<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>2</td>
</tr>
<tr>
<td><strong>General Government</strong></td>
<td></td>
</tr>
<tr>
<td>Office of the First Selectman (105)</td>
<td>4</td>
</tr>
<tr>
<td>Purchasing (106)</td>
<td>7</td>
</tr>
<tr>
<td>Administrative Services (107)</td>
<td>10</td>
</tr>
<tr>
<td>Human Resources (109, 131)</td>
<td>12</td>
</tr>
<tr>
<td>Registrars of Voters (120)</td>
<td>15</td>
</tr>
<tr>
<td>Finance (130)</td>
<td>17</td>
</tr>
<tr>
<td>Information Technology (134)</td>
<td>23</td>
</tr>
<tr>
<td>Assessor (135)</td>
<td>27</td>
</tr>
<tr>
<td>Tax Collector (139)</td>
<td>31</td>
</tr>
<tr>
<td>Law (140)</td>
<td>33</td>
</tr>
<tr>
<td>Town Clerk (150)</td>
<td>35</td>
</tr>
<tr>
<td>Zoning Enforcement (161)</td>
<td>36</td>
</tr>
<tr>
<td>Planning and Zoning (171)</td>
<td>38</td>
</tr>
<tr>
<td>Conservation (172, 174)</td>
<td>43</td>
</tr>
<tr>
<td>Inland Wetland &amp; Water Courses (173)</td>
<td>47</td>
</tr>
<tr>
<td>Commission on Aging (195)</td>
<td>52</td>
</tr>
<tr>
<td>Senior Center (196)</td>
<td>56</td>
</tr>
<tr>
<td><strong>Fire Department</strong></td>
<td></td>
</tr>
<tr>
<td>Administration (201)</td>
<td>59</td>
</tr>
<tr>
<td>Training (202)</td>
<td>61</td>
</tr>
<tr>
<td>Fire Marshal (204)</td>
<td>62</td>
</tr>
<tr>
<td>Firefighting Force (205)</td>
<td>63</td>
</tr>
<tr>
<td>Volunteers (208)</td>
<td>64</td>
</tr>
<tr>
<td><strong>Police Department</strong></td>
<td>66</td>
</tr>
<tr>
<td>Administration (211)</td>
<td></td>
</tr>
<tr>
<td>Dispatch (212)</td>
<td></td>
</tr>
<tr>
<td>General Services (213)</td>
<td></td>
</tr>
<tr>
<td>Criminal Investigation (216)</td>
<td></td>
</tr>
<tr>
<td>Uniformed Patrol (217)</td>
<td></td>
</tr>
<tr>
<td><strong>Public Works</strong></td>
<td></td>
</tr>
<tr>
<td>Administration (301)</td>
<td>70</td>
</tr>
<tr>
<td>Engineering (302)</td>
<td>72</td>
</tr>
<tr>
<td>Highway (312)</td>
<td>74</td>
</tr>
<tr>
<td>Waste Disposal (321)</td>
<td>76</td>
</tr>
<tr>
<td>Building Construction &amp; Maint. (345)</td>
<td>78</td>
</tr>
<tr>
<td>Building Inspection (351)</td>
<td>80</td>
</tr>
<tr>
<td>Sewer (361)</td>
<td>82</td>
</tr>
<tr>
<td><strong>Fleet (380)</strong></td>
<td>84</td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td></td>
</tr>
<tr>
<td>Administration (401)</td>
<td>86</td>
</tr>
<tr>
<td>Environmental (405)</td>
<td></td>
</tr>
<tr>
<td>Special Clinical Services (410)</td>
<td></td>
</tr>
<tr>
<td>Family Health (415)</td>
<td></td>
</tr>
<tr>
<td>Laboratory (425)</td>
<td></td>
</tr>
<tr>
<td><strong>Human Services</strong></td>
<td>93</td>
</tr>
<tr>
<td>Administration (501)</td>
<td></td>
</tr>
<tr>
<td>Adult and Family Services (502)</td>
<td></td>
</tr>
<tr>
<td>Homemaker Services (509)</td>
<td></td>
</tr>
<tr>
<td><strong>Greenwich Public Schools</strong></td>
<td>96</td>
</tr>
<tr>
<td>Administration (600)</td>
<td></td>
</tr>
<tr>
<td>Instruction (620)</td>
<td></td>
</tr>
<tr>
<td>Operation of Plants (640)</td>
<td></td>
</tr>
<tr>
<td>Maintenance of Plants (650)</td>
<td></td>
</tr>
<tr>
<td>Pupil Transportation (660)</td>
<td></td>
</tr>
<tr>
<td>Student Activities (675)</td>
<td></td>
</tr>
<tr>
<td><strong>Libraries</strong></td>
<td></td>
</tr>
<tr>
<td>Greenwich Library (701-702)</td>
<td>97</td>
</tr>
<tr>
<td>Perrot Memorial Library (710)</td>
<td>102</td>
</tr>
<tr>
<td><strong>Parks and Recreation</strong></td>
<td></td>
</tr>
<tr>
<td>Administration (801)</td>
<td>104</td>
</tr>
<tr>
<td>Recreation (811-817)</td>
<td>107</td>
</tr>
<tr>
<td>Parks and Trees (821-829)</td>
<td>113</td>
</tr>
<tr>
<td>Marine and Facilities (831-834)</td>
<td>116</td>
</tr>
<tr>
<td>Griffith E. Harris Golf Course (824)</td>
<td>121</td>
</tr>
<tr>
<td><strong>Nathaniel Witherell (450)</strong></td>
<td>123</td>
</tr>
<tr>
<td><strong>Parking (219)</strong></td>
<td>127</td>
</tr>
</tbody>
</table>
INTRODUCTION

Purpose:

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

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

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

Components:

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

Mission:
An overview of the department or division’s core functions and areas of service delivery.

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

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

Next Year Goals:
The work that the department or division expects to accomplish in the next fiscal year.

Table of Organization:
The organizational chart for each department or division, showing its structure and position titles.
Personnel Summary:
A two-year history of department or division personnel levels (including full-time, part-time and temporary positions), and the request for the ensuing fiscal year. If any changes are proposed, an explanation will be provided below the table.

For financial summaries for each department and relevant divisions, please refer to the most recent Annual Report, which is published yearly by the Board of Estimate and Taxation.
OFFICE OF THE FIRST SELECTMAN
105

Mission

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

Primary Services Provided

- Supports and assists a variety of community interests, activities, and organizations through proclamations, statements, appearances, and participation.
- Appoints and nominates highly qualified residents to boards and commissions.
- Establishes several advisory committees, such as the First Selectman’s Community Diversity Advisory Committee, the First Selectman’s Advisory Committee for People with Disabilities, the Greenwich Veterans Council, and the Economic Advisory Committee.
- Manages citizen inquiries and other constituent services.
- Directs the following departments and services: Community Development, Fire, Fleet, Human Resources, Information Technology, Labor Relations, Law, Parking, Parks and Recreation, Police, Public Works, and Purchasing and Administration.
- Coordinates overall Town administration, including Town-wide annual budget preparation and process improvements.
- Through the Director of Labor Relations:
  - Negotiates and administers collective bargaining agreements with the Town’s six bargaining units and supports the Board of Education in its negotiations with its three bargaining units.
  - Represents the Town before the CT State Board of Labor Relations and the CT State Board of Arbitration and Mediation.
  - Presents labor and employee relations training to department managers and supervisors.
  - Represents the First Selectman in contract and disciplinary grievances and arbitrations.

FY 18-19 Major Accomplishments

- Continued to support the “Community First” customer service initiative and managing the departmental goal-setting procedure for customer-service process improvements.
- Transitioned Access Greenwich, the Town’s digital customer relationship system, to the new website platform and expanded to incorporate additional services.
- Used Lean Six Sigma training, philosophy, and working group to implement interdepartmental process improvements.
- Led multi-department Permit Process Improvement Initiative.
- Conducted the biennial Town-wide citizen satisfaction survey and used the results to take a critical look at departmental operations and investigate ways to improve service delivery.
• Supported the budgetary process for the development of a fire station in North West Greenwich.
• Supported implementation and expansion of the new Town website.
• Supported public-private partnership with the Economic Advisory Committee and business community coordinated marketing and branding campaign, *Experience Greenwich*.
• Settled a four-year collective bargaining agreement with the Silver Shield Association covering the 2017-2021 period, which included closing the defined retirement plan to new hires as of January 1, 2019 and enrolling new hires into a defined contribution plan.
• Initiated and concluded negotiations on successor collective bargaining agreements scheduled to expire June 30, 2019, for the following bargaining units: Local 1042 International Association of Fire Fighters, Greenwich Municipal Employees Association, LIUNA Local 136 Professional Unit, Teamsters Local 456, and United Public Service Employees (*anticipated*).

**FY 19-20 Goals**

• Continue to implement the Lean Six Sigma philosophy to improve Town operational efficiency and effectiveness and utilize the Lean Six Sigma Steering Committee to identify and coordinate process improvement projects across multiple departments.
• Modernize the Town’s digital operations to expand access to government, improve constituent communications, and increase operational efficiencies.
• Continue to negotiate successor collective bargaining agreements scheduled to expire June 30, 2019, for the following bargaining units: Local 1042 IAFF, Greenwich Municipal Employees Association, LIUNA Local 136 Professional Unit, Teamsters Local 456, and United Public Service Employees, as necessary.
The Table of Organization shows the hierarchy of Greenwich Voters, including the First Selectman and Selectmen (2). Below are the departments and their respective positions:

- Director of Labor Relations
- Senior Management Analyst
- Town Administrator
- Executive Assistant to the First Selectman
- Customer Service Representative

The Personnel Summary table is as follows:

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Full Time Employees</th>
<th>Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted 6</td>
<td>0.63</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted 6</td>
<td>0.63</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested 6</td>
<td>0.20</td>
</tr>
</tbody>
</table>

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

Comments on Proposed Personnel Changes:

Eliminated part-time Administrative Staff Assistant position.
MISSION

The Town of Greenwich Connecticut Purchasing Department purchases a variety of goods and services. In all our procurement activities with actual and potential vendors, every effort is made to enhance the Town’s reputation of a progressive agency, instituting the core values of business integrity and fairness and equity to all other vendors in its procurement process.

PRIMARY SERVICES PROVIDED

- Ensure public procurement processes are in compliance with all pertinent federal, state, and municipal laws, regulations and policies.
- Provide public procurement services to all Town departments in an effective and timely manner.
- Develop contracts/service agreements for all Requests for Bid/Proposal that Purchasing manages.
- Manage insurance coverage documentation for all new and existing contracts that Purchasing has developed.

FY 18-19 MAJOR ACCOMPLISHMENTS

- Completion of involved RFP process for Record Keeper for Defined Benefit & Defined Contribution Retirement Plans. Ensured that all specific requirements of this RFP were requested in the bid and reviewed during the interview process.
- Request for Bid for the Byram Shore Park Marina Maintenance Dredging and Request for Proposal for the Nathaniel Witherell at Home: Non-Medical Home Care Services projects were completed and awarded successfully after some significant changes to the bid requirement language.
- Increased the Town side Purchasing threshold from $5,000 to $15,000 after long review and investigation.
- Developed new RFB/RFP request process which is now being used successfully by all Town departments. Also implemented a new Contracts and Commodity Awards tracking system for management of expiration and renewal.
- Goal of 99% of contracts developed by Purchasing and submitted to the Law Department to be approved on first review will most likely be exceeded.
- Goal of 99% of all insurance coverage documentation for contracts/service agreements developed by Purchasing to be complete, correct, and current per Town of Greenwich insurance coverage documentation requirements will be met.
- Completed a Vendor Exception Policy. This requires that the vendor must acknowledge, sign and return this notification prior to contract being awarded.
- Created an approved vendor list for Purchasing to entertain more bid respondents to create a competitive environment.
FY 19-20 Goals

- 99% of contracts developed by Purchasing and submitted to the Law Department approved on first review.
- 99% of all insurance coverage documentation for contracts/service agreements to be complete, correct, and current per Town of Greenwich insurance coverage documentation requirements using new insurance form.
- Continue to utilize detailed negotiations to ensure RFP process produces services that are in the Town’s best interest, including cost savings.
- Review Purchasing Department policies and procedures to streamline all internal customer requests and focus on the department operating more effectively.
- Continue to expand Bid requests to other newspapers and cooperatives, as well as the State of Connecticut website, to increase the number of competitive bidding respondents.
- Development of insurance tracking system for insurance expiration and renewals. This system will also maintain insurance level requirements set by the Risk Manager.
- Incorporate an electronic signature process for Purchasing. This process will allow insurance documentation to be received electronically.

Table of Organization

```
Director of Purchasing/ Administrative Services

  Senior Buyer
  Buyer II
  Contracts Coordinator

  Administrative Staff Assistant II (2)
```
Personnel Summary

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Type</th>
<th>Full Time Employees</th>
<th>Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>5</td>
<td>0.71</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>5</td>
<td>0.71</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>5</td>
<td>0.71</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

The mission of the Administrative Services Center is to provide support services to user Town departments in a timely and cost effective manner. This division provides all office support services to Town departments, including mail processing and central reception under the supervision of the Director of Purchasing and Administrative Services.

Primary Services Provided

- Provide central reception services, including the front desk reception, answering questions from the public, and managing booking for centrally held Town Hall conference rooms and the car-loaner pool.
- Provide Receiving Center services, including delivery of goods and paper.
- Provide mail services for interoffice, inter-building, and US Postal Service.
- Provide building security support services.
- Provides pick-up and delivery of materials for the Print Shop now located at the Board of Education.

FY 18-19 Major Accomplishments

- Cross training of staff to cover all areas of Administrative Services.
- Completed assignment of parking spaces for Town vehicles.
- Developed a package delivery procedure to track UPS deliveries by documenting air bill number and delivery receipt signatures.
- Continue to review and evaluate the policies and procedures for the Administrative Services Division.

FY 19-20 Goals

- Continue to develop manuals for all processes of Administrative Services Division.
- Continue to train staff regarding the importance of customer service when dealing with the general public and Town departments.
Table of Organization

Director of Purchasing/ Administrative Services

Administrative Staff Assistant II

Mail Clerk

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part/Temp Time Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.25</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.25</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.25</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
HUMAN RESOURCES

Mission

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

Primary Services Provided

- All recruitment, hiring, and on-boarding activities for all Town employees including those assigned to the Board of Education.
- Advice and counsel in the areas of employee performance and conduct.
- Management and administration of the Town’s performance evaluation programs, as well as all Town compensation plans and wage schedules.
- Management and administration of the Human Resources Information System (HRIS) and Payroll System for the Town and Board of Education.
- Guidance and approval on staffing and reorganization issues.
- Management of employee relations for all Town employees.
- Assurance of compliance with all laws, statutes, and regulations pertaining to employment, benefits, wage and hour, and any other human resource matters.
- Labor contract administration and interpretation.
- Interpretation and enforcement of all Town Human Resources policies.
- Management and administration of all employee (Town and Board of Education) and retiree (Town) medical benefit programs.
- Management and administration of the Employee Assistance Program.
- Administration of the retirement process for Town employees in the defined benefit plan.
- Administration of the Town’s defined contribution plan.
- Management and administration of all employee leaves, including FMLA.
- Management and administration of the workers’ compensation program for both Town and Board of Education.
- Administration of the unemployment compensation program for Town and Board of Education.
- Oversight of the safety initiative for both Town and Board of Education.
- Administration of all payroll processes and functions for the Town and the Board of Education.
- Creation, implementation and administration of training and professional development programs.
- Management and maintenance of all required human resources reporting, as well as all employee personnel records and files.
**FY 18-19 Major Accomplishments**

- Implemented Customer Tracking Software to ensure department is meeting customer service goals and to increase effectiveness by capturing analytical data.
- Developed a Human Resources 101 course to familiarize supervisors and managers with various HR issues they may encounter, e.g. FMLA, ADA.
- Transitioned all employees in both the Defined Contribution and Defined Benefit plans to a new record keeper, Empower Retirement.
- Transitioned the Retiree Benefit Service Center to a new vendor, Stirling Benefits.
- Implemented a “payroll lag” transitioning full time employees from being paid “current” to being paid one week in arrears.
- Graduated 31 individuals from the third Supervisory Development Program of the Leadership Institute; enrolled 40 individuals in the fourth program.
- Continued restructuring job descriptions, as well as recruiting and testing procedures, to create more specific, operations-focused positions that emphasize customer service and technology and whose essential qualifications contain the appropriate education and experience.
- Completed the transition and implementation of the new CIO for the Defined Benefit Plan, Neuberger Berman.
- Introduced a new training topic, Emotional Intelligence, and took steps for development and further implementation.
- Completed revision of the Personnel Policy Manual.

**FY 19-20 Goals**

- Continue development and implementation of new Town-wide training initiative(s).
- Institute a safety orientation program for new hires -- the safety analyst will meet with each new employee to explain Town-wide safety protocols and expectations, review known hazards unique to that position, and answer safety-related questions.
- Continue restructuring job descriptions, as well as recruiting and testing procedures to create more specific, operations-focused positions that emphasize customer service and technology and whose essential qualifications contain the appropriate education and experience.
- Identify desired modifications and/or upgrades to the Human Resources Information System (HRIS) and begin implementation.
- Complete implementation of a new format for job descriptions.
- Execute a Request for Proposals (RFP) for employee benefits Flexible Spending Account Administration as well as for Commuter Benefit Administration.
**Table of Organization**

<table>
<thead>
<tr>
<th>Director of Human Resources (M/C)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Assistant (M/C)</td>
</tr>
<tr>
<td>Benefits Manager (M/C)</td>
</tr>
<tr>
<td>Retirement Benefits Administrator (M/C)</td>
</tr>
<tr>
<td>Assistant Director of Human Resources (M/C)</td>
</tr>
<tr>
<td>Performance &amp; Compensation Manager (M/C)</td>
</tr>
<tr>
<td>Benefits Administrator (LIUNA)</td>
</tr>
<tr>
<td>HRIS Manager (LIUNA)</td>
</tr>
<tr>
<td>Customer Service Representative (GMEA) P/T</td>
</tr>
<tr>
<td>HR Administrator (LIUNA)</td>
</tr>
<tr>
<td>HR Analyst (2) (LIUNA)</td>
</tr>
<tr>
<td>Workers Compensation Administrator (LIUNA)</td>
</tr>
<tr>
<td>HRIS/Payroll Supervisor (LIUNA)</td>
</tr>
<tr>
<td>Benefits Analyst (GMEA)</td>
</tr>
<tr>
<td>HRIS Analyst (LIUNA) P/T</td>
</tr>
<tr>
<td>Safety Analyst (LIUNA)</td>
</tr>
<tr>
<td>HRIS Technician (GMEA)</td>
</tr>
</tbody>
</table>

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees*</th>
<th>Number of Part Time/Temp Employees*</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>15</td>
<td>3.36</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>16</td>
<td>2.77</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>17</td>
<td>1.57</td>
</tr>
</tbody>
</table>

*Includes employees of Retirement Board (131) - Retirement Administrator and part-time clerical support with reporting relationship to Director of Human Resources.

**Comments on Proposed Personnel Changes**

Human Resources intends to convert the part-time Customer Service Representative (“CSR”) position (GMEA C) from part-time (.77) to full time (1.0), and also create a permanent part-time 15 hours/week, non-represented position. This will result in the current 0.86 temporary clerical support position being reduced to an 0.43 position. The cost of upgrading the CRS position is $16,065 in salary plus a benefits package. The HR Department currently has $39,000 in its temporary salary account for a 0.86 clerical temp. This amount would be reduced by $16,065 to cover the salary cost for increasing the CSR to full time, leaving a balance of $22,935 for the permanent part-time 15 hours/week position (780 hours at $29.40/hour = $22,932).
Mission

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

Primary Services Provided

- Conduct fair and impartial elections.
- Organize efforts for primary and general elections.
- Register voters.
- Maintain voter registration records and enter all registration data into the Connecticut Voter Registration System (CVRS).
- Answer all questions from public concerning individual voter registration status, voter history and where to vote.
- Provide outreach programs to the public with the goals of increasing voter registration and voter participation on election day.
- Provide outreach programs specifically designed to increase awareness in schools of voting opportunities with the ultimate goal of increasing voter registration and participation.
- Organize and execute absentee ballot program for nursing homes with the goal of increasing participation of nursing home residents in the voting process.
- Test format of optical scan ballot.
- Test format of audio ballot for the visually impaired.
- Secure and maintain scanners, secure regular and absentee ballots, etc.
- Conduct mandated canvass of registry.
- Develop curriculum and training for Poll workers.
- Develop and maintain a pool of qualified Poll workers.

FY 18-19 Major Accomplishments

- The goal of the Registrars of Voters is to continue the long-standing practice of providing well-organized and impartial elections for municipal, state, and federal offices. So far this year, the department has conducted a Republican and Democratic primary.
- Conducted a gubernatorial and senatorial election in November of 2018.
- Continue with our process of an annual spring canvass of electors to verify the correct address of voters.
- We have greatly expanded the use of the Town of Greenwich website to disseminate information (examples include voter privacy, poll-worker training, and voter registration drives) and to collect information (poll-worker application, voter list order form, and application for removal from the voter list).
**FY 19-20 Goals**
- Conduct any September primary for municipal office, if the need arises.
- Conduct a municipal election in November 2019.
- Conduct party caucuses in January 2020, and any associated primaries, if necessary.
- Conduct a Presidential preference primary in April, 2020.
- Continue to promote and enhance online tools for voter registration, polling place lookup, and vote results.

**Table of Organization**

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Full Time Employees</td>
<td>Number of Part Time/Temp Employees</td>
</tr>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
</tr>
</tbody>
</table>

**Personnel Summary**

**Comments on Proposed Personnel Changes**

During a Presidential election year (which crosses fiscal years 20 and 21) the department asks for additional part-time assistance, usually in the form of a part-time clerk who works no more than 15 hours per week.
Mission

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

Primary Services Provided

- **Budgeting** – production of the annual budgetary document. The Department provides guidance to Town and Board of Education employees requiring assistance in preparing and submitting their respective budgets. The Department provides information to the Office of the First Selectman, Board of Estimate and Taxation and the Representative Town Meeting members in order for them to make financial decisions as they vote to approve the Annual Budget. Included within this provided service is the facilitation of the Capital Improvement Program (CIP). The Comptroller is a voting member of the CIP Projects Committee. The Budget Director is instrumental in the production of all required documentation for application, ranking and approval of capital projects. In addition, the Finance Department continually monitors the process of capital projects and works with departments to close out such projects when completed.

- **Risk Management** – responsible for monitoring liability, automobile and property claims made against the Town of Greenwich. Risk Management will frequently be the first point of contact for a claimant’s actions against the Town. It is Risk Management’s responsibility to direct the claimant to the correct party or parties to properly process and close out the claim. Risk Management is responsible for monitoring liability, automobile, property and other ancillary insurance coverage for the Town. This responsibility includes placing policies for all Town Departments including the Board of Education and The Nathaniel Witherell Nursing Home. Risk Management is responsible for maintaining all information for Town motor vehicle drivers in data base form. This includes the “Permitted to Drive List”, accidents data history by employee and department and all Global Positioning System (GPS) generated safety data. It is Risk Management’s responsibility to report to various safety committees and departments on the results of this data. Risk Management is responsible for organizing defensive driving classes for the Town. There have been multiple defensive driving sessions conducted since Fiscal 2013 with over four hundred and fifty participants. Starting in Fiscal 2015, the Town hired Applied Risk Services to perform safety inspections of Town facilities. Applied Risk Services produces detailed inspection reports that are forwarded by Risk Management to the appropriate department heads for remediation. Risk Management is responsible for follow-up to ensure compliance. Risk Management is also responsible for presenting the reports and ensuing documentation to the BET Audit Committee. Risk Management is also responsible for organizing and
attending all third party safety inspections performed through the Town’s Broker, Frenkel & Co. Risk Management is responsible for insurance recoveries for the Town generated by third party inflicted damage to Town property. Examples include damage to Town fences, walls, bridges, buildings, light posts, shrubbery or Town vehicles. Risk Management is solely responsible for organizing, data collection and negotiation of the Town claims for catastrophic storms such as the Super Storm Sandy insurance claim. Starting in October 2014, Risk Management is also responsible for FEMA applications. Risk Management is still waiting for its final settlement checks for the Town’s Hurricane Sandy claims. $2,442,000 was collected to date by Risk Management from the Town’s property insurance carrier for Hurricane Sandy damage. As part of an ongoing strategy to maximize insurance recoveries for the Town, Risk Management reviews all police reports dealing with damage incurred to Town property.

- **Internal Auditing** – Risk Management is responsible for oversight of the Town’s Internal Audit Department. An Audit Plan is submitted annually to the BET Audit Committee and the function undertakes various internal audits as approved by that Committee. The Internal Auditor reports directly to the Risk Manager. In addition, understanding the cost benefits and returns on the investment of utilizing auditors’ expertise, the Finance Department continues to request funds in the consultant lines to supplement the audit program through the use of outside audit assistance.

- **Treasury/Cash Management** – responsible for the investing of Town funds. The Finance Department works with the various BET approved banks to ensure that quality services are obtained at the best available prices. The Treasurer prepares and distributes a monthly Treasurer’s Report and a General Fund cash forecasting analysis model. The Treasurer and Comptroller work closely with the BET Investment Advisory Committee, OPEB Trust Board and BET Audit Committee on a variety of cash management issues. The Finance Department manages cash under the requirements of the State of Connecticut State Statutes.

- **Accounts Payable** – responsible for the payment of all appropriated Town and Board of Education expenditures. The Finance Department utilizes a “pre-auditing” function on the payment of all properly appropriated funds. Pre-audit reviews all bills for accuracy, proper authorization and the availability of adequate appropriated funding before payment.


- **Debt Administration** – responsible for the annual issuance of debt as approved by the various boards during the budgetary process. Works with a financial advisor and bond attorney in coordinating the preparation of the Official Statement and the sale of debt instruments to fund the various capital projects of the Town and Board of Education. Coordinates credit reviews with the Credit Rating Agencies annually.

- **Customer Service** – due to the nature of the Finance operation, the staff spends considerable time responding to requests for information from the majority of Town Boards and Commissions, Board of Education personnel, Town department personnel and the public. The Finance Department considers prompt and courteous internal and external customer services a priority.

- **BET Special Projects** – from time to time the Finance Department has had occasion to perform special non-recurring projects with the BET. Examples include: updating the BET Policy and Procedures Manual, updating the Fund Balance and Debt Policies, The Nathaniel
Witherell Strategic Committee Review, Cost Certification of Project Renew, Parsonage Cottage Loan Modification Project and a variety of other special projects.

**FY 18-19 Major Accomplishments**

- **Production of the Annual Budget.** Finance has traditionally produced and distributed all budget documents within all posted BET and legally required timelines that are accurate and presented in a manner that provides all financial decision makers with the information essential to pass the annual budget. The budgetary process has become a year-round operation. The Finance Department immediately begins work on each ensuing budget subsequent to the passage of the current year budget. Noteworthy is the assistance Finance provides to the BET Budget Committee for preparation and approval of the annual BET Budgetary Guidelines. Finance also works with various Town departments in coordination with the BET Budget Committee in the presentation of monthly budgetary topics. Finance prepares annually a ten-year operating and fifteen-year capital budget.

- **Compilation and distribution of the Comprehensive Annual Finance Report.** Finance consistently issues its annual Comprehensive Annual Financial Report (CAFR) by December 31st, as required by State of Connecticut Statute. Under a directive from the BET Audit Committee, the Finance Department completes its annual CAFR earlier than required. The CAFR for the year ending June 30, 2018 was approved before the BET at their December 2018 meeting. Finance consistently is the annual recipient of the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting. This is a national award and the Town did receive it in 2019 for the fiscal year ended June 30, 2018.

- **Compilation and distribution of the Town’s Annual Report.** Finance works with all departments to produce the State of Connecticut mandated Town’s Annual Report each year.

- **Risk Management will effectively maintain a Loss Control Risk Management Program.** Risk Management will continue to strive for lower third party claims versus the Town of Greenwich.

- **Timely and accurate Financial Reporting.** Finance has consistently performed at high levels of results for basic accounting responsibilities. Finance reconciles general ledger accounts to supporting detail each month and quarter. Finance staff processes journal entries by the end of the next business day after receipt by the Finance Department. Accounting reports are distributed to Town staff in other departments within five business days after close of the monthly period. The goal is to continue these service deliverables.

- **Maintain an effective Cash Management Program.** Through aggressive cash and investment management programs, the Town Treasurer has enacted policies and procedures that have enabled Treasury to maximize investments earnings, within State of Connecticut Statute limitations and the Town’s BET Investment Policies that approximate 100% in investment quality accounts. Finance has worked closely with the BET Investment Advisory Committee and the OPEB Trust Board in developing, updating and maintaining investment policies for the General and OPEB Funds.

- **Treasury has been able to reduce bank fees by aggressively reviewing all charges, eliminating unnecessary services and negotiating reduced fees with the various banks.**
• Treasury staff reconciles all required bank reconciliations within 30 business days of receipt of bank statements. The goal is to maintain this timely reconciliation process.
• Review and report on economic conditions. Finance has consistently monitored variations from budgeted revenues on a weekly basis. Due to the uncertainty of revenue collections for the major revenue categories (i.e. conveyance tax, building permits and tax collections), this exercise has become a priority and the results, to include expenditure monitoring, were and continue to be presented to the BET Budget Committee on a monthly basis.
• The Finance Department continues the Bonding Program with the issuance of a $40 million Bond and $60 million Bond Anticipation Note (BANS) sale in January 2019 at continued historically low interest costs. Finance has been able to minimize costs on the issuance of new debt through competitive bidding on the sales and its associated issuance costs. The next bond and note sale will be in January 2020.

FY 19-20 Goals

• Production of the Annual Budget.
• Compilation and distribution of the Comprehensive Annual Finance Report (CAFR).
• Compilation and distribution of the Town’s Annual Report.
• Risk Management will continue to refine and improve a Loss Control Risk Management Program that includes the following:
  o Continue to lower third party claims versus the Town of Greenwich.
  o Continue to decrease third party auto liability claims versus the Town of Greenwich.
  o Continue to obtain every plausible and reasonable insurance recovery due the Town.
  o Risk Management, through aggressive strategy considerations, has been able to reduce and maintain annual insurance premium costs for liability, automobile, property and other insurance lines. The goal is to continue this success in collaboration with the Town’s Insurance Broker.
  o Risk Management will continue to strive to improve the manner in which the Town handles third party claims. Risk Management has revamped the process to provide consistency in how the Town interacts with new claimants’ and the instructions claimants are provided on how to process claims versus Town. All claimant inquiries are directed to Risk Management. All claimants are instructed to file with the Town’s Clerk Office. As part of the process, Risk Management and the Law Department are now paying some claims under $5,000 without automatically requiring a CIRMA investigation, which requires time and expense to complete. The speeding up of the process for new claims has resulted in lower cost and less time consuming research performed by Town personnel responding to inquiries by claimants as to the status of their claim. Relationships with Town resident claimants have improved.
  o Continue to maintain a data base of all things related to driver safety and the Permitted to Drive List.
• Timely and accurate Financial Reporting.
• Maintain an effective Cash Management Program.
• Treasury will continue to strive to reduce bank fees by aggressively reviewing all charges, eliminating unnecessary services and negotiating reduced fees with the various banks. The goal is for the Treasurer to continue this oversight regarding banking fees and services with the respective banks.
• Treasury staff will continue to reconcile all required bank reconciliations within 30 business days of receipt of bank statements.
• Continue to review and report on economic conditions.
• The Finance Department will continue the Bonding Program with the issuance of a General Obligation Bond and Bond Anticipation Note (BAN) financing through a competitive bidding process in January 2019. The goal is to maintain the triple AAA ratings for the Town of G.

Table of Organization

Board of Estimate and Taxation

Comptroller

Executive Assistant

Chief Accountant

AP Supervisor

AP Coordinator

Accounting Clerk II (2)

Accounting Clerk I (P/T)

Temp Clerical Assistant (P/T)

Treasurer

Assistant Treasurer

Budget Director

Assistant Budget Director

Risk Manager

Internal Auditor

Treasury Revenue Clerk

Treasury Clerk
**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>15</td>
<td>1.36</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>15</td>
<td>1.36</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>15</td>
<td>1.36</td>
</tr>
</tbody>
</table>

**Summary Comments on Personnel Changes**

None
Mission

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

Primary Services Provided

- **IT Operations** includes support and maintenance of the Town’s data and voice networks, data center, and related data services (refer to the IT Data Services section for a detailed and prioritized list of supported applications and services). IT Operations also maintains a business-hours technical help desk for the support of more than 1,200 digital devices, an e-mail system, and 106 applications utilized by employees of the Town’s general government.
- **Telephone Support** provides services for approximately 1,700 office phones and other ancillary devices across the Town’s general government, three Greenwich Library locations, and Nathaniel Witherell. Also provides management of cellular service accounts for Town mobile devices, and 200 room telephones for Nathaniel Witherell residents.
- **Geographic Information Services** include support and maintenance of the Town’s GIS (Geographic Information System), which serves as the central source of record for cross-departmental land use activities. IT also operates the Town’s GIS customer counter where the public can purchase maps and abutters data.
- **Website Services** includes curation of the Town website homepage; maintenance of its navigation, design, and style standards, and development and technical support for website performance and integrity. This also includes development and support of, and training for, the Content Management System enabling departments and divisions to add and maintain communications, documents, schedules, and general information on the Town website.
- **Technology Solutions** includes project management, business analysis, workflow architecture, and data integration for large cross-departmental technology initiatives for efficient use of enterprise applications such as CityView, Municity, and OnBase.

FY 18-19 Major Accomplishments

- Begin the next phase of the Town website improvement initiative which will seek to optimize resident engagement with the Town through the establishment of newsletters, email updates, online surveys, online forms, and online service requests.
Integrate AccessGreenwich into the new CivicPlus website platform as part of a larger effort to establish a centralized and holistic point of contact for all citizen requests and concerns that can be measured and tracked from submission through to resolutions.

Begin updating the user experience for the Town’s partner websites that are associated with the core Town website, and seek efficiencies through the elimination of some partner websites with tools and features available in the new core website platform.

Establish a central employee master database to improve on-boarding and off-boarding processes, and to integrate with other systems that require accurate and up-to-date Town employee lists.

Replace the UPS (Uninterruptable Power Supply) for equipment in the communications room and data center to protect the equipment from damage associated with a sudden power loss.

Complete implementation of the GIS 2016 Basemap.

Complete the VOIP Project.

Complete replacement of network switches at Town Hall and Nathaniel Witherell as part of an initiative to improve the reliability of the Town’s data network.

Upgrade the OnBase document management repository.

Work with HR to implement a CRM system for HR inquiries.

Replace Cornerstone application with Municity and begin the replacement of CityView with Municity.

Assist Parks & Recreation Department in the upgrade of RecTrac. The upgrade will simplify future upgrades, improve security, and reduce the need to perform PCI audits on 14 workstations annually.

Convert the Griff Golf Course website to the CivicPlus content management platform.

**FY 19-20 Goals**

- Implement a backup email Vault and eDiscovery tool.
- Implement Municity in the Health Department.
- Upgrade workstations to Windows 10.
- Replace oldest document management scanners.
- Investigate improvements to the VOIP systems, such as spam filtering.
- Support upgrade of the HR payroll system.
- Continue enhancing the Town website to provide convenience for residents, and seek opportunities to improve and integrate departmental applications as a means to enable process efficiencies.
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>13</td>
<td>0.19</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>13</td>
<td>0.04</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>14</td>
<td>0.04</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

As part of the Integrated Town Hall Strategy presented last year, IT is requesting the first position toward that vision, Service Desk Supervisor. The position will ensure that the introduction of enterprise business systems can be properly supported by a proactive and organized helpdesk that can actively identify patterns and introduce procedures for improvement. The position will focus on customer service and maintaining a well-trained support staff aligned with the needs of the user community.

With the introduction of new systems user needs are changing. Town staff utilizes more digital systems, and they are relying heavily on the helpdesk to guide them through steps necessary to
do their job. This requires close supervision to monitor changes and respond through training, resource planning, and preventative maintenance of user-equipment. The Service Desk Supervisor will be a hands-on embedded member of the helpdesk with the sole purpose of building and maintaining a cohesive customer-oriented service response team.

As a hands-on leader, this position will expand the capacity of the helpdesk at a time when the IT department has experienced an uptick in support demand due to the increase in sophistication of systems as described above, and a steady expansion of workstations and printers across all departments. We have also seen a 35% increase in email accounts: most of it from mobile-only accounts. Additionally, the merging of VOIP phone support into IT operations has stretched what has been traditionally a business-oriented helpdesk to an increased amount of emergency-service based demand from Police, Fire, and the Nathaniel Witherell. The introduction of email services to volunteer residents has created new challenges as the helpdesk struggles to support non-standard mobile phones.

This trend of increased helpdesk dependency is expected to continue as IT is asked to assume more responsibility for a workforce growing, not in number, but in its use of technology as it transitions to a digital workforce. The Service Desk Supervisor is a critical position necessary to maintain the growing and varied waterline of supported technology.
Mission

The Town Assessor's Office is responsible for the discovery, listing, and equitable valuation of all real estate, motor vehicle, and personal property within the Town of Greenwich in accordance with Connecticut State Statutes for the annual production of the Grand List. The Assessor’s Office objective is to continually improve its collection of data and assessment practices to develop accurate assessments reflective of the fair market value. Connecticut State Statutes require that all property is to be revalued every five years and physically inspected every ten years. There are a total of 22,359 real estate parcels in the Town of Greenwich. Of these, 20,541 improved parcels must be physically inspected by October 1, 2020.

Primary Services Provided

- Responsible for the preparation of the annual Grand List for Real Estate, Motor Vehicle, Personal Property and Motor Vehicle Supplemental. This includes the valuation of all new construction and review of building permits for commercial and residential properties.
- Perform a Town-wide revaluation every five years as mandated by Connecticut State Statutes. The next revaluation is to be completed as of October 1, 2020.
- Perform a Town-wide physical inspection of all improvements every ten years as mandated by Connecticut State Statutes. All properties to be inspected by October 1, 2020.
- Administer tax relief programs for the elderly, both state (274) and local programs (516), applications filed annually between Feb 1st and May 15th. Apply exemptions for the veterans (1,332), blind (21), disabled (21), and volunteer firefighters (50). Notify all potential recipients of these programs by public notices, Town website, and various other publications.
- Continually analyze trends in property sales, prices, construction and renovation costs and rents for all property types.
- Supports the Board of Assessment Appeals in February, March and September with hearings and notifications of changes in assessment rolls. There were 1034 BAA appeals from the 2015 Real Estate Grand List, 221 BAA appeals to the 2016 Grand List and 272 BAA appeals to the 2017 Grand List. In 2017, of the 272 appeals, 4 appeals were on the Personal Property List of 2017, the remaining from the real estate.
- Works with the legal department in management and settlement of all tax appeal litigation. There were 166 tax appeals to Superior Court arising out of the 2015 Revaluation. To date, 50 appeals remain from the Grand List of 2015, having settled 70 cases last year. An additional 27 appeals were filed for the 2016 Grand List, and 24 appeals to the 2017 Grand List. Assessor Office reports to Finance tax appeal settlements and impact upon revenue.
- Budget – Perform all assessment responsibilities within the office budget.
- Provide support and respond to BET requests for information and continually update the Board on a monthly basis.
- Respond to public inquiries regarding tax assessments and other exemption and benefit programs. Provide information to other town departments and agencies upon request.
FY 18-19 Major Accomplishments

- The Assessor’s Office has commenced the 2020 Revaluation by resuming the measuring and interior inspection of all properties within the Town of Greenwich. This project shall be completed over the remaining two years, thereby alleviating the need to contract this portion of the October 1, 2020 Revaluation to outside contractors.

- Compile the 2018 Grand List, which includes 21,389 taxable real estate parcels, 970 tax exempt parcels, 4,095 personal property accounts, 54,397 motor vehicle accounts, and 10,790 supplemental motor vehicle accounts. The staff shall commence working on the 2019 Grand List.

- 166 tax appeals were filed to Superior Court arising out of the 2015 Revaluation. Currently, 50 of the 166 appeals are still outstanding, since the 2015 revaluation 120 appeals have been settled. Assessor’s office shall continue to determine the tax impact and reductions to future Grand Lists.

- Additions to the 2017 Grand List, such as Certificate of Occupancy, were detailed and provided throughout the fiscal year. Supplemental notice of increase sent to tax payers added additional revenue of $241,188.90 to the 2017 Grand List. A total of 132 new dwellings were constructed and added on the 2018 Grand List.

- Continue to develop and improve the Assessor’s administration system and procedures to ensure adequate audit checks and supervision of changes to the tax levy. Through the departmental internal audit process, it became apparent that additional review of additions and deductions to the Grand List were necessary. Additional review by supervisory staff has been established.

- Create a more sophisticated and thorough analysis of all sales, both residential and commercial/industrial transactions. This shall allow the Assessor’s Office to better estimate the impact of future revaluations on the Grand List.

- The supervisory staff continues to educate the staff so that any public inquiries are answered properly and expeditiously. The Assessor continues to disperse the workload evenly throughout the staff to minimize overtime and comp time.

- Work with Finance to provide accurate details for the sewer district.

- Processing approx. 3,000 building permits with data changes and sketches into the ProVal database. Verify and analyze sales transactions and parcel splits and merger records. Analyze 842 filings of annual income and expense reports for commercial properties.

- Process an estimated 54,397 motor vehicle accounts, and 10,939 supplemental motor vehicle accounts and calculated pro-ration adjustments. Continue to oversee and review with staff the proper documentation for such prorates.

- Process 274 state senior applications, 516 local senior credits applications, 77 additional veteran’s exemption applications, and 49 volunteer firefighter credits applications. State Reports for the State Office of Policy and Management all timely filed.

- Process all real estate transfers and updated all records, maintained separate database files for vacant land, building permits, certificates of correction, certificates of occupancy, increase notifications and exempt properties.

- Design new web pages, assessment maps, books containing sales and assessments by neighborhood, street address and type of building, computer terminals and field card records to enable the public to better understand their assessments. Enhance public access to real estate records via Internet.
Electronic filing of the Personal Property declarations was made available to 500 - 600 taxpayers commencing with the Grand List of 2018, minimizing the amount of data entry required and allowing businesses to file electronically. Once fully implemented, this process shall become less labor intensive and allow taxpayers an alternative to the current process.

**FY 19-20 Goals**

- The Assessor’s Office shall continue working with the Pictometry Software, the electronic comparison of the footprint sketches of all buildings as drawn in the ProVal CAMA (Computerized Assisted Mass Appraisal) System versus the footprint of all buildings as captured in the flyover of the Town. A comparison of the 2013 to the 2016 flyover shall begin for the 2019 Grand List. We anticipate that this comparison will efficiently lead to the discovery of previously omitted improvements and the subsequent addition of their value to the Grand List. This technology shall create very accurate data upon which assessments shall be based. In addition, Pictometry shall be installed in the Proval CAMA System with access to the most current flyover. Such information can be used to aid the Assessor’s Office in verifying property data.
- To continue the third year of the inspection cycle of all properties to comply with the requirement to inspect or at minimum, measure the exterior of all properties. Connecticut State Statutes require that all property is to be revalued every five years and physically inspected every ten years. There are a total of 22,308 parcels in the Town of Greenwich. Of these, 20,541 improved parcels must be physically inspected by October 1, 2020. These 20,541 improved parcels are comprised of 16,370 residential, 2,872 condominiums, 991 commercial and 308 exempt. The Town of Greenwich has the option of spreading this over a period of years to reduce the costs of revaluations and provide accurate data for every revaluation. By accomplishing this task in-house, the cost to the Town of Greenwich for the 2020 Revaluation shall be significantly less.
- To complete the 2019 Grand List, which includes review of approximately 4,000 building permits. To institute a review process to insure all new construction is properly added to the Grand List. Review and add to the 4,059 personal property accounts, price 54,397 motor vehicle accounts, and estimated 11,000 supplemental motor vehicle accounts.
- The Assessor’s Office shall continue to assist property owners in understanding the assessments and how such assessments were derived. To improve our customer service to the taxpayers of the Town of Greenwich, as well as the business community, the Assessor’s Office shall continue to educate all visitors of their rights and responsibilities in the assessment of real estate, motor vehicles and personal property by implementing Customer First Organization Techniques.
- The Assessor’s Office shall continue to closely monitor the outcome of the 2015 Revaluation. This shall include continuing the verification of all real estate sales, and verification and accurately listing of the results in the ProVal CAMA System. The Assessor’s Office shall continue to analyze trends within districts and neighborhoods to extract trends in the real estate market for the 2020 Revaluation.
- To continue the implementation and full utilization of the software systems, QDS (which replaced Munis) and Proval CAMA System. Implement updates to the software systems to create greater efficiencies within the office.
• Electronic filing of the Personal Property declarations to be made available to all taxpayers commencing with the Grand List of 2019, minimizing the amount of data entry required and allowing businesses to file electronically. Once fully implemented, this process shall become less labor intensive and allow taxpayers an alternative to the current process.
• To minimize the tax exposure and reductions to the Grand List as all tax appeals to Superior Court are settled. Assessor’s office shall continue to determine tax impact and reductions in future Grand Lists in negotiating settlements.
• To contract revaluation company(s) and to start implementation of the 2020 Revaluation as required by State Statute.

**Table of Organization**

```
+-----------------+-----------------+-----------------+-----------------+
| Town Assessor   | Assistant Assessor | Commercial       | Real Estate     |
|                 |                  | Appraiser       | Appraiser       |
|                 |                  |                 | Supervisor      |
|                 |                  |                 | Real Estate     |
|                 |                  |                 | Appraiser (2)   |
| Real Estate     | Assessor        | Accounting      | Assessor        |
| Statistician    | Clerk           | Technician      | Technician      |
|                  |                 | Administrative  | Administrative  |
|                  |                 | Staff Assistant | Staff Assistant |

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted 10</td>
<td>0.43</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted 10</td>
<td>0.80</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested 10</td>
<td>0.80</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
Mission

The Tax Collector office strives to achieve the highest possible Real Estate, Personal Property, Motor Vehicle and Sewer tax collection rate for the Town of Greenwich. The office safeguards and accounts for all collected tax revenue. The office utilizes state statute and local ordinance collection tools. The office provides professional customer service treating the taxpayer with courtesy and respect.

Primary Services Provided

- Collect, safeguard, and account for Real Estate, Personal Property, Motor Vehicle, and Sewer tax revenue.
- Provide timely, accurate, date-sensitive information to a user community made up of property owners, attorneys, business managers, courts, title searchers, motor vehicle owners and lessees, motor vehicle leasing companies, real estate companies, lenders, state marshals, local constables.
- Maintain internal and external working relationships with (internal): Office of the First Selectman, Finance, Town Clerk, Assessor, Board of Estimate and Taxation, Law, Building Inspection division, Health department, as well as (external): Connecticut Department of Motor Vehicles, Connecticut Office of Policy and Management, escrow companies, municipal tax and revenue offices.
- Field between 150 and 200 telephone calls per day in July and January requesting tax information and between 25 and 50 telephone calls per day during other months.
- Perform timely and accurate processing of Court Stipulations.
- Perform timely and accurate processing of Assessor issued Certificates of Correction.
- Issue refunds to qualifying taxpayers on a weekly basis.
- Balance tax receipts daily and provide Finance department with required reconciliation detail.
- Place liens for non-payment of taxes.
- Maintain billing and payment records with lenders for escrow accounts.
- Investigate returned mail; find and send to corrected address.

FY 18-19 Major Accomplishments

- Changed procedure so that mail payments go directly to bank lockbox during busy season eliminating four handoffs and the potential for lost checks and revenue.
- Earned additional interest for the Town as lockbox deposits are made expeditiously one day earlier.
- Changed procedure so that local bank deposit is now made at the end of the business day.
- Added bank scan code to each motor vehicle coupon allowing for faster and more efficient processing.
- Promoted tax payment online.
FY 19-20 Goals

- Continue working with vendor on electronic billing process.
- Review staff functions to achieve peak efficiency.

Table of Organization

```
Tax Collector
  
  Assistant Tax Collector

  Temp Employee

  Account Clerk I (2)
```

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>4</td>
<td>0.98</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>4</td>
<td>0.98</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>5</td>
<td>0</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

A budget cut in FY 16-17, with an additional budget cut in FY 17-18 (combined total $100,000), left the department at a minimal staffing level. Although the July 2018 tax payment period was extremely successful, there were no lines and payments were processed quickly, there is no guarantee this can be maintained. The part-time employee position allowed the department to open three windows in July which contributed to the efficiency of tax payment processing. Unfortunately, as of this writing, the part-time employee is preparing to transfer to a full-time position in another Town department. This will leave the Tax Collector department even more short-staffed.

In this positive economic job market it has become difficult to attract part-time employees. Most job seekers are looking for full-time employment with benefits. If this department is actually able to hire another part-time employee, the risk of a similar situation occurring exists; the part-time employee gets trained over a 9-12 month period (specific knowledge is needed to operate the tax processing software system, which takes time to learn) then leaves for a full-time position within the Town or externally. In order to avoid a revolving door where the Town invests in and trains a part-time employee for that person to then depart, the department is requesting one additional full-time position (Account Clerk II) for FY 19-20. This would bring the department up to 5 full-time employees, still short of staffing numbers in the past. The part-time position would be eliminated.
Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

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

FY 19-20 Goals

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

![Diagram of organization structure]

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>10</td>
<td>1.48</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>11</td>
<td>0.93</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>13</td>
<td>0.93</td>
</tr>
</tbody>
</table>

**Comments on Requested Personnel Changes**

The Law Department will be requesting one additional full time lawyer and one additional full time paralegal. This is for the purpose of considering the possibility that in the not too distant future, one or more senior attorneys will consider retirement. This is planning for the stability of the organization and to provide additional support for the increase in department workload.
TOWN CLERK
150

Not Available at Time of Printing
ZONING ENFORCEMENT

Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Continued to provide excellent Customer Service.
- Applied the skillset learned from the Lean Six Sigma Yellow Belt Training Program to work with the IT Department and the Building Department to start work on conversion to a new Permit Tracking Software. One of the key elements is developing a coordinated approach between Building Department and Zoning Enforcement in terms of the application naming conventions so that one can easily identify the building permit associated with the related zoning permit. Currently there is no such association lending to a very inefficient process.
- Filled a vacant Zoning Inspector position who completed the coursework required to obtain Certified Zoning Enforcement Technician (CZET) designation from the Connecticut Association of Zoning Enforcement Officials (CAZEO). This certifies that they have demonstrated the requisite knowledge of state statutes, the standards and practices of the profession, along with the skills required for them to more effectively perform their job requirements.
- Completed project to offer every Zoning Board of Appeals application dating back to the 1920’s to the 1990’s in digital format.
- Provided education sessions in coordination with the Greenwich Board of Realtors to help them meet their accreditation requirements and ensure that there is a common understanding on basic zoning issues such as grade plane and development of homes in the floodplain.
• Participated in the multi-department Customer Experience Survey and Process Improvement project, where the objective is to improve the permitting process by assessing customer experience, measure satisfaction levels, and identify areas for improvement with the two primary permitting agencies: Building Inspection Division and the Zoning Enforcement Division. Completed a queue analysis that determined what type of person was at the respective customer service counter (home owner, contractor, engineer etc.) and how long they had to wait. Quantified that Greenwich has an efficient and timely process.

**FY 19-20 Goals**

• Continue to provide excellent Customer Service
• Increase enforcement of illegal signs particularly in the Town right-of-ways. Educate the public as to what is permitted and not permitted using the Chamber of Commerce and the newspapers.
• Ensure a seamless transition to an improved and efficient permit tracking software.

**Table of Organization**

Included in Planning and Zoning (171)

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY 17-18</strong></td>
<td>Budgeted</td>
<td>3</td>
</tr>
<tr>
<td><strong>FY 18-19</strong></td>
<td>Budgeted</td>
<td>3</td>
</tr>
<tr>
<td><strong>FY 19-20</strong></td>
<td>Requested</td>
<td>3</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
Mission

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

Primary Services Provided

- The Planning and Zoning Commission’s general responsibilities include the preparation and periodic updating (every 10 years) of a long-range Plan of Conservation and Development (POCD), which requires RTM approval. (Mandated by Town Charter and Connecticut State Statutes).
- Prepare and amend zoning regulations and regulations for the subdivision of land. (Mandated by Town Charter and Connecticut State Statutes).
- Review zoning applications, municipal improvements, and subdivision applications. (Mandated by Town Charter and Connecticut State Statutes).
- Prepare and maintain the official copy of zoning and subdivision regulations, and the official Town of Greenwich zoning map. (Mandated by Town Charter and Connecticut State Statutes).
- Department is responsible for assignment of all street addresses in the town, and coordinates this activity with the United States Postal Offices, and all Emergency Services. (Mandated by Town Ordinance on House Numbering).
- In carrying out these general responsibilities the staff to the Commission coordinates with the following agencies; the Architectural Review Committee, the Historic District Commission, the Conservation Commission, the Inland Wetland and Watercourse Agency, the Departments of Public Works, Parks and Recreation, the Health Department, Fire Department, State DEEP, and SWRPA. (Mandatory and essential).
- The Department staff provides applicants, the public, and the Commission with timely reviews and staff reports of site plan and subdivision projects, while insuring that all applications reviewed comply with both the Town’s Building Zone and Subdivision Regulations, Town Charter and Code, and State Statutes, in an open and informed public review process. (Essential).
- Monitor progress with the goals and objectives of the Plan of Conservation and Development; the Department provides the public and other Town Departments with information and assistance in implementing the programs, projects, and goals of the plan, along with the Open Space Plan. (Essential).
- Develop long term neighborhood planning studies to address issues and problems identified town wide and within specific neighborhoods.
- Maintenance of Department website for Public Outreach and to inform residents on upcoming meetings, item of the agendas, proposed new regulations, and planning studies.
FY 18-19 Major Accomplishments

- Worked on a community wide effort to write the 2019 Plan of Conservation and Development, which is a land use plan required by the Town Charter. The implementation schedule is valid through the next 10 years.

- Presented zoning regulations to the Planning and Zoning Commission pertaining to “special permits” and “special exceptions”, which are synonymous terms under the law and are used interchangeably. They are uses that are generally compatible with the zoning district but requires special attention as to the location and method of operation in order to keep it consistent with uses permitted as of right in the zone. Special exceptions reviewed by the Zoning Board of Appeals also require a special permit reviewed by the Planning and Zoning Commission when they are over certain cubic feet in volume, and given the similarity in the set of standards used to review size and use, created a legal liability. The proposed amendment resolved that liability. Although there is a loud community voice asking for reducing application processing times, which was a secondary advantage to this proposal, this was not viewed favorably by others who felt they no longer had time to organize themselves. As a result, we also launched a web based notification system of all pending applications that will be heard before the Commission so that the public can access this information without having to come into Town Hall to learn if an application of interest has been submitted.

- Presented zoning regulations to the Planning and Zoning Commission pertaining to the Waterfront Business Zone, which was a direct goal under the 2009 Plan of Conservation and Development.

- Presented zoning regulations to the Planning and Zoning Commission to support the brick and mortar business community that has suffered as a result of the convenience and popularity of online shopping including allowing more experiential shopping experiences such as eliminating distance requirements between establishments with liquor permits, allowing theaters to serve liquor. Also permitted fitness in the smaller villages (LBR-1 zone) in existing buildings only.

- Continued work under RFP #7288 to develop a text amendment pertaining to commercial zones to update definitions (6-5 of the Building Zone Regulations (BZR), parking requirements (6-158 BZR) and the organization of the Use Groups (6-100 BZR), which are used to codify where uses are permitted. The amendment will also codify the approval process in commercial zones to better support the business community.

- Engaged a consultant for the complete re-write of the sign and lighting regulations and primarily to ensure appropriate updates needed due to recent Connecticut case law.

- Started work on the examination of the submission requirements for the Preliminary and Final applications so as to ensure better development projects under the regulations. This is particularly timely given the adoption of more incentive based zoning regulations.

- Continued coordination with Town Administrator, DPW, and Parks and Recreation on the implementation of the Plan of Conservation and Development (POCD), Neighborhood Plans – Village District, and POCD committee to ensure all capital projects are in the CIP.

- Worked with DPW to develop signage and a landscaped entrance to each of the villages, which were identified projects in several of the Neighborhood Plans. This was a great start to creating the buzz needed to establish “Village Districts” in Glenville, Cos Cob and Old Greenwich, which is an added layer of zoning regulations permitted via the State Statutes.
to further protect the form within each village. This is also an identified goal in the respective Neighborhood Plan.

- Presented before numerous community groups and organizations to keep citizens aware and engaged in the planning and zoning process.
- Participated in the multi-department Customer Experience Survey and Process Improvement project, where the objective is to improve the permitting process by assessing customer experience, measure satisfaction levels, and identify areas for improvement with the two primary permitting agencies: Building Inspection Division and the Zoning Enforcement Division. Completed a town-wide analysis on the office hours within the permitting Departments to ensure that there are coincident hours and they are correctly reported within Town Hall. Also created a link on the Town website to all Departments hours that is accessed from each Department so that one does navigate to each individual Department and piece together the information.
- Created a permanent part-time “Housing Specialist” position, who focuses solely on the management of housing units created under Section 6-99 of the Building Zone Regulations (BZR) (Elderly and affordable units), Section 6-110 of the BZR (moderate income units), and Section 8-30g of the Connecticut General Statutes (affordable).
- The Senior Planner, Planner II, and the GIS Planner participated in and graduated from the Advanced Training Program, titled “The Leadership Institute”. The training includes ten required workshops, as well as outside-the-classroom experiences, that include guest speakers, panels, and one-on-one coaching opportunities. The training is designed to assist supervisors with a balance of practical management skills and techniques to apply in their current work environments.
- Continued work with Imagesoft, consultant to provide access to a digital library that the public can access via the web for critical documents, such as Meeting Minutes, Staff Reports, Decision Letters, and Meeting Transcripts.
- Worked with the Greenwich Arts Council on finding locations for iconic pieces of art to the downtown as part of a place making initiative.
- Updated the new Town website to provide a digital version of the resources necessary to understand and comply with the moderate income, affordable and elderly housing programs in Town. Uploaded the annual certification forms to the website to create a very easy to use and understand FAQ that outlines the entire program.

**FY 19-20 Goals**

- Continue to provide excellent Customer Service
- Adopt text amendments pertaining to commercial zones to update definitions (6-5 of the Building Zone Regulations (BZR), parking requirements (6-158 BZR) and the organization of the Use Groups (6-100 BZR), which are used to codify where uses are permitted (see RFP #7288). The amendment will also codify the approval process in commercial zones to better support the business community.
- Complete update to the sign and lighting regulations
- Draft Village District Plans for Cos Cob, Glenville, and Old Greenwich
- Work with the Plan of Conservation Plan Implementation Committee to ensure systematic implementation of the Plan.
- Have the Senior Planner, two Planner II’s and one Planner I complete the Lean Six Sigma Yellow Belt Training Program.
- Ensure a seamless transition to an improved and efficient permit tracking software.

**Table of Organization**
**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.49</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.49</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2.49</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
CONSERVATION COMMISSION
172 (includes 174 Land Use Administration)

Mission

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

Primary Services Provided

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

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

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

- **Watershed Planning and Management** – works to protect both the quality and quantity of water resources in Town including Long Island Sound and our public water supplies – EPA/DEEP mandate.
  - Coordinates watershed planning in key watersheds including Mianus and Byram River watersheds – serves as liaison between community groups and other town departments
  - Performs technical reviews and field inspections for E&S controls and storm water management
  - Assists with development and implementation of MS4 permit

- **Technical Assistance to Planning and Zoning** – on natural and cultural resources during site plan and subdivision reviews.
o Reviews P&Z applications for conservation concerns including, but not limited to, impact on water resources, open space, and wildlife. Promotes sustainable community goals including energy conservation, water conservation, and resiliency planning.

o Technical advisors on archaeological sites.

o Assists with the development and implementation of the Plan of Conservation and Development.

- **Wildlife and Habitat Management** – Perform wildlife surveys and provide technical information on key wildlife issues and habitat protection/restoration on both public and private lands
  o Wildlife/people conflicts – deer, coyotes, geese and black bear – provide technical support to First Selectman and all town departments.
    i) Geese Management program implementation.
    ii) Deer Management program implementation.
  o Wildlife Habitat program – protection and management.
    i) Manage and operate the Mianus River Fish-way.
    ii) Over wildlife conservation on town-owned lands.
    iii) Coordinate with P&R on management of open space parks including critical habitats and invasive species control.

- **Community Sustainability/Resilience Planning**
  o Sustainable Greenwich Initiative – lead department.
    i) Water Conservation Initiative.
    iii) Leaf and Yard Waste Recycling Program.
  o Climate Change Adaptation.
    i) assist with short and long term planning aimed at adaptation to changing weather patterns and sea-level rise.
    ii) Coordinate with P&Z and other departments on long term planning for coastal resiliency and flood plain management.
  o Emergency Preparedness and Response.
    i) Coordinate with EMOC, P&Z, and DPW on planning for emergency preparedness and response.
    ii) Serve as part of the Town’s Emergency Operations Center Team providing technical support on tidal and stream gages, GIS mapping, etc.
    iii) Assist EMOC with outreach and education program for community flood preparedness.

- **Cultural Resource Conservation**
  o Inventory of historical and archaeological resources on public and private properties
  o Provide support for Certified Local Government program in coordination with Historic District Commission and Planning and Zoning
  o Adaptive reuse of historic buildings – historic preservation
  o Liaison to State Archaeologist office

- **Public Outreach and Education** – link between public and Town on natural and cultural resource issues.
  o Environmental Education – coordinate educational programs with BOE and community resources on issues of concern and serve as facilitator for CT DEEP programs.
  o Coordinate Environmental Programming at Innis Arden Cottage.
i) Liaison to community groups with mission that involves town-owned resources including: Bruce Museum, Friends of Greenwich Point, Garden Education Center, Greenwich Community Gardens, Greenwich Green and Clean, Greenwich Point Conservancy, and Greenwich Tree Conservancy.

ii) Liaison to key community partners including but not limited to: Greenwich Land Trust, League of Women Voters, Greenwich Audubon, Mianus River Watershed Council, Garden Clubs, Calf Island Conservancy, Greenwich Historic Preservation Trust, Sound waters, and other state organizations.

- Public speaker on myriad of issues to local groups.

 FY 18-19 Major Accomplishments

- Consolidated IWWA and Conservation Departments into the Department of Environmental Affairs.
- Submitted application for certification in the Sustainable CT program. It is expected Greenwich will receive the highest level of certification, Silver.
- Completed the first phase of the coastal vulnerability assessment.
- Launched the implementation phase of the bag ordinance.
- Assisted residents in furthering and in some cases, closing out their home elevation projects associated with HMGP.
- Completed Energy Committee charge to write a strategic energy plan.
- Assisted in writing relevant chapters of the POCD.
- Expanded leaf and yard waste recycling.
- Expanded partnerships with schools to support curriculum
- Launched Pollinators Pathways program with non-governmental organization partners
- Initiated process to revise the open space plan.
- Worked to have living shoreline plans created for Greenwich Point
- Initiated groundwater study
- Readied old website for migration to new site; shepherded in new website

 FY 19-20 Goals

- Assist in creating an Energy Commission/Committee
- Implement the second phase of the coastal vulnerability study
- Assist residents with open home elevation projects
- Propose regulation changes pursuant to the adopted POCD
- Maintain productive partnerships with non-governmental organizations and schools
- Implement a pollinator pathway on North Street
- Complete a revised open space plan for adoption
- Initiate implementation phase of living shoreline protection at Greenwich Point
- Complete Groundwater study
**Table of Organization**

```
Conservation Commission  Inland Wetlands and Watercourses Agency
                      Director of Environmental Affairs
                          Senior Wetlands Analyst  Environmental Analyst
                          Wetlands Compliance Officer
                          Conservation Resources Manager I
                          Assistant Compliance Officer
                          Administrative Staff Assistant II (FT)
                          Administrative Staff Assistant II (PT)
                          Shared Staff – Env. Affairs & P&Z
                          Application Coordinator
                          Account Clerk II
                          Administrative Staff Assistant I (P/T)
```

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted 2</td>
<td>.71</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted 2.5</td>
<td>0</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested 2.5</td>
<td>0</td>
</tr>
</tbody>
</table>

*In FY18-19, the Conservation Director and Inland Wetlands and Watercourses Director positions were consolidated into the Director of Environmental Affairs position.

**Comments on Proposed Personnel Changes**

None
Mission

It is the mission of the Inland Wetlands and Watercourses Agency (IWWA) and its staff to implement Greenwich’s Inland Wetlands and Watercourses Regulations in accordance with the statutory obligation delegated to the Town by the CT Department of Energy and Environmental Protection Commissioner and in a manner that is consistent with current laws and science, and is courteous, accurate, and responsive to the public, applicants, and Town departments. The Agency also serves to educate the public on the value of our wetlands and watercourses.

Primary Services Provided

The Agency meets once per month, at a minimum, to review, discuss, and act on proposals requiring IWWA permits.

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

- Review and technical guidance involving proposed projects
  - Work with prospective applicants to facilitate a successful application
  - Produce application staff reports documenting detailed inspections and evaluations of proposed development, with the purpose of providing informed recommendations to the Wetlands Agency
  - Openly communicate and coordinate with regulatory departments responsible for the management and control of storm-water and erosion control measures
  - Assist neighboring residents in understanding the application process and what they can do to meaningfully participate
  - Serve approximately 2,600 “walk-ins” annually

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

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

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

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

**FY 18-19 Major Accomplishments**

- Consolidated IWWA and Conservation Departments into the Department of Environmental Affairs
- Conducted an average of 100 compliance inspections monthly
- Scanned closed files through 2011, making them available for online, public inspection
- Contacted first round of applicants with storm-water system inspection requirements
- Continued to evaluate procedures, forms, and practices for opportunities to better serve the community
- Expeditiously reviewed approximately 175 applications received annually, targeting a one month turn around on Agency-reviewed applications and a 10-day turn around on Agent reviewed applications. On average issued 35 Cease and Correct Orders
• Worked with Pace University student to prepare a white paper on rain garden recommendations and review a sampling of existing gardens in Greenwich
• Worked with land use departments to revised forms in response to customer satisfaction surveys
• Learned “back door” logistics for website launch and maintenance

**FY 19-20 Goals**

• Work with DPW to revise storm drainage manual pursuant to Pace report
• Conduct an average of 100 compliance inspections monthly
• Scan closed files through 2012
• Institute program to annually contact applicants with 5-year storm-water system inspection requirements
• Encourage staff’s attendance at relevant conferences to maintain a high level of knowledge
• Continue to evaluate procedures, forms, and practices for opportunities to better serve the community
• Continue to develop outreach programs to minimize the potential for violations
• Expeditiously review applications received, targeting a one-month turn around on Agency reviewed applications and a 10-day turn around on Agent reviewed applications
• Utilize skills obtained in town-sponsored training
• Work with newly launched Municity to make more documents available online and streamline application process
Table of Organization

Conservation Commission

Inland Wetlands and Watercourses Agency

Director of Environmental Affairs

Senior Wetlands Analyst

Environmental Analyst

Wetlands Compliance Officer

Conservation Resources Manager I

Assistant Compliance Officer

Administrative Staff Assistant II (FT)

Administrative Staff Assistant II (PT)

Shared Staff – Env. Affairs & P&Z

Application Coordinator

Account Clerk II

Administrative Staff Assistant I (P/T)
**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>5.0</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>4.5</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>4.5</td>
</tr>
</tbody>
</table>

*In FY18-19, the Conservation Director and Inland Wetlands and Watercourses Director positions were consolidated into the Director of Environmental Affairs position.*

**Comments on Proposed Personnel Changes**

None
Mission

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

Primary Services Provided

As people grow older in Greenwich, they will be able to remain in town with as much independence as possible. This can be achieved with the support of Town agencies and community organizations. Older adults, and those that support them, will fully participate as partners in this process. The Commission on Aging conducts the following activities:

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

FY 18-19 Major Accomplishments

- Expanded Sponsorship opportunities for the for-profit and non-profit sectors with the Commission on Aging’s “Aging Well” series of events. Sponsor support increased from 43 agencies/organizations in FY17-18 to 51 agencies/organizations in FY18-19. Organized 3 Distinguished Community Lectures, the annual Health & Wellness Expo, Late Life Professional Conference and Older American’s Month Celebration.
- Created and successfully disseminated “Age & Dementia Friendly Greenwich” Community Survey. 5 Listening Sessions and Community Walkabouts with the strategic guidance of the Columbia University Mailman School of Public Health’s Consulting Workgroup. Analyzed data, published Community Action Plan and filed the plan with AARP National and the World Health Organization.
- Developed and deployed Age Friendly Greenwich “Implementation Strategy.”
- 250 individuals attended Dementia Friends Information Sessions and 25 professionals were trained as Dementia Friend Champions to facilitate Dementia Information Sessions
throughout the Community. Commission on Aging aligned with Dementia Friends America for designation as a Dementia Friendly Community.

- Presented “Age Friendly Greenwich – Community Assessment Best Practices” at the National AARP Livable Communities Summit in Charlotte, North Carolina.
- Actively participated in Southwestern CT Agency on Aging Transportation Forum to advocate for expanded transportation options for older adults across the region. Monitored local transportation options including Share-the-Fare and TAG.
- Recruited 3 new Health Insurance Counselors who became fully certified CHOICES Counselors through SWCAA and the State of CT Commission on Aging to help residents navigate the complexities of Medicare A, B, Medicare Advantage Plans, Medicare D and Medicare Supplemental Insurance (Medigap coverage), as well as trained 7 new seasonal Medicare D Counselors to assist with annual Open Enrollment. Over 600 individuals received Health Insurance Counseling through the Commission on Aging. Fully compliant with State mandated STARS client reporting.
- Revised and approved new Commission on Aging Strategic Plan FY19-FY21 to ensure congruence with new and core division initiatives.
- Worked collaboratively with Liberations Programs and the Alzheimer’s Association of CT to offer professional services to residents.
- Replaced Share-the-Fare printed vouchers with stored value cards, trained staff on software and reporting protocols.
- Fully realized Community First goal of streamlining and auditing Share-the-Fare client tracking procedure.
- Managed website, curated content, initiated online registration and payment option through the new Town website.
- Reinvigorated “Caregiver Circle” program in cooperation with River House offering educational programs 8 times a year.
- Successfully launched “Total Brain Health” program, trained facilitators and instructed two tiers of brain health programs: Memory 1.0 and Memory 2.0. Brain Health 1.0 was launched in the Spring replacing the Super Noggin program.
- Replaced printed lunch coupons with stored value cards, trained staff on software and reporting protocols.
- Revised Senior Center Newsletter.
- Launched “Aging Mastery Program – Navigating Longer Lives by creating new pathways that encourage ongoing and positive engagement in life” – in cooperation with, and through the generosity of, the CT Healthy Living Collaborative in partnership with NCOA, Anthem Foundation and the Peter and Carmen Lucia Buck Foundation. The Town of Greenwich was the only community in the Southwestern region of the State to be awarded this grant.
- Initiated photo-id process for Senior Center members and updated database.
- Developed dissemination plan for new Resource Guide for Older Adults and heightened awareness as an Information & Referral resource in the Town of Greenwich.
- Worked collaboratively with the Assessor on the renewal of the Senior Tax Relief Ordinance. Initiated awareness campaign to inform, promote and educate residents about local and State Tax Relief.
- Provided leadership, professional education and promoted information sharing to the Senior Providers Network.
Employed Lean Six Sigma strategies to evaluate and enhance operational efficiencies.
Explored brand-integration of all marketing materials for the Commission on Aging and Senior Center.
Operated the Senior Center as the Town focal point for independent recreation, enrichment, health promotion and wellness for older adults. Planned and presented a broad spectrum of programs designed to meet the needs of a diverse population of older adults.
Completed renovation of ground floor restrooms and commenced renovation of original art room located on the first floor – transition space to new Technology Lounge. Procured new equipment and furnishings.
Initiated construction of new commercial kitchen at ground floor level.
Fully utilized MySeniorCenter database for streamlining operational functions.
Introduced “grab-and-go” and “food-on-demand” food service model. Evaluated current costs of the meal program including resident contribution and Town subsidy.
Expanded utilization of SmartBoard technology to enhance educational offerings and actively engage residents.
Expanded utilization of Constant Contact for newsletter capability and linkages to Town website.
Renamed Senior Center Building: 299 on the Ave.

**FY 19-20 Goals**

- Plan Conference on Aging for Town residents including breakout sessions, keynote speaker, and various workshops.
- Expand Sponsorship opportunities for the for-profit and non-profit sectors with the Commission on Aging’s “Aging Well” series of events.
- Draft “Sustainability Plan” for implemented action items to secure designation as an Age and Dementia Friendly Community.
- Offer Dementia Friends Information Sessions throughout the community to residents, non-professional groups, students, business owners and the faith community. Work collaboratively with LiveWell CT and Dementia Friends America.
- Create Age & Dementia Friendly logo/symbol to be used as the as the visual confirmation of Age Friendly Community throughout Town.
- Draft and submit proposal to Columbia University Mailman School of Public Health for Consulting Workgroup assistance with creating an Age Friendly Sustainability Plan for the Town of Greenwich.
- Continue to monitor local transportation options including Share-the-Fare and TAG.
- Manage Health Insurance Counseling Team to offer assistance in helping residents navigate the complexities of Medicare A, B, Medicare Advantage Plans, Medicare D and Medicare Supplemental Insurance (Medigap coverage). Maintain compliance with State mandated STARS client reporting.
- Monitor Share-the-Fare program and use of stored value cards.
- Continue to curate website content and incorporate value-added elements to our section of the website.
- Plan “Caregiver Circle” educational programs in cooperation with River House 8 times a year.
• Revise and reprint Resource Guide for Older Adults and continue to heighten awareness of Information & Referral resources available through the Commission on Aging.
• Worked collaboratively with the Assessor on the renewal of the Senior Tax Relief Ordinance. Initiated awareness campaign to inform, promote and educate residents about local and State Tax Relief.
• Provide leadership, professional education and promote information sharing to the Senior Providers Network.
• Employ Lean Six Sigma strategies to evaluate and enhance operational efficiencies.
• Ensure brand-integration of all marketing materials for the Commission on Aging and Senior Center.

**Table of Organization**

See Senior Center (196)

**Personnel Summary**

<table>
<thead>
<tr>
<th>Year</th>
<th>FY 17-18</th>
<th>FY 18-19</th>
<th>FY 19-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Requested</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 2</td>
<td>0</td>
</tr>
<tr>
<td>FY 18-19 2</td>
<td>0</td>
</tr>
<tr>
<td>FY 19-20 2</td>
<td>0</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
Mission
The Greenwich Senior Center enhances the quality of life for Greenwich older adults. The Senior Center is a focal point of life enrichment and support programs where members can form and maintain friendships and enjoy an affordable nutritious meal. Transportation to our welcoming meeting place is also provided. In addition, the Center acts as a central hub for cooperative arrangements with community agencies and individuals who advocate on behalf of older adults.

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

FY 18-19 Goals
- Operate the Senior Center as the Town focal point for independent recreation, enrichment, health promotion and wellness for older adults. Plan and present a broad spectrum of programs designed to meet the needs of a diverse population of older adults.
- Complete renovation and relocation of new Technology Lounge on first floor and procure new equipment and furnishings.
- Further utilize MySeniorCenter database for streamlining Senior Center operational functions.
- Utilize notification module on new Town website.
- Continue to facilitate multiple tiers of the “Total Brain Health” program and train facilitators as necessary.
- Evaluate “grab-and-go” and “food-on-demand” dining options. Monitor kitchen renovation on ground floor level.
- Manage, expand, and evaluate effectiveness of the “Aging Mastery Program – Navigating Longer Lives by creating new pathways that encourage ongoing and positive engagement in life” – throughout the community.
- Maintain up-to-date database of Senior Center members. Audit for compliance with photo ID protocol.
- Enhance utilization of social media.
Table of Organization

Commission on Aging

Director

Customer Service Representative

Greenwich Senior Center

Administrator

Program Specialist

Administrative Staff Assistant (P/T)

Food Services Contractor

Cook I (FT)

Food Service Worker (2; P/T)

Program Consultants
Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>3</td>
<td>2.14</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>3</td>
<td>2.14</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>3</td>
<td>2.57</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

We are requesting approval for a 15 hour part-time/unrepresented Clerical Assistant to help with various Departmental initiatives, including, but not limited to, Age and Dementia Friendly Greenwich, Commission on Aging “Aging Well” Sponsored Series, Total Brain Health, Health Insurance Counseling scheduling, and State mandated reporting.
FIRE DEPARTMENT
201 – ADMINISTRATION

Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Upgraded four existing firefighter positions to officer positions assigned to our Ladder Truck, which is the most expensive and versatile tool in our fleet and will now be used more efficiently and effectively under the direction of a Company Officer.
- Secured the release of conditions from the BET for funding to complete the renovation of the Byram station and begin the planning process for the Sound Beach station. The renovations of these two stations will complete the Plan of Conservation and Development (POCD) fire station renovation plan approved by the RTM (anticipated).
- Working with Greenwich Firefighters Association, facilitated a Citizens’ Fire Academy at our new training center. This provided great insight to some of our elected officials and media.

FY 19-20 Goals

- Work with the First Selectman’s Office and BC&M to develop the North West fire station project, as requested in the SOMR that passed during the 9/17/18 RTM meeting.
- Purchase and deploy new volunteer firefighter response software that allows the Department to better capture volunteer responses and response times.
- Transition all of our communications systems from Verizon to the AT&T First Net platform that was specifically designed for first responder communications. In addition, there will be an annual savings on monthly costs for service.
Begin the logistical planning for the replacement of our current Hurst tool (vehicle extrication) equipment. This project will be phased in completing 2-3 stations per year. The new equipment is not compatible with old equipment as they have significantly differing operation pressures.

**Table of Organization**

![Organizational Chart]

**Personnel Summary**

<table>
<thead>
<tr>
<th>FY</th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>4</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>4</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>4</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**
None
Primary Services Provided

- Provide training to all career and volunteer personnel
- Purchase, inventory, and maintain all Department personal protective equipment
- Provide Health & Safety monitoring and oversight for all personnel
- Maintain all department training records and OSHA documentation
- Respond to incidents as incident safety officer
- Provide ongoing quality control

FY 18-19 Major Accomplishments

- Increased storage capacity of tools and equipment at the training center. This allows crews to use the stored equipment rather than in service equipment from the apparatus. This improves return-to-service time following training and reduces out-of-service time.
- Placed in service a dual purpose utility vehicle (UTV) that is stored at training center. The vehicle is also positioned for deployment into the back country to assist in various rescue scenarios.
- Completed a Firefighter 1 training course that certified 10 new volunteers to our department.

FY 19-20 Goals

- Develop and implement a minimum required training policy for all career and volunteer personnel.
- In conjunction with GEMS, increase our annual Emergency Medical Technician training to better meet the response needs of our community.
- Develop additional training courses to meet the needs our ever changing incident responses.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
FIRE DEPARTMENT
204 – FIRE MARSHAL

Primary Services Provided

- Public fire education
- Code enforcement
- Fire investigation
- Plan review (construction and demolition)
- Blasting permits
- Inspection of tents and portable structures
- Enforcement of regulations concerning use, storage, and transportation of hazardous materials

FY 18-19 Major Accomplishments

- Expanded the annual public education program to include all private and public schools, which is now delivered to a total of nearly 2,000 students in kindergarten and first grade.
- Two additional back country water sources have been developed and are now being installed. One in Northwest and one in Northeast Greenwich.
- Increased capacity for completing all required multifamily occupancy inspections on an annual basis. Completion rate nearing 100%.

FY 19-20 Goals

- Continue developing public-private partnerships for our back country water sources using STEAP grant funds to offset costs.
- Train other Division personnel to assist in plan review to help handle the large amount of building project plans that must be reviewed for compliance with the fire safety code.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>5</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>5</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>5</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Primary Services Provided

- Protection of citizens, property, and environment
- Fire rescue, suppression, and prevention
- Technical rescue services, cold water, trench collapse, confined space, elevator and motor vehicle accidents
- Hazardous materials response emergencies
- All hazards response

FY 18-19 Major Accomplishments

- Purchased and placed in service a new fire engine to replace Engine 2 in Cos Cob.
- As our call volume for assistance in EMS responses increases on an annual basis, applied and received our supplemental first responder status with the State of Connecticut.
- Deployed a new storm related road-closure mapping system used by all emergency service departments to assist in incident response.

FY 19-20 Goals

- Deploy new volunteer response software to better capture the response time and great efforts of our volunteer component delivers to the community.
- Work with Town Administration and Building Construction and Maintenance (BC&M) to develop plans, secure funding, and build a Northwest fire station in an effort to reduce response times to that quadrant.
- Work with BC&M to complete the Station 3 Byram renovation.
- Work with BC&M to develop plans and begin to plan for the Station 5 Old Greenwich renovation.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>95</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>95</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>95</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Primary Services Provided

- Volunteer recruitment and retention
- Assist with volunteer benefits management
- Conduct intake, background checks, and exit interviews with volunteer members
- Liaison between volunteer firefighters and fire administration

FY 18-19 Major Accomplishments

- Held the Volunteer Recognition Dinner Ceremony.
- Increased Fire Department visibility with new updated press release contacts to advertise the Departments efforts to recruitment new Volunteers.
- 7 new certified Volunteer Firefighters elevated for Firefighter I throughout the various Fire Companies.
- Recruitment and Retention Analysis Report Completed.
- Implemented Volunteer Firefighter Exit Interview Questionnaire to assist Fire Administration with expanding Volunteer Firefighter incentives.
- Continued outreach for recruitment at the schools and community events.

FY 19-20 Goals

- Convene the Annual Volunteer Recognition Dinner Ceremony.
- Continuously work with the Training Division and the various neighboring Fire departments to find firefighting certification courses for the volunteer firefighting force.
- Recruit 20 new Volunteers and get them Certified Firefighter I.
- Work with Fire Administration and Volunteer Fire Officers to complete new Cafeteria Volunteer Incentive Plan.
- Work with media on promoting our services to recruit volunteer members and promote the fire explorer program.

Table of Organization

Included in Fire Administration (201)
**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY 17-18</strong></td>
<td>Budgeted</td>
<td>1</td>
</tr>
<tr>
<td><strong>FY 18-19</strong></td>
<td>Budgeted</td>
<td>1</td>
</tr>
<tr>
<td><strong>FY 19-20</strong></td>
<td>Requested</td>
<td>1</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
Mission

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

Primary Services Provided

- Patrol Operations
- Criminal Investigations
- Emergency Medical First Responder Services
- Public Safety (911) Dispatch Operations
- Special Victims Section (Youth Services/Juvenile Law Enforcement)
- Law Enforcement Training
- Traffic Collision Investigation
- Marine Patrol and Rescue Operations
- Municipal Radio Communications System
- Public Records Management
- Administration and Management
- Strategic Traffic Enforcement Program (STEP)
- Police Canine Operations
- Combined Public Safety IT. Systems
- Neighborhood Policing
- School Resource Services
- Animal Control Operations
- Internal Affairs
- Property and Evidence Control
- Greenwich Avenue Traffic Direction

FY 18-19 Major Accomplishments

- In collaboration with the First Selectman and the Superintendent of Schools, added a second full time School Resource Officer (SRO) at Greenwich High School.
- Received Connecticut State Law Enforcement Agency Accreditation (anticipated).
- Assisted in the installation and deployment of new town-wide radio system.
- Through collaboration with Greenwich Hospital and Greenwich EMS, entire department was trained and outfitted with Narcan to help respond to opioid overdoses.
• Added a number of license plate readers (LPRs) to assist in intelligence-led policing initiatives. These cameras have already assisted in the collection of evidence that resulted in the arrest of several subjects wanted for burglaries in town.
• Partnered with the Connecticut State Police to have a detective serve part time in the Connecticut Intelligence Center. This resulted in the optimization of police intelligence sharing with the department and other law enforcement agencies. This partnership also resulted in the arrests of several individuals wanted for crimes committed in Greenwich.
• Deployed the computer program ‘Power DMS’ to automate training records and assist in efforts to become a state accredited law enforcement agency.
• Intensive investigations of burglaries resulted in a number of arrests.
• The department’s forensics investigation unit processed significant physical evidence from a number of auto thefts which resulted in the referral of a number of juveniles wanted for a rash of auto thefts.
• The department’s Strategic Traffic Enforcement Program continued to contribute to the steady decline in motor vehicle accidents in town.
• Continued to offer premier community oriented programs which enhance public safety in town, including the Citizen Police Academy (CPA), Women’s Self Defense Classes, and a weeklong Youth Citizen Police Academy (YCPA).

FY 19-20 Goals

• Hire to Full Available Staff – Manage Succession Planning
  o Endeavor to partner with other municipal law enforcement agencies and the State Police (POST – C) Recruit Academy to place new employees into recruit training academy seats as they become available. Being fully staffed will make the Department more resilient and better prepared for emergencies and employee succession. Full staffing will reduce overtime costs. We will also continue to provide professional development of our supervisors.
• CALEA Accreditation Process
  o Building on our state accreditation, the Department intends to complete the state accredited law enforcement agency. We are pursuing this distinction in order to assure that we are delivering excellence in police services. Accreditation will strengthen the agency’s accountability, both within the agency and the community, through a continuum of standards that clearly define authority, performance, and responsibilities. Accreditation should also reduce the town’s exposure to civil liability.
Table of Organization

Police Commissioner
  - Chief of Police (1)
  - Deputy Chief (1)
  - Professional Standards Lieutenant (1)
    - Training Sgt. (2)
    - Range Tech (2)
    - SRU
  - Executive Assistant
    - Adm. Asst. (1)
    - Acct. Clerk II (1)
    - Adm. Asst. (P/T) (1)

Police Captain
  - Patrol Division
    - Uniformed Patrol
      - Lieutenant (5)
      - Patrol Sgt. (12)
      - Master Police Officer (10)
      - Police Officer (65)
    - Bicycle Unit
  - Detective Division
    - Forensics Sgt.
      - (1) Detective
      - (3) Court Tech (2)
    - Special Victims
      - Sgt. (2)
      - Detective
      - (5) SRO Tech (2)
      - CIO Tech (3)

Police Captain
  - Operations
    - IT/Communications
      - Sgt. (1)
      - IT Tech (2)
      - Radio Tech (1)
    - Investigations
      - Sgt. (3)
      - Detective (14)
    - Domestic Violence/Crisis Investigation
    - Scuba
    - Marine Sgt. (1)
    - Marine Tech (1)
    - Marine Officer (5)

Civil Director
  - General Services
    - Honor Guard
    - Traffic Sgt.
      - (1) Traffic Tech (1)
      - Enforcement (3)
    - General Services
      - Bus. Operation
      - Supvr. (1)
      - Acct. Clerk II (1)
      - Adm. Staff Asst. II (1)
      - Adm. Staff Asst. (P/T) (2)
      - Scheduling Coordinator (P/T) (1)

Emergency Management
  - Cell Block Chaplain Program

Homeland Security
  - Police Surgeon
    - Wellness

Strategic Planning
  - School Crossing Guards (26)
  - Special Police (33)

Purchasing, Fleet, Building, Keeper of Records
  - Animal Control
    - Animal Control Officer (2)
    - Kennel Person (1)
  - Property Evidence Clerk (1)
Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted 183</td>
<td>6.02</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted 182</td>
<td>6.02</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested 183</td>
<td>6.02</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

The Department is requesting an additional Detective position be filled within the Special Victims Section (SVS), which investigates crimes involving juveniles, crimes against the elderly and sex crimes, in response to increased juvenile incidents and investigations assigned to SVS. There has been an over 75% increase over the last four years (July 2014 to June 2018) in incidents involving juveniles and a 30% increase in investigations assigned to the SVS. Additionally, the Department has recently assigned a second School Resource Officer (SRO) to Greenwich High School after consulting with school officials, the Board of Education and the public. The additional Detective within SVS will allow the Department to provide better service to some of the most vulnerable members of our community. Of note is the fact that during the FY 17-18 budget year, a detective position had been deleted from our table of organization.
Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Ongoing capital plan development and execution.
- Ongoing regulatory compliance across multiple Divisions.
- Ongoing efforts to support the Town’s customer service initiative.
- Ongoing efforts to improve and expand on use of various IT programs, including the electronic document management system (EDMS – OnBase), asset management (Lucity), and others to support operations and improve operations effectiveness.
- Ongoing work to expand and improve the Department’s safety program
- Implemented an array of improvements to permit processes as identified in a 2018 customer service review.
- Moved the GHS remediation project forward through submission of revised remedial action plan to regulatory agencies.

FY 19-20 Goals

- Ongoing work to continue executing capital plan, maintaining regulatory compliance, supporting customer service initiatives, as well as supporting all DPW operations.
- Ongoing work to identify and implement service improvements and efficiency, in collaboration with all Divisions in DPW.
- Ongoing work on the GHS soil remediation project.
Table of Organization

Commissioner

Deputy Commissioner

Business Services Manager

Administrative Operations Supervisor

Account Clerk II (2)*

Customer Service Representative (P/T)

*One account clerk is budgeted under Department 361

Personnel Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Full Time Employees</th>
<th>Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>5</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>5</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>5</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Completed Steamboat Rd. Scenic Overlook repairs.
- Completed Round Hill Rd Bridge.
- Completed Lake Avenue and Lower Cross intersection improvement.
- Completed Old Greenwich storm drain network improvements.
- Continued extensive coordination with Eversource to address the impacts of their transmission project on Town infrastructure. Construction expected to beginning late Fall this FY.
- Continued coordination efforts with CTDOT for the Old Greenwich Train Station project.
- Continued work on bridge projects at multiple locations, both design and construction, including Oneida Drive, Sound Beach Avenue, Bailiwick Road, Sunshine Avenue, Davis Avenue, Wesskum Wood, Bruce Park Loop Rd, and others.
- Completed the School Zone Signage project which included the installation of a total of 50 flashing speed zone signs.
- Continued design and construction work on pedestrian and traffic improvement projects including ADA sidewalk inventory and the Greenwich Avenue Paving and Streetscape project.
- Continued work on traffic projects including adaptive signal control in the Exit 3/Arch Street corridor and the Glenville Road/Riversville Road corridor.
- Participated in the POCD process, as well as providing the usual services to Land Use.
FY 19-20 Goals

- Continue to implement the numerous capital projects under Engineering’s management, including the bridge program, infrastructure improvements, and storm-water system improvements.
- Continue to support Land Use agencies via Engineering’s review process and implementation/maintenance of Town standards for drainage, roads, and other DPW managed infrastructure. This includes participation in the POCD process.
- Continue extensive coordination with Eversource to address the impacts of their transmission project on Town infrastructure. The project will be under construction.
- Continue work to comply with the State’s General Permit for the Discharge of Stormwater from Small Municipal Separate Storm Sewer Systems (MS4 Stormwater Permit).

Table of Organization

<table>
<thead>
<tr>
<th>Deputy Commissioner*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admin. Assistant</td>
</tr>
<tr>
<td>Clerical Assistant (P/T)</td>
</tr>
<tr>
<td>Senior Civil Engineer (3)</td>
</tr>
<tr>
<td>Engineering Inspector</td>
</tr>
<tr>
<td>Traffic Operations Coordinator**</td>
</tr>
<tr>
<td>Civil Engineer II (1)</td>
</tr>
<tr>
<td>Civil Engineer I (2)</td>
</tr>
<tr>
<td>Engineering Technician</td>
</tr>
</tbody>
</table>

*Position budgeted under Department 301/**Position budgeted under Department 318

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>10</td>
<td>0.76</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>9</td>
<td>0.76</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>9</td>
<td>0.76</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Executing asphalt paving program
- Executing highway maintenance program, installing sidewalk, curbing, and handicap ramps at multiple locations
- Executing upgrades to traffic signal system including detection cameras, advanced traffic controllers (ATC) and various maintenance items
- Continuing program of leaf pickup, street sweeping, storm drain system maintenance, MS4 storm-water compliance work, etc.

FY 18-19 Goals

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

Superintendent

Administrative Assistant I

Customer Service Representative

Highway Operations Manager

Highway Plan/Progress Manager

Highway Asset Engineer

Highway Foreman (4)

Highway Inspector

Traffic Operations and Maintenance Foreman*

Quality Control Inspector

Traffic Signal Maintenance Mechanic (2)*

Highway/ Traffic Signs and Lines Technicians (2)*

Heavy Equipment Operators (3)

Equipment Operators (26)

Laborers (22)

*Positions budgeted under Department 318

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>68</td>
<td>1.82</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>68</td>
<td>1.25</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>68</td>
<td>1.25</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Ongoing work with customers to increase knowledge of appropriate recycling options and increase participation.

FY 19-20 Goals

- Continue to monitor and manage storm water discharge at Holly Hill.
- Continue efforts and opportunities to increase recycling and reduce waste.
- Through the Engineering Division project, see the completion of the restoration of the in-line sedimentation pond on Tom’s Brook on site at Holly Hill.

Table of Organization

```
Environmental Operations Manager

Weighmaster (2)
Waste Material Checkers (2)
Waste Disposal Yard Equip. Operator
```
Personnel Summary

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Budgeted</th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td></td>
<td>6</td>
<td>0.43</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>6</td>
<td>0</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission
To execute a capital and maintenance program for Town facilities based on condition, priority, and customer needs, striving to save money, consolidate facilities where possible, and support the effective operations of various customer groups, bringing all Town buildings to an acceptable condition ranking.

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

FY 18-19 Major Accomplishments
- Executed planned work orders, as well as those in response to a variety of requests by customers in various Town buildings, to maintain Town buildings.
- Completed the Byram Park Pool project.
- Completed the Grass Island Restroom Facility.
- Completed renovations of the Assistant Caretaker’s Cottage, Greenwich Point.
- Continued to develop plans for the Eastern Greenwich Civic Center.
- Completed the rehabilitation design of Byram Fire Station and publicly bid construction.
- Completed “mothballing” Greenhouse in the Pinetum.
- Continued interior renovations of Town Hall office space.
- Continued interior renovations at the Senior Center.

FY 19-20 Goals
- Continue to execute customer work orders.
- Continue to maintain base infrastructure through preventive maintenance.
- Execution of Capital Plan as outlined in the Capital Improvement Plan.
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>23</td>
<td>7.14</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>23</td>
<td>7.14</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>23</td>
<td>7.14</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
DEPARTMENT OF PUBLIC WORKS
BUILDING INSPECTION DIVISION - 351

Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Implemented Municity software to replace Cornerstone and Cityview in Building Inspection.
- Continuing permit and inspection program.
- Continued service improvement initiatives in coordination with other Town departments.

FY 19-20 Goals

- Continue Municity implementation through integration with other Town Departments and DPW Divisions as they come online, to strive for online permitting to the extent possible, as well as to permit online permit status review.
- Continue to implement the permit and inspection program.
- Continue wide array of customer service activities related to the Division’s records and customer requests.
- Continue service improvement initiatives in coordination with other Town departments.
Table of Organization

Number of Full Time Employees | Number of Part Time/Temp Employees
--- | ---
FY 17-18 Budgeted | 17 | 1.29
FY 18-19 Budgeted | 17 | 0.86
FY 19-20 Requested | 17 | 0.86

Comments on Proposed Personnel Changes

None
DEPARTMENT OF PUBLIC WORKS  
SEWER DIVISION - 361

Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Completed construction of Old Greenwich Common Force Main Segments 9B, 10 and 11 and design of Segment 5.
- Ongoing construction of the Ballwood, Husted, and Meadow Pump Stations.
- Completed the Grass Island SCADA project
- Commenced construction of the Grass Island Phase 1 grit improvements.
- Ongoing construction of 2018 Sewer and Manhole Rehabilitation – Phase I project.
- Continued design work at Grass Island on the Phase 1 Flood Mitigation.
- Continued sewer permit and inspection program, as well as planning and zoning reviews, highway reviews, grease trap reviews, etc.

FY 19-20 Goals

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

Wastewater Division Manager
  ↓
  Administrative Assistant
  ↓
  Clerical Assistant (P/T)
  ↓
  Process Control Manager
    ↓
    Laboratory Supervisor
      ↓
      Laboratory Technician
    ↓
    Sewer Plant Operator II (4)
    ↓
    Sewer Plant Operator I (3)
    ↓
    Sewer Plant Maintenance Supervisor
    ↓
    Sewer Plant Instrument Mechanic
    ↓
    Maintenance Mechanic (2)
  ↓
  Maintenance Manager Sewer
    ↓
    Sewer Works Foreman
      ↓
      Environmental Asset Engineer
      ↓
      Sewer Repair Person (4)
      ↓
      Infiltration/Infow Inspector

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>25</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>25</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>25</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
FLEET DEPARTMENT
380

Mission

Provide high quality, professional, and cost effective fleet maintenance services to all Town departments. Be the support function for all user-departments for equipment specifications and vehicle replacements.

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Complete construction and begin operation of permanent propane fueling station at the North Street facility.
- Applied for 65% funding of two (2) new class 8 trucks from the Connecticut VW Settlement funds.
- Renewed the NAFA Sustainable Fleet Certification and received a Level 4 certification which is the highest level. This has been added to the Town’s Sustainable CT. application.
- Brought the repair and maintenance of the Highway Department small equipment in house for an approximate savings of $7,000 annually.

FY 19-20 Goals

- Identify and test anti-idle devices for vehicles.
- Work with DPW on feasibility of building a permanent propane fueling station at the Holly Hill facility.
- Continue monitoring the Connecticut VW Settlement fund opportunities for grant monies for town projects.
- Measure savings and/or costs of in-house repair of Highway Department small equipment to determine the value of this work in-house.
Table of Organization

Fleet Director

Administrative Staff Assistant II (P/T)

Shift Supervisor (Day)

Shift Supervisor (Night)

Vehicle Technicians/Heavy (2)

Vehicle Mechanic/Heavy

Fleet Operations Manager

Fleet Operations Assistant

Vehicle Technicians/Heavy (3)

Custodian (P/T)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>11</td>
<td>1.14</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>11</td>
<td>1.14</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>11</td>
<td>1.14</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

- Protect people from communicable diseases and work to reduce health risks that promote chronic disease and illness through preventive services, such as: providing immunizations, conducting healthcare counseling and screenings, providing patient case management, and making referrals for treatment. Through the enforcement of public health regulations, the Department conducts disease surveillance and investigation, monitors the community’s health status, collaborates with community health partners to provide health services, and by statutory authority, issues health orders by the Director of Health to protect the public’s health.

- Enforce public health laws and regulations to protect human health and the environment by: exercising the authority of the Director of Health and Board of Health when needed, overseeing the treatment of those with infectious/communicable diseases, investigating and providing case management of disease outbreaks, sampling and analyzing pollution sources in the community in an effort to identify disease-causing organisms, and leading the development of health policy and planning in the community.

- Assure accessibility to quality medical care, as well as work towards reducing health disparities in the population, by providing direct public health essential services when possible, especially to disadvantaged populations and mobilize health resources (indirect services) when there is a need identified in the community. The Department’s health services include, but are not limited to: nursing services (adult, maternal and child health program), immunizations, child care, elder care for the homebound, communicable disease case management, and services for the uninsured and underserved. The Environmental Health and Laboratory Service Program provides enforcement of public health regulation, collects and analyzes environmental samples and provides clinical testing for children and adults. The Special Clinical Services program provides communicable disease screening, patient treatment, case management, and counseling for targeted conditions. It also provides public
health education to student populations and executes the Town’s Blood borne Pathogen Program for Town employees. The Dental Health Program provides oral health screening, education, and referral primarily to children of the public health school system, pre-school programs, the Woman, Infant and Child (WIC) program, and seniors in the community.

- Plan for public health emergencies through the provisions of a contract between Greenwich Emergency Medical Services (GEMS) and the Town (to provide basic and advanced life support emergency medical services), conduct local emergency planning through the Department’s grant funded Public Health Emergency Preparedness program (which conducts disaster plan development/updating; educates the general public, and coordinates with community and Town agencies to ensure a coordinated response to public health emergencies). Acts as a liaison between the Town and State as it pertains to planning for emergencies that may require resources from the State and other municipalities.
- Provide limited public health education (the Department’s health educator position was eliminated by the Town in 2009-2010 as part of a downsizing effort) about disease, health issues, and health hazards, with an emphasis on prevention. This is achieved through provisions of public health service programming, presentations, classroom instruction, and literature distribution for the prevention of illness, disease, and premature death.
- Contribute to the evidence base of public health while investigating and evaluating health issues, implementing and improving health service programs, engaging the community, and initiating interventions through the provisions of: collecting, monitoring, tracking, tabulating, analyzing, and reporting data for the health jurisdiction served.

**FY 18-19 Major Accomplishments**

**(401) Administration**

- Number of Medical Reserve Corps (MRC) members trained: 23
- Estimated partial revenues received from programs that are funded by state grants: $2,640
- Number of health orders issued per population served: 4
- Number of customer satisfaction surveys: 11
- Percentage of customers satisfied with Department services: 100%
- Number of health alerts issued to the public: 62
- Managed external Emergency Medical Service Advanced Life Support contract for the Town
- Number of Emergency Preparedness Plans updated: 3
- Number of state grants managed: 2

**(405) Environmental Services**

- Number of public pools inspections performed for safety: 69
- Number of public swimming site locations tested during the season for acceptable water quality: 208
  - Of those tested, number that had unacceptable results: 20 (10%)
- Number of days public beaches were closed for swimming due to unacceptable water quality: 10
- Number of septic system plans reviewed and processed by qualified staff (4): 403
- Number of septic system installation inspections by qualified staff (4): 157
- Processed well water drilling applications
- Number of sewage disposal permits processed: 80
- Number of food service establishment inspections conducted by qualified staff (4) - 739
  o Yearly, 1 in 6 people (48 million) in the U.S. gets sick, 128,000 are hospitalized and 3,000 die of foodborne disease.
  o Greenwich followed through on 32 enteric illnesses reported
- Number of food service establishment/facility licenses processed by office staff available (.5): 357
- Tested animals for rabies due to possible human expose
  o Of those submitted for analysis, number found positive for rabies in which no humans were treated: 0
- Number of residential building plans reviewed for other Town Department approval: 113
- Number of required licensed facility inspections other than food service establishments by qualified staff (4): 270

(410) Special Clinical Services
- Number of public school students and staff receiving communicable disease education programs by qualified staff (1): 2,158
- Number of resident at-risk clients counseled/tested for STD/HIV/Pregnancy by qualified staff (1): 416 and 200 telephone counseling sessions provided
- Number of at-risk resident clients treated for STD per population served: 97

(410) Dental Health
- Number of WIC children screened for oral health with no referrals for treatment: 24
- Number of required public school oral health education sessions given to students in kindergarten through fifth grade by staff (2): 210
- Number of public school children examined for oral health problems by staff (2): 6,039
- Number and percentage of students referred to a dentist for follow-up: 1,004
- Number of public school children receiving dental screening services and
  o Fluoride mouth rinse by staff (2): 8,908
- Number of uninsured/underserved children receiving dental health screenings by staff (2): 213

(415) Family Health
- Number of Women, Infant and Child (WIC) participants: 157
- Number of communicable disease outbreaks investigated: 290
- Number of deaths reported per Greenwich population served (62,610): 372
  o (#1 Heart & Circulatory Disease - #2 Cancer - #3 Respiratory)
- Number of residents requiring medical management/follow-up for communicable diseases by staff (1): 66
- Number of immunizations given to general public for protection against various diseases by staff (4.0) per population served: 1,932
- Number of reportable disease reports filed and reviewed: 269
- Number of underserved/uninsured children needing nursing clinic services: 97
- Number of immunizations, screening and examinations for all children (including underserved/uninsured) needing nursing clinic services: 1,737
- Number of maternal health assessments for at-risk underserved women by staff (1): 112
- Number of live births reported and recorded for Greenwich in 2017-2018: 496
- Number of live births reported and recorded for Greenwich with very low birth weights (<3.3 lbs.): 6
- Number of live births reported and recorded for Greenwich with low birth weights (3.3-5.5 lbs.): 22
- Number of Greenwich residents receiving mental health and addiction services: 311

(425) Laboratory
- Number of public pool water samples analyzed: 224
  - Of those analyzed, number of samples found to be unacceptable: 30
- Number of public swimming site locations tested during the season for acceptable water quality: 208
  - Of those tested, number that had unacceptable results: 20
- Number of public and private well water samples analyzed for acceptable water quality: 206
  - Of those sampled, number that had unacceptable results: 42 (15%)
- Number of public water distribution samples analyzed: 185
  - Of those analyzed, number of samples found to be unacceptable: 0
- Number of animals submitted for rabies testing due to possible human exposure: 25
  - Of those submitted for analysis, number found positive for rabies in which no humans were treated: 0
- Number of residents that processed radon in air samples: 180
- Number of households above the EPA radon in air action limit (pic/L): 63 (25%)
- Number of residents that processed radon in well water samples: 35
- Number of wells found to be over the State DEEP action limit of 5,000 pic/L: 7
- Number of drinking water samples analyzed for bacterial contamination by number of staff (3): 391
- Number of school children screened for anemia: 124
  - Of those screened, number found to have unacceptable levels: 3
- Number of children screened for lead in blood in the WIC Program: 121
  - Of those screened, number with elevated levels of lead and reported to state: 1

FY 19-20 Goals

(401) Administration
- To enhance the Department’s billing system operation by adding Husky insurance to bill for services rendered in the Family Health Division.
- To develop a process that monitors the Department/Divisions expenses in detail.

(405) Environmental Services
- To create a policy on responding to residents’ complaints that are registered with the Division.
- To create a policy on reviewing building plans in the Division during public hours of operations.

(410) **Special Clinical Services**
- To create a policy on urine testing for use in the STD clinic by utilizing the Aptima Urine Collection kit.
- To create a policy on Expedited Partner Therapy (EPT) for use in the STD clinic.

(410) **Dental Health**
- To educate the public about the significant link between oral health and overall systemic health.

(415) **Family Health**
- To create a policy on hypertension screenings within the Division of Family Health.
- To create a policy that addresses patient health records and their storage within the Department of Health.

(425) **Laboratory**
- To create a policy that provides residents with timely and accurate lab results.
- To create a policy that address the collection, storage and delivery revenue to the Department’s accounting clerk.
Table of Organization

Director of Health
  - Operations Administrator
  - Accounting Clerk II
  - Director of Special Clinical Services
    - Administrative Staff Assistant I (P/T)
    - Risk Reduction Counselor (temp/as needed)
    - Dental Hygienist (2)
  - Director of Environmental Services
    - Administrative Staff Assistant I (P/T; Environ Health and Lab)
    - Environmental Health Supervisor
      - Environmental Hygienist (4)
      - Environmental Aide (temp/grant funded)
  - Laboratory Director
    - Bacteriologist
    - Laboratory Technician
    - Laboratory Assistant (temp)
  - Business Office Manager
  - Emergency Preparedness Coordinator (P/T - grant funded)
  - Director of Family Health
    - Communicable Disease and Adult Health Nurse
    - Administrative Staff Assistant I (P/T)
    - Maternal and Child Health Nurse
    - Clinical Nurse (P/T)
    - Administrative Clinical Clerk
    - Substitute Nurse (temp/as needed)
Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>22</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>22</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>22</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

Note: Chart above does not include grant-funded positions.

The Department anticipates adding two P/PT positions:
- Public Health Educator (25hrs. x 52wks.)
- Public Health Emergency Preparedness Coordinator (25hrs. x 52wks.)

The above position will be funded in part with available federal funds on an annual basis.
Mission

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

Primary Services Provided

The Department of Human Services assists clients with meeting basic human needs for: housing, food, clothing, personal safety, and health care.

- Case Management: Through the Department’s case management services, clients are referred for direct services to appropriate local and state providers. Case managers monitor client’s progress and agencies effectiveness through a management information system. The DHS Board has directed the Department staff to support and promote education and employment goals as a strategy for long-term successful outcomes with clients.

- Programs: The Department also operates direct service programs that include:
  - Intake: Intake staff provide screening and assessment to determine program eligibility and appropriate service level
  - Applications: Staff assist clients with program applications and renewals that include: Energy Assistance, Renters Rebate, Operation Fuel, SNAP, and HUSKY
  - Byram Archibald Neighborhood Center (BANC) After School Program
  - Greenwich Youth Conservation Summer Program
  - Greenwich Youth Corp Summer Program (partnership with Greenwich Land Trust)
  - Community Gifts Program: Campership, Holiday Aide, Boots and Shoes, Backpack and School Supplies
  - ESL – On-site and at BANC

- Homecare and Transportation Services: The Department operates Homecare and Transportation services that help maintain disabled and older residents in the community.

- Community Partnership Program: Annual grants provided to 20 local community human service agencies that focus on DHS mission driven client needs (housing, food, clothing, personal safety, health care, education and employment). Department requires a quarterly report from each agency detailing services provided, outputs and outcomes. Each agency establishes service delivery goals and tracks progress throughout the fiscal year through the quarterly reports. Quarterly invoices submitted by Community partnership agencies are reimbursed only after quarterly report is submitted and reviewed by the Community Partnership Committee.
FY 18-19 Major Accomplishments

- Through the work of the Achievement Opportunity Gap Round Table Group complete a community asset mapping project that will provide information on community agency services and programs that offer mental health treatment and developmental support for children, youth and young adults (ages 0-21) and families. Project will also include focus groups, student demographics and risk factors by school (Pre-K, elementary, middle and high school).
- Complete 2nd phase of Results-Based Accountability Report showing community agency partners program activities and outcomes for clients. Emphasis on documenting program results that benefit clients.
- Through the Inter-Agency Team, identify children with behavioral health issues and provide case management and counseling support to the child and family. Expand to serve the Title 1 funded elementary schools (New Lebanon, Hamilton Avenue and Julian Curtiss).
- Increase on-site immigration counseling services for GDHS clients through community partnership contract with New Covenant Center.
- Increase number of GDHS clients participating in on-site RITE Program employment support services.
- Present Prevention Council Youth Survey results to Greenwich BOE and private school boards and develop strategic plan for substance abuse prevention program.

FY 19-20 Goals

- Establish Action Plan and begin implementation for children/youth Opportunity Achievement Gap services based on Community Asset Mapping Project.
- Collect additional information on service outcomes from community partner agencies after completion of Results-Based Accountability report. Analyze to ensure alignment of Department Community Partnership funding with outcome data furnished by the Results-Based Accountability report.
- Add a TeenTalk Counselor to serve the Title 1 funded elementary schools (New Lebanon, Hamilton Avenue and Julian Curtiss).
- Establish goals and begin implementation of Prevention Council strategic plan for reducing substance abuse throughout the Greenwich community.
- Expand student employment opportunities with Windrose Program.
Table of Organization

Board of Human Services

Commissioner of Human Services

Commissioner’s Assistant

Community Partnership

Case Management

Programs

Homecare & Transportation

Youth Services Bureau

Business Office

Admissions and Applications

Community Gifts

BANC

GYCP

ESL

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>20</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>21</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>21</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
GREENWICH PUBLIC SCHOOLS
   600 – ADMINISTRATION
   620 – INSTRUCTION
   640 – OPERATION OF PLANTS
   650 – MAINTENANCE OF PLANTS
   660 – PUPIL TRANSPORTATION
   675 – STUDENT BODY ACTIVITIES

Not Available at Time of Printing
Mission

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

Primary Services Provided

- Accounts Payable
- Budgeting
- Facilities Management
- Information Services
- Information Technology
- Lending Services
- Payroll
- Public Relations
- Resources Management/Acquisitions
- Programming and Outreach (privately funded)
- Training (privately funded)
- Fundraising (privately funded)

FY 18-19 Major Accomplishments

- Online Resources, Collections, and Technology
  - Provided self-directed learning content on the Greenwich Library Website to assist patrons in using resources such as Kanopy and Lynda.com.
  - Investigated digital platforms to allow local artists to share music, photography, and art.
  - Launched programs for the community utilizing 3-D printing programs and introduce other new technologies for patron education.
  - Offered STEAM workshops for children, teens, and adults.
  - Provided additional drop-in technology labs to the public.
  - Upgraded staff and patron computers to the latest version of Microsoft Office.
  - Installed Apple computers for patron use at the Main Library.
  - Implemented the option of paying for printer fees via credit card.
  - Implemented an ‘express collection’ of highly circulating items at the Cos Cob Branch Library. These items are popular materials that cannot be put on hold and have shorter due dates in order to facilitate higher turnover.

- Childhood Literacy and Education
  - Increased support of Greenwich schools’ curriculum and digital learning through programming, expanding first-grade Library visits and adding fifth grade Library visits.
  - Provided resources to support Cos Cob School's Media Center following water damage to the facility.
- Increased Library outreach to middle school students by promoting the summer reading program, library resources and other educational programs to enhance literacy. Results show a record 190 middle school students participating in the 2018 summer reading program.
- Offered children’s STEAM programs in coding, robotics and collaborative learning through partnerships with the Bruce Museum, Mad Science of Fairfield County, Bach2Rock, and Happy Code.
- Expanded Ready for Reading early literacy kits to include content in science, art, and mathematics.

- Outreach
  - Increased English as a Second Language resources, services, and classes in response to community requests. Offered ESL parents special open houses at the Byram Shubert Library to increase awareness of Library resources for the non-English speaking community.
  - Sent Library ambassadors to community events to promote awareness and usage of Library Services and collections.
  - Met with community organization leaders for future programming opportunities.
  - Increased engagement on social media to meet patrons where they are and encourage use of both digital and physical collections and services.
  - Increased the number of library cardholders through expanded outreach to civic organizations, major employers, and nonprofit organizations.
  - Provided outreach and support for technology to targeted populations including seniors and youth.

- Services and Staff Training
  - Researched and reviewed best practices for references services including point of service and tiered models for patron assistance.
  - Increased staff hours at the Reference Desk of those who can provide in-depth technology support service during all public library hours.
  - Implemented a core competency staff assessment and training program to ensure that all staff have a solid baseline of skills for library service.
  - Tracked reference and information requests in more detail in order to identify trends, evaluated requests by subject, and to meet the service and resource needs of the community.
  - Explored lending nontraditional items (e.g., digital devices, hot spots, instruments, games).

- Collections
  - Updated the Library’s Collection Development Policy and revised collection sizes.
  - Increased the circulation of children’s materials at the Byram Shubert Library with a shelving redesign.

- Space
  - Completed the planning phase for an extensive renovation project of the Main Library.
  - Completed the planning phase to renovate the interior of the Cos Cob Branch Library.
FY 19-20 Goals

- Online Resources and Technology
  - Establish protocols and procedures to allow a full suite of services during renovations at the Main Library including promoting the Library’s online services.
  - Develop regular STEAM programming for teens and adults.
  - Evaluate the need to introduce more advanced workshop opportunities for patrons in the latest technologies such as 3D modeling workshops, AR/VR workshops, etc.
  - Evaluate project management software platforms to help departmental teams collaborate.
  - Invest in a digital platform that would allow local artists to upload writing, music, photography, and art.
  - Create an enhanced digital collection and a strategically selected physical collection during Main Library renovation.

- Childhood Literacy and Education
  - Continue to expand middle school visits to promote summer reading and Library programs. Start planning process early, around November/December, to ensure participation of all three middle schools in this program.
  - Children’s Services will work with the branches and local organizations to continue to offer story times and special events off site during renovations.
  - Renovations in the Children’s Room will include improving upon the collection areas for children based on age and reading level. Reposition collections into age appropriate zones through shelving and creation of reading areas that will encourage exploration and discovery at every age level. Pre-renovation collection management work will include re-cataloguing and labeling juvenile materials to facilitate the user experience in our online catalog and during visits to the Children’s Room.

- Programming and Outreach
  - Develop a plan to ensure that during the renovation project a full suite of limited programming may be offered to the public including author talks, maker activities, panel discussions, and workshops; engage other community organizations to evaluate how they may assist Library during renovation project; explore using different delivery methods for programs such as live streaming.
  - Continue to send Library ambassadors to community events to promote awareness and usage of Library Services and collections.
  - Explore alternative methods of communication with patrons (e.g., text, live online chat) that facilitate account management and better meet their needs and daily lifestyles.

- Services and Staff Training
  - Continue to review best practices and implement better models of patron assistance.
  - Establish protocols and procedures to ensure that library services may continue successfully during the renovation period including circulation of materials, processing, programming, and information assistance.
  - Create a new schedule which reflects coverage of six public desks (up from five existing service desks). Prepare for an expansion of public desk coverage.
o Study data from new statistic collection methods. Use the data to identify community needs and implement changes.

o Expand the staff assessment and training initiative to incorporate more areas of staff skills. Establish training and skill evaluation for new hires.

o Train additional staff and student volunteers to assist with technology and Maker activities. Develop schedule to staff Innovation Lab after its completion.

o Develop a regular curriculum for GHS interns to offer more meaningful and fulfilling experience.

o Explore engaging MLIS or Computer Science interns to assist with staffing maker activities and providing technology assistance to the public.

• Space

  o Enhance space at the Cos Cob Branch Library to increase programming capacity, storage, and to make the facility an even more welcoming environment.

  o Explore the enhancement of space at the Byram Shubert Branch Library by creating a new quiet zone for adults.

  o Enhance space at the Main Library by a smart redesign that creates connected and flexible space in the facility which will enhance programming opportunities.
**Table of Organization**

- Director
- Deputy Director
- Permanent P/T Administration
- Facilities Manager*
- Building Maintenance Foreman
- Custodian II
- Custodial Assistant
- Technical Program Administrator*
- Senior Network Specialist
- Permanent P/T IT
- Library Manager Information Services
- Library Manager Lending Services
- Library Manager Resources Management
- Branch Librarian Byram
- Branch Librarian Cos Cob
- Public Relations Officer
- Budget Supervisor
- Program and Operations Supervisor
- Accounting Clerk II
- Librarian III* (5)
- Librarian II* (9)
- Librarian Tech Asst (4)
- Library Clerk (9)
- Librarian III
- Librarian II* (3)
- Web Specialist
- Librarian Tech Asst (4)
- Library Clerk
- Library Tech Asst
- Library Tech Asst
- Library Tech Asst
- Permanent P/T IT
- Permanent P/T Accountant

*Peterson Foundation Position

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted 61</td>
<td>30.55</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted 61</td>
<td>30.52</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested 61</td>
<td>30.52</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
Perrot Memorial Library provides the Greenwich community with access to information and materials in all formats. Committed to friendly, competent, and professional service, the Library shall encourage and satisfy the community’s love of books, quest for information, and life-long learning. We provide a gateway to recorded knowledge and ideas with the highest level of personal service and we aspire to be recognized as an innovative library that is essential to the quality of individual, family, and community life.

Primary Services Provided

- Library services for children, adults, and teenagers.
- Growth and maintenance of the Library’s collection of books, movies, and magazines serving all ages and interests in multiple formats.
- Provide open access to collections and services in a modern, well-maintained facility.
- Provide Library cultural and educational programs for children, adults, and teenagers.
- Provide open access to shared resources with the Greenwich Library, in both print and electronic formats.
- Provide open access to Internet based information resources and services.
- Provide Library services 24/7 through our web site.
- Continuously evaluate and improve Library services to the community.

FY 18-19 Major Accomplishments

- Installed a natural gas generator to assist in our role as a public shelter in the event of a power outage or a natural disaster (anticipated).

FY 19-20 Goals

- Provide a renewed public relations campaign to inform our residents of library services and programs utilizing best practices in social media.
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 1-18</td>
<td>Budgeted</td>
<td>10</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>10</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>11</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

We seek the restoration of our Youth Services Librarian position as our number one priority. Kathy Jarombek, the Head of the Youth Services Department, and her staff have provided a full range of services to children in the Greenwich community. Nearly 400 programs served more than 10,000 children and their families in the past year.

Despite their efforts, 21 Greenwich children and families are on waiting lists for openings in our popular children’s programs for Fall 2018. School visits to promote reading and introduce new books have been cut back. Collection development, evaluating staff and services, and presenting special programs for children and families have been placed on hold. With the Youth Services Librarian position, the Library will be able to continue and expand our exceptional array of children’s programs to meet the demands of our residents.
Mission

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

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Converted to an industry credit card process which provides a PCI compliant, EMV capable (chip technology) (Card Connect).
- Migrated our Parks and Recreation line of business RecTrac system to the newest release offering major enhancements and processing improvements.
- Instituted system for use of P&R database to improve residency verification by other town entities.
FY 19-20 Goals

- Conduct customer satisfaction survey.
- Offer tennis court reservations online.
- Explore the possibility of utilizing one card for each town resident which, when interfaced with RecTrac 3.1, will provide the status of their participation in several program offerings and replace the issuance and use of individual passes for Beach/Park, Marine, Tennis, and Golf.

Table of Organization

```
Director of Parks and Recreation

Executive Assistant to Director

Assistant Director

Recreation Division Superintendent
811-817

Parks and Trees Division Superintendent
821-829

Customer Service Supervisor
801

Business Operations Supervisor
801

Marine and Facilities Operations Superintendent
831-834

Griffith E. Harris Golf Course Manager
824

Customer Service Representative
(2)

Administrative Staff Assistant II

Park Pass Staff Seasonal (9)

Account Clerk II

Account Clerk II (P/T)

Administrative Staff Assistant II (P/T)
```
**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>9</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>9</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>9</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
Mission

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

Primary Services Provided

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

Recreation plans and executes Activities and Special Events.

Activities

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

Special Events

- Halloween Happenings
- Brunch with Santa
- Independence Day Fireworks Displays
- Concerts in the Parks
- Jazz on the Sound
- Family Movie Nights
- A Christmas Carol play
- Town Hall Christmas Tree Lighting
- Jim Fixx Memorial Day Races
- Kite Flying Festival
- Sandblast Sand Sculpture Festival
- Snow Sculpture Contest
- Hot Shots Basketball Contest
- Pickleball Round Robin Tournament
- Annual Tennis Tournament
- Annual Town Ice Skating Competition
Additionally, Recreation is responsible for the following:

- Operation of the Greenwich Skatepark with memberships, clinics, and camps.
- Tennis court rentals and reservations.
- Field reservation scheduling and issuance of permits.
- Membership and reservations of the platform tennis courts at Loughlin Avenue Park.
- Special Events on town property permits, coordination, and oversight.
- Semi-monthly email newsletter publicizing Recreation Division programs and other news, events, and policies of the Parks and Recreation Department.
- Providing training to parents and coaches of youth sports participants, in order to promote teaching positive life lessons to youth through sports while fostering an attitude to win.
- Bendheim Western Greenwich Civic Center (BWGCC) in Glenville.
- Eastern Greenwich Civic Center (EGCC) in Old Greenwich.
- Dorothy Hamill Skating Rink in Byram.
- Cos Cob Community Center (CCCC) in Cos Cob.
- William Yantorno Community Center (WYCC) in Pemberwick.

**FY 18-19 Major Accomplishments**

- **Soccer Contract**: Updated and re-opened the RFP for Soccer Operator. The proposal now includes the option to request fee or program changes if the operator is interested in renewing for another year. Upon mutual agreement with the Parks and Recreation Department, changes can be made without having to re-bid.
- **Platform Tennis**: Offered new pricing options for the use of the platform tennis courts. For FY18-19, members now have the option to register at a lower fee to have membership/use of the courts for 3 months, at either the first or second half of the paddle tennis season (i.e. September to December, or December to March).
- **Platform Tennis**: Worked with Parks Division Turf Operations Manager to have the platform tennis courts resurfaced and repaired, as well as placed on a schedule for routine maintenance in future years.
- **Youth Soccer**: The Recreation youth soccer program, which serves over 400 participants in fall and spring seasons, is somewhat dependent on volunteer coaching. Getting enough volunteers has been more difficult each season. For 2018-2019, we increased the number of hours for the seasonally hired soccer instructors so that they may work with all age groups and meet the need where we lack volunteer coaches.
- **Fireworks**: Developed new signage for Fireworks display at Binney Park to ensure that people know park rules and the rules can be enforced to improve safety and public enjoyment of the event.
- **Halloween Happening**: In response to feedback received from the 2017 event, hired a new DJ and MC for 2018 to engage the attendees in a fun mix of games and dancing.
- **New Sponsorships**: Sought and acquired new sponsorships for FY 2018-2019 programs and events.
- **Fall Baseball**: In response to growing waitlists for the group for ages 10-12 years, added another day/section to accommodate them.
- **Swim Lessons**: With the opening of the new pool in Byram Park, reinstated summer swim lessons for youth in 2018 and held 3 sessions of two weeks each and serviced over 100 youth participants.

- **Dorothy Hamill Skating Rink**: Installed a new gate at the driveway to keep trespassers out. Replaced the old Eagle storage container with a new one. The container stores the turf carpet which is placed on the concrete in the off season. Replaced the old water tower collection tank with a new one. The Town received a gift of a new sound system which was installed at the rink. The GHS Hockey Booster Club paid for the creation of and installation of a Cardinal head logo at center ice.

- **Dorothy Hamill Skating Rink**: Published a RFP for a Facility Evaluation Study of the Dorothy Hamill Skating Rink to evaluate current status of the rink, determine the need for a new rink, conduct a feasibility study to learn if a second ice surface is needed and can be supported by the Greenwich community. The need for this new study was determined by the Dorothy Hamill Reconstruction Committee, which has met monthly since its formation in March 2017.

- **Facilities**: Created an employee handbook for the BWGCC staff and another for the EGCC staff. Updated the employee handbook for the DHSR.

- **Fields**: Continued work to coordinate field scheduling around the new Town Pool at Byram Park, the new school start times, and ongoing field closures due to soil remediation. Residents can now pay for individual (one time) field permits online.

- **Youth Basketball**: Added more inter-town games for the advanced section of our co-ed basketball program. In recent years, we played against Rye Recreation; and this year we plan to schedule games with Rye Brook Recreation.

- **Adult Softball**: Developed a very successful and enjoyable Co-Ed Softball Tournament as a fundraiser in memory of Sandy McMurray. The event raised nearly $4,000 for her son’s trust fund. The Men’s Softball League is re-instated for Fall 2018.

- **BWGCC**: Installed additional security cameras in the stair foyers and gym stage area. Installed panic button at the front desk. Added a Sunday Pickleball drop in session in the summer months; they cannot meet during the week since the camp uses the gym.

- **EGCC**: Installed a new water fountain inside the Civic Center. Had re-lining and striping done of front parking lot. Had the circle in front of the building striped for “no parking, fire lane”. Had repairs done to men’s and ladies’ restrooms to make them more handicapped accessible. Had “no skid” strips placed on the ramp entering into the small auditorium.

- **Skate-park**: Celebrated the one-year anniversary of the opening of the new concrete park with a Go Skate Festival on September 9, 2018.

- **Tennis**: Installed a new timer for the lights at the EGCC tennis courts.

- **Pickleball**: Worked with Parks Division to have 4 pickleball courts painted on Loughlin Avenue tennis courts and purchased portable nets and storage shed for pickleball play.

**FY 19-20 Goals**

- **Music & Art Camp**: Add an afternoon dance section, so morning music campers have another option besides art in the afternoon. In the past few years, afternoon art has filled since we cannot accommodate as many campers in art as we can in music.
- **Dorothy Hamill Skating Rink**: Remove the old desiccant wheel for the dehumidification system and replace it with a new one. Select a consultant to complete the Facility Evaluation Study of the rink and work with them to complete the project.

- **Fields**: Development of field plans to accommodate user needs due to the replacement of a number of artificial turf fields at Greenwich High School and the soil remediation at GHS. Possible addition of or improvement to water fountains at some ballfields.

- **BWGCC**: Install new security cameras so every exit and entrance is covered. Have all Recreation staff trained on how to process credit cards for payment.

- **Tennis**: Reorganize and improve the tennis tournament to attract more participants. Create the ability for residents to make tennis court reservations online.

- **Spring & Summer Youth Baseball**: In order to boost enrollment which has been declining in recent years, initiate a marketing plan to include some new print advertisements, better description of baseball offerings/age groups/divisions, and get out the program information to the community. We will also offer some inter-league games for ages 8 and up with other recreation leagues and possibly hire umpires in the spring for the 8 and 9-year-old division.

- **Fall Youth Field Hockey**: Move the youth program inter-league games from Saturdays to Sundays to attract more experienced coaching staff. Since fall is field hockey season in high school and colleges, the most experienced staff have high school or college games on most Saturdays.

- **Pickleball**: Expand our instructional clinic program to fall and/or spring season outdoors at Loughlin Avenue.

- **EGCC**: Attract the Junior League of Greenwich back to the EGCC for their annual Festival of Trees/Enchanted Forest event. It was held there in years past, but have rented other venues in recent years.

- **Cos Cob Preschool**: Extend the Preschool day by 30 minutes to be more competitive in the market.
Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>10</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>10</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>10</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
PARKS AND RECREATION
821-829 – PARKS AND TREES

Mission

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

Primary Services Provided

Mandated Services:

- Comply with State of Connecticut DEEP Storm Water Discharge regulations.
- Provide the supervision and control of the recreation facilities and activities of the Town including the development, regulation, maintenance and use of public parks, trees, playgrounds, community centers, golf courses, skating rinks, civic centers, subject to the jurisdiction of the Town.
- Issuance of all permits and licenses, the assignment of facilities, the collection of fees and charges, and the enforcement of ordinances and regulations governing the use of recreational facilities, activities, and places.
- Post Town-owned trees to be removed and conduct a Public Hearing if tree removal is contested (CT Gen. Statute, Chap. 451 sec. 23-58).
- Use of pesticides prohibited for use on K-8 school properties (per CT Gen. Statute).
- Use of pesticides prohibited on all town-owned athletic fields as per Town of Greenwich Board of Selectmen.
- Provide personnel and equipment for snow removal for town roads, schools, parks, Town facilities, and sidewalks in conjunction with DPW.

Essential Services:

- Continual training and drug testing for Parks and Trees Division for the safety of the division employees and residents.
- Maintenance of the green infrastructure of parklands, roadsides, athletic fields, school grounds and town facility grounds.
- Communication functions (press, radio ads, inter-agency, promotion).
- Installation and maintenance of water irrigation systems for parklands and athletic fields.
- Provide support services for special events on park properties including set up and take down for all special events with staging, lighting, refuse collection, etc. and other activities as needed. Provide safe, clean, and secure facilities for residents and their guests.
- Management and safe operation of specialized recreation facilities.
- Protect the people in the Town of Greenwich from personal injury and property damage caused by the improper planting, maintenance, or removal of trees, shrubs, and woody vegetation located on Town-owned property.
- Improve and maintain Town Parks for recreational use and enjoyment, public safety, aesthetics, and natural resource protection.
• Manage and maintain the Town’s tree population for public safety, environmental health, aesthetics, and landscape integrity.
• Improve and maintain the Town’s athletic fields for safe play, healthy exercise, turf health, recreational use, and enjoyment.
• Maintain and improve school grounds and campuses as green landscapes to encourage educational studies, safety, recreation, and aesthetics.
• Inspect, repair and maintain playground equipment at all schools and parks.

Non-Essential Services:
• Community Outreach, Assistance, and Educational programs for residents, nonprofit groups and civic organizations in an effort improve parks, trees and athletic fields and to promote community spirited projects.
• Employee and Volunteer Recognition.
• Work with schools and community groups to educate them of the benefits of parks and trees in the community.
• Encourage and acknowledge residents’ input suggestions for the improvement of the Department of Parks & Recreation’s parks, beaches, services, and facilities.

FY 18-19 Major Accomplishments

• Implemented Binney Park management plan.
• Implemented organic land management program for park properties.
• Continued the Organic Turf Program for all athletic fields.
• Planted 300+ trees on town properties in partnership with Greenwich Tree Conservancy.
• Created a Greenwich Town Arboretum in Bruce Park with plans to expand the program, including Byram, Binney and Montegomery Pinetum Parks.
• Enhanced open space trail marking for Babcock Preserve.
• Continued planting crocus bulbs on ‘Monument Hill’ on East Putnam Av. 60,000 bulbs in the last 3 years with help from private donors and Garden Club assistance.
• Worked with and directed the efforts of the Greenwich Youth Conservation Program (120 participants) to plant trees (52 in Byram Park) and other park improvement projects.

FY 18-19 Goals

• Continue park improvement programs.
• Plant 500 trees in town.
• Continue the Organic Turf Program in Parks and on Athletic Fields.
Table of Organization

Superintendent of Parks / Tree Warden 821

Operations Manager - Parks 822
- Park Foreman (4)
- Park Gardener Foreman (4)
- Park Gardener II (26)
- Park Gardener I (2)
- Groundkeepers Temporary (10)

Operations Manager - Turf 822
- Park Foreman
- Park Gardener II (7)
- Park Gardener I (1)

Equipment Supervisor 825
- Equipment Mechanic

Operation Manager - Trees 829
- Tree Foreman (2)
- Tree Climbers (8)
- Storekeeper (1)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 16-17</td>
<td>Budgeted 62</td>
<td>3.57</td>
</tr>
<tr>
<td>FY 17-18</td>
<td>Budgeted 62</td>
<td>3.30</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Requested 62</td>
<td>3.30</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

• Operation of a marina program for Greenwich Point, Byram Park, Grass Island, and Cos Cob. Operation includes full-time, and seasonal Dock Masters who manage and provide services to residents, their guests, and visitors. The services provided for boaters include dock slips, dry sailing, rack storage, winter storage, and trailer storage.

• In conjunction with BCM and Purchasing, manage the concessions at three beaches.

• Public transient dockage at Grass Island.

• Public pump out facilities at Grass Island.

• Provide safe, clean, and secure facilities for residents and their guests.

• Management of Town-wide special events, coordinating the safe execution of privately organized events on Town property (application, insurance, police, health, building dept., first aid, and sanitation).

• Continual training for employees, OSHA, Blood Bourne Pathogens, basic First Aid, and defibrillator training.

• Proper business process for registration, fees, billing, refunds, and credits.

• Maintain high standard for well trained, efficient employee crew.

• Encourage and acknowledge residents’ input suggestions for the improvement of the Department of Parks & Recreation’s parks, beaches, services, and facilities.

FY 18-19 Major Accomplishments

• Replaced the second section of the Indian Harbor deck.

• Complied and passed with the Ferry boats’ 5-year inspection (anticipated)/

• Finished the suitability study for a new ferry boat and pier at Great Captain’s Island.

• Replaced a section of the ferry dock headwall.

• Completed electrical upgrade on Island Beach.

• Designed and began construction on a mid-size aluminum landing craft to replace the fiberglass work boat, Skipper II.

• Applied lessons learned from the opening season of the Byram Pool complex to improve upon operations.

• Completed finishing touches to the Greenwich Point Pier project.

• Finished permitting process for the Greenwich Point Causeway.

• Finalized marina expansion plan for Grass Island and began the permit process.

• Worked on the design and permitting of a new boat ramp for Byram Marina.

• Completed the Byram Dredge project.

• Began a study to increase the number of 24’ slips in Byram to better meet the demand on larger slips.

• Began replacing specific 20’ slips in Cos Cob marina with 24’ slips to better address the long wait list for larger slips.

• Finished improvements to the Cos Cob ramp project.

• Established new DEEP storm water permit (if required).
FY 19-20 Goals

- Bid Greenwich Causeway project and start work.
- Finish final third of the decking on the Indian Harbor.
- Build a new boat ramp at Byram Marina.
- Finish new landing craft workboat to replace the workboat “Skipper.”
- Begin phase one of the Grass Island Marina expansion.
- Complete permitting for dredging the Greenwich Point access channel and secure funding for FY 20-21.
- Complete the ferry dock headwall repairs.
- Complete Captain’s Island electrical upgrades.
- Replace more 20’ slips in Cos Cob with 24’ slips.
Table of Organization

Superintendent of Marine/Facility Operations
831

Operations Manager - MFO
831

Warehouse
Supervisor
832

MFO
Foreman
832

Facility
Foreman
833

Beach
Supv.
Seasonal
833

Life
Guard
Supv.
Seasonal
833

Island
Beach
Caretaker
833

Pool
Dir.
Seasonal
833

Gr Capt.
Island
Caretaker
833

Operations
Manager
Boats and
Harbors
834

Dockmstr
(2)

Dockmstr
Temp/
Seasonal
(4)

Power
Washers
Temp/
Seasonal
(4)

Admin.
Staff Asst
II
(P/T)

Ferry
Captain
833

Site
Supv.
Temp/
Seasonal

Beach
Crew
Temp/
Seasonal
(10)

Senior
Lifeguard
Temp/
Seasonal
(4)

Site
Supv.
Temp/
Seasonal

Asst.
Pool
Dir.
Temp/
Seasonal

Deck
Hands
Temp/
Seasonal
(10)

Ferry
Captains
Temp/
Seasonal

Marine
Technician

Maintenance
Mechanic

Carpenter

Utility
Worker

Mason

Painter

Gate Keeper/
Ticket Seller
Seasonal
(26)

Lifeguard
Temp/
Seasonal
(26)

Senior
Lifeguard
Temp/
Seasonal
(4)

Site
Supv.
Temp/
Seasonal

Asst.
Pool
Dir.
Temp/
Seasonal

Deck
Hands
Temp/
Seasonal
(10)

Ferry
Captains
Temp/
Seasonal

Site
Supervisor
Temp/Seasonal

Utility
Worker

Maintenance
Mechanic
## Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>19</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>19</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>19</td>
</tr>
</tbody>
</table>

## Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 18-19 Major Accomplishments

- Replaced lightning alarm system.
- Well Water Treatment System (point-of-use type filters) at two locations.
- Recommendations by the Department of Public Health required the installation of new GAC filters (anthracite based-Calgon Filtrasorb 600), which were installed in addition to the two existing cartridge filters(anticipated).
- Renovated Tee Box (Gold Tee Boxes/Leveling) to provide for leveling of the Gold Tee grounds, which are designed for women, juniors, and seniors. Gold tees are the forward tees in the fairways. Leveling holes #1, 4, 8, 9, 10, 16, 17, 18 improves the pace of play time.
- Tree Work, as recommended by the USGA. Specific trees were identified to improve sunlight and air flow around greens of holes 3, 13, 15, 16.

FY 19-20 Goals

- Replace the restaurant patio awning, which is faded, has holes on top, and is leaking.
- Replace or Repair Driving Range Net. There are two nets around the driving range and are expected to have a useful life of 7-10 years. The driving range netting along the fairway side of Hole #1 was erected in the 2004/2005. It will be 13 years old and has already reached the end of its useful life.
- Turf Equipment (Rotary Mower) Replacement of a Rotary Mower that was purchased in 1998.
- Replace existing utility cart used to transport material and maintenance staff from job site to job site within the golf course.
**Table of Organization**

- Manager Golf Course Operations
  - Assistant to Golf Course Operator
    - Head Ranger Temp/Seasonal
    - Ranger Temp/Seasonal (9)
    - Customer Service Rep. Temp/Seasonal (10)
  - Golf Course Turf and Grounds Manager
    - Equipment Mechanic
    - Park Gardener Foreman
    - Park Gardener II (2)
    - Park Gardener I
    - Groundskeeper (P/T) (2)
    - Laborer Temp/Seasonal (7)

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18 Budgeted</td>
<td>8</td>
<td>10.24</td>
</tr>
<tr>
<td>FY 18-19 Budgeted</td>
<td>8</td>
<td>10.23</td>
</tr>
<tr>
<td>FY 19-20 Requested</td>
<td>8</td>
<td>10.23</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
Mission

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

Primary Services Provided

- Medical Care
- Volunteer Coordination
- Nursing Care/Administration
- Development/Friends of Nathaniel Witherell
- Rehabilitation Therapy
- Marketing
- Social work
- Visitor Reception
- Dining Services
- Beauty/Barber Shop
- Therapeutic Recreation
- Housekeeping
- Family Council
- Pavilion Operations
- Plant Operations, including maintenance/grounds keeping
- Hospice/Palliative Care
- Pastoral Care
- Outpatient Therapy
- Banking and Financial Services
- Discharge Planning
- Resident Care Planning
- Administration
- Medical Records Administration
- Resident Council

FY 18-19 Major Accomplishments

- Completed Auditorium renovations
- Completed Tower Renovations
- Upgraded kitchen equipment (replace ovens)
- Implemented automated (OnShift) scheduling system
- Enhanced and expanded Witherell at Home services
- Modified accrual based P&L reporting to parallel MUNIS accounting for revenue/expense
FY 19-20 Goals

- Support outcomes of BET’s strategic (HDG) and cost reporting (PKF O’Connor Davies) studies
- Complete planning for Greenhouse replacement/Physical Therapy Department expansion project and start construction
- Identify/plan and implement staffing model that incorporates ‘least-cost/greatest efficiency’ utilization of personnel
- Identify revenue enhancement opportunities
- Evaluate and prepare for PDPM (patient driven payment model) implementation
Personnel Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Type</th>
<th>Number of Full Time Staff</th>
<th>Number of Part Time/Temp Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>158</td>
<td>67</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>158</td>
<td>72.37</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>158</td>
<td>72.37</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
DEPARTMENT OF PARKING SERVICES
219

Mission

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

Primary Services Provided

- Manage, disseminate and enforce parking meters and permits in 20 Commuter/Railroad Parking Lots
- Process parking revenue from on-street and off-street locations Utilize License Plate Reader (LPR) for booting and immobilization of scofflaw violators; Process fines and forfeitures, activates and replenishes smartcards, special event permits and associated meter rental fees
- Maintains approximately 5,000 parking meters, 33 LUKE Multi Space Meters, 2 MacKay reloading smartcard stations
- Maintain commuter/railroad lots for functionality, safety, cleanliness, and aesthetics
- Update and review policies for compliance with Americans with Disabilities Act (ADA), Building Code, and Town Charter and Code
- Identify potential green locations for alternative modes of transportation, such as bicycles, mopeds, motorcycles, and electric vehicle (EV) chargers for EV vehicles

FY 18-19 Major Accomplishments

- Revamped entire office accounting processes to include proper and time-honored segregation of duties, responsibilities with transaction, and review processes in place to ensure that the revenue stream is protected.
- Instituted a reconciliation process for the collection of coins from the single and double space meter heads. Wrote a Standard Operating Procedure for this process. The results have been outstanding, with differences recorded and documented that are well within industry standards. This is the first time in the Town’s history that these meters have been subject to a reconciliation procedure.
- Developed Standard Operating Procedures for all aspects of departmental operations (anticipated). This has already been accomplished for all accounting and financial processes, as well as some operational areas.
- Reduced voids to an industry acceptable level.
- Planned for the Fiscal 2019-20 timeframe the purchase and installation of multi space meter machines for Bruce Lot, Lafayette Lot, and the Old Greenwich, Cos Cob and Riverside Rail Road Stations. With the installation of the multi space meter machines in the parking lots, the department should be able to eliminate the need to write manually prepared day fee tickets.
• Integrated license plate reader (LPR) technology to include all platforms that could interact on a real-time basis. This includes all parking lots that have multi space meters and enabled efficient and more accurate enforcement.
• Assisted external consultant to make Park Mobile accessible in more areas of Town.

**FY 19-20 Goals**

• Complete process of installing multi space meter machines in the Amogerone Parking Lot and the Liberty Way Parking Lot. Complete the process of servicing the entire parking lot with multi space meter machines.
• Purchase and install multi space meter machines for Bruce Lot and Lafayette Lot, as well as the Old Greenwich, Cos Cob, and Riverside Rail Road Stations.
• Test and retest the license plate reader technology. Ensure that all multi space meter machines and Park Mobile data are downloaded in real time to make the process reliable.
• Introduce virtual enforcement (tag-less) permit system in Plaza, Town Hall, Island Beach, Horseneck, and Soundview parking lots.
• Eliminate the need to write manually prepared day fee tickets.
**Table of Organization**

Management Consulting

- Parking Enforcement Supervisor
- Parking Facilities Technician (2)
- Business Operations Supervisor
- Accounting Clerk II (3)

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 17-18</td>
<td>Budgeted</td>
<td>13</td>
</tr>
<tr>
<td>FY 18-19</td>
<td>Budgeted</td>
<td>12</td>
</tr>
<tr>
<td>FY 19-20</td>
<td>Requested</td>
<td>12</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

With support from an external consulting firm, the Town is currently exploring the best organizational structure to maximize resources and enhance service delivery.