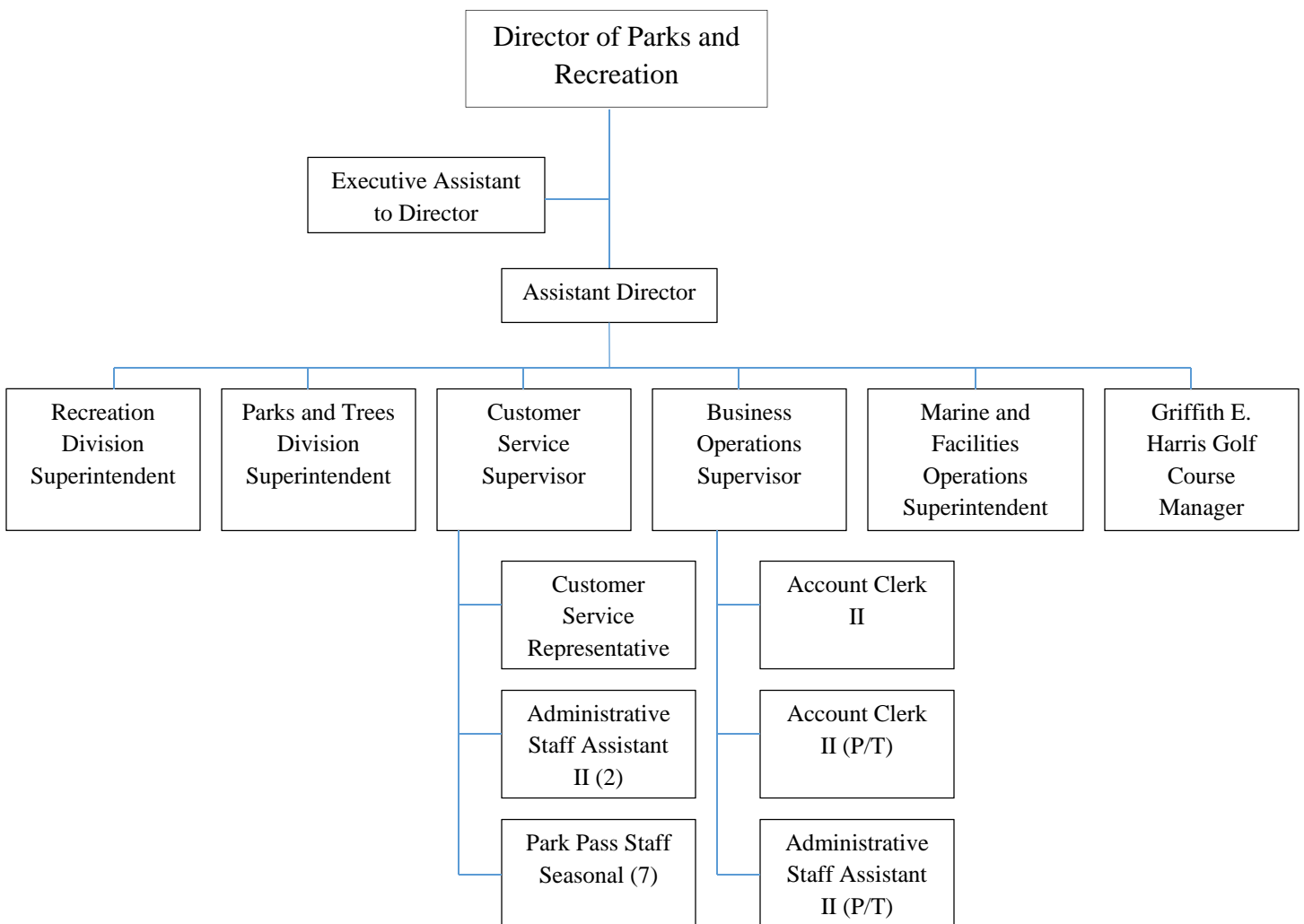
FY 16-17 Major Accomplishments

- Completed project to provide ability for Town of Greenwich residents to purchase daily beach passes online.
- Completed purchase and distribution of 15 hand held radios that are compatible with new TOG radio system to staff replacing nonfunctioning / insufficient units.
- Byram Pool Project (ongoing).
- Completed Old Barn Project.
- Provide Town of Greenwich seniors with “special handling” for renewal of beach cards. This includes early renewal timeline (to accommodate snow birds and eliminate being interspersed with the large volume of non-seniors), 6 wks. personal assistance (2nd Qtr.).
- Installation of EMV (Chip and Pin) technology for credit card customers (4th Qtr.).
- Provide ability to accept DEBIT cards - which increases customer payment options while reducing bank fees. (4th Qtr.)
- Completed Binney Park Landscape Plan.
- Completed Customer Satisfaction Survey.

FY 17-18 Goals

- Develop plan(s) to address selected unfavorable condition(s) reported in the Customer Satisfaction Survey.
- Conduct an in depth review of the current beach card process with a goal to identify potential improvements in computer system processes, service staff deployment and duties.
- Provide boat slip customers the ability to conduct annual renewals online.
- Complete Byram Pool Project.
- Complete approximately 50% of Binney Park Landscaping.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	9	3.18	5,788
FY 16-17	Budgeted	9	3.44	6,270
FY 17-18	Requested	9	3.44	6,270

Comments on Proposed Personnel Changes

None

PARKS AND RECREATION
811-817 – RECREATION

Mission

The mission of the Town of Greenwich Parks and Recreation - Recreation Division is to deliver high quality leisure time opportunities through safe, well-organized, and affordable activity programs and special events at our neighborhood community centers, ice skating rink, skate park, and other town facilities including ball fields and beaches.

Primary Services Provided

The Recreation Division is responsible for the implementation and supervision of both active and passive recreation programs and leisure activities. We offer and facilitate an array of leisure opportunities for all age groups that enhance the physical, intellectual, mental, social, and cultural growth and development of our residents. We ensure reasonable access to all programs by bridging physical and economic gaps that impede participation. The division has several operating segments including Organized Recreation and Specialized Recreation Facilities.

Recreation plans and executes Activities and Special Events.

Activities

- Youth Soccer
- Youth T-ball, Baseball, and Softball
- Youth Girls and Co-ed Basketball
- Youth Field hockey
- Youth and Adult Tennis lessons
- Adult Men's Basketball league
- Adult Softball leagues
- Adult Co-ed Volleyball league
- Adult Pickleball
- Roller Skating
- Swim lessons
- Kamp Kairphree
- Greenwich Adventurers summer camp
- Music & Art camp
- Cos Cob Preschool for 3 & 4 year olds

Special Events

- Halloween Happenings
- Brunch with Santa
- Independence Day Fireworks Displays
- Concerts in the Parks
- Jazz on the Sound
- Family Movie Nights
- A Christmas Carol play
- Town Hall Christmas Tree Lighting
- Jim Fixx Memorial Day Races
- Kite Flying Festival
- Sandblast Sand Sculpture exhibition
- Snow Sculpture Contest
- Hot Shots Basketball Contest
- MLB Pitch Hit and Run Contest
- Pickleball Round Robin Tournament
- Annual Tennis Tournament
- Annual Town Ice Skating Competition

Additionally, Recreation is responsible for the following:

- Operation of the Greenwich Skatepark with memberships, clinics, and camps.
- Tennis Courts rentals and reservations.
- Field reservation scheduling and issuance of permits.
- Special Events on town property permits, coordination, and oversight.
- Semi-monthly email newsletter publicizing Recreation Division programs and other news, events, and policies of the Parks and Recreation Department.
- Positive Coaching Alliance workshops for parents and coaches of youth sports organizations within the community three times per year, in order to promote teaching positive life lessons to youth through sports while fostering an attitude to win.
- Bendheim Western Greenwich Civic Center (BWGCC) in Glenville.
- Eastern Greenwich Civic Center (EGCC) in Old Greenwich.
- Dorothy Hamill Skating Rink in Byram.
- Cos Cob Community Center (CCCC) in Cos Cob.
- William Yantorno Community Center (WYCC) in Pemberwick.

FY 16-17 Major Accomplishments

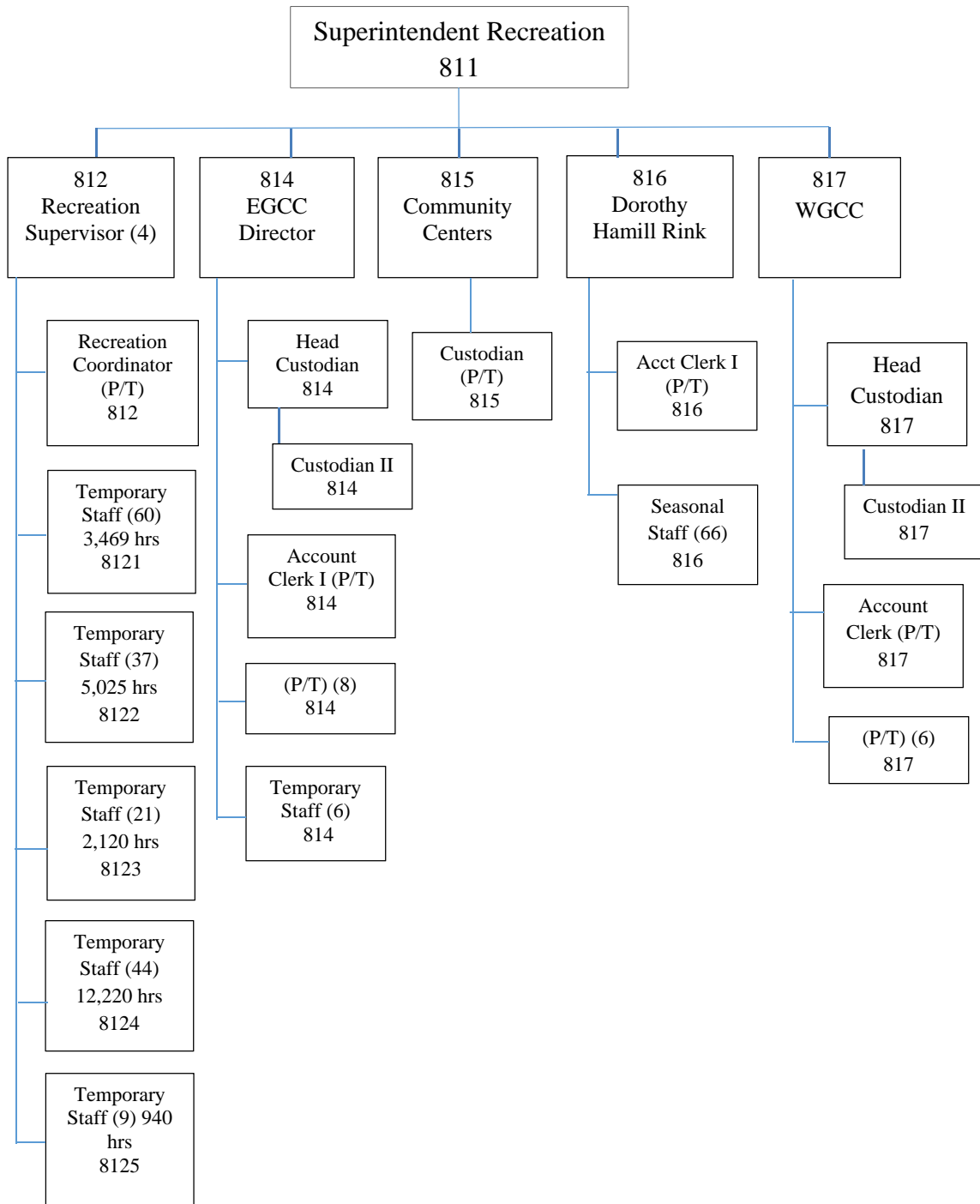
- The EGCC added some new events including Connecticut Deaf Expo, Greenwich Education Group's Secondary School Fair, Habitat for Humanity's "She Nailed It" Fundraiser.
- Added signage at Binney Park Fireworks Display to inform patrons of event and park rules to improve safety and enjoyment for all.
- The summer "Soccer with Aldwin" clinic was expanded to offer a second week
- A new member-only website for Pickleball was created.
- New heating system for the platform tennis courts. (December 2016)
- Design phase for a new concrete skate park at Arch Street completed and is currently out to bid for construction. Held community meetings with teens and parents to get feedback on the type of park they would like to see replace the existing one. (Spring 2017)
- Relocated all programs of the Greenwich Public Schools and community organizations scheduled to use Western Middle School fields for the fall of 2016 to other fields due to closure of the WMS fields.

FY 17-18 Goals

- Develop Emergency Action Plans for Kamp Kairphree held at EGCC and Adventurers Camp held at BWGCC.
- Celebrate a Grand Re-Opening of the Greenwich Skatepark.
- Develop appropriate signage for concerts and movies in the park to facilitate ease of vehicular and pedestrian traffic; improving safety for all.
- Increase training for camp leaders at Kamp Kairphree and Adventurers to include certification to administer medications.
- Expand instructional programming for Adult Pickleball to include a 5-week clinic in the fall as interest in Pickleball grows.

- Add theme programming to our public skating sessions at Hamill Rink to attract new customers and improve the “fun” aspect of the public session.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	10	26.73	48,649
FY 16-17	Budgeted	10	27.10	49,156
FY 17-18	Requested	10	26.04	47,386

Comments on Proposed Personnel Changes

None

PARKS AND RECREATION
821-829 – PARKS AND TREES

Mission

The mission of the Town of Greenwich Parks and Recreation - Parks and Trees Division is to enhance and maintain all town parks, playgrounds, school campuses, athletic fields, passive recreation areas, beach parks, traffic circles, public cemeteries, shade trees, roadside trees, and public grounds under the jurisdiction of other departments of the Town.

Primary Services Provided

Mandated Services:

- Comply with State of Connecticut DEEP Storm Water Discharge regulations.
- Provide the supervision and control of the recreation facilities and activities of the Town including the development, regulation, maintenance and use of public parks, trees, playgrounds, community centers, golf courses, skating rinks, civic centers, subject to the jurisdiction of the Town.
- Issuance of permits and licenses, the assignment of facilities, the collection of fees and charges, and the enforcement of ordinances and regulations governing the use of recreational facilities, activities, and places.
- Post Town-owned trees to be removed and conduct a Public Hearing if tree removal is objected to by a resident(s). (CT Gen. Statute, Chap. 451 sec. 23-58).
- Use of pesticides prohibited for use on K-8 school properties (per CT Gen. Statute).
- Use of pesticides prohibited on all town-owned athletic fields as per Town of Greenwich Board of Selectmen.
- Provide personnel and equipment for snow removal for town roads, schools, parks, town facilities and sidewalks in conjunction with DPW.
- Issue Tree Work Permits for residents to do work on town trees that may be approved by the Tree Warden i.e. non safety sensitive work to be performed on town trees such as pruning, tree planting, fertilization, etc.

Essential Services:

- Continual training and drug testing for Parks and Trees Division for the safety of the division employees and the resident users.
- Maintenance of the green infrastructure of parklands, roadsides, athletic fields, school grounds and town facility grounds.
- Communication Functions (Press, Radio Ads, inter-agency, promotion).
- Installation and maintenance of water irrigation systems for parklands and athletic fields.
- Provide support services for special events on park properties including set up and take down for all special events with staging, lighting, refuse collection, etc..., and other activities as needed. Provide safe, clean and secure facilities for residents and their guests.
- Management and safe operation of specialized recreation facilities i.e. playscapes, pocket parks, natural parks.

- To protect the people in the Town of Greenwich from personal injury and property damage caused by the improper planting, maintenance, or removal of trees, shrubs, and woody vegetation located on Town-owned property.
- Improve and maintain Town Parks for recreational use and enjoyment, public safety, aesthetics, and natural resource protection.
- Manage and maintain the Town's tree population for public safety, environmental health, aesthetics, and landscape integrity.
- To improve and maintain the Town's athletic fields and parks for safe play, healthy exercise, turf health, recreational use, and enjoyment.
- To maintain and improve school grounds and campuses as green landscapes to encourage educational studies, safety, recreation, and aesthetics.
- Inspect, repair and maintain playground equipment at all schools and parks.

Non-essential Services:

- Community Outreach, Assistance, and Educational programs for residents, nonprofit groups and civic organizations in an effort improve parks, trees and athletic fields and to promote community spirited projects.
- Employee and Volunteer Recognition.
 - To work with schools and community groups to educate them of the benefits of parks and trees in the community.
 - Encourage and acknowledge residents' input suggestions for the improvement of the Department of Parks & Recreation's parks, beaches, services, and facilities.
 - Encourage youth in the improvement and maintenance of park, school and municipal properties through the Boy Scout Eagle, Girl Scout Silver and Gold, and the Greenwich Youth Conservation (GYCP) Programs.
 - To encourage and lead interpretive walks and tours on park properties to increase awareness of the scenic, scientific and cultural aspects of Greenwich's park system.

FY 16-17 Major Accomplishments

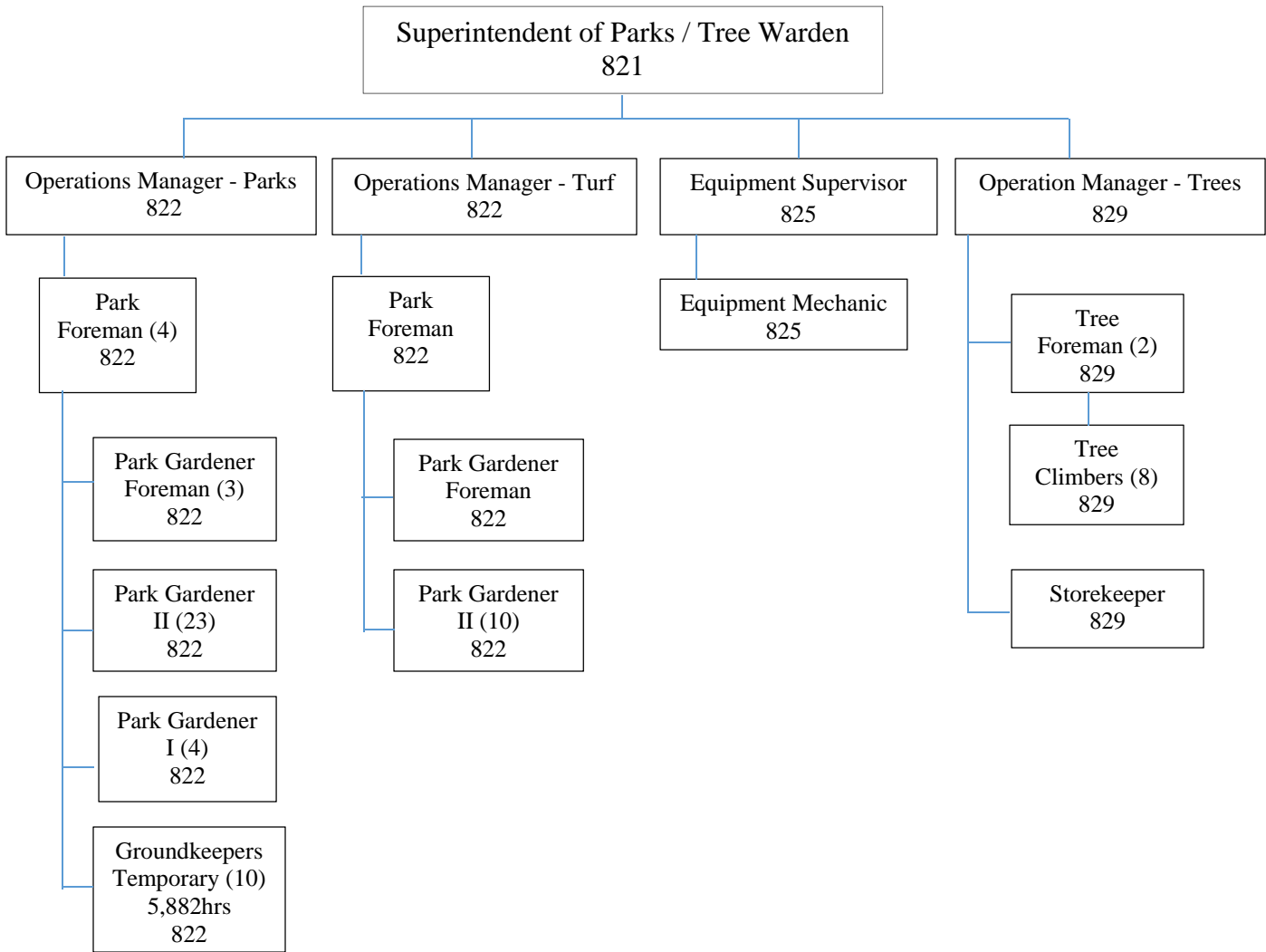
- 450 trees planted in 2015 and 250 tree planted in 2016 with the assistance of the Greenwich Tree Conservancy.
- Cos Cob Park comes online as a new major park in the Parks system. This nine-acre park offers an artificial turf all-purpose athletic field, restroom/pavilion, playscape, 911 Memorial, a mile of paths, 100 trees, meadows, perennial flowers, and shrubs.
- Completed our 8th year of organic management of all athletic fields at both schools and parks.
- Completed the restoration of the 'Greenwich Common' landscape, a public/private collaborative effort.
- Binney Park master plan completed and a committee of residents is engaged with the Department of Parks and Recreation to help guide the implementation of the plan.
- Tree City USA designation has been applied for and obtained from the National Arbor Day Foundation.
- Greenwich Town Arboretum established with interpretive signage on 24 trees in Bruce Park. Signage and volunteer assistance provided by Greenwich Tree Conservancy.

- Work Orders addressed in FY 15-16: 2,439. (2,045 trees & storm calls; 339 Parks; 55 playgrounds).
- Work orders addressed to date in FY 16-17: 945. (798 trees & storm calls; 146 Parks and playgrounds)

FY 17-18 Goals

- Fill a vacant Tree Foreman's position (to replace Darrin Wigglesworth) in the Tree Department.
- Fill all vacant Park Gardener positions.
- Plant and maintain at least 200 trees on Greenwich streets, parks, schools and other municipal properties.
- Develop a master plan for another major formal park in the Department of Parks and Recreation park system. (Bruce, Byram, Montgomery Pinetum Parks)
- Establish an organic turf management program for the parklands.
- Continue to adhere to the guidelines of the Plan of Conservation and Development (POCD) for direction of future Department of Parks and Recreation park improvements.
- Commit to a strategy of invasive plant control to limit the spread of invasive plants into park and school properties.
- Expand the Greenwich Town Arboretum in Bruce Park with the assistance of the Greenwich Tree Conservancy and the Bruce Museum.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	63	3.23	5,879
FY 16-17	Budgeted	63	3.07	5,882
FY 17-18	Requested	63	3.07	5,882

Comments on Proposed Personnel Changes

None

PARKS AND RECREATION
831-834 – MARINE AND FACILITIES OPERATIONS

Mission

The primary mission of the Town of Greenwich Parks and Recreation - Marine & Facilities Operations Division (M&FO) is to provide the supervision, regulation, control, maintenance and repair of the recreation facilities and activities at the Town's public beaches, marinas, marine facilities, Islands, ferries and pool. It also provides support to, and maintenance and repair for other Parks and Recreation divisions, and supports Town functions and events. The Division, in cooperation with other private and public agencies as well as other departments, attempts to create a wholesome and beneficial use of all related leisure activities, especially those of the marine nature, for all Greenwich residents and visitors through recreational opportunities in our parks and facilities.

Primary Services Provided

- Provide the supervision and control of the recreation facilities and activities of the Town surrounding the development, regulation, maintenance and use of bathing beaches, boat harbors, boating facilities, and waters of Long Island Sound subject to the jurisdiction of the Town.
- Issuance of permits and licenses, the assignment of facilities, the collection of fees and charges, and the enforcement of ordinances and regulations governing the use of recreational facilities, activities, and places.
- Continual training and drug testing for lifeguards and deckhands for the safety of the public.
- Communication Functions (Press, Radio Ads, inter-agency, promotion).
 - Conducting User Group meetings.
- Provide maintenance for all outside structures under control of the M&FO division with a combination of town workforces and outside contractors to prevent deterioration to the infrastructure of the Department. Examples include but not limited to floats, docks, piers, launching ramps, walking bridges, navigational aids, ferries, swimming pool, paddle courts, parks, marinas, and lighting.
 - Meet the Department of Health water inspection standards (drinking and bathing) at the Beaches and Islands.
 - Comply with State of Connecticut DEEP Storm Water Discharge regulations at all marina facilities.
- Maintenance and repair of water lines, electrical lines, island generators, and work boats.
- Maintenance for beaches by cleaning, grading, and replenishing sand.
- Maintenance of marinas through periodical dredging.
- Set up and take down for special events with staging, lighting, and other activities as needed. Examples include fireworks, parades, and concerts.
- Operation of a beach program for Greenwich Point, Byram Beach and Pool, Island Beach, and Great Captain Island. Operation includes seasonal employees including Lifeguards, Beach Crew, Ticket-sellers, and Gatekeepers who provide a safe, clean and secure environment for residents, their guests, and visitors.

- Operation of ferry services to both Island Beach and Great Captain Island. This program requires all ferries to be United States Coast Guard certified and the entire service to comply with all the regulations of the Department of Homeland Security. One full-time Captain, seasonal Captains, and Deckhands must be licensed to meet mandated USCG requirements such pre-employment and random drug screening.
- Operation of a marina program for Greenwich Point, Byram Park, Grass Island, and Cos Cob. Operation includes full-time, part-time, and seasonal Dock Masters who manage and provide services to residents, their guests, and visitors. The services provided for boaters include dock slips, dry sailing, rack storage, winter storage, and trailer storage.
- In conjunction with BCM and Purchasing, manage the concessions at the beaches.
- Public transient dockage at Grass Island.
- Public pump out facilities at Grass Island.
 - Replace and upgrade older marine facilities infrastructure as needed.
- Provide safe, clean, and secure facilities for residents and their guests.
- Management of Town-wide special events, coordinating the safe execution of privately organized events on Town property (application, insurance, police, health, building dept., first aid, and sanitation).
- Continual training for employees, OSHA, Blood Bourne Pathogens, basic First Aid, and defibrillator training.
- Proper business process for registration, fees, billing, refunds, and credits.
- Business Operations (Budget, Purchasing, Payroll, Fees, Records, and Reports).
- Capital assessments and planning.
 - Maintain high quality of customer service.
 - Maintain high standard for well trained, efficient employee crew.
 - Encourage and acknowledge residents' input suggestions for the improvement of the Department of Parks & Recreation's parks, beaches, services, and facilities.

FY 16-17 Major Accomplishments

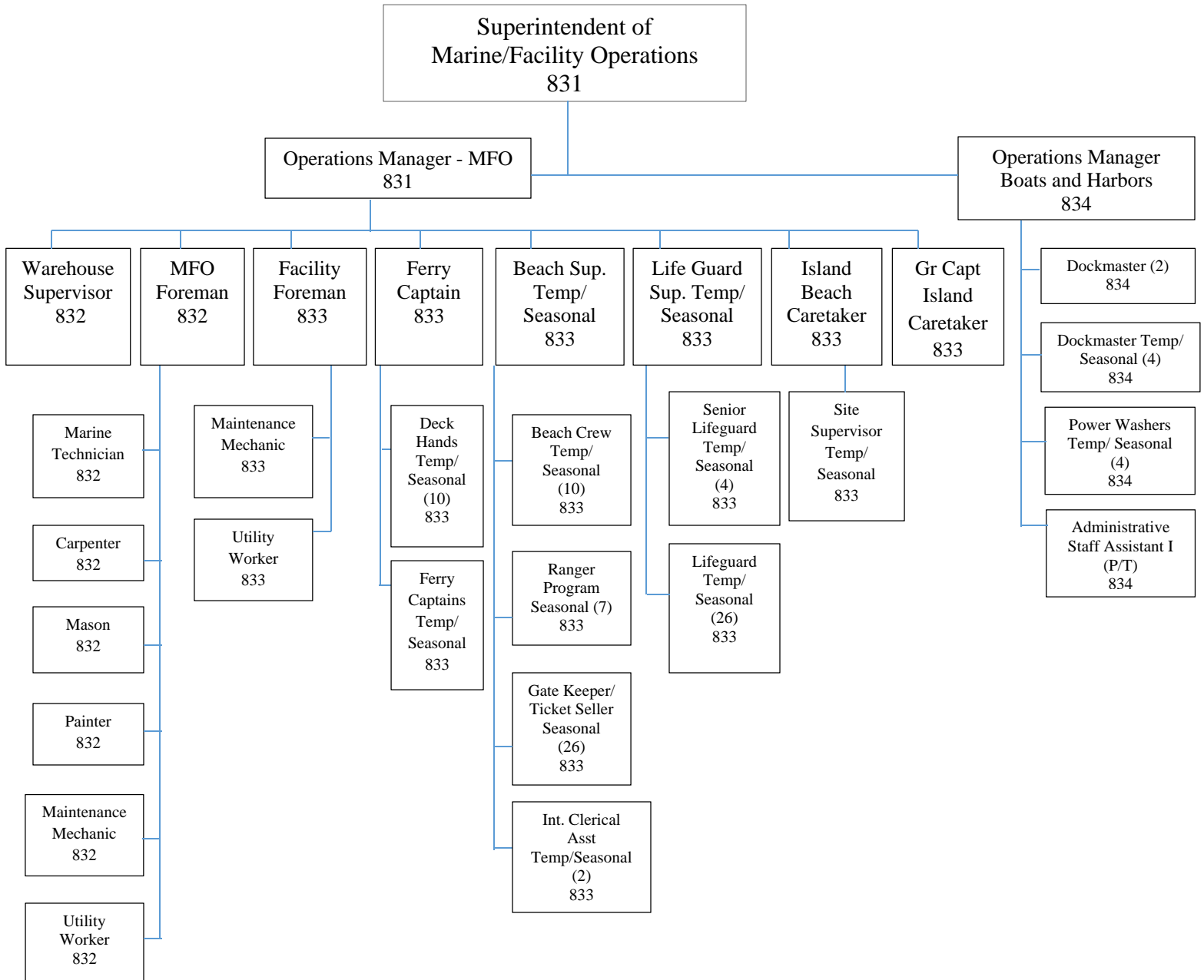
- Hired new Operations Manager, Boats and Harbors.
- Kept Greenwich Harbor open and marine facilities intact during winter.
- Continued to keep the Islands and their infrastructure operational and open to the public with no unscheduled closings.
- Dealt with unforeseen and unpreventable loss of two engines on the Ferries, but managed to keep schedule. (Vessel average age is 66 years).
- Continued to keep Greenwich Point one of the best beach facilities in the region.
- Secured additional funding and moving forward with the replacement of one of the departments work boats. (Fall/Winter 2016).
- Secured permit from ACOE and DEEP to begin replacement of launching ramp in Cos Cob and commenced bidding process. (Construction 2016-17).
- Continued making upgrades to Byram Marina in the form of electrical and lighting improvements and adding additional finger piers.
- Completed the permit and test process to dredge Byram Marina, permit application with the DEEP.
- Completed permit application for replacement of Greenwich Point Pier, permit application with the DEEP.

- Maintained full capacity at two of the three marinas, with a waiting list at two, and increased rental at the third.
- Installed shade shelter on Island Beach pier.
- Replace middle third of the pier at Great Captain Island.
- Replaced both generators at Island Beach and improved the electrical system on the island.
- Replaced all the sidewalks at Island Beach making the entire island more accessible and easier to walk across.
- Working with BCM, refurbished both restrooms at Island Beach.
- Completed dock relocation and construction for the Marine Police.
- Replaced many “twisted” finger piers in the marinas.
- Working with DPW, resolved the drainage issue by the Grass Island Shed.
- Paved under the Clambake pavilion.
- Began the permit and design work for the rebuilding of the Greenwich Point Causeway and installing a guard rail.
- Continue to work with user groups and other agencies like Audubon, Calf Island Conservancy, and the Friends of Greenwich Point.
- Continue to evaluate and train our work force.
- Came in on budget with our operational budget forecast for first half of fiscal year.

FY 17-18 Goals

- Investigate the possibility to expand dockage, (transient and resident), at Grass Island.
- Replacement of Byram launching ramp.
- Dredge Byram Marina.
- Contract for testing and permitting to dredge the ferry dock (Arch Street) area.
- Begin headwall replacement at the ferry dock, and various seawall repoint projects.
- Begin planning for repairs to the causeway at Greenwich Point in conjunction with DPW.
- Upgrade and re permit Storm Water Management Plan.
- Secure permits for replacement of Byram launching ramp.
- Replace outboard engine on one work boat.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	19	27.06	49,250
FY 16-17	Budgeted	19	26.93	49,037
FY 17-18	Requested	19	26.10	47,510

Comments on Proposed Personnel Changes

None

PARKS AND RECREATION
824 – GRIFFITH E. HARRIS GOLF COURSE

Mission

The primary mission of the Town of Greenwich Parks and Recreation – Griffith E. Harris Golf Course Division is to provide an affordable, high quality golfing experience on an excellent, well run golf course.

Primary Services Provided

- Perform continuous maintenance and improvements to the Town golf course for use and safe enjoyment of all golfers.
- Perform maintenance of course equipment and replace as needed.
- Maintain a high standard for a well-trained, efficient maintenance crew.
- Ensure maintenance to and improvement of infrastructure.
- Maintain high quality, friendly customer service.
- Process annual memberships and daily transactions efficiently.
- Manage course operations in a fiscally sound manner.
- Hold User Group meetings to keep golfers informed and to provide an official forum for their input.

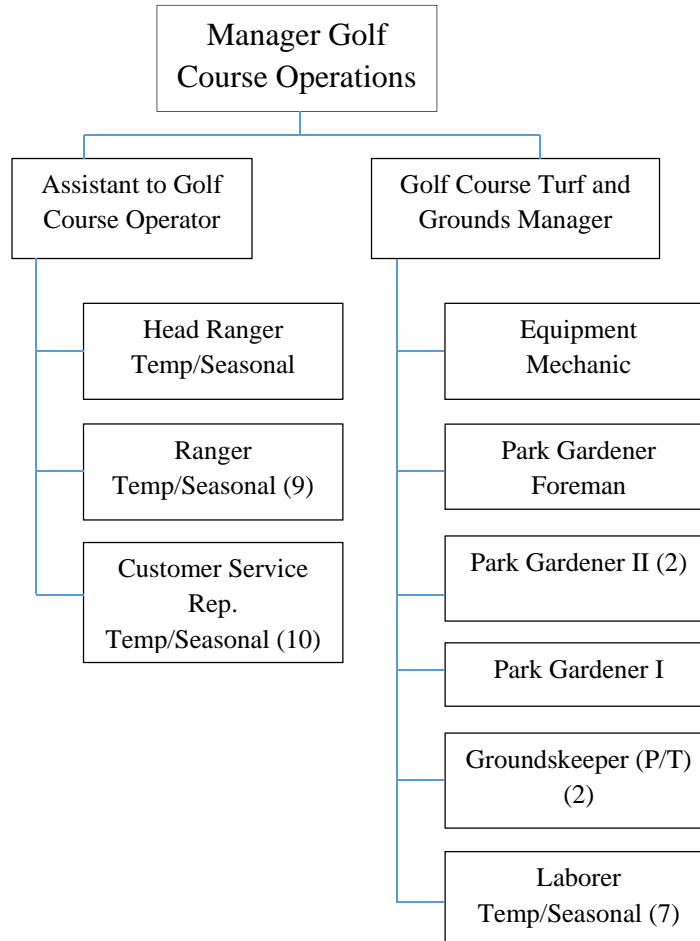
FY 16-17 Major Accomplishments

- Cleared out and leveled the dumping area along the 8th tee and put plantings in its place.
- Improved/added tees on holes 2, 3, 5 and 8. (comp. 11/16)
- Edged all bunkers (44) to improve playability and appearance. (comp. 11/16)
- Continued fairway aeration program started FY1516 to promote healthy turf. (comp. 11/16)
- Have trees pruned on holes 1, 2, 3, and 13 to promote healthy turf. (comp. 3/17)
- Upgraded 18-hole description signs at each tee.
- Replaced all flagpoles with those having GPS to assist playability.
- Added free seminars on health and personal finances to course run shotgun outings.
- Implemented early a.m. notices on web site for unusual daily conditions i.e. frost delays.
- Operated the course at a profit in FY15-16 and anticipate doing so again in FY 16-17.
- Replaced and upgraded the driving range ball machine and building.

FY 17-18 Goals

- Continue to improve course conditions.
- Continue to upgrade course equipment as needed.
- Continue to implement the Marketing Plan with additional innovative initiatives.
- Continue to operate the course in a fiscally sound manner.
- Continue with open door policy for all golfers and keep them well informed.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	8	10.77	19,601
FY 16-17	Budgeted	8	10.23	18,615
FY 17-18	Requested	8	10.23	18,615

Comments on Proposed Personnel Changes

None

NATHANIEL WITHERELL
450

Mission

To provide the highest quality long-term skilled nursing care and rehabilitation services, primarily to Greenwich families, in a home-like person-centered environment in a manner which is financially responsible to the Town of Greenwich.

Primary Services Provided

1. Medical Care
2. Volunteer Coordination
3. Nursing Care/Administration
4. Development/Friends of Nathaniel Witherell
5. Rehabilitation Therapy
6. Marketing
7. Social work
8. Visitor Reception
9. Dining Services
10. Beauty/Barber Shop
11. Therapeutic Recreation
12. Café
13. Housekeeping
14. Family Council
15. Laundry
16. Pavilion Operations
17. Plant Operations
18. 3rd Floor Apartments (currently vacant)
19. Maintenance/Groundskeeping
20. Hospice/Palliative Care
21. Pastoral Care
22. Outpatient Therapy
23. Banking and Financial Services
24. Gift Shop
25. Admissions
26. Budget/Financial Reporting
27. Discharge Planning
28. Resident Care Planning
29. Administration
30. Medical Records Administration
31. Resident Council

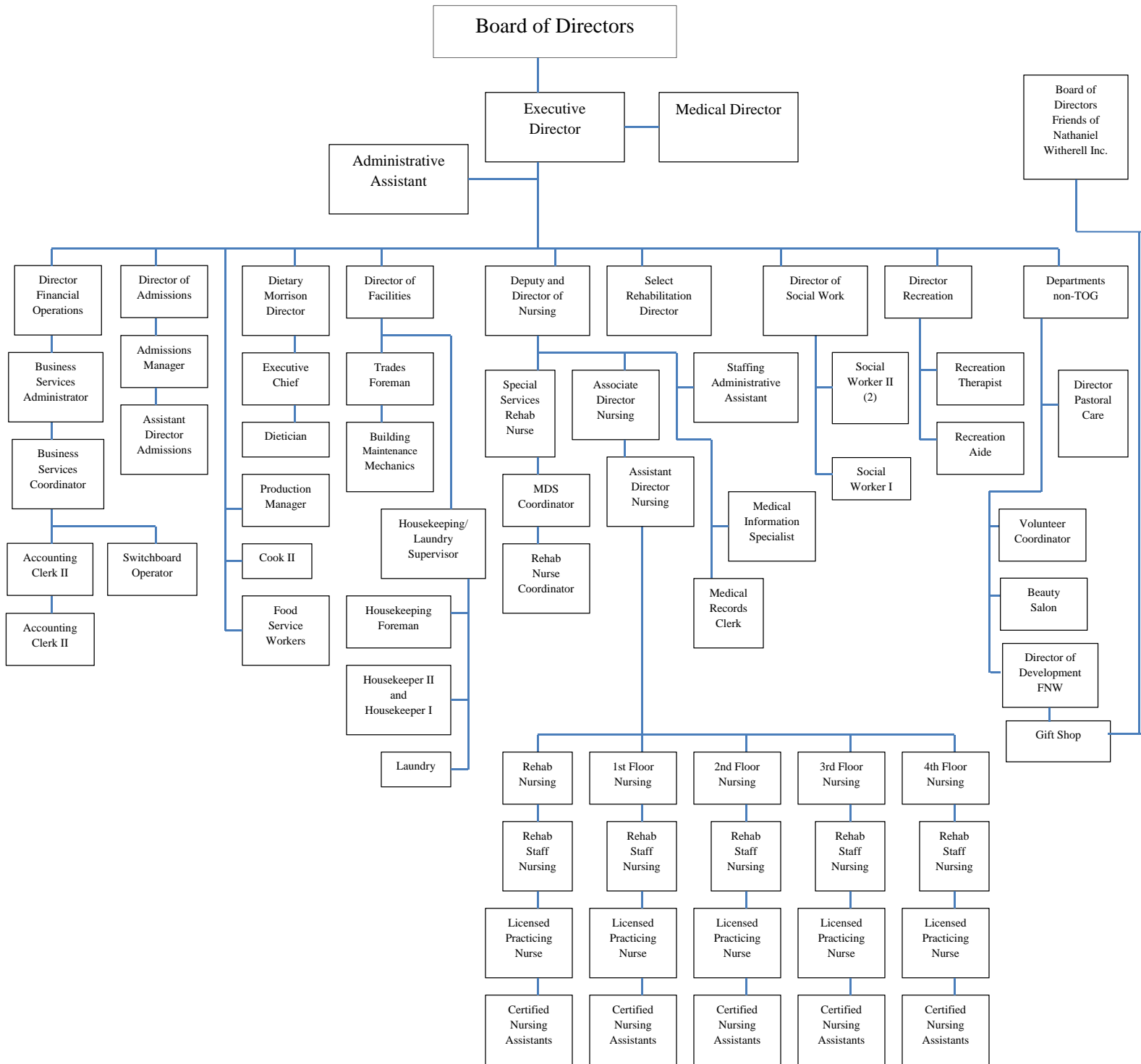
FY 16-17 Major Accomplishments

- Completed renovations to 5 resident rooms, increasing the capacity of the Garden Level rehab unit from 20 beds to 25 beds and expanding total short term rehabilitation capacity from 41 to 46 beds. Renovations were completed in June, 2016. Funding for the project was provided by the Town's Capital Improvement Program.
- Completed courtyard deck construction and planting of the Friendship Garden in the summer of 2016. Funding for the courtyard project included: a \$50,000 grant from Hortulus – a Greenwich Garden Club of America Garden Club, a \$50,000 Small Town Economic Assistance Program (STEAP) grant from the State of Connecticut, a \$48,756 from HUD's Community Development Block Grant to the Town in 2009, a \$15,000 grant from The Woman's Club of Greenwich, an in-kind donation of a sprinkler system from Summer Rain Irrigation in addition to several smaller donations. We also wish to extend special thanks to Landscape Architect Peter Cummin of Cummin Associates, Inc. for donating the garden design plan for this beautiful courtyard garden.
- A wage enhancement funded by the Department of Social Services generated a \$10.89 increase to our Medicaid per diem, retroactive to July 1, 2015, generating approximately \$400,000 in net positive revenue for the fiscal year.
- Implemented an Electronic Health Record update to the facility's data system, the first step in fully computerizing the clinical data portion of the health information record. The first phase of this transition was completed by computerizing the nursing notes portion of the medical record. In the near future, plans to add modules for medication administration and physician orders/progress notes will be implemented.
- Transition at the Board of Directors level included the retirement of David Ormsby, Chairman of the Board for the past decade, and the appointment of Laurence (Larry) Simon as his successor. Other new members joining the board during the year included Elizabeth Sideredes, M.D., Nisha Hurst, and Richard Kaplan.

FY 17-18 Goals

- Initiate renovation project: Tower public spaces upgrade.
- Initiate renovation project: Auditorium upgrade.
- Develop/submit a 15 year capital plan.
- Generate financial results that improve upon the previous year and generate favorable revenue and expense variances compared to budget.
- Design/Implement new website.
- Work with Board of Directors on strategic initiatives.

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	159	58.4	135,440
FY 16-17	Budgeted	159	66.5	138,285
FY 17-18	Requested	158	67.3	n/a

Comments on Proposed Personnel Changes

The FY 16-17 addition of a part time position in the business office will enable the elimination of a vacant full time business office position.

PARKING SERVICES

219

Mission

The mission of the Parking Services Department is to provide an outstanding level of customer service to residents, merchants and visitors to the Town of Greenwich while recognizing the differing needs of the commuters, merchants and shoppers based on the current parking supply and demand.

Primary Services Provided

- Maintain an exemplary level of customer service to residents, merchants and visitors to the Town of Greenwich. Assist and support the Greenwich Police Department as well as the general public in all aspects of Town services.
- Monitor parking needs and trends based on current parking supply and demand; Manage, disseminate and enforce parking permits for commuter/railroad parking lots; Enforce parking rules and regulations per Town Charter and Code Chapter 14. Vehicles and Traffic; Collect and process parking revenue from on-street and off-street locations; Utilize License Plate Reader (LPR) for booting and immobilization of scofflaw violators; Process fines and forfeitures, activation and replenishment of smartcards, work with special event permits and associated meter rental fees.
- Maintain 3,000 parking meters, 14 LUKE Multi Space Meters, 3 MacKay reloading smartcard stations and commuter/railroad lots for functionality, safety, cleanliness and aesthetics; Incorporate green initiatives by identifying locations for alternative modes of transportation, landscaping and trees; and automate and enhance current parking operations to function more efficiently and effectively.

FY 16-17 Major Accomplishments

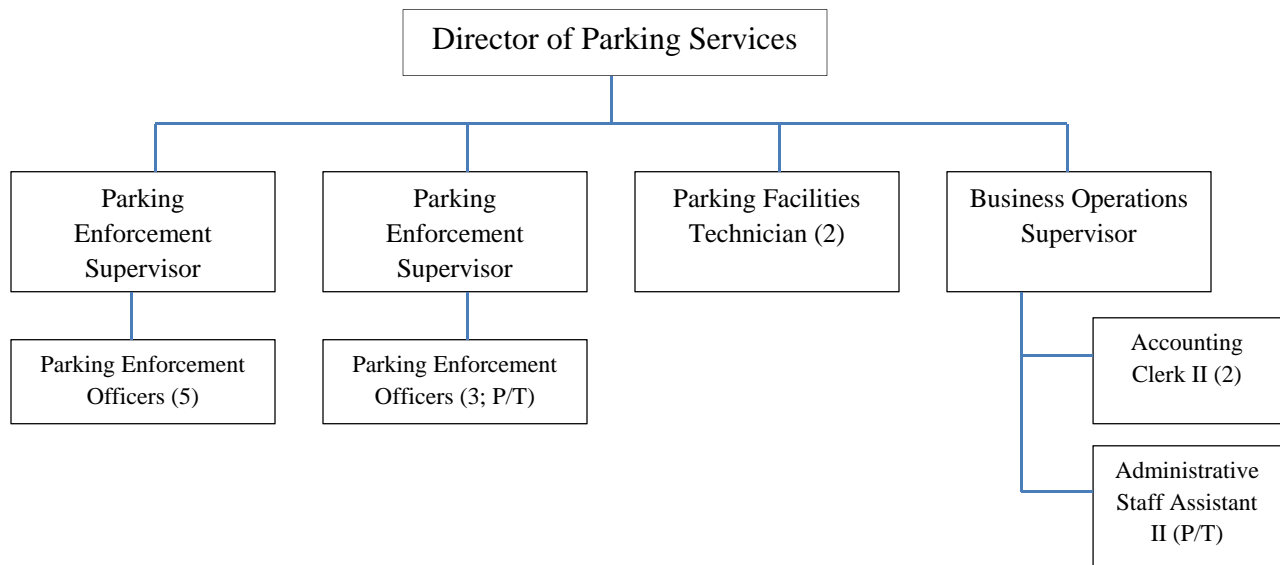
- Converted 282 Single Space Meters to 9 Multi Space Machines/Pay by Phone
 - Completed: Grigg Street, Board of Ed North, Mason/Milbank, Benedict North, Benedict South
 - In Progress: Liberty Way (Mason Cleaners), Amogerone (Post Office)
 - Anticipated Completion Date: 3/2017
- Update Department of Parking Services Website
 - Incorporated Access Greenwich tool to report all Broken Meter complaints
- Greenwich Avenue/Greenwich RR Parking Map
- Mobile Vendor Map for Vending Vehicles in Town of Greenwich
- New Parking Permit Vendor
- Relocation of MacKay Reloading Station to Town Hall Office

FY 17-18 Goals

- ParkMe collaboration with Pay by Phone vendor
 - Mobile Way finder (Virtual Map)

- Conversion from Single Space Meters to Multi Space Machines and Pay by Phone:
 - Liberty Way (NYSC), Amogerone (CVS), Old Greenwich RR Lot
- Department of Parking Services Informational Pamphlet
- West End Improvements
 - Collaboration with DPW
- License Plate Reader enforcement of Parking Permits in Plaza

Table of Organization



Personnel Summary

		Number of Full Time Employees	Number of Part Time/Temp Employees	Total Number of Part Time/Temp Hours
FY 15-16	Budgeted	13	2.85	5,187
FY 16-17	Budgeted	13	2.85	5,187
FY 17-18	Requested	13	2.85	5,187

Comments on Proposed Personnel Changes

None