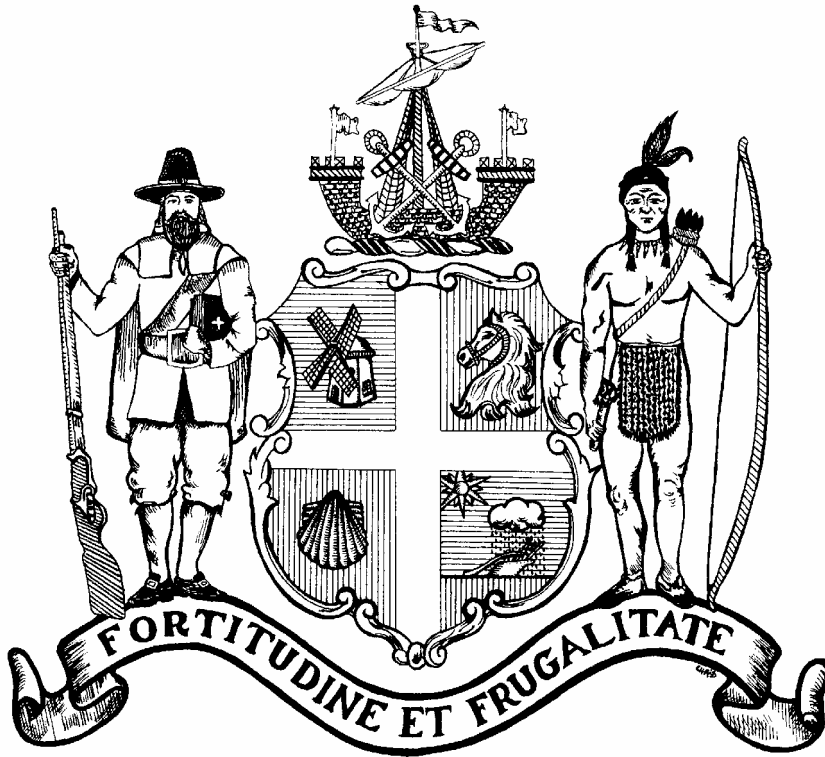


ANNUAL REPORT

July 1, 2003 – June 30, 2004

TOWN OF GREENWICH CONNECTICUT



COAT OF ARMS
OF
GREENWICH, CONNECTICUT
Adopted April 25, 1940

TOWN OF GREENWICH, CONNECTICUT

NOTICE

This annual report has been compiled and published by The Board of Estimate and Taxation in accordance with Section 7-406, General Status, State of Connecticut, and section 224 of the Town of Greenwich Charter. It includes the various reports of Town Officers to the Representative Town Meeting, called for by such Chapters, and also Financial Statements and Statistics.

While the Statements in this Report are fairly comprehensive, further details may be found in the Annual Recommended Budget and in other office records of the Comptroller and other Town Departments.

Copies of the Audit Report are also filed in the office of the Connecticut State Tax Commissioner at Hartford.

The constant improvement of the Annual Report of the Town of Greenwich is earnestly desired. Corrections of errors and suggestions as to form or substance, forwarded to the Board of Estimate and Taxation, Town Hall, Greenwich, Connecticut 06830, will be very much appreciated.

ANNUAL REPORT

TOWN OF GREENWICH CONNECTICUT



**FOR THE FISCAL YEAR
JULY 1, 2003 - JUNE 30, 2004**

Published by the
Board of Estimate and Taxation

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ANNUAL REPORT
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**Representative Town Meeting
Minutes Summary
2003-2004**

Special Meeting – July 14, 2004- 148 present-81 absent – no vacancies

Authorizing the Town of Greenwich to accept a gift, with approximate value of \$700,000 for sport turf for Cardinal Stadium at Greenwich High School.

Regular Meeting – September 15, 2003 – 166 present – 63 absent-no vacancies

The following resolutions were adopted

Approved amending Sec. 21 and 91 of the Town of Greenwich Charter.

Appointing Pamela M. Frederick an alternate member of the Planning and Zoning Commission for a term expiring 3/31/05.

Appointing Martin Kagan a member of the Inland Wetlands Agency for a term expiring 3/31/04.

Authorizing the Town of Greenwich to accept a gift with approximate value of \$3500 of scorecards from the Friends of the Griffith E. Harris Golf Course.

Authorizing the First Selectman to execute documents relating to a state grant of \$175,000 for the Bruce Museum Expansion Project with the State of Connecticut and the Bruce Museum.

Authorizing the Town of Greenwich to continue to accept grants for the Area Nine Cable Council for purchase and upgrade of equipment and services for the government-access television channel.

Authorizing the Town of Greenwich to accept a gift of laboratory equipment for the Health Department tick testing program.

Approving an ordinance giving tax abatement relief for surviving spouses of police and firemen was referred to a special committee to review.

Regular Meeting – October 27, 2003 – 154 present – 75 absent and no vacancies

The following resolutions were adopted.

Approving the Community Development Block Grant.

Appropriating the sum of \$109,495 to be added to Board of Education Account No. Z680129259560-Riverside School.

Appropriating the sum of \$45,000 to be added to Nathaniel Witherell Account No.Z450-59090-24103-Nathaniel Witherell Technology.

Appointing Frederick E Siefert a member of the Nathaniel Witherell Board for a term expiring 3/31/06.

Approving the salary increase for the Town Clerk for 2004 for \$74340 and for 2005 for \$76,756.

Approving the agreement between the Board of Education and the Greenwich Organization of School Administrators for the period July 1, 2004 to June 30, 2007.

Regular Meeting – December 8, 2003 – 164 present- 63 absent- 2 vacancies

The following resolutions were adopted.

Amending the rules of the RTM, Section III. Organizations and Procedures, Subsection I., Procedures at Meetings, approving a consent calendar.

Appropriating the sum of \$58,000 to be added to the Fleet Department in Account No. 380-59220.

Appropriating the sum of \$153,624 to be added to Public Works Account No. F314-59600-24104- Asphalt Paving Program.

Approving the Town of Greenwich, Police Department, to accept a gift of a 1999 Dodge Intrepid valued at \$7,300.

Approving the Town of Greenwich, Police Department, to accept a grant from the State of Connecticut Department of Public Health in the amount of \$1,667 to support the Emergency Medical Services training program.

Appropriating the sum of \$70,000 to be added to the Board of Education Account No. Z68015925956023170- Western Middle School Auditorium Revocations.

Appropriating the sum of \$19,500 to be added to Tax Collector Account No. A139-51450-Delinquent Motor Vehicle Fees.

Amended the Town of Greenwich Charter Section 11-Comptroller; appointment; term; salary; vacancy.

Annual Meeting – January 20, 2004 – 200 present – 28 absent – 2 vacancies

The following resolutions were adopted.

Amended the Town of Greenwich Code Chapter 12. Taxation, Article 3. Collections

Appropriating the sum of \$550,000 to be added to Board of Education Account No. Z68002922410659560- Hamilton Avenue School.

Appropriating the sum of \$80,000 to be added to Public Works Account No.K361-59650-22204- Old Greenwich/S Water Street Pump Station.

Approving amendment to the Town of Greenwich Charter – Article 5 – Tax Abatement for Surviving Spouse of Police Officers and Firefighters.

A sense of the meeting resolution suggesting that person already serving the town be given favorable consideration for advancement was lost.

Regular Meeting – March 8, 2004 was cancelled

Regular Meeting – April 12, 2004 – 184 present – 45 absent – 1 vacancy

The following resolutions were adopted.

The service and contributions of the late Spencer Schedler was recognized by the meeting.

Authorizing the Town of Greenwich to accept a gift in the amount of \$80,126 for the Foreign Language Assistant Program.

Authorizing the Town of Greenwich to accept a gift in the amount of \$22,500 for reimbursement for the Fourth of July Fireworks Celebrations.

Authorizing the Town of Greenwich to accept gifts totaling \$46,000 from the Green Fingers Garden Club, Summer Rain, Bennett Family, Friends of Binney Park and the Teufel Memorial for various parks in town.

Appointing Michael J. Barnaby, Meredith Braxton, Brian Forrow, Robert Beerman, Lloyd Hull, Randall Huffman, Edward Manganiello, David Melick and Homer Rees, members of the Claims Committee for a term expiring 12/31/05.

Appointing Kevin J. Brogan, Joan Caldwell, David Detjen, Richard Grieb and Richard Stefani as regular members and James Boutelle and Robert Byrnes as alternate members of the Labor Contracts Committee for a term expiring 12/31/05.

Appropriating the sum of \$360,000 to be added to various accounts in the Public Works-Highway Division.

Appropriating the sum of \$59,000 to be added to various accounts in the Public Works- Highway Division.

Appropriating the sum of \$44,000 to be added to various accounts in the Public Works-Highway Division.

Appropriating the sum of \$155,300 to be added to Public Works Account No. G318-59210-24224- Parking Fund- Emergency Vehicle Traffic Signal Pre-emption Equipment.

Authoring the Town of Greenwich to accept a gift in the amount of \$24,000 from Greenwich Green and Clean, for six street lights for installation on Greenwich Avenue.

Appointing Dean Goss, Robert Perri, Joseph Ricciardi, Neil Ritter and Robert Tuthill members of the Condemnation Commission for a term expiring 12/31/06.

Appropriating the sum of \$543,893 to be added to Board of Education Account No. A640179251010-Custodial Salaries and A650179254050-Maintenance.

Authorizing the Town of Greenwich to accept a gift valued at \$300,000 for the renovation of the front entrance area at Old Greenwich School.

Appropriating the sum of \$150,000 to be added to Account No. Z680089224079- Board of Education- Reserved for Capital & Non-Recurring Fund – for the wells at Parkway School was postponed until the June 2004 meeting.

Amending the Town of Greenwich Municipal Code- Section 2-125 – (membership on the Southwest Regional Planning Agency (SWRPA) was referred back to the Appointments Committee.

Regular Meeting – May 10, 2004 – 194 present – 34 absent- 2 vacancies

A motion to reduce Account No. 201-101 by \$500,000 was lost

A motion to delete Account No. 302-956-25017 in the amount of \$925,000 was lost.

The budget was approved as amended.

Regular Meeting – June 14, 2004 – 192 present- 38 absent – no vacancies

Town Clerk Carmella C. Budkins swore in Charles Spiess, a new member in District 6.

The following resolutions were adopted.

Appointing Russell Turk a member of Board of Social Services for a term expiring 3/31/07.

Appointing Richard Wellington a member of the Board of Parks & Recreation for a term expiring 3/31/08.

Appointing Joan Gyesky a member of the Board of Parks & Recreation for a term expiring 3/31/08.

Appointing Robert J. Oca a member of the Board of Parks & Recreation for a term expiring 3/31/08.

Appointing Paul Cecio a member of the Planning & Zoning Board of Appeals for a term expiring 3/31/05.

Appointing Frank Farricker a member of the Planning & Zoning Commission for a term expiring 3/31/05.

Appointing Frank Napolitano a member of the Planning & Zoning Commission for a term 3/31/07.

Appointing Barbara T. McKelvey a member of the Planning & Zoning Board of Appeals for a term expiring 3/31/08.

Appointing Scott Johnson a member of the Board of Parks & Recreation for a term expiring 3/31/08.

Appointing Christie Coon a member of the Inland Wetlands Agency for a term expiring 3/31/08.

Appointing Martin Kagan a member of the Inland Wetlands Agency for a term expiring 3/31/08.

Appointing Domenick DeFranco a member of the Alarm Appeals Board for a term expiring 3/31/0.

Appointing Sean Turpin a member of the Alarm Appeals Board for a term expiring 3/31/08.

Appointing Robert L. Ailleo a member of the Board of Health for a term expiring 3/31/08.

Appointing Peter A. Arturi a member of the Board of Health for a term expiring 3/31/08.

Appointing Elaine M. Suchman a member of the Board of Health for a term expiring 3/31/08.

Appointing Steven H. Dudley a member of the Commission on Aging for a term expiring 3/31/07.

Appointing Karen T. LaMonica a member of the Commission on Aging for a term expiring 3/31/07.

Appropriating the sum of \$170,000 to be added to Public Works Accounts A345-52220 and A345-52260 for electric service and fuel for heating.

Appropriating the sum of \$30,000 to be added to Public Works Account No. A351-52190-Building Inspection Division-Document Imaging.

Appropriating the sum of \$49,000 to be added to Public Works Account No. A321-52510 – Waste Disposal Division-Waste Removal Services.

Approving the Neighborhood Assistance Act.

Appointing Mary S. Ferry a member of the South Western Regional Planning Agency for a term expiring 3/31/07.

Appropriating the sum of \$79,000 to be added to Fleet Department Account No. 380-53500-Motor Fuel & Lubricants

Appointing Kathy Harsany a member of the Board of Social Services for a term expiring 3/31/07.

Appointing Anne Drake a member of the Board of Social Services for a term expiring 3/31/06.

Appointing Raymond J. Heimbuch a member of the Planning & Zoning Commission for a term expiring 3/31/07.

Appropriating the sum of \$327,624 to be added to Fire Department Account No. 205-51110- Payment for Holiday Services.

Appropriating the sum of \$169,499 to be added to Fire Department Account No. 204-51010 and 204-51100 and 205-51100.

Appointing Paul S. Marachese a member of the Planning & Zoning Commission for a term expiring 3/31/05.

Appropriating the sum of \$120,000 to be added to Board of Education Account No. Z680089224079-Reserved for Capital & Non-Recurring Fund- for wells at Parkway School.

Appointing Diane C. Fox a member of the Board of Social Services for a term expiring 3/31/06.

Appointing Roger Blum a member of the Planning & Zoning Board of Appeals for a term expiring 3/31/08.

Appointing Richard Mackool a member of the Inland Wetland Agency for a term expiring 3/31/08.

Appointing David Ayres a member of the Nathaniel Witherell Board for a term expiring 3/31/07.

Appointing Donald G. Fritz a member of the Nathaniel Witherell Board for a term expiring 3/31/07.

Appointing Ellen Isidro a member of the Nathaniel Witherell Board for a term expiring 3/31/07.

Appointing Christopher Thurlow a member of the Nathaniel Witherell Board for a term expiring 3/31/05.

Authorizing the Town of Greenwich to accept a gift of an ornamental pedestal clock, valued at \$11,500 from the Improved Order of Redman of Greenwich.

Appointing David G. Ormsby a member of the Nathaniel Witherell Board for a term expiring 3/31/06.

Appointing Donald R. Keifer a member of the Planning & Zoning Board of Appeals for a term expiring 3/31/08 was postponed until the September 2004 meeting.

Appointing Victor R. Coudert a member of the Board of Ethics for a term expiring 3/31/07 was postponed until the September 2004 meeting.

Appointing Gary Cella a member of the Board of Health for a term expiring 3/31/08 was postponed until the September 2004 meeting.

Amending the Town of Greenwich charter Sec. 6-320 Historic Properties Commission was postponed until the September 2004 meeting.

**OFFICE OF THE FIRST SELECTMAN
AND
BOARD OF SELECTMEN**

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	7	7	7
Expenditures:			
Current	\$1,232,392	\$857,780	\$569,920
Capital	\$0	\$0	\$0
Total:	<u>\$1,232,392</u>	<u>\$857,780</u>	<u>\$569,920</u>
Revenue:	\$0	\$0	\$0

OFFICE OF THE FIRST SELECTMAN

The First Selectman is the full-time Chief Executive Officer of the Town of Greenwich and is an ex-officio member of all boards, commissions, and committees and a voting member of the Flood and Erosion Control Board. As the Chief Executive, the First Selectman directs the following departments: Community Development, Consumer Affairs, Fire, Fleet, Human Resources, Information Technology, Labor Relations, Law, Parking Services, Parks and Recreation, Police, Public Works and Purchasing and Administrative Services. Also associated with the Office of the First Selectman are agencies such as the Affirmative Action Committee, Commission on Aging and the Historic District Commission. Section 7-47(a) of the Connecticut General Statutes designates the First Selectman as the collective bargaining representative of the municipality (except for teachers' salaries).

The First Selectman appoints the Conservation Commission, the Sealer of Weights and Measures (Consumer Affairs Coordinator), the Director of Community Development and one member of the Flood and Erosion Control Board. In January 2004 the First Selectman appointed Edward Gomeau as Town Administrator.

The major areas on which the First Selectman focused during the past year were:

- Efficiency in Town government
- Containing health care costs
- Renovating and upgrading key Town buildings
- Maintaining and improving roads and sewers
- Town efficiency through information technology
- Enforcing the Nuisance Ordinance
- Downtown parking: improve use; consider building more
- Budget Mill Rate of 3.5%
- First 10 year Capital Plan
- Funding for Hamilton Avenue School
- School Buildings program
- Emergency Disaster Planning
- Selectmen's Nominations Advisory Committee
- Created Parking Services Department
- Created Town Administrator position
- Ordered development of a comprehensive sidewalk plan
- Developed plan for playing fields

BOARD OF SELECTMEN

The Board of Selectmen is the focal point of Greenwich Town government. Along with its many responsibilities and duties, constituent contact with the public is an extremely important function of the day-to-day business of this office.

Members are:

- James A. Lash, First Selectman and Chairman of the Board of Selectmen
- Penny Monahan, Selectman
- Peter Crumbine, Selectman

The Board of Selectmen generally meets in public session once a month unless special circumstances dictate otherwise. Minutes of such meetings always are taken. The First Selectman designates one of the other Selectman to act in his place and stead during his absence.

The Board of Selectmen dealt with many issues during the year including:

- Parking and traffic matters
- Containment of Westchester County Airport
- Litigation and settlements
- Leases
- Town’s water supply
- Appointments to Boards and Commissions
- Fees
- Appointment of the Hamilton Avenue School Building Committee
- Appointment of the Selectmen’s Nominations Advisory Committee
- Proposed Tax Districts

CONCLUSION

The First Selectman, in addition to his regular Town government responsibilities and duties, supports and assists a variety of community interests, activities and organizations through proclamations, statements, appearances and participation, continuing a long-established tradition of commitment by all First Selectmen.

The Board of Selectmen continues to be gratified by the dedication and devotion to duty of the many fine employees of the Town of Greenwich.

In addition, the Board expresses its genuine appreciation to the citizens of Greenwich who so willingly give their time to serve on Town Boards, Commissions, Agencies and Special Committees in order to advance and improve our community.

James A. Lash
First Selectman

CONSUMER AFFAIRS COORDINATOR

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	0	0	0
Expenditures:			
Current	\$0	\$0	\$0
Capital	\$0	\$0	\$0
Total:	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Revenue:	\$0	\$0	\$0

The Town of Greenwich Consumer Affairs Coordinator (Sealer of Weights and Measures) is appointed by the First Selectman for an indefinite term (General Statutes of Connecticut: Sec. 43-6). The Coordinator is responsible for all weights and measures matters including enforcement of all regulations, Federal and State Statutes, new legislation and interpreting and informing Town of Greenwich industries and merchants of these laws.

The primary function of the Consumer Affairs Coordinator is to endure the interest of all who buy and sell and to protect those who are unable to protect themselves. The consumer today is more conscious than ever of the high cost of living.

The duty of the Consumer Affairs Coordinator is to inspect, test and seal weighing devices within the Town of Greenwich, such as store scales, gas-dispensing pump meters, taxi meters, etc. Additional duties and responsibilities include handling all affairs dealing with consumer complaints or inquiries and as such, is recognized as the representative of the State in this area in matters dealing with consumer protection.

This includes coordination with the State Department of Consumer Protection and Department of Fraud, Food and Drug, Banking, Housing, etc. The Consumer Affairs Coordinator must make careful and accurate decisions between honest errors and frauds, assume full responsibility for actions taken on violations, and use authority with discretion in order to secure full cooperation of owners and managers.

The Department is not equipped at this time to test oil truck meters, but this work is done by the State, which supplies the Town with a test truck and inspector. The local Coordinator joints the State Inspector in testing the meters on all fuel trucks.

The following is a summary of activity from July 1, 2003 – June 30, 2004

Small Capacity Scales (capacity up to 400 pounds)

419 Inspected and tested
22 Condemned for repair

Gasoline Pump Meters

454 Inspected and tested
15 Condemned for repair

Taxi Meters

54 Inspected and tested
4 Condemned for repair

Pre-Packaged Items

5890 Accepted
164 Rejected

In addition, the Consumer Affairs Coordinator is responsible for issuing vendor permits for special events such as the St. Patrick's Day Parade and the Fourth of July Fireworks Display. 25 such permits were issued over the last year.

Anthony F. Belmont
Consumer Affairs Coordinator

BOARD OF ETHICS

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	0	0	0
Expenditures:			
Current	\$0	\$0	\$0
Capital	\$0	\$0	\$0
Total:	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Revenue:	\$0	\$0	\$0

The Board of Ethics has no paid personnel or revenue. Any minor expenses were covered by the Selectmen's Office or by the Members of the Board out of their own pockets.

The Board met 6 times during the fiscal year: August 4 and September 29, 2003 and January 27, February 12, April 5 and May 27, 2004. Meetings scheduled for August 5 and November 3, 2003 and January 22, and May 10, 2004 were canceled or rescheduled.

The Board of Ethics consists of five members nominated by the Board of Selectmen and confirmed by the RTM. The Board's responsibilities encompass three main functions:

1. soliciting, reviewing and evaluating annual statements from Town Officers of any business they, their families or their affiliates conducted with the Town;
2. hearing and adjudicating complaints of violations of the Code of Ethics; and
3. rendering confidential advisory opinions to Town Officers who seek advice on the application of the Code to specific transactions.

ANNUAL DISCLOSURE STATEMENTS

The Town Clerk received 8 disclosure statements; all of which were found in order.

COMPLAINTS OF VIOLATION OF THE CODE

There were no complaints of violations of the Code.

REQUESTS FOR ADVISORY OPINIONS

We had five requests for Confidential Advisory Opinions: ("he" could be "he", "she" or "they")

- A Town employee was doing admirable volunteer work for a well known charitable agency and was involving a firm which is subject to Greenwich regulations. He had his boss's blessing. We told him to continue doing his volunteer work so long as other Greenwich employees are the contact people with the firm involved.
- A Town employee was offered an all-expense trip to the West Coast by a major vendor for a product show. We made no judgment on the trip itself; that was between the employee and his boss. We did say that the offer by the vendor to cover all expenses should be rejected; the expenses should be borne by the employee and/or taken out of Town budget money provided.
- A Town employee wanted to do after hours moonlighting work in the same general field for which Greenwich employed him. The Board said he could do the work so long as the work was in no way connected to Greenwich or its regulations.
- A member of a Board, making decisions with respect to allocating the costs of certain benefits to landowners, wanted to know if he could bid on work related to these benefits. The Board of Ethics ruled that, since the Board involved had no say in determining who would do the related work, he could bid on the work.

A member of a Board, making decisions with respect to allocating the costs of certain benefits to landowners some of whom were the member and his family, asked for advice as to whether he should vote on such decisions and/or take part in the discussions leading up to a vote. The member had a knowledge of the area involved unsurpassed by other members. The Board ruled that he should recuse himself from voting on such decisions but could take part in the discussions.

There is one outstanding request for an advisory opinion.

Victor R. Coudert, Jr.
Chairman
Board of Ethics

PURCHASING DEPARTMENT

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	7	7	6
Expenditures:			
Current	\$756,729.17	\$734,481.12	\$668,074.54
Capital	125,800.00	0.00	687,000.00
Total:	<u>\$882,529.17</u>	<u>\$734,481.12</u>	<u>\$1,355,074.54</u>
Revenue:	\$15,562.40	\$15,483.49	\$8,196.09

The mission of the Purchasing Department is to provide centralized procurement services for all equipment, materials, services and designated construction projects in a timely manner providing optimal value for each dollar of expenditure. Associated with the above mission is the provision of contract development services to user departments. An equally important Purchasing Department mission is to provide timely, cost effective telecommunications support and services to all Town departments.

For Fiscal Year 03-04, the volume of work related to procurement process requirements in total increased. Requests for Bid, Proposal and Quotation numbered 112 for the fiscal year compared to 108 for the prior fiscal year. Fifty multi-year service agreements' renewal and insurance coverage documentation processes were managed versus forty for the previous fiscal year, an increase of twenty-five percent.

A few of the Requests For Bid/Proposal processes managed this fiscal year included, but were not limited to, the Cos Cob Fire Station Rehabilitation, the Fleet Garage Roof Replacement, Rehabilitation of the Baldwin Park Ferry Dock Lavatories, Dasher Boards for the Dorothy Hamill Skating Rink, the Nathaniel Witherell SNF Financial Consulting Service and the Telephone System Replacement Project for the Fleet Department.

A very important project that was brought online in November of this fiscal year was the bid tracking system which allows departments to electronically submit requisitions for goods, services and projects to the Purchasing Department. After Purchasing's receipt of a requisition, each step of the procurement and contracting process is tracked and is available for viewing by departments via the local area network (LAN). A total of 65 Requests For Bid/Proposal were initiated and tracked on this new software.

The electronic posting of commodity awards and service agreements to the Town's local area network continued in this fiscal year. Departments are able to access this information electronically rather than Purchasing distributing paper copies to numerous departments and agencies.

With further development of the Town's website functionality, Purchasing began to post many of the Requests For Bid and Proposal developed by the department to the website.

The rewriting of the Purchasing Policy, that had begun six months prior to this fiscal year, continued all through the year. While this project is a major task which has required untold man-hours on the part of most Purchasing Department staff, it is a necessary project as it documents all of the changes which have taken place in the public procurement process here in Greenwich as a result of process modification within the Town and the State of Connecticut, as well as change relating to computerization. At fiscal year end, Purchasing was close to finalization of the Purchasing Policy and was reviewing the final draft scheduled for release in the fall of 2004.

Contract development and maintenance activities reflected an increase of eleven percent, increasing from 72 for the prior fiscal year to 80. This area of activity in the department has shown an increase each fiscal year for the last several years.

The time spent within the department on insurance coverage documentation processes increased as a function of the increased number of contracts being developed, maintained and renewed. Insurance coverage termination dates for each contract are being actively tracked within the department so that renewals on coverage can be requested and obtained for the Town to have insurance coverage documentation in place for the full term of a specific contract. This was made possible due to the transfer of one position from Administrative Services in the prior fiscal year and partial allocation of this position's man-hours.

The demand for telecommunications related support services remained high this fiscal year. Noteworthy projects in this area included the Fleet Department's telephone switch replacement project and the replacement of UPS (uninterruptible power supply) systems for Town Hall and the Police Department.

In the area of emergency readiness, additional telephone capacity was added to the EOC, Emergency Operations Center, to be able to support more personnel. The cost effective toll free 800 number service, which had been established the prior fiscal year, remained available for use in this fiscal year in case of an emergency.

A telecommunications project which required a major investment of time was work relating to the development of a telephone system standard for Town government and the Board of Education as well as associated budgetary estimates for telephone system replacement for Board of Education facilities. Work on this project was done by the Purchasing Department in conjunction with a subcommittee to the Technology Steering Committee.

In summary, fiscal year 03-04 was very demanding in all three areas of responsibility within the Purchasing Department. Levels of service activity and quality for Request For Bid/Request For Proposal development and processing, contract development/maintenance and telecommunications support continued to escalate from the prior fiscal year with this trend continuing into the new fiscal year.

Joan T. Sullivan
Director of Purchasing
and Administrative Services

ADMINISTRATIVE SERVICES CENTER

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	6	6	6
Expenditures:			
Current	\$598,123.19	\$589,891.12	\$614,025.03
Capital	\$0	\$0	\$0
Total:	<u>\$598,123.19</u>	<u>\$589,891.12</u>	<u>\$614,025.03</u>
Revenue:	\$0	\$0	\$0

The mission of the Administrative Services Center is to provide support services to user Town departments in a timely and cost effective way. Administrative Services, under the supervision of the Director of Purchasing and Administrative Services, is comprised of five areas and provides all centralized office services used by Town Departments which include the Reproduction Center, microfilming, mail processing, word processing and central reception.

Reproduction Center

This area of Administrative Services provides reproduction services for all Town departments and selected jobs from Greenwich Library and the Board of Education, even though the Board of Education and the Library both have their own print shops. Book finishing is done using a Velobind system or a tape bind, an on-line function of the Xerox Docutech 6115. This area also produces pads, booklets and other paper finishing. The color copier with its digital front end provides additional functionality for the Reproduction Center and the versatility has increased the percentage of duplicating work that can now be done in-house.

The monthly volume increased from 310,000 copies per month to over 826,000 copies per month including a monthly volume of 6,400 monthly color copies.

The Annual Report, the several revisions of the Annual Budget, the Grand List, field cards, student handbooks, the Town Hall Directory and many other projects were all produced in-house again this year. The addition of several town-wide mailings and other new projects that have been brought in-house has added to the increase in volume.

Mail Handling

Mail handling includes the following: the metering and posting of mail, pick-up and delivery between the Post Office and Town Hall, and the sorting and distribution of outside and inter-office mail throughout the Town Hall. The Mail Clerk processes special bulk mailings, (i.e., beach cards, voter registration forms, reassessment information, parking permits, alarm bills, etc.), express mail, and UPS as well as standard U.S. mail. A combination of these mail services is utilized to meet the needs of individual departments in the most cost effective manner. Administrative Services has continued its efforts to save money for the Town by utilizing the special bulk mail rate and bar coding whenever possible.

Microfilming

Microfilming is a service utilized by many departments to be able to meet State of Connecticut record-keeping requirements. Administrative Services updated to a digital reader-printer which produces a much better quality image than its predecessor.

Administrative Services is currently looking into optical scanning to replace the current outdated microfilm camera. Optical imaging does have many positive aspects compared to microfilming, such as faster retrieval and the ability to see scanned documents to ensure a clear image and add missing information. Microfilm is, however, the State approved medium for records storage in Connecticut. The funds have been allocated for these equipment changes and the new equipment should be in place by next fiscal year. . The backlog of microfilming work for Accounts Payable and Treasury continues to be addressed. Administrative Services will strive to decrease the backlog once the new equipment is put into place.

Desktop Publishing and Website Management

Administrative Services continues to provide cost effective office services and additional assistance with special projects to aid departments in meeting their growing and changing needs.

In the area of the internet, the Administrative Services Supervisor provided ongoing support and creative know-how in updating the ever increasing number of the Town's applications on its website.

Administrative Services strives to constantly upgrading its skill set to reflect, that which is required by the new technology in the Town of Greenwich.

Michele F. Hackett
Administrative Services Supervisor

HUMAN RESOURCES

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	11*	10	10
Expenditures:			
Current	\$1,558,864**	\$1,407,935***	\$1,877,504****
Capital	\$0	\$0	\$0
Total:	<u>\$1,558,865</u>	<u>\$1,407,935</u>	<u>\$1,877,504</u>
Revenue:	\$0	\$0	\$0

Note: * HR headcount reflects 1 position transfer from First Selectman (AA/EEO Officer), 1 position transfer from BOE (Health Benefits Technician), and reduction of 1 position (Deputy Director).

** Actual Budget (additional \$400,000 included in budget for vacation/sick leave payments to retiring employees).

*** Actual Budget (additional \$400,000 included in budget for vacation/sick leave payments to retiring employees).

**** Actual Budget included \$840,000 for vacation and sick leave accrual payouts for LIUNA and Police employees.

Mission Statement

The Department of Human Resources works as a team to provide effective service and vital information to employees, retirees and the public with dignity and respect in a fair and equitable manner. Serving as a central resource, our goal is to foster an environment for employees to succeed, develop, and enhance their careers with equal opportunity for all.

Goals Statement

Reporting to the First Selectman, the Human Resources Department provides quality services to attract, develop, motivate, manage and retain a diverse and effective workforce within a supportive work environment. This is done with an emphasis on customer service based on consultation and communication with the Town of Greenwich departments, appointing authorities and volunteer boards. The Department's key goals and objectives are: recruiting and hiring; managing employee performance; developing and training the workforce; establishing a supportive and diverse work environment; and providing quality customer service.

Specific ongoing activities in support of Department goals include the following:

- Providing leadership and direction in the planning, development, coordination and execution of human resource policies, practices and procedures for all Town Departments.
- Ongoing maintenance and administration of the Town's compensation and classification plan to provide the Town with the ability to attract, retain and motivate competent personnel by remaining competitive, complying with contractual agreements and providing career opportunity.
- Manage and administer all employee and retiree healthcare benefit programs seeking to balance cost effectiveness with the needs of Town employees, retirees and their families.
- Monitor budgets for active and retiree healthcare costs preparing monthly reports.
- Administer recruitment and facilitate selection processes through pre employment and employment testing, collaboration with appointing authorities and assisting with the interview processes as requested.
- Assess training and development needs and develop and administer training and development opportunities to inform, improve and motivate the workforce.
- Providing counsel and advice to all Departments in the areas of employee behavior and performance problems, performance management, staffing issues and reorganization issues.

Provide contract administration and interpretation to all departments and employees, responding to inquiries as needed;
Administer the employee assistance program for all Town employees and their dependents.
Administer employee relations services for all Town employees.
Administer employee affirmative action and equal employment opportunity processes providing a proactive avenue for improving Town diversity efforts and a voice for employee concerns in these areas;
Develop all job classifications, conduct position audits for purposes of re-classification, re-allocation or establishment of new positions;
Support Town safety programs including the Town's employee safety and health functions, oversight of departmental safety committees and compliance with OSHA regulations;
Administer the Town's unemployment compensation program;
Administer the Town's Employee recognition program.
Administer the appointment process for new employees, promoted or upgraded employees, implementing payroll authorizations and changes to the MUNIS system and providing employee orientation regarding rules, regulations and benefits.
Manage and maintain, in accordance with all State and Federal regulations, all employee personnel records and files.

Accomplishments in 03

Participated in the development and implementation of a new managerial compensation plan.
Reviewed, evaluated and reclassified LIUNA positions under a collectively bargained agreement.
Conducted a reorganization of the Human Resources Department based upon recommendations in the consultant's report. The collective bargaining and labor relations functions were moved into a newly established position of Director of Labor Relations. A new Human Resources Director was recruited and hired, existing HR functions and staff were realigned and a strategic plan for the HR Department was developed under the guidance of the First Selectman.
Assumed responsibility for the AA/EEO Officer and functions.
Assumed responsibility for healthcare administration for all BOE employees. An additional budget line for Healthcare Benefits Technician was transferred from the BOE and the position has been filled.
Responded to all employee requests for employee relations assistance which averaged three (3) employees a week seeking counsel, assistance with work related problems or just an opportunity to discuss their issues in a confidential environment.

Pre employment activities included:

Established and posted 39 positions for hire and 22 positions for transfer including some very visible and difficult to recruit openings such as Police Officer, Police Lieutenant, Sewer Works Superintendent, Comptroller and Executive Director of Nathaniel Witherell.
Received and coordinated over 1800 resumes or letters of interest/applications from candidates;
Administered pre-employment exams to over 1000 individuals.
Promulgated 48 eligible lists containing 586 individual candidates eligible for appointment to full time positions.
Coordinated background investigations and pre employment medical exams on all potential hires.
Facilitated the hiring of all seasonal staff.

Employment activities included:

Appointment processing and orientation of all new Town employees informing them of workplace rules and policies, advising and enrolling them in healthcare benefits and ensuring the accurate data concerning each employee and their respective salary and benefits is recorded in the Town's information system.
Reviewing and auditing employee records and accruals to ensure accurate and equitable compliance with town policies, collectively bargained agreements and legal requirements. Examples are auditing vacation and sick pay accruals; auditing hours worked for temporary and part time unrepresented employees, auditing all I-9 documents for uncertified staff.

Administering the DOT random drug and alcohol-testing program for employees possessing a commercial drivers license and employees assigned to the marine crew.
Coordinated and facilitated the review and revision of procedures and practices for Firefighter physical exams with Occupational Health and the Firefighters Union.
Monitor monthly safety team meetings and respond to concerns and/or problems with safety or OSHA training as required.
Oversight and coordination of all FMLA requests.

Healthcare administration activities included:

Administration of all employee healthcare needs including medical, dental, prescription, life insurance, long-term disability, flexible spending (FSA) and COBRA plans. Responding to enrollment issues, changes, terminations and claim problems and negotiating resolutions with healthcare vendors.
Transition all medical, dental, life, long-term disability, FSA and COBRA administration for 1100 BOE employees (teachers, administrators and aides) to Town Human Resources.
Distribution of new comprehensive employee health benefit information packets to all employees.
Conduct one-on-one Open Enrollment for approximately 2400 employees for 1/1/04. These individualized sessions allowed the Town to correct employee personal, medical and dependent information in the MUNIS system.
Provided coordination and administration of Open enrollments sessions for all active and retired employees for annual elections of health insurance.
Planning and coordinating the 2nd annual employee health fair in conjunction with the Health Department. Over 300 employees attended and obtained information on the prevention of many illnesses and chronic health problems.
Organized and scheduled Anthem free flu immunization clinics for employees with Anthem healthcare.
Reviewed, updated and distributed benefit Summary plan descriptions for 3 Anthem healthcare plans.
Monitored and reported on healthcare expenses.

Employee Assistance activities included:

Provided client evaluations for 400 individuals, employees or members of employee's family, referred to EAP.
Conducted over 40 Life Skills sessions with groups of employees focusing on time and stress management, anger management and coping skills.
Ongoing support and facilitation of recovery groups for men and women.
Coordinated the training and establishment of a Town of Greenwich Critical Incident Stress Debriefing team.
Conducted DOT mandated training for supervisors and employees yearly.
Ongoing efforts to ensure all employees are informed about the EAP.

AA/EEO activities included:

Active participation in recruitment efforts with the Town Departments and BOE to identify qualified minority candidates through extensive organizational outreach and job fairs.
Implemented and mentored programs such as "Today's Students Tomorrow's Teachers" and the Senior Internship Program to increase diversity in the candidate pools for the future;
Responded to 57 discrimination complaints alleging harassment or hostile work environment through the conduct of confidential investigations and mediation.
Responded to 67 inquiries about discriminatory issues and providing advice and counsel.
Ongoing conduct of training on understanding and identifying harassing or discriminatory behavior in the work place.
Chair the Minority Recruitment and Retention Committee and the Diversity Resource Network for the BOE.

Maureen Kast
Director of Human Resources

GREENWICH PROBATE COURT

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	N/A	N/A	N/A
Expenditures:			
Current	N/A	N/A	N/A
Capital	N/A	N/A	N/A
Total:	N/A	N/A	N/A
Revenue:	N/A	N/A	N/A

The Greenwich Probate Court was constituted by the General Assembly on July 4, 1853 and has served the people of Greenwich since that time. Probate judges are elected by the voters of the Town for a four-year term. Our District covers only the Town of Greenwich. Judges serve four-year terms. Judges may appoint one or more clerks or other employees to assist in the operation of the Court; their salaries are paid by the judge. Pursuant to §45a-8 of the Connecticut General Statutes, each town is required to provide a fire-resistant safe or vault for the storage of Court documents, office space, supplies for the Court and microfilming of Court records.

The jurisdiction of the Probate Court is established by the State Legislature.
Major areas of Court jurisdiction include:

- Probating wills and the administration of estates
- Overseeing testamentary and living trusts
- Determining title to real and personal property
- Construing the meaning of wills and trusts
- Appointing guardians for the mentally retarded
- Appointing conservators of the person and the estate of incapable individuals
- Committing those suffering from mental illness, alcoholism, or drug addiction to an appropriate facility
- Removing unfit parents as guardians of their children
- Terminating the parental rights of parents who cannot fulfill their parental responsibilities
- Granting adoptions
- Granting name changes

And other matters, many of which are extremely delicate and complex and some of which are confidential. By way of example, when one of our resident's dies the Probate Court oversees the division of his or her property among those legally entitled to such property. The division of his or her property will be carried out according to the person's wishes if the decedent has executed a will. If there is no will, the property will be divided according to certain laws known as the laws of intestacy. In addition to overseeing the distribution of the estate, the Court will ensure that any debts of the decedent, funeral expenses, and taxes are paid prior to the remaining assets of the estate being distributed. In the course of which proceedings, will contests and objections are not unknown.

There are 123 Probate Districts in the State of Connecticut. Each district functions with a single court, independent of the integrated State court system. Consequently, each court has developed its own unique characteristics. However, since the creation of the office of Probate Court Administrator in 1967, the publication of the Probate Practice Book, and the promulgation of the Rules for Practice and Procedure in the Probate Court by the State Supreme Court, more uniformity has been established. At the same time, this Court has retained a close informal relationship with our community. It is truly a "family court" as it deals with matters directly affecting the family and is easily accessible to all members of the public.

All records of the Probate Court are put on microfilm and maintained in our vault and frequently used by the title searches, genealogists and various historical societies. The Court is current with respect to microfilming decedent's estates and trust estates. Funds to complete required microfilming are being provided by the Town pursuant to its obligations under Section §45a-8 C.G.S. The files are filmed and put in compact books, and then the original files are sent to archives and stored

Importantly, the court seeks to serve our citizens and to insure the efficient, speedy and economical handling of all personal and family matters within its jurisdiction; to provide the people of Greenwich a forum to petition for a fair, equitable and compassionate arbiter to lessen the impact of succession, inheritance and transfer of taxes in appropriate situations; and to provide its citizens with an intervenor against a state government and tax authority they often find too powerful and complex.

David W. Hopper Probate Judge
District of Greenwich

BOARD OF ESTIMATE AND TAXATION

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	N/A	32	34
Expenditures:			
Current	N/A	\$4,397,929	\$3,824,579
Capital	N/A	\$94,500	\$180,927
Total:	N/A	<u>\$4,492,429</u>	<u>\$4,005,506</u>
Revenue:	N/A	\$0	\$0

Organization:

The Board consists of twelve members, six Republicans and six Democrats, who are elected to serve two-year terms beginning January first in even years. There are four bi-partisan standing committees, Audit, Budget, Human Resources and Policy and Procedures Committee with four members each. Legal Services and Investment Advisory Services are two-person committees (one from each party). They function without chairmen and are responsible for the areas of government indicated by their titles. Bipartisan liaisons to Town departments or program areas assist in information gathering and evaluation for the benefit of the Budget Committee and full Board. Ad hoc committees are created when needed for projects within the Board, and representatives from the BET are recommended to the selectmen for Town ad hoc committees.

Duties:

The Board is responsible for the proper administration of the financial affairs of the Town: accounting and control, treasury, tax assessment and collection. The most visible responsibility is the development and approval and monitoring of the Annual Budget of the Town and setting the Town tax mill rates. The Board also acts on requests for additional appropriations, transfers, and allotments made during the fiscal year. The Board is responsible for the investment of Town funds, including the General Fund, Sewer Funds, Parking Fund, OPEB (Other Post-Employment Benefits) Fund, Risk Management/ Internal Service Fund, Capital and Non-Recurring Expense Fund, School Lunch Fund, and Golf Course Revolving Fund. It is also responsible for risk management and internal audit. The Board annually selects the external auditors to examine the financial records of the Town and approves the Comprehensive Annual Financial Report and Component Unit Financial Report for the retirement systems. The Annual Report of the Town is also under the purview of the Board. In addition, the Board conducts public hearings on sewer construction appropriation requests and determines the benefit assessment or tax to be levied against the properties located within the sewer district involved and the level of participation by general taxpayers when appropriate.

Meetings:

There were eleven regular monthly meetings, four special meetings, one budget meeting, the biennial organizational meeting, three public hearings: one on the 2003-2004 Budget Committee budget recommended to the full BET, one on the adoption of the Community Development Block Grant application for 2004, and one on charter change affecting the method of election and terms of office for BET members that would result in voter choice, which is top

Highlights of BET Actions during the fiscal July 1, 2003, to June 30, 2004.

July 2003:

7/14/03 Regular Meeting

The Board released \$50,000 for professional services to The Nathaniel Witherell to complete the Certificate of Need process with the state and with Town regulatory agencies.

The Board released \$50,000 in the Finance Department Budget for a financial consultant to perform an independent financial feasibility study of The Nathaniel Witherell's new facility.

The Board voted to release \$50,000, conditioned encumbered funds from fiscal year 2002-2003, plus \$25,000 from the 2003-2004 Public Works budget, to conduct an analysis of the Town- owned Police Department Administration site, Armory property, Havemeyer Building, and Fire/Police Building as possible locations for a new Public Safety Facility.

Chairman Tesei confirmed that Mr. Bergstresser, Mr. Byrne, and he had appointed Alan Breed to serve on the Retirement Board, filling the vacancy to be created by the retirement of Fred Filoon. The appointment became official in September 2003.

The Board voted to approve the Consultant Policy as presented for its second reading with the understanding that copy editing will be done.

August 2003:

8/26/03 Special Meeting

The Board ratified the amendments to the Retirement Board's investment manager contracts for separate account managers and supplemental agreements with institutional fund managers.

September 2003:

9/15/02003 Special Meeting

The Board voted to accept a grant of \$175,000 that would become an appropriation, from the State of Connecticut, Department of Economic and Community Development in the amount of \$175,000 to pay for an expansion feasibility study for the Bruce Museum.

9/22/03 Regular Meeting and Public Hearing

A public hearing on the Community Development Block Grant for 2004 was held.

The Board voted to appropriate \$3,000.00 to reimburse the Finance Department for money provided to the RTM Special Committee on The Nathaniel Witherell to cover costs of interviewing the TNW architect and the facility consultant.

The Board voted to continue to accept grants of \$2,500 from the Area Nine Cable Council (ANCC), which provides the Town with funds to purchase and upgrade equipment and associated services necessary to communicate with its citizens over a government access television channel.

The Board voted to appropriate \$109,495 for the Board of Education to replace one boiler at Riverside School.

The Board released \$400,000 to the Board of Education for the exterior cladding of the Dundee School.

The Board voted to release TNW funding for the second quarter in the amount of \$3,579,668, which represents 25% of the 2004 fiscal year line item budget.

The Chairman requested that the Law Committee work with the Town Attorney's office to look at alternative methods of election of BET members, including competitive elections, staggered terms, majority/minority competition, and the role of the First Selectman on the Board.
The Board approved budget guidelines aimed at achieving a 3% mill rate increase.

The Board approved the recommendation on amendments to the Cell Phone Usage Policy.

October 2003:

10/20/03 Regular Meeting

The Board voted to approve an additional appropriation in the amount of \$700,000 for the settlement of the lawsuit Nisinzweig v. the Town of Greenwich. This claim was approved by the Board of Selectmen, the Claims Committee of the RTM, and the Law Committee of the BET.

The Board approved a proposal recommended by Mr. Stone and Mrs. Guimard to adjust the acquisition rate within the Town's OPEB Fund, the designated vehicle being Vanguard's Total Stock Market Index Fund, from \$100,000/month to \$200,000/month until the 31% maximum level permitted by state statute has been reached, and then to maintain such level with monthly allocations of no more than \$200,000. The change is effective November 1, 2003.

The Board approved a charter change to Section 11 – Comptroller Appointment; Term, Salary, Vacancy, which states that the appointment is “for a two-year term” and “appointed term at the will” of the Board of Estimate and Taxation.

The Board voted to provide salary increases to the following elected officials: the First Selectman and the Selectmen, effective December 1, 2003 and the Town Clerk and the Tax Collector, effective January 1, 2004.

November 2003:

11/18/03 Regular Meeting

Chairman Tesei recognized the contributions of the First Selectman, Richard V. Bergstresser, who has been a regular attendant at BET meetings. He wished him and his wife Jean the very best for the future.

The Board approved a new appropriation of \$70,000.00 to complete the renovation of the Western Middle School Auditorium.

The Board voted to approve the Policy and Procedure Committee as a standing committee of the Board of Estimate and Taxation consisting of four members (two from each party). Adoption of any policy requires a majority vote of the BET. The committee shall consider all matters concerning policies, procedures, and rules only at the request of the BET.

Chairman Peter J. Tesei expressed appreciation for Mr. Lash's four-year contribution to the Board and accepted his resignation effective November 30, 2003. Members wished him well in his new role as First Selectman.

The Board voted to appoint Michael Mason as a replacement for Mr. Lash, effective December 1, 2003.

December 2003:

12/15/03 Regular Meeting

The Board approved the Board of Education's request for \$550,000 to be used for a construction manager for school construction projects. The funds will be directed primarily toward accelerating the Hamilton Avenue School project as well as the 10-year long-range building plan for the Board of Education.

The Board voted to release TNW funding for the third quarter in the amount of \$3,575,064, which represents 25% of the 2004 fiscal year line item budget.

The Board approved the classification of the newly created position of Town Administrator at salary grade M/C 11 with a proposed salary range of \$105,691 - \$142, 994 (midpoint \$124,343), proposed salary \$136,000.

The Board approved a request from the Comptroller to charge \$5.00 fee on any person delinquent in the payment of property tax on a motor vehicle.

12/19/03 Special Meeting

The Board approved the RTM amendments to the charter change to Section 11 – Comptroller Appointment; Term, Salary, Vacancy.

The Board approved \$80,000 for Public Works for the Old Greenwich Sewer Pump Station Upgrade.

January 2004:

1/05/04 Biennial Organizational Meeting.

The Board voted unanimously to re-elect Peter J. Tesei as Chairman of the Board.

The Board voted unanimously to elect Robert S. Stone as Vice-Chairman of the Board.

The Board voted unanimously to elect Alma Rutgers as Clerk of the Board.

The Board voted unanimously to appoint Ted Gwartney as Assessor for a two-year term effective January 5, 2004 at a salary of \$98,088 retroactive to January 1, 2004.

The Board voted unanimously to appoint Edward Gomeau as Comptroller for a two-year term effective January 5, 2004 at a salary of \$128,036 retroactive to January 1, 2004.

The Chairman appointed members to standing committee and liaison assignments.

Town Attorney John K. Wetmore reviewed the State's Freedom of Information Act and several amendments to it since 2001. Mr. Wetmore also noted that the Board follows a "modified" version of Robert's Rules of Order and that it has worked well.

Mr. Wetmore requested that all questions to the Law Department come through the Chairman of the Board.

Comptroller Edward B. Gomeau gave an overview of the Greenwich Finance Department. He stated that the Town follows Connecticut General Statutes and GASB standards for accounting and auditing practices. He commented on the functions and relationships between the Finance Department and the Retirement and Tax Departments.

Mr. Gomeau requested that Board members contact the Finance Department through Anne Giamarino, Executive Assistant to the Comptroller, for routine matters and otherwise through the Comptroller and Board Chairman. By following this protocol Board members will not interrupt the daily operations of the Finance Department.

Mr. Tesei welcomed Mr. Berg and Mr. Mason to the Board. He reiterated that the primary role of the Board of Estimate and Taxation, as established under section 1 of the Town Charter is to be “responsible for the proper administration of the financial affairs of the Town”. He reviewed the more specific duties of the Board, the changes that have taken place, as well as the accomplishments of the Board in the 2002-2003 term. He set forth the new challenges and initiatives that he foresees for 2004 including possible charter changes to provide voter choice for the BET in the municipal general election; promotion of long range financial planning for capital infrastructure and community needs and priorities; oversight of planning and implementation of the next property revaluation; establishment of an equitable compensation plan for Town managers; and continued codification of BET policy and procedures.

1/21/04 Regular Meeting

The Board approved the Board of Education’s request to transfer \$500,600 from their custodial salary account to their engineering and maintenance accounts.

The Board approved the Public Works Department’s request to release \$1,000,000 for architectural and engineering designs related to construction of a new Public Safety Facility on the Bruce and Mason (existing Police Administration building) site. The estimated cost is \$42,466,000.00.

Mr. Tesei noted that a six-member search committee has been formed to work with the Human Resources Department to hire a new comptroller, as Mr. Gomeau has accepted the newly created position of Town Administrator. Mr. Tesei and Mr. Gomeau met with the Finance Department staff to keep them informed of what is transpiring and ease any anxiety about changes in the department.

Messrs. Krumeich and Walko made a comprehensive presentation on BET election reform.

The Board appointed Mr. Walko to serve as the BET representative to the Hamilton Avenue School Building Committee.

The Board voted to approve the increase in the OPEB fund monthly allocation to \$300,000/month effective immediately.

February 2004:

2/03/04 Public Hearing on BET Election Methods

Chairman Tesei noted that the purpose of this hearing was to present to the public the options available to the BET for changing the charter sections affecting the method of election and terms of office for members and to solicit voter input for such options. Such changes would result in greater choice for voters. The last time the BET considered charter change was in 1993. The sections of the charter that would be affected are; Membership: Qualifications – Section 2; Elective Officers: Term – Section 38; Election of BET: “Methodology” – Section 39.

Mr. Walko reviewed the available reform options: maintain status quo, conduct non-partisan elections, stagger and lengthen the terms with capped party endorsement, Greenwich Board of Education model, Greenwich Board of Education model restricting vote to half of those elected, direct elections, direct election with staggered and longer terms, district based elections, and petition candidate variations.

RTM members Carl G. Carlson, Jr, Edward D. Dadakis, and James Boutelle spoke. Former BET members Frank Mazza, Stephanie Raia, and Edward Lamont spoke. Mr. George Schiele submitted written comments.

2/17/04 Regular Meeting

The Board voted to approve the M/C compensation guidelines as amended and the salary matrix as presented in the memo of January 27, 2004 by the First Selectman. All stipend issues were referred to the HR Committee for review.

March 2004:

3/15/04 Regular Meeting

After holding an executive session the Board voted in public session to appropriate up to \$1,000,000.00, equal to the self-insured retention limit, to participate in the settlement of the claim discussed in executive session. Mr. Walko abstained.

The Board voted to release TNW funding for the fourthth quarter in the amount of \$3,093,954, which represents 21.5% of the 2004 fiscal year revised line item budget.

The Board approved \$543,893 for the Board of Education to replenish funds transferred earlier in the year to cover costs for environmental services for Eastern Middle School, Western Middle School, and Hamilton Avenue School.

The Board approved \$360,000 from contingency for the Department of Public Works for additional snow removal costs.

The Board approved \$59,000.00 from the Parking Fund for the Department of Public Works for additional snow removal costs.

The Board approved \$225,000.00 from the Risk Fund for the Office of the First Selectman for settlement of a claim in the case *Moncada v. Inesta*.

The Board voted 5-7 on two proposals for direct election of members to the Board of Estimate and Taxation. One of the proposals contained provisions for a two-year term the other for four-year staggered terms. This concluded the Board's consideration of alternative proposals for election methodology.

3/22/04 Public Hearing – Fiscal Year 2004-2005 Budget

Mr. Tesei asked whether any residents present wished to comment on the budget in general.

Lt. Mark Kordick, Employee Representative on the Retirement Board, stated the BET should contribute to the Pension Fund the amount recommended by the Town actuary, EFI.

Vince DiMarco, RTM Transportation Committee, directed his remarks to issues involving motor vehicle taxation.

Sam Romeo requested snow removal charges be made to the Parking Fund when appropriate.

Allison Kural and Erynn Arnold, Riverside Association, spoke in favor of retaining funding in the budget for an engineering study for sidewalks on Lockwood Road.

Brian Spille asked for specific changes to The Nathaniel Witherell's budget.

Debbie Applebaum, President of Central Middle School PTA, asked that the public schools' budget be approved as presented.

Dora Williams, Vice President of the Greenwich PTA Council, expressed appreciation to the BET Budget Committee for listening and working with the school community.

Steve Anderson, RTM District 4 and New Lebanon School PTA, asked the BET to support the BOE Budget as presented.

Stephen Fox, Glenville School PTA, asked that all school construction projects be done at the same time.

Kim Ambrosechia and Donna Oropall, Glenville School PTA Co-Presidents, expressed dissatisfaction with the CIP Committee decision to move the \$860,000 for the engineering study at Glenville School out to fiscal year 07-08.

Neil Ritter, Marlene Gilbert, Frank Rogers, Lou Machanti, Mark Hrinya, and Lisa Harkness all spoke in favor of funding the \$860,000 for the Glenville School Engineering Study in the 04/05 fiscal year.

Lillian Perrone, Greenwich Education Association President, expressed support for Dr. Leverett's budget and said it is fiscally responsible.

Bill Kelly, BOE member speaking as an individual and as a parent, spoke in favor of reinstating the \$135,000 to the operating budget and the engineering funds for Glenville School.

3/23/04 Fiscal 2004-2005 Budget Approval Meeting

Mrs. Storms noted that there is a new resolution that deals with lapsed capital project fund appropriations.

The Board approved the budget resolutions for FY '05 as submitted.

The Board approved an increase of \$50,000 to the First Selectman's budget for the purpose of hiring a firm to review the process surrounding the maintenance of the Risk Fund and for any other professional services.

The Board amended the Fire Department Administration Budget to have \$500,000 subject to release upon the Budget Committee's acceptance of a presentation by the First Selectman and the Fire Department of plans to implement recommendations contained in the report by the independent Fire Review Panel.

The Board approved conditioning the entire Nathaniel Witherell SNF by fiscal quarter after review by the Finance Department and status report of all expenditures and revenue to date.

The Board approved conditioning 70% of the Social Services Department Budget subject to release in equal parts in September, December, and March upon the Budget Committee's receipt of a report showing satisfactory progress in program evaluations, which should include those elements defined in the Cornerstone's study description of "the best social services programming" on p. 31 of the study.

The Board approved a condition on the Board of Education Budget in the amount of \$14,730 for the increase of .5 positions for a non-certified Communication Officer subject to release upon a .5 offset.

The Board deliberated on the request to contribute \$660,012 as recommended by the actuary to the Pension Fund. There was uncertainty as to whether the Board was required to make this contribution, and the Town Attorney was not present for a legal interpretation. No action was taken on the item until the Board reconvened on April 5, 2004 at 7:30 AM.

4/05/04 Continuation of 3/23/04 Fiscal 2004-2005 Budget Approval Meeting

Mr. Tesei stated that this meeting was a continuation of the budget decision meeting of March 23rd that had been adjourned to allow time for BET members to receive additional information for clarification as to the Town's required contribution to the Pension Fund. Mr. Tesei said that BET members had submitted questions to Town Attorney, John Wetmore, in advance of this meeting concerning the respective roles of the BET and the Retirement Board with regard to the actual valuation done by EFI. Mr. Wetmore responded to these questions in writing in a memo dated March 31, 2004. The Retirement Board has the responsibility for the administration and operation of the retirement system and for presenting to the BET with a certification based on the advice of an expert actuary. Therefore the contribution request from the Retirement Board was in order.

The Board voted on the entire budget for a total general fund appropriation of \$288,479,070.

The Board of Estimate and Taxation approved a recommended budget for fiscal year July 1, 2004 to June 30, 2005 for submission to the Representative Town Meeting as follows:

For the General Fund	\$261,310,845
For the Sewer Maintenance Fund	\$ 5,122,119
For the Sewer Improvement Fund	\$ 5,706,000
For the Parking Fund	\$ 3,637,721
For the School Revolving Fund	\$ 3,507,350
For the Golf Course	\$ 1,533,235
Capital	\$ 25,915,070

On behalf of the entire Board, Mr. Tesei extended his thanks to Mrs. Storms and members of the Budget Committee for their work in producing the "recommended" budget within the BET's guidelines.

April 2004:

4/19/04 Regular Meeting

Mr. Tesei noted that the discussion on the Greenwich Pay Plan will be held in public session as it does not qualify for executive session. Mr. Tesei introduced Tim Hollister, partner in the law firm Shipman and Goodwin, and Lisa Bantoski Mehta, an associate of Shipman and Goodwin's Labor and Employment Department. Tesei said that outside counsel was asked to define: (1) the responsibilities and authorities of the First Selectman, BET and RTM with respect to establishing salaries, other compensation, and employment rules for Greenwich employees; (2) the authority for and status of the pay plan; (3) under what authority the pay plan may be amended and the procedure for amendment.

Mr. Hollister stated that the BET has a role in all salary setting processes, but it is different depending on which Town department is being discussed. He said that there is a charter provision that identifies the BET as the policy setting authority for the Town regarding budgetary items within the pay plan. He confirmed that the appointing authorities would have to voluntarily come together to agree on the non-budgetary aspects of an employment plan, while under the charter the BET clearly retains authority over salaries.

4/27/04 Special Meeting

The purpose of this meeting was to receive The Nathaniel Witherell Nursing Home Financial Analysis and Assessment Report. This report was produced as an independent analysis of the Certificate of Need for The Nathaniel Witherell as prepared by Halcyon Day, an assessment of the financial risk to underwrite the project, and a delineation of differences between the financial information contained in the CON and the financial assessment Health Dimensions Group made by analyzing that information along with industry data. This meeting was held in conjunction with the members of the RTM Moderator's Special Committee on TNW and representatives from TNW Board.

May 2004:

5/17/04 Regular Meeting

The General Fund mill rate of 11.12 mills was set for the July 1, 2004-June 30, 2005 fiscal year.

The Sewer Maintenance Fund mill rate of 0.424 mills was set for the July 1, 2004-June 30, 2005 fiscal year.

The Sewer Improvement Fund mill rate of 0.123 mills was set for the July 1, 2004-June 30, 2005 fiscal year.

June 2004:

6/21/04 Regular Meeting

The Board voted to approve the model investment management agreement, including the 06-09-03 Investment Policy Statement, amended to include reference to Charter Section 208, which refers to the mix of investments in the Retirement Fund.

The Board voted to approve a GWI of 3.5% for all M/C employees, effective 7/1/03, but excluding the position of Special Projects Coordinator that is being eliminated from the TO.

As Chairman of the Board, I want to express my appreciation to the members of the Board who contribute so much of their time and effort to serve the citizens of the Town and for their cooperation and courtesy extended to me as Chairman. I also want to acknowledge the contributions of the Town Comptroller, Budget Director, and all of the members of the Finance Department staff. Thank you.

Peter J. Tesei
Chairman

RETIREMENT

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	2	2	1
Unpaid:	5	5	5
Expenditures:			
Current	\$2,076,950	\$2,371,449	\$2,283,239
Reserve	\$1,750,000	\$0	\$0
Capital	\$0	\$0	\$0
Total:	<u>\$3,826,950</u>	<u>\$2,371,449</u>	<u>\$2,283,239</u>
Revenue:	\$0	\$0	\$0

System Management and Administration:

As provided in Article 14 of the Town Charter, a five-member Retirement Board is responsible for the operation of the Retirement System of the Town of Greenwich (“System”). The Retirement Board consists of two employee members elected by the active membership of the System; James Lavin and Lt. Mark Kordick, two appointed citizens of Greenwich not employed by or retired from the Town; Alan Breed and Michael Pagliaro, Retirement Board Chair; and the Town Comptroller, Edward Gomeau, who serves as a voting, ex-officio member of the board.

Terms of Office:	Michael Pagliaro	07/01/2001 – 06/30/2005
	Alan Breed	09/22/2003 – 09/21/2007
	James Lavin	02/05/2001 – 02/04/2005
	Mark Kordick	02/01/2004 – 01/31/2007
	Edward Gomeau	contingent upon employment

The Retirement Plans Administrator, Charnel K. Benner, is the System’s Chief Administrative Officer, and is responsible for its day-to-day operations. The Plan Administrator is the primary contact for employees and retirees on retirement matters, and serves as liaison between the Retirement System and its providers of professional services. In addition, Ms. Benner is responsible for the daily administration of the Town’s 401(k) and 457(b) defined contribution plans, and serves as Retirement Board Secretary.

The Retirement Board meets monthly on a regular basis, with special sessions scheduled as required. Board members serve without compensation.

Duties:

The Retirement Board acts as Trustee of the Retirement System and is responsible for the general administration, proper operation and fiscal soundness of the System. Acting as fiduciaries, the board selects, appoints and oversees the activities of professional service providers who perform as actuaries, legal counsel, pension consultants and investment managers to the System.

During FY03 an RFP was issued for investment managers in nine separate asset classes. The responses to the RFP were evaluated by New England Pension Consultants and by the Retirement Board. In August and September of 2003 the finalists for each investment mandate were appointed by the board, and given responsibility for investing the funds of the Retirement System, subject to the investment guidelines established by State Statutes, Town Charter and the Retirement Board. EFI Actuaries, Inc. serves as the actuarial advisor to the System, preparing all required cost estimates and actuarial calculations.

Assets and Liabilities:

During fiscal 2003-04, member contributions of \$2,020,093 to the System were supplemented by a Town contribution of \$1,750,000 on account of the creditable service of members. The market value of the Retirement Reserve Fund was \$ 291,072,645 as of June 30, 2004 compared to \$267,369,524 at the end of fiscal year 2002-

03, a net gain of 8.87% for the year. During 2003-04, annual retirement payments to retired members or their beneficiaries totaled \$15,176,435, an increase of 1.9% over the previous year.

Strategic Role:

While benefit levels, contribution rates and eligibility provisions of the retirement plan are governed by Town Charter and applicable collective bargaining agreements, the Board is responsible for developing retirement plan provisions in the following areas:

- (a) determining the financial impact of proposed changes to the Plan;
- (b) rendering advisory assistance for labor contract negotiations;
- (c) amending the Retirement Act to incorporate negotiated changes, administrative changes and changes required by law;
- (d) recommending and implementing changes in investment management and asset allocation as required to meet plan liabilities;
- (e) formulating and implementing changes in plan design applicable to those members of the System not represented by collective bargaining

Key Accomplishments:

During the fiscal year covered by this report, the following activities are noteworthy:

1. The Retirement Board continued implementing the recommendations of a study of the Retirement System completed in FY02. A new position of Retirement Coordinator was created, replacing the Pension Coordinator's position that has been filled with temporary employees since April 2002. The Retirement Coordinator serves as staff to the Retirement Plans Administrator and assists with the daily operation of the department.
2. Alan Breed was appointed to the board for a four-year term commencing September 22, 2003.
3. Development of a custom database application combining historical payroll information from three different payroll systems was completed. Further development is ongoing, expanding the application to electronically capture beneficiary information for the Town's three retirement plans, summarize key data required to perform the annual valuation and other financial reports, and to increase departmental productivity.
4. An RFP was issued for an Asset/Liability Study of the defined benefit pension plan. Recommendations of two consultants (NEPC and Ryan Labs, Inc.) were reviewed by the board and its actuary. As a result of the study, changes were proposed to the current asset allocation model and adjustments in other plan assumptions are being considered.
5. An RFP was issued for Recordkeeping Services for the combined assets of the defined benefit and defined contribution plans. More than a dozen firms responded to the RFP, and the three finalists were interviewed. Diversified Investment Advisors of Purchase, NY was selected as the provider of the Town's 401(k) and 457(b) plans, replacing The Hartford.
6. On January 1, 2004, responsibility for the 401(k) Defined Contribution Savings Plan was transferred from the Human Resources Department to the Finance Department. The Retirement Plans Administrator is responsible for the day-to-day administration of the Town's defined contribution plans.
7. On January 1, 2004 a 457(b) Deferred Compensation Plan was implemented. The 457(b) Plan offers the Town's full-time employees the opportunity to increase their pre-tax retirement savings.

8. During the latter half of the fiscal year the 457(b) plan was made available to all part-time and temporary employees, providing them with the opportunity to save for their retirement on a pre-tax basis.
9. Development began on an upgraded retirement benefit calculator. The new software will give participants the ability to perform what-if retirement benefit estimates via the Internet, and can deliver annual employee retirement benefits statements on-line. A more advanced version of the software will replace the current calculator used by the department to perform custom retirement benefit calculations.
10. Active membership reached 1,681, including 865 employees with vested rights. An additional 119 deferred vested members are eligible for future retirement benefits. Retired membership increased to 1,004 during the period, including 76 disabled members and 145 beneficiaries.
11. A favorable IRS Letter of Determination was received by both the 401(k) Plan and the Retirement System during the year.
12. In concert with New England Pension Consultants, the board developed a comprehensive Investment Policy Statement for the Plan, revising and updating the prior IPS.
13. All data-gathering forms and report formats were revised and updated to incorporate recent changes in the tax code and collective bargaining agreements. A handout summarizing "Frequently Asked Questions" was developed for use in all new employee orientations.

Chanel K. Benner, CFP
Retirement Plans Administrator
Retirement Board Secretary

REGISTRARS OF VOTERS OFFICE

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	5	5	N/A
Expenditures:			
Current	\$342,751.28	\$332,335.65	N/A
Capital	\$0	\$0	N/A
Total:	<u>\$342,751.28</u>	<u>\$332,335.65</u>	N/A
Revenue:	\$1,413.54	\$1,203.39	N/A

The Registrars of Voters represent the two political parties. Greenwich has one Republican and one Democrat Registrar of Voters, holding part-time positions. In addition, three full-time staff employees constitute the personal.

Statutory regulations governing the conduct of elections and related activities are numerous and complex. Registrars attend regularly conducted seminars and instruction sessions with the office of Secretary of State, Election Enforcement Division, and are members of ROVAC (Registrars of Voters Association of Connecticut).

Registrars are responsible to provide assistance to “all” eligible citizens and residents in the Town of Greenwich, regardless of political party affiliation. The Registrars of Voters oversee and implement directives of Connecticut’s and Federal Election Laws.

In odd number of years (2001, 2003) local officials, such as the Board of selectmen, Board of Education, Board of Estimate and Taxation, Board of Tax Review, Town Clerk, Constables, and Representative Town Meeting Delegates are elected.

In 2003-2004, the Republican and Democrat Registrars conducted the town wide municipal election on November 4, 2003 and on March 2, 2004 the Democrat Registrar conducted the Democrat Presidential Preference Primary.

On even number of years the three Assembly Districts representing (149th, 150th, 151st) comprise State House Representative in Hartford. Greenwich is located in the 36th State Senatorial District and selects one Congressman to represent it in Washington. The Statewide Election is held on every even number of years (2002.) Federal officials such as President, U.S. Senator (6-year term), U.S Congressman (2-year term), Governor, Secretary of State, Comptroller, Treasurer (4-year term) and Registrar of Voters (2-year term) are elected

In addition, both Registrars supervised absentee balloting at nursing homes and organized mandated high school registration session placing 104 new voters on the registry roster. During 2003-2004, 1684, new registered voters applied for eligible voter status. The State of Connecticut Department of Motor Vehicles issued 224 new voter applications during this period and 4789 changes.

The mandated “Canvass” of registered voters conducted by mail, usual through during the months of January through May was extended because of the Presidential Preference Primary to September. Canvass was completed and corrections to the registry list were instituted.

FUTURE: In accordance with the Help America Vote Act the Secretary of State will issue free to all municipalities one electronic voting machine. Hopefully this one machine will be visual and language accessible.

Veronica Baron Musca
Sharon B Vecchiolla
Registrars of Voters

ASSESSOR

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	14	14	14
Expenditures:			
Current	\$869,148	\$886,875	\$1,451,403
Capital	\$0	\$0	\$0
Total:	<u>\$869,148</u>	<u>\$886,875</u>	<u>\$1,451,403</u>
Revenue:	\$21,505	\$23,043	\$17,432

The mission of the Assessor's Office is to update the Grand List annually in strict compliance with state statutes and case law to ensure equitable and defensible values among and between property classes and owners for all real and personal property within the Town of Greenwich. We strive to improve the quality of the Grand List by being attentive to changes in the real estate market, being well versed in modern appraisal and assessment practices and related state mandates and by keeping abreast of legislation affecting assessing in Connecticut. Our daily objective is to serve the Town in a professional and courteous manner so that taxpayer's questions, concerns and information needs are being fulfilled.

- Developed new map books for staff and public use for locating land parcels.
- Installed new ProVal Plus computer assisted mass-appraisal system for real property valuation.
- Installed software to allow staff to capture deed information electronically.
- Completed planning for the 2005 revaluation project and conducted an analysis of land value changes.
- Maintained database files on the personal computers, updating operations including: database of paired sales of improved properties; vacant land "teardown sales"; tracking of building permit work; automated certificates of correction, certificates of occupancy, increase notifications and exemption templates.
- Processed approximately 1,700 building permits, 2,200 sales transactions, 3,900 business personal property accounts, 55,000 motor vehicle accounts, 11,000 supplemental motor vehicle accounts, 100 parcel splits and mergers, numerous requests for review of assessed values, 7,000 correction of errors, and requests for tax exemptions of real and personal properties.
- Processed 549 state elderly, 805 local elderly credits and 178 additional veterans exemption applications.
- Processed 78 volunteer firefighter credits.
- Submitted all required State Reports to the Office of Policy and Management on time.
- Maintained sales information books at the counter for more complete and easier access by the public and staff, who respond to approximately 35,000 inquiries at the counter and by phone each year.
- Continued participation in GIS system implementation.
- Created, mailed and processed 1,000 income and expense filing forms for commercial property owners.
- Settled or won an additional 16 court challenges from the prior Grand Lists.
- Utilized sales contact questionnaire for residential and commercial property transactions and continued improvement inspections of 1,800 arms-length sales.
- Canvassed new personal property accounts in the field and via alternate sources.
- Created and distributed 3,944 personal property declaration forms.
- Contracted for nineteen personal property audits.
- Produced the Grand List book and the property database on CD Rom and in hardcopy.
- Enhanced staff computer and assessment skills and four staff members attended the assessor school at the University of Connecticut. The Assessor received the highest State Certification.

Ted Gwartney, CCMA II, MAI
Town Assessor

2003 GRAND LIST OF ASSESSED VALUES FOR THE TOWN OF GREENWICH

<u>Type Property</u> <u>REAL ESTATE:</u>	<u>Property</u> <u>Number</u>	<u>2003 Grand List</u> <u>Assessed Value</u>	<u>Percent of</u> <u>Gross Total</u>
<u>Residential (100)</u>	19,229	\$16,362,681,580	81.30%
<u>Commercial (200)</u>	959	\$1,970,397,240	9.79%
<u>Industrial (300)</u>	38	\$61,979,540	0.31%
<u>Public Utilities (400)</u>	7	\$1,940,470	0.01%
<u>Vacant Land (500)</u>	767	\$448,639,940	2.23%
<u>Use Land (600)</u>	18	\$459,830	0.00%
<u>Apartments (800)</u>	63	\$185,572,170	0.92%
Gross Total Real Estate	21,081	\$19,031,670,770	94.56%
RE Personal Exemptions		\$16,136,000	
Net RE Assessed Value		\$19,015,534,770	
<u>MOTOR VEHICLES:</u>			
Gross Total Motor Vehicles	55,746	\$626,594,960	3.11%
MV Exemptions		\$2,671,610	
Net MV Assessed Value		\$623,923,350	
<u>PERSONAL PROPERTY:</u>			
Gross Total PP	3,913	\$468,519,930	2.33%
PP Exemptions		\$10,005,820	
Net PP Assessed Value		\$458,514,110	
<u>GRAND TOTALS:</u>			
Gross Total	80,740	\$20,126,785,660	100.00%
Total Exemptions		-\$28,813,430	-0.14%
Net Before BAA		\$20,097,972,230	
BAA Net Adjustments		(\$12,172,930)	-0.06%
Taxable after BAA		\$20,085,799,300	99.80%

**BOARD OF ASSESSMENT APPEALS REPORT
NOT AVAILABLE AT TIME OF PRINTING**

**LAW REPORT
NOT AVAILABLE AT TIME OF PRINTING**

TOWN CLERK

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	8	8	7
Expenditures:			
Current	\$522,318	\$460,610	\$442,217
Capital	\$0	\$0	\$0
Total:	<u>\$522,318</u>	<u>\$460,610</u>	<u>\$442,217</u>
Revenue:	\$6,842,220	\$3,430,563	\$2,879,834

The Town Clerk's office continues its daily duties of issuing dog licenses; hunting, fishing, trapping and shellfish licenses; issuing Pheasant Tags and the Connecticut Duck Stamp and Connecticut HIP Permits; recording deeds, births, marriages and deaths and certifying copies of same; filing liquor permits and maps; receiving and processing Military Discharge papers; issuing absentee ballots; preparation of reports for primaries and elections; preparation and mailing Representative Town Meeting Call and Minutes; and responding to many other requests for information on various matters, the volume of which continues to increase.

The volume of activity in the office this year included recording 522 trade names, 80 maps and 44 Military Discharge papers. There were 2763 Dog Licenses and 1 Kennel Licenses issued; 1487 Hunting, Fishing and Trapping Licenses, 30 Pheasant Tags and 120 Connecticut Duck Stamps and 150 HIP Permits were issued. 125 Resident, 60 Senior and 20 Junior Shellfish permits were issued. The Vital Statistics Division processed 2264 Births (Males 1150, Females 1114) (Resident 520, Non-Resident 1744) (Twins - 58 sets - 17 male, 22 female and 19 male and female; 350 Marriages (Religious Ceremonies 175, Civil Ceremonies 175; and 559 Deaths (Males 250, Females 309) (Resident 377, Non-Resident 181).

In March 2003, Public Act No. 03-03 was approved by the State imposing a higher rate for the town conveyance tax from \$1.10 per thousand to \$2.50 per thousand of the selling price. The total conveyance tax collected was \$5,857,486.60.

On July 1, 1989, the State of Connecticut amended Public Act 83-1 (State Real Estate Conveyance Tax). Public Act 89-127 imposes a tax of .5 percent on the first \$800,000 of the selling price and one percent tax on the amounts over \$800,000. It is the responsibility of the Town Clerk to collect this tax and send it on to the State. The amount collected for the fiscal year 2002-2003 was \$17,886,263.

On July 1, 1982, Public Act No. 81-34 was approved by the State and became law. The act provided that all Notary Publics record their certificates in the town in which they live. This year, the Town Clerk has recorded or renewed 138 certificates. The recording fee is \$10.00, payable to the Town.

There were 7 Regular Representative Town Meetings. There were 5 resignations among the membership.

On July 1, 2000 Public Act No. 00-146 (Preservation of Historic Documents) became law. The act imposes a surcharge of three dollars on each document recorded on the land records. The State receives two dollars and the Town retains one dollar. The town share collected for the fiscal year 2003-2004 was \$21,919.

In the November 2003 Town Election there were 31,638 eligible to vote and 14,575 voted or 44%.

In the March 2004 Democratic Presidential Preference Primary there were 6454 eligible to vote and 1873 voted or 27% .

In the March 2004 Republican Town Committee Primary in District 4 there were 774 eligible to vote and 191 voted or 23%.

In the March 2004 Republican Town Committee Primary in District 8 there were 1496 eligible to vote and 390 voted or 25%.

Land Records Statistics The total instruments recorded upon the land records which include deeds of conveyance, mortgages, release of mortgages, liens, releases, foreclosures, affidavits, declarations are: 2003-2004 26,715; 2002-2003 26,103; 2001-2002 18,059:

Carmella C. Budkins
Town Clerk

PLANNING AND ZONING COMMISSION

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	7	7	7
Expenditures:			
Current	\$425,987	\$442,880	\$422,102
Capital	\$0	\$0	\$0
Total:	<u>\$425,987</u>	<u>\$442,880</u>	<u>\$422,102</u>
Revenue:	\$174,844	\$114,048	\$98,464

The Planning and Zoning Commission is a regulatory body composed of five regular members and three alternates appointed by the Representative Town Meeting upon nomination by the Board of Selectmen. The Department has seven full time staff members, (Town Planner/Zoning Enforcement Coordinator, Assistant Town Planner, Senior Planner, Planner II, Planner I, Land Use Technician, Administrative Assistant and part time clerical). The powers and duties of the Commission are defined in Special Act 469 of 1951, which states in part, "Said Commission shall, in addition to the powers and duties conferred by this act, have all the powers and duties conferred upon zoning commissions under the general statutes of this state." The Commission is charged with the task of preparing a plan for the development of the town, now known as the Plan of Conservation and Development, for adoption by the Representative Town Meeting. State Statutes and the Town Charter authorize the Commission to review Municipal Improvements and regulate subdivisions of land.

TOTALS – 784 Applications

Fiscal year 2003-04 there were seven hundred eighty four items handled by the Planning and Zoning Department, just 6 less than last fiscal year, which is a reflection of the continuing high level of applications and building activity in town. Five hundred eighty one, or 74% of the total, were approved under Administrative Review Process by staff and not reviewed by the Commission. The remaining two hundred three applications required Commission review by Charter or State Statutes, or Historic District Commission approval.

The Commission reviewed 10 Municipal Improvements (Town projects) during fiscal year 2003-2004, which is the same number as in the prior fiscal year. Six were approved, three were denied and one was withdrawn. The following list summarizes the projects reviewed:

MI #514: North Mianus Sewer District sanitary sewer extension to serve 40 lots not presently sewered. - Approved with modifications permitting sewer extension to include a number lots in the RA-2 zone presently outside the limits proposed for sewerage on the Sewer Boundary Map.

MI #515: North Mianus Sewer District sanitary sewer extension along Cognewaugh Road and Barton Lane. - Denied Town-wide sewer service area study recommended.

MI #516: North Mianus Sewer District sanitary sewer extension to 1 Sundance Drive. - Denied Town-wide sewer service area study recommended.

MI #517: North Mianus Sewer District sanitary sewer extension to Coachlamp Lane, Jeffery Road and Castle Court. - Denied Town-wide sewer service area study recommended.

MI #518: Extension of bathroom facilities at Baldwin Park. - Approved

MI #519: New Public Safety Facility construction of new Public Safety Headquarters. - Approved

MI #520: Purchase of 180 Mason Street, a .14 acre site, for use by the Town as part of land area to house new Public Safety Complex for police and fire services. - Approved

MI #521: Improvement of Intersection of Greenwich Avenue and Griggs Street and Fawcett Place by the redesign of the intersection and the removal and relocation of parking spaces and modification of sidewalk area to improve pedestrian safety. - Approved with modifications.

MI #522: Conversion of Pump Station to Greenwich Adult Daycare Center. Initial project submission was withdrawn and resubmitted.

MI #523: Conversion of Pump Station to Greenwich Adult Daycare Center. Initial project submission was resubmitted with additional documentation and approved with design modifications.

HIGHLIGHTS OF DEPARTMENT ACTIVITY:

- a. Department study on R-6 zone begun and almost completed. (Recommendation in POCD).
- b. Public presentation of two completed consultant studies funded by an award by State of CT DEP of totaling \$45,000 for Public Access and Landscape designs in Waterfront areas and Water Quality studies.
- c. Department handled a total application load of seven hundred ninety (784) items; Staff reviewed five hundred eighty one (581) applications or 74% of all submissions to the Planning and Zoning office, and the Commission held a total of forty-five (45) meetings.
- d. Settled several outstanding lawsuits.
- e. Sewer map updated with actual existing sewer lines and connections.
- f. Updated property base map and draft of first GIS colored zoning map completed.
- g. Increased public access to Planning and Zoning by including the Building Zone Regulations the 2 coastal studies, and meeting agendas on the Planning and Zoning Website.
- h. Served over 2,800 people at the public counter as walk-ins who logged in for professional planner inquiries, a total of over 400 site inspections conducted by staff, and over 20 court or FOI appearances.

The two coastal grants reflect the first time the Planning and Zoning Department ever received any state grant. The studies were completed on time, within budget, and a public information meeting was held describing the results and recommendations, many of which will be incorporated into the Byram plan and zoning regulations for future waterfront development. These studies also reflect work on several recommendations in the POCD Implementation Plan for Coastal and Inland Water Resources sections.

The Commission and staff continued their work on some of the other ninety-five recommendations in the Plan of Conservation and Development Implementation Plan. Staff and Law Department have spent a considerable amount of time on court cases and enforcing zoning regulations – the first recommendation of the plan.

Staff has continued working and training on GIS by creating maps of steep slopes, public drinking water supply watershed, open space and natural resources. Staff also updated the official sewer map with actual locations of existing sewer lines in cooperation with DPW using CADD drawings. These activities also reflect other tasks listed in the POCD.

This past fiscal year represented the 5th full year of use of the new common Land Use Budget for Planning and Zoning, IWWCA and Conservation. The BET and RTM had approved a new FY 99-00 budget to pool and share common expenses, while retaining smaller individual department budgets for professional staff and specific unique line items. This consolidation has been a success from both a management and budgetary overview, because of improved coordination and cost sharing among the three departments.

DIRECTIONS FOR NEXT FISCAL YEAR

It is anticipated that the following will be critical work items for the Commission, Staff and Consultants in the next fiscal year:

- Monitor and update Town's Departments implementation of the POCD's ninety-five recommendations, and report back to the RTM Land Use Committee.
- Finalize the Byram Neighborhood Plan, develop an implementation schedule. Work with Town Departments to implement Byram recommendations for improvements and beautification. Construction of new intersection improvements for crosswalks, lights and traffic signals at Mill and Water and detail final designs for waterfront public access boardwalk and pocket parks on South Water should be completed.
- Complete Future Sewer Needs Study - and submit new Sewer Map to RTM.
- Begin study on a Neighborhood Preservation Plan for Cos Cob or Old Greenwich.
- Continue reviewing and updating the Zoning Regulations, Soil and Erosion, Tree Preservation Regulations and Subdivision Regulations and adopt new regulations as needed to comply with Phase II for Stormwater Best Management Practices required by DEP and EPA.
- Continue updating of all maps (Street, Property, Zoning, Open Space, Commercial, etc.) utilizing the GIS and CADD and, Housing and Population Densities, Building Zone Maps, Sewer Map Boundary, Subdivision Map, and Split Zone Lots, as preparation for the update to the 1998 POCD.
- Do Build-Out Studies of residential properties utilizing GIS and Tax Assessor Proval Systems. Build-out has been done for the downtown CBD study area in the Parking Study by DPW. Need to complete build-outs for all commercial areas.
- Implement the new software program for permit and application tracking in coordination with Wetlands and IT Departments.
- The three land use agencies (Planning and Zoning, Inland Wetlands and Conservation) will continue to work toward increased coordination of activities, including merging application process and permit processes through a new software program to replace GEOTMS, and developing a new physical relocation plan for the three Land Use Agencies.

PLANNING AND ZONING COMMISSION MEMBERS AND TERMS:

Harry LeBien, elected Chairman in June 2003, term expires 2005

Louisa Stone, former Chairman, retired from the Commission

Molly Colombo, elected Secretary in June 2003, term expires 2005

Raymond Heimbuch, term expires 2007

Richard Maitland, term expires 2006

Charles Weiss, alternate, died in office

Frank Napolitano, former alternate was appointed as full member to replace Mrs. Stone's term expires 2007

Paul Marchese, alternate; term expires 2007(replaced Richard Maitland who became full member)

Frank Ferricker, alternate, term expires 2007 (replaced Charles Weiss)

Harry LeBien, Chairman, Planning and Zoning Commission
Diane W. Fox, Town Planner/ Zoning Enforcement Coordinator

PLANNING AND ZONING BOARD OF APPEALS

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	-	-	-
Expenditures:			
Current	\$115,381	\$113,923	\$100,995
Capital	\$0	\$0	\$0
Total:	<u>\$115,381</u>	<u>\$113,923</u>	<u>\$100,995</u>
Revenue:	\$30,526	\$26,228	\$29,403

The Planning and Zoning Board of Appeals is an administrative agency which acts in a quasi-judicial capacity, whose powers and duties are set forth in the Town Building Zone Regulations. These Regulations authorize the Board to 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. Also, the Greenwich Municipal Code provides that decisions of the Planning and Zoning Commission involving subdivisions may be appealed to the Board.

The Board consists of five regular members and three alternate members, one or more of whom sit when one or more regular members are unable to attend a meeting. All members are nominated by the Board of Selectman and must be approved by the Representative Town Meeting. For an appeal to be granted it must receive four affirmative votes. All members serve voluntarily and without compensation.

Regular meetings of the Board are held once a month on the third Wednesday of each month. Immediately after hearing all the applications scheduled for that particular meeting, the Board engages in its decision making process and renders its decision on each appeal heard that night.

The Planning and Zoning Board of Appeals held twenty public hearings

CONDEMNATION COMMISSION

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	0	0	0
Expenditures:			
Current	\$0	\$0	\$0
Capital	\$0	\$0	\$0
Total:	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Revenue:	\$0	\$0	\$0

The Condemnation Commission consists of five members appointed by the Representative Town Meeting and serves without compensation.

In accordance with the applicable provisions of the State Statutes and the Town Charter, its duties include, but are not limited to, the taking of land for public purposes and determining the compensation for such property. The Commission is also responsible for apportioning the cost of installing sewers among the properties within such sewer project.

**FLOOD AND EROSION CONTROL BOARD REPORT
NOT AVAILABLE AT TIME OF PRINTING**

CONSERVATION COMMISSION

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	1.5	1.5	1.5
Expenditures:			
Current	\$115,395	\$109,475	\$95,976
Capital	\$0	\$0	\$0
Total:	<u>\$115,395</u>	<u>\$109,475</u>	<u>\$95,976</u>
Revenue:	\$0	\$0	\$0

Program Overview - 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. During FY04, the Commission held 11 regular meetings, and 3 special meeting for a site walk. Regular meetings are held on the first Thursday of the month in the Town Hall Meeting Room unless otherwise noticed.

Membership of the board consists of seven regular members and three alternate members, all appointed by the First Selectman for four-year terms. All members serve without compensation. William Rutherford continued to serve as Chairman with Eric Brower as Vice-chairman. Lisette Henrey was elected to serve as Secretary. Renee Seblatnigg, Nancy Dickinson, Sue Baker, and Alexander Brash remained on the Commission as regular members. Bill Williams continued to serve as alternate currently leaving two alternate positions vacant. The Commission currently employees 1.5 professional staff. Denise Savageau, Conservation Director, continued to serve the Commission full time as the department head and is responsible for day-to-day operations of the department. Aleksandra Moch also continued working for the Commission as Environmental Analyst, a position that is shared 50/50 with the Inland Wetlands and Watercourses Agency. Administrative staff is shared with the other land use agencies.

To be successful, the Commission needs community support and involvement. Additionally, within the Town government, conservation issues often overlap with the jurisdiction of other departments. Commission members and staff continued a cooperative relationship with organizations both internal and external to the Town Hall creating a successful public/private partnership for conservation work. This includes working daily with Planning and Zoning, Inland Wetlands, Health, Parks and Recreation, Public Works and the Board of Selectmen's office; and regularly attending meetings and/or working with the League of Women Voters, Friends of Greenwich Point, Greenwich Land Trust, Greenwich Green and Clean, Audubon Greenwich, Mianus River Watershed Council, Bruce Museum, Soundwaters, Greenwich Boy Scouts and Girl Scouts, Land Conservation Coalition of Connecticut, Connecticut Fund for the Environment and the Connecticut Envirothon Program. New organizations this year included the Calf Island Conservancy and Greenwich Point Conservancy.

Work of the Commission is varied and is often influenced by external factors. Over the years, however, key program areas have been identified as follows: 1) protection of water resources including drinking water supplies, 2) technical assistance on land use proposals, 3) open space protection and management, and 4) wildlife/habitat management. Priorities within these areas worked on during the past year include groundwater supply protection, deer management, Cos Cob Power Plant restoration, watershed protection/EPA Phase II storm water program, and coordination of technical assistance to Planning and Zoning and Inland Wetlands agencies.

Water supply protection issues continued to be a top priority for the Commission. The Conservation Director serves as the lead of the Town's water supply team which includes the First Selectman, Director of Health, and Fire Chief. The past year saw supplies rebound from the drought of 2002. The Conservation

Director continued to serve on the Aquarion citizen advisory board and keep abreast of infrastructure plans as the water company develops new plans for the Greenwich/Stamford area.

Work continued with the Connecticut Fund for the Environment through the Endangered Lands Coalition and the League of Women Voters to pass two important pieces of legislation aimed at protecting water company lands. One bill provides the Commissioner of Public Health greater oversight during the reservoir abandonment process. The other bill provides incentives for the water utilities to sell land for conservation rather than for development by setting limits on the percentage of money that can go to the shareholder for non-conservation sales. The Commission provided testimony on both bills and staff was on a task force that helped the legislation through the process.

Conservation staff also continued to work with USGS on the groundwater study, which was finalized in January 2004. USGS Geologist, John Maloney presented the results of the study to the Commission at its January 8 meeting. A separate presentation for land use and health department staff was also held. On April 14, 2004 over 150 citizens turned out for a public forum entitled "How Well is our Well Water?" This was co-sponsored by numerous organizations and neighborhood associations including Audubon Greenwich, the League of Women Voters and the Conservation Commission. Land use and Health department staff will be reviewing the findings within the next fiscal year to see if there are any changes needed in current policies and procedures to better ensure that our groundwater is protected.

Watershed Planning and Management – Conservation staff continued to work with DPW and other departments on the Phase II Storm water Management Plan. A plan was finalized for public review in the May 2004 in preparation for submission to the Connecticut Department of Environmental Protection in July 2004. As the lead for public outreach, Commission staff coordinated the public hearing process that took place on June 10, 2004. Implementation of the plan will be part of the workload for the coming fiscal year.

Technical Assistance Program – Conservation staff continued to provide technical assistance to the other land use agencies on topics such as erosion and sediment control, conservation easements, landscaping plans and archaeological reports. Over 90 sites were visited and reports submitted to Planning and Zoning during the past year. Several large scale or sensitive proposals were reviewed including the Stanwich Church site on Taconic Road, the Rockfields Subdivision on Glennville Road, the Dhent subdivision on Riversville Road. In addition, staff served as the liaison with the City of Rye Brook on the erosion problems coming from the Belle Fair development on King Street. This ongoing problem is hoped to be resolved in the next fiscal year as the development site is finally stabilized.

Open Space Protection and Management – Open space protection has been a continuing effort of both the Commission and staff. Members and staff served on the Cos Cob Power Plant Committee overseeing the EPA Targeted Brownfield Assessment grant and performing GPS work on site to assist with the study. The study was completed in August 2003. A final report of the Committee was presented to the Board of Selectmen in October 2003 that included recommendations for the Town to apply for additional EPA assistance. Staff prepared and submitted a comprehensive grant application to EPA. Unfortunately we did not receive funding during this round as we were one of 68 applications received from our region and only 14 were funded.

Managing existing open space was identified as a major item in the Open Space Plan. Coordination of planning efforts with the Superintendent of Parks and Trees continued this year. Both the Conservation and Parks and Recreation Boards have made a commitment to implementing plans for our open space parcels that protect the resources and provide for recreation. To this end Conservation and P&R staff have put in place a program to begin important mapping work on Town properties working with summer interns. GPS work has been completed on several major parcels including the Babcock Preserve, Mianus River Park, and the Pomerance/Pinetum properties. Editing of this work on the GIS is moving ahead with completion of mapping expected during the next fiscal year.

The Mianus River Park is jointly owned and managed by Greenwich and Stamford. The adjoining Treetops property is owned by the State of Connecticut. Stamford has enlisted the National Park Service to help them

with trails along the river. Greenwich staff and commission members participated in several workshops aimed at finding ways to protect the river from erosion and other pollution sources and finding solutions to conflicts from differing user groups. This effort will continue into the new fiscal year.

Two new groups friends groups were formed this year that are working to protect and manage public open space; the Calf Island Conservancy and the Greenwich Point Conservancy. The Conservation Director is serving in an advisory role to both groups. The Calf Island Conservancy serves as a citizen liaison group to the US Fish and Wildlife Service that own and manages Calf Island as part of the Stewart B. McKinney National Wildlife Refuge. The Greenwich Point Conservancy was formed to protect natural and cultural resources at Greenwich Point with a particular interest in preservation of historic structures.

Wildlife and Habitat Management – The Commission and staff coordinate the Town’s wildlife program closely with DEP Fisheries and Wildlife. The deer management program continued a study being conducted by the University of Connecticut Wildlife Conservation and Research Center. Staff coordinated this program that is being funded as part of a public/private partnership. The study continued to gather information in through the spring of 2004 and preliminary recommendations were presented to the Commission at its May 6, 2004 meeting which included initiating herd reduction on public land. A final study report is due in fall 2004. Additionally, the Conservation staff continued education and outreach efforts on deer management working with neighborhood associations.

The Commission continued it’s provide technical support to the Health department on geese management and to the Animal Control Division on coyotes. A workgroup is now developing interpretive signs for use on public lands about common wildlife and how to avoid conflicts.

The habitat volunteer program that began in 1998 continued into its sixth year. This included staff and volunteers monitoring the Mianus River Fishway, surveying vernal pools, and counting horseshoe crabs at Greenwich Point. The vernal pool program includes pools on both Town and private properties including Babcock Preserve, Pomerance property, Boy Scout Reservation, Mianus River Park and Treetops. In addition, and educational program to encourage residents to become Frog Watchers was held in the spring at Audubon.

Working with the Town tree warden and the P&Z, Conservation staff began discussion of ways to better protect our tree and community forest resources. As part of the Conservation lectures series with the Garden Education Center, the Director gave a presentation on the value of community forests. The series also focused on one of greatest threats to or forests, invasive species. Conservation Commission has identified this as an important area to be worked on. Staff review landscape plans for invasives and make recommendations on appropriate control measures. Conservation staff is monitoring two important new species to Town, mile-a-minute weed and porcelain berry.

Work of the Conservation Commission is multi-faceted and requires Commission members and staff to be up-to-date on the latest technologies and trends in the environmental field. Staff and commission members attended several different workshops and networking meetings to keep on top of current issues. In addition, staff served on several environmental education committees including the Connecticut Envirothon, Soundwaters, Audubon Science Committee and Bruce Museum; and as a facilitator for DEP programs.

Denise Savageau
Conservation Director

INLAND WETLANDS & WATERCOURSES AGENCY

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	6.5	6.5	5.5
Expenditures:			
Current	\$288,852	\$299,838	\$286,510
Capital	\$0	\$0	\$0
Total:	<u>\$288,852</u>	<u>\$299,838</u>	<u>\$286,510</u>
Revenue:	\$200,728	\$176,271	\$183,378

The Inland Wetlands and Watercourses Agency mission is to protect the inland wetland and watercourse resources of the Town of Greenwich by effectively implementing and enforcing the Inland Wetland and Watercourse Regulations.

The Agency is a regulatory body authorized and required by Connecticut State Statute and created by local ordinance. It is composed of seven members and three alternates appointed by the Representative Town Meeting upon nomination by the Board of Selectmen. The Agency reviews all developmental activities proposed within and adjacent to inland wetland and watercourse areas at regular monthly meetings normally held on the fourth Monday of each month.

The Agency staff consists of six full time staff members, (four professional/technical and two administrative support), one full time professional/technical staff shared with the Conservation Commission as well as two permanent part time support staff members. The positions are as follows: Director, Senior Inland Wetlands Analyst, Wetlands Compliance Officer, Environmental Analyst, Assistant Compliance Officer, Administrative Accounting Clerk, Administrative Staff Assistant 4, a part time Administrative Staff Assistant 3 and part time Data Entry Operator. Additionally, the Land Use Applications Coordinator continues to assist the public with all aspects of the wetland permit application process.

Within the past calendar year (2003) the Agency received and processed applications for regulated activities, permit modifications, agent approvals, and bond releases as indicated in the table below.

2003	New	Modifications	Agent	Bond	Total
	Permits		Approvals	Releases	Actions
Totals	170	36	77	163	446

1. The IWWA strives to implement the following goals and objectives in protecting the town's inland wetland and watercourse resources
2. Revise and implement updated IWWA regulations
3. Address construction of private docks on Town-owned Mianus Pond
4. Community Education and Outreach
5. Implementation of the phase two stormwater management program by development of a best management practices manual emphasizing low impact development and storm water management.
6. Increase staff and agency member knowledge by providing educational, training and developmental opportunities.

The Agency maintains a comprehensive database of its actions and reviews, which assists staff in providing timely information regarding environmental data on properties subject to past review. The Agency looks forward to incorporating this comprehensive database into a future electronic application processing system designed to substantially improve customer service as well as increase staff productivity.

General information about the Agency is available on the Town of Greenwich's web page: www.greenwichct.org/inlandwetlands.htm. Information available includes a meeting schedule with deadlines, office hours, ways to contact the Agency, and a list of staff and Agency members, meeting agendas and minutes.

Agency members and staff continued to take specific actions, recommend and implement changes in policies and practices to enhance the protection of the Town's water resources, while ensuring fair and courteous review of applications.

The Greenwich Inland Wetlands and Watercourses Agency continues to enhance the environmental quality of the town for its residents by protecting and preserving the inland wetland and watercourses of the Town, while allowing for the reasonable use of private and public properties.

Agency members and term expiration dates:

Thomas R. Baptist, Chairman- 3/31/05
Lawrence Perry, Vice Chairman- 3/31/05
Matthew J. Popp, 3/31/05
Penny Low, 3/31/05
William J. Grempe, Secretary 3/31/05
Christie A. Coon- 3/31/08
Martin Kagan- 3/31/08

Alternates:

John R. Conte- 3/31/08
Greg Alznauer- 3/31/05
Richard Mackool- 3/31/08

Thomas R. Baptist
Chairman

Mark G. Massoud
Agency Director

GREENWICH SHELLFISH COMMISSION

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Expenditures: (Note 1)			
Current	\$17,618.93	\$4,221.21	\$6,761.90
Total	<u>\$17,618.93</u>	<u>\$4,221.21</u>	<u>\$6,761.90</u>
Revenue (Note 2)	\$ 0	\$ 0	\$ 0

(Note 1) Includes encumbrances and improvements financed in each year.

(Note 2) Shellfish Program revenue is included in the Town Clerk's revenue figure.

The Shellfish Commission, under the aegis of the Office of the First Selectmen, is comprised of nine (9) volunteer members, including a Chairman, Vice-Chairman and Treasurer. In addition, the Director of Environmental Services, the Shellfish Coordinator and about 25 volunteer wardens, including a warden Chairman, serve the Commission. The wardens spent three hundred (300) hours or more on duty patrolling shellfish areas, enforcing regulation compliance and educating permit holders. Commission members and wardens presented several shellfish demonstration clinics during the year, including one for the children from Community Centers, Inc.

On November 1, 1991, the Connecticut Department of Agriculture, Aquaculture Division (DAAD) permitted the Greenwich Shellfish Commission to reopen some recreational shellfishing beds after 30 years of closure. Six years of water testing by the Town and State had ascertained that shellfish in some beds were safe for human consumption. Since 1991, more shellfish beds have been reopened, some beds have had boundaries extended and rainfall restrictions have been reduced because of favorable water sampling results. On December 15, 1993, shellfish areas A and B were again extended and Cos Cob Harbor was reclassified from Prohibited to Restricted for relay. In 1994, the DAAD upgraded shellfish beds A and B so that after closure for seven (7) days because of 1.5 inches of rain, they may reopen on the eighth day without water testing. Shellfish areas C and E are open all year, while areas D and F are closed during the swimming season. Various beds are closed for a week or more after pollution events. The Department of Health and the DAAD determine the need for closures.

During this shellfish season, the Commission again prohibited the taking of oysters because of heavy mortality of oysters caused by MSX and Dermo diseases that affect oysters but not consumers. In winter 2003, the Commission approved continuation of the hard clam farming project, which entailed removing many quahogs. Some were sold to various Nature Conservancies in Long Island. Others were traded two (2) baby oysters for each clam to Atlantic Clam Farms. The thinning out of large clams allows small clams to live and grow. Revenues from clam farming were \$36,396. In early July, two million (2,000,000) disease resistant baby oysters were scattered in Greenwich Cove by all the members of the Commission and other volunteers. In the fall and spring, Atlantic Clam Farms moved about 200,000 small to midsize clams into recreational shellfishing beds A and B. Other Commission activities included hiring a new Shellfish Coordinator refurbishing the shellfish boat and publishing a shellfish cookbook for distribution.

The recreational shellfishing season extended from October 1, 2003 to September 30, 2004. In fiscal year 2003-04, 209 permits, (including 21 juniors and 60 seniors) were sold by the Town Clerk's Office and the Sportsman's Den in Cos Cob, with revenues of \$2,541.00. By State law, revenues from shellfish permits and programs must be spent only for the improvement of the shellfish programs administered by the Commission. The 2003-04 Shellfish program operated on moneys received from permits, as there have been no appropriations from the Town budget since fiscal 1991-1992.

The Shellfish Coordinator continued to collect water samples during the season to monitor the shellfish beds and executed closure when necessary. The beds were reopened only after acceptable water quality results were obtained. Extensive water testing was done monthly and at other intervals at thirty-two (32) stations in Long Island Sound and four (4) stations in Longmeadow Creek. Extra water sampling continued in the Byram area with expectations that a small shellfishing area may open there.

Lucy Jinishian
Chairman

COMMISSION ON AGING

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	2	2	2
Expenditures:			
Current	\$118,397	\$107,088	\$115,293
Capital	\$0	\$0	\$0
Total:	<u>\$118,397</u>	<u>\$107,088</u>	<u>\$115,293</u>
Revenue:	\$0	\$0	\$0

The Commission is the designated overall planning agency for older persons in Greenwich, and has been an official department of Town government since 1975. The Director, Samuel E. Deibler, and the Administrative Staff Assistant IV, Palmira M. Krois, maintain offices at the Senior Center, 299 Greenwich Avenue.

The Commission on Aging consists of seven members appointed for three-year terms by the Representative Town Meeting upon nomination by the Board of Selectmen. Members include: Betty Hauptman, Chairman (term expires 2006), Lin Lavery, Vice Chairman (term expires 2005), James F. Lennox, Secretary (term expires 2005), Alan Berk (term expires 2006), Steven H. Dudley (term expires 2007), Sylvia Gordon (term expires 2004), and Wilmot L Harris, Jr., (term expires 2005).

The mission of the Commission is to coordinate, support and improve existing services to the elderly, to plan and initiate new services to meet the requirements of this age group, and to increase community awareness of the needs of the elderly and the services designed to meet those needs.

GOALS AND ACHIEVEMENTS

Transportation

Goal: To have convenient, affordable, comprehensive transportation for the elderly.

Achievements:

The “Area Transportation Guide” was updated and distributed to community members and organizations to provide detailed information to help older persons utilize the network of services.

The Commission provided administrative services to the Greenwich Taxi program Share-the-Fare. Discount coupon books, valued at \$10.00 each, were sold at a price of \$6.50 to residents 62 years of age and older. A total of 728 books were sold, an increase of 240 books over the previous year. The Town contributed 25%, and Greenwich Taxi contributed 10% toward the total cost of the rides. The program offered the most flexible means of transportation for older persons who cannot drive.

Communication/Outreach

Goal: To provide comprehensive, current information on issues of aging.

Achievements:

The Commission published three issues of “The Savvy Senior” for mailing and distribution to more than 7,000 households in the Town. Each issue highlighted a key area of concern to Town seniors, including; Outreach (Volume #5), Prescription Assistance (Volume #6), and Emergency Preparedness (Special Issue).

The Director maintained an active public speaking schedule with community groups, service organizations, housing tenant groups, and AARP Chapters. Topics discussed included: insurance, health care, property tax relief, Social Security, Medicare and the new Medicare Prescription Drug Discount Card.

The Director convened the Senior Provider Network, a coalition of 40 agencies providing services to the Town's senior population. The bi-monthly meetings promoted the sharing of information and expertise between agencies, and provided opportunities to learn about new or changed services.

The Directory of Services for Senior Adults, a 70-page booklet describing the range of programs and services for seniors, was regularly updated and published. It was available free of charge at the Commission office, and was posted on the Town website.

Older Americans Month was celebrated in May with a theme chosen by the U.S. Administration on Aging: " Aging Well, Living Well." A series of programs celebrated and recognized older Americans who are living longer, healthier, and more productive lives with health screening, educational programs and a poetry program conducted in cooperation with the Greenwich Arts Council.

The Director participated in two community educational efforts, the Late Life Committee of the United Way Planning Council, and the Greenwich Coalition for Improving End-of-Life Care. Three programs were produced dealing with loss, grief, wills, advance directives, and life support. Total attendance was 218 persons.

Planning

Goal: To provide leadership in planning for the needs of the elderly population in the Greenwich community.

Achievements:

The Commission on Aging continued to assist Greenwich Hospital in "The Greenwich Health Improvement Partnership" with staff chairing the Task Force on Access to Health Care.

The Commission on Aging, in cooperation with the Junior League of Greenwich, convened a community-wide planning event, "Greenwich Conference on Aging: Focus on the Future." The Conference brought together 85 representatives from key constituencies to prepare Greenwich to face the challenges to community programs and services presented by the aging of the Baby Boom generation. Conferees formed Action Groups to address key issues identified in the Conference, including:

- the need for an expanded **multipurpose center** to serve as a focal point for a range of senior and intergenerational services,
- the need for a means to **coordinate** services to seniors and to increase **collaboration** and **communication** among service providers,
- the need for affordable, adaptable **housing** that includes increased opportunities for assisted living,
- the need to plan and provide expanded **transportation** services,
- the need for new models of **health care** provision,
- the need for expanded **care management** services, and
- the need to **fund** program change and development.

Housing

Goal: To have diverse types of housing available to Greenwich seniors.

Achievements:

The Commission continued to monitor the Town Property Tax Relief Program that assists low-income older homeowners stay in their homes. This was the fourth year of the program, and it provided relief of \$636,193 for 728 persons. This was a total of \$63,643 more relief for 54 more people than last year.

Health Care

Goal: To advocate for a comprehensive system of health care services for seniors.

Achievements:

The Health Insurance Counseling Program continued to operate in conjunction with Family Centers to provide health insurance supplement information to seniors. A total of 34 persons were served.

The Commission cooperated in planning the annual Senior Health Fair. The event brought together more than 75 local, regional, state and federal exhibitors along with approximately 1,000 seniors for immunizations and health education.

Advocacy

Goal: To advocate at all levels of government, on behalf of Greenwich seniors.

Achievements:

A Legislative Breakfast was held in March to enable seniors to discuss issues of concern with the Town's State Legislators. A total of 55 persons attended the event, which was covered by Greenwich Time and WGCH radio.

A Selectman's Forum was held in May to provide seniors an opportunity to meet the Selectmen and to discuss issues of concern. Attendance was 60 persons.

Samuel E. Deibler
Director, Commission on Aging

HISTORIC DISTRICT COMMISSION

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	0	0	0
Expenditures:			
Current	\$0	\$0	\$0
Capital	\$0	\$0	\$0
Total:	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Revenue:	\$0	\$0	\$0

The historic District Commission is solely responsible for additions, improvements or changes to the local historic districts in the town. In addition, we act as an advisory body to Planning & Zoning on issues concerning historic overlay and National and State Register Districts.

We are a completely volunteer commission with no budget or staff.

FIRE DEPARTMENT REPORT NOT AVAILABLE AT TIME OF PRINTING

GREENWICH POLICE DEPARTMENT

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel	182	182	182
Expenditures			
Current	\$13,390,114	\$12,956,4825	\$12,887,709
Capital	\$253,435	\$1,273,602	\$1,447,768
Total	<u>\$13,643,549</u>	<u>\$14,230,087</u>	<u>\$14,334,847</u>
Revenue	\$994,862	\$1,083,764	\$1,061640

The Greenwich Police Department is under the direction and control of the First Selectman and is charged with the protection of life and property, the preservation of public peace, the prevention and detection of crime, the apprehension of offenders and the enforcement of State and local laws and ordinances, as well as the countless calls for service that the Police Department handles on a daily basis. In fiscal year 2002-03, the Greenwich Police responded to 46,043 calls.

The Chief of Police is directly responsible for the efficient and lawful performance of the department, and to meet this responsibility, the Department is divided into three major functional units, consisting of the Uniformed Services Division, Criminal Investigations Division and General Services. The Office of the Chief of Police consists of a Deputy Chief, Captain of Professional Standards and Strategic Planning, Training Lieutenant and Training Sergeant.

The Deputy Chief of Police is responsible for the Training Section and oversees the Uniformed Services, Criminal Investigations and General Services Divisions. He is also responsible for the Emergency Operations Center and serves as the Director of Emergency Management for the Town of Greenwich.

The Uniformed Services Division is under the command of a Captain and consists of 6 Lieutenants, 16 Sergeants, 1 Technician and 97 Police Officers. The Criminal Investigations Division is under the command of a Captain, with 1 Lieutenant, 3 Sergeants, 17 Detectives and 5 Youth Officers. The General Services Division is under the control of a civilian administrator.

The Director of General Services is responsible for civilian personnel, budgeting, computer operations, purchasing, buildings, equipment and animal control operations. The Uniformed Services Division is responsible for patrol operations, communications, marine operations, SCUBA, Special Response Unit, Honor Guard, traffic operations, motor officers, bicycle officers, court technicians and accident reconstruction unit. The Criminal Investigations Division oversees Detectives, Identification and Youth Officers. The Captain of Professional Standards and Strategic Planning is responsible for Internal Affairs, Civilian Complaints, the Police Manual, General Orders, Policies and Procedures and assists the Chief of Police in developing the Department's strategic plans.

The Department continues to apply for Federal and State grants in support of a variety of special programs including traffic enforcement, DWI enforcement, narcotics investigation, drug education programs, domestic violence, and community policing. The overall operational efficiency of the agency has improved, and there have been increases in productivity, and a reduction in certain categories of crime. The Department, through the Office of the First Selectman, is working diligently towards development of a new police facility. The Police Department continues to evaluate its needs in a changing community with growth in commercial and residential units and increased traffic problems. A new emphasis has been placed on community policing and developing positive relationships and programs to better serve the needs of our citizens. A community liaison program was initiated wherein each of the Department's eight Lieutenants was assigned to be the police contact for various community and civic organizations. Each school has been assigned a Youth Officer representative. Additionally, the Department was the catalyst behind the Greenwich Coalition To Combat Underage Drinking during the past year. To further reach out to the community, a Citizen's Police Academy will commence in September 2003.

POLICE OFFICER PERSONNEL BY DIVISION

	<u>2002-03</u>	<u>2001-02</u>	<u>2000-01</u>
211 Administration	5	5	5
216 Criminal Investigations Division	30	30	30
217 Uniformed Services Division	117	117	117
219G Parking Fund	5	5	5
Totals	<u>157</u>	<u>157</u>	<u>157</u>

CIVILIAN PERSONNEL BY DIVISION

	<u>2002-03</u>	<u>2001-02</u>	<u>2000-01</u>
211 Administration	3	3	3
213 General Services Division (+3 P/T)	8	8	8
216 Criminal Investigations Division	1	1	1
217 USD (P/T Crossing Guards)	20	20	20
219G Parking Fund	10	10	10
Totals	<u>42</u>	<u>42</u>	<u>42</u>

GREENWICH SPECIAL POLICE

The Special Police Division of the Greenwich Police Department has a complement of 14 volunteers who augment regular patrols during evenings, weekends, and when needed, especially during special events such as fireworks displays, high school graduation, parades, or during crises. Since the division was formed in 1941, special officers have donated many thousands of hours of their personal time in support of the Police Department and the citizens of Greenwich. Each special officer is fully certified as a police officer by the Police Officer Standards and Training Council, in the same manner as full-time paid police officers, and vested with the same authority.

GENERAL SERVICES DIVISION

The General Services Division is responsible for the following activities: preparing the Department Budget (Line and Program), payroll, ordering and issuing of equipment and supplies, records system, computer operations, communications center, police fleet and coordination of maintenance with the Fleet Department, maintenance of buildings, research and procurement of new equipment.

The Director of General Services is assisted by an Office Manager, two full time and three part-time administrative assistants. Three Animal Control employees and one Property and Evidence Clerk also report to the Director of General Services.

Revenues

	<u>2002-03</u>	<u>2001-02</u>	<u>2000-01</u>
Precious Metal/Stone Permits	\$ 10	\$ 30	\$ 30
Parking Violations	1,003,254	965,894	928,252
Federal Asset Forfeiture Appropriation	42,323	12,343	7,847
Raffle, Bingo, Games of Chance Permits	535	790	915
Gun Permits	2,100	3,799	2,765
Animal Control Receipts	3,903	4,460	3,290
Miscellaneous - Accident Photocopies, Photos, Fingerprint Cards, etc.	20,498	16,659	16,221
Going-Out-of-Business Permits	3,578	0	249
Awards:			
State Grants (Radar; Motorcycle)	0	18,882	17,090
State of CT Drug Grant	0	7,500	17,500
State Grant DWI	10,150	8,750	9,250
Federal Grant – Bulletproof Vests	6,600	3,962	4,393
Federal Grant - Domestic Violence	0	113,334	168,285
LLEBG Cascade System for SCUBA	14,148	0	0
Purdue Pharma Grant	10,000	0	0
Reimbursement:			
State of CT-Transport/Feed Prisoners	1,168	475	620
Miscellaneous Revenue	233	3,097	129
Totals	<u>\$1,118,500</u>	<u>\$1,148,513</u>	<u>\$1,176,836</u>

Animal Control Section

	<u>2002-03</u>	<u>2001-02</u>	<u>2000-01</u>
Number of Roaming/Barking Dog Complaints	213	339	356
Impound	297	366	301
Returned to Owners	212	272	237
Sold as Pets	60	76	50
Destroyed by euthanasia	10	16	7
Summons Issued	18	40	41
MV Dogs	10	17	26
Number of Animal Bite Investigations	231	162	139
Bite on Owners Property	76	94	86
Bite off Owners Property	31	41	29
Unable to Locate	3	0	0
Misc. Animal Bites (cats, etc.)	26	38	22
Miscellaneous Calls: Lost/Found Pets, Removal of dead animals, rabies investigations, etc.	966	1,018	964
Total Number of Investigations Conducted	1,448	1,827	1,720
Animal Control Receipts	<u>\$5,703</u>	<u>\$4,460</u>	<u>\$3,055</u>

Miscellaneous Services And Incidents

	<u>2002-03</u>	<u>2001-02</u>	<u>2000-01</u>
Alarm Reports	7,395	7,762	8,803
Arrests for Other Jurisdictions	3	60	221
Bingo and Raffle Permits	20	30	32
Dog Bites	88	162	139
Doors/Windows Found Open	123	152	171
Found Property Reports	173	175	178
Gun Permits - New, Renewal	60	105	78
Lost Property Reports	314	303	219
Casualties (Non-Vehicular)	3,434	3,295	3,137
Miscellaneous Public Assistance	1,192	907	1,038
Missing Persons Reported	70	116	115
Missing Persons Found	70	116	115
Reports for Other Agencies	365	343	528
Sudden Deaths Investigated	12	53	49
Suicides, Attempts Investigated	41	31	24

CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division is comprised of one Deputy Chief, one Lieutenant, three Sergeants, seventeen Detectives and one Administrative Assistant. The Criminal Investigations Division investigates all serious crimes against persons and property. The Burglary Clearance rate remains above 29% for the third consecutive year. One Sergeant has been assigned as the Department's coordinator for the Greenwich Coalition to Combat Underage Drinking.

Uniform Classification of Offenses

	<u>2002-03</u>		<u>2001-02</u>		<u>2000-01</u>	
	<u>Total</u>	<u>Cleared</u>	<u>Total</u>	<u>Cleared</u>	<u>Total</u>	<u>Cleared</u>
Arson	3	1	8	6	3	0
Criminal Homicide						
Manslaughter by Negligence	0	0	1	1	1	1
Rape	6	6	7	6	6	1
Robbery	11	7	5	2	10	5
Aggravated Assault	76	70	135	133	15	9
Burglary	70	24	129	49	103	26
Larceny (Except Auto)	506	175	594	125	543	53
Auto Theft	57	33	53	29	70	13
Totals	<u>729</u>	<u>316</u>	<u>932</u>	<u>350</u>	<u>751</u>	<u>108</u>

Clearance Rate:	43.3%	37.5%	14.4%
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There was a reduction of 21.7% in crimes reported and a 5.8% increase in cleared cases.

Classification of Arrests

	<u>2002-03</u>	<u>2001-02</u>	<u>2000-01</u>
Arson	2	16	0
Criminal Homicide	0	1	1
Rape	6	7	1
Robbery	2	3	6
Aggravated Assault	11	10	9
Burglary	25	27	18
Larceny, Theft (except auto)	111	125	70
Auto Theft	6	2	13
Other Assaults	50	56	59
Family Offense (non-violent*)	8	4	192
Forgery and Counterfeiting	15	13	18
Embezzlement and Fraud	6	1	14
Weapons (carry, possession, etc.)	16	16	14
Sex Offense (except rape)	2	2	9
Narcotic Drug Laws	79	114	61
Liquor Laws	16	7	19
Disorderly Conduct	145	157	284
Driving While Intoxicated	181	180	197
Motor Vehicle Violations (summons)	6,586	9,044	7,791
All Other Offenses	230	219	485
Totals	<u>7,497</u>	<u>10,003</u>	<u>7,749</u>

Burglary Statistics

Month	<u>Residential</u>	<u>Commercial</u>	<u>Attempts</u>	<u>Total</u>	<u>Cleared</u>	<u>% Cleared</u>
07/02	3	2	0	5	2	40.0%
08/02	2	3	1	6	3	50.0%
09/02	4	5	1	10	4	40.0%
10/02	1	2	0	3	2	66.7%
11/02	2	1	0	3	1	33.3%
12/02	0	2	0	2	1	50.0%
01/03	4	3	0	7	3	42.9%
02/03	6	1	1	8	2	25.0%
03/03	8	6	0	14	5	35.7%
04/03	1	1		4	2	50.0%
05/03	5	5	0	10	2	20.0%
06/03	2	4	0	6	2	33.3%
Totals	<u>38</u>	<u>35</u>	<u>5</u>	<u>78</u>	<u>29</u>	<u>37.2%</u>

YOUTH SECTION

The Youth Section is responsible for investigating crimes or offenses committed by or against juveniles. Five Officers, under the command of the Captain of the Criminal Investigations Division, staff the unit. Besides their investigative duties, the Youth Officers give talks to students at all local schools and conduct tours of the Police Department for local youth-related programs, Cub Scouts, Brownies, etc. Youth Officers also assist the Training/Crime Prevention Unit with Security Surveys of Greenwich homes and businesses. Outreach to the community is a priority and is accomplished through involvement with Kids in Crisis, Youth Services Council, Greenwich Child Protection Team and the Lower Fairfield County Sexual Response Team. Each of the Greenwich Schools has been assigned a youth officer as their liaison with the Department.

Types of Investigations

Assault	11	Miscellaneous Report	94
Arson	1	Missing Persons	13
Burglary	6	MV Theft	2
Casualty Alcohol	6	MV Violations	4
Casualty Other	10	Narcotics	18
Disorderly Conduct	27	Other Jurisdiction	13
DWI	1	Robbery	5
Family Violence	51	Sex Offense	4
Forgery	1	Sex Offense - Rape	1
Found Property	2	Talks	22
Larceny	49	Vandalism	12
Liquor Laws	2	Violation Town Ordinance	3
Lost Property	2	Weapons	2
Miscellaneous Offenses	46		

IDENTIFICATION BUREAU REPORT

Fingerprints:

Criminal Processing	703
Public Service	107
Pistol Permits	60
Securities	1,152
Town Employment	328
Child Identification	11
Total Public Fingerprints	1,708
Total Persons Fingerprinted	2,356
Total Number of Fingerprint Cards	5,223

Photography:

8 x 10	656
4 x 6	3,333
Polaroids	2,554
Color/Black & White	1,775
Total Photos Printed	3,989
Total Photos Taken	4,329
Total Photos Sold	452

Revenue:

Fingerprinting	6,265
Photos	4,519
Total	<u>10,814</u>

The Identification Bureau fingerprints the public on Tuesdays and Thursdays for many employment-related reasons as well as for pistol permit applicants and child identification, at a charge of \$5.00 per card (pistol permit fingerprints excluded from fee). Further, 8 x 10 photographs and Polaroids are printed and sold to insurance investigators and attorneys for civil proceedings at a fee of ten dollars per photograph.

UNIFORMED SERVICES DIVISION

The Uniformed Services Division is the largest division in the Greenwich Police Department and, therefore, it can be said that it is the nucleus of the Department. The Officers are the most visible and direct representatives of the Police Department. They provide a multitude of both crime and non-crime related services, with their main purpose being the protection of life and property, along with the maintenance of peace.

The manpower strength of the Uniformed Services Division is currently 75 Patrol Officers, 16 Sergeants, 6 Lieutenants, and 8 Police Officer Dispatchers in the Communication Center reporting to the Uniformed Services Captain.

MARINE SECTION

The Marine Section provides law enforcement, emergency medical services, and general assistance to boaters within Town waters. Town waters are bounded by 33 miles of coastline to the north, Stamford to the east, Port Chester and Rye to the west, and Nassau County/Long Island midway across the sound to the south. Law Enforcement activities include enforcing Town Ordinances and State Statutes regarding boating operation and safety, as well as those Fish and Game laws applicable to Town waters and shoreline.

Operating on a seasonal basis, the Division is comprised of 7 Police Officers, including a Sergeant as Supervisor, all of whom are under the overall command of the Uniformed Services Captain.

Marine Section Statistics

	<u>2002-03</u>	<u>2001-02</u>	<u>2000-01</u>
Number of Contacts Through Speaking Engagements/Education	16	14	145
Number of Contacts with Boat Operators on Water	247	258	230
Vessels Assisted (Disabled)	51	50	37
Boating Accidents Investigated	10	11	3
Larceny "A"	3	6	4
Summons Issued for Boating Violations	22	32	8
Violation – Town Ordinances	2	2	8
Warnings Issued for Boating Violations	78	116	53
Casualty	7	9	1
Criminal Arrests	0	1	0
Other Department	6	17	15
Larceny "A" Loss	\$1,950	\$5,095	\$4,150
Recovered Property	\$2,100	\$2,100	\$400
Total Value of Vessels Assisted	\$2,085,000	\$2,369,000	\$1,381,800

TRAFFIC SECTION

The Traffic Section is charged with the responsibility of coping with the ever-increasing problems, which arise in connection with motor vehicles and people. These problems include the safe and efficient movement of vehicular and pedestrian traffic, enforcement of traffic and parking laws, investigation of motor vehicle accidents, the computing and analysis of accident statistics, and the installation and maintenance of parking meters.

Personnel of the Traffic Section consist of 1 Lieutenant, 1 Traffic Technician, 5 Police Officers, 3 Motor Officers, 20 School Crossing Guards, 6 Parking Control Officers, 2 Meter Mechanics and 2 Parking Violations Clerks. In addition, two beach officers and one part-time Meter Mechanic helper are employed during the summer months.

Traffic Section Statistics

	<u>2002-03</u>	<u>2001-02</u>	<u>2000-01</u>
Total Motor Vehicle Accidents	2,556	3,335	3,562
Fatal MV Accidents	2	5	2
MV/Pedestrians	15	14	16
Total Arrests Traffic Violations	7,282	9,044	7,791
Total Written Warning Tickets Issued	2,774	3,255	3,087
DWI Arrests	186	184	197
Parking Violation Tickets Issued	39,810	39,748	43,380
RR Occasional Commuter Tickets	34,418	42,380	40,833
Child Safety Seat Installations	0	0	2
Parking Ticket Revenue	\$1,006,294	\$1,045,535	\$755,472
RR Occasional Commuter Ticket Revenue	\$ 132,415	\$ 280,059	\$172,780
Meter Bag Rental Revenue	\$ 15,166	\$ 18,220	\$ 35,070

TRAINING/CRIME PREVENTION UNIT

The Training Section is staffed by a Training Lieutenant and a Training Sergeant, who also acts in the capacity of Crime Prevention Officer.

The following list consists of in-service training sessions and schools attended by Police personnel during the fiscal period of July 1, 2002 to June 30, 2003, and subject matters covered:

3-Day COLLECT	Anti-Terrorism Weapons of	Basic Narcotics Investigations
911 Critical Incident Dispatch	Mass Destruction	Basic Police Firearms
911 Systems Administrator	APCO Convention	Instructor
AC Recert Training	Arrest and Control	Child Interviewing Techniques
Adult Sexual Assault	Arrest and Control Instructor	Children, Youth & The Police
Investigations	Seminar	Cold Water Rescue
Advanced Accident	Assist in Firearms Training	COLLECT Recert
Investigation	Session	COLLECT Training
Advanced Crime Scene	At Scene Traffic Crash	COLLECT Update
Processing	Investigation	COMP USA Access
Advanced Sexual Assault	Auto Crime Investigation	COMP USA Excel
Investigation	Seminar	Composite Drawing Workshop
Advanced Tactical Rifle	Basic Crime Scene Processing	Covert Reconnaissance

Crime Scene Photography	Imprint Evidence	Profiling Unidentified Sex
Crime Scene Practical	In-House Dispatch Training	Offenders
Crime Scene Processing	Inspection and Investigation of	Public Speaking
Crime Scene Reconstruction	Commercial Vehicle Crashes	Report Writing
Crime Scene Search &	Instructor Development	Safety & Survival Tech for
Recovery	Intermediate Crime Scene	Law Enforcement Officers
Crimes Against Children	Internal Affairs Investigations	Shooting Reconstruction
Crimes Against the Elderly	Internet Investigations	SNET 911 Training
Crisis Hostage Negotiations	Interview and Interrogation	Sniper Summit
Critical Incident Management	Intox Instructor Recert	Stakeout & Surveillance
Critical Incident Management	Investigating Fraudulent	Stations Day
Training: Initial Response	Documents	Supervising a Selective Traffic
Critical Incidents	Investigative Techniques for	Law Enforcement Program
CT Personnel Law Update	New Detectives	Supervision & Management of
Date Rape Investigations	L.E. Management	Communications Centers
Dept. of Justice/Train the	Laser Instructor	SWAT K9 Operations
Trainer	Law Enforcement Boating	SWAT Team Operations
Designer & Club Drugs	Seminar	Tactical Drug Law
Digital Photography	Law Enforcement Photography	Enforcement
Discipline & Termination Rules,	Laws of Evidence	Tactics for Women in Violent
Policies & Procedures	Leadership and Management	Encounters
Domestic Violence Conference	Legal Update	Taser Instructor
Domestic Violence in the	Major Case Management	Telecommunications Training
Workplace	Managing the Detective Unit	Terrorism Training for Patrol &
Drug Interdiction	Managing the Patrol Function	Investigators
Drug Law Enforcement School	Markle School	The Bulletproof Mind
DWI Enforcement	Media Relations	Psychological Preparation for
Emergency Medical Dispatch	Missing/Abducted/Runaway	Combat
EMS Seminar	Children	Top Gun II School
EMS Workshop	Motorcycle Instructor	Traffic Crash Reconstruction
Executive Level Risk &	Narco-Terrorism	Understanding Islam Culture
Performance Management	Narcotic Search Warrants	Understanding the Sexually
Explosives Recognition &	National Crime Scene Inv. &	Deviant Offender
Bomb Threat Awareness	Forensic Sciences Conference	Unsolved Death Investigations
Fingerprint Evidence	NEOA Conference	Use of Force – Legal Issues
Processing & Recovery	New Legal Development	Vehicle Theft Investigations
Firearms Instructor Pre-Test	Observer/Sniper	Watercraft Crash Investigation
Firearms Training Center Axis	Outlaw Motorcycle Gangs	And Incident Reconstruction
Relock System	Palm Print Symposium	
Firearms Training to Assist	Photoshop	
First Line Supervision/Critical	Police Officers Rights &	
Incident Mgmt.	Responsibilities In Civil	
Forensic Classes	Litigation	
Forensic Video Analysis	Police Policies & Practices	
Fraudulent Documents	Police Sniper Summit	
Gang Re-Training	Post Bomb Blast Investigation	
Hazardous Material Train the	POST Firearms Instruction	
Trainer	POST Recruit Range Training	
High Risk Vehicle Stop Tactics	Power Point	
Homicide Investigation	Practical Skills Day	
Homicide Seminar	Precision Scoped Police Rifle	
HUG Education Conference	Course	
IAATI Seminar		

A total of eighty-two (82) officers (Chief, Deputy Chief, Captains, Lieutenants, Sergeants, Detectives, Youth Officers and Patrol Officers) attended classes during the fiscal year in addition to the mandated Review Training Program.

Breakdown of additional training for the fiscal year:

Fifty-eight (58) officers were re-certified as Emergency Medical Technicians

Sixty-three (63) officers were re-certified with the Automated Defibrillation Unit and eight (8) officers received first time certification.

Seven (7) officers were re-certified as Medical Response Technicians

Five (5) officers were trained in Oleoresin Capsicum (pepper) Spray

Forty-two (42) officers attended a mandatory 28-hour regional Review Training Program required by state statute. These 28 hours of training is specific in nature and an additional 32 hours of electives is also required every three years to maintain police officer certification. The total number of training hours for each three-year cycle has been increased by 15 hours, so that the current cycle is now 60 hours. Fifty (50) officers attended a class for crimes motivated by bigotry or bias in addition to the fifty (50) officers and ten (10) special officers who received this course in review training for a total of one hundred ten (110) officers attending this class.

Firearms training (3 hours annually) are done on a quarterly basis for all officers including Special Police Officers, and is part of their mandatory police re-certification in addition to the review training requirements. Additionally, one hundred twelve (112) officers have completed the .40 caliber Glock Transitional Training Program and have been issued their new weapons.

Officers attended an annual OSHA-required training session in Blood-borne Pathogen and Hazardous Material Recognition

Thirty-eight (38) officers were trained or re-certified on the Intoxilyzer 5000.

Ninety-five (95) officers were re-certified as MDT/Collect users.

Five (5) new recruits received 64 hours each of in-house recruit training, with an additional 400 hours in the Field Training Officer Program (FTO) as mandated by state statute. Previously 280 hours were mandated in the FTO program.

Four students from the Greenwich High School Intern program received five weeks of in-service training.

The Department continues to be a member of the Fairfield County Police Training Officers' Association.

James A. Walters
Chief of Police

**DEPARTMENT OF PUBLIC WORKS
ADMINISTRATION**

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	15	15	15
Expenditures:			
Current	\$814,715	\$862,186	\$826,521
Capital	\$0	\$14,946	\$1,508,576
Total:	<u>\$814,715</u>	<u>\$877,132</u>	<u>\$2,335,097</u>
Revenue:	\$0	\$0	\$58,525

The Department of Public Works was established on January 1, 1940, under the provisions of the 1939 Reorganization Act, and is organizationally under the control of the First Selectman. The Department is directed by the Commissioner of Public Works who has charge of all matters involved in the development, construction, maintenance and repair of the physical properties of the town, except for school property. A Deputy Commissioner and eight division managers assist the Commissioner.

The functions of this Department are distributed through eight divisions: Administration, Engineering, Highway, Traffic Engineering, Waste Disposal, Building Construction and Maintenance, Building Inspection, and Sewers. Moreover, this Department furnishes administrative and technical support to the following: Board of Selectman, Condemnation Commission, Flood and Erosion Control Board, Planning and Zoning Commission, Police and Fire Departments and other town departments. Additionally, the Department works closely with the Board of Estimate and Taxation, Representative Town Meeting, and many citizen committees.

This past fiscal year was a very active and productive year for the Department of Public Works. Although space does not permit a complete list of achievements and significant projects, individual DPW divisions outline some of the more significant work and project achievement. In addition some items of major interest are described below:

Arch Street & Vicinity -- Intersection Improvements: The State of Connecticut Department of Transportation (DOT) continues to rebuild the railroad bridge over Arch Street. The work is proceeding on schedule with minimal disruptions to traffic flow along Horseneck Lane, Railroad Avenue, and Soundview Drive. This project will significantly increase the customer support of Greenwich residents by providing a platform for the entire length of the train, new stairways for increased safety, and a new pedestrian overpass between the two platforms that will greatly add to the general aesthetics of the platform area. When completed, it will also enhance the safety of car traffic under the Arch Street Bridge.

Local Bridge Capital Improvement Program: This program provides grant monies, up to 92%, for repair or replacement costs of bridge improvements. Thus far the town has received grants for three bridges: the Cliffdale Road Bridge; the Sherwood Avenue Bridge; and the N. Porchuck Road Bridge. The Cliffdale Road Bridge reconstruction work is complete, and the project received an award from the American Public Works Association as one its Public Works Projects of the Year for 2004.

Grass Island Waste Water Treatment Plant and Collection System: We continue to make significant progress in addressing needs of the town's sewer system. After a lengthy search, Amy Siebert was hired as Sewer Superintendent in January 2004. Ms. Siebert is a Professional Engineer, and she brings significant leadership skills and extensive technical knowledge to the division. (Note: More detail is provided in the Sewer Division section of this annual report.)

1. Phase II upgrade of the town's wastewater treatment plant, which consists of developing a project to handle the plant's bio-solids, is complete. The total cost was \$8,510,333. In addition, the project received the American Council of Engineering Companies of New York Platinum Award in the 2004 Engineering Excellence Awards competition.
2. Greenwich continues to reconstruct or rehabilitate its sewer lines and pump stations, which have been established as DPW's top priority. The objective of this work is to mitigate or completely stop all sewage surcharging of sewer lines and manholes during periods of heavy rains. The ongoing program of reducing infiltration and inflow (I/I) of ground water into sewer lines continues at an expanded rate of rehabilitation.
3. Two sewer line extensions were constructed. The Millbrook area is complete and homeowners are currently connecting to the sewer line. The second sewer line extension in North Mianus has two segments. The east side is complete and residents have started connecting. The west side of the North Mianus project was completed in the spring of 2004. Homeowners can start connecting in the fall of 2004.
4. We are also currently completing the upgrade to our four major pump stations at a cost of over \$4 million in construction. The four stations are: Old Greenwich, Cos Cob, Chapel and South Water Street.

Town Aid Road Grant: Under this program, the town received \$153,624 from the state. These funds supplement the Highway Division's Asphalt Paving Program.

Federal Emergency Management Agency Grant: On December 5 and 6, 2003, an average of 15 inches of snow fell in town. Due to Governor Rowland's efforts, Connecticut towns became eligible for a FEMA grant. DPW applied for the grant and the effort produced a grant of \$177,566 to help defray costs of this snowstorm.

Local Capital Improvement Program: The town received a state grant of \$332,665 for road improvements made under the Asphalt Paving Program. These funds were deposited into the town's General Fund.

Town Buildings: Significant improvements to town buildings are ongoing. The Senior Center exterior restoration is complete. The Connecticut Chapter of the Associated Building & Contractors, Inc. (ABC) recognized the historic restoration work on the Senior Center. This project was selected over nine competitors to receive ABC's Award of Excellence for 2003.

New Police Department Facility: After exhaustive study, the decision was made to reconstruct a new public safety complex at the location of Bruce Place and Mason Street where the current Police Administration Building is located. The overall effort will create a Safety Complex that will house not only the Police Headquarter, but Fire and GEMS Headquarters as well. Design is currently underway with construction of the Police Facility scheduled to start in the Fall 2005.

Parking Study: After analysis of the Parking Study, the First Selectman recommended the creation of a Parking Department. A new position entitled Director of Parking Services was created. This position and the new Parking Department will report to the Town Administrator.

Safe Routes to School Program: The Department of Public Works continues to work with the Cos Cob and Old Greenwich neighborhoods on their initiative to improve the safe walking environment of their neighborhoods. This effort will generate both new maintenance and new construction projects that will enhance the safety of their neighborhoods.

Acknowledgments:

No work would be accomplished without the great support and effort of the dedicated staff within the Department of Public Works. This town is blessed with a great DPW workforce. I want to recognize and thank all DPW employees for their help and assistance.

Many town committees and local groups such as Greenwich Green and Clean, the Pedestrian Safety Committee, Greenwich Recycling Advisory Board, and the Parking and Traffic Committee also deserve special recognition. I look forward to working with them and many other groups within the town. They not only provide valuable input to our town's improvement, they work hard to ensure action is taken!

Marcos J. Madrid,
Commissioner of Public Works

**DEPARTMENT OF PUBLIC WORKS
ENGINEERING DIVISION**

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	7	7	7
Expenditures:			
Current	\$523,169	\$527,999	\$502,334
Capital	13,554	11,082	-0-
Total:	<u>\$536,723</u>	<u>\$539,081</u>	<u>\$502,334</u>
Revenue:	\$3,133	\$4,569	\$4,943

The Engineering Division has a staff of seven: Chief Engineer, two Civil Engineers, a Manager of Field Operations, two Engineering Technicians, and an Engineering Inspector.

The Divisions primary responsibility is the in-house design of Town capital improvement projects. This work involves the development of plans and specifications, construction budget estimates and contract documents. The Division also provides engineering services at the request of Town Departments, Divisions, and Boards, including reviews of development plans for proposed subdivisions and commercial developments. Other services include inspecting Town-funded construction, investigating the suitability of private roads for acceptance as Town roads, maintaining and updating Town construction standards, bridge inspections, staff support for the Flood and Erosion Control Board, and the coordination of services provided by consulting engineers and architects retained by the Department. The Division also provides project management services and professional engineering advice on major Town-funded projects.

Engineering reviews are conducted and reports are prepared for other divisions, departments and regulatory agencies, including the Commissioner of Public Works, the Highway Division, Sewer Division, Planning and Zoning Commission, Inland Wetlands and Water Courses Agency and the Building Division. Engineering staff advised and reported on numerous building proposals and subdivision plans this past year. Services to the public included responding to public complaints and inquiries concerning the Town's roadway and drainage systems and providing information regarding benchmarks, topographic maps, engineering plans and other records of the Department. The Division also contributed significant man-hours this past year assisting in the development of the Town's GIS system.

During fiscal year 2003-2004, the Division designed numerous capital improvement projects. The design of projects consists of obtaining field surveys, preparing construction drawings and specifications, soliciting competitive bids, and awarding contracts.

The following design projects were completed or are in progress with an estimated construction cost of: \$2,065,000

- | | |
|---|--------------------------------|
| 1. Safe Routes to School-Cos Cob | Road and Sidewalk Improvements |
| 2. Old Greenwich RR Station-Sidewalk Design | Sidewalk Construction |
| 3. Burying Hill Guardrail-Design/Permits | Guardrail Design |
| 4. Grigg Street-Design | Roadway Reconstruction Design |
| 5. King Street – Final/Rights of Way | Roadway Reconstruction |

6. Doubling Road Bridge @ Rockwood Lake Bridge Bridge Design

The following studies and preliminary designs were conducted by/or managed by the Division:

- | | |
|---|--|
| 1. Lockwood Ave. Sidewalk-Sound Beach to Crescent | Sidewalk Feasibility Study |
| 2. Greenwich Ave. Intersection Improvements
@ Grigg Street and Fawcett Place | Streetscape/Curb Ext. Design |
| 3. Valley Road-Proposed Sidewalk | Sidewalk Feasibility Study |
| 4. Pedestrian Bridge Study-Mianus River @ Upland St. | Feasibility Study |
| 5. Mianus River Dam Inspection | Dam Inspection and Report |
| 6. Mianus River Dam - Investigation | Investigation of Gate Valves for Blow-off Line |
| 7. Dry Hydrants-Several Locations | Design of Dry Hydrants (5 Locations) |
| 8. Parking Lot Study-Suburban Ave. | Feasibility Study of Parking Lot Construction |
| 9. Storm Water Compliance-Phase 2 | Preparation of Town-wide Storm Water Management Plan |
| 10. Bridge Inspections | Town-wide |
| 11. Barnard Property | Permits for Dredging Project |
| 12. GIS | Development of Drainage Layer |

Town funded construction projects require the inspection of construction performed by Contractors, the resolution of field problems and the preparation and approval of payment requisitions. The Division provided these services for the following projects:

- | | |
|---------------------------------------|---|
| 1. East John Street, Phase II | Drainage Improvements |
| 2. Grigg Street Improvements | Roadway Reconstruction |
| 3. Salt Storage Building @ Holly Hill | Site Improvements & Building Construction |
| 4. Cliffdale Road Bridge | Bridge Reconstruction |
| 5. Doubling Road Bridge | Bridge Reconstruction |

The Division conducted studies and reviews, prepared preliminary designs and cost estimates and coordinated design with State agencies and private consultants for numerous multi-year projects this past year. A partial listing of these projects with estimated grant monies is as follows:

Projects	Estimated Design and Construction Costs	Estimated Grant
1. Cliffdale Road Bridge Reconstruction	\$1,610,000	\$1,490,000
2. Valley Road Bridge Reconstruction	2,400,000	2,200,000
3. Doubling Road @ Rockwood Lake Bridge Reconstruction	500,000	50,000
4. North Porchuck Road Bridge Reconstruction	900,000	810,000
5. Comly Avenue - Deck Replacement	545,000	500,000
6. King Street Realignment & Drainage Improvement	950,000	950,000
7. Porchuck Road Bridge	900,000	810,000
8. Sherwood Ave. Bridge Reconstruction	900,000	810,000
Totals	<u>\$8,705,000</u>	<u>\$7,620,000</u>

The Division is committed to seeking input from the Town's residents during the planning and design phases of capital projects. This process provides information that assists us in developing the best possible project for the community.

Currently, the Division is providing construction administration services for the Cliffdale Road Bridge Project with an estimated construction cost of 1.6 million dollars. Construction started on May 15, 2002 and was completed on September 16, 2004. The Division also coordinated easements, permits, and construction activities for the Valley Bridge Reconstruction Project, with the ConnDOT. Construction started for this project on March 1, 2003, and was completed on August 27th, 2004.

The Division will continue to strive to improve the level of services it provides the residents of Greenwich. We would like to take this opportunity to thank the many individuals, committee members, elected officials and others who provided advice and assistance to us during this past year.

David P. Thompson
Chief Engineer

**DEPARTMENT OF PUBLIC WORKS
HIGHWAY DIVISION**

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	69	70	70
Expenditures:			
Current	\$4,801,731	\$5,064,320	\$4,392,522
Capital	2,175,585	3,322,578	2,545,648
Total:	<u>\$6,977,316</u>	<u>\$8,386,898</u>	<u>\$6,926,706</u>
Revenue:	\$1,075,738	\$1,008,809	\$668,328

The DPW - Highway Division maintains 265.34 miles of public roads, 30 off-street parking areas and the structures within its right-of-way including storm water drains, curbing, approximately 55 miles of sidewalk and 130 trash receptacles. It also provides leaf collection on public roads in R-20 building zones and below.

GENERAL ROAD MAINTENANCE

Leaf Collection Program: Leaf Collection was performed on all public streets in building zones R-20 and below from November 17 - December 23, 2003. Town forces collected a total of 23,100 cubic yards of leaves, at a total cost of \$341,021.

Snow and Ice Control: The winter deposited 60" of snow in-Town and 64" in backcountry during 10 Snow Control days. There were 12 Ice Control days. The procurement of 7,335 cubic yards of sand mix, 1,762 tons of salt, 9 Tons of deicer, hired equipment and the wages of temporary and Town personnel make up a total snow and ice control expenditure of \$1,173,323.

Highway Materials: Various materials and supplies, including winter sand, salt, stone, concrete drain pipe, catch basins, manholes, masonry supplies, concrete, asphalt patching material, small maintenance tools, etc. were purchased to accommodate Highway's aggressive infrastructure repairs at a cost of \$422,000.

CAPITAL IMPROVEMENTS

Asphalt Paving Program: 11.27 miles of road was overlaid with asphalt at a cost of \$1,504,395 for paving and \$73,182 for Pavement Milling. The State-Town Aid Grant funded \$153,624 of this program.

Sidewalks and Curbing: Sidewalks installation / reconstruction and granite curbing were installed at East Elm Street/Greenwich Avenue, Relay Place, Valley Road from Scofield Street to #98, and Delavan Avenue from New Lebanon Avenue to Tingue Street at a cost of \$125,969.

Equipment Purchased: 2 – Pickup Trucks = \$44,448; 1 – Dump Truck = \$54,580; 1 – 3 Wheel Street Sweeper = \$101,953.

COMPLETED PROJECTS OR PROJECTS UNDER CONSTRUCTION

Storm Drains: 4,316l.f. of drainage improvements were performed by Town crews and contracted to private vendors. Town crews provided improvements on: Cherry Valley Road, Hunting Ridge Road, North Street, Old Greenwich Railroad Station and Found Hill Road at a cost of \$43,062.46. Private vendors provided improvements on Brookridge Drive, Old Mill Road, Ridgeview Avenue, Rockwood Lane, Taconic Road and Upper Cross Road at a cost of \$146,641.78.

Maintenance of Bridges, Walks Guard Rails, etc.: Byram River Flood Control; Fence Repairs/Installations and Guard Rails: North Porchuck Road, Stanwich Road & Merritt Parkway, King Street @ Locust Road, Old Orchard Road/Palmer Hill Road, North Street School Roadway, Doubling Road @ Golf Course, North Water Street, Spring Street, Cary Road/Fitch Lane, and Town Hall Parking Lot at a cost of \$35,644.

Board of Education Infrastructure Maintenance: The Highway Division provides infrastructure maintenance at Board of Education properties including roadway sweeping, line striping and patching on a routine basis. Most of this maintenance, except that of an emergency nature, is compressed into the short span of summer break. Projects included parking lot entrance, steps and handicap ramps @ Central Middle School, curb and sidewalk @ Hamilton Avenue School and curb, sidewalk and handicap ramps @ Riverside School at a cost of \$36,780.

PROGRESS IN CONSTRUCTION, DESIGN AND SURVEY WERE MADE ON CAPITAL IMPROVEMENTS PROJECTS:

Grigg Street Reconstruction = \$297,900.
Lockwood Road Sidewalk = \$30,000.
Comly Avenue Bridge Deck = \$30,000.
John Street Drainage = \$293,500.

SUMMARY

The winter of 2003-2004 provided the Highway Division with many challenges. Snow accumulation of 60” in town and 64” in backcountry fell mostly on a weekend overtime basis. The frequency of the storms was stressful to the workers, yet they provided a high level of service, for which they should be complimentary acknowledged.

The Asphalt Paving Program resulted in 11.27 miles of new pavement. In the past 10 years, the cost of asphalt complete-in-place has risen 37%. This is causing the Pavement Management Program to lag behind the desirable target and may affect future budgets.

Generally, the Highway Division had a very successful year, with many accomplishments, attributed to our dedicated staff and effective management.

Joseph P. Roberto
Highway Superintendent

**DEPARTMENT OF PUBLIC WORKS
TRAFFIC ENGINEERING DIVISION**

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	9	9	9
Expenditures:			
Current	\$685,490	\$681,781	\$624,377
Capital	92,561	150,137	178,587
Total:	<u>\$778,051</u>	<u>\$831,918</u>	<u>\$802,964</u>
Revenue:	\$0	\$261	\$45

The Traffic Engineering Division is responsible for the planning, design, implementation, installation, operation, and maintenance of all traffic signs, signals, and pavement markings located on the Town's 265.34 miles of roadway. The Division operates and maintains sixty-two traffic signals, twenty-eight of which are located on U.S. Route 1. Twenty-four hour emergency repair service is provided for all traffic signals as well as for those signs necessary to maintain public safety.

Responsibilities of the Traffic Engineering Division include preparation of contracts, design plans, cost estimates, and specifications for traffic engineering projects. Traffic surveys, studies, and reviews are performed for various Town departments, commissions, agencies, and boards, e.g., Board of Selectman/Traffic Authority, Selectman's Parking and Traffic Committee, Southwestern Regional Planning Agency, Police Department, etc.

This Office provides the Planning and Zoning Commission with site plan reviews and comments on traffic reports for proposed developments to assess traffic impact on the Town's roadway system.

Numerous traffic inquires are received and investigated, accident reports are reviewed and analyzed, drawings and diagrams prepared, traffic counts obtained, field and sight distance measurements taken, and observations of traffic flow performed. Upon completion a Traffic Investigation Report is prepared and recommendations made. One hundred three written inquiries were received this fiscal year.

Five hundred sixty-eight work orders were completed which included installation, revision, repair, or replacement of signs and/or pavement markings, as a result of our maintenance program or actions taken by the Board of Selectman.

Fifty-six traffic ordinance amendments were approved during the past fiscal year. Handicapped parking was revised/established on Charles Street, Church Street (Byram), Davis Avenue, Hamilton Avenue, Ivy Street, William Street (Byram). One-Way traffic was established at the Byram Schubert Library and on Washington Avenue. Fire Lanes were established at the Greenwich High School and on Havemeyer Place Alley. Parking regulations were revised/established at the Arch Street/Sound View Drive Lot and on Church Street (Greenwich), Greenwich Avenue, Hamilton Avenue, Havemeyer Place, Hawthorne Street North, Lyon Avenue, Mitchell Place, Pemberwick Road, Railroad Avenue, Riverdale Avenue, Riversville Road, Steamboat

Road, Suburban Avenue, Town Hall Employee Lots, Washington Avenue, West Putnam Avenue, William Street (Byram),

Speed limits were revised/established on Dingletown Road, Edgewater Drive, Greenway Drive, Grey Rock Drive, Morgan Avenue, Ridgeview Avenue and Sound Beach Avenue. Yield Right-of-Way established on King Street at Rye Lake Avenue, Ridgebrook Road at Echo Lane, Sound Beach Avenue at Laddins Rock Road, and Sound Beach Avenue. STOP sign control was established on Husted Lane, Pecksland Road at Meadow Lane, and Pecksland Road at Zaccheus Mead Lane. Traffic regulations were revised/established at the Glenville Fire House Parking Lot and on Havemeyer Lane. Left Turns Prohibited was established on St. Roch's Avenue and Washington Avenue.

This Division continues to make improvements in the location specific application of pavement markings in a variety of materials, including water-based paint, 2-part epoxy, high temperature Thermoplastic, plastic pre-form and pavement inlay. Each of these materials has very distinct and unique qualities, the proper selection of which for a given location can provide enhanced safety and convenience for the public as well as significant improvements in service life, maintenance and cost effectiveness for the Town. We continue to work closely with industry leaders in the development and improvement of promising new materials and new concepts in the use of visibility enhanced colors and improved safety devices.

The Division has a dedicated and continuing interest in providing Greenwich residents with the very best in both current and evolving technology for pedestrian, school and neighborhood safety.

Installation of a temporary modern roundabout at the intersection of King Street and Rye Lake Avenue was completed in May 2004. The roundabout installation, using Qwick Kurb material, replaced the traffic signal that was in operation at this intersection. A Level of Service (LOS) analysis performed for both the traffic signal and modern roundabout operation found that a much better LOS could be achieved with the roundabout. Brunswick School, as a condition of site plan approval for their King Street Campus, contributed funding for this installation.

In cooperation with the Board of Education, the Traffic Engineering Division continued through the year to upgrade and maintain traffic and parking related signs and pavement markings at the schools. Working with the school principals, we continued our efforts to improve safety and operations by implementing the following:

- Revised driveway for parent/staff parking lot at Central Middle School
- New drop-off/pick-up and parking design at New Lebanon School.
- Restriped parking lot at Hamilton Avenue School.

As part of the Cos Cob Safe Routes to School project, the Traffic Engineering Division continued implementation of Phase I recommendations.

As continuation of the Greenwich and Rye Brook joint venture to study safety and operational issues at the King Street/Hutchinson Parkway/Merritt Parkway interchange, a consultant was hired and a steering committee was formed. Numerous meetings have been held, including two public information meetings, and the study continues to progress.

High visibility yellow green crosswalks were installed at Hamilton Avenue School (St. Roch's Avenue), Sound Beach Avenue at Lockwood Avenue, Field Point Road in front of Town Hall, Orchard Street at School Street, Lafayette Place at Volunteer Lane Parking Lot, and Cliffdale Road.

In August 2003, Washington Avenue was made one-way northbound, on a trial basis, from the rear driveway of the Whole Foods parking lot to US Route 1 (East Putnam Avenue), to address operational and safety issues at US Route 1, along with resident concerns.

The parking on Railroad Avenue, in the vicinity of the railroad station, was revised to provide angle parking on the south side. Pavement markings were also adjusted to reflect this modification. The bus drop-off/pick-up zone was extended on the north side to provide better operation. Snowplowable pavement markers were installed at various locations throughout Town, to provide enhanced delineation and guidance during nighttime and poor weather conditions.

Parking on Riversville Road, south of the Glenville School driveway, was relocated from the west side to the east side, in an effort to improve safety and facilitate traffic flow.

We continue to replace traffic signal lamps with Light Emitting Diodes (LEDs), to provide greater visual acuity for motorists, resolve problems with sun glare causing difficulty with signal indication recognition as well as reduce electric costs to the Town by conserving energy.

Traffic signal controllers were updated at the intersections of Mason Street and Havemeyer Place, Mason Street and Elm Street, Mason Street and Lewis Street, Milbank Avenue and Havemeyer Place, Milbank Avenue and Elm Street, and Milbank Avenue and Lincoln Avenue, to provide more efficient, reliable operation.

Pedestrian safety remains a high priority. We continue to install countdown pedestrian signals, which have proven to be a success in providing pedestrians with additional information for crossing the roadways safely. Replacement of our pedestrian pushbuttons with state-of-the-art units is on-going, as they provide both visual and audible indication to the pedestrian that the call for walk has been activated. These new units are more dependable, durable, user-friendly and ADA compliant.

Vehicle detection cameras were installed and field-tested at the intersections of King Street and Rye Lake Avenue and US Route 1 (East Putnam Avenue) and Laddins Rock Road/Havemeyer Lane.

There were forty-eight emergency after-hour calls for traffic signal problems made by the Greenwich Police Department to this Division.

The Traffic Engineering Division, in response to public interest, continues to explore various traffic calming measures and techniques to enhance neighborhood quality of life. Current trends in the Traffic Engineering profession have been reviewed with a view toward appropriate application in Town and as a way to make residential communities user-friendlier.

We continue to pursue various applications to improve traffic operations and safety by the use of Intelligent Transportation System technology. Our commitment to using this technology in transportation to reduce crashes and improve the quality of life is evidenced by our use of the latest applications and our further involvement in the Intelligent Transportation Society (ITS) of Connecticut.

This Division continues to work with ConnDOT to pursue the design and construction of a traffic signal at the intersection of Mason Street, Lexington Avenue, and Amogerone Crossway under the Local Road Accident Reduction Program.

This Division continues with its commitment to improve safety, facilitate traffic flow, reduce delay, as well as achieve maximum utilization of available resources. We wish to thank all of those who have supported and helped in this endeavor.

Garo B. Garabedian,
Traffic Engineer

**DEPARTMENT OF PUBLIC WORKS
WASTE DISPOSAL DIVISION**

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	8	8	8
Expenditures:			
Current	\$6,255,422	\$6,164,823	\$5,896,032
Capital	\$7,470	\$0	\$0
Total:	<u>\$6,262,892</u>	<u>\$6,164,823</u>	<u>\$5,896,032</u>
Revenue:	\$847,755	\$733,068	\$698,377

The Waste Disposal Division of Public Works provides solid waste disposal services to the public. Services provided are disposal of regular household and commercial trash, oversized bulky waste (construction material), organic wastes that are recycled, household hazardous wastes and other disposal services.

The charts below list waste tonnage amounts and costs for the last three years:

	FY 04	FY 03	FY 02
Municipal Solid Waste (tons)	53,586	51,137	49,260
Organic Waste	9,257	8,867	8,266
Oversized Bulky Waste	<u>4,816</u>	<u>4,244</u>	<u>4,531</u>
Total	67,659	64,248	62,057
Municipal Solid Waste	\$3,855,946	\$3,590,523	\$3,375,616
Organic Waste	272,251	317,380	296,895
Oversized Bulky Waste	<u>333,710</u>	<u>331,431</u>	<u>354,770</u>
Total	\$4,461,907	\$4,239,334	\$4,027,281

The Town's recycling program remains one of the strongest in the state. Waste Management Inc. continues as the contractor for the Recycling Drop-Off Center. Greenwich Recycling, Inc. continues its fourteenth year as the 'blue bin'-recycling contractor.

Leaves were transported out of town to Earth-Gro in Lebanon, CT at a cost of \$190,612. This was a decrease from the previous year's cost of \$209,872. It is planned to continue transporting leaves out of town in the future rather than composting them.

Two household hazardous waste collection days, one in the fall and the second in the spring were conducted. Common materials in the home such as flammables, corrosives and toxics were collected and properly disposed of in approved sites.

The Holly Hill Resource Recovery Master Plan is now complete. It is on hold pending town approvals and the availability of funding.

There were 135 vehicle registrations conducted for 32 licensed garbage haulers. The inspections entail verification of registration, insurance, and safety. Revenue collected for this service was \$28,515.

The Utility Worker position has not been refilled. Loss of this position has impacted the bulky waste construction area by reducing the Division's ability to account for tickets and loads delivered (as well as adding to physical clean-up time). Additionally, many of the jobs formerly accomplished by the Utility Worker are either not being accomplished or being accomplished at the expense of another position (thus creating a cascading negative impact within the Division)

The Division purchased 184 trash and recycling containers and has delivered over 100 of them to Greenwich Avenue and Old Greenwich.

Over 3,600 residential permits were administered during FY 04 with over 37,000 having been issued since the permit program's inception.

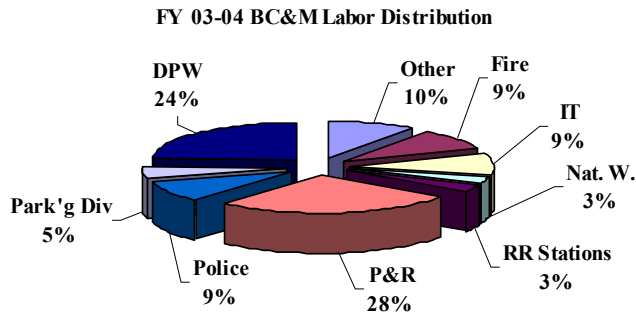
John McKee,
Superintendent

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

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	23	23	23
Expenditures:			
Current	\$3,200,027	\$2,981,655	\$2,813,981
Capital	\$2,836,012	\$1,120,278	\$917,430
Total:	<u>\$6,036,039</u>	<u>\$4,101,933</u>	<u>\$3,731,411</u>
Revenue:	\$11,563	\$0	\$13,162

The Building Construction and Maintenance Division is responsible for the administration, planning and execution of all construction and maintenance activities for town owned buildings except marine docking facilities and buildings assigned to the Board of Education.

In FY 03-04 the Division received 700 individual work requests that had an average response time (reception to completion) of 7.2 days. In addition to the individual work requests received the division also responded to 166 preventative maintenance and cost center work order tickets with multiple occurrences. The distribution of the Division's manpower by customer/department is as follows:



Of the thirteen capital projects approved for FY 03-04, nine were completed and four have been placed under contract. The main drivers this past year have been the interior upgrade of the Cos Cob Fire Station, reconstruction of the Ferry Dock Restrooms, creation of office space for the new Department of Parking Services, and award of the architectural services contract for the new Public Safety Complex.

The focus for FY 04-05 will be renovation of the Western Greenwich Civic Center, continued development of the Public Safety Complex project, acceleration of the Town wide restroom rehabilitation project and ongoing renovation of the Rail Road Stations.

Our complement of professional tradesmen and administrative staff is committed to the proper and effective maintenance of the facilities. This is most evident by the continual increase in productivity while aggressively undertaking capital projects normally assigned to outside contractors.

Alan M. Monelli,
Superintendent

**DEPARTMENT OF PUBLIC WORKS
BUILDING INSPECTION DIVISION**

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	14	14	14
Expenditures:			
Current	\$1,051,300	\$1,018,716	\$1,004,502
Capital	\$0	\$17,445	\$49,060
Total:	<u>\$1,051,300</u>	<u>\$1,036,161</u>	<u>\$1,053,562</u>
Revenue:	\$3,607,940	\$3,924,126	\$3,109,468

PERMIT STATISTICS

	No. of Building Permits	Const. Value/Estimated Cost
NEW BUILDINGS		
Residential Buildings	161	\$ 142,884,305.
Non-Residential Buildings	<u>425</u>	<u>31,958,807.</u>
<i>SUBTOTAL</i>	<i>586</i>	<i>174,843,112.</i>
ADDITIONS/ALTERATIONS		
Residential Buildings	1040	121,059,821.
Non-Residential Buildings	<u>303</u>	<u>30,416,766.</u>
<i>SUBTOTAL</i>	<i>1343</i>	<i>151,476,587.</i>
DEMOLITIONS		
Residential Buildings	138	1,918,665.
Non-Residential Buildings	<u>62</u>	<u>267,995.</u>
	<i>200</i>	<i>2,186,660.</i>
TOTAL	2129	328,506,359.

EVALUATIONS AND EXPLANATIONS

The Division of Building Inspection issues building permits and associated trade permits, inspects work done under said permits and is responsible for the administration and State mandated enforcement of the Connecticut State Building Code, the Town of Greenwich Building Zone Regulations and all other codes and standards referenced therein. The Division is headed by the Building Official who is supported by the following staff members: Deputy Building Official, Building Code Engineer, (2) Electrical Inspectors, (2) Building Inspectors, (2) Plumbing/HVAC Inspectors, Program and Operations Supervisor, Zoning Enforcement Officer, Zoning Inspector, Plan Examiner, and a clerical staff of five, four of which are assigned to this Division through DPW-Administration. The Division employs three permanent part-time employees, one zoning inspector and two clerks, and four part time employees, two inspectors and two clerks.

Building permits for FY 03-04 totaled 2129, which for the second consecutive year was the highest permit total ever recorded. This total represented a 4% increase over FY 02-03 and was the third time the total number of building permits exceeded 2000 (2006 in FY 99-00 and 2046 in FY 02-03).

All individual building permit categories increased substantially with the exception of additions/alterations to residential buildings. New non-residential permits increased 10%, new residential permits increased by 45%, followed by non-residential additions/alteration permits with a 44% increase and demolition permits with a 55% increase. These substantial increases were somewhat offset by a 14% decrease in residential addition/alteration permits only resulting in the overall 4% increase in total building permits. This category impacted the total because the 1040 permits represented 51% of all building permits issued.

In addition to building permits, a total of 4,777 trade permits were issued in FY 02-03 an increase of 8.3% over FY 02-03. This total includes electrical permits (2,343), plumbing permits (1,144) and HVAC permits (1,290). Added to building permits (2129), the total number of permits that were reviewed, processed, issued, and the work under each inspected was 6,906. This total permit figure was a 7% increase over FY 02-03.

Total construction volume was \$328,506,359. This figure, despite being a 6.6% decrease from FY 02-03, represented the second highest construction volume ever recorded. FY 02-03 was the previous high at \$351,678,654, and marks the second time it has exceeded \$300 million. It also was the ninth consecutive year it has surpassed the \$200 million level.

Revenue generated by this Division totaled \$3,607,940 in FY 03-04, which is the second highest total ever collected (FY 02-03 at \$3.9 million was the previous high). This figure surpassed the \$3 million mark for the fourth consecutive year and represents the ninth consecutive year it has exceeded \$2 million and the sixteenth time in the last seventeen years that revenue has exceeded \$1 million.

Building permits for new single-family dwellings increased from 93 to 134, a 44% increase over FY 02-03.

There were two affordable housing units and one elderly conversion unit filed in FY 03-04.

William Marr,
Building Official

**DEPARTMENT OF PUBLIC WORKS
SEWER DIVISION**

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	25	25	25
Expenditures:			
Current	\$3,156,770	\$2,854,720	\$2,827,693
Capital	\$1,628,557	\$1,868,208	\$816,550
Total:	<u>\$4,785,327</u>	<u>\$4,722,928</u>	<u>\$3,644,243</u>
Revenue:	\$489,063	\$140,516	\$133,506

The Sewer Division is responsible for operation, maintenance and repair of 140 miles of sewer lines, 29 pumping stations, and the Grass Island Waste Water Treatment Plant, all of which must comply with Federal, State, and interstate regulations.

The Grass Island Wastewater Treatment Plant (GI) has the permitted capacity to treat 12.5 million gallons of wastewater per day. It uses an advanced activated sludge process to remove both organic material and nitrogen, resulting in excellent effluent quality. Effluent disinfection is accomplished using sodium hypochlorite. The plant's nutrient removal process provides environmental benefits to Long Island Sound. GI presently removes 60% of total nitrogen based on the 1990 baseline set by the State of Connecticut Department of Environmental Protection. The nitrogen general permit requires GI to remove 58.5% by the year 2014. The plant process is continually monitored to optimize nitrogen removal. Because of the efficiency of the Grass Island process, the Town Of Greenwich received \$336,741 from the State of Connecticut in "Nitrogen Credits" for 2003. This was a continuation of the plant's 2002 performance, when a similar amount was earned. This speaks highly of the commitment of many within the Sewer Division who work hard to ensure we preserve and protect Long Island Sound.

In the FY 03-04 period, the Phase II upgrade was completed at the GI plant. Under this project, new solids handling equipment was installed, and the overall project were completed within its allotted budget and timeframe. All new equipment is in operation and performing efficiently. The project was funded under the State's Clean Water Fund (20% grant – 80% loan). The construction cost for this project was \$\$8,510,333. The Sewer Division also began preliminary steps to implement a new ultraviolet disinfection system this year, as required by permit. The project will be under design and construction during FY 04-05.

Work continued throughout the year on both phases of the Sewer System Evaluation Survey. Under Phase I, which reviewed Old Greenwich, Riverside, Belle Haven, and Byram, ongoing work included a sewer system rehabilitation design, work on private inflow removal, and planning for additional inspections as part of the private inflow removal program. The private inflow removal program, which will be conducted over time, consists of working with residents and property owners to remove illegal connections to the sanitary sewer, such as sump pumps, roof leaders, open cleanouts, etc. Work continued on the Phase II study, focusing on Central Greenwich and Pemberwick / Glenville, including manhole inspections, flow monitoring, and additional television inspection. Smoke testing and building inspections for private inflow removal in these neighborhoods is planned for FY 04-05. The United States Environmental Protection Agency has reviewed the Town's reports for this work and has provided its approval.

During this year, the Husted and Oneida Pump Station force mains were replaced, as required by their condition. The Sewer Division will be continuing its force main replacement program, based on age and

condition, to continue to provide uninterrupted service to Town residents. During this period, Division staff also worked to develop the methodology for investigating the Old Greenwich force main, a key main conveying wastewater from a major portion of Greenwich to the Grass Island plant.

The Cos Cob and Chapel Lane Pump Stations upgrades were officially completed, and the South Water and Old Greenwich Pump Stations reached substantial completion during this period. This includes electrical upgrades, new emergency power generators at each station, and increased pumping capacity. These upgrades provide a reliable means of pumping the sewerage from each of their drainage areas for many years. Since these upgraded stations have been in service, sanitary sewer overflows have been substantially reduced, as equipment operates more reliably and with improved capacity to convey flow to the Grass Island Plant. Additional work continues to fine tune station operation and address remaining wet weather issues.

Throughout the period, residents continued connecting to the Millbrook and the North Mianus East sewer extensions. Sewer permit volume doubled for the Sewer Division as compared to years prior to these extensions. The North Mianus West sewer extension was nearly complete by winter 2003, and remaining paving and outstanding items were addressed in the spring and summer months of 2004. Homeowners are now being permitted to connect to this extension.

Amy Siebert,
Sewer Superintendent

FLEET DEPARTMENT

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	15	15	15
Expenditures:			
Current	\$2,171,155	\$2,095,291	\$1,997,783
Capital	\$54,486	\$204,236	\$47,600
Total:	<u>\$2,225,641</u>	<u>\$2,299,527</u>	<u>\$2,045,383</u>
Revenue:	\$0	\$0	\$0

The Fleet Department’s mission includes providing the Town and the User Departments with comprehensive quality professional Fleet Management and insuring that the Town’s vehicles are reliable, safe and suitable for the job function. Through an extensive preventative maintenance program, the Fleet Department assures that the Town’s 205 light duty vehicles, 133 heavy duty vehicles (over 10,000 GVW) and 165 pieces of non-rolling stock assigned to the Police Department, Fire Department, Department of Public Works, Parks and Recreation Department, Board of Education, General Government, Health Department, Nathaniel Witherell, Social Service, Library and TAG (Transportation Association of Greenwich), are properly maintained and repaired.

The Department, reporting to the First Selectman, is responsible for the operation of the Vehicle Maintenance Center, a highly computerized central facility that enables the staff, consisting of fifteen full time and two part time employees, to assimilate repair history and vehicle inventory, schedule the preventative maintenance program, control parts distribution, monitor the automated fuel system, and “GW” license plates.

A major accomplishment during this fiscal year was achieved with the replacement of the fuel pumps at two of the Town’s three fueling sites, and the removal of the last of the unmonitored underground fueling tanks. This was the first phase of the replacement of a new automated fueling system to replace the system used by the Town for the past 14 years. The E. J Ward Company was awarded the contract. During FY 04-05 the Ward system will be implemented in two stages. The first stage will be to install the system and issue vehicle keys and authorized employee Personal Identification Numbers (PIN’s). Stage two will graduate into the fully automated system, eliminating the vehicle keys and PIN’s. The second stage should take approximately 18 months to completely install the automated devices into the Town vehicles.

The Fleet Department completed and submitted on time the Outcome Based Budget for FY 04-05. Considerable time was devoted to this project, both in developing the Budget and establishing the baselines and calculations to enable the Department to monitor the results and achievements to the Outcome Measures and Program Statements.

Project “Blue Seal” the ASE (Automotive Service of Excellence) certification program, approved by the Town, not yet ratified by the Teamster Union, proved a success with the Department’s Technicians. To date five (5) Technicians have met the requirements for a position upgrade, and three more are working toward that goal. When 85% of the Department’s Technicians have achieved certification, we can proudly post the ASE “Blue Seal” designations.

The Car Pool program started at the Vehicle Maintenance Center in November 2001, and has expanded during this FY to five units, four are located at Town Hall, and one at the Vehicle Maintenance Center.

Outsourcing the Parts Room function, implemented in November 1999, continues to be an on going success. The projected labor hours saved and increased productivity are continually achieved. Also proven to be successful has been the adoption of the Five (5) Year Vehicle Replacement Program, and the Five (5) Year Equipment Replacement Program. For FY 04-05 only eleven (11) vehicles and nine (9) Police Cruisers are being recommended for replacement.

Training to promote safety in the work place is an integral part of the Department's training program, as is the training required for the operation of the VMC facility to conform to OSHA Employee Right-to-Know Safety Rules, Regulations and Mandates of the Environmental Protection Agency (EPA), the Resource Conservation and Recovery Act (RCRA), the Occupational Safety and Health Administration (OSHA), and the Storm Water Pollution Prevention Plan for the discharge of storm water,

Elizabeth B. Linck,
C.F.M.
Fleet Director

DEPARTMENT OF HEALTH

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	31	51	51
Expenditures: *			
Current **	\$3,970,631	\$4,901,464	\$4,040,387
Capital	\$0	\$0	\$0
Total:	<u>\$3,970,631</u>	<u>\$4,901,464</u>	<u>\$4,040,387</u>
Revenue:	\$15,562.40	\$15,483.49	\$8,196.09

Note: * Includes encumbrances and improvements financed in each year.
 ** Includes expenditures for Greenwich Emergency Medical Services, Inc

Organized in 1887, the Department of Health has dedicated itself to providing strong leadership for the advancement of health in the community. The Greenwich Department of Health’s mission offers a vision for the new century by rededicating efforts toward the prevention of disease and premature death; the reduction of unnecessary suffering, illness and disability; promotion of health that enhances the quality of life and the preservation of the environment that supports and protects human life. Through scientific knowledge, professional skill, individual commitment with community and political support, the Department strives to enable people to live full, active and healthy lives. Through its ability to assess, plan, promote and implement public health policy, the workforce will help mobilize community efforts toward the goal of providing a healthy community.

ADMINISTRATION

Administered by a Director of Health whose authority derives from the Connecticut General Statutes and Town Charter, the position serves to oversee all events that may impact on the health of the Town. The Director is responsible for assuring that all the public health needs of the community are met and provides day-to-day direction to Departmental staff. The execution of this dual function requires responsiveness towards changes in the environment, the needs of the population and administrative direction of a community-wide health effort. Under the aegis of the Board of Health, the Department strives to work harmoniously with public and private providers, individuals and organizations towards meeting community needs.

The multi-faceted functions of the Department are executed through the specialized activities of the Divisions of Environmental Services (includes Laboratory) and Family Health, the Business Office, Office of Community Health Planning and the Office of Special Clinical Services. Overall, these programs are structured to serve the community by monitoring health conditions, identifying unmet health needs, developing policies and establishing rules and regulations pertinent to public health, assessing all community programs to assure overall community goals and creating a framework which would allow contributions towards community-wide program objectives.

Since September 11, 2001 new investments in our Nation’s public health system have begun to reverse the trend of under-funding public health in an effort to prepare for a public health emergency resulting

from a bioterrorism attack or a naturally occurring event. This year, through Federal funding, the Department was able to continue employment of a part-time epidemiologist who assisted with public health emergency planning and response. During this fiscal year the Department focused on numerous preparedness activities, including the revision of the Department's Mass Vaccination Clinic Plan, the purchase of ancillary supplies and the development of a risk communication plan. The most important activity was the development of the Town's terrorism plan, which outlined an emergency response for biological, chemical and radiological agents. This comprehensive plan was an enormous undertaking and once completed, will be incorporated into the Town's Emergency Operations Plan. The Department also developed a work plan to acquire pharmaceutical supplies, should the need arise and conducted an assessment of the special needs population within the Town.

As part of the Department's objective of community outreach and education, Department representatives met with RTM Committee leaders and presented specifics contained in the Mass Vaccination Clinic Plan. The Department continued to maintain the Town's emergency staff contact list, which included personnel from other Town agencies responsible for emergency preparedness. Public education materials were also developed and disseminated throughout the community.

In other areas of emerging diseases, in 2004 West Nile Virus (WNV) affected one thousand nine hundred fifty-one (1,951) people nationwide and took the lives of sixty-two (62) individuals. Although a few states escaped human illness, most harbored infected mosquitoes and birds. In Connecticut, one (1) human case was reported to the Center for Disease Control (CDC) with no deaths. Although the virus did not appear in every state, it has swept across the United States leaving the State of California with more than five hundred eighty (580) cases and sixteen (16) deaths. Tracking this virus has been challenging for public health officials and will continue to be a public health threat for the future.

The viral respiratory illness Severe Acute Respiratory Syndrome (SARS), which was first reported in Asia in 2003, continued to make its way through North and South America, Asia and Europe. The respiratory illness that is caused by a coronavirus took the lives of seven hundred and forty-four (744) persons in 2003, with only eight (8) people becoming ill here in the United States. In 2003, a total of nine (9) cases were reported in China with one (1) fatality. As of April 2004, no additional cases were reported anywhere in the world. The illness appears to be spread by close person-to-person contact and like other emerging diseases, SARS will continue to be a public health threat.

In 1997 Hong Kong confirmed the emergence of an avian influenza Type A virus in both chickens and humans. This was the first time the virus (H5N1) was transmitted directly from birds to humans. During that outbreak eighteen (18) people were hospitalized and six (6) died. To control the outbreak, 1.5 million chickens were killed. In 2003 two (2) cases of avian influenza A (H5N1) occurred among members of a Hong Kong family that had traveled to China. Of the two (2) persons affected, one (1) died. Several other types of avian flu virus have also infected humans and in one case there was evidence of some human-to-human transmission.

Influenza viruses can change, making humans vulnerable to infection. Because these viruses do not commonly infect humans, there is little or no immune protection against them. If an avian virus were to infect people and gain ability to spread easily from person-to-person, an "influenza pandemic" could begin.

In closing, the future of public health in protecting the community from illness and disease is paramount. It is important to note that without a strong public health infrastructure, our community will not be adequately protected. As the demands on public health departments increase it is essential to support their responsibility to protect and improve the public health system. I am hopeful that the Greenwich community will continue to render support to the Department of Health as we face the challenges of the 21st century.

BUSINESS OFFICE
[Deborah Flynn, Manager]

The Business Office serves as a major support function in the areas of personnel, payroll and finance. The main focus of this program is financial and priority is given to the implementation and management of the departmental budget. As the centralized focal point for all divisions and programs, the Office manages salary allocations, orders supplies, monitors expenditures and authorizes, processes and records payments for the Department. Applications to the Board of Estimate and Taxation and Representative Town Meeting are also prepared and processed appropriately.

In addition to the management of Town funds, the Department received State and Federal funding which included Per Capita Funding amounting to \$57,909.64, Preventive Health and Health Services Block Grant funds of \$10,414.00 and funding in the amount of \$82,125.00 through the Connecticut Department of Public Health for bioterrorism planning and response. The Business Office prepares grant applications and detailed expenditure reports required by the State before funding requests are approved. Grant funds from the State provide the Department with an opportunity to conduct health and promotion programs that may not normally be funded through the municipal budget process. Federal grant funds have been allocated with the intent to carry out specific contractual items associated with bioterrorism.

OFFICE OF SPECIAL CLINICAL SERVICES
[Thomas Mahoney, Director]

The Office of Special Clinical Services is a collaborative effort of the Department of Health and Greenwich Hospital providing risk assessment, counseling, testing, education, case management and outreach programs to reduce the morbidity and mortality associated with HIV/AIDS, sexually transmitted diseases (STD's) and pregnancy. The program is also responsible for bloodborne pathogen training and assessing occupational exposures for Town of Greenwich personnel. In addition to collaborating with Greenwich Hospital, this Office has partnerships with the Greenwich Chapter of the American Red Cross, Stamford Cares, AIDS Alliance of Greenwich and Greenwich Departments of Social Services and Education to provide programs and services to clients and the community. Education, coupled with behavioral modification interventions, is a key component to preventing additional cases of HIV/AIDS, sexually transmitted diseases, pregnancy and bloodborne pathogen exposures.

This year the program conducted two hundred fifty-two (252) educational programs, counseled and/or tested three hundred seventy-seven (377) clients for HIV, STD's or pregnancy – a 26% increase over the previous year. Of the clients served, seventy-seven percent (77%) were Greenwich residents. In addition to on-site clinic counseling, three hundred and three (303) telephone counseling sessions were conducted, along with six hundred twenty-six (626) clinical samples collected and processed. A total of ninety-six (96) clients were referred for medical, psychological and/or social services. Blood samples were drawn from sixty-seven (67) Town employees to test for Hepatitis B antibodies and five (5) occupational exposure investigations were conducted for Town of Greenwich personnel.

The Director served as Chairman of the Greenwich Coalition for Improving End of Life Care, an initiative of the Department of Health, Greenwich Hospital and the Greenwich Commission on Aging. The Coalition offered a series of talks for local clergy in an effort to enhance their understanding of their critical role in end-of-life care and to stress the need for an advance directive. A total of thirteen thousand one hundred and sixty-six dollars (\$13,166) was provided to Greenwich clients in the form of financial support, health services and emergency funds through the AIDS Alliance of Greenwich.

OFFICE OF COMMUNITY HEALTH PLANNING
[Stephanie R. Paulmeno, Director]

The Office of Community Health Planning provides professional consultation and technical assistance in support of the Department's internal planning, promotion and evaluation program. The Office works with public and private providers to identify and respond to community health needs; plans and conducts program assessments; analyzes data and conducts and participates in the development of community health assessment surveys. This year the Office conducted the national Public Health Systems Assessment in an effort to determine the capacity level of public health services in the community. The assessment tool, which was designed by the Centers for Disease Control and Prevention (CDC), was implemented by local health agencies throughout the country. Although the results of the survey indicated that Greenwich provides the *Ten Essential Services of Public Health*, it did indicate that in certain areas, such as communication, surveillance and access to health care services, some work needs to be done. The findings of this assessment, along with other assessment studies conducted in the community, will serve as a base to develop a strategic plan of action. Priorities for internal programs are set in accordance with the *Healthy People 2010 Initiatives*.

Lifestyle choices continue to impact mortality and morbidity rates in the United States. Providing accessible public health education and health-risk screening programs encourages the public of all nationalities to make lifestyle changes that will improve their health and quality of life. This year the Office continued to sponsor numerous lifestyle discussion topics during the lunch hour for Town employees. In addition, the Office collaborated with community partners on many health screenings, health fairs and educational programs.

Community partnerships are fundamental to mobilizing community health resources and motivating healthy lifestyle changes. The Community Health Planning Office plans, provides and collaborates on health initiatives which, for this year, included: Senior Provider Network's Continuum of Care Report; community health conferences on Bioterrorism; Greenwich Coalition to Combat Underage Drinking; Design Team for a 2-day conference on Aging/Action Committees; end-of-life issues; continuum of care options for seniors; arranging for and supporting mammograms; *Project Culturitas* (youth substance abuse/sexual practices); community blood drives; prostate cancer screenings; a lecture on Bioterrorism and emergency planning for nurses; leadership of community discussions and public forums; community health fairs (Senior, Employee and Women's) United Way's Planning and Youth Councils. Information on various health topics was provided to Town employees, the general public and multicultural groups through public service announcements, electronic transmissions to a broad serve list and the media. The annual Senior Health Fair, a collaborative project of the Greenwich Department of Health, the Commission on Aging and Greenwich Hospital, served approximately nine hundred (900) seniors.

The Director serves on the United Way Youth and Planning Council, Time For Lyme, Parents Forum, the Greenwich Coalition to Combat Underage Drinking, Hispanic Advisory Council of Greenwich and Stamford, Greenwich Adult Day Care, Advisory Board of Greenwich Hospital, the Stamford Federally Qualified Community Health Center, Greenwich Library Health Information Center, the Diabetes Resource Council and the Norwalk Community College Nursing Advisory Board.

In collaboration with the Human Resources Department, an Employee Health Initiative was continued in an effort to address the rising employee and retiree health care costs. This initiative included an employee health newsletter, which the Director designs and distributes, discounted membership fees at local health clubs and an employee health fair. Over three hundred twenty-five (325) Town employees visited the Employee Health Fair, which offered numerous exhibits and on-site health screening opportunities for which the Department's Laboratory conducted cholesterol testing for fifty-three (53) employees. As a follow-up, a post-Health Fair survey was distributed in an effort to assess lifestyle changes that were made or considered as a result of the Fair. Participation in the Women's Health Fair was successful in serving just under one hundred (100) people.

In other programs, two (2) State-funded series were presented on Diabetes and Heart Health. A total of one hundred ten (110) people attended these programs, which resulted in learning and behavioral changes in the participants. Cholesterol testing was also provided by the Department's Laboratory to seventy-two (72) participants in the Heart Health Program. The basic Diabetes Education Series continued to be offered and a new advanced diabetes training series was designed for those who had completed the initial training program. A new grant on managing cholesterol was written and approved this year by the State. This program will replace the diabetes grant program in 2004-2005.

As a result of Greenwich Hospital's Collaborative Community Health Assessment project, a Spanish translation was designed in collaboration with other members of the Hospital's Advisory Board. As a result of this effort, a Greenwich Health Improvement Partnership and Task Force was formed (Access to Health Care, Program and Service Opportunities and Community Health Education and Promotion).

Finally, the Office analyzed the Town's death reports. Reviewing the death reports monthly allows the Department to track any trends that may be developing and to identify potential risk factors that may lead to premature death.

DIVISION OF ENVIRONMENTAL SERVICES
[Michael Long, Director]

The Division includes two major subdivisions: Environmental Health and Laboratory.

Environmental Health: The Division's Environmental Health program is responsible for the establishment and execution of municipal environmental program functions that are either State or locally mandated. The program offers a variety of services, including sanitation, housing code enforcement, sewage disposal inspection and plan review, food service inspection and environmental surveys. It also functions as a component of the land use agencies and provides consultation services to all citizens regarding public health issues. As part of a continuing arrangement, Division personnel were made available to the Greenwich Shellfish Commission in the conduct of their work.

In 2003, the West Nile Virus was isolated from two (2) crows during the month of September. The Division received one hundred fifty-nine (159) dead bird reports from residents. There was one (1) isolate of the Virus found in mosquitoes and there were no human cases identified in Greenwich. The Division managed the Town's larvicide program, which ran from June through September. Information was distributed to the public at various locations throughout Town.

The Division continued to assist the Director of Health in preparing the Town's Bioterrorism Response Plan and staff training continued in a variety of areas relating to bioterrorism response. The Director assisted other members of the Department with a Severe Acute Respiratory Syndrome (SARS) Plan in the event that it should be needed locally. The plan was modeled after a guidance document that the Centers for Disease Control and Prevention (CDC) distributed to public health agencies.

The 2003 beach season experienced a number of closings, mainly due to rainfall events. Byram Beach was closed for a total of nineteen (19) days. Of these closures, five (5) days were due to a sewer overflow related to rainfall, five (5) due to elevated bacteria levels and the remainder of closures were automatic closures due to rainfall levels. Greenwich Point was closed for a total of ten (10) days, three (3) days due to rainfall, six (6) days due to a sewer overflow related to rainfall and one (1) day due to elevated bacteria levels. Both Great Captain's Island and Island Beach had no closures during the season.

In 2003-2004, sixty-five (65) animals were sent to the Connecticut Department of Public Health Laboratory for rabies testing. The majority of animals submitted for testing, thirty-eight (38), were bats found in the home. Of the total submitted, two (2) were positive (both raccoons).

Assistance was provided to the Department of Public Works in its effort to sponsor two Household Hazardous Waste Days. Approximately three hundred ninety (390) vehicles were served in November 2003 and four hundred three (403) vehicles in June 2004. A mercury thermometer exchange program was also offered at both events and approximately ninety-seven (97) thermometers were collected.

The Division continued to work with the Department of Public Works on the ongoing sewer project in North Mianus. As homeowners connect to the sewer, septic tanks will be abandoned. In addition, the Director continued to work with the Departments of Public Works and Planning and Zoning in an effort to assess the need to expand the sewer map envelope under current circumstances.

In the beginning of the 2003 school year, the Division responded to indoor air concerns at Hamilton Avenue School. The investigation that lasted through the fall identified additional water leaks and sources of moisture, which were attributed mostly to the school's steam heating system. The Department of Education hired an environmental consultant to perform a previously recommended building envelope study of the school to assess causes of illness that were reported. In addition, the Department of Health agreed to perform another health survey of both students and staff. At the close of the investigation, the consultant, Payne Environmental LLC, determined that the school did not have an adequate flow of fresh air coming into the building. The results of the health survey were found to be inconclusive for the most part, but did support the engineer's determination that the school had insufficient airflow. Unfortunately, the Department of Education did not receive a final report from the consultant. In the absence of a final report, the Board of Education determined that a new Hamilton Avenue School should be built.

In the summer of 2003, the Department of Education performed an exterior lead abatement on a portion of the International School at Dundee. As with any lead abatement project, the Department reviewed the abatement plans to ensure that the project was being done properly and that safety measures were being taken to protect students and staff. The project was finally completed in the fall of 2003.

The Director met with several government agency officials from Westchester County, the Village of Port Chester and the Interstate Environmental Commission (IEC, a joint agency of New York, New Jersey and Connecticut) to discuss the continued work on resolving issues relating to elevated bacteria levels in the Byram River. Westchester County Department of Health and the Village of Port Chester conducted a follow-up inspection on drainage problem areas in New York, while the Division investigated a drainage area on the Connecticut (Greenwich) side.

The Division continued to enforce food service regulations in the three hundred nineteen (319) food service establishments that are licensed with the Department. A considerable amount of time was spent reviewing more than three hundred sixty-six (366) building plans, along with three hundred four (304) well and septic system permits. Approximately two hundred seventy (270) soil tests were conducted to determine septic system suitability, while sixty-seven (67) body care facilities and twenty-seven (27) massage establishments were inspected for licensure.

Laboratory: The Laboratory component of the Division is licensed by the Connecticut Department of Public Health to perform a wide range of environmental and clinical services necessary for the promotion and advancement of community health. It supports the entire Department, other municipal departments and most importantly, residents of the community. The Laboratory provides a significant service to Town residents through flexibility of service and reasonable costs.

The Laboratory continued its tick testing program, which identifies and tests deer ticks for the presence of *Borrelia burgdorferi*, the causative agent of Lyme disease. This year the Laboratory tested nearly all tick specimens submitted (alive or dead). In 2003-2004, seven hundred eighty-eight (788) ticks were submitted and identified as deer ticks. Of these, two hundred fifty-seven (257) were sent to the Connecticut Agricultural Experiment Station (CAES) for analysis and five hundred thirty-one (531) were tested in the Department's Laboratory. A total of forty-five percent (45%) of the ticks tested were found

to be positive for *B. burgdorferi*. The Laboratory distributes current public health education literature about Lyme disease, other tick-borne diseases and a variety of environmental topics. The occurrence of tick-borne disease is rising, not only within the Town, but also throughout the State.

In collaboration with the Department of Parks and Recreation, public beach water samples were collected and analyzed for enterococci, the indicator organism used for evaluating bathing waters. Environmental testing of all rivers, ponds, streams, public wells, public pools and the public water distribution system was conducted for chemical and bacterial contamination. Reports indicating public well water compliance were routinely submitted to the State Department of Public Health's Drinking Water Division. Lastly, all Police vehicles were screened for carbon monoxide and airborne lead levels were monitored at the Police shooting range.

As part of the Department's Lead Awareness Program, seventy-three (73) blood lead tests were analyzed from children attending the monthly WIC (Woman, Infant and Child) clinic and the Division of Family Health's Maternal and Child Health clinic. All positive results for lead in blood were reported to the Family Health program for follow-up. Support was also given to the School Health Program in screening for anemia and lead exposure. Urinalysis services were provided daily to the Nathaniel Witherell Nursing Home.

The Laboratory performed one hundred sixty-one (161) premarital blood tests at the outset of this past year, which included one hundred twelve (112) syphilis and forty-eight (48) rubella tests. The State of Connecticut discontinued the blood test requirement for marriage licenses as of October 1, 2003. The Laboratory ceased its premarital blood-testing program at that time.

In cooperation with the Connecticut Department of Public Health, the Laboratory accepted and evaluated specimens of corvids (i.e., dead crows, ravens and grackles) for testing as part of the surveillance for West Nile Virus (WNV). In an effort to control the number of specimens submitted, the State did not accept birds for analysis after five (5) dead birds tested positive in the community. All dead bird sightings were plotted on a map using the GIS system in order to identify areas of virus activity.

Since September 11, 2001, the Laboratory has been working with the Bioterrorism Laboratory Response Network organized by the Connecticut Department of Public Health. As a key component in surveillance of biological and chemical agents, the Laboratory participated by serving on committees that were planning for the occurrence of a bioterrorism threat. The Laboratory continues to certify and maintain its Level 2 biological safety cabinet, which allows for the safe handling of biological specimens. In an emergency or disaster event, the Laboratory will be able to decontaminate and repack suspected bioterrorism samples. In addition, Laboratory staff attended several training sessions on bioterrorism response offered by the State. In November 2003, the Laboratory participated in a bioterrorism agent identification drill that was organized by the State Department of Public Health. After performing the required tests to identify the organism *Bacillus anthracis*, the result was negative.

The Laboratory continued to use the Cholestech LDX cholesterol testing device, which measures a complete cholesterol profile including triglyceride levels. As part of the Human Resource Department Employee Health Program, a total of fifty-three (53) employees were tested during the employee health fair in February 2004. Cholesterol profile testing was also offered to the public and one hundred forty-four (144) tests were performed.

The weather station operated by the Laboratory continued to be an asset to the Town. The station provides data about rainfall, temperature, wind speed and direction. Connected to the Laboratory's computer, the station reports current conditions and prepares reports. This data is critical when determining beach and shellfish bed closures.

DIVISION OF FAMILY HEALTH
[Jennifer Johnson, Director]

The Division of Family Health has two major components: the Dental Health Program and the Adult, Maternal and Child Health Program. The Family Health program focuses upon health promotion and disease prevention in order to maintain and improve health status of Greenwich residents. The services of this Division are provided to enable individuals to achieve and maintain optimum physical, emotional and social health. Components of all program areas include preventive health care sessions, early identification of health problems through screenings, health maintenance, health education, home visits, consultation and communication with the medical and social service community.

The Adult, Maternal and Child Health Program encompasses several programs: 1) Home Health Maintenance program, which provides nursing care to homebound, frail or chronically ill residents whose care is not covered by insurance or other health care providers; 2) Senior Health Program, which provides health monitoring, preventive care and anticipatory guidance to ambulatory elderly in various clinical settings; 3) Tuberculosis Prevention and Control Program, which coordinates and monitors the health care of residents infected with tuberculosis; 4) Infection Control Program, which oversees the implementation of the OSHA Bloodborne Pathogen Standards and provides epidemiologic and surveillance support when a disease outbreak is suspected; 5) Immunization Program, which provides residents and employees with vaccination services; 6) Maternal and Child Health Program, which provides preventive health assessments and anticipatory guidance to uninsured or underserved families; and 7) Daycare Licensing Program, which, in conjunction with the Division of Environmental Services, inspects daycare facilities for the enforcement of State regulations.

The Adult, Maternal and Child Health Program continues to provide much needed, high quality preventive health services to children, families and elderly residents. Immunization administration to adults and children is a major activity of this program. Approximately one hundred forty-four (144) elderly residents were vaccinated against pneumococcal pneumonia and one thousand nine hundred ninety-four (1,994) residents were vaccinated against influenza.

The Dental Health Program, working collaboratively with the professional dental community, the Dental Center of Stamford and the Greenwich Hospital Dental Clinic, strives to prevent oral disease in persons of all ages and identifies those who do not appear to have sufficient access to quality oral health care. The program provides a comprehensive oral health program with services to children, adolescents, adults and senior citizens through four initiatives: the School Dental Health Program, which includes 11 elementary schools, 3 middle schools and 4 preschools; Head Start Center Programs at Wilbur Peck and Armstrong Court; the Maternal and Child Health Clinic and the Adult Health "Caring In The Community" Program, which encompasses health fairs, wellness forums and programs for residents, Town of Greenwich employees and corporations.

The major component of the oral health program, which focuses on preventive rather than restorative care, is directed to children in the public school system. Despite dramatic successes in the reduction of caries in children over the past twenty years, many oral diseases still appear in young children. This year the program was serviced by only one (1) dental hygienist from August 2003 until February 2004. Because of this, not all schools and programs received services (three (3) schools and one (1) Head Start Program). Despite the staffing shortage, two hundred nineteen (219) educational sessions and four thousand two hundred sixteen (4,216) student examinations were conducted. Of those examined, eight hundred twenty-six (826) were found to be in need of dental care and were referred to a dentist for follow-up. As an ongoing objective, the program strives to provide oral health screening to ninety percent (90%) of the children entering school for the first time. This year, eight hundred fifty-three (853) entrant forms were sent out and four hundred sixty-five (465) or fifty-five percent (55%) were returned, indicating that those students had received dental exams.

Fluoride has long been recognized as the most effective, economical and practical preventive measure for dental caries (cavity) control. Despite scientific facts, there is a perception that fluoride supplements are not necessary due to the presence of fluoride in toothpaste and water. In Greenwich, as many as seven thousand (7,000) residences utilize private wells for their water supply and do not receive fluoride. In addition, bottle water is fluoride-free and toothpaste provides minimal fluoride amounts. The weekly fluoride rinse initiative is offered to students in first through fifth grades in all of the elementary schools. Of the three thousand five hundred sixty (3,560) eligible students, two thousand five hundred eighty-three (2,583) children participated, or seventy-three percent (73%). The program participation rate was up four percent (4%) from last year.

This year, successful efforts were achieved by providing two children from Hamilton Avenue School with free orthodontic treatment by local orthodontists. In addition, a partnership was formed with the Greenwich Hospital Task Force in an effort to identify and determine how affordable and effective dental care could be given to those who need it.

Due to the rising number of students served, participation rates and shortage of staff during the school year, the program could not serve the Head Start Center programs. The program did, however, serve one (1) Maternal and Child Health Clinic and three (3) pre-school programs (Gateway School for Young Children, Hamilton Avenue and Milbank). Of these programs, however, over ninety (90) students and five hundred (500) senior citizens received services.

Caroline Calderone Baisley, RS, MPH
Director of Health

GEMS REPORT NOT AVAILABLE AT TIME OF PRINTING

THE NATHANIEL WITHERELL

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel: (FTE's)	236	234	225
Revenues	\$17,317,788	\$16,805,835	\$16,744,806
Expenses	\$17,429,194	\$17,479,112	\$16,267,343
Less: New Facility Development	(\$42,354)	(\$305,196)	\$0
Less: Prior Year Expenditures	<u>(\$107,940)</u>	<u>(\$350,196)</u>	<u>\$458,658</u>
Net Expenses	<u>\$17,278,900</u>	<u>\$16,823,198</u>	<u>\$16,726,001</u>
Net Surplus	<u>\$48,888</u>	<u>(\$17,363)</u>	<u>\$18,805</u>

The Nathaniel Witherell is a non-profit, 202-bed skilled nursing facility, which offers nursing and rehabilitative care, primarily to residents of the Town of Greenwich. Located on a 24-acre campus on Parsonage Road in mid-county Greenwich, the organization is committed to providing high quality nursing care, rehabilitation services and a wealth of activities for residents through the efforts of its staff and families. More than 200 volunteers from The Nathaniel Witherell Auxiliary actively give of their time in addition to the Greenwich Chaplaincy Services providing regular worship and pastoral services.

The Nathaniel Witherell is governed by a nine-member Board of Directors with each director elected to a three-year term of office. The members of the governing body are:

Ronald B. Dreskin, Chairman
 David Ormsby, Vice Chairman
 Leslie L. Tarkington, Secretary
 David Ayres
 Donald G. Fritz
 Ellen Isidro
 Charles Otto
 Frederick E. Siefert, M.D.
 Christopher Ann Thurlow

PROGRAM STATISTICS

During the 2003-2004 fiscal year, there was an 11% increase in admissions and a 4% increase in the number of patient discharges and deaths.

	<u>2002-2003</u>	<u>2003-2004</u>
Discharges	51	50
Deaths	<u>61</u>	<u>67</u>
Total	112	117

The source of patient admissions continued to emanate predominantly from acute care hospitals.

<u>Source of Admission</u>	<u>2002-2003</u>	<u>2003-2004</u>
Greenwich Hospital	76	90
Other Hospitals	11	14
Skilled Nursing Facilities	11	11
Assisted Living Facilities	4	5
Home	<u>15</u>	<u>12</u>
Total Admissions	<u>117</u>	<u>132</u>

MAJOR ACCOMPLISHMENTS AND ACTIVITIES

- The Certificate of Need application for a new 190-bed skilled nursing facility was approved by the State of Connecticut Department of Social Services in February 2004.
- The 14 member RTM Special Committee for Nathaniel Witherell continued their in-depth study regarding the rebuilding of The Nathaniel Witherell. A complete report is anticipated to be released in August of 2004.
- The expansion of Rehabilitation services at The Nathaniel Witherell commenced in October 2003 with completion of the contractual relationship with Greenwich Hospital.
- The Family Council for The Nathaniel Witherell was re-established in 2003.
- The Board of Directors underwent great change. The Chairman, Vice Chairman, Secretary and three other members' positions were replaced with new appointments June 2004.
- The search for a new Executive Director resulted in the hiring of Christine Clark in May 2004.

Christine L. Clark
Executive Director

DEPARTMENT OF SOCIAL SERVICES

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	72	81	91
Expenditures:			
Current	\$2,734,539	\$2,542,457	\$2,703,618
Capital	\$0	\$0	\$0
Total:	<u>\$2,734,539</u>	<u>\$2,542,457</u>	<u>\$2,703,618</u>
Revenue:	\$117,325	\$191,225	\$308,390

Note: 1. Of 72 Department positions in '03-04: 37 were full-time (51%); 35 (49%) part-time, seasonal, or temporary. 2. '03-04 Adopted Budget was understated by \$64,000. Error rectified in '04-05 Adopted.

Statement of Department Mission, Goals, and Target Population

Mission: To protect and promote the welfare of the most vulnerable individuals in the community, through support and services of the highest quality, that maximize competency, independence, and quality of life.

Goals: To provide for basic human needs; maintain the integrity of families; strengthen residents' self-reliance and self-sufficiency; and promote positive social development and emotional adjustment for residents unable to access these services elsewhere.

Target Population: Greenwich's economically-disadvantaged residents; children and youth at risk of poor social or emotional adjustment; residents with confusion, dementia, and other declining abilities due to age and health conditions; those with intellectual disabilities and chronic mental illness; and those of limited income with physical and medical needs whose needs are not fully met by other agencies.

Department History and Future Trends

This year the Greenwich Dept. of Social Services was **95 years old**. The Town Charter charges the Department of Social Services with the responsibility for the welfare of various high-risk or special needs groups in the community, and with administration of all direct municipal social services to residents, except those provided by The Nathaniel Witherell and the Board of Education.

The Department is assisted and overseen by the seven-member, policy-making **Board of Social Services**. Board members serve three-year terms. Two terms expire each year, barring resignations. Officers this year were Mrs. Gilhuly, Chairman, who was succeeded by Co-Chairmen Mrs. Geismar and Mr. Booth. Other members were Mrs. Bylinsky, Ms. Harsany, Mrs. Weiss, and Mrs. Settlemeyer. New appointees in April '04 were Dr. Turk, filling the expired term of Mrs. Gilhuly, Ms. Drake, and Mrs. Fox, filling the unexpired terms of Mrs. Settlemeyer and Mrs. Weiss, respectively.

In '04-05 personnel trends, two part-time positions will replace two full-time positions, one in Family Casework/Youth Services, and one Adult and Family clerical post. Looking ahead, we anticipate that in '05-06, overall part-time positions in Senior Services will decline, due to a proposed '04-05 program transfer to the non-profit sector, and possible discontinuance of Homemaker Services to some categories of current clients.

The '04-05 Adopted Budget is \$3,092,256, 10.7% and \$299,405 more than '03-04. The atypically-high increase was due to a Town error in leaving a credit (reduction) of \$116,000 in the budget after we ceased providing social services personnel to The Nathaniel Witherell nursing home effective 6/30/04. Lesser factors were our correction of an under-budgeting error of \$64, 000 in Homemaker Service hours, made two years ago when our Budget Supervisor was new; and a slight increase in Town financial aid funds. These funds were increased due to severe proposed medical cutbacks for the poorest families, and low and moderate-income Seniors in the ConnPACE (pharmaceutical assistance) program. Absent the erroneous credit and our Homemaker Service correction, the '04-05 budget increase would have been 4%.

Key Department Services in '03-04

Provision of casework and prevention services to elderly, handicapped, adults, and families with children. These are the Department's fundamental services to all clients, which account for the majority of staff time and budgeted funds. Through casework and prevention services, residents are helped to resolve fiscal and other crises in their lives, better parent their children, solve other problems, enjoy their lives more, and remain living in the community despite a host of financial, physical, emotional, and other disadvantages.

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Casework includes direct activities to assist clients with their needs; case management (brokering and coordinating services from other providers); and counseling for personal problems and family relationships, when other sources are unavailable. Typical casework and prevention goals include ensuring that children's emotional, educational, and social needs are fully addressed by parents and the school and health systems; and meeting handicapped residents' need for socialization and support, from both professionals and other residents facing similar challenges.

Provision of town financial aid and connection to applicable benefit programs. These benefit programs supplement income, meet emergencies, lower expenses, offer enrichment, and contribute to health improvement and upward economic mobility. Resources are identified and used with residents' active participation. A few typical goals of Town financial aid and benefit connection are to: ensure that all basic human needs are being met, and to help these residents avoid eviction, homelessness, and worsened mental and physical health.

Provision of protective services to the elderly and the handicapped. The goals are to sustain and improve quality of life, prevent abuse, exploitation, and neglect (including dangerous self-neglect), ensure these residents receive health care, and when indicated, institutional services.

This work is sometimes done directly with Seniors and adult residents. It is also done on behalf of these residents, often with their families, who need information on services and living accommodations for these fragile residents, and help planning a course of action. In this work, staff interact on behalf of these residents' with concerned family members, friends, neighbors, key service providers, and Town officials concerned with public health and safety.

Service as a clearinghouse for the donations of the generous and caring Greenwich community. Here we use Department expertise to identify and verify the most needy residents, and link them to individual and group donations of materials, money, and time. Donors expect the Department to maximize the value of their donations by coordinating donated aid with other agencies, thus eliminating duplication of aid to the same residents. This service meets a community expectation for expertise and assistance to community groups and individuals who lack expertise, time, or staff to perform the many tasks required to implement charitable impulses towards the most needy, prudently, and with the greatest impact.

Department Accomplishments in '03-04; Plans for '04-05 and '05-06

Casework and Prevention Services: In '03-04, 1,917 unduplicated households received casework and/or prevention services. The Adult and Family Division served 1,154 unduplicated cases; the Senior Services Division served 763. Thirty cases seen in both Divisions were assigned a 'home' Division and only counted once to accurately measure the number of households helped. In '04-05, more households are expected to require casework and prevention services.

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In '03-04, 158 unduplicated children received prevention services through the **Byram Recreation and Arts** program, **Youth Conservation Project**, and the **Teen Outreach Program**. The part-time Teen Outreach program was discontinued in 6/04. As a result, in '04-05, the Town's Table of Positions will be revised to reflect deletion of a full-time position. The Department will re-establish the part-time Family Casework position, formerly combined with the abolished TOP program to create one full-time position.

Recorded program and service enrollment in '03-04 was 3,766 for the unduplicated 1,917 Department cases; 2,539 program enrollments for the 1,154 Adult and Family Division cases; and 1,227 program enrollments for the 763 Senior Division cases. Program enrollments per case are understated, due to high caseloads per worker, software shortcomings, and staff frustration with the software. In 04-05, staff committee work will continue to re-design the software to simplify it. Engagement of a consultant to make design changes will also be investigated.

In '03-04, 331 unduplicated low and moderate income households, including families, single adults, and Senior Citizens, received money through the **Elderly and Disabled Renter's Tax Relief** program. Another unduplicated 316 households received funds through the **Energy Assistance program and Operation Fuel**. Total federal, State, and private funds awarded in all three programs was **\$246,265**. A new partnership with CTE, Inc., to take Energy applications and follow-up documentation for Adult and Family clients, worked very well. In '04-05, we plan to continue our new Energy relationship with CTE, and expect a similar number of applicants.

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\$130,893 in **Town financial aid** was disbursed to 208 Greenwich households, to prevent and rectify emergencies, provide transportation to work and essential appointments, supply services and devices needed to keep Seniors safely in their homes, and to help pay basic bills during periods of low or no income. 159 of the 208 households were adults and families, including a non-client Town Condemnation case. 49 were Senior Citizens. \$12,182 was disbursed from Department financial aid accounts to the Condemnation case.

Of 92 residents served in '03-04 by the **Work, Education, and Beginnings Program (WEB)**, 45 of 48 found positions, and 86 enrolled in education and training. 24 took English as a Second Language. 30 were trained in computer-literacy by partner agency CTE, Inc. This year, CTE also ran a resume-readiness workshop for 32 residents. CTE's partnership expanded this year, due to its commitment to serving Greenwich residents. We remain grateful to our other partner as well--the Board of Education's Continuing Education Department--for supplying an ESL (English as a Second Language) teacher every year, and providing written registration and monthly attendance reports.

In '03-04, **the Greenwich Homemaker Service** provided 16,829 hours of in-home service to 178 unduplicated cases, including 1,060 hours of in-home Companion service, and 540 Health Aide hours to our one remaining Health Aide case. In 04-05, Homemaker Service clients, hours, and part-time staff may be reduced by discontinuing service to Full-Pay and SWCAA-reimbursed cases, as these groups' payments fail to fully cover Department costs, and multiple alternate providers have become available at the same or lesser cost. Department casework services would continue to be available to **both groups**. If these changes are implemented, **No-Fee and Partial Fee clients** will continue to be served.

Deleted: and we expect to remain in close contact with SWCAA, which relies on local municipal and private services to assist it with its clients.

In '03-04, 48 unduplicated, isolated and homebound Seniors enjoyed the companionship and support of a volunteer **Friendly Visitor**. Volunteers spent a minimum of 2,496 hours with their "Friends." It is hoped that in '04-05, the Department's Friendly Visitor program will be operated by Family Centers, Inc., under a three-year sunset grant from the Department, after which Family Centers will assume full fiscal responsibility for the program.

With fundraising help from the Department's advisory committees, in '03-04 the Greenwich community donated **\$224,274** to five Department programs: **Holiday Aid, Boots and Shoes, Camperships, the Youth Conservation Project, and Salvation Army Emergency Aid**. A duplicated total of 926 households of 2,060 persons were helped. No significant changes are anticipated in '04-05, unless the Salvation Army's funds decline due to fewer contributions.

Special Projects in '03-04; Plans for '04-05 and '05-06

In '03-04, the Board continued its in-depth program evaluations of the remainder of the 8 Department programs the 3/01 Dept. Study saw as potentially suitable for delivery by others, or otherwise in need of review. Cornerstone Consulting Group, Inc. felt that by potentially divesting some programs that might be performed by others, for free or by service contract, existing Department funds would become available for existing unmet needs, or newly-emerging needs, that are unattractive to private providers, or otherwise better-suited to public sector provision.

In order to meet BET Budget Committee requirements for quarterly release of Department budget funds in '04-05, the Department is expected to prepare program cost/benefit summaries according to the Dept. Study-suggested format, and rough costing of fundamental services and specific programs, with and without Town fringe benefit costs. '04-05 also requires preparation of the first Department Operations Plan for the '05-06 Proposed Budget submission.

In '03-04, the Department was asked to take responsibility for creating a Plan for Town compliance with State Uniform Relocation Assistance Act requirements. The Plan and procedures are necessary due to Town intentions to pursue complaints of illegal housing more vigorously. Inter-town research was done, the State consulted, and a proposed Town Plan sent to the Board of Selectmen, who referred it to Law for legal review. One URAA case unexpectedly arose when illegal housing was found during a requested property inspection. By year-end, over \$12,000 in Department funds was paid for interim and permanent replacement shelter, requiring that funds be located and transferred from other Department accounts.

In '04-05, Law is expected to issue a revised URAA Plan for filing with the State. Approval by the Board of Social Services for Department participation in this new Town and Department program is expected. A fund request for required relocation assistance payments will be delayed until sufficient experience permits a reliable estimate. In '05-06, we will further develop the new Department program of Relocation Advisory Assistance under the Uniform Relocation Assistance Act, by serving as the Town's Relocation Officers, administering mandatory payments to displaced households, and training staff in emergency response and program financial procedures.

To prepare for eventual conversion to Town outcome-based budgeting, in '04-05 we will request approval to enhance our database software, Evolv for Windows; develop a simplified program structure, outcome measures, and a method for tracking staff time in each program or service

category, in order to obtain accurate costs for each program and service. The Department will begin migration to Outcome Budgeting in 1/05.

Carol A. Femia, *MSW, MBA*
Commissioner of Social Services
Greenwich Department of Social Services

**BOARD OF EDUCATION REPORT
NOT AVAILABLE AT TIME OF PRINTING**

GREENWICH LIBRARY

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	67	67	67
Expenditures:			
Current	\$6,787,454	\$6,832,521	\$6,345,067
Capital	\$516,828	\$1,835,208	\$326,524
Total:	<u>\$7,304,282</u>	<u>\$8,667,729</u>	<u>\$6,671,591</u>
Revenue:	\$1,384,786	\$1,317,587	\$1,201,165

The Greenwich Library, a non-profit corporation, consists of the Main Library in central Greenwich, and the Byram Shubert and the Cos Cob branches. A book van delivers books to housing complexes and senior residences.

The Town of Greenwich funds its annual operating and maintenance budget. The Trustees Development Office raises private monies for new capital projects and to incubate new programs. Membership contributions to the Friends of the Greenwich Library fund programs and other projects.

The Clementine L. Peterson Foundation was established under the will of Clementine L. Peterson. Foundation Trustees, as distinguished from the Greenwich Library Board of Trustees, govern it. Mrs. Peterson's bequest enabled the construction of the 32,000-square foot Peterson Wing, and annual interest from the funds are used for maintenance, operation, and staffing for the area as well as for business and music materials and services.

Mission and Vision. The Greenwich Library mission is to provide free and convenient access to information and to promote the love of reading and research, the joy of lifelong learning and engagement with the arts, sciences, and humanities. Its constant vision is to provide the community with superior library services, to serve as the cultural and intellectual crossroads of Greenwich, and to be a leader among public libraries in a rapidly changing world.

Another record-breaking year – 1,324, 903 items borrowed.

Again the Library surpassed the previous year's activity records. The number of patrons visiting the libraries was 741,286, also an all-time high. At the main library, 670,000 books were borrowed. It is significant that even as national surveys were being published indicating a decline in reading, Greenwich's enthusiastic readers kept the library second in New England only to Boston Public Library in number of books circulated. In the past 35 years book borrowing has risen nearly 350% --from 200,000 in 1969 to 670,000 today, with the town population then, as now, approximately 60,000. This is an especial tribute to Greenwich readers when the astounding advances in non-print communication during that period are taken into consideration.

A Library is a Growing Organism

Despite the growing use of the library and the rise to an all-time high in books borrowed, evolving technology has allowed our staff to meet the demand. The fourteen employees of the Library's Lending Team initiated and implemented several time saving systems this year, such as email notification of holds filled and overdues for patrons who prefer this form of communication. The new touch screen computers at the Lending Desk have eliminated 90% of manual mouse functions. These hi-tech streamlined procedures save valuable time for both staff and patrons.

Programs for all interests and ages

Another record was set in the number of programs offered and numbers of program attendees. From the September '03 opening of the Cole Auditorium with the appearance of world-renowned Middle East expert Bernard Lewis, through a full year of films, and concerts, lectures, and theater, to the Summer Reading Program "Treasure Your Library" and the second "Family Fun Day," the special events schedule remained exciting.

Peterson Music Programs focus on contemporary artists and forms, while the Friends Cole Concerts continue in the classical tradition. Acclaimed jazz saxophonist and Greenwich resident Bennie Wallace performed with his quartet; the perennial favorite singer/songwriter Patty Larkin appeared in the spring; and cabaret artist Stacy Kent played a concert funded by both the Peterson bequest and the Friends of the Library. The Library now subscribes to a streaming audio service provided by *Classical International*. This technology has enabled users to listen to classical music of their choice over the Internet on two dedicated computers in the Music Technology Room.

Overall at the main Library, programs for adults increased nearly three-fold, and for children 23%, for a total of 658 programs. Combined with increased activities at both branches, the library offered 1,415 programs that were enjoyed by 51,079 people. They included "Lapsits," crafts, and book discussion programs for kids; and business, literature, music, dance, theatre, wellness, and self-improvement programs for adults. The most prominent literary event was the series of lectures and discussions on James Joyce's *Ulysses* led by Greenwich resident Jesse Meyers. Prominent Joyce scholar Dr. Michael Grodin of the University of Western Ontario also delivered a lecture,

Collections, Materials, and National Recognition

One-year old, the Health Information Center is an extensive collection of consumer health and wellness materials with over 100 reference titles, 40 periodicals, 18 databases, nearly 5,000 circulating books, and hundreds of videos and audio books, all overseen by trained professionals. In June, the Center received the National Commission on Libraries and Information Science Blue Ribbon Consumer Health Information Recognition Award. It was one of 38 libraries across the country so honored. To enhance the service, we worked with Greenwich Hospital, the Town Department of Health and the Senior Center to implement numerous information programs with medical professionals and authors on health-related programs from cardiac care, nutrition, aging, chronic fatigue, and more.

Training for staff at the Health Information Center and in many other areas of public service requires a considerable amount of time. Everyone on staff participated in workshops and seminars on some aspect of service, totaling 2,015 hours of training in-house.

Business and Electronic Services

More than twelve hundred Peterson-funded circulating items, 45 Business Reference titles, and 86 audio books were added to the business collection. Electronic business databases are constantly being evaluated, and training for both staff and patrons occur on a regular basis. The Canada component of D&B's Million Dollar Directory and STAT-USA, a database providing one stop internet browsing for business, trade and economic information, are now available. Mary Ellen Bates, expert on the information industry, presented a workshop, *Getting down to business: Finding business information on the web*. We presented the Great Decisions 2004 series in collaboration with the World Affairs Forum. These well-attended programs present impartial background and analysis of important U.S. policy issues. The YWCA joined the Library as sponsors of another informative series, "Best Practices for Women Leaders."

Use of the eighty-eight electronic databases grew an astounding 136%; patrons made 450,000 visits to the Library website and databases combined.

The biennial Peterson Business Award Dinner recognized Henry A. McKinnell, Jr., Greenwich resident and chairman and chief executive of Pfizer Inc., the world's largest research-based pharmaceutical company. Dr. McKinnell was honored for his pioneering achievements in the health care industry during the fundraising gala. The Library and the Peterson Foundation established the award to acknowledge an individual whose innovative thinking, leadership, and sustained record of achievement have had a profound impact on the national and global economy.

Branch Libraries

A highlight of the Cos Cob year was the September Open House with the Friends of the Library staging a Mardi Gras that drew 400 people. At Byram Shubert services for the Spanish speaking community continued to grow; the branch hosted a variety of guest author, crafts, and musical entertainment programs for patrons of all ages. Friends groups at both branches arranged rotating art exhibits in their community rooms. Book discussions and film series remained favorite activities. Preliminary studies for much needed expansion at both neighborhood facilities took place during the year. Branch visits increased by 5,000 at Byram Shubert and 2,300 at Cos Cob.

Friends Activities

The Friends Head Start program provides an important children's service. This outreach effort was forged by a successful and growing partnership with the Library Children's Room staff and Community Centers Inc. The Oral History Project celebrated its 30th anniversary by spending a day taking oral histories from interested residents with interesting personal stories to tell about their lives in the community.

The Flinn Gallery mounted six widely varied exhibits ranging from a spectacular show of hundreds of works by young artists called "The Open Eye: Celebrating a Child's View" to "Please be Seated" a show of whimsical hand crafted chairs.

Scores of Friends Adopt-A-Shelf volunteers helped staff keep the book shelves orderly. In the Cafe, the Friends "Book Brigaders" sort, shelve and subsequently sell thousands of discarded books each year; proceeds help to fund Friends programs. The Friends annual membership appeal is its principal marketing medium and with nearly \$90,000 raised, the group is able to maintain the extensive program schedule. Member contributions also enable the Friends Education fund to offer partial scholarships to six full-time staff members currently pursuing library degrees.

Friends Cole concerts included a chamber performance by the Amelia Trio and a music "seminar" series for children conducted by Edward Aron. In "Fun with Classical Music featured the Carnegie Hall cellist and several colleagues who introduced the basics of orchestral music and instruments to elementary school-aged children.

The Library's new Health Information Brochure and its Friends-sponsored newsletter *Keep Posted* won top awards from the Connecticut Library Association. We received honorable mentions for the eye-opening art invitation for the Flinn Gallery's "Open Eye" exhibit from the American Library Association. The Health Information Brochure received an honorable mention in the Library Public Relations Council's annual competition.

To appropriately recognize individual staff members and volunteers who contributed to a highly productive year is prohibited by space constraints and we would most certainly overlook any number of Library team members. All are significant. They, along with our eager and supportive patrons and our strong public and private financial partnership, are the reason for the vigor and success of the Greenwich Library.

Mario M. González,
Director

PERROT MEMORIAL LIBRARY

	<u>2003-04</u>	<u>2002-03</u>	<u>2002-01</u>
Budgeted Personnel:	11	11	11
Expenditures:			
Current	\$1,137,432	\$1,115,015	\$1,043,209
Capital	\$0	\$0	\$0
Total:	<u>\$1,137,432</u>	<u>\$1,115,015</u>	<u>\$1,043,209</u>
Revenue:	\$10,844	\$13,505	\$13,379

Collection Development

The Board of Directors and library staff have made great strides towards achieving the library’s long range goal of increasing the quality and utilization of our library materials; books, music, movies, electronic resources, newspapers and magazines. This is reflected in our increased circulation and reference use statistics. Thanks to our continued budget support from the Town of Greenwich, we have carefully managed our resources to devote 15 percent of our total budget to develop the library’s collections. During the past year, we have completed a thorough review and updating of the adult fiction and non-fiction books and the children’s reference and non-fiction book collections.

Capital Improvements

Perrot Library celebrated the completion of our renovations to the historic 1930 Dan Everett Waid designed building this year. The new circulation desk, lighting, computer workstations, and book displays have improved customer service and staff efficiency.

Programs for Adults

Shakespeare Colloquy: a Mutual Discourse led by Ann Gilhuly. The plays “The Reign of Edward III” and “Richard III” were the focus of these popular evening discussions this past year.

Ellin Kalmus, a distinguished lecturer at the Metropolitan Museum of Art, presented a series of five programs on “The Impressionists and Their World: Ravishing Pictures of Color and Light”. Ellin dazzled the 500 plus attendees with her slides and breadth of knowledge of one of the most exciting and revolutionary periods in the history of the art world.

Programs and Services for Children

All of our Children’s programs continue to be fully subscribed and highly popular. The staff provided 364 program sessions for a total of 9,015 children this past year. We have instituted a new program that was experimental last year, “Pat-a-Cake”. This is a drop in program for infants and their parents/caregivers in the child’s first year of life.

Statistics

Library Visits:	208,124
Items Borrowed:	236,086
Days Open:	338
Reference Questions:	21,347
Public Internet Use:	18,254
Program Attendance (Adult and Children):	9,730
Number of Items in the Collections:	
Adult Books	27,585
Children's Books	30,974
Recorded Books – Audio	1,904
Music on Compact Disk	2,568
Movies on Video/DVD	5,023
Magazine and Newspaper Subscriptions	107
Serial volumes (back issues)	1,894
Total	71,959

Finance

Budgeted Personnel:	44
Expenditures:	\$1,137,432
Revenues:	\$10,844

Kevin McCarthy
Library Director

BRUCE MUSEUM REPORT NOT AVAILABLE AT TIME OF PRINTING

**DEPARTMENT OF PARKS AND RECREATION
ADMINISTRATION**

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	147	147	148
Expenditures:			
Current	N/A	\$10,475,179	10,179,588
Capital	N/A	\$2,191,221	947,584
Total:	N/A	<u>\$12,666,400</u>	<u>\$11,127,172</u>
Revenue:	N/A	\$4,318,544	\$4,109,349

MISSION STATEMENT

The Department of Parks and Recreation is a Team of Recreation Professionals who provide high quality leisure opportunities within a healthy and attractive environment. 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 Department of Parks and Recreation was established on January 9, 1971, by a home rule amendment approved by the Representative Town Meeting on April 27, 1970. The Department, under the direction and control of the First Selectman, is headed by a Director of Parks and Recreation and includes the Division of Recreation, the Division of Parks and Trees, the Division of Marine and Facility Operations and the Division of the Griffith E. Harris Golf Course.

The primary responsibility of the Department of Parks and Recreation 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.

In fiscal year 2003-2004, participation and attendance in the Department's leisure programs, activities and facilities continued to experience steady growth. It is estimated that over 90% of the total Town population availed themselves of one or more of the Department services.

The Department of Parks and Recreation hired Tim Coughlin as the Turf Operations Manager in the Parks and Trees Division.

Joseph A. Siciliano
Director, Department of Parks and Recreation

GRIFFITH E. HARRIS GOLF COURSE

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
	10	10	10
Budgeted Personnel:			
Expenditures:			
Current	N/A	\$1,111,568	\$1,187,562
Capital	N/A	\$1,506,222	\$463,469
Total:	N/A	<u>\$2,617,790</u>	<u>\$1,651,031</u>
Rounds Played	43,953	42,126	48,452
Revenue:	N/A	\$1,325,542	\$1,394,754

Our new irrigation system is complete and is very effective. The reconstruction of the 11th tee is complete and increased the amount of tee space immediately. We hosted the MGA Championship, which was very successful. The Town-wide tournament was very competitive and the Town Junior Championship was a big hit. September is the time of the annual "Griff" tournament with proceeds this year going toward the construction of the new Administrative and Pro Shop building. The course conditions were quoted as "spectacular" in many letters received from golfers.

The new computers and software system along with an additional joint mailing with the beach and tennis card renewals yielded hundreds of more members.

In summary, we feel "The Griff" is the premier Municipal golf course in Connecticut with the final piece of a new Administrative & Pro Shop building being our only major need.

David D'Andrea
Manager, Golf Course Operations

MARINE & FACILITY OPERATIONS DIVISION

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	N/A	21	21
Expenditures:			
Current	N/A	\$2,067,137	\$1,814,468
Capital	N/A	\$177,063	\$128,763
Total:	N/A	<u>\$2,244,200</u>	<u>\$1,943,221</u>
Revenue:	N/A	\$1,660,895	\$1,493,301

The Marine and Facility Operations Division of the Department of Parks and Recreation is accountable and responsible for all municipal beaches, ferry services, off-shore islands, boating facilities, all harbors, use of and traffic in the waters of Long Island Sound and elsewhere, subject to the jurisdiction of the Town.

The division is responsible for the planning, construction, development, service, maintenance, alterations, repair and storage of all physical properties under the control of the Department of Parks and Recreation. Its Superintendent acts as a local enforcement officer in implementing Town, State and Federal Policies with regard to all marine activities, both private and municipal. Staffing consists of 20 permanent, full-time positions and 80 seasonal positions.

BEACH ATTENDANCE July 1, 2003 thru June 30, 2004

Byram Beach	87,763
Greenwich Point	514,442
Great Captain Island	6,798 *
Island Beach	89,953 *

** Ferry Service only; not included are those who use private transportation.*

PARK PASSES

A total of 41,681 park passes were issued to the residents of Greenwich. The breakdown is as follows:

<u>Pass Type</u>	<u>Number Issued</u>
Adult	27,661
Child	7,260
Senior	6,522
F/T Nanny	186
P/T Nanny	37
Adult Summer	9
Child Summer	6
Total	41,681

For fiscal year July 1, 2003 - June 30, 2004 the revenue totaled \$1,194,515, an increase of \$187,865 or 18%. Operating expenses, exclusive of fringe benefits for full-time permanent staff for all beaches totaled \$952,079.00.

HARBOR AND BOATING FACILITIES

Use Permits are required for each vessel using our municipal boating facilities. The Marine Facility Operations Division issued 1,810 permits from July 1, 2003 through June 30, 2004. The Harbor and Boating Facilities consist of 4 Marinas. They are located in Byram, Cos Cob, Grass Island and Greenwich Point. For the 2004 season the division issued 604 boat slips, 396 out water moorings, 386 trailer launch permits (including 30 non-resident launching permits), 67 dry sail spaces, 321 boat rack spaces, 67 lockers, 391 boats in winter storage, and 124 trailers in summer storage.

For fiscal year July 1, 2003 - June 30, 2004, operating expenses, exclusive of fringe benefits for staff, for all boating facilities totaled \$257,972. Receipts for use of facilities totaled \$487,997, an increase of \$32,417.

NEW PROGRAM

Pursuant to the Maritime Transportation Security Act of 2002 and its implementing regulations issued on October 22, 2003 by the United States Coast Guard, each passenger vessel with the capacity to carry more than 150 passengers must have and conform to a Vessel Security Plan CFR 33, Part 104 and Facility Security Plan CFR 33, Part 105 by June 30, 2004. The division worked with Group Long Island Sound of the United States Coast Guard, The State of Connecticut, Department of Public Safety, Division of Homeland Security, and The Passenger Vessel Association to conform to these regulations for the Ferry Operation of the Town of Greenwich.

Frederick J. Walters
Superintendent, Marine & Facility Operations

PARKS AND TREES DIVISION

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	82	82	82
Expenditures:			
Current	N/A	\$4,058,324	\$4,070,611
Capital	N/A	\$485,794	\$325,917
Total:	N/A	<u>\$4,544,118</u>	<u>\$4,396,528</u>
Revenue:	N/A	\$17,129	\$11,598

The character of a community can be defined by it's people and culture. Greenwich is uniquely fortunate to have those attributes set against the backdrop provided by its extensive collection of parks, shade trees, street trees, beaches and Long Island Sound. The quality of life in Greenwich is greatly enhanced by well-designed and maintained formal parks, passive and natural recreation areas, delightful 'pocket parks', floral streetscape gardens, and scenic beaches.

The Parks and Trees Division is responsible for the maintenance of all 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 (i.e. Fire and Police stations, Town Hall, libraries, etc.).

PARKS DIVISION

William Burgess, Parks Operations Manager

The Parks Division provides professional grounds maintenance services to all areas within our realm of responsibility, paying particular attention to formal parks and streetscapes in high use areas. Plants are selected that are attractive and pleasing, yet reasonable to care for and hardy enough for urban growing conditions. Maintenance responsibilities also include the collection and removal of leaves in parks and Town properties and assisting the Department of Public Works with ice and snow removal.

The Parks Division operates from five regional locations:

- Bruce Park (located at the Roger Sherman Baldwin Park complex),
- Binney Park,
- Byram Park,
- Montgomery Pinetum,

Each area has a Foreman and staff who maintain parks in their district as well as fire stations, libraries, traffic islands and abandoned cemeteries. In addition, over 300 neighborhood cul-de-sac 'islands' are landscaped and maintained by the Parks Division.

The Parks Division continues to work cooperatively with community groups on various special park improvement projects that are in accordance with the Master Plan for the Department of Parks and Recreation.

TREE DIVISION

Steven Gospodinoff, Tree Operations Manager

The Tree Division is responsible for the care and maintenance of all trees on roadsides, in parks and all other Town owned properties. The Tree Division is trained and equipped to provide a complete range of tree care services for the Town of Greenwich. Tree care services include tree removal, stump grinding, safety pruning, maintenance pruning, bracing, cabling, tree planting, insect and disease control, hazard tree evaluation, and tree value appraisal. The Tree Division is equipped with dump trucks, crane hoists, wood chippers, aerial lift trucks, high pressure tree sprayers, and stump grinder.

The Tree Division promptly removes dead and dangerous trees along public roads in order to limit the Town's liability and to provide for the public's safety and convenience. Tree crews are on call at all times for trees damaged during occurrences of extreme weather. Trees and limbs are cleared from streets and town properties to provide access for emergency services and to restore normal traffic conditions.

Trees are systematically inspected and pruned in parks, school campuses, roadsides, parking lots, and other Town facility properties to remove dead limbs for purposes of public safety. Ornamental and shade trees are also pruned to promote health and vigor as well as to enhance aesthetic appearance.

Town trees are also inspected and monitored for damaging insect and disease problems. Historically, insects and diseases have devastated some important shade tree and street tree species. All but a few American Elm trees have succumbed to the 'Dutch Elm Disease'. There is currently a program to attempt to save some remaining significant elm trees in Greenwich with injections of fungicide. The American Chestnut tree has been eliminated from our streets, parks and forests as a result of the 'Chestnut Blight' disease imported into this area in the early 1900s. Other trees similarly endangered are the White Ash (Ash 'Yellows' disease), Eastern Hemlock (Hemlock Woolly Adelgid insect), and Butternut tree (canker disease). These trees will be inspected, monitored and treated if feasibly possible.

Although many trees are removed for reasons of public safety and scheduled management, many new trees are planted to replenish our Town's tree population. In the Spring of 2004, 243 shade trees and street trees were planted by town crews. Trees were selected that would conform to the limitations of a specific site. Trees planted under utility lines were selected so that their mature form would fit that site without any significant conflicts with overhead utility lines in the future. Small, medium and large size shade trees were placed where they would fit the site and develop to their natural form while being compatible with the buildings, sidewalks, utilities and the infrastructure around them. Diversity of the tree population with regards to tree species, form, function, and aesthetics was also considered when planting trees. This is important so that the town tree population would not become a monotonous collection of similar trees or become vulnerable to tree damaging insects or diseases.

TURF DIVISION

Timothy Coughlin, Turf Operations Manager

Since 1999 the Parks and Trees Division has assumed the responsibility of the care and maintenance of all school campuses and athletic fields. The Turf Division is now responsible for the management and care of all athletic fields in the Town of Greenwich. There are 59 public athletic fields in Greenwich located on 15 school campuses and in parks. Over 4.5 million square feet (104 acres) of athletic turf are maintained. A variety of field sports are played on Greenwich's athletic fields including baseball, softball, football, lacrosse, soccer, little league baseball, cricket, rugby, tee-ball, field hockey, lawn bowling and croquet. Recently Cardinal Stadium was surfaced with artificial Sports Turf and is maintained by the Turf Division. This is the first artificial sports turf facility in Greenwich. The Turf Division also maintains the lawn bowling/croquet green in Bruce Park. The Turf Division is located at the North Street maintenance facility adjacent to North Street Elementary School.

The Superintendent of Parks and Trees and the Turf Operations Manager have drafted a comprehensive Athletic Field Inventory and Management Plan to guide the maintenance and renovation of all athletic fields. Standard routine management practices for the athletic fields include fertilization, aeration, insect & disease control, mowing, lining, seeding, sodding, weed control, irrigation, drainage, fencing, and complete field reconstruction.

TREE WARDEN

Bruce Spaman, Superintendent of Parks & Trees /Tree Warden

As Tree Warden, the Superintendent of Parks & Trees is responsible for the enforcement of state and local laws pertaining to trees and plantings on all Town properties. This includes State mandated posting of trees for removal for public safety purposes or unavoidable conflicts with infrastructure improvements. Every City and Town in Connecticut is required to have an appointed Tree Warden (Connecticut General Statutes, Section 23-58). The legislative intent of this statute is to assure that municipalities maintain, care and protect a valuable and essential natural resource -- municipally owned trees. It is the responsibility of the Tree Warden to ensure that public trees are properly maintained, removed if deemed hazardous to the public, and replaced with appropriate species for the location.

Bruce Spaman
Superintendent, Parks & Trees/Tree Warden

RECREATION DIVISION

	<u>2003-04</u>	<u>2002-03</u>	<u>2001-02</u>
Budgeted Personnel:	23	23	23
Expenditures:			
Current	N/A	\$1,901,354	\$1,815,623
Capital	N/A	\$22,142	\$29,435
Total:	N/A	<u>\$1,923,496</u>	<u>\$1,845,058</u>
Revenue:	N/A	\$1,292,478	\$1,187,196

The Recreation Division is responsible for the implementation of both active and passive recreation and leisure programs to meet the needs and interests of Greenwich residents. Approximately 200 part-time employees and a multitude of volunteers supplement the full-time staff. The Division has several facets of operation that include Organized Recreation, Senior Services and Specialized Recreational Facilities.

ORGANIZED RECREATION

The Division works to provide safe and pleasurable recreational services. A wide variety of programs are offered at facilities throughout Town.

RECREATION DIVISION HIGHLIGHTS IN 2003-2004

Supervised tennis court repairs at Byram, Pemberwick, Central Middle, Bruce Park, Loughlin Avenue, Eastern Greenwich Civic Center, Binney, and Christiano.

Griffith E. Harris Charity Golf Tournament raised over \$12,000 for Parks and Recreation Scholarship Fund.

Greenwich Skatepark for Inline Skaters and Skateboarders completed first full year of operation. Ran a successful summer camp, clinics, and competition.

Repaired staging at Pappas Pavilion.

A new member packet has been completed and available at the Senior Center.

Playground improvements were made at the following locations: Old Greenwich School (\$87,000), North Mianus School (\$28,000), and Riverside School (\$15,000).

The new artificial turf field at Greenwich High School provided an opportunity for field use during March for the first time. In addition to GHS activities, a number of local sports groups utilized the "turf" as well.

New dasher board system installed in Summer 2004 at Hamill Rink \$175,000 project completed.

The Greenwich Pops Concert, co-sponsored by the Arts Council, returned outdoors to Roger Sherman Baldwin Park after heavy rain forced the previous years' concert indoors for the first time at Greenwich High School.

VOLUNTEERS

Over the course of the year the Recreation Division utilized the help of more than 1,000 volunteers with various sports programs and special events. Volunteers are trained by the Division for program safety and basic first aid prior to the start of each program.

GIFTS, SCHOLARSHIPS & CAMPERSHIPS

A gift of \$22,500 was accepted by the RTM and received by the Recreation Division from RBS Greenwich Capital Markets for the annual Fireworks display at Greenwich High School and Binney Park. Gifts in the amount of \$3,000 from Mickey Yardis and the Greenwich Cup Racing Competitions and \$2,500 from the Second Congregational Church all helped to support scholarships for needy residents.

The Recreation Division also provided partial scholarships for youth programs in Town. The Scholarship Fund is supported by local donations and applicants are screened by the Department of Social Services to ensure confidentiality. The amount of \$10,435 in partial scholarships was given to Greenwich children in the past year.

An additional 36 camperships to the Town's summer programs were provided to the Recreation Division through the cooperation of the Recreation Division and the Department of Social Services.

ATHLETIC FIELD SCHEDULING

Over 22,400 field hours were scheduled by permit this past year, an increase of 500 hours. Over 600 individual field permits were issued during the year for the 53 baseball diamonds and athletic field areas scheduled by the Recreation Division Staff.

The Recreation Division has instituted a Field User Fee for all town and non-town programs on town fields. Over 11,000 field users were registered for the past year, an increase of 1,000 over the previous year.

SPECIAL EVENTS

Fourth of July Fireworks	Jim Fixx Memorial Day Road Race	Town Men's Golf Tournament
9/11 Ceremony	Wednesday Concerts in the Park	Jazz on the Sound
Kite Flying	Sand Blast Sand Sculpture	Greenwich "POPS" Concert
St. Patrick's Day Parade	Town-wide Halloween Party	Tuesday Concerts on the Green
Sunday Evening Concerts	St Roch's Feast	Greenwich Point 1 Mile Swim
Lunch with Santa	Roller skating	Adopt A Dog, Dog Show
Farmers Market	Concours D'Elegance Car Show	Salute to Veterans
Lion's Club Easter Egg Hunt	Greenwich Pt. Biathlon & Triathlon	Movies in the Park
Family Movie Nights	Susanah's Run	Knights of Columbus Flea Market
Town Wide Tennis Tourney	Beachfront Bushwhack 5 Mile Race	Town Women's Golf Tourney
Tour De Greenwich Bike Race	Sunbake Teen Concert	North Mianus Carnival
Glenville Carnival	Cos Cob Carnival	YWCA Walk for Diversity
Island Beach 2-Mile Swim	Town Holiday Tree Lighting	Jingle Bell Jog
Chamber of Commerce Tree Lighting	Junior Babe Ruth Baseball State Tournament	Hospice Tree Lighting
		Septemberfest

The Recreation Division plans and assists with approximately 100 special events throughout the Town during the course of the Fiscal year.

SUMMER PROGRAMS

Under Organized Recreation the Division offers three Summer Programs for children. These programs are structured differently in order to help parents meet various childcare issues.

Kamp Kairphree runs four two-week sessions out of the Eastern Greenwich Civic Center and Greenwich Point. 617 children participated in a variety of activities that included beach days, roller-skating, special trips, boating, and arts and crafts.

Summer Fun I & II is a popular drop-in program that allows parents to pick and choose days and times that are convenient to them. Participants (101) are offered a variety of activities that include cookouts, games, and special trips.

Music & Art Program rose to 205 participants. This six-week program offers music instruction in the morning and art in both the morning and afternoon. The program ends the season with an evening concert and art exhibit.

The Recreation Division continues to offer a variety of youth programs and sports clinics during school holidays and vacations. Our participants are given the opportunity to work on honing their skills and parents are relieved of childcare worries for a portion of the week. Examples of these clinics are Doyle Baseball Clinic and Indoor Soccer Clinics. In addition to this, one-week programs are offered at the end of August including Soccer Excellence, Blue Jays Baseball Academy, Mad Science Camp, Chess Camp and Future Stars Tennis and Sports Clinics. During school holidays and vacations we have offered a number of different special events such as roller skating, magic and puppet shows.

<u>PROGRAM</u>	<u>NUMBER OF PARTICIPANTS</u>
BASEBALL	704
SOCCER	1,120
GIRLS SOFTBALL	263
TENNIS CARDS & GUEST TENNIS CARDS	3,017
TENNIS CLINICS	277
PADDLE TENNIS	91
CO-ED VOLLEYBALL	230
MEN'S BASKETBALL	380
WOMEN'S SOFTBALL	450
MEN'S SOFTBALL	1,510
INDOOR GOLF	59
GYMNASTICS	56
GIRL'S BASKETBALL	110
CO-ED BASKETBALL (CHILDREN)	291
DROP-IN GYMNASIUM	1,560
SPRING SWIM	105
PRESCHOOL PLAYGROUPS	24
FIELD HOCKEY	25
SUMMER SWIM	153
FAMILY SWIM	128
TBALL	96
SKATEPARK (10 day passes and annual members)	84
SKATEPARK CLINIC	Skateboarders 48
(began in June)	Inline Skaters 24

SERVICES FOR SENIOR CITIZENS

As the Greenwich Senior Center enters its 31st year of service, we continue to provide a wide variety of activities to our senior community. The members are invited to join in our daily programs at the center, which include: Continuing Education Classes, English as a Second Language (ESL), the popular IBM/Verizon sponsored SeniorNet Computer Classes, Word Games, Craft programs, Foreign Language and Exercise Classes. Bridge, Chess, Scrabble and Mah Jongg groups run weekly as well as our very popular Silvertones Choir. We also offer the opportunity for members to participate in day trips, which run monthly, as well as weekly trips to the grocery store. Our Social Worker, Public Health Nurse, Utilize Senior Energy (USE) employment agency for seniors, and AARP all have offices within the center. Energy/Rent Rebate and Tax Preparation Assistance are offered seasonally. The Senior Center is open Monday through Friday, 9:00a.m. to 4:00p.m. Lunch is served daily from 12:00 noon to 12:30 pm., along with daily transportation to and from the center provided by the Transportation Association of Greenwich (TAG).

HIGHLIGHTS 2003-2004

The Senior Center was instrumental in the formation of the first Greenwich TRIAD and the implementation of the Yellow Dot Program.

In association with Literacy Volunteers of America, the Senior Center established an English as a Second Language Program (ESL).

The Senior Center received an Automated External Defibrillator through a GEMS Grant. Five of the Senior Center staff members were trained in CPR and in the use of the AED.

A kiln was obtained from another town department allowing the Senior Center to implement it's first Ceramic's program.

In conjunction with the Junior League (Done in a Day Program) a Mobile Mammogram visited the Center.

The Senior Center established a liaison with Boys & Girls Club, which brought an intergenerational program to our members. In August we enjoyed our second pool picnic at Camp Simmons as the guests of the Boys & Girls Club.

Our relationship with the Greenwich Arts Council was enhanced as the Senior Center co-sponsored the following programs: Roots & Branches and Poetry Jam. Local artists exhibited their work in our dining hall as we participated in Arts on the Avenue.

We have opened our doors to other town agencies such as the Police Department and the Senior Provider Network who have used our building for meetings related to senior issues.

SPECIALIZED RECREATIONAL FACILITIES

Dorothy Hamill Skating Rink – In its thirty-third year of operation this fully enclosed facility offers a wide variety of winter programs including group lessons, hockey clinics, youth and adult hockey leagues, a Town-wide Figure Skating Competition, general skating sessions, stick and puck sessions, Birthday Parties, school lessons, school fund raisers and more. The rink is home site for a number of school teams; youth travel hockey and a figure skating club.

Eastern Greenwich Civic Center – Events that utilize the center include antique and train shows, seminars, banquets, senior citizen programs, dog shows, baby and bridal showers and children's birthday parties. Also offered at the Center are roller skating, men's basketball, recreation open basketball, softball pitching clinics, soccer clinics, basketball clinics, Tennis for Tots, Weight Watchers, Bridges Nursery School, Lunch with Santa, Old Greenwich Art Society Painters, Greenwich Police Training Classes, Greenwich Parkinson Support Group, Old Greenwich Garden Club, Old Greenwich Lion Club Pancake Breakfast, lunchtime basketball, indoor golf, continuing education classes, swing dance classes and oldies dances. The Center serves as home for the Kamp Kairphree summer day camp program. The center also serves as home for the Old Greenwich Riverside Community Center.

Western Greenwich Civic Center – This facility supports the needs of the western side of town with numerous recreational activities. The types of activities that are programmed at the Center are both

private and Town-funded. Town-funded programs include movie nights, concerts, volleyball, basketball, school vacation programs, roller skating, puppet shows, summer camp, a Halloween party and a T-ball program for 5 and 6 year old children. Private groups that rent space or are given space for community service are; Greenwich Soccer Association, Girls, Inc., Just Wee Two, Ballet and Dance, Aerobics, Boy Scouts and Cub Scouts, senior meetings, the Junior League Safety Town Program, dog obedience classes, tennis lessons, cello lessons, piano lessons, sports programs, drawing and art classes, Pilates, Yoga, Tai Chi, Spanish lessons, SAT courses, Real Estate classes, Tap dance classes and drama classes. The WGCC Committee, consisting of concerned citizens, RTM District 9 members, and BET members continued to work hard to raise funds for the complete renovation of the civic center. The Town of Greenwich BET approved the 7.28 million dollar renovation project which is scheduled to begin the Fall of 2004.

Greenwich Skatepark – The Greenwich Skatepark continues to meet the needs of inline skaters and skateboarders in Town. Open daily year-round, weather permitting, the Skatepark provides a safe, supervised, fun facility for Greenwich youths six years old and older. This year 4,000 youths in Greenwich and the surrounding area used the Skatepark on a drop-in basis, clinics, camps or birthday parties.

Owned and operated by the Parks and Recreation Department, the Skatepark is located on Arch Street in a section of the Roger Sherman Baldwin Park Parking Lot, designated for Town employee parking, and the Arch Street Teen Center. The Skatepark consists of a series of ramps and rails 2-feet to 5-feet high. Some of the pieces include a 4-foot half pipe, a series of quarter pipes, a fun box, different height ramps and rails. The Park is always supervised with at least two trained and First Aid Certified staff on duty. We will be open year round – weather permitting. The fees to use the Park are \$150 annual membership with a prorated scale, as the season progresses, to \$120 and \$90 depending on when you purchase the membership. Ten-Day Passes cost \$60 and a One-Day Pass is \$10. All users must wear elbow and knee pads and a helmet. Every participant must sign a waiver form and a parent or legal guardian must sign for everyone under 18 years of age. The Park also offered Skateboard and Inline lessons. The Skatepark was a gift from the Junior League of Greenwich in 2003.

Neighborhood Community Centers – The William A. Yantorno (Pemberwick) Community Center and the Cos Cob Community Center are used for numerous social and family activities throughout the year. The Cos Cob Center is used for the Preschool Playgroup Program. The William A. Yantorno Community Center is the home of Greenwich Green & Clean.

Dundee School Gymnasium – The gymnasium is available for a variety of recreational activities. The activities include volleyball, indoor soccer, basketball, and birthday parties. The recreation division supervises evening and weekend activities.

Tennis Courts – Monitored courts and courts that can be reserved with a valid tennis card are at Bruce Park, Loughlin Avenue, Binney Park, Eastern Greenwich Civic Center, Eastern, Central and Western Middle Schools, Byram Park, and Greenwich High School. Courts that are available on a first-come, first-served basis only and are not supervised are available at Lyon Avenue and Pemberwick Park.

<u>2003-2004 Fiscal Year Revenues</u>	<u>Actual</u>
Organized Recreation	\$554,164
Senior Center	61,478
Eastern Greenwich Civic Center	121,831
Neighborhood Community Centers	31,493
Dorothy Hamill Skating Rink	429,408
Western Greenwich Civic Center	143,189
Greenwich Skatepark	39,760
Totals:	\$1,381,323

Peter J. Mandras, Jr.
Superintendent of Recreation

HOUSING AUTHORITY OF THE TOWN OF GREENWICH

In 1946, The Housing Authority of the Town of Greenwich was created, after an initial venture leasing town-owned housing to returning war veterans clearly demonstrated a greater need for public housing within the community. In 1947, the Town responded, appropriating \$785,000 in general funds to acquire sites and build additional veteran housing, with the State of Connecticut reimbursing one-half of the cost. As a result, two residential complexes housing 91 units were built.

Since the completion of the first residences, the number of properties owned and managed by the Housing Authority has grown dramatically in response to community need. Today, the Housing Authority owns and manages 13 residential complexes, accommodating senior citizens, families, and disabled persons within 857 apartments, as well as Parsonage Cottage, a 40 bed facility for the aged. In addition to the residences, the Housing Authority is also responsible for administering 225 residences throughout the community from private landlords under a special federal program known as Section 8, which provides certificates or vouchers to absorb the difference between published market rents and the resident's ability to pay, based on individual or family income.

The scope of the Housing Authority's mission today is more broadly defined than the conventional notion of brick and mortar as the primary focus. The concepts of building and defining a sense of community, purpose, and personal growth are also an integral part of the Housing Authority's role, helping residents to shape their lives productively. Working in unique, collaborative partnerships that tap a multitude of resources available within the Greenwich community and from state and federal organizations, the Housing Authority has implemented a broad based group of support services to strengthen family life, foster independence and self-sufficiency. Many of these initiatives are through the auspices of local agencies and organizations.

Partnerships

Family Centers, Inc.	YWCA of Greenwich
Community Centers, Inc.	Health
The Junior League of Greenwich, CT, Inc.	Greenwich Health Association
The Boys and Girls Club of Greenwich	Green Fingers Garden Club
Urban League of Southwestern Connecticut, Inc.	Horticultural Society and Master Gardeners
Town of Greenwich Board of Education	Department of Social Services
Police	Fire
Girl Scout Council of Southwestern Connecticut, Inc.	

Programs and Partnerships, Vocational/Counseling Services and Support

Wilbur Peck Court and Armstrong Court Computer Center

A computer education program begun in 1995, run by The Junior League of Greenwich on site at Wilbur Peck Court. A second computer center is located at Armstrong Court. Both have been officially designated as Neighborhood Network Computer Centers by HUD. The founding premise of the program emphasized the importance of acquiring crucial computer skills for successful entry into today's job market by providing participants with solid skills training, counseling for job search, interview preparation and other work related issues. Childcare for participants is also provided.

Counseling Services

Three free counseling meetings are available to any housing development resident who request them.

Vocational Support

A service available to residents seeking to improve their level of employment, with referrals to established vocational services.

Educational Support

Wilbur Peck Court Reading Group - Story reading and appropriate educational experiences offered weekly for children of parents who participate in the English as a Second Language Group

The Homework Club - Offered daily at Julian Curtiss and Hamilton Avenue Elementary Schools to provide homework assistance for groups or individuals.

Educational Incentives - Reward trips to Broadway shows, museums, and special events for students named to the honor roll for academic achievement.

Family and Health Care Support

Giant Steps and Kids Corner Head Start Programs - Two all day programs, offered weekdays, for early childhood enrichment at Wilbur Peck Court and Armstrong Court. The programs, fully accredited and licensed by the State of Connecticut, are run by full time staffs and require parent volunteer participation.

Youth Evaluation Service - A support program for teens suffering from stress or possible substance abuse that works in collaboration with parents through testing, personal interviews, and referral with appropriate follow-up counseling.

Teen Activity/Discussion Group - A supervised therapy, behavior modification and social activity program for teen residents.

Family Life Education - Small group informational seminars offered regularly on a variety of pertinent topics, including life transitions through divorce, returning to work after childbirth, and dealing with substance abuse.

Senior Counseling/Trips - Trips, outings, advocacy support and counseling are provided for elderly residents.

Mammography Screenings - Mammography screenings are offered to Housing Authority residents at an affordable rate or no cost, depending on circumstances.

Resident Activities/Communication

Resident Councils - Most of the Housing Authority residences have established resident councils whose focus is to foster communication and work cooperatively among residents and with the Housing Authority on pertinent issues. The League of Woman Voters conducts democratic elections and works with all councils in an on-going advisory capacity.

Housing Authority Administration

The Housing Authority is governed by a five-member Board of Commissioners, each appointed for a five-year term by the Board of Selectmen of the Town of Greenwich. A professional staff, headed by a Chief Executive Officer, manages daily operations of the Housing Authority, programs and residences.

Sources of Operating Funds

Rental income; construction loans, grant and operating subsidies from the U.S. Department of Housing and Urban Development and the Connecticut Department of Economic and Community Development; administrative fees earned from administering Section 8 private rental assistance and voucher programs;

special grants and programs as well as corporate and local organization donations; private donations. The Greenwich Housing Authority receives no budgeted operating funds from the Town of Greenwich.

Greenwich Housing Authority Properties

Adams Garden, 1949 - 80 family garden style apartments. Financed by the State of Connecticut.
Armstrong Court, 1951 - 144 family apartments. Financed by State of Connecticut.
Wilbur Peck Court, 1953 - 110 family apartments. Financed by U.S. Department of Housing and Urban Development (HUD)
Quarry Knoll I, 1962 - 50 Elderly apartments. Financed by HUD.
Agnes Morley Heights, 1973 - 150 elderly apartments. Financed by HUD.
Quarry Knoll II, 1980 - 40 elderly. Financed by Connecticut Housing Finance Authority.
Town Hall Annex, 1984 - 28 family apartments. Financing by State of Connecticut.
McKinney Terrace I, Family, 1988 - 21 family apartments. Financed by State of Connecticut.
McKinney Terrace II, Elderly, 1988 - 51 elderly apartments. Financed by a State of Connecticut grant.
Edgewood Avenue, 1990 - 7 family apartments. Financed through a conventional mortgage.
Columbus Avenue and Ritch Avenue, 1992 - Four, two bedroom family apartments, purchased for affordable housing. Financed through a conventional mortgage.
Greenwich Close, 1997 - 113 market-rate and 17 affordable family apartments. Financed through tax-exempt bonds and HUD.
Parsonage Cottage, 1997 - 40 bed Connecticut licensed home for the aged, managed by the Housing Authority and funded through a consortium of federal, state, and local private funding.

Mission Statement

The Housing Authority of the Town of Greenwich (HATG), in the interest of improving the quality of community life and revitalizing neighborhoods, is committed to being an ongoing producer, owner and manager of affordable, well-built, permanent housing for residents of varied incomes. Permanency of residence adds to the community stability in the Town of Greenwich. The strength and vitality of the HATG is derived from its structure, which joins in membership persons from local and state government, private enterprise, community groups, the Commissioners, the staff, and the housing residents themselves.

Residents, through their participation in Resident Councils, and with the assistance of a professional staff and the Commissioners, work cooperatively to manage their homes. They are encouraged to develop a sense of commitment and mutual support.

The developments are not merely a place to live, but also represent a stable community of people from different racial and ethnic backgrounds, ages and economic levels, as well as some with disabilities. The Commissioners of the Housing Authority of the Town of Greenwich bring together a wide variety of skills and talents, which are used for the benefit of all.

Housing Authority of the Town of Greenwich

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

	<u>2004-04</u>	<u>2003-03</u>	<u>2002-02</u>
Budgeted Personnel:	2	2	2
Expenditures:			
Current	\$199,904 *	\$0*	\$821,901.20
Capital	\$915,096	\$1,129,000	\$335,098.80
Total:	<u>\$1,115,000</u>	<u>\$1,129,000</u>	<u>\$1,157,000</u>
Revenue:	\$19,359	\$38,718	\$38,718

Note: The CDBG Fiscal Year is from January to December.

** The Town received the "Release of Funds from HUD on May 20,2004 and May 8 2003. Funds can not be expended prior to such release.*

Program Description. The Housing and Community Development Act of 1974, and subsequent amendments are Acts of the United States Congress to return tax revenue to local communities in federal aid for the purpose of addressing the needs established by the local communities with an emphasis on viable neighborhoods, decent housing, suitable living environment, and expanding economic opportunities for persons of low- and moderate-incomes. Of the entitlement programs available, Greenwich, Connecticut (at this time) only participates in the Community Development Block Grant program. The CDBG program is designed to leverage CDBG (federal) dollars with local, State, and/or private funds.

To receive the CDBG Entitlement funds (annually), the Town of Greenwich is required to submit a Consolidated Plan (3 to 5 years) and an Annual One Year Action Plan. The CDBG Office has developed a Citizen Participation Plan and Calendar to provide an opportunity for citizens to participate in the development of and advise on the CDBG program. The Community Development Advisory Committee (CDAC) consists of a member from each Representative Town Meeting (RTM) Districts, Board of Estimate and Taxation (2 members), Planning and Zoning Commission, Housing Authority of the Town of Greenwich, National Organization of Women (local chapter) and NAACP (local chapter). The Annual One Year Action Plan application process is designed to fit within the budgetary process adopted by the legislative body of Greenwich, Connecticut, and applicable local, State and Federal codes, Statutes, laws, etc.

This report is on Year 2004 Annual One Year Action Plan, covering January 1, 2004 – December 31, 2004. Note: The Year 2004 Annual One Year Action Plan is the 5th and last increment of the Five Year Consolidated Plan (January 1, 2000 – December 31, 2004). A notice of CDBG funding availability for the upcoming year is announced in May each year preceding the beginning of the program (fiscal year). This is followed with a community-wide mailing and public notices inviting interested people/agencies to apply for the anticipated grant funds. Completed proposals (received by the due date) are then evaluated and ranked by the CDBG staff for eligibility (per CDBG regulations). Copies of each proposal with CDBG staff comments are then provided to the CDAC for further review. CDAC members meet with applicants to discuss the merits and feasibility of submitted proposals and arrange for site visits. After further CDAC discussions, they make their funding recommendations to the First Selectman. The First Selectman then holds a public hearing during the month of July on the Proposed One Year Action Plan to solicit public comments/suggestions. The Board of Estimate and Taxation (Budget Committee) grants budget approval in September and the "Community Development Block Grant Proposed Annual One Year Action Plan" is placed on the RTM Call during their October meeting for further approval. The Final One Year Action Plan is submitted to the Housing and Urban Development (HUD) in November.

Program Activities. The Year 2004 CDBG entitlement for Greenwich, Connecticut was \$1,115,000. Following please find the activities, approved for CDBG funding, that provide services benefiting persons and families/households of low- and moderate-income (per CDBG income limits) Greenwich residents:

2004 Activities Approved and Underway as of June 30, 2004:

1. Boys and Girls Club of Greenwich - \$9,750 for the Project Learn and Character Development Programs.
2. Dental Center of Stamford - \$10,000 for the partial cost of a Dental Hygienist.
3. Family Centers, Inc. - \$15,000 for the Head Start child day care & \$5,000 for RITE (job-training) Programs.
4. Greenwich Adult Day Care - \$10,000 for the Nursing and \$10,000 for Transportation Programs.
5. Greenwich School Age Child Care - \$20,000 for its Scholarship Fund (Before and After School Programs).
6. Jewish Family Services - \$8,000 for the Super-marketing for Seniors Program.
7. Kids in Crisis - \$15,000 for the TLC Program.
8. Shelter for the Homeless - \$9,000 for the Food Services Program.
9. St. Luke's Community Services - \$15,000 for partial administrative cost of the Women's Housing Program.
10. Transportation Association of Greenwich - \$9,800 for partial administrative cost.
11. YWCA of Greenwich - \$15,000 for the Domestic Abuse Services Program.
12. Family Centers, Inc (Rehab) - \$32,096 for the Roof Rehabilitation Project.
13. Greenwich Association of Retarded Citizens - \$55,000 for Kitchen Renovation.
14. LMG Programs, Inc. - \$6,000 for the purchase of Kitchen equipments.
15. Pathways, Inc. - \$82,000 for Kitchen Rehabilitation (3 apartments).
16. Shelter for the Homeless - \$120,000 for partial cost of their Renovation Project.
17. St. Luke's Community Services - \$200,00 for their Supportive Housing Development Project.
18. CDBG Administration - \$185,178.30.

2004 Activities with Pending Contract as of June 30, 2004:

1. Domus Foundation - \$31,000 for partial cost of Rehabilitation Project.
2. Food Bank of Lower Fairfield County - \$10,700 for the Food Bank Program.
3. Housing Authority of the Town of Greenwich - \$420,000 for the Hollow Wood Development Project.
4. Community Centers, Inc. – CDBG to re-allocate the \$5,000 CDBG funds (initially offered to CCI but was rejected) between YWCA-DAS (\$2,500) and GSACC-Scholarship (\$2,500). Pending BET approval.

The aforementioned activities are and may have been subject to change, depending on grant availability, additional funding needs and/or cancellation. If such changes occur, CDBG follows the procedures in its written Citizen Participation Plan, per HUD regulations and the CDBG Budget Policy.

CDBG contracts with grant recipients and conduct on-site monitoring to ensure that the CDBG funds are expended in accordance with HUD requirements including (but not limited to) EEO compliance, labor standards, fair housing, low- and moderate-income benefit, etc.

Note: The CDBG Office also submits the Consolidated Annual Performance and Evaluation Report (CAPER) to HUD each year. The CAPER provides a detailed year-end report of CDBG activities. The Capar for Year 2003 is on file and the CAPER for Year 2004 will be submitted to HUD in March of 2005.

New Laws/Statutes Affecting CDBG Program. While there are no new laws/statutes having a significant effect on the CDBG program, HUD continues to require new procedures such as an online systems/database (electronic reporting systems that coordinate mapping, graphics, financial database and word processing functions), new submission requirements for Consolidated Plans such as an electronic formatted management tool (Consolidated Plan Management Process – CPMP) and the inclusion of Performance Measures in Consolidated Plans.

New Activities. The CDBG program anticipates that Greenwich, Connecticut will receive an entitlement of \$1,115,000(+/-), an annual loan repayment of \$38,718 and the reprogramming of \$112,079.49 of funds from prior activities (Contingency Fund). These funds are due to activities/projects that were completed under budget or cancelled. The total amount of funds expected to be available for Year 2005 is \$1,265,797.49. New funding activities (for the 2005 program year) will be undertaken per the application/citizen participation process described in the first section of the Annual Report.

Staffing. There are two (2) full-time employees in the Community Development Office and the Director reports directly to the First Selectman.

Nancy C. Brown,
CDBG Director

TOWN OFFICERS
As on file with the Town Clerks Office
(as of 6-30-2004)

ALARM APPEALS BOARD* (4-year term)

(Terms expire March 31)

Charles T. Coyle (2006)
Romano Orlando (2006)
Sean Turpin (2008)
Robert Fogg(2006)
Domineck DeFranco (2008)

ARCHITECTURAL REVIEW COMMITTEE* (4-year term)

(Terms expire June 30)

Paul Pugliese, Co-Chairman (1998)
John Dixon (2002)
Kenneth Deck (2002)
Gerald Mylroie (2001)
Mary Jo Bridge Palmer (2002)
Susan D. Elia (2002)
Frank C. Lionetti (2002)

BOARD OF EDUCATION* (4-year term)

(Terms expire in November)

J Robert Carey (2005)
Susan Anderson (2005)
Colleen Giambo (2007)
Virginia Gwynn (2007)
William G. Kelly (2007)
Stephen Loparco (2007)
Sandra Walters (2005)
Paul A. Toretta (2005)

Superintendent of Schools:

Larry Leverett

Deputy Superintendent:

BOARD OF ESTIMATE AND TAXATION* (2-year term)

(Terms expire December 31, 2005)

Peter J. Tesci, **CHR**
Robert S. Stone, **VCHR**
Alma Rutgers, **CLRK**
Peter E. Berg
Jara Burnett
Janice C. Gardner
Kathryn K. Guimard
Edward T. Krumeich, Jr.
Michael Mason
Laurence B. Simon
Valeria P. Storms
Stephen G. Walko

BOARD OF ETHICS* (3-year term)

(Terms expire March 31)

Victor R. Coudert, Jr., **CHR** (2004)
Valerie Lauderdale (2004)
Robert Curtis (2006)
Monsignor William Genuario (2005)
Miles McDonald (2006)
James A. Lash, Ex-Officio

BOARD OF HEALTH* (4-year term)

(Terms expire March 31)

Robert L. Ailleo (2008)
Peter Arturi (2008)
Vincent DeFina (2004)
Robert Carangelo **CHR** (2006)
Elaine M Suchman (2008)
Forbes Delany (2006)

Dr. Naomi Tamerin (2006)

James A. Lash, Ex-Officio

Director of Health:

Caroline Baisley, Director

BOARD OF PARKS AND RECREATION* (4-year term)

(Terms expire March 31)

Lisbeth S. Beck (2006)
Joan Gyesky (2008)
Ira Bloom (2006)
Scott Johnson (2008)
Gary Oztemel (2006)**CHR**
Winston Robinson (2006)
Robert Oca (2008)
William Finger (2006)
Richard Wellington (2008)
James A. Lash, Ex-Officio

Director:

Joseph Siciliano

BOARD OF SELECTMEN (2-year term)

(Terms expire November 30, 2005)

James A. Lash, First Selectman
Penny Monahan, Selectman
Peter J. Crumbine, Selectman

BOARD OF SOCIAL SERVICES* (3-year term)

(Terms expire March 31)

Kathy Harsany (2007)
Diane C Fox (2006)
Patricia Geismar (2006)
Anne Drake (2006)
Gwen Bylinsky (2005)
John P. Booth, Jr. (2005)
Russell Turk (2007)
James A. Lash, Ex-Officio

Commissioner of Social Services:

Carol A. Femia

BOARD OF ASSESSMENT APPEALS (2-year term)

(Terms expire December 31, 2005)

Richard Kriskey
Jeff Reardon
Bill Bambrick
Mary McNamee
Rowland Harris

COMMISSION ON AGING

(Terms expire April 1)

Wilmot Harris (2005)
Betty Hauptman (2006) **CHR**
Alan Berk (2006)
Karen T LaMonica (2007)
Lin Lavery (2005)
Steven Dudley (2007)
James F. Lennox (2005)

BUILDING CODE BOARD OF STANDARDS

AND APPEALS (5-year term)

(Terms expire March 31)

Karen Cuscina (2004)
Thomas Cholnoky (2003)
Michael J. Franco (2005)
William Lavalette (2006)
Harry E. Peden, Jr. (2007)

Coordinator of Commission on Aging:

Sam Deibler

CONSERVATION COMMISSION (4-year term)

(Terms expire March 31)

Alexander Brash (2005)
William Rutherford,CHR(2005)
Lisette Henry(2004)
Nancy Dickinson(2004)
Eric Brower (2004)
Sue Baker (2005)
Renee Seblatnigg (2005)

Conservation Director:

Denise Savageau

CONSTABLES (2-year term)

(Terms expire December 31, 2003)

James E. Clifford
Stephen J. Paulo,Sr
Anthony Hayden
Siegrun K. Pottgen
Dominick R. Romeo, Jr.
James Fahy

CONSUMER AFFAIRS COORDINATOR

(Indefinite Term)

Anthony F. Belmont

FINANCE DEPARTMENT (2-year term)

(Terms expire December 31, 2003 except as noted)

Comptroller and Finance Officer:

Edward Gomeau

Assessor:

Ted Gwartney

Tax Collector:

Louis C. Carvella

Treasurer (indefinite term):

Joyce Bostic

FIRE DEPARTMENT

Fire Chief:

Daniel Warzoha

FLOOD AND EROSION CONTROL BOARD* (4-year term)

(Terms expire March 31)

Aubrey E. Mead, Jr (2003)
Anthony M. MacLeod (2001)
Leonard VanHouten (2001)
Edward J. Schmeltz (2003)
James A. Lash,,Ex -Officio

HISTORIC DISTRICT COMMISSION* (5-year term)

(Terms expire March 31)

Faith Toraby (2005)

Christopher Holbrook (2008)CHR

Joan L. Faust (2004)

Robert Wylie (2006)

Susan Richardson (2007)

James A. Lash,Ex-officio

HOUSING AUTHORITY* (5-year term)

(Terms expire July 31)

James Himes (2007)

Darlene Gerald (2005)

George Yankowich (2004)

Bernadette Settlemeyer (2008)

Jonathan D DuBois (2006)

INLAND WETLANDS AND WATER COURSES AGENCY*

(4-year term)

(Terms expire March 31)

Lawrence Perry (2005)

Christine Ana Coon (2008)

Thomas R. Baptist (2005)

Mathew Popp(2005)

Penelope Low (2005)

William Grempe (2005)

Lawrence Perry (2005)

Inland Wetlands Director:

Mark G. Massoud

JUSTICES OF THE PEACE (4-year term)

(Terms expire January 5,2005)

Fred Baker

Rocco Benvenuto

Sandra K. Bendfeldt

Elizabeth Bonsal

Louis C. Caravella

James Clifford

Stuart F. Coan

Forbes Delany

Peter G. DiLeo

James Fahy

William R. Ferenc

Karen Fox

Betty Hauptman

Anthony Hayden

Joseph Huley

Ann S. Isaacson

Richard Kriskey

Lawrence Larson

Janet Lockton

Roger H.V. Lourie

John B. Margenot,Jr.

Mary Ann Mullen

Helen Neilsen

Stephen Pierson

Stephanie Raia

Dominick Romeo

Mary B. Romeo

Robert Sanchez

Emil L. Smeriglio

David Stich

Cynthia von Keyserling

George VonTobel

LAW DEPARTMENT

(Term at Discretion of Board of Selectmen)
Town Attorney:
John Wetmore

LIBRARIES

Greenwich Library:
Mario M Gonzalez, Director

Perrot Memorial Library:

NATHANIEL WITHERELL BOARD* (3-year term)

(Terms expire March 31)
Chris Thurlow (2005)
Ellen Isidro (2007)
Charles E Otto (2005)
David Ormsby (2006)
Ron Dreskin (2006), **CHR**
Leslie Tarkington (2007)
David Ayres (2007)
Donald Fritz (2007)
Frederick E Siefert (2006)
James A. Lash, Ex-Officio
Administrator:

PLANNING AND ZONING BOARD OF APPEALS*

(4-year term)
(Terms expire March 31)
Arthur Delmhorst (2006)
David Weisbrod (2006)
Donald Kiefer, **CHR** (2004)
Robert Coulsen (2006)
Barbara McKelvey (2008)

PLANNING AND ZONING COMMISSION* (3-year term)

(Terms expire March 31)
Richard Maitland (2006)
Harry LeBien (2005) **CHR**
Mary Colombo (2005)
Raymond Heimbuch (2007)
Frank Napolitano (2007)
James A. Lash, Ex-Officio

Town Planner/Zoning Coordinator:
Diane Fox

POLICE DEPARTMENT

Police Chief:
James Walters

PUBLIC WORKS DEPARTMENT

Administration:
Marcus Madrid, Commissioner

PURCHASING

Joan T. Sullivan
Director of Administrative Services
and Purchasing

REGISTRARS OF VOTERS (2-year term)

(Terms expire January 2005)
Sharon B. Vecchiolla
Veronica B. Musca

REPRESENTATIVE TOWN MEETING* (2-year term)

(Terms expire December 31, 20035 0))
Thomas J. Byrne, Moderator
Joan E. Caldwell, Moderator Pro-Tempora
Carmella C. Budkins, Clerk-Ex-Officio

RETIREMENT BOARD* (4-year term)

Michael Pagliaro, Chairman
Mark Kordick
James V. Lavin
Allan Breed
Edward Gomeau, Comptroller

SHELLFISH COMMISSION (4-year term)

Lucy Jinishian, Chairman (2002)
Walton Alder (2001)
Susan Baker (2001)
Joseph Zeranski (2001)
Michael Aurelia (2002)
Jeffrey Stempien (2001)
Gary Masouredis (2001)
Daniel Barrett (2002)
Eric Omdahl (2002)

TOWN CLERK (2-year term)

(Term expires December 31, 2005)
Carmella C. Budkins

STATE OF CONNECTICUT

Governor: John G. Rowland
Lieutenant Governor: M. Jodi Rell
Secretary of the State: Susan Bysiewicz
Treasurer: Denise Nappier
Comptroller: Nancy S. Wyman
Attorney General: Richard Blumenthal

STATE SENATOR 36TH DISTRICT

Senator: William H. Nickerson

STATE REPRESENTATIVES

Assembly District 149 Olivia Floren
Assembly District 150 Lile Gibbons
Assembly District 151 Claudia Powers

SUPERIOR COURT

Presiding Judge
Edward Karazin
State's Attorney
Christoph L. Morano
Chief Clerk of the Judicial District
of Stamford/Norwalk
Donald J. Mastrony

Family Services Supervisor
Janet Esposito-Daigle

Chief Adult Probation Officer
Marin Roberson

PROBATE COURT

David W. Hopper
(Term expires January 2007)

STATE MARSHALLS OF GREENWICH

Joseph Purcell
Siegrun K. Pottgen

UNITED STATES

Representatives in Congress from Connecticut

1st Congressional District John B. Larson
2nd Congressional District Robert Simmons
3rd Congressional District Rose DeLauro
4th Congressional District Christopher Shays
5th Congressional District James H. Maloney
6th Congressional District Nancy L. Johnson

Senators from Connecticut

Christopher J. Dodd
Joseph I. Lieberman

**DEMOCRATIC TOWN
COMMITTEE**

(6-30-04)

As on file with the Town Clerks Office

District 1

Cornelius Grealy
Patricia Greene
Judith A Greene
Alma Rutgers
Mary B. McNamee
Penny Monahan
Pamela Frederick

District 2

Stuart Coan
Walter H Liebman
Thomas Nacinovich
Stephanie Raia
Brad Markowitz
Linda Loftus

District 3

Stacy Mortenson
George VonTobel
Mary Lou VonTobel

District 4

Dominick DeFranco
Anne Blumensaadt
Sharon Vecchiolla
Elizabeth Shopvick

District 5

Benjamin C. Bacon
Susan Anderson
Patty Auchincloss
Sarah Dickinson
Tamiko Pittocco
Elizabaeth Bonsal
Shirley Jankowich

District 6

Gerald Pollack
William Kelly
Anthony Hayden
Elizabeth Harkins
Barbara Hegarty
Isabel Rodrigues
John Driscoll

District 7

Edward Krumeich
Richard V Bergstresser
Phyllis Matthews
Winston Robinson
Elizabeth Krumeich

District 8

Judith Berg
Peter Berg
Peter Close
Merrick Alpert
James J. Fahy
Mary Ellen Fahy
James Himes
Virginia Gwynn
John Whalen

District 9

John Booth
Donald Sargeant
Roberta Nickerson
Howard Richman
Barbara Rosenthal
Leo Rosenthal

District 10

Michael Sandifer
William Grad
Charles Lee

District 11

Sigmund Beck
William Finger
Joseph Huley
Harry LeBien
David Singer
Edmond Kavounas

District 12

William Bambrick
Linda Loftus
Polly Franck
Sandra Bendfeldt
Don Abbasi
Seymour Polansky
Elaine Suchman
Dominick Romeo
Florence Spool

**REPUBLICAN TOWN
COMMITTEE**

(6-30-04)

As on file with the Town Clerks Office

District 1

Carl G. R. Carlson, Jr.
Mary G. Pellegrino
Robert J. Oca
Edward D. Dadakis
Carol A. Zarrilli

District 2

John Toner
Peter K. Joyce
Cecilia Morgan
Paul Toretta
Suzanne Geiss-Robbins

District 3

Francis R. Musca, Jr.
Louise T. Bavis
Veronica Baron Musca
David J. D'Andrea

District 4

Alfred F. Camillo, Jr
Mary Ann Mullen
Linda deSeife
Peter D. Millard

District 5

Carol Shattuck
Philip Skidmore
Samuel T. Telerico
John R. Raben
William Grempe

District 6

Robert S. Stone
D. Gifford Reed
Lile R. Gibbons
Erford E. Porter, II
Michael Barnaby

District 7

James Campbell
Leslie T. Tarkington
Robert S. Searle
Winona S. Mullis
Marianne Gattinella

District 8

Michael Mason
Randy Caravella
Anthony Tod Laudonia
Linda Moshier
David Theis

District 9

James E. Clifford
Lucy A. Macaluso
Dorothy Waurishuk
Anthony Medico
James E. Clifford

District 10

Robert J. Richardson
Sandra N. Waters
William H. Nickerson
Adalbert VonGontard

District 11

Bea Crumbine
Christa Hartch
Stu Reider
Jack Kriskey
George Schiele

District 12

Richard Perri
Paula Corrado
Nick Fortunato
Mary Romeo
Joseph Robinson

**REPRESENTATIVE TOWN MEETING DISTRICTS
BOUNDARIES - REGISTERED VOTERS**

(6-30-04)

As on file with the Town Clerks Office

DISTRICT NO. 1 - SOUTH CENTER (Registered voters – 2,585)

Bounded on the north by the center of the Boston Post Road; on the east by the center of Brothers Brook; on the south by the center of the Metro-North Railroad; on the west by the center of Prospect Street from the Metro-North Railroad northerly to the Boston Post Road.

DISTRICT NO. 2 - HARBOR (Registered voters – 2,040)

Bounded on the north by the center of the Boston Post Road from Brothers Brook to the Mianus River; on the east by the center of the Mianus River and the center of Cos Cob Harbor and a line south from the center of the entrance of Cos Cob Harbor in Long Island Sound; on the south by the southern boundary of the Town of Greenwich in Long Island Sound from a line south of Cos Cob Harbor to a line south from the Metro-North Railroad underpass at Hamilton Avenue; on the west by a line from Long Island Sound directly north to Metro-North Railroad underpass at Hamilton Avenue, thence easterly along the center of the Metro-North Railroad from the underpass at Hamilton Avenue, to the center of Brothers Brook, thence northerly along the center of Brothers Brook to the Boston Post Road.

DISTRICT NO. 3 - CHICKAHOMINY (Registered voters – 1,336)

Bounded on the north by the center of the Boston Post Road from Western Junior Highway to Prospect Street; on the east by the center of Prospect Street southerly to the Metro-North Railroad; on the south by the center of the Metro-North Railroad to the underpass at Hamilton Avenue and thence northerly on a direct line to the intersection of Richland Road and Western Junior Highway, thence on the center of Western Junior Highway to the Boston Post Road.

DISTRICT NO. 4 - BYRAM (Registered voters – 2,171)

Bounded on the north from the center of Comly Avenue from the New York State line to the center of the Byram River; on the east by the Byram River southerly to Davis Avenue and then southerly from the intersection of Davis Avenue and the Byram River to a point 200 feet east of the New York State Line on the Boston Post Road, thence easterly on the Boston Post Road to Western Junior Highway thence southerly along the center of Western Junior Highway to the intersection with Richland Road, thence southerly on a direct line to the underpass of the Metro-North Railroad at Hamilton Avenue, thence directly south to the New York State Line in Long Island Sound; on the west by the New York State Line.

DISTRICT NO. 5 - RIVERSIDE (Registered voters –2,586)

Bounded on the north by the center of the Boston Post Road; on the east by the center of Sound Beach Avenue to the center of Arch Street to West End Avenue and thence easterly on the center of West End Avenue to the center of Long Meadow Creek, thence south on the center of Long Meadow Creek and the center of Greenwich Cove to Long Island Sound; on the south by Long Island Sound; on the west by the center of Cos Cob Harbor and the Mianus River to the Boston Post Road.

DISTRICT NO. 6 - OLD GREENWICH (Registered voters –2,656)

Bounded on the north by the center of the Boston Post Road; on the east by the Stamford City line to the southern boundary of Greenwich in Long Island Sound; on the south by the New York State Line in Long Island Sound; on the west by a line in Long Island Sound north to the center of the entrance of Greenwich Cove, thence along the center of Greenwich Cove and Long Meadow Creek leading northerly to West End Avenue, thence along the center of West End Avenue westerly to Arch Street; thence northerly along the center of Arch Street and Sound Beach Avenue to the Boston Post Road.

DISTRICT NO. 7 - NORTH CENTER (Registered voters – 2,765)

Bounded on the north by Pemberwick Brook from the center of Weaver Street northerly to Rockefeller Pond and thence by Sherwood's Brook northerly to Clark's Drive and thence westerly of the center of Clark's Drive to Pecksland Road and thence northerly by the center of Pecksland Road to Round Hill Road, and thence by the center of Round Hill Road southerly to Lake Avenue, and thence southerly by the center of Lake Avenue to North Maple Avenue, and thence by the center of North Maple Avenue and Ridgeview Avenue and Andrews Road to North Street, thence northerly along the center of North Street and easterly along the center of Fairfield Road to Stanwich Road; on the east by the center of Stanwich Road southerly to the Boston Post Road; on the south by the center of the Boston Post Road from Stanwich Road to East Weaver Street; on the west by the center of East Weaver Street to Weaver Street, and by the center of Weaver Street to Pemberwick Brook.

DISTRICT NO. 8 - COS COB (Registered voters – 3,501)

Bounded on the north by the center of Guinea Road; on the east by the Stamford City line from Guinea Road to the center of the Mianus River, then south along the center of the Mianus River to the Boston Post Road; on the south by the center of the Boston Post Road from the Mianus River westerly to Stanwich Road; on the west by the center of Stanwich Road northerly to Guinea Road.

DISTRICT NO. 9 - PEMBERWICK-GLENVILLE (Registered voters – 2,760)

Bounded on the north by the center of the Merritt Parkway from the New York State Line to the intersection with the Byram River; on the east by the center of the Byram River southerly to the intersection of Bailiwick Road, thence easterly on the center of Bailiwick Road to Riversville Road, then southerly on the center of Riversville Road to Pecksland Road, thence easterly on the center of Pecksland Road to Clark's Drive, thence easterly on the center of Clark's Drive to Sherwood's Brook, thence southerly along Sherwood's Brook to Rockefeller Pond, and thence by Pemberwick Brook to Weaver Street, thence on the center line of Weaver Street to East Weaver Street, and thence by the center of East Weaver Street to the Boston Post Road; on the south by the center of the Boston Post Road from East Weaver Street westerly to a point 200 feet east of the New York State Line; on the west from a point on the Boston Post Road 200 feet east of the New York State line northerly to the intersection of Davis Avenue and the Byram River, thence northerly along the center of the Byram River to Comly Avenue, thence westerly along the center of Comly Avenue to the New York State Line, thence northerly along the New York State Line to the Merritt Parkway.

DISTRICT NO. 10 - NORTH WEST (Registered voters – 2,840)

Bounded on the north by the New York State line; on the east by the center of Lake Avenue to Round Hill Road; on the south by the center of Round Hill Road to Pecksland Road, thence by the center of Pecksland Road to Riversville Road, thence on the center of Riversville Road northerly to Bailiwick Road, thence westerly on the center of Bailiwick Road to the intersection with the Byram River, thence northerly on the center of the Byram River to the intersection with the Merritt Parkway, then westerly at the center of the Merritt Parkway to the New York State Line; on the west by the New York State Line.

DISTRICT NO. 11 - NORTH EAST (Registered voters – 3,229)

Bounded on the north by the New York State line from Lake Avenue easterly to the Stamford City Line; on the east by the Stamford City Line southerly to Guinea Road, thence westerly along the center of Guinea Road to Stanwich Road, thence southerly along the center of Stanwich Road to Fairfield Road; on the south by the center of Fairfield Road westerly to North Street, thence southerly along the center of North Street to Andrews Road, thence westerly along the center of Andrews Road, Ridgeview Avenue and North Maple Avenue to Lake Avenue; on the west by the center of Lake Avenue from North Maple Avenue northerly to the New York State Line.

DISTRICT NO. 12 - HAVEMEYER (Registered voters – 2,956)

Bounded on the north and west by the Mianus River; on the east by the Stamford City Line; on the south by the center of the Boston Post Road.

Filename: 13156_1_378148312500_ANNUAL REPORT 2003-2004
.doc
Directory: C:\Documents and Settings\Owner\My
Documents\Business\Greenwich\content_incoming\Annual Reports
Template: C:\Documents and Settings\Owner\Application
Data\Microsoft\Templates\Normal.dot
Title: COMMUNITY DEVELOPMENT BLOCK GRANT
PROGRAM
Subject:
Author: Town of Greenwich
Keywords:
Comments:
Creation Date: 3/23/2005 2:20 PM
Change Number: 2
Last Saved On: 3/23/2005 2:20 PM
Last Saved By: Jenny Larkin
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As of Last Complete Printing
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