NOTICE

This annual report has been compiled and published by the Board of Estimate and Taxation in accordance with Section 7-406, General Statutes, State of Connecticut, and Section 224 of the Town of Greenwich Charter. It includes the various reports of Town Officers to the Representative Town Meeting, called for by such chapters, and also financial statements and statistics.

While the statements in this report are fairly comprehensive, further details may be found in the Annual Recommended Budget and in other office records of the comptroller and other Town departments.

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

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

## General Government:

<table>
<thead>
<tr>
<th>Report</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Representative Town Meeting Minutes</td>
<td>1</td>
</tr>
<tr>
<td>Office of the First Selectman and Board of Selectmen</td>
<td>6</td>
</tr>
<tr>
<td>Board of Ethics</td>
<td>9</td>
</tr>
<tr>
<td>Purchasing Department</td>
<td>21</td>
</tr>
<tr>
<td>Administrative Services Center</td>
<td>24</td>
</tr>
<tr>
<td>Department of Human Resources</td>
<td>26</td>
</tr>
<tr>
<td>Probate Court</td>
<td>31</td>
</tr>
<tr>
<td>Finance &amp; Board of Estimate and Taxation</td>
<td>33</td>
</tr>
<tr>
<td>Retirement</td>
<td>43</td>
</tr>
<tr>
<td>Information Technology</td>
<td>46</td>
</tr>
<tr>
<td>Registrars of Voters</td>
<td>52</td>
</tr>
<tr>
<td>Assessor</td>
<td>54</td>
</tr>
<tr>
<td>Tax Collector</td>
<td>56</td>
</tr>
<tr>
<td>Board of Assessment Appeals</td>
<td>57</td>
</tr>
<tr>
<td>Law Department</td>
<td>58</td>
</tr>
<tr>
<td>Town Clerk</td>
<td>60</td>
</tr>
<tr>
<td>Planning and Zoning Commission/Department &amp; Zoning Enforcement</td>
<td>62</td>
</tr>
<tr>
<td>Planning and Zoning Board of Appeals/Zoning Enforcement</td>
<td>66</td>
</tr>
<tr>
<td>Condemnation Commission</td>
<td>68</td>
</tr>
<tr>
<td>Department of Public Works Flood and Erosion Control Board</td>
<td>69</td>
</tr>
<tr>
<td>Conservation Commission</td>
<td>70</td>
</tr>
<tr>
<td>Inland Wetland and Water Courses Agency</td>
<td>72</td>
</tr>
<tr>
<td>Shellfish Commission</td>
<td>77</td>
</tr>
<tr>
<td>Commission on Aging</td>
<td>80</td>
</tr>
<tr>
<td>Historic District Commission</td>
<td>87</td>
</tr>
</tbody>
</table>

## Public Safety:

<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire Department</td>
<td>88</td>
</tr>
<tr>
<td>Police Department</td>
<td>93</td>
</tr>
</tbody>
</table>

## Public Works:

<table>
<thead>
<tr>
<th>Division</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>108</td>
</tr>
<tr>
<td>Engineering Division</td>
<td>111</td>
</tr>
<tr>
<td>Highway Division</td>
<td>114</td>
</tr>
<tr>
<td>Waste Disposal Division</td>
<td>118</td>
</tr>
<tr>
<td>Building Construction and Maintenance Division</td>
<td>121</td>
</tr>
<tr>
<td>Building Inspection Division</td>
<td>123</td>
</tr>
<tr>
<td>Sewer Division</td>
<td>125</td>
</tr>
</tbody>
</table>
**DEPARTMENTAL REPORTS CONTINUED:**

<table>
<thead>
<tr>
<th>Department</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fleet</td>
<td>128</td>
</tr>
<tr>
<td>Health</td>
<td>130</td>
</tr>
<tr>
<td>Nathaniel Witherell</td>
<td>147</td>
</tr>
<tr>
<td>Human Services</td>
<td>153</td>
</tr>
<tr>
<td>Board of Education/Schools</td>
<td>161</td>
</tr>
<tr>
<td>Libraries:</td>
<td></td>
</tr>
<tr>
<td>Greenwich Library</td>
<td>162</td>
</tr>
<tr>
<td>Perrot Memorial Library</td>
<td>174</td>
</tr>
<tr>
<td>The Bruce Museum</td>
<td>175</td>
</tr>
<tr>
<td>Parks and Recreation</td>
<td>181</td>
</tr>
<tr>
<td>Housing Authority of the Town of Greenwich</td>
<td>204</td>
</tr>
<tr>
<td>Parking Services</td>
<td>205</td>
</tr>
<tr>
<td>Community Development Block Grant</td>
<td>207</td>
</tr>
</tbody>
</table>

**Official Directory:** *(As on file with the Town Clerk)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Officers</td>
<td>212</td>
</tr>
<tr>
<td>Democratic Town Committee</td>
<td>217</td>
</tr>
<tr>
<td>Republican Town Committee</td>
<td>218</td>
</tr>
<tr>
<td>Representative Town Meeting Membership</td>
<td>219</td>
</tr>
<tr>
<td>Representative Town Meeting Committees</td>
<td>221</td>
</tr>
<tr>
<td>Representative Town Meeting Districts, Boundaries, Registered Voters</td>
<td>224</td>
</tr>
</tbody>
</table>
Representative Town Meeting Minutes Summary
2019-2020

Regular Meeting – September 16, 2019 – 194 present- 36 absent and 0 vacancies.

Tribute to Margaret B.G. Freiberg.
Tribute to Michael Ulasky.

The following resolutions were adopted.
Appointing Louise Puschel a Regular Member of the Board of Nathaniel Witherell (R8), for a term beginning July 1, 2019 and expiring June 30, 2020.
Appointing Thomas Zack a Regular Member of the Alarm Appeals Board (R3), for a term beginning July 1, 2019 and expiring June 30, 2023.
Appointing Richard Kaplan a Regular Member of the Board of Nathaniel Witherell (R6), for a term beginning July 1, 2019 and expiring June 30, 2022.

Appropriated the sum of $450,000 to be added to Account No. B345-59560-19127 – for costs associated with the Byram Fire Station Rehabilitation.

Amending the Rules of the RTM Appendix B-Description of Standing Committees), Section F – Land Use Committees and Section H- Parks & Recreation Committee.
Amending the Rules of the RTM section III.D.2.
Amending the Rules of the RTM Appendix Section D.4.
Amending the Rules of the RTM Section V.D. - failed
Amending the Rules of the RTM Section IV.E – failed
Amending the Rules of the RTM Secion VI, Special Committees – failed
Amending the Rules of the RTM Section IV.G.1 was referred to Legislative & Rules Committee to come back in October 2019 meeting.
Amending the Rules of the RTM Section III.I.6 was referred to Legislative & Rules Committee.
Amending the Rules of the RTM Section VI.C.3.
Amending the Rules of the RTM Section III.N was referred to the Technology Advisory Group.
Amending the Rules of the RTM Section III.I.4b.

The following resolution were postponed.
Amending the Rules of the RTM Appendix B.J. was postponed to December 2019.
Appointing Serdar Umur a Regular Member of the Condemnation Commission (R1), for a term expiring March 31, 2023.
Appointing Andrew Bronin a Regular Member of the Board of Health (R3), for a term beginning July 1, 2019 and expiring June 30, 2023.
Appointing Margarita T. Alban a Regular Member of the Planning & Zoning Commission (R3), for a term beginning November 1, 2019 and expiring October 31, 2020.
Appointing Nicholas Macri a Regular Member of the Planning & Zoning Commission (R2), for a term beginning November 1, 2019 and expiring October 31, 2022.
Appointing C. Jefferson Parker, Jr. an Alternate Member of the Harbor Management Commission (A1) for a term beginning upon appointment and expiring March 31, 2022.
Appointing Christopher Carter a Regular Member of the Nathaniel Witherell Board (R9), for a term beginning November 1, 2019 and expiring October 31, 2020.
Appointing John Hartwell a Regular Member of the Board of Parks & Recreation (R6), for a term beginning upon appointment and expiring June 30, 2022. – withdrawn

Regular Meeting – October 28, 2019 – 190 present- 40 absent and 0 vacancies.
Tribute to Franklin Bloomer.
The following resolutions were adopted.
Appointing Serdar Umur a Regular Member of the Condemnation Commission (R1), for a term beginning July 1, 2019 and expiring March 31, 2023.
Appointing Andrew Bronin a Regular Member of the Board of Health (R3), for a term beginning July 1, 2019 and expiring June 30, 2023.
Appointing Margarita T. Alban a Regular Member of the Planning & Zoning Commission (R3), for a term beginning November 1, 2019 and expiring October 31, 2020.
Appointing Nicholas Macri a Regular Member of the Planning & Zoning Commission (R2), for a term beginning November 1, 2019 and expiring October 31, 2022.
Appointing C. Jefferson Parker, Jr. an Alternate Member of the Harbor Management Commission (A1) for a term beginning upon appointment and expiring March 31, 2022.
Appointing Christopher Carter a Regular Member of the Nathaniel Witherell Board (R9), for a term beginning November 1, 2019 and expiring October 31, 2020.
Appointing Suzanne Brown a Regular Member of the Nathaniel Witherell Board (R5), for a term beginning upon appointment and expiring June 30, 2022.
Appointing Philip Dodson a Regular Member of the Alarm Appeals Board (R5), for a term expiring June 30, 2021.
Amending the Rules of the RTM Section IV.G.1 – failed
Amending the Rules of the RTM Appendix B – Description of Standing Committees was postponed indefinitely.
Approving the collective bargaining agreement between the Board of Education and the Greenwich Education Association, representing teachers, for the period July 1, 2020 to June 20, 2023.
Amending the Rules of the RTM Section V.G was referred to Budget Overview and Finance Committees.
Amending the Rules of the RTM to include a new committee – Capital Review Committee was referred to the Finance Committee.
Sense of the Meeting of the RTM that the Board of Estimate & Taxation amend the Town Charter, Section 30, to increase the appropriation amount requiring RTM review be raised from $5,000 to $25,000 – failed.
Sense of the Meeting of the RTM that the Board of Selectmen amend the Town Charter, Section 173, to increase the number of registered voters to cause the RTM to act be raised from 20 to 350 – failed.
Sense of the Meeting of the RTM that the Board of Selectmen amend the Town Charter, Section 171, to remove the requirement for the remaining district members to notice the Town Clerk when a vacancy exists.
Appointing Christopher Carter a Regular Member of the Nathaniel Witherell Board (R9), for a term beginning upon appointment and expiring October 31, 2020.

Regular Meeting – December 9, 2019 –185 present- 45 absent and 0 vacancies.
Fred Camillo, First Selectman gave a Proclamation to Dean L. Goss for his almost 40 years of service to the Representative Town Meeting.
The following resolutions were adopted.
A resolution encouraging the candidates for Moderator and Moderator Pro-Tem for 2020-2021 submit a brief statement of their qualifications for inclusion in the packet of the January 2020 meeting.
Appointing Mike Bocchino a Regular Member (R6) of the Board of Parks and Recreation for a term beginning upon appointment and expiring June 30, 2022.
Appointing John Vecchiolla a Regular Member (R3) of the Planning and Zoning Board of Appeals for a term beginning upon appointment and expiring October 31, 2023.
Amending the Rules of the RTM Appendix B.J.
Amending the Rules of the RTM Section III.I.6.
Adopt 2019 Plan of Conservation and Development.
Appropriated the sum of $245,000 for costs associated with the Mechanical System Upgrade at GHS.
Appropriated the sum of $440,239 for Range Improvements.
Amending the Rules of the RTM Section III.N – **failed**.
The following resolutions were postponed.
Appointing Donna Laviolette an Alternate Member (A1) of the Flood and Erosion Control Board for a term beginning upon appointment and expiring October 31, 2023 was postponed to January 2020.
Amending the Rules of the RTM to include new committee, as follows: VI. Special Committees, C. Technology Committee was postponed to January as per RTM Rules III.I.6 “Second Reading”.

**Regular Meeting – January 21, 2020 – 203 present- 27 absent and 0 vacancies.**
Town Clerk Carmella C. Budkins swore all the members present for the new term 2020-2021.
Thomas J. Byrne was elected the Moderator and Alexis Voulgaris was elected Moderator Pro Tempore.
The following resolutions were adopted:
Changing the date of the April 13, 2020 meeting to April 20, 2020.
Changing the date of the April 12, 2021 meeting to April 19, 2021.
Changing the date of all Districts and Committees to the week of March 30, 2020.
Appointing Donna Laviolette an Alternate Member (A1) of the Flood and Erosion Control Board for a term beginning upon appointment and expiring October 31, 2023.
Appropriated the sum of $25,000 for purchasing a new 2019 Yamaha 25” mechanical engine for the Commission’s 2008 boat.
Amending the Rules of the RTM to include new committee, as follows: VI. Special Committees, C. Technology Committee – **failed**.
Authorize the First Selectman to sign all Grant Agreements related to the Connecticut Department of Transportation (CTDOT) Local Bridge Program.
Proposed ordinance to create an Energy Commission was postponed to March as per RTM Rules III.I.6 “Second Reading”.

**Regular Meeting – March 9, 2020 – 181 present- 49 absent and 0 vacancies.**
Tribute to Caroline Franco, Member of District 8.
Town Clerk, Carmella C. Budkins swore in 18 new members – District 1 – Alanna M. Hynes; District 2 – Duncan G. Burke, Eileen J. Toretta; District 3 – Louise T. Bavis, Martin C. Blanco; District 4 – Elizabeth J. “Liz” Eckert; District 5 – Allison W. Rogers; District 6 – Barbara E. O’Neill, David P. Snyder; District 7 – Ellen M. Brennan-Galvin, Mary G. “Nanette” Burrows, Hilary A. Gunn; District 8 – Peter E. Berg, Jonathan M. Perloe; District 9 – Jane W. Weisbecker; District 10 – Gerald L. Anderson, Sheryl B. Sorbaro; District 12 – Mary A. Keller.
The following resolutions were adopted.
Appointing Joshua Brown a Regular Member (R4) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing Michael Basham a Regular Member (R2) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing Nancy Cooper a Regular Member (R3) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing W. Brooks Harris a Regular Member (R5) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing Lucia Jansen a Regular Member (R1) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing Danyal (Dan) Ozizmir a Regular Member (R6) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing Michael Spilo a Regular Member (R7) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing Mareta Hamre an Alternate Member (A2) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing Patricia H. Robert an Alternate Member (A1) of the Labor Contracts Committee for a term expiring December 31, 2021.
Appointing Jane Weisbecker a Regular Member (R3) of the Claims Committee for a term expiring December 31, 2021.
Appointing Francis “Kip” Burgweger a Regular Member (R4) of the Claims Committee for a term expiring December 31, 2021.
Appointing Glen Canner a Regular Member (R5) of the Claims Committee for a term expiring December 31, 2021.
Appointing Edward D. Dadakis a Regular Member (R6) of the Claims Committee for a term expiring December 31, 2021.
Appointing Katherine Hynes a Regular Member (R7) of the Claims Committee for a term expiring December 31, 2021.
Appointing Richard Margenot a Regular Member (R9) of the Claims Committee for a term expiring December 31, 2021.
Appointing Patricia H. Roberts a Regular Member (R2) of the Claims Committee for a term expiring December 31, 2021.
Appointing Jane Susan Sulich a Regular Member (R8) of the Claims Committee for a term expiring December 31, 2021.
Appointing Gregory Zorthian a Regular Member (R1) of the Claims Committee for a term expiring December 31, 2021.
Appointing Allison Walsh an Alternate Member (A2) of the Claims Committee for a term expiring December 31, 2021.
Appointing Hector Arzeno an Alternate Member (A1) of the Claims Committee for a term expiring December 31, 2021.
Appropriated the sum of $14,550 to be added to Account No. M824 59830, Master Plan.
Appropriated the sum of $52,000 to be added to Account No. M824 59830, Master Plan.
Accept a gift in the sum not to exceed $200,000 from the Greenwich Point Conservancy and the Emily Catherine Fedorko Foundation to restore the historic chimes instrument in the tower of the Chimes Building located at Greenwich Point.
Adopt an Ordinance to create an Energy Commission.
Appropriated the sum of $682,503 to be added to Account No. Z6801689, Project TBD for costs associated with the MISA Building Flood Damage.
Appropriated the sum of $230,000 to be added to Account No. H45002-51490 Professional Fees.
Authorize the First Selectman to sign a Scenic Road Approval Form to accompany an Eastern Greenwich Preservation Association application to the Planning and Zoning Commission.

Regular Meeting – April 20, 2020 – 228 present- 2 absent and 0 vacancies.
Town Clerk, Carmella C. Budkins swore in 8 new members – District 1 – Dean C. Goss; District 4 – Javier A. Aleman, John J. Thompson, Donald Vitti; District 6 – Arline Lomazzo; District 7 – Mike Warner; District 9 – Seth W. Bacon; District 11 – Thomas M. West.
Appropriated the sum of $1,200,000 to be added to the following Account Nos. A6201753, A6501789 and A6401798 for the costs associated with the Special Education out of district tuition and maintenance of plants and rental equipment – withdrawn
The following resolutions were adopted.
Amending the Rules of the RTM Section III. Organization and Procedures, Part 1. Procedure at meetings and renumbering the following Subparagraphs 5 and 6 to 6 and 7.
Adopt a modified calendar for the FY 2020-2021 operating and capital fund budgets as authorized by Executive Orders 2020-7b, 7c and 7I.
Adopt a tax deferment program and/or low interest rate program as authorized by Executive Order 2020-7S, Section 6.

**Regular Meeting – May 11, 2020 –230 present- 0 absent and 0 vacancies.**
Appropriated the sum of $1,200,000 to be added to the following Account Nos. A6201753, A6501789 and A6401798 for the costs associated with the Special Education out of district tuition and maintenance of plants and rental equipment – **withdrawn**
Appointing Winston Robinson a Regular Member (R5) of the Board of Human Services for a term expiring June 30, 2022. – **postponed to September 2020**
Approve the lease between the Town of Greenwich and Cellco Partnership d/b/a Verizon Wireless for property located at the Griffith E. Harris Golf Course, 1323 King Street. The lease shall be for an initial period of five (5) years with two (2) 5-year renewals.
Appointing Frank Baratta an Alternate Member (A1) of the Planning & Zoning Board of Appeals for a term expiring October 31, 2023.
Sense of the meeting resolution that within two days the Town’s parks, golf course and beaches should be at least partially reopened, with reasonable restrictions and guidelines. – **failed**
Adopt an amendment to ordinance Section 9-5 of Chapter 9, Waste and Litter, Article 1 – Waste Collection and Disposal of the Code of Ordinances of the Town of Greenwich to include fees.
Adopt an amendment to an ordinance, requested by 20 Registered Voters, to amend Section 9-5 of Chapter 9, Waste and Litter, Article 1 – Waste Collection and Disposal of the Code or Ordinances of the Town of Greenwich to include Pay As You Throw (PAYT) – **postponed indefinitely**.

**Regular Meeting – June 8, 2020 –230 present- 0 absent and 0 vacancies.**
Reject the District Voluntary Retirement Incentive Program agreement between the Board of Education and the Greenwich Education Association, representing teachers, said agreement having been approved by the Board of Education on May 21, 2020 – **withdrawn**.
Appointing Darius Toraby a Regular Member (R2) of the Historic District Commission for a term expiring October 31, 2023 - **Postponed to September 2020**.
Approve that the meeting of the RTM on Monday, June 8, 2020 if the business of the meetings has not been concluded by 12 midnight, the meeting shall adjourn at that time, to meet again on Tuesday, June 9, 2020 at 8:30 P.M. via Zoom Webinar.
Approve limit to speak to two minutes per speaker per motion, except for the proponent and principal opponent for the motion (to be determined by the Moderator) shall be entitled to speak for five minutes each.
Approve and adopt the budget resolutions and appropriations for the proposed Town of Greenwich Budget for fiscal year 2020-2021.
Appointing Patricia “Patty” Roberts a Regular Member (R7) of the Board of Human Services for a term expiring June 30, 2023.
Approve and adopt the Community Development Block Grant for Program Year 2020.
Approve the programs in the Neighborhood Assistance Act (PA No.25-268).
Sense of the meeting of the RTM of the Town of Greenwich, that the BET is strongly urged to act swiftly and grant interim appropriations to the BOE for the 2020-21 Fiscal School year. This will allow them to begin to put in place the best possibly delivery of our school educational product whether it be in person, hybrid or online. **Second read – September 2020.**
OFFICE OF THE FIRST SELECTMAN
AND
BOARD OF SELECTMEN

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted FTE:</td>
<td>6.20</td>
<td>6.63</td>
<td>6.63</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$917,197</td>
<td>$957,919</td>
<td>$1,010,119</td>
</tr>
<tr>
<td>Capital</td>
<td>$988,591</td>
<td>$3,781,536</td>
<td>$2,675,197</td>
</tr>
<tr>
<td>Total:</td>
<td>$1,905,788</td>
<td>$4,739,455</td>
<td>$3,685,190</td>
</tr>
</tbody>
</table>

OFFICE OF THE FIRST SELECTMAN

The First Selectman is the Chief Executive Officer of the Town of Greenwich. He serves the Town on a full-time basis and is an ex-officio member of all boards, commissions, and committees, as well as a voting member of the Flood and Erosion Control Board. As the Chief Executive, the First Selectman directs the following departments and services: Community Development, Fire, Fleet, Human Resources, Information Technology, Labor Relations, Law, Parking Services, Parks and Recreation, Police, Public Works, and Purchasing and Administration. The First Selectman also appoints the members of the Conservation Commission and Shellfish Commission. He is assisted by the Town Administrator, Ben Branyan, who serves as his representative, as directed.

The First Selectman establishes several advisory committees to provide insight and guidance on specific topics. Advisory committees currently active include the First Selectman’s Community Diversity Advisory Committee, the First Selectman’s Advisory Committee for People with Disabilities in Greenwich, and the Greenwich Veterans Council. In addition to leading and appointing boards, departments, committees, and commissions, Section 7-47(a) of the Connecticut General Statutes designates the First Selectman as the collective bargaining representative of the municipality (except with regard to the terms and conditions of employment of certified teachers and administrators).

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

1. Successfully transitioning the Office of the First Selectman to a new administration.
2. Evolving and adapting Town government services and operations in response to the COVID-19 pandemic.
3. Continuing to keep the overall cost of Town services moderate by limiting annual budget increases and establishing strong expenditure controls.
4. Limiting the property tax rate increase in the First Selectman’s FY 2020-2021 Proposed Budget in conformance with the budget guidelines.
5. Continuing to support high-quality customer service initiatives and managing the departmental goal-setting process for customer service improvements.
6. Managing the Town’s Worker’s Compensation program to decrease costs and establish more effective claims management.
7. Nominating highly qualified Town residents to the Town’s boards and commissions.
8. Maintaining Access Greenwich, the Town’s digital customer relationship system. This tool allows residents to submit service requests electronically through a web portal and a free mobile application.
9. Coordinating development of the departmental Operations Plans to provide improved disclosure of departmental achievements, goals, staffing, and table of organization.
10. Promoting Lean Six Sigma philosophy among Department Heads and managers to enhance process improvement, service delivery, and operational efficiency and effectiveness.

11. Negotiating successor agreements to the labor contracts for the Greenwich Municipal Employees Association (GMEA), Teamsters Local 456, Local 1042 International Association of Firefighters (IAFF), Laborer's International Union of North America Local 136 (LIUNA), and United Public Services Employees Union Unit 90 (UPSEU).


13. Developing best practices for increasing accessibility, including the Accessibility Compliance and Best Practice Policy.

14. Supporting the development of a modern, mobile-optimized Town website and increasing Town’s social media presence.

The Office of the First Selectman is often the initial or primary point of contact for community members and provides a dedicated customer service experience to help citizens navigate to the appropriate Town departments or resources. The Office also documents citizen suggestions for improvement and leads a highly interactive process to address the needs and concerns of the community. The Office uses its position to reach across departmental lines to improve processes, communications, and operations.

BOARD OF SELECTMEN

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

At the close of FY 2019-2020, the members of the Board of Selectmen were:

Fred Camillo, First Selectman and Chairman of the Board (12/2019 – Present)
Lauren Rabin, Selectwoman (12/2019 – Present)
Jill Oberlander, Select-person (12/2019 – Present)

The Board of Selectmen generally meets in public session twice per month, unless special circumstances arise. Meeting minutes are taken and agendas, minutes, and portions of the packet are available online. The First Selectman may delegate responsibilities to one of the Selectwomen during an absence.

The Board of Selectmen handled a variety of issues and topics during the year, including:

1. Quality of life
2. Traffic
3. Appointments and nominations to boards and commissions
4. Town fees and fees for service
5. Leases and rental/use agreements
6. Litigation and settlements
7. Community requests
8. Parking and Parking Services
9. Municipal Code revisions and improvements
10. Emergency management and community resiliency
11. Proposed Charter changes
12. Conservation efforts and Sustainability
13. Waste Management
14. Local impacts of the COVID-19 pandemic
CONCLUSION

The First Selectman supports and assists a variety of community interests, activities, and organizations through proclamations, statements, appearances, and participation. This continues the long-established tradition of civic engagement by all First Selectmen. Citizen interaction is the most rewarding, priority service of the Office of the First Selectman.

The Board of Selectmen continues to be gratified by the dedication and devotion to duty of the many exceptional employees of the Town of Greenwich. The Board expresses its appreciation to the citizens of Greenwich who so willingly volunteer to serve on Town boards, commissions, agencies, and special committees in order to advance and improve our community. It is my great honor to serve this community.

Fred Camillo
First Selectman
Annual Report of the Board of Ethics

Fiscal Year 2019-2020

The Board of Ethics is pleased to submit the following report of its activities for the fiscal year ending June 30, 2020. This report is required to be submitted to the Board of Selectmen and the Representative Town Meeting by Section 2.12 (c) of the Greenwich Code of Ethics.

Executive Summary

During the 2019-2020 Fiscal Year, the Board of Ethics did not receive any complaints concerning violations of the Code of Ethics and received only one request for an advisory opinion. A copy of the Advisory Opinion rendered in response to this request is attached as Exhibit A.

The Town’s current ethics reporting system is the cornerstone of its effort to instill public confidence in its ability to conduct its affairs in an ethical manner. But the COVID 19 Corona virus threat has exposed the fragility of this system, which has not changed for over half a century. For the 2019-2020 Fiscal Year, only three Town Officers filed forms to disclose financial interests in a Town transaction and one indicated that he was not able to have the form notarized. The sharp drop in filings during the recent emergency shows that an on-line filing system, which the Board has been recommending for many years, can provide greater reliability as well as improved ease of use.

The Board has approved a draft of proposed technical amendments to the Code of Ethics to permit the Board to establish an on-line ethics reporting system. This draft has been reviewed by the Town Attorney and was under active consideration by the Board of Selectmen prior to the 2019 election, which resulted in a complete change in its membership. The current environment has made the limitations of the existing system self-evident. The Board encourages the new members of the Board of Selectmen to give serious consideration to this proposal and to recommend it to the RTM for approval at this opportune time.
The Board has benefited from the continuation of budgeted funds to support its operations. A significant portion of this budgetary allowance is intended to cover costs that might be necessary in connection with the preliminary investigation of a complaint, should the need arise. Although the Board has never yet required the use of such funds, the existence of this budget allocation serves as an important indication that the work of the Board will be supported as necessary. We believe that an increase in this budget allocation would provide further evidence to Town Officers and the public at large that the Board has the necessary means at its disposal to properly address any serious complaint it might receive.

**Complaints of Violations of the Code**

No complaints were filed with Board of Ethics during the 2019-2020 Fiscal Year.

The Board’s Statement of Procedures describes the process by which complaints should be submitted to the Board. It was revised in 2019 and includes a new complaint form with more detailed instructions than the form used previously. Individuals filing complaints are often unclear about, or inadvertently omit, facts that are essential to be considered in order for the Board to determine whether a preliminary investigation of the matter should be commenced. Because of this, the instructions recommend that complainants identify themselves so that the Board can obtain any additional information that may be necessary.

The Board has adopted its new Statement of Procedures to help improve public understanding of both the requirements of the Code and the procedures for filing complaints. Due to the high level of cooperation and support that the Board has experienced in connection with these efforts, we are inclined to believe that the absence of complaints is indicative of a high level of ethical behavior in Town government.

** Requests for Advisory Opinions**

The Board of Ethics received one advisory opinion request during the 2019-2020 Fiscal Year. This request was made by member of the Architectural Review Board. It asked for guidance in responding to a proposal to provide services to the Town. The Opinion provided guidance about the conditions under which a Town Officer’s involvement in responding to a request for proposals and providing the services requested would be consistent with the Code of Ethics and those under which it would not. A copy of this opinion is attached as Exhibit A.

As indicated in the opinion, the Board feels that it would be advantageous for the Town’s various commissions, committees and boards to be able to establish safe harbor procedures for participation in Town transactions. These could give Town Officers greater certainty that they could engage in Town transactions in a manner consistent with the Code of Ethics. The Board has initiated discussions with the Department of Administrative Services toward establishing a general template for such procedures that could then be adapted to the particular circumstances of the entity involved.
As in prior years, members of the Board individually and the Board as a whole also provided informal guidance to various Town Officers who requested such assistance either at meetings of the Board or on an ex-parte basis.

**Annual Disclosure Statements**

*Review of Filings.* As of July 30, 2020, three Town Officers filed seven annual disclosure reports with the Town Clerk covering the 2019-2020 Fiscal Year. The following chart summarizes the results of a review of these disclosure forms:

<table>
<thead>
<tr>
<th>RTM Town Employees Appointees</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully Compliant</td>
<td>1</td>
</tr>
<tr>
<td>Not Compliant</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
</tr>
</tbody>
</table>

*3 individuals reported, two of whom filed multiple reports. The appointed official unnecessarily filed 3 reports for family members in the mistaken belief that it was necessary.

Two reports were filed by an RTM member that were not notarized due to the closure of Town Hall and most banking offices. In addition, three reports were filed unnecessarily since they were based on a misconception that each member of a Town Officer’s family was required to report the interest reported by the Town Officer. This was based on a misunderstanding that arose during a teleconference discussion with the Board about the requirement for Town Officers to file statements when family members have an interest in a Town transaction. The individual understood this to require family members who are not Town Officers to report. The Board has since advised this individual that family members who are not Town Officers do not need to file reports and that the only interests of family members that a Town Officer is required to report are those that are separate from the interests that the Town Officer is otherwise required to report.

There was a significant decrease in the number of Town Officers filing reports during the 2019-2020 Fiscal Year. This was presumably due to the difficulties associated with filing during the current pandemic. Although only two of the seven forms filed were fully compliant with the Code, the substance of the reporting by all three filers was ultimately deemed appropriate.

The Board has questioned for several years whether a more user-friendly reporting system might result in improved reporting. It is likely that the current system seems unduly burdensome to many Town Officers, particularly if they are accustomed to using on-line systems to file other reports or engage in related activities. In addition to the requirement that disclosure statements be notarized, reports are currently only permitted to be filed at the end of the year —up to thirteen months after the transaction being...
reported on may have occurred.¹ These requirements may serve as significant disincentives for reporting, especially when the individual may not have convenient access to a notary or the information needed to complete the form may not be readily available at the time he or she is required to make the filing. When the interest being reported (or the likelihood that nondisclosure will be noticed) seems small, some may consider that they will be better off not filing a statement rather than take the risk that they will be held responsible for making an inaccurate statement under oath. As a result, the Board is concerned that the overall low level of filings is an indication that the Town’s ethics reporting system is not serving its intended purpose.

**Plans and Recommendations**

**Plans.** The Board will continue to serve as a resource for information about the requirements of the Code as requested by Town Officers and the community at large. As in the past, members of the Board stand ready to assist in training Town Officers. The Board prefers to help Town Officers gain a better understanding the Code by means other than adjudicating complaints. We are anxious to have all Town Officers, as well as the general public, fully understand the who, what, why, when and where of the disclosure process, as well as the other ways in which the provisions of the Code affect them. Toward that end, we will continue to send reminders, prepare reports and maintain current information about the Code and the operations of the Board of Ethics on the Town website during the 2020-2021 Fiscal Year.

The Board also expects to respond expeditiously to requests for advisory opinions. Typically, the issues raised in a request by one Town Officer are faced by others, so the opinions can also provide useful guidance for other individuals.

If and when technical amendments are made to the Code of Ethics to provide for an on-line disclosure reporting system, the Board will also stand ready to begin the process of implementing such a system.

**Recommendations.** Following a review of its activities and experiences in the 2019-2020 Fiscal Year, the Board wishes to make the following recommendations to the Board of Selectmen and the RTM:

1. **Adopt Technical Amendments to the Code of Ethics to Modernize the Town’s Financial Disclosure Reporting System.** As discussed above, the Board believes that that requiring disclosure of financial interest is an essential aspect of the Town’s ethics policy, but that the current system is outdated and difficult to comply with. The Board believes that adoption of an on-line disclosure system that does not involve notarized statements and permits reports to be filed contemporaneously throughout the year will significantly improve the Town’s ethical profile and result in greater compliance with the Code of Ethics. However, a change from an annual paper-based reporting system to a contemporaneous on-line reporting system or decision to drop the requirement that statements must be

¹ Town Officers are required to keep track of all financial interests that they may have in Town transactions throughout the fiscal year in order to report on them after the close of the fiscal year, which can require record keeping and reporting on transactions that are over a year old at the time the filing is made.
filed under oath, would require a technical amendment to the Code of Ethics. The Board’s recommended draft of such technical amendments has reviewed by the Town Attorney and has been under consideration by the Selectmen. We would be happy to further assist the Selectmen and the RTM with the process of implementing these amendments.

2. Establish Safe Harbor Procedures. The Town’s purchasing procedures currently require that Town Officers submitting bids to the Town include an advisory opinion from the Board of Ethics with their bid. Although this has been helpful for many Town Officers, the Board is concerned that, as a compliance effort, this can be too little or too late. The process of identifying needs and preparing requests for proposals often begins far earlier than the point at which bids are solicited. Since the Code of Ethics embodies requirements that are intended to avoid even the appearance of a conflict of interest, Town Officers who become involved the process early on may unwittingly become ineligible to participate in the procurement. Therefore, it can be useful if Town Officers are reminded of the requirements of the Code earlier in the process. There are also often many opportunities for violations of the Code to occur subsequent to the submission of a bid. As a result, it would be beneficial for the various entities involved in reviewing or implementing Town actions and transactions to have procedures that assist in early identification and continuous monitoring of ethical vulnerabilities. The Board anticipates working with the Department of Administrative Services to create safe harbor procedures that would assist Town entities in identifying and monitoring potential issues before the opportunity for a violation of the Code to exist. Replacing the requirement that an opinion needs to be rendered prior to submitting a bid, with a requirement that the bidder certify compliance with safe-harbor requirements approved by the Board of Ethics for the department or entity involved, should result in a safer, more predictable process for all involved.

3. Fill the Vacancy in the Board’s Membership. Due to the unexpected resignation of Pastor Bloom due to other work commitments, there is currently a vacancy on the Board. The Board is committed to responding to complaints and requests for advisory opinions and providing other assistance to the Town on a timely basis. Three members of the Board are required to have a quorum, however, and having only four members increases the likelihood that the necessary quorum cannot be organized in a time sensitive situation. We understand that consideration of the appointment of Rev. Stephanie Johnson has been delayed due to the logistical difficulties associated with the current pandemic, but would appreciate having the vacancy filled as soon as possible. We are also aware that Jennifer Paul Cohen has indicated an interest in serving on the Board. She would appear to be well qualified as an attorney who also has significant expertise in the field of medical ethics.

4. Increase the Board’s Budget for Investigative Expenses. The Code of Ethics requires the Board to investigate any complaint it receives, but until recently there were no funds budgeted to cover any expenses that might be incurred in conducting such investigations. Under the Board’s procedures, and as
provided by state law, the Board is required to conduct its preliminary investigation (to determine whether there are grounds for a further investigation) on a confidential basis. Unless the Board has an allocation of funds that are reasonable to cover possible expenses of a preliminary investigation, it faces a Hobson’s choice of reducing the quality of the investigation by spending less, or compromising the confidentiality of the investigation by requesting additional funds. The Board is pleased to have received an allocation of funds for 2019-2020. These funds proved to be unnecessary and were not be used. However, the amount allocated ($15,000) was less than the amount that the Board considers advisable to ensure that it will be able conduct a proper preliminary investigation should the need arise. Therefore, it requests a larger set-a-side of funds for this purpose in the coming fiscal year.

5. **Continue Training Efforts.** Training is a vital component of any ethics program. The Board encourages the Department of Human Resources to continue its efforts to ensure that the requirements of the Code of Ethics and the Town-wide Ethics Policy are fully understood by all Town employees. In addition, the Board encourages the Town to provide training for elected and appointed Town officers with respect to the requirements of the Code of Ethics in general, and in particular as to reporting requirements. Members of the Board are available to meet with groups of elected and appointed officials who would like to receive additional information concerning the annual disclosure requirement or provide whatever other assistance may be appropriate.

The Board invites comments from Town Officers or members of the general public on both its activities and plans and recommendations. Interested persons may request to address the Board at any of its public meetings or speak to any member of the Board personally by calling (888) 432 2777.

**September 30, 2020**
Advisory Opinion No. 20-01

Date: 5/12/20

Topics: Exerting Influence, Indirect Interest, Subcontractors, Substantial Interest, Voting on Actions or Transactions

Code Sections: Sections 2, 4 and 5

Statement of Facts:

A member of the Architectural Review Committee is a professional landscape architect. The Committee member also serves as the managing partner and majority owner of a landscape design firm and requested an advisory opinion prior to submitting a bid on behalf of the firm to provide landscape design services to the Town. The request for the opinion was made as a result of Section 1.10 of the Town’s purchasing ordinance, which requires Town Officers to seek an advisory opinion from the Board of Ethics whenever a business in which the Town Officer has a financial interest is involved in a procurement.

The Town’s request for proposals calls for the contractor to develop a master plan for a Town park. The bid submitted provides for the Committee member’s firm to serve as the primary consultant leading a team that will include members and employees of that firm and several subcontractors. It is estimated that the total cost of the services will be under $100,000. One of the subcontractors is also a member of the Architectural Review Committee. However, it was expected that the involvement of this other member will be “supplemental and supportive in nature” and the fees associated with the role “would likely be minimal.”

The role of the Architectural Review Committee is advisory, but encompasses many aspects of the Town’s land use regulations. Its primary role is to assist the Town in preserving the Town’s natural landscape and the harmony of newly created landscapes and structures with the Town’s natural landscape, terrain, existing structures and streetscapes. The Committee is also responsible to assist the Town in protecting neighboring owners and property users by making sure that reasonable provision has been made in plans approved by the Town for such matters as sight and sound buffers, control of trespass lighting, the preservation of views, light and air, and those aspects of design not adequately covered by specific regulations. The Committee may also be asked to assist the Town in determining whether relevant land use standards have been complied with in connection with its review of projects under construction or completed projects awaiting certification.
Under Section 99 of the Town Charter, any “major” redesign of public property or project that involves relocation of a street or changes to the extent or location of transportation routes is required to be approved by the Planning and Zoning Commission. The Director of the Department of Planning and Zoning has advised the Board that, if the master plan developed under the anticipated contract were considered to involve a major redesign of Roger Sherman Baldwin Park, it is likely that the Planning and Zoning Commission would request review by the Architectural Review Committee. The Committee Member has advised the Board that, in the event of any such review of a master plan prepared by the member’s team, the members of the team would refrain from any discussion of the matter with members or staff of the Committee and from participating in discussions of the Committee and votes on the matter.

Although the request for an advisory opinion was made significantly in advance of the scheduled date for submission of bids, the closure of Town facilities and restrictions on meetings due to current pandemic have limited the opportunities for the Board to discuss the matter with the Committee member or render an opinion prior to the due date for submitting the bid. The Board normally recommends that persons involved in bidding on Town contracts who are members of Town boards, commissions and committees formally notify the head of the body and the director of the Town Department involved in the procurement in advance of submission of the bid. In this case the Board was unable to consider the request in time for this to be done in advance.

In the request for the advisory opinion, however, the Committee member stated: “I would like to clarify that I have had no involvement in the preparation of this RFP or any prior knowledge, involvement or activity with the town or anyone regarding this project in my capacity as a volunteer on the Architectural Review Committee or in any other way at this point. I do feel that I can participate fairly and without bias or unfair advantage of any sort.” The Committee member has also confirmed to the Board that no member or employee of the firm or any subcontractor has had any contact with the individuals who established the specifications for the contract or with any member of the selection committee that will recommend award of the contract.

The normal process of submitting a proposal to the Town necessarily involves some degree of contact with the employees of the Purchasing and Administrative Services Department. In response to further inquiry from the Board, the member indicated that: “Once the RFP was issued, I contacted the town through the prescribed method in the RFP process to ask a few questions. My first question was directed to [a member of the Purchasing Department], to ask about whether or not my involvement in ARC would preclude my firm from issuing a bid for this work. She did not initially know the answer to that question, so I reached out to the [Superintendent of Parks]. That inquiry resulted in my sending [the Board of Ethics] a formal request for this advisory opinion. Subsequent to that, I phoned the number listed on the RFP for two other questions to seek clarification in order to prepare our bid accurately. In this regard, I spoke to [another member of the Purchasing Department], who answered my brief questions. One question related to whether the respondents to the RFP were expected to include concept drawings in their proposal. The other was about whether a respondent could submit as a co-equal partnered team, or if it needed to be a single prime design contractor.” The Board has considered these contacts and considers that personal contact
Questions Presented:

1. For purposes of Section 4 of the Code of Ethics, does a Town Officer have a “substantial financial interest” in a Town transaction as a subcontractor for a professional services contract when the subcontractor’s role is expected only to be supplemental and supportive in nature and the fees associated with the role likely be minimal?

2. Is the submission of a bid for a Town contract a “transaction” under Section 3 (4) of the Code of Ethics?

3. Does the Code of Ethics prohibit an individual from providing professional services to the Town?

4. How can a Town Officer avoid exerting influence over an action or transaction that the Town officer has a substantial financial interest in, particularly where persons who are involved with the individual’s work as a Town Officer may act in a supervisory or evaluation capacity with respect to such professional services?

Discussion and Conclusion:

The Code of Ethics only authorizes the Board of Ethics to give advisory opinions to Town Officers. However, it permits any Town Officer to request an advisory opinion with respect to any matter involving the interpretation of the Code. During the 1970’s, a number of the members of the Board were individuals who had served as members of the 1st Selectman’s’ Special Committee that drafted the Code of Ethics. It is noteworthy therefore, that three of the first four advisory opinions rendered by the Board involved questions raised by Town Officers about the activities of other Town Officers. (A71-01, A72-01, A78-01)

Since the Committee member requesting this advisory opinion indicated that another member of the Committee would be serving as a subcontractor in connection with the proposal, the Board will address the issue of the subcontractor’s interest in the proposal, since it believes that the remaining issues apply equally to the subcontractor.

The Subcontractor’s Interest

An indirect interest is defined in Section 1 of the Code as including “the interest of any subcontractor in any prime contract with the Town.” In this case, the role of the subcontracting fellow Committee member has been described as “supplemental and supportive in nature” and the associated fees likely to be “minimal.” However, Section 1 further defines “substantial financial interest” as “any financial interest, direct or indirect,
which is more than nominal.” The Board has always considered this to indicate that Town Officers should take a strict view of what is considered a “substantial financial interest.”

The Board has, for example, considered part time compensation of $300 a year for services as an instructor in a Town sports clinic to be a substantial financial interest (A09-02). It has also suggested that a coffee table book has value, even if was undeterminable (A02-10). Consequently, the Board believes that the sub-contractor should be considered to have a substantial financial interest in the procurement and in any resulting transaction until the facts clearly prove otherwise.

**Submission of the Bid as a Town Transaction**

Section 1 of the Code also defines “transaction” in pertinent part as follows:

“Transaction shall mean and include the offer, sale or furnishing of any real or personal property, material, supplies or services by any person, directly or indirectly, as vendor, prime contractor, subcontractor or otherwise, for the use and benefit of the Town for a valuable consideration…” (Emphasis added)

Consequently, the Board has always considered a proposed transaction with the Town as a transaction in which a Town Officer could have a substantial financial interest, even if an award has not been made. This makes Sections 3, 4 and 5 of the Code applicable to bid submissions as well as actual contracts awarded.

**Permissible Role of Town Officers in Transactions**

The Board of Ethics has consistently cautioned Town Officers against creating the appearance of impropriety, while approving the participation of Town Officers in transactions with the Town as long as appropriate steps were taken to avoid that appearance. For example, in 1983, the Board cautioned against communications with members of the Purchasing Department, indicating “…it is difficult to know what communications may influence a decision. Therefore, the Board advises Town Officers to avoid discussions with those in Town government involved in the purchasing decision with respect to any product or service that the company employing the Town Officer may be seeking to provide the Town.” (A83-02).

More recently, a member of the Commission on Aging requested an advisory opinion from the Board of Ethics prior to submitting a bid to the Town for services related to outpatients at Nathaniel Witherell, the Town’s rehabilitation and convalescent facility. In that opinion (A17-01), the Board summarized the best practices it recommends to Town boards, commissions, committees and agencies concerning transactions between the Town and their appointed members, including written procedures and disclosures to all appropriate persons. In view of the steps taken by the Commission member in that case to avoid the appearance of a conflict of interest, including requesting an opinion from the Board in advance of submitting the bid, the
Board indicated that it was not necessary for the member to resign from the Commission on Aging prior to submitting the proposal for services.

In that case, the Board summarized prior cases in which it has found consistently that the it is not the existence of a financial interest that the Code prohibits, rather it is the exercise of influence with respect to that interest that the Code prohibits:

“The Board has previously indicated that Town Officers do not need to resign their positions in order to engage in Town transactions as long as appropriate steps are taken to ensure that Town actions and transactions are not influenced by the Town Officer and the Town Officer does not participate in any votes concerning the actions or transactions. See Advisory Opinion 90-01 (member of Tax Review Committee of RTM employed by Housing Authority), Advisory Opinion 98-02 (RTM member serving on Board of local non-profit), Advisory Opinion 01-02, (member of the Inlands, Wetlands and Watercourses Agency involved with non-profit applying for an approval), Advisory Opinion 02-05 (employee of custom home builder serving on Planning and Zoning Commission). These opinions indicate that the existence of the interest need not require the Town Officer to resign in order to participate in a transaction with the Town. But they also confirm that appropriate procedures should be followed to insulate the Town Officer from the opportunity to influence the transaction.”

Similarly, in this case, neither the existence of a Town Officer as an owner of the prime contractor making a proposal to the Town, nor the involvement of another Town Officer in the team assembled by the contractor, necessarily results in a violation of the Code of Ethics. Rather, the Code only concerns itself with the exercise of influence in connection with the award and performance of the contract.

As volunteers working for Town boards, commissions and committees, many individuals gain a high degree of familiarity with, and understanding of, the Town’s activities, objectives, procedures and requirements. This may give them an advantage when bidding on Town contracts, but it should not be considered an unfair advantage. Indeed, it is an advantage similar to that enjoyed by any existing Town contractor and it would be manifestly unfair, and inimical to the interests of the Town, to make it into a disadvantage. The Code of Ethics does not forbid Town Officers from engaging in transactions with the Town. It simply requires that they maintain an appropriate distance from the selection, supervision and performance evaluation processes and not use their position as Town Officers to influence these processes.

Avoiding the Appearance of Exerting Influence

In prior advisory opinions, the Board has encouraged each Town board, commission or committee to establish procedures relating to participation by its members in Town transactions based on the particular circumstances of their entity. However, it is logical for an entity to wait until the need arises to implement these policies, so that they
aren’t formulated in a vacuum. Normally, we would expect such procedures to involve immediate notification of the head of any such board, commission or committee and the director of the Town department involved, but we understand that the Committee has not yet adopted such procedures.

The purpose of adopting such a procedure is to allow the two entities to take steps to avoid any inappropriate entanglements between the Town Officer and the town employees or other officials involved in a transaction. In this case, however, the Committee member has assured the Board of Ethics that there was no prior knowledge and that there has been no involvement between the Town Officers submitting the bid and the persons involved in preparing the specifications for the contract. This indicates that the result intended has been achieved thus far, even though a procedure hasn’t been formally adopted. We assume that the Committee members will notify the Chair of the Committee and the Director of the Department of Planning and Zoning promptly, so that steps can be taken to ensure the integrity of the selection process and the administration of the contract if it is awarded to the Committee members’ team.

A particular concern of the Board in these situations is that steps be taken to avoid unnecessary contact between persons involved in performing the contract and those supervising it. This is particularly important in the case where the persons involved in performing the contract might, in their position as a Town Officer, be in a supervisory role with respect to the persons who are at the same time responsible for supervising or evaluating them and their performance as contractors.

The Board is confident that, should the Committee member’s firm be awarded the contract, appropriate steps will be taken to avoid inappropriate contacts and that if a situation arose where it was impossible to avoid the concurrence of inconsistent supervisory or evaluative roles, the Committee members would resign their positions rather than violate the Code or default on their contractual obligations.

Annual Disclosure

It is also incumbent on the Board to remind the Committee members that they will have an obligation to make reports under Section 5 of the Code should they receive an award of the contract.

See Related: A83-02, A90-0, A91-02, A01-02, A02-05, A02-10, A09-02
The mission of the Purchasing Department is to provide Town departments with centralized procurement services for all equipment, materials, commodities/services, consultants, and construction projects exceeding $15,000. Our policies ensure a fair and competitive procurement process. The Purchasing Department also oversees contract development for user departments and maintains the associated insurance documentation.

Due to the COVID-19 pandemic, business operations at Town Hall were adjusted to adhere to CDC guidelines. As a result, fewer RFB’s and RFP’s were issued for projects. For Fiscal Year 19-20, the number of Requests for Bid/Proposal issued was sixty-seven (67), a decrease of eleven (11) from the prior fiscal year. We anticipate the decrease to be temporary since new projects are being issued and current Service Agreements/Commodity Awards are expiring which require re-bidding.

The Purchasing Department developed fifty-one (51) contracts internally, an increase of three (3) compared to the prior fiscal year. Forty-nine (49) contracts submitted to the Law Department for review for legal sufficiency were approved upon first submittal. In addition, ninety-six (96) contract renewal letters were issued for contracts with option years. The decrease in the number of contract renewal letters issued is a result of extending option years for valid contracts. The Purchasing Department also assisted several departments with developing single source approved contracts, e.g., Planning and Zoning, Tax Assessor, and the Health Department.

The Purchasing Department maintains and tracks current insurance documentation for contracts developed internally. This includes tracking Contractor name/address changes, which ensures the validity of the contract for the full term. We also monitor the limits of coverage after contract execution by requesting updated certificates. To avoid lapses in specific policy terms, three hundred five (305) insurance re-documentation letters were issued, requiring updated insurance coverage for the active contracts for Town funded services and projects.

We currently manage fifty-seven (57) Commodity Awards for Town departments. Commodities are typically re-bid on an annual basis. If in the best interest of the Town, we request option year pricing to extend awards for multi-year terms. State, cooperative, and publicly bid awards are also utilized.

We currently manage one hundred five (105) Service Agreements for utilization by Town departments. Service Agreements are developed for an initial one-year term, with the option to renew for four (4) additional years, per mutual consent. Service Agreements require re-bidding as they expire.

A variety of Requests For Bid/Proposal were issued and awarded this fiscal year. A sampling follows: Electronic EMS and Fire Dispatch Software, Greenwich PD Firearms Range Interior Improvements and Upgrade, Town Hall Meeting Room A/V Upgrade & Channel 79 Upgrade, Byram Boat Ramp Improvement
As a continuation of the “Town Hall Parking Garage Engineering & Design” project, the Purchasing Department, on behalf of the Office of the First Selectman, issued a Request for Bid (RFB) for the “Town Hall Parking Garage Rehabilitation”. This was the second step in the two-part process. The awarded Contactor commenced Phase I of the multi-year project.

On behalf of the Office of the First Selectman, a Request For Proposal (RFP) was issued for an “Athletic Field Study/Capital Improvement Plan”. Proposals were solicited from qualified firms with significant experience in school and park athletic facilities planning, programming, and design to complete an Athletic Field Study and Capital Improvement Plan for all municipal fields in the Town of Greenwich. The plan will provide a comprehensive inventory and analysis of all existing conditions with a series of recommendations for improvements to accommodate current and future demand that allows for the proper maintenance to achieve the maximum level of field playability and protection of any new investments. The plan will serve as a guide for the future improvement/development of fields, and be used to secure the necessary funding.

On behalf of the Finance Department, a Request For Proposal (RFP) was issued seeking proposals from qualified Respondents to represent the Town’s interests in conducting a study of the Greenwich Fire Department’s response times. The primary purpose of the study was to assess and evaluate the Fire Department’s response times (i.e., dispatch time, turnout time, and travel time) throughout the Town in order to identify any issues that may exist with respect to optimal deployment of fire resources and to recommend options for improvements, if applicable. The completed report was submitted to the Town for review.

On behalf of the Office of the First Selectman, a Request For Proposal (RFP) was issued for the “Baldwin Park Redevelopment Design”. Proposals were solicited from reputable firms specializing in site planning (open space/municipal park planning) to prepare a redevelopment design of Roger Sherman Baldwin Park, and provide an architectural element and landscaping design. The awarded firm will create a new vision for Baldwin Park, initially concentrating on the Northeast corner to create a park gateway that expands the view of the harbor and makes the entire park accessible to the public, utilizing the Design Concerns and Limitations delineated in the RFP. The goal is to design a park that is appealing to the public, to encourage patronage other than for hosted events.

On behalf of the Department of Public Works, the Purchasing Department issued a Request For Qualifications (RFQL) to seek reputable architectural firms interested in providing the design plans for the replacement of the Dorothy Hamill Ice Skating Rink. A two-step prequalification process was used to select the awarded architectural firm. During the first step, the qualifications received from prospective firms were reviewed and graded by the Evaluation Committee, per the criteria listed in the RFQL. Only the five highest ranked Proponents were invited to participate in the second step of the process. The Request For Proposal (RFP) was the second step of the process. Respondents submitted their proposals to develop the plans and specifications for the complete replacement of the building, and their vision for the project. The awarded architectural firm will provide the Town with an acceptable design plan for the new Skating Rink. A Request For Bid (RFB) for the demolition and replacement of the Dorothy Hamill Skating Rink will be issued once the design is completed and approved by the Town, and funding is released for this multiyear capital project.
Town Government and the Board of Education continue to benefit from fixed pricing for combined purchases of natural gas, electricity, heating oil, and gasoline. Savings are achieved by locking in pricing when market conditions are favorable. As natural gas and electricity are both two large components of cost, the Town and the Board of Education are able to benefit from reduced pricing for both commodities.

Town Government and the Board of Education continue to utilize cooperative purchasing contracts from other municipalities, regional public purchasing entities {such as the National Institute of Governmental Purchasing (NIGP), Capitol Region Education Council (CREC) and Sourcewell}, and other publicly bid contracts. Cooperative procurement is favored when there is a similar need amongst agencies for commodities and/or services. The ability to piggyback avoids duplication of issuing internal Requests For Bid, and eliminates developing repetitive contracts. Utilizing cooperative purchasing contracts increases competitive bidding and lowers cost. Examples of Town purchases which have resulted from cooperative purchasing are: office supplies, copiers/office equipment, IT services/commodities, and Town vehicles.

In fiscal year 2019-20, the Purchasing Department continued posting all Requests For Bid/Proposal, addenda, and bid tabulations to the Town’s website. Purchasing also posts the Requests For Bid/Proposal to the State of Connecticut procurement website, as well as advertising in various newspapers. This practice ensures documents are available for downloading by prospective vendors and the community.

By adhering to the Town’s Purchasing Policy Manual, the Purchasing Department continues to enhance the Town’s reputation as a progressive agency by providing integrity, fairness, and equity to all vendors who participate in the municipal procurement process.

Renata Michalski
Director of Purchasing and Administrative Services
ADMINISTRATIVE SERVICES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$355,764</td>
<td>$357,553</td>
<td>$449,849</td>
</tr>
<tr>
<td>Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>$355,764</td>
<td>$357,553</td>
<td>$449,849</td>
</tr>
<tr>
<td>Revenue:</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Under the supervision of the Director of Purchasing and Administrative Services, this division provides Town user departments with support services, including mail processing and central Front Desk Reception, in a timely and cost effective manner.

MAILROOM

The Mailroom provides daily mail processing of incoming and outgoing mail for Town Hall and offsite Town departments. Internal mail handling consists of metering and posting mail, and picking up and delivering mail between the Post Office, Library, Public Safety Complex, Town Hall, Senior Center, and Fleet Department. This also includes sorting and distributing outside and inter-office mail throughout Town Hall. Bulk mailings include Town-wide mailings such as beach card applications and beach access cards, voter registration forms, absentee ballots, reassessment information, parking permits, and alarm ordinance bills. Administrative Services also supports Abilis students by providing them the opportunity to transition into the workplace. The students are trained in mail delivery and document shredding.

Due to the COVID-19 pandemic, Mailroom operations were adjusted to maintain safety protocols. The Mailroom implemented new procedures for accepting and tracking Loading Dock deliveries. The updated tracking process ensures that deliveries are distributed to Town departments in a timely manner, thus reducing errors in misplacing packages.

REPRODUCTION CENTER DELIVERY SERVICES

Administrative Services assists with delivering and picking up reproduction requests at the Board of Education Reproduction Center. Due to the COVID-19 pandemic, the Mailroom temporarily postponed this delivery service. The Mailroom continues to provide and deliver copy paper to internal user departments.

TOWN HALL FRONT DESK RECEPTION

The Front Desk Administrative Staff Assistant provides a central answering service for all incoming calls to the Town Hall main number. The Administrative Staff Assistant is also responsible for responding to inquiries from the public and directing the public to departments within Town Hall. Other responsibilities include issuing announcements during emergencies, coordinating with Building Maintenance staff, providing access to display cases, and maintaining the Town car-loaner program.

The Administrative Staff Assistant manages Conference Room reservations for the following Town Hall Conference Rooms: Town Hall Meeting Room, Mazza Room, Cone Room, Gisborne Room, and the downstairs Lounge. Internal user departments may request and reserve conference rooms directly through
Microsoft Outlook. Conference Room configurations are requested by emailing DPW’s Building Construction & Maintenance division.

Administrative Services continues to offer a wide variety of centralized support services to all Town Departments, as well as the general public. Our services enable departments to effectively manage their daily operations. Our goal is to continue to provide excellent customer service to the public and all Town departments.

Renata Michalski
Director of Purchasing & Administrative Services
HUMAN RESOURCES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>15</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$3,024,507</td>
<td>$3,058,261</td>
<td>$3,005,582</td>
</tr>
<tr>
<td>Capital</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Total</td>
<td>$3,024,507</td>
<td>$3,058,261</td>
<td>$3,005,582</td>
</tr>
<tr>
<td>Revenue</td>
<td>$12,140</td>
<td>$26,940</td>
<td>$13,240</td>
</tr>
</tbody>
</table>

MISSION STATEMENT

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.

GOALS STATEMENT

In support of our mission the Human Resources Department is committed to utilizing best practices to provide quality customer service and guidance. Specifically, the department’s key goals and objectives are:

- Recruitment, selection, hiring, development, evaluation and retention of a diverse, quality staff in compliance with all laws, regulations and contractual requirements.
- Strategic management and administration of the Town’s employee benefit programs.
- Effective and timely customer service and counsel to employees, appointing authorities, elected officials and volunteer boards in regard to employee relations, administration and interpretation of collective bargaining agreements and all other human resource matters.
- Development and implementation of relevant training and enhancement opportunities.
- Administration of payroll processes in an accurate, fair and timely manner.
- Development and implementation of fair, reasonable, ethical human resource policies and practices.

SPECIFIC ONGOING ACTIVITIES IN SUPPORT OF DEPARTMENT GOALS

- Provision of direction and support to all Town departments and appointing authorities in the development, coordination and execution of human resource policies, practices and procedures.
- Development and implementation of all recruitment, hiring, promotional, and on-boarding activities.
- Administration of the Town’s managerial, confidential and elected compensation plan to provide the Town with the ability to attract retain and motivate competent managers.
- Provision of counsel and advice to all departments in the areas of employee conduct, performance, and performance management.
- Oversight and administration of the Town’s Performance Review Programs.
- Provision of guidance on staffing and reorganization issues.
• Administration of employee relations’ services for all Town employees.
• Oversight of the Town’s Affirmative Action and Equal Employment Opportunity processes.
• Labor contract administration and interpretation.
• Support of the collective bargaining process.
• Execution of Town pension plans.
• Cost effective management and administration of all employee and retiree benefit programs.
• Development of long term, strategic plans for employee healthcare benefits and wellness programs to ensure fiscal accountability in a changing healthcare environment.
• Administration of workers’ compensation and oversight of the safety initiative.
• Administration of 401(k) and 457(b) plans.
• Administration and oversight of the Employee Assistance Program.
• Timely and accurate administration of all payroll processes and functions in compliance with all federal, state and contractual obligations.
• Creation and administration of training and professional development programs, such as Harassment Prevention Training, Community First Customer Service, and Supervisory Development as part of the Leadership Institute.
• Administration of the Town’s unemployment compensation program.
• Administration of the Town’s Employee Recognition Program.
• Administration of the Town’s Department of Transportation Drug and Alcohol Testing Program for town employees who hold a commercial driver’s license and perform safety sensitive work.
• Management and maintenance of all employee personnel records and files.

PROJECTS FY 19-20

• Completion of initial phases of the conversion to ADP Vantage HRIS/Payroll system.
• Under the direction of the First Selectman’s Office, negotiation of all of the Town’s open labor contracts.
• Implementation and Administration of the Family First Coronavirus Response Act.
• Development and implementation of various policies and protocols specifically for addressing issues created by the COVID-19 pandemic.
• Implementation of new administrator, Stirling Benefits, for Flexible Spending, COBRA and commuter benefits.

RECRUITMENT/EMPLOYMENT FY 19-20

• Administration of the recruitment, examination, selection and hiring processes, including some large and complex recruitments, for all Town Departments and appointing authorities such as: Police Lieutenant, Police Officer, Deputy Fire Chief, Executive Director of Nathaniel Witherell, Deputy and Director of Nursing of Nathaniel Witherell, Director of Financial Operations (Nathaniel Witherell), Director of Purchasing and Administrative Services, Collective Bargaining Specialist, Business Operations Supervisor for Parks and Recreation, Environmental Health Supervisor, Highway Division Manager, Park Gardener Foreman, and Custodian II.
• Receipt and review of 5,343 candidate applications submitted in response to job postings distributed as follows: 72 full-time positions with some testing requiring more than one component of evaluation; 61 part-time positions; 108 temporary/seasonal positions with multiple people hired for each position, e.g. lifeguard; and 63 transfer opportunities.
• Administration of more than 1,000 applicants tests for union-represented, full-time and part-time positions.
• Hiring of 42 full-time, 95 part-time and more than 305 temporary employees.
• Coordination of processing and orientation for all new, full-time and part-time Town employees.

GENERAL HUMAN RESOURCES FY 19-20

• Administration and facilitation of all personnel actions for Town employees from point of hire to separation including upgrade, reclassification, review, termination, separation or retirement.
• Provision of advice and assistance to employees, appointing authorities, Elected Officials and Volunteer Boards on human resources policy, procedures, federal and state statutes and contractual language affecting human resources operations and employee relations.
• Investigation of all discrimination complaints with oversight of complaint resolution if required.
• Administration of the performance review process, including Performance Improvement Plans, for all employees, including Town employees assigned to the Board of Education.
• Administration of the performance review process and compensation program for Managerial and Confidential employees.
• Establishment and facilitation of the furlough process for Town employees due to the impact of COVID-19 on their workload.
• Continuation of the administration of the Leadership Institute, a supervisory development program, providing ten customized in-person training courses and related activities. Twenty-one additional employees graduated in September 2019, bringing the total to 164 graduates to date. Thirty-five employees were enrolled for the FY 19-20 series, however, due to COVID-19, the Leadership Institute training was suspended mid-way through the series and will be resumed in FY20-21.
• Planning and execution of a revised harassment prevention training curriculum, in accordance with the new state mandate that went into effect October 1, 2019, requiring a two-hour training course for all employees. Seven in-person sessions, and one virtual, of Harassment Prevention Training were conducted, training a total of 117 employees. Due to COVID-19, in-person training scheduled from March - June 2020 was paused. Training resumed virtually in June 2020 and is ongoing.
• Development and administration of a new Customer Service training course, in conjunction with the Office of the First Selectman, for all Customer Service Representative positions within the Town. Forty employees were trained in two sessions of this course.
• Oversight and coordination of approximately 237 Family Medical Leaves (FMLA) and personal leaves of absences.
• Oversight and coordination of Town’s administrative leave policy and federally-mandated emergency paid sick leave requirements in response to COVID-19 related work absences.
• Provision of assistance to the Law Department with employment related litigation.
• Promotion of mutual respect in the workplace through training, consultation and mediation.
• Investigation and resolution of Title VII issues.

HRIS/PAYROLL FY 19-20

• Continued review and development of payroll and timekeeping practices and procedures for effective utilization of the Human Resources Information System.
• Processing of a biweekly payroll for approximately 3,400 employees per pay period.
• Maintenance and update of all payroll requirements of collective bargaining agreements.
• Administration of all information sent to outside vendors from the HRIS.
• Administration of the Employee Portal to provide information and training materials to employees.
- Completion of initial phase of conversion to ADP Vantage system.

HEALTHCARE ADMINISTRATION FY 19-20

- Administration of all healthcare benefits including medical, dental, prescription, life insurance, long-term disability, flexible spending (FSA), Commuter Tax Program and COBRA plans for 2,400 Town and BOE active employees.
- Administration of all healthcare benefits for 600 retired employees and counseling of retiring employees.
- Coordination and administration of on-line open enrollment for all active and retired employees for annual elections of health insurance.
- Compliance with filing of annual 1095C documents for 3,400 employees.
- Provision of assistance and healthcare information for collective bargaining negotiations.
- Provision of one-on-one retirement education program for active employees.
- Communication of updated HIPAA and Medicare D Creditable Coverage information to all employees and retirees.
- Review and processing of all healthcare provider fees.
- Continued management of Empower recordkeeper.
- Completion of beneficiary update campaign for all participants in 401(k)/457(b) plans.
- Maintenance of communication with employees during three-month shut-down of in-person services.

WORKERS COMPENSATION AND SAFETY FY 19-20

- Case management of the 249 workers’ compensation claims filed in FY 19-20, a 10% decrease in total workers’ compensation claims from the previous fiscal year.
- Identification and implementation of office re-opening strategies in accordance with the Governor’s regulations to mitigate the spread of COVID-19, including the sourcing and distribution of 3,600 personal protection masks, development of mask protocols, creation and deployment of mandated training for Town Hall re-opening to over 1,000 employees and elected officials.
- Effective management of injury prevention and safety efforts, including, among other initiatives, provision of training on 14 safety-related topics by the Safety Analyst to over 575 Town employees during 45 on-site training sessions.
- Continued oversight of the Town’s Work Safety Plan and support to the Town’s various safety committees.
- Development and administration of Module 1 of the New Hire Safety Orientation Program.
- Administration of return to work program, transitioning injured workers with limited working capacity into temporary, light duty assignments.
- Investigation of 34 accidents resulting in 29 corrective action plans, 28 of which were completed during the fiscal year.
- Development of 5 Job Safety Analyses for hazardous work tasks.

RETIREMENT BENEFITS FY 19-20

- Conduct of a Special Election for an open position on Retirement Board.
- Conduct of a campaign for active and terminated, vested participants to encourage the review and update of beneficiaries and to encourage retirees to select direct deposit option for pension checks.
- Review and implementation of applicable provisions of CARES and SECURE Acts.
• Counseling of retiring employees.
• Communication and education of employees, retirees and beneficiaries.
• Coordination of accidental and non-accidental disability retirement applications.
• Review and confirmation of accuracy of employee data with service providers.
• Interpretation of plan and contract provisions related to the retirement plan.
• In conjunction with workers’ compensation, institution of pension payment offsets where appropriate.
• Management of service providers to ensure the day-to-day administration and operation of the Retirement System.
• Coordination between the Retirement Board and the Town’s Law Department on legal issues related to pension matters.
The Greenwich Probate Court was constituted by the General Assembly on July 4, 1853 and has served the people of Greenwich since that time. Probate judges are elected by the voters of the Town for a four-year term. Our District covers only the Town of Greenwich. Judges serve four-year terms. Judges may appoint one or more clerks or other employees to assist in the operation of the Court; their salaries are paid through Probate Administration. Pursuant to §45a-8 of the Connecticut General Statutes, each town is required to provide a fire-resistant safe or vault for the storage of Court documents, office space, and supplies for the Court and microfilming of Court records.

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

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

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

There are 54 Probate Districts in the State of Connecticut. Each district functions with a single court, independent of the integrated State court system. Consequently, each court has developed its own unique characteristics. However, since the creation of the office of Probate Court Administrator in 1967, the publication of the Probate Practice Book, and the promulgation of the Rules for Practice and Procedure in the Probate Court by the State Supreme Court, more uniformity has been established. At the same time, this Court has retained a close informal relationship with our community. It is truly a “family court” as it deals with matters directly affecting the family and is easily accessible to all members of the public.
All records of the Probate Court are put on laserfiche and frequently used by the title searches, genealogists and various historical societies. The Court is current with respect to laserfiche decedent’s estates and trust estates. Funds for the required laserfiche are being provided by the Town pursuant to its obligations under Section §45a-8 C.G.S.

Since January 1, 2020, electronic filing has been in effect. It is mandatory for attorneys and optional for self-represented parties. Case records may be viewed, except for confidential documents in a particular case or confidential matters. Online payment of Court fees is also available with credit card or eCheck.

Importantly, the court seeks to serve our citizens and to insure the efficient, speedy and economical handling of all personal and family matters within its jurisdiction; to provide the people of Greenwich a forum to petition for a fair, equitable and compassionate arbiter.

David W. Hopper
Probate Judge
FINANCE
&
BOARD OF ESTIMATE AND TAXATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$2,276,432</td>
<td>$1,948,905</td>
<td>$1,953,705</td>
</tr>
<tr>
<td>Capital</td>
<td>$- 0 -</td>
<td>$- 0 -</td>
<td>$- 0 -</td>
</tr>
<tr>
<td>Total:</td>
<td>$2,276,432</td>
<td>$1,948,905</td>
<td>$1,953,705</td>
</tr>
<tr>
<td>Revenue:</td>
<td>$8,738,825</td>
<td>$8,999,011</td>
<td>$7,545,027</td>
</tr>
</tbody>
</table>

Organization:

The Board consists of twelve members, six Republicans and six Democrats, who are elected to serve two-year terms beginning each January in even years. For fiscal year 2019-2020, there were four bi-partisan standing committees, Audit, Budget, Human Resources and the Investment Advisory Committee, with four members each (two from each party). In addition, there was the Legal Services (Law Committee) and Policy and Procedures Committees, with two members each (one from each party). Bipartisan liaisons to Town departments or program areas assist in information gathering and evaluation for the benefit of the Budget Committee and full Board. Special Project Teams and ad hoc committees are created when needed for projects within the Board, and representatives from the BET are recommended by the BET Chair to complete these assignments. A Special Projects Team was assembled to review and update the Debt and Fund Balance Policies. The Team consisted of two Democrats and two Republicans.

Duties:

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

Meetings:

There were eleven (11) regular monthly meetings, one BET Budget Decision Day meeting, three (3) special meetings, the biannual BET Organizational meeting, two (2) budget workshops, two (2) public hearings:
one on the 2020-2021 Budget Committee budget recommended to the full BET and one on the adoption of the Community Development Block Grant applications.

Of special note, the BET Board and all its sub-committees started conducting their meetings virtually on April 1, 2020 with a Zoom Meeting Orientation and continued thereafter.

Highlights of BET actions during fiscal July 1, 2019, to June 30, 2020

**July 2019**

**July 22, 2019 Regular Meeting**

The Board voted to appropriate $65,000 from the Risk Fund for the settlement of Luke vs. Town of Greenwich (TOG).

The Board voted to approve a Release of Conditions of $120,000 for the Board of Education to continue development of plans for the Greenwich High School Cardinal Stadium Bleacher Project.

The Board voted to transfer $11,000 for the Registrar of Voters to offset unanticipated and off-cycle expenses.

The Board voted to approve an Interim Appropriation of $450,000 for the Byram Fire Station Rehabilitation Project from the Capital and Nonrecurring Fund.

The Board voted to approve a Release of Conditions of $10,000 for the Finance Department to work on the Purchasing/Invoicing Processes Project.

The Board voted to approve the reduction of $1,791,827 of Bonding Authorizations previously approved for close-out purposes.

**August 2019**

There were no meetings for the month of August 2019

**September 2019**

**September 23, 2019 Regular Meeting**

The Board voted to approve a Release of Conditions of $170,000 for the Eastern Greenwich Civic Center Project.

The Board voted to appropriate $12,565.17 from the Risk Fund for the settlement of The Standard Fire Insurance Company vs. TOG & O’Connor.

The Board voted to appropriate $11,049.49 from the Risk Fund for the settlement of Wurtzel vs. TOG.

The Board voted to accept and approve the use of $66,752 for the Health Department from the Public Act Funds Grant.

The Board voted to approve a Release of Conditions of $3,000,000 for the Department of Public Works for the Byram Fire Station Rehabilitation Project.

The Board voted to approve a Release of Conditions of 50% ($73,750) of the second half of the annual contribution for the Transportation Association of Greenwich (TAG) based on cash flow needs.
Mr. Peter Mynarski reported that the Town of Greenwich received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association. He reported that it was the 58th consecutive year that Greenwich earned the award.

Mr. Jeff Ramer and Mr. Michael Mason reported that the Board of Education Collective Bargaining Agreement with the Teachers had concluded and approved for the period of July 1, 2020 to June 30, 2023.

The Board voted to form a BET Special Committee to investigate Connecticut State Elections Enforcement Commission (SEEC) complaint and ruling decisions from files 2018-008a and 2018b.

**October 2019**

**October 24, 2019 Regular Meeting**

The Board voted to accept and approve $43,311 for the Health Department for the Public Health Emergency Preparedness Grant for the Coordinator of the Grant to carry out emergency planning and response initiatives.

The Board voted to accept and approve $16,167 for the Health Department for a State Public Health Preventative Health & Human Services Block Grant to continue work on the Town of Greenwich’s Health Department National Public Health Accreditation Program application.

The Board voted to approve an Interim Appropriation of $440,000 for the Police Department from the Capital and Non-Recurring Fund for additional work being done at the Police Department Firing Range.

The Executive Director for The Nathaniel Witherell, Alan Brown, described the steps being taken to reduce the risk of incurring unanticipated expenses in the future following the unanticipated request for an Interim Appropriation in July 2019 to cover cost overruns.

The Board voted on a Release of Conditions of $75,000 for the Finance Department and an additional $12,320 for a total of $76,020 to award a contract to the Matrix Consulting Group to perform a Fire Service Study.

The Board voted to adopt the BET Budget Guidelines for Fiscal Year 2020-2021.

**November 2019**

**November 18, 2019 Regular Meeting**

The Board voted to approve an Interim Appropriation of $245,000 for the Board of Education for Mechanical Systems Upgrades.

The Board voted to approve a Release of Conditions of $1,250,000 for the Board of Education for a New Phone System.

The Board voted to appropriate $600,000 from the Risk Fund for the settlement of Estate of Conroy Et Al vs. TOG.

The Board voted to authorize the Comptroller to hire an outside audit firm to perform internal audits until an internal auditor is employed by the Town. The assignment is not to exceed $100,000 to complete five audits during the Calendar Year 2020.

The Board voted to approve the BET 2020 Meeting Calendar.
The Board voted to approve the appointment of Laura Erickson, effective December 1, 2019, to fill the BET vacancy created by the resignation of Jill Oberlander.

**December 2019**

**December 16, 2019 Regular Meeting**

The Board voted to a Release of Conditions of $2,350,000 for the Greenwich Emergency Medical Services (GEMS) for the 2nd Half Payment of the annual contribution for Fiscal Year 2019-2020.

The Board approved an Interim Appropriation of $25,000 for the Shellfish Commission from the Grant Fund, Reserve for Restricted Receipts Account, to purchase a replacement motor on its boat that is used year-round to collect water samples from the Town’s shoreline waters as required by the State Bureau of Aquaculture and Laboratory Services.

The Board approved a Release of Conditions of $73,750 on the balance of the Town’s Contribution for the Transportation Association of Greenwich for FY 2010-2020.


**January 2020**

**January 6, 2020 Organizational Meeting**

The Oath of Office was administered by Town Clerk, Carmella Budkins to members of the BET for the 2020-2022 term. The following members were elected to following positions:

- Michael S. Mason, BET Chairman
- Karen Fassuliotis, Vice Chairman
- William Drake BET Clerk

BET Chairman, Mr. Mason than made his Appointments of BET Members to Standing Committee and Liaison Assignments for the 2020-2022 term.

Peter Mynarski was appointed Comptroller for a two-year term terminating on the date of the first meeting of the BET in January 2022.

Lauren Elliott was appointed Assessor for a two-year term terminating on the date of the first meeting of the BET in January 2022.

Attorney Aamina Ahmad distributed a pamphlet prepared by the Connecticut Freedom of Information Act (FOIA) that summarized rules and regulations for the conduct of public meetings and disclosure of public records. This was followed by a verbal presentation by Attorney Ahmad on the FOIA.

**January 27, 2020 Regular Meeting**

The Board voted to approve an Interim Appropriation of $14,550 from the Griffith E. Harris Golf Course fund balance for the development of a Master Plan.

The Board voted to approve an Interim Appropriation of $52,000 from the Griffith E. Harris Golf Course fund balance for the Water Treatment System repairs.
The Board voted to approve an Interim Appropriation of $2,000 added to the annual contribution to the Contribution to Channel 79 account.

The Board voted to approve a Release of Conditions of $40,000 for the Finance Department to implement the Purchasing Automated Invoicing System update.

The Board voted to accept the Report of The Nathaniel Witherell Strategic Planning Committee to the Board of Estimate and Taxation, dated December 6, 2019.

The Board voted to approve an Interim Appropriation of $230,000 for The Nathaniel Witherell (TNW) from fund balance as follows; 1) $150,000 for the engagement of an interim administrator, 2) $30,000 for various consulting services provided by the Health Dimension Group, 3) $25,000 for Cybersecurity defenses and 4) $25,000 for the development of accounting procedures to reconcile the TNW MATRIX system to the Town’s Munis accounting system.

**February 2020**

**February 24, 2020 Regular Meeting**

The Board voted to a Release of Conditions of $2,873,150 for the Parking Services Department. Deputy Police Chief Mark Marino submitted a semiannual report detailing operations, personnel and finances.

The Board voted to approve an Interim Appropriation of $682,503 from the Capital and Nonrecurring Fund for the Board of Education to repair damage to a failed heating system at Greenwich High School.

The Board voted to approve the amended Cash Management Resolution prepared by the Town’s Treasurer. The amended resolution requested an increase in the Certificate of Deposit Program investments from $20 million dollars to $25 million dollars.

The Board voted to engage blumshapiro to perform Internal Auditor services, in the absence of an Internal Auditor. The assignment consists of performing five (5) initial audits.

**March 2020**

**March 16, 2020 Budget Workshop**

BET Chairman Michael S. Mason held a budgetary workshop with BET Members and other attendees to discuss several budgetary issues and discuss the BET Budget Decision Day Protocols.

**March 16, 2020 Regular Meeting**

The Board voted to approve an Interim Appropriation for $100,000 payable to the United Way. First Selectman Fred Camillo requested the monies so that the Town of Greenwich could enter into a Public/Private Partnership with the United Way and private citizens to address the Town’s health emergency needs associated with the Coronavirus, aka COVID-19.

First Selectman Camillo also announced that Town Hall would be closed to the public, except by appointment, due to the COVID-19 pandemic.

The Board voted to accept and approve $29,988 for Police Overtime Services and Benefits with proceeds from the DUI Grant.

The Board voted to a Release of Conditions of $800,000 for the Fire Department for the Round Hill Station Renovation Project.
The Board voted to a Release of Conditions of $1,055,000 for the Board of Education for the Greenwich High School Cardinal Field Improvement Project.

The Board voted to increase the Management and Confidential (M&C) salaries by 2.25% for fiscal year 2020-2021. In addition, the Board voted to increase the M&C healthcare contribution by 1% to a 11% contribution.

The Board voted to increase the Registrars of Voters salaries to $40,000 for FY 2020-2021 and $42,000 for FY 2021-2022 with Stipends of $1,500 paid to each for Primaries and Special Elections.

April 2020

April 1, 2020 Special Meeting – Virtual Meeting Workshop

BET Chairman Michael S. Mason welcomed the BET and other attendees to a virtual meeting workshop. Due to the COVID-19 pandemic the BET and its Committees can no longer meet in Town Hall. The BET members were given a Zoom Meeting Orientation on how to conduct meetings virtually.

April 20, 2020 Virtual Webinar Regular Meeting

The Board voted to participate and vote through virtual meetings until June 15, 2020.

The Superintendent of Schools, Dr. Toni Jones informed the BET that they are withdrawing their request for an Interim Appropriation of $1.2 for Special Education Costs and other potential cost overruns. Dr. Jones stated that there will be savings associated with the closing of schools on March 12, 2020, due to the COVID-19 pandemic.

April 21, 2020 Virtual Public Hearing for the Fiscal 2021 Budget

The meeting was held as a Zoom webinar. BET Chairman Michael S. Mason welcomed BET Board members, Town staff and the public to the 2020 Public Hearing on the Town’s FY 2020-2021 Budget. Mr. Mason noted that more than 250 online Comment Forms had been received and circulated to the Board and would be included in the minutes.

April 23, 2020 Virtual Budget Workshop

BET Chairman Michael S. Mason welcomed BET Members to the BET Budget Workshop. He explained that the Workshop would be an opportunity to share ideas and discuss the budget in new economic times caused by the COVID-19 health crisis.

April 27, 2020 BET Virtual Decision Day Meeting

BET Chairman Michael S. Mason welcomed members of the Board and guests to the FY 2020-2021 Operating and Budget Decision Day, the first in a webinar format.

The Board voted to reduce the recommended budget from the BET Budget Committee by $5,923,265. A detailed listing of where the reductions would occur were presented. The reductions impacting the following funds:

- General Fund – ($5,658,592)
- The Nathaniel Witherell Fund – ($108,000)
- Public School Lunch Revolving Fund – ($80,425)
- Parking Services Fund – ($64,531)
- Griffith E. Harris Golf Course Fund – ($11,717)
The Board voted to restore $2,000 to the External Entity Transportation Association of Greenwich.

The Board voted to reduce the recommended BET Budget Committee proposed FY 2020-2021 Capital Budget of $72,962,000 by a specified list of projects totaling $24,701,000.

The Board voted to restore $100,000 to the Glenville Road Corridor Improvements Capital Project.

The Board voted to delete $100,000 from the Conservation Commission budget.

The Board voted to delete $42,000 from the Police Department budget for Camera Upgrades and Replacements.

The Board voted to delete $36,000 from the Police Department budget for the replacement of the Uninterrupted Power Supply (UPS) System.

The Board voted delete $150,000 from the Department of Public Works Engineering budget for the Stormwater Program Compliance program.

The Board voted to reduce $400,000 the Department of Public Works Highway budget for the Pemberwick Road wall capital project.

The Board voted to delete $3,000,000 from the Department of Public Highway budget for the CMAQ Arch Street Improvements Project.

The Board voted to reduce the Department of Public Works Building Construction budget for the Town Hall Space Utilization Improvement Project by $150,000, from $200,000 to $50,000.

The Board voted to delete $70,000 from the Parks and Recreation budget for Sand Replenishment.

The Board voted to reduce from $2,000,000 to $1,750,000 the Department of Public Works Highway Maintenance budget for Highway Maintenance.

The Board voted to reduce from $400,000 to $200,000 from the Department of Public Works ADA Sidewalk Accessibility Program.

The Board voted to reduce from $275,000 to $150,000 the Department of Public Works Highway budget for the Bridge Maintenance program.

The Board voted to reduce from $1,030,000 to $150,000 the Parks and Recreation Hamill Skating Capital Project.

The Board voted to reduce from $854,000 to $604,000 the Greenwich Public Schools Plumbing and Electrical line item budget for capital repairs.

The Board voted to reduce from $250,0000 to $50,000 the Parks and Recreation Playground Inspection and Upgrade Program.

The Board voted to reduce from $200,000 to $100,000 the Parks and Recreation Generator Replacement request.

The Board voted to reduce from $100,000 to $50,000 the Parks and Recreation Engineering Project.

The Board voted to delete $1,100,000 from the Greenwich Public Schools Central Middle School Field Improvement Project.
The Board voted to add $100,000 to the Greenwich Public Schools Special Education Study Consultant Contract.

The Board voted to transfer $557,000 from the Town Information Technology budget to the Greenwich Public Schools Information Technology budget for Cybersecurity.

The Board voted to reduce Town’s Revenue budget assumptions by $5,937,838.

The Board voted to transfer $243,206 from the Griffith E. Harris Golf Course Verizon Cell Tower Lease payment to the General Fund revenues.

The Board voted to approve the following Other Funds Budgets:

- Sewer Maintenance Fund - $8,598,845
- Sewer Improvement Fund - $4,415,000
- The Nathaniel Witherell Fund - $31,357,000
- Parking Fund - $4,385,191
- Public School Lunch Program Fund - $4,294,103
- Griffith E. Harris Golf Course Revolving Fund - $2,136,065
- Other Post Employment Benefits (OPEB) Fund - $8,361,000
- Retirement Pension Plan Fund - $2,749,200
- Shellfish Commission Fund – $50,600
- Harbor Commission Fund - $59,250

The Board voted to Condition, Subject to Release on Review and Approval by the BET the following:

- External Entities – GEMS - $4,700,000: Condition the release of the funds upon review and acceptance by the BET of a semi-annual report from GEMS with respect to its operations, personnel and finances.
- External Entities – Transportation Association of Greenwich (TAG) - $277,000 and $18,000: Condition the release of the funds upon review and acceptance by the BET of semi-annual reports from TAG and Safer Rides with respect to its operations, personnel and finances.
- Parking Services - $1,500,000: Condition the release of funds upon review and acceptance by the BET of a semi-annual report in January 2021.
- The Nathaniel Witherell - $1,500,000: Condition the release of the equivalent of the budgeted contribution to the Nathaniel Witherell Special Revenue Fund upon the BET’s receipt of a report as of December 1, 2020 submitted by the Witherell Board Chairman with respect to management, operations and status of capital projects.
- Greenwich Avenue Intersection Improvements - $200,000 is subject to release by the BET upon written report including a traffic study.
- Dorothy Hamill Skating Rink - $150,000 is subject to release by the BET upon review and acceptance by the BET of a report to confirm the need for additional funds for Architectural and engineering services to complete Municipal Improvement and Land Use approvals.
- Eastern Greenwich Civic Center Replacement – $230,000 is subject to release by the BET upon review and acceptance of a report which confirms completed Municipal Improvement and Site Plan approvals.
- Greenwich High School Cardinal Stadium - $3,631,000 is subject to release by the BET upon review and acceptance of a written report which confirms completed Municipal Improvement and Site Plan approvals for home side bleachers, press box, home side building below, handicap parking, entry kiosk, new light fixtures and information on public private partnership funds availability.

The Board voted to approve the Resolutions on Grants and other Receipts as amended.
The Board voted to approve the Budget Resolutions.

The Board voted to approve the Finance Department Resolution to Refinance Previous Borrowings.

The Board vote to approve the FY 2021 Budget as amended.

**May 2020**

**May 5, 2020 Special Meeting**

The Board held a Special Meeting to reconsider the final budget previously passed at the April 27, Bet Decision Day Meeting. No actions were taken.

**May 18, 2020 Virtual Webinar Public Hearing and Regular BET Meeting**

Chairman Michael S. Mason welcomed BET Members, Town of Greenwich staff and the public to a Public Hearing on the Community Development Block Grant (CDBG) Budget for FY 2020-2021.

The Board voted to accept and appropriate $17,856 for the Health Department for the reimbursement of expenses related to the COVID-19 pandemic.

The Board held a public hearing to vote and approve the use of the Community Development Block Grant 2021 Entitlement for $1,484,008.

**June 2020**

**June 12, 2020 Virtual Webinar BET Special Meeting**

The General Fund Mill Rate of 11.590 was set for the July 1, 2020 – June 30, 2021 fiscal year.

The Sewer Maintenance Fund Mill Rate of .378 was set for the July 1, 2020 to June 30, 2021 fiscal year.

The Sewer Improvement Fund Mill Rate of .052 was set for the July 1, 2020 to June 30, 2021 fiscal year.

The Board voted to accept the Bonding Resolutions, as amended, during the Representative Town Meeting (RTM) budget meeting held on June 8, 2020 and approved a total of $34,973,000 for Bonded Capital Projects and up to $25,000,000 for General Obligation Refunding’s.

**June 15, 2020 Virtual Webinar Regular Meeting**

The Board voted to a Release of Conditions of $2,350,000 for GEMS based on the presentation of its semi-annual financial and operational report.

The Board voted to a Release of Conditions of $139,500 for the Transportation Association of Greenwich (TAG) based on the update and presentation of its semi-annual financial and operational report.

The Board voted transfer $35,000 for the Department of Human Services for food delivery transportation of clients.

The Board voted to transfer $130,000 for The Nathaniel Witherell for additional maintenance during the COVID-19 pandemic and to cover a shortfall for the annual Bond Debt Service.

The Board voted to transfer $5,000 for the Perrot Library for additional electrical work.
The Board voted to continue in force various amounts for Capital Carry Forward Requests as follows:

- Parks & Recreation $ 50,000 - Park Restoration
- Parks & Recreation $2,000,000 - Greenwich Harbor Dredging
- Parks & Recreation $ 850,000 - Repair Greenwich Point Causeway
- Parks & Recreation $ 25,000 - Seawall Repairs

The Board voted to reappoint Mr. William Ferdinand to another three-year term as a member on the OPEB Board expiring June 30, 2023.

The Board voted to reappoint Mr. Robert Stricker as Chairman of the OPEB Board to a term expiring June 30, 2021.

The Board voted to continue in force various amounts for Capital Carry Forward Requests as follows:

- Greenwich Library $ 149,000 - Repointing Greenwich Library Auditorium
- Parks & Recreation $ 260,000 - Replace Byram Launch Ramp
- Parks & Recreation $ 500,000 - Launch Ramp Improvements
- Parks & Recreation $ 25,000 - Seawall Repairs

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

Michael S. Mason
BET Chairman
### RETIREMENT

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budgeted Personnel:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers</td>
<td>1.82</td>
<td>1.82</td>
<td>1</td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current (Net)</td>
<td>$1,491,927</td>
<td>$1,259,106</td>
<td>$1,053,907</td>
</tr>
<tr>
<td>Capital</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>$1,491,927</strong></td>
<td><strong>$1,259,106</strong></td>
<td><strong>$1,053,907</strong></td>
</tr>
<tr>
<td><strong>Revenue:</strong></td>
<td><strong>$1,491,927</strong></td>
<td><strong>$1,259,106</strong></td>
<td><strong>$1,053,907</strong></td>
</tr>
</tbody>
</table>

**RETIREMENT SYSTEM ADMINISTRATION**

As provided in Article 14 of the Town Charter, a five-member Retirement Board is responsible for the operation of the Retirement System of the Town of Greenwich (“System”). The Retirement Board consists of two employee members elected by the active membership of the System: Kevin Coyner and Andrew A. Greco; two appointed citizens of Greenwich not employed by or members of the Town of Greenwich Retirement System: Joseph Pellegrino, Retirement Board Chair and Michael Wacek; and the Town Comptroller, Peter Mynarski, who serves as a voting, ex-officio member of the board.

<table>
<thead>
<tr>
<th>Terms of Office:</th>
<th>Joseph Pellegrino</th>
<th>07/01/2017 – 06/30/2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kevin Coyner</td>
<td>02/01/2017 – 01/31/2021</td>
<td></td>
</tr>
<tr>
<td>Andrew A. Greco</td>
<td>07/24/2020 – 01/31/2023</td>
<td></td>
</tr>
<tr>
<td>Michael Wacek</td>
<td>07/20/2019 – 06/30/2023</td>
<td></td>
</tr>
<tr>
<td>Peter Mynarski</td>
<td>ex-officio</td>
<td></td>
</tr>
</tbody>
</table>

Mr. Pellegrino was elected Chairman effective June 28, 2017, due to the resignation of the former Chairman and was reappointed for a four-year term by a vote per the Charter, of the RTM Moderator, First Selectman, and Chairman of the Board of Estimate and Taxation.

Mr. Wacek was appointed to fill the open position due to the resignation of the former Chairman on June 28, 2017 to serve the remainder of his term, and was reappointed for a four-year term on July 1, 2019 by a vote per the Charter, of the Town Administrator, First Selectman and Chairman of the Board of Estimate and Taxation.

Mr. Greco was elected on July 24, 2020 by the active membership due to Mr. Kordick leaving the employment of the Town of Greenwich and will serve the remainder of Mr. Kordick’s four-year term.

Mr. Coyner was re-elected on February 1, 2017 by the active membership for a four-year term.

The Retirement Board meets monthly except August and November, with special sessions scheduled as required. Retirement Board members serve without compensation.

The Retirement Administrator function reports to the Director of Human Resources. The Retirement Administrator is the primary contact for active employees, terminated vested employees, retirees and beneficiaries on retirement matters. The Retirement Administrator is also responsible for the general administration and proper operation of the Retirement System, working with, managing and serving as the liaison between the Retirement System and its providers of professional services. The Retirement
Coordinator reports to the Retirement Administrator and assists with the administrative and technical functions necessary for the daily operation of the Retirement System.

**DUTIES**

The Retirement Board acts as Trustee of the Retirement System and is responsible for fiscal soundness of the Retirement System. Acting as fiduciaries, the board reviews the activities of the Retirement Administrator and Coordinator and selects and oversees the professional service providers who perform as administrators, actuaries, legal counsel, pension consultants and investment managers to the Retirement System. It operates under the general oversight of the Board of Estimate and Taxation.

**ASSETS AND LIABILITIES**

The market value of the Retirement Reserve Fund was $492,413,135 as of June 30, 2020, compared with $496,643,719 as of June 30, 2019. Assets decreased 0.9% and the fund showed an 1.1% investment return (net of fees and expenses) in FY20. The Actuarial Accrued Liability increased from $629.8 million to $662.4 million or 5.2%. The Unfunded Actuarial Accrued Liability increased from $147.9 million to $158.1 million or 6.9%. The Funding Ratio decreased to 76.1% from 76.5% or 0.5%. The assumed investment return rate was decreased to 6.25% from 6.50%.

**STRATEGIC ROLE**

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

(a) Determining the financial impact of proposed changes to the Plan;
(b) Amending the Retirement Plan to incorporate negotiated changes, administrative changes and changes required by law;
(c) Recommending and implementing changes in investment management and asset allocation as required to meet plan liabilities; and
(d) Formulating and implementing changes in plan design applicable to those members of the System not represented by collective bargaining.

**KEY ACTIVITIES AND STATISTICS**

During the fiscal year covered by this report, nine regular meetings and three special meetings (November 13, 2019, December 27, 2019 and May 29, 2020) were held. Minutes from meetings are posted on the Retirement Board section of the Town of Greenwich web site. Other items posted are the annual Actuarial Valuation report for the Retirement System, the monthly Investment Performance Reports, Statements and Policies.

Statistics:

- Approved/processed the following:

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Participants &amp; Rehires</td>
<td>4</td>
</tr>
<tr>
<td>Terminated Vested</td>
<td>5</td>
</tr>
<tr>
<td>Non-vested - Refunds</td>
<td>0</td>
</tr>
<tr>
<td>Retirees</td>
<td>62</td>
</tr>
<tr>
<td>------------</td>
<td>----</td>
</tr>
<tr>
<td>Beneficiaries</td>
<td>16</td>
</tr>
<tr>
<td>Deaths</td>
<td>49</td>
</tr>
<tr>
<td>Full Worker's Comp Offsets</td>
<td>0</td>
</tr>
<tr>
<td>QDRO Payments</td>
<td>0</td>
</tr>
<tr>
<td>End of Guarantee Periods</td>
<td>0</td>
</tr>
</tbody>
</table>

- There are 2,153 participants in the Retirement System as of July 1, 2020.
  - 729 Active participants
  - 148 Terminated Deferred Vested
  - 1,276 Retirees and Beneficiaries

The Retirement Board in consultation with Boomershine Consulting reviewed its investment assumptions. The assumptions below were approved by a vote of the Retirement Board.

<table>
<thead>
<tr>
<th>Measurement Date (July 1st)</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assumed Investment Return</td>
<td>6.50%</td>
<td>6.50%</td>
<td>6.25%</td>
</tr>
<tr>
<td>Assumed Inflation Rate</td>
<td>2.25%</td>
<td>2.25%</td>
<td>2.25%</td>
</tr>
<tr>
<td>Asset Smoothing Method</td>
<td>5 years</td>
<td>5 years</td>
<td>5 years</td>
</tr>
<tr>
<td>Asset Smoothing Corridor</td>
<td>80%-120%</td>
<td>80%-120%</td>
<td>80%-120%</td>
</tr>
<tr>
<td>Amortization Method Period (Years)</td>
<td>15</td>
<td>14</td>
<td>13</td>
</tr>
<tr>
<td>Town Contribution ($ millions)</td>
<td>23.72</td>
<td>26.08</td>
<td>28.31</td>
</tr>
</tbody>
</table>

The Retirement Board used 3.0% for the annual interest rate applied to employee pension contributions.

Current eligible retirees (465) received a Contractual Cost of Living Adjustment (COLA) to their retirement allowances for July 1, 2020 because the change in the CPI index was above the 1% threshold. The actual change in the CPI index was an increase of 1.352% for the period from May 2019 to May 2020.

November 25, 2020
MISSION STATEMENT

The mission of the Information Technology Department is to deliver and support technology tools and capabilities that help improve the quality of life for Town residents. It does this directly through the operations of a GIS Office for the public, support of the Town 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 to Town business employees: **IT Operations, Telephone Support, Geographic Information Services, Website Services, and Technology Solutions.**

Key Department Services

- **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 1,900 digital devices, an e-mail system, and 123 applications utilized by employees of the Town’s general government.
- **Telephone Support** provides services for approximately 1,700 office phones and other ancillary telecommunications 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 government website homepage; maintenance of its navigation, design, and style standards; and development and technical support 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 Municity, onBase, and Office365.

Key Residential Services

- IT Operations supports and maintains the Town’s email system, Town website, and the GIS database.
- IT Help Desk offers business-hours email support for residents who volunteer their time conducting Town business on boards, commissions, and the RTM.
- Telephone Support provides telephone services for residents at the Nathaniel Witherell Nursing Center.
- Geographic Information Services maintains the Town’s GIS (Geographic Information System) and operates a customer counter where the public can purchase maps and abutters data.
- Website Services provides the technology platform and content governance of the Town’s government website.
2019-2020 ACTIVITIES AND ACCOMPLISHMENTS

- Continued to harden Town government cyber-defenses by locking down network switches; and implementing data loss protection, multi factor authentication, and advanced threat protection.
- Continued with remediation of vulnerabilities identified through a cyber security audit, and continued efforts to reduce risks.
- Implemented a new round of security awareness training and testing centered around data loss protection.
- Worked with Risk Management, the OFS, and the BET to implement a town-wide cyber-security model.
- Completed VOIP project with the final implementation at the Police Department and the decommission of the legacy phone system.
- Replaced the UPS (Uninterruptable Power Supply) in the data center.
- Supported upgrade of the HR payroll system with clock management, single sign-in, and data integration with Munis.
- Implemented Municity in Land Use.
- Implemented Municity in the Health Department.
- Continued enhancing the Town website.
- Replaced primary data storage system in the data center.
- Upgraded workstations to Windows 10.
- Upgraded servers to Windows 2016.
- Replaced document management scanners.
- Continued efforts to increase the efficiency and effectiveness of the Town’s document management system.
- Upgraded network at The Nathaniel Witherell.
- Continued to reduce the amount of legacy Microsoft Access applications. Seeking opportunities to streamline processes and replace these applications by the leveraging the use of commercial applications the Town already owns.
- Performed server upgrades, network equipment repairs, and scheduled replacements of leased workstations.
- Supported and maintained the Town’s IT infrastructure including the continuous operations of the Municipal Area Network, the internal network, the file/application server environment, email, website, applications, and approximately 3,663 digital devices.
SUPPORT MEASUREMENTS

Supported Devices as of December 2019

<table>
<thead>
<tr>
<th>Device Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Timeclocks</td>
<td>55</td>
</tr>
<tr>
<td>Scanners</td>
<td>53</td>
</tr>
<tr>
<td>Servers (Physical and Virtual)</td>
<td>90</td>
</tr>
<tr>
<td>Printers</td>
<td>292</td>
</tr>
<tr>
<td>Mobile</td>
<td>663</td>
</tr>
<tr>
<td>Workstations</td>
<td>810</td>
</tr>
<tr>
<td>Phones</td>
<td>1,700</td>
</tr>
<tr>
<td><strong>Total Devices</strong></td>
<td><strong>3,663</strong></td>
</tr>
</tbody>
</table>

Email accounts as of December 2019

<table>
<thead>
<tr>
<th>Email Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Town Employee E-mail Accts</td>
<td>753</td>
</tr>
<tr>
<td>Shared and Generic E-mail Accts</td>
<td>184</td>
</tr>
<tr>
<td>Active RTM, Boards, Commissions Accts</td>
<td>86</td>
</tr>
<tr>
<td><strong>Total E-mail Accts</strong></td>
<td><strong>1,023</strong></td>
</tr>
</tbody>
</table>
Scope of IT Support

| Supported Network Sites | 31 |
| Supported Traffic Light Network Nodes | 68 |
| General Purpose Applications | 19 |
| Department Specific Applications | 104 |

Town website page views – January through November 2020

<table>
<thead>
<tr>
<th>Month</th>
<th>Page Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>168,188</td>
</tr>
<tr>
<td>February</td>
<td>147,601</td>
</tr>
<tr>
<td>March</td>
<td>251,786</td>
</tr>
<tr>
<td>April</td>
<td>223,334</td>
</tr>
<tr>
<td>May</td>
<td>229,227</td>
</tr>
<tr>
<td>June</td>
<td>351,753</td>
</tr>
<tr>
<td>July</td>
<td>333,367</td>
</tr>
<tr>
<td>August</td>
<td>268,196</td>
</tr>
<tr>
<td>September</td>
<td>242,665</td>
</tr>
<tr>
<td>October</td>
<td>235,886</td>
</tr>
<tr>
<td>November</td>
<td>204,456</td>
</tr>
<tr>
<td><strong>Total Page Views</strong></td>
<td><strong>2,656,495</strong></td>
</tr>
</tbody>
</table>

Devices used to access Town website greenwichct.gov – January through November 2020

- Mobile: 46%
- Tablet: 3%
- Desktop: 51%
GIS Maps and Abutter’s Lists Printed from July 2018 – June 2019

<table>
<thead>
<tr>
<th>Date</th>
<th>Maps Printed</th>
<th>Abutter's Lists Printed</th>
<th>Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>288</td>
<td>44</td>
<td>$1,462.00</td>
</tr>
<tr>
<td>Aug</td>
<td>204</td>
<td>31</td>
<td>$1,025.00</td>
</tr>
<tr>
<td>Sep</td>
<td>213</td>
<td>39</td>
<td>$1,084.50</td>
</tr>
<tr>
<td>Oct</td>
<td>277</td>
<td>54</td>
<td>$1,442.00</td>
</tr>
<tr>
<td>Nov</td>
<td>158</td>
<td>29</td>
<td>$804.50</td>
</tr>
<tr>
<td>Dec</td>
<td>157</td>
<td>24</td>
<td>$797.00</td>
</tr>
<tr>
<td>Jan</td>
<td>349</td>
<td>43</td>
<td>$2073.00</td>
</tr>
<tr>
<td>Feb</td>
<td>298</td>
<td>67</td>
<td>$1524.50</td>
</tr>
<tr>
<td>Mar</td>
<td>163</td>
<td>31</td>
<td>$830.50</td>
</tr>
<tr>
<td>Apr</td>
<td>69</td>
<td>22</td>
<td>$356.00</td>
</tr>
<tr>
<td>May</td>
<td>149</td>
<td>32</td>
<td>$751.00</td>
</tr>
<tr>
<td>Jun</td>
<td>252</td>
<td>50</td>
<td>$1,244.00</td>
</tr>
</tbody>
</table>

Supported Geographic Information Systems Layers

<table>
<thead>
<tr>
<th>Layer</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voter Address Geocode (for update/correction of voter Assembly District designation)</td>
<td>Voter Registration</td>
</tr>
<tr>
<td>Community Development Block Grant Projects (Annually Updated)</td>
<td>Community Development</td>
</tr>
<tr>
<td>Hurricane Sandy Flood Surge points</td>
<td>Engineering</td>
</tr>
<tr>
<td>Green Space Mapping</td>
<td>Planning and Zoning</td>
</tr>
<tr>
<td>Fire Dept Response Zone Mapping / Analysis</td>
<td>Fire</td>
</tr>
<tr>
<td>Town Park Water Shutoff valves</td>
<td>Parks and Recreation</td>
</tr>
<tr>
<td>Tree Stump GPS mapping</td>
<td>Public Works, Parks and Rec</td>
</tr>
<tr>
<td>GPS mapping of Town Park Trees Layer</td>
<td>Parks and Recreation</td>
</tr>
<tr>
<td>Town-wide GIS orthophoto/topographic base map 2016</td>
<td>All</td>
</tr>
<tr>
<td>Lockboxes</td>
<td>Fire</td>
</tr>
<tr>
<td>Dry Hydrants</td>
<td>Fire</td>
</tr>
<tr>
<td>Regular Fire Hydrants</td>
<td>Fire</td>
</tr>
<tr>
<td>Standpipes</td>
<td>Fire</td>
</tr>
<tr>
<td>Utility poles</td>
<td>Public Works</td>
</tr>
<tr>
<td>FEMA Flood Zones 2013</td>
<td>Planning and Zoning</td>
</tr>
<tr>
<td>FEMA Flood Zones identifying properties that have changed between 2001-2013</td>
<td>Planning and Zoning</td>
</tr>
<tr>
<td>Parking Meters / Smartcard Kiosks</td>
<td>Parking Services</td>
</tr>
<tr>
<td>Street Centerlines / Road Names (corrections)</td>
<td>All</td>
</tr>
<tr>
<td>Byram River Flood Study</td>
<td>Engineering</td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>VE Flood Zone - Parcels Intersect (post-Sandy analysis)</td>
<td>Engineering</td>
</tr>
<tr>
<td>Parcel Grand List Splits / Merges (Annually Updated)</td>
<td>Assessor</td>
</tr>
<tr>
<td>Police Posts</td>
<td>Police</td>
</tr>
<tr>
<td>Town properties in Flood Zones Intersect</td>
<td>Engineering</td>
</tr>
<tr>
<td>Town Buildings / Facilities (Corrections and Additions)</td>
<td>Building Construction and Maintenance</td>
</tr>
<tr>
<td>Sewer/Storm Drains</td>
<td>Engineering</td>
</tr>
<tr>
<td>Mooring Points</td>
<td>Harbormaster</td>
</tr>
<tr>
<td>MS-4 Drainage mapping project</td>
<td>DPW</td>
</tr>
</tbody>
</table>
The Registrars of Voters are responsible for administering municipal, state and federal elections in the Town of Greenwich, as well as maintaining a centralized voter registration list. By state law, there are at least two Registrars, one from each of the two major political parties. Greenwich has one Republican and one Democrat Registrar of Voters. Once sworn in the Registrars provide assistance to all residents in the Town of Greenwich regardless of political party affiliation. The department also has two full-time staff employees who are designated as Assistant Registrars, and one part-time employee.

Statutory regulations governing the conduct of elections and related activities are numerous and complex. Registrars regularly attend seminars and training sessions conducted by the Office of the Secretary of the State (SOTS), and the State Elections Enforcement Commission (SEEC). Both Registrars are members of ROVAC (Registrars of Voters Association of Connecticut).

In odd-numbered years (2019, 2021) local officials, such as the Board of Selectmen, Board of Education, Board of Estimate and Taxation, Board of Assessment Appeals, Town Clerk, Constables, and Representative Town Meeting Members are elected.

In even-numbered years (2020, 2022) representatives for three State Assembly Districts 149, 150 and 151 and the 36th State Senatorial District comprising Greenwich’s delegation to the State Assembly are elected. Federal officials including President (4-year term), U.S. Senators (6 year terms), U.S Congressman (2 year term) and state officials including Governor, Secretary of the State, Comptroller, Treasurer (4 year terms), Judge of Probate (4 year term), and Registrars of Voters (2 year term) are also elected.

In FY 2020 the Registrars conducted a Local Election. Approximately 200 poll workers were hired for the election.

The Registrars also prepared for Presidential Primaries which were subsequently postponed twice, until August 11, 2020, due to COVID-19. The Registrars also moved their entire operation online, conducting business remotely during the pandemic. The document “25 Things You Can Do Online From the Registrars of Voters Webpage” was used as a model for other departments.

FY 2020 was the sixth year that the Registrars deployed electronic poll books to all polling places. The poll books not only provided enhanced reporting to the public throughout the day, but also eliminated the need to provide unofficial checkers on behalf of each major party.

In the second half of the fiscal year, in addition to the Presidential Primary preparation, the Registrars completed an annual canvass to remove voters who have moved within or out of town.
The Registrars’ continued the new tradition of conducting a “Poll Worker Appreciation Day” held after the November Election in December.

Both Registrars continued their annual training requirements by attending the Semi-Annual ROVAC. (Registrars of Voters Association of Connecticut) conferences. In addition, Ms. Hegarty completed the requirements for becoming a certified Registrar of Voters. Mr. DeCaro had previously completed the certification in 2017.

Fred A DeCaro III
Mary Hegarty
Registrars of Voters
ASSESSOR

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Operating</td>
<td>1,091,612</td>
<td>$1,047,948</td>
<td>$844,745</td>
</tr>
<tr>
<td>Capital</td>
<td>105,460</td>
<td>$73,300</td>
<td>$84,750</td>
</tr>
<tr>
<td>Total:</td>
<td><strong>1,197,072</strong></td>
<td><strong>$1,121,248</strong></td>
<td><strong>$929,495</strong></td>
</tr>
<tr>
<td>Revenue:</td>
<td>12,593</td>
<td>$17,285</td>
<td>$18,273</td>
</tr>
</tbody>
</table>

MISSION STATEMENT:

The Town Assessor's Office is responsible for the discovery, listing, and equitable valuation of all real and personal property and motor vehicles within the Town of Greenwich in accordance with Connecticut State Statutes for the annual production of the Grand List. In addition, all property was revalued as of October 1, 2015 and shall be revalued every five years thereafter.

2019-2020 ACCOMPLISHMENTS:

The Grand List of October 1, 2019 consisted of 21,435 taxable real estate parcels, 968 tax exempt parcels, 3,964 personal property accounts, 53,628 motor vehicle accounts, and 8773 supplemental motor vehicle accounts. Total taxable assessment after the Board of Assessment Appeals as of October 1, 2019 was $33,438,497,489 an increase in assessment from the 2018 Grand List of $336,086,064. The tax exempt parcels total assessment was $3,612,791,140. 16,473 parcels (total assessment of 22,298,490,230) paid sewer tax.

There were a total of 102 new housing starts in 2019, compared to 126 new housing starts in 2018, 132 in 2017, 143 in 2016, 117 in 2015, 110 in 2014 and 94 in 2013.

The Assessor’s Office is continuing its efforts to discover new businesses in the Town of Greenwich, which shall add to the personal property list. These new accounts shall be added to the 2020 Grand List. 769 income and expense report filings were sent to commercial and industrial properties. 166 appeals to Superior Court were filed on the 2015 Grand List, a revaluation year. An additional 7 tax appeals were filed on the 2018 Grand List, 8 on the 2019 Grand List. As of June 30, 2020, there were a total of 48 pending appeals outstanding.

The Town has continued to contract the services of J. F. Ryan & Associates. J. F. Ryan & Associates is currently aiding the Town in measuring and inspecting all parcels for the 2021 Revaluation. State law requires that every property be measured at least once every ten years. To reduce the cost of the 2021 revaluation, approximately 3300 parcels shall be measured each year by the Assessor’s Office and appraisers from outside contractors.

Continuous updating of web pages, assessment maps, sales books and assessment listings by neighborhood, street address and type of building is ongoing. In addition, computer terminals and field card records are available to enable the public to better understand their assessments.

The Assessor’s Office staff continues to participate in meetings with the Board of Estimate and Taxation, Representative Town Meeting districts, the Board of Assessment Appeals and BET special committees. The staff of the Assessor’s Office continually speaks to various groups within the community, to realtors, neighborhood and business groups to continue to educate the public on assessment practices.
### ASSESSOR'S TABLE OF VALUATION AS OF OCTOBER 1st 2019

#### ASSESSOR'S TAXABLE ASSESSED VALUES

**TOWN OF GREENWICH, CONNECTICUT**

<table>
<thead>
<tr>
<th>Type Property</th>
<th>2019 Grand List</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
</tr>
<tr>
<td>REAL ESTATE:</td>
<td></td>
</tr>
<tr>
<td>Residential (100)</td>
<td>20,105</td>
</tr>
<tr>
<td>Commercial (200)</td>
<td>957</td>
</tr>
<tr>
<td>Industrial (300)</td>
<td>28</td>
</tr>
<tr>
<td>Public Utilities (400)</td>
<td>12</td>
</tr>
<tr>
<td>Vacant Land (500)</td>
<td>241</td>
</tr>
<tr>
<td>Use Land (600)</td>
<td>38</td>
</tr>
<tr>
<td>Apartments (800)</td>
<td>54</td>
</tr>
<tr>
<td>Gross Total Real Est.</td>
<td>21,435</td>
</tr>
<tr>
<td>Gross I &amp; E Penalties</td>
<td></td>
</tr>
<tr>
<td>RE Exemptions</td>
<td></td>
</tr>
<tr>
<td>Net RE Assessed Value</td>
<td>21,435</td>
</tr>
<tr>
<td>MOTOR VEHICLES:</td>
<td></td>
</tr>
<tr>
<td>Gross Regular MV</td>
<td>53,628</td>
</tr>
<tr>
<td>Regular MV Exemptions</td>
<td></td>
</tr>
<tr>
<td>Net MV Assessed Value</td>
<td>53,628</td>
</tr>
<tr>
<td>PERSONAL PROPERTY:</td>
<td></td>
</tr>
<tr>
<td>Gross Total PP</td>
<td>3,964</td>
</tr>
<tr>
<td>PP Exemptions</td>
<td></td>
</tr>
<tr>
<td>Net PP Assessed Value</td>
<td>3,964</td>
</tr>
<tr>
<td>GRAND TOTALS:</td>
<td></td>
</tr>
<tr>
<td>Gross Total</td>
<td>79,027</td>
</tr>
<tr>
<td>Total Exemptions</td>
<td></td>
</tr>
<tr>
<td>Net Before BAA</td>
<td></td>
</tr>
<tr>
<td>BAA Net Adjustments</td>
<td></td>
</tr>
<tr>
<td>Taxable after BAA</td>
<td></td>
</tr>
<tr>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>Equalized @ 100%</td>
<td></td>
</tr>
</tbody>
</table>
TAX COLLECTOR

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>462,042</td>
<td>455,005</td>
<td>$410,003</td>
</tr>
<tr>
<td>Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total:</td>
<td>462,042</td>
<td>455,005</td>
<td>$410,003</td>
</tr>
</tbody>
</table>

Collection of taxes for the time period 7/1/18 – 8/30/19 amounted to $384,243,021.42.

The 2017 Tax Rate for the General Fund was 11.369 mills.

I would like to thank the staff of the Tax Collectors office and express my gratitude for their dedication and commitment to this office.

Grand Levy Total for 2017 are as follows

<table>
<thead>
<tr>
<th>Accounts</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Property</td>
<td>$356,513,319.06</td>
</tr>
<tr>
<td>Personal Property</td>
<td>$16,439,686.71</td>
</tr>
</tbody>
</table>

Sewer Maintenance taxes collected in Fiscal Year 2019 amounted to $9,923,251.76.

In June of 2019, 401 liens were filed on the 2017 Grand List. Previous year filing amounted to 312.

Respectfully Submitted
Heather Smeriglio
Tax Collector
# BOARD OF ASSESSMENT APPEALS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>43,600</td>
<td>42,600</td>
<td>0</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>41,293</td>
<td></td>
<td>$42,600</td>
</tr>
<tr>
<td>Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total:</td>
<td><strong>41,293</strong></td>
<td><strong>39,930.43</strong></td>
<td><strong>$42,600</strong></td>
</tr>
<tr>
<td>Revenue:</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

The Board Members listed below were elected in November 2019. Their term started on January 1, 2020 and will expire on December 31, 2021. This year the Board heard and acted upon 235 total Real Estate and Personal Property appeals. There were 212 Single family homes, 16 Commercial properties and 19 personal property appeals with a total reduction of $47,963,139. We also heard 80 automobile appeals with a total reduction of $532,485.

The total Assessed change to the Grand List was minus $48,495,624.

Elected Board Members:

Jack Kriskey  
Joseph Huley  
Mark Pruner  
Jeff Reardon  
Howard Richman  

Jack Kriskey  
Chairman  
Board of Assessment Appeals
The primary charge of the Law Department is to serve as legal advisor, attorney, and counsel for the government of the Town of Greenwich and its departments and officers. The office is comprised of the town attorney, five full-time assistant town attorneys, one special counsel, and an administrative staff. In the fiscal year 2019-20, the office represented the Town, its boards, commissions and agencies in cases that were instituted in federal and state courts as well as with administrative agencies.

The Law Department defends a large number of diverse lawsuits. A significant portion of these lawsuits is based on personal injury, including slip and falls and motor vehicle accidents. Many of these cases involve serious injuries allegedly resulting from defective property, including roads, parks and other town facilities. The Town is the subject of expanded theories of tort liability, which have made the Town increasingly vulnerable to tort lawsuits.

The Law Department also defends a number of administrative appeals. In some instances, these appeals are brought in the Superior Court to challenge determinations made by the Town’s Land Use and other Administrative Agencies. So, too, in the area of administrative law, there have been applications filed under the Freedom of Information Statute which in many instances result in litigation before that Commission, as well as appeals to the Superior Court.

The Department is also involved in defending cases alleging employment discrimination. We are seeing these cases filed before the Commission on Human Rights and Opportunities as well as in the Federal Court. We have seen the number of these cases on the rise.

Another trend that the Department is addressing is the increasing demand for special education services by parents of children in the public school system. These special education matters, including Due Process proceedings, have increased. They are handled primarily by Law Department staff; highly specialized matters are referred to outside counsel. In addition to the special education matters, the Law Department represents the Administration of the Greenwich Public Schools at expulsion hearings. There were 2 expulsion hearings in the 2019-20 fiscal year.

The Law Department has also reviewed and investigated 68 claims in the 2019-20 fiscal year. The majority of these claims, involving both property damage and personal injury, are settled, and do not result in the filing of a lawsuit.

In 2019-20 ten appeals from the Board of Assessment Appeals were filed in the Superior Court where property owners are contesting the revaluation assessments.

On a daily basis, the office renders oral and written legal opinions, drafts ordinances, reviews and approves contracts, and attends the meetings of various Town departments, agencies, boards and commissions when necessary. The Law Department reviewed 121 contracts during the 2019-20 fiscal year.
In conclusion, I would like to thank the members of this department for their continued support and dedication in achieving the goals of this office.

Vincent M. Marino
Town Attorney

Statistics of Law Department
Schedule of Litigation
July 1, 2019 - June 30, 2020

<table>
<thead>
<tr>
<th>Category</th>
<th>Pending 6/30/19</th>
<th>Commenced 2019-20</th>
<th>Concluded 2019-20</th>
<th>Pending 6/30/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appeals from Planning and Zoning Commission</td>
<td>16</td>
<td>4</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Appeals from Planning and Zoning Board of Appeals</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Environmental Litigation v. Town of Greenwich</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Personal Injury/Property Damage Actions v. Town</td>
<td>22</td>
<td>11</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>Miscellaneous Actions v. Town</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Miscellaneous Actions brought by Town</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Appeals from Board of Assessment</td>
<td>63</td>
<td>10</td>
<td>19</td>
<td>54</td>
</tr>
<tr>
<td>Civil Rights/Human Rights</td>
<td>19</td>
<td>12</td>
<td>6</td>
<td>25</td>
</tr>
<tr>
<td>Freedom of Information Appeals</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Board of Education Litigation/Special Ed/Expulsions*</td>
<td>7</td>
<td>14</td>
<td>14</td>
<td>7</td>
</tr>
<tr>
<td><strong>Totals:</strong></td>
<td>137</td>
<td>59</td>
<td>66</td>
<td>130</td>
</tr>
</tbody>
</table>

*In addition to Special Education matters which proceed to Due Process Hearings, the Law Department attends all preliminary Planning and Placement Team meetings, resolutions sessions and mediations, which often take place several times per week.*
The Town Clerk's office continues its daily duties of issuing dog licenses and shellfish licenses; recording deeds, births, marriages and deaths and certifying copies of same; filing liquor permits and maps; receiving and processing Military Discharge papers; issuing absentee ballots; preparation of reports for primaries and elections; preparation and mailing Representative Town Meeting Call and Minutes; and responding to many other requests for information on various matters, the volume of which continues to increase.

The volume of activity in the office this year included recording 232 trade names, 90 maps and 18 Military Discharge papers. There were 2583 Dog Licenses and 0 Kennel License issued; 82 Resident, 33 Senior and 16 Junior Shellfish permits were issued. The Vital Statistics Division processed 2712 Births (Males 1408, Females 1304) (Twins - 46 sets - 11 male, 14 female and 21 male and female) (Resident 320, Non-Resident 2392); 257 Marriages (Religious Ceremonies 111, Civil Ceremonies 146) and 511 Deaths (Males 305, Females 327) (Resident 379, Non-Resident 253).

On July 1, 1982, Public Act No. 81-34 was approved by the State and became law. The act provided that all Notary Publics record their certificates in the town in which they live. This year, the Town Clerk has recorded or renewed 146 certificates. The recording fee is $20.00, payable to the Town.

On July 1, 1989, the State of Connecticut amended Public Act 83-1 (State Real Estate Conveyance Tax). Public Act 89-127 imposes a tax of .0075 percent on the first $800,000 of the selling price and .0125 percent tax on the amounts over $800,000. It is the responsibility of the Town Clerk to collect this tax and send it on to the State. The amount collected for the fiscal year 2019-2020 was $20,669,493.

On July 1, 2000 Public Act No. 00-146 (Preservation of Historic Documents) became law. The act imposes a surcharge of three dollars on each document recorded on the land records. The State receives two dollars and the Town retains one dollar. The town share collected for the fiscal year 2019-2020 was $16,380.

In March 2003, Public Act No.03-03 was approved by the State imposing a higher rate for the town conveyance tax from $1.10 per thousand to $2.50 per thousand of the selling price. The total conveyance tax collected was for fiscal year 2019-2020 was $4,836,250.

On October 1, 2005 Public Act No. 05-228 became law. The act imposes a surcharge of thirty dollars on each document recorded on the land records. The State receives twenty-six dollars for the state’s Community Investment Account. The town receives four dollars for land protection and historic preservation.
There were 12 Regular Representative Town Meetings. There were 10 resignations among the membership.

In the Town Election in November 2019 there were 37,482 eligible to vote and 17,765 voted or 47%. 1386 absentee ballots were issued.

LAND RECORDS STATISTICS

The total instruments recorded upon the land records which include deeds of conveyance, mortgages, release of mortgages, liens, releases, foreclosures, affidavits, declarations are: 2019-2020 – 16,380, 2018-2019 – 7,912, 2017-2018 – 9,229.

Carmella C. Budkins
Town Clerk
PLANNING AND ZONING COMMISSION/DEPARTMENT AND ZONING ENFORCEMENT

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Permanent Part-Time</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$935,225</td>
<td>$995,117</td>
<td>$927,748</td>
</tr>
<tr>
<td>Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td><strong>$935,225</strong></td>
<td><strong>$995,117</strong></td>
<td><strong>$927,748</strong></td>
</tr>
<tr>
<td>Revenue</td>
<td>$272,833</td>
<td>$328,598</td>
<td>$302,700</td>
</tr>
</tbody>
</table>

The Planning and Zoning Commission is a regulatory body comprising five (5) regular members and three (3) alternates appointed by the Representative Town Meeting upon nomination by the Board of Selectmen. The powers and duties of the Commission are defined in Special Act 469 of 1951, which states in part, “Said Commission shall, in addition to the powers and duties conferred by this act, have all the powers and duties conferred upon Zoning Commissions under the General Statutes of this state.” The Commission is charged with the task of preparing a plan for the development of the town, now known as the Plan of Conservation and Development, for adoption by the Representative Town Meeting. State Statutes and the Town Charter authorize the Commission to review Municipal Improvements and regulate subdivisions of land.

The Department has seven (7) full-time staff members, (Director Planning and Zoning/Zoning Enforcement Coordinator/Town Planner, Deputy Director Planning and Zoning/Assistant Town Planner, Senior Planner, Planner II, Planner II (re-classified from Planner I in 2015), GIS Planning Analyst (Land Use Technician in 2016), and one Assistant to the Director of Planning and Zoning (re-classified from Administrative Assistant in 2015), two (2) permanent part-time Administrative Staff Assistants, one (1) permanent part-time Planner I (eliminated the permanent part-time Civil Engineer in favor of a Planner I in 2016), one (1) permanent part-time Housing Specialist (to handle State required responsibilities that had been handled by the Director of Community Development prior to the re-writing of the job description) and one (1) shared part-time receptionist with Conservation Commission and Inland Wetland and Watercourse Agency. Other staff (under the 174 account) includes two (2) full-time persons shared by P&Z, CC, and IWWCA: The Applications Coordinator and the Accounting Clerk II.

Zoning Enforcement staff consists of the Zoning Enforcement Officer (ZEO), two (2) full-time and one (1) part-time Zoning Inspectors, and three (3) part-time Administrative Staff Assistants (the third was added in 2014). The Zoning Inspectors also enforce the Town Nuisance Ordinance. In total, the Planning and Zoning Department along with Zoning Enforcement have ten (10) full-time staff members, three (3) permanent part-time professional staff members, and five (5) permanent part-time administrative staff members.
<table>
<thead>
<tr>
<th>Application Type</th>
<th>Number of Applications Processed</th>
<th>Fiscal Year</th>
<th>FY 19/20</th>
<th>FY18/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accessory Apartment</td>
<td></td>
<td></td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Administrative Site Plan</td>
<td></td>
<td></td>
<td>22</td>
<td>34</td>
</tr>
<tr>
<td>Administrative Coastal Site Plans</td>
<td></td>
<td></td>
<td>65</td>
<td>79</td>
</tr>
<tr>
<td>Addresses</td>
<td></td>
<td></td>
<td>41</td>
<td>33</td>
</tr>
<tr>
<td>Outdoor Dining Permit</td>
<td></td>
<td></td>
<td>25</td>
<td>29</td>
</tr>
<tr>
<td>Temporary Outdoor Dining Permits</td>
<td></td>
<td></td>
<td>50</td>
<td>NA</td>
</tr>
<tr>
<td>Telecommunications</td>
<td></td>
<td></td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Tent Permit</td>
<td></td>
<td></td>
<td>20</td>
<td>52</td>
</tr>
<tr>
<td>Staff signoffs</td>
<td></td>
<td></td>
<td>335</td>
<td>311</td>
</tr>
<tr>
<td>Totals:</td>
<td></td>
<td></td>
<td>563</td>
<td>548</td>
</tr>
<tr>
<td>Architectural Review</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exterior Alteration</td>
<td></td>
<td></td>
<td>82</td>
<td>99</td>
</tr>
<tr>
<td>Sign Awning</td>
<td></td>
<td></td>
<td>46</td>
<td>57</td>
</tr>
<tr>
<td>Totals:</td>
<td></td>
<td></td>
<td>128</td>
<td>156</td>
</tr>
<tr>
<td>Commission Applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Municipal Improvement</td>
<td></td>
<td></td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Subdivision Final</td>
<td></td>
<td></td>
<td>5</td>
<td>18</td>
</tr>
<tr>
<td>Subdivision Final Coastal</td>
<td></td>
<td></td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Subdivision Preliminary</td>
<td></td>
<td></td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Re-Subdivision Final</td>
<td></td>
<td></td>
<td>6</td>
<td>4</td>
</tr>
<tr>
<td>Re-Subdivision Preliminary</td>
<td></td>
<td></td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Rezoning</td>
<td></td>
<td></td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Scenic Roads</td>
<td></td>
<td></td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Text Amendment</td>
<td></td>
<td></td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Pre-Application Review</td>
<td></td>
<td></td>
<td>2</td>
<td>NA</td>
</tr>
<tr>
<td>Totals:</td>
<td></td>
<td></td>
<td>35</td>
<td>45</td>
</tr>
<tr>
<td>Zoning Applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Plan Final</td>
<td></td>
<td></td>
<td>32</td>
<td>67</td>
</tr>
<tr>
<td>Site Plan Final Coastal</td>
<td></td>
<td></td>
<td>11</td>
<td>21</td>
</tr>
<tr>
<td>Site Plan Preliminary</td>
<td></td>
<td></td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Site Plan Preliminary Coastal</td>
<td></td>
<td></td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Special Permit</td>
<td></td>
<td></td>
<td>40</td>
<td>44</td>
</tr>
<tr>
<td>Special Permit Coastal</td>
<td></td>
<td></td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Totals:</td>
<td></td>
<td></td>
<td>95</td>
<td>138</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td></td>
<td>821</td>
<td>882</td>
</tr>
</tbody>
</table>
HIGHLIGHTS OF DEPARTMENT ACTIVITY 2019-20

A. The Department handled a total application load of eight hundred and twenty-one (821) applications. This is a seven percent (7%) decrease from FY 18-19.
   a. both a downturn in applications at the start of this year due to the lockdown and pandemic as well as the fact that we combined FSP and SP applications into one application this year instead of 2. The only other source of applications that we may have not put into the system is temporary outdoor dining permits
   b. Approved a Municipal Improvement for Greenwich High School for the bleacher improvement project.

B. The Commission held a total of eighty-two (82) meetings, which is an increase of thirteen (13) from the previous year. This was anticipated due to the increase in planning initiatives and workshops involving the Plan of Conservation and Development.

C. The Commission reviewed one hundred and thirty (130) or eighteen percent (18%) and staff reviewed eighty-two percent (82%) of the seven hundred and thirteen applications (713) reviewed by staff or the Commission (the remaining 128 applications were reviewed by the Architectural Review Commission, which is advisory to the Commission).

D. Revenues of $272,833 represent a 17% decrease over the past fiscal year. This revenue figure is thirty percent (30%) of the total expenditures of the department, whereas last fiscal year the revenues were 33% of the expenditures.

E. During the 2019-2020 year the Planning and Zoning department staff conducted counter service to two thousand three hundred and seventy-one (2,371) walk-in customers, which is a 2% decrease over the previous fiscal year.

F. Responded seamlessly to the demands imposed by COVID-19 by immediately instituting a digital zoning permit processing system that allowed for on-line submissions. Worked with the Office of the First Selectman to assist businesses by allowing temporary outdoor dining on Town property such as sidewalks and parking spaces so that they could remain open and survive during the pandemic and also give the community an outlet.

G. The RTM adopted the 2019 Plan of Conservation and Development (POCD), which is a land use plan required by the Town Charter. As part of the implementation of said Plan, the Planning and Zoning Commission adopted zoning regulation change involving the following issues:

H. Created a “Pre-application” process that allows for a non-binding discussion with the Commission, which affords the public and town departments the opportunity to comment on a plan in its infancy.

I. Imposed a moratorium and instituted change to Section 6-110 – moderate income dwelling units in a way that it is still attractive to developers but now more in scale with and in keeping with the community.

J. Added flexibility to Section 6-99 – accessory units, with the hopes that more people would create units thereby increasing the affordable housing stock and for the elderly. Worked closely with Selectman’s Advisory Group for People with Disabilities

K. Participated in the team approach that led to a new multi-department consortium, to be
led by the Town Administrator, to address blight issues in a coordinated way such that
the Nuisance Officers are not tasked with addressing a response to blight that is out of
their jurisdiction, such as by enforcing Building and Health Codes. This included new
language in the Town Ordinance under the Nuisance section.
L. Part of the team that worked on addressing land use issues and Sea Level Rise.
M. As part of the Implementation strategy for the 2019 POCD, several short-term
committees were formed to accomplish various tasks:
   a. Greenscape committee – A collaborative effort by Town Departments, the
      public, and non-profit organizations to create a landscaping plan for the Post
      Road Corridor as an effort to create beautiful places that foster our sense of
      place. The committee started a project at Chestnut Island (Green area between
      East Putnam Avenue and the foot of Stanwich Road) to create a sea of daffodils.
   b. Affordable Housing committee – the group worked on an affordable housing
      strategy for the Town
   c. Key Performance Indicators – the group laid the foundation for how this could
      work and then passed the project off to the Office of the First Selectman
   d. Zoning Regulation committee – the group led by members of the Planning and
      Zoning Commission focused on key regulation updates.
   e. Worked with Town Administrator to prepare a policy to allow for public art
      installations on Town property (POCD implementation strategy)
N. Members of both the Planning and Zoning and Zoning Enforcement Staff gave
presentations before numerous community groups and organizations to keep citizens
aware and engaged in the planning and zoning process. This included an educational
series designed in concert with the Greenwich Board of Realtors, which they use for
continuing education credits.

Katie DeLuca, Director Planning and Zoning/Zoning Enforcement Coordinator/Town Planner

PLANNING AND ZONING COMMISSION MEMBERS AND TERMS

Regular Members:
Margarita T. Alban, voted Chairman Jan, 2019, to serve to 10/31/2020
   Peter Levy to serve to 10/31/2020
   H. Andrew Fox to serve to 10/31/2020
Nicholas Macri, voted secretary Jan, 2019, to serve to 10/31/2022
   Dave Hardman to serve to 10/31/2021

Alternate Members:
Dennis P. Yeskey to serve to 10/31/2020
   Victoria Goss to serve to 10/31/2020
   Peter Lowe to serve to 10/31/2020
PLANNING AND ZONING BOARD OF APPEALS/ZONING ENFORCEMENT

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Permanent Part-Time:</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

Expenditures:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$528,258</td>
<td>$508,074</td>
<td>$508,794</td>
</tr>
<tr>
<td>Capital</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Total: $528,258 $508,074 $508,794

Revenue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$606,839</td>
<td>$732,634</td>
<td>$623,819</td>
</tr>
</tbody>
</table>

BOARD OF APPEALS

The Planning and Zoning Board of Appeals is an administrative agency which acts in a quasi-judicial capacity, whose powers and duties are set forth in the Town Building Zone Regulations. These regulations authorize the Board to hear and decide appeals for (1) variances from the provisions of the regulations, (2) special exceptions for certain uses specified in the regulations, and (3) over-riding an order or decision of the Zoning Enforcement Officer. Also, the Greenwich Municipal Code provides that decisions of the Planning and Zoning Commission involving subdivisions may be appealed to the Board.

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

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

A total of seventeen (18) public hearings were held in FY 19-20 and sixty-nine (73) applications (6% increase over past year) were reviewed by the Board of Appeals; forty-nine (44) were approved and nine (11) were denied, three (3) were granted and denied in part and eight (15) were under review, dismissed, continued or withdrawn.

ZONING ENFORCEMENT

The Zoning Enforcement staff consists of the Zoning Enforcement Officer (ZEO), two (2) full-time Zoning Inspectors and one (1) part-time Zoning Inspector, and three (3) part-time Administrative Staff Assistants.
The Zoning Enforcement Officer and staff were moved in November 2010 from the Public Works Department to the Planning and Zoning Department and they now report to the Director of Planning and Zoning/Zoning Enforcement Coordinator/Town Planner. Interpretation of the Zoning Regulations by the ZEO is also subject to the Planning and Zoning Commission per State Statutes.

A total of one thousand two hundred and six (1,043) Zoning Permits/Amended Permits were issued by Zoning Enforcement, which is a seven percent (13.5%) decrease from the last fiscal year.

This is the ninth full fiscal year where Zoning Permits were instituted and are required prior to any building permit issuance. Zoning Permits ensure that the project is in compliance with the Building Zone Regulations of the Town of Greenwich and are similar to other towns and cities Certificates of Zoning Compliance. Revenues generated $574,251 from these zoning permits, a $158,343 decrease over last year.

Nuisance Ordinance complaints and violations continue to be handled by the Zoning Inspector/Nuisance Abatement Officer positions working with the Town Administrator. This FY 19-20 there were a total of sixty three (63) nuisance complaints or violations, which were handled. Thirty seven (37) were resolved, and seven (7) remain open or unresolved.

Zoning Enforcement staff also handled one hundred and twenty (123) zoning violations or complaints; forty-three (78) were closed and seventy-seven (26) remain open, some of which are still pending resolution by the property owners.

Katie DeLuca, Director Planning and Zoning/Zoning Enforcement Coordinator/Town Planner

**PLANNING AND ZONING BOARD OF APPEALS MEMBERS AND TERMS**

**Regular Members:**
Patricia Kirkpatrick, Chairman term expires 3/31/20;
Arthur Delmhorst term expires 10/31/22;
Ken Rogozinski term expires 10/31/22;
Wayne Sullivan term expires 3/31/20;
John Vecchiolla term expires 10/21/23.

**Alternate Members:**
Frank O’Conner term expires 3/31/20;
Joseph Angland term expires 3/31/22;
Frank Baratta term expires 3/31/22.
The Condemnation Commission consists of five members appointed by the Representative Town Meeting and serves without compensation.

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

Peter Mynarski
For the Condemnation
Commission
## DEPARTMENT OF PUBLIC WORKS
### FLOOD AND EROSION CONTROL BOARD

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$0-</td>
<td>$0-</td>
<td>$0-</td>
</tr>
<tr>
<td>Capital</td>
<td>$0-</td>
<td>$0-</td>
<td>$0-</td>
</tr>
<tr>
<td>Total:</td>
<td>$0-</td>
<td>$0-</td>
<td>$0-</td>
</tr>
<tr>
<td>Revenue:</td>
<td>$0-</td>
<td>$0-</td>
<td>$0-</td>
</tr>
</tbody>
</table>

The Flood and Erosion Control Board was organized as a result of the adoption by the Representative Town Meeting on November 12, 1957 "An Act Establishing a Flood and Erosion Control Board in the Town of Greenwich" pursuant to the provisions of No. 377 of the Special Act of 1955. The Board is authorized to plan, lay out, acquire, construct, maintain, supervise and manage flood and erosion control systems and may enter into agreements with State and Federal governments to accomplish its purposes. It has five members, and two alternates all of whom are appointed by the Representative Town Meeting for terms of three years except for the First Selectman who is an ex-officio member. The Department of Public Works provides administrative and technical support to the Flood and Erosion Control Board through the Engineering Division.

Regular meetings are held quarterly, typically on a Thursday, with interim meetings and workshops scheduled as needed and as Board member schedules permit. Four meetings were held in FY 19-20.

The Board has continued its focus on the projects identified as public safety needs. These projects are the result of stormwater master plans, drainage study results, and associated recommendations. DPW and its consultant present progress on the various studies and projects underway. The Board always asks DPW to track funding options available for stormwater system improvements. Similar to the last several fiscal years, given the current economic conditions, little if any money is available through federal and state sources. The Board continues to monitor this situation and consider funding options.

In its interest to see the Town move forward with necessary drainage and stormwater system improvements, the Board continued monitoring DPW’s progress with its capital projects. DPW continued its coordination with the Army Corps of Engineers on the Byram River Feasibility Study, which was completed. The study recommends the replacement of the two Route 1 bridges on the state line; this will mean significant coordination between two state transportation agencies as well as the towns involved and pursuit of federal funding to see this project come to fruition. Work on additional conceptual designs for the lower Strickland Brook area continued. This is proving to be a difficult area to address, given its current development, level of buried infrastructure, and potential impacts of sea level rise on possible solutions. The Town continues to work with the Connecticut Department of Transportation (CTDOT) on the East Brothers Brook bridge replacement at Hillside Road and Route 1. CTDOT has moved the design forward and it includes improvements to the intersection to elevate the intersection to address potential roadway flooding. Given the expected replacement of the Eastern Greenwich Civic Center, drainage system improvements for Harding Road were under design.

These projects and others will be ongoing in coming fiscal years. Continuing pressures on the Town’s capital budget continue to create challenging conditions to capital project execution. The Board continues to reach out to the Board of Estimate and Taxation for support for this work.

Edward Schmeltz
Chairman
**CONSERVATION COMMISSION**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budgeted Personnel:</strong></td>
<td>2.5*</td>
<td>2.5*</td>
<td>2.5*</td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>316,178</td>
<td>292,874</td>
<td>353,168</td>
</tr>
<tr>
<td>Capital</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>316,178</strong></td>
<td><strong>292,874</strong></td>
<td><strong>353,168</strong></td>
</tr>
<tr>
<td><strong>Revenue – grants</strong></td>
<td>88,237**</td>
<td>81,039***</td>
<td>22,753***</td>
</tr>
</tbody>
</table>

*1/2 time of the Director of Environmental Affairs
** $88,237 for Hazard Mitigation Grant Program
*** FY19 = Recycling and Hazard Mitigation Grant Program; FY18 = All Hazard Mitigation Grant Program

**PROGRAM OVERVIEW**

The Greenwich Conservation Commission is an advisory board set up under state statute and local ordinance to assist the town with planning and management of its natural and cultural resources. As charged, the Commission provides technical assistance and guidance to the First Selectman and all other boards and agencies of the town as needed. During FY20, the Commission held 11 regular meetings, with two of those being held virtually. Regular meetings are held on the first Thursday of the month in the Town Hall Meeting Room, unless otherwise noticed.

The volunteer membership of the Commission consists of seven regular members and three alternate members, all appointed by the First Selectman for four-year terms. William Rutherford continued to serve as Chairman and Eric Brower as Vice-chairman. Sue Baker, Nancy Dickinson, Urling Searle, Lisette Henrey, and Gary Silberberg remained on the Commission as regular members. Laura di Bonaventura and Theodore Walworth continued to serve as alternate members. The Commission has a vacancy for an alternate member.

The Commission is supported by technical staff. The Director of Environmental Affairs serves this commission, as well as the Inland Wetlands and Watercourses Agency. The dual role facilitates greater coordination between the boards and more diverse opportunities for their respective staff as a whole. In addition to the director, there are two full-time technical positions and 4.5 shared administrative staff members.

The director serves the Commission as the department head and is responsible for day-to-day operations of the department, oversight of programs, staff training/guidance, and represents the commission within town hall and the broader community. The Environmental Analyst position focuses on providing support to the Planning and Zoning Commission and other departments, and also is involved with public education and outreach. The full-time Conservation Resource Manager I focuses on non-regulatory programs, such as managing the fish ladder and its volunteer monitors, osprey census, and sustainability efforts. The other administrative staff is budgeted in the 174 account, which is a shared account among the other land use agencies, and 173 account for IWWA.

Commission members and staff continued cooperative relationships with organizations both internal and external to town hall, creating a successful public/private partnership for conservation work in town. This includes working routinely with Town departments and commissions. Members liaise with the Parks & Recreation Commission, G.R.A.B, the Harbor Management Commission, and the Shellfish Board. It also includes regular coordination with many non-governmental organizations (NGOs) including but not limited to the PTAC Green Schools, Greenwich Land Trust, Greenwich Green and Clean, Audubon Greenwich,
Bruce Museum, Waste Free Greenwich, Greenwich Tree Conservancy, BYO Greenwich, Greenwich Community Gardens, Friends of Greenwich Point, and all the garden clubs in Greenwich. The Commission and its staff collaborate on projects such as Pollinator Pathways, EV charging stations, Binney Park replanting, Greenscapes Committee, food scraps collection, among others, in cooperation with our partners.

These strong public/private relations have allowed the commission and staff to leverage volunteer efforts and funding to expand conservation programs beyond what could be accomplished by staff alone. Commission staff also maintain a cooperative working relationship with regional, state, and federal agencies including Connecticut’s Department of Energy and Environmental Protection (DEEP), Department of Public Health, University of Connecticut Sea Grant, U.S. Environmental Protection Agency (EPA), USDA Natural Resources Conservation Service (NRCS), and our state and federal legislators.

As evidenced by the list above, the Town of Greenwich is rich in volunteerism. To better capitalize on these resources, the Commission continues to sponsor a Conservation Caboodle. The purpose of the Caboodle is to assemble the 30+ Town and NGO groups semi-annually to assess interests and foster collaboration. With so much interest in the environment, effective implementation is best served by coordinating efforts. Three caboodles have taken place, including a virtual meeting in the spring of 2020. The Conservation Caboodle continues to serve as a key vehicle for communication among like-minded groups.

The lockdown restrictions imposed by the state in response to COVID-19 strongly shaped the commission’s programs and meetings for the second half of FY20. All meetings shifted to virtual platforms, and most in-person events traditionally held by the commission were suspended. Despite such drastic changes, the commission and its staff still functioned well to pursue the commission’s goals.

As with all departments, the Conservation Commission worked closely with Town administration to ensure that programs were delivered within budget. Staff continued to identify small grants and public/private partnerships that would leverage non-salary budget allocations. However, because of the uncertain nature of grants, the Commission budgets revenue at $0. This varies from year to year with grants awarded in one year and often not received until the next or two depending on duration of the grant. Grant sources pursued included funds from Sustainable Connecticut and repurposing a previously awarded grant to address the stands of non-native invasive Phragmites in Bruce Park. Also, the Hazard Mitigation Grant Program is facilitated by the town who pass-through grant payments to the participating residents. In FY20, $88,237 was received and distributed to residents to elevate homes to mitigate coastal flooding.

Tangible outcomes for FY19-20 include seeking RTM approval of an Energy Management Commission, participation on the First Selectman’s committee to pursue unit-based waste disposal, launch of the sea level rise study, participation on the Sustainability Committee, installation of pollinator pathway plots, and litter clean up, among others.

William Rutherford
Chairman

Patricia Sesto
Director of Environmental Affairs
The Inland Wetlands and Watercourses Agency of the Environmental Affairs Department is a regulatory authority comprised of seven members and three alternates, each appointed by the Representative Town Meeting upon nomination by the Board of Selectmen. The Agency acts by authorization and requirement of Connecticut General Statutes and local ordinance, adopted on October 9, 1973. Through the orderly administration of the permit process, the Agency advances its mission to protect, preserve and enhance the functional value of our Town’s lakes, ponds, streams, swamps, and marshes that serve as a vital resource to recharge and purify of our surface water, ground water, and minimize damage from storm events.

The day-to-day operation of the Agency is managed by the Agency director, who is assisted by three full time technical staff members, and one full and one part-time administrative assistants. The Land Use Departments also maximize efficiency by sharing three other full-time staff members by having those positions serve the Conservation and P&Z Commissions, in addition to the IWWA. The department is open Monday thru Friday from 8:00 am – 4:00 pm. Technical assistance is available to the public on a walk-in basis between 8:00 am – 1:00 pm, Monday – Friday.

In April of 2018, the Agency and Conservation Commission formally combined to create the Environmental Affairs Department. The Agency’s director also serves as the director for the Conservation Commission. This consolidation was enacted to capitalize on shared goals and reduce redundancies.

When not in the office, technical staff conduct site inspections to assess prospective and current applicants, follow up on potential violations, meet with landowners to discuss wetlands and watercourses on their property, and conduct permit compliance inspections. On a monthly basis, these inspections amount to over 100 site visits.

For the approximately 175 applications made each year, staff work with applicants to evaluate the proposal in advance of Agency review, write one or more staff reports, and make recommendations to the Agency regarding the disposition of the application. It is the role of the technical staff to assist the Agency and applicant alike, to help projects move through the process efficiently and effectively.

Internally, the department works with other land use departments to further town goals, provide field and technical guidance when needed, and comment on applications under the respective commissions’ review.

2019-2020 marked the sixth full year of leadership by Chairman Brian Harris, who has served on the Agency since 2009. Other seated members are Vice Chairman Elliot Benton (2008), Secretary Stephan

---

INLAND WETLANDS & WATERCOURSES AGENCY

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>5.5*</td>
<td>5.5*</td>
<td>5.5*</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>483,249</td>
<td>454,253</td>
<td>505,832</td>
</tr>
<tr>
<td>Capital</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total:</td>
<td>483,249</td>
<td>454,253</td>
<td>505,832</td>
</tr>
<tr>
<td>Revenue:</td>
<td>510,654</td>
<td>700,763</td>
<td>584,943</td>
</tr>
<tr>
<td>Surplus:</td>
<td>27,405</td>
<td>$246,510</td>
<td>$79,111</td>
</tr>
</tbody>
</table>

*Reflects ½ of the Director of Environmental Affair’s time

The routine business of the Agency was carried out during twelve regularly scheduled meetings typically held on the fourth Monday of each month. In addition to these, the Agency also held another ten special meetings to conduct site walks. All meetings of the Agency are open to the public.

Figure 1. - Agency Operations Budget for FY 2019-2020:

In conducting the work of the Agency, a core fiscal goal is to remain budget neutral by utilizing what is essentially a “user pays” approach. In addition to covering the cost of reviewing and enforcing permits, revenue also allows the department to continue digitizing property records for the public access web portal, http://documents.greenwichct.org/publicaccess/ and updating digital wetland boundary information. This information remains usable for decades and is of significant value to our residents.
Other important expenditures allow for continuing education and protection of the Agencies decisions. Conferences and professional events enable staff to stay abreast of legal and scientific movement in their field of expertise. Not only does this feed the professional mind, it serves the Agency as well. Also in service of the Agency is the ability to hire outside consultants on complex or contentious applications. Such specialized expertise provides the best record for the Agency to consider and in the event of an appeal, will protect the Agency’s decision.

Table I. - Application totals for the period beginning July 2019 - June 2020:

<table>
<thead>
<tr>
<th></th>
<th>New Permits</th>
<th>Denials</th>
<th>Agent Approvals</th>
<th>Bond Releases</th>
<th>Orders to Correct</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>113</td>
<td>4</td>
<td>64</td>
<td>146</td>
<td>8</td>
</tr>
</tbody>
</table>

In FY 19-20, staff processed 676 permit need determinations, aka “Green Sheets.” This total includes 259 sites with confirmed wetlands or watercourse areas on the subject property, of which only 30 projects required a permit. In general, some 50± Green Sheets are submitted monthly during public counter hours. June was the busiest month with 74 submissions and December was the slowest with only 39 permit determination requests. With the alteration of business due to COVID-19, the means to serve the public was altered substantially. In March of 2020, the public counter went virtual and was handled via a dedicated email address. As with the counter, the email was monitored daily by a technical staff member to process permit need reviews and answer other wetland related questions. In the second and third quarters of 2020, the wetlands@greenwichct.org handled 1,500 inquiries.
In addition to permit-need reviews, counter hours are used by the public to seek information on wetlands and watercourses in the preliminary stages of project development, real estate transactions, resource management, and other topics. In FY20, over 1,400 residents, prospective residents, consultants, contractors, and realtors called on staff to address their questions during public counter hours during times town hall was not closed due to COVID-19. As stated above, the virtual counter served an additional 1,500 inquiries.

With most applications, the permittee is required to post a performance bond. Each year open bonds are proactively evaluated to determine which projects are complete and in compliance. Depositors are then notified that their bonds may be eligible for release. In FY ’19-20, 146 bonds were released, totaling $567,186. During this same period the Agency collected an additional 147 bonds for new projects. As of June, 2020 bonds being held total $2,873,502. This is a slight decrease from FY’19, when bonds were held for a balance of $3,178,363.

Despite the Agency’s continued reliance on a strong compliance program that places greater emphasis on consistent communications with applicants and residents to avoid violations, unauthorized activities occur each year. In FY ’19-20, Nineteen (19) Cease and Correct Orders were issued, resulting in $28,900 of additional fees for work performed without permits.

Enforcement consumes a disproportionate amount of Agency time to resolve and considerable expense and distress to property owners. In order to head off violations, the Agency evaluates all properties transfers for the presence of wetlands and watercourses and alerts new property owners of these resources via direct mail.

**Performance Outcomes:**
The Agency strives to implement the following goals and objectives in protecting the town’s inland wetland and watercourse resources:

1. Provide superior customer service.
2. Assist prospective applicants with the application process and identify issues of concern early on to increase applicant likelihood of success of obtaining a permit and decrease the amount of time to work through the application process.
3. Promote smart growth and low impact development concepts to minimize the often irreversible effects of development on a parcel and surrounding neighborhoods.
4. Minimize site and community hardships created by the improper management of storm water and erosion control measures by improving and expanding upon the Agency’s compliance program and its oversight of active development projects.
5. Provide technical staff assistance to other departments of the town.
6. Enact the regulations with an eye towards building resiliency from storm damage, groundwater demands, and flooding.
7. Strengthen community awareness of both the importance of wetlands and watercourses and the Agency’s regulatory process through education, training, media and similar outreach efforts.
8. Maintain a working partnership with community groups and neighborhood associations.
9. Reduce incidences of noncompliance and development-related environmental hardships through education and community outreach.
10. Encourage staff to engage in opportunities to expand their professional knowledge.
11. Facilitate site walks for agency members and continue to modify the review process to assist agency members in their project assessments and decisions.
Litigation:

1. Ogilvy vs IWWA
2. Saunders vs. IWWA
3. Klipstein vs. IWWA
4. Small vs. IWWA
5. Grundberg vs. IWWA
6. Small vs. IWWA et al
7. Zahid vs. IWWA

Several longstanding violations have been turned over to town counsel to pursue temporary or permanent injunctions to gain compliance with town regulations. The majority have come into compliance without court action.

General information about the Agency is available on the Town of Greenwich web page: www.greenwichct.org/inlandwetlands.htm. Connection to the web portal and closed permits through 2010 are also found on the Agency’s website.

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

Agency members and term expiration dates:
Brian Harris, Chairman – 10/31/20
Elliot Benton, Vice Chairman – 10/31/21
Stephan Skoufalos, - Secretary – 10/31/21
Jay Schoendorf – 10/31/20
William Galvin – 10/31/20
Norma Kerlin – 10/31/21
Joseph Rogers – 10/31/21

Alternates:
Klaus Jander – 10/31/21
Peter Linderoth – 10/31/20
Alan Rossi – resigned 7/2020

Brian Harris
Agency Chairman

Patricia Sesto
Director
Environmental Affairs
GREENWICH SHELLFISH COMMISSION

Expenditures: (Note 1)

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Capital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$26,156</td>
<td></td>
<td>$26,156</td>
</tr>
<tr>
<td>Capital</td>
<td>$15,683</td>
<td></td>
<td>$15,683</td>
</tr>
<tr>
<td>Total</td>
<td>$17,273</td>
<td></td>
<td>$17,273</td>
</tr>
</tbody>
</table>

Revenue (Note 2)

(Note 1) Includes encumbrances and improvements financed in each year.
(Note 2) Shellfish Program revenue is included in the Town Clerk's revenue figure.

On November 1, 1991, the State of Connecticut Department of Agriculture, Aquaculture Division (DABA) permitted the Greenwich Shellfish Commission to reopen recreational shell fishing beds in Greenwich Waters after thirty (30) years of closure. Six years of water testing by the Town and State had ascertained that shellfish in some beds were safe for human consumption.

The Greenwich Shellfish Commission, under the aegis of the Office of the First Selectmen, is comprised of nine (9) volunteer members, including a Chairman, Vice-Chairman and Treasurer. The Department of Health’s Director of Environmental Services, a Shellfish Coordinator and (12) volunteer wardens, including a warden Chairman, serve the Commission.

The Shellfish wardens spend about two hundred (200) hours or more, on duty, patrolling Greenwich recreational shellfish areas, enforcing shell fishing regulation compliance and educating permit holders.

The Shellfish Water Coordinator, under the direction of and in coordination with the Bureau of Aquaculture (DABA), collects water samples for analysis to monitor water quality. As mandated by DABA, a minimum of sixteen (16) times per twelve (12) month period, these samples are taken from thirty-six (36) designated stations inside and outside of the Greenwich Harbor Area (GHA).

In addition, in the event of a major rain or pollution event, DABA and the Director of Environmental Services will take action to close the beds and the Shellfish Coordinator Team will sample GHA as directed by the Bureau of Aquaculture. All samples taken are immediately delivered to DABA’s Milford laboratory for analysis. Only once analysis of the samples is deemed to be in order by DABA are the beds re-opened.

In the 2019-2020 fiscal year, one hundred forty-two (142) permits were sold for recreational shell fishing.

COVID 19 on set at end February/early March 2020

As a result of adverse early winter weather and the onset of COVID-19 in late February/early March, Greenwich Point and the Innis Arden Cottage were closed to general public access.

This effectively prohibited all planned recreational and educational shell fishing activities normally held/permissioned at Greenwich Point, from taking place, until further notice The Commission was thus only able to hold one educational session on shell fishing along with a practical demonstration at Greenwich Point, during the entire recreational season, ending May 30th 2020
All other main GSC events that normally run through the Summer at Greenwich point were also cancelled/postponed, including:

- The Commission co-sponsored Greenwich Point Clean up
- The 13th annual “Experience the Sound”
- The joint opening of the Bruce Museum Seaside Center
- All Recreational Shellfishing Demonstrations
- UCONN/GSC - PFAS study in Greenwich waters

Shellfish General - The oyster and clam population in Greenwich shellfishing areas are healthy. Reduced clam availability still remains evident in some parts of Greenwich Cove but is showing improvement. To expedite this the Commission is pursuing the possibility to restock with clams harvested from other CT areas outside of Greenwich, with the approval of DABA and assistance of local Commercial shellfishermen.

As a result of the above the hard clam farming project, undertaken by the Commission with Atlantic Clam Farms for Greenwich Cove and the Mianus River, commenced in 2016 now remains suspended until further notice.

A survey of the oyster population in Greenwich Waters is planned with Stellamar. The purpose of this is to identify and locate oyster “heavy density” areas so that shellfish from them can be moved and seeded in other locations in Greenwich waters.

DABA - The Shellfish Commission’s active role in cooperating with the State Department of Agriculture, Bureau of Aquaculture (DABA) on the required State water quality sampling program remains current. Greenwich remains the only Connecticut town that operates its own water sampling program.

This year the Commission again accomplished the State’s (DABA) minimum annual water sampling requirements by utilizing the Commission’s boat, Commission captains and three “on call” Commission volunteers. A second Boat Captain was employed by the Commission to improve sampling flexibility when needed at short notice.

In addition, all required sampling after significant rainfalls and suspected pollution events was completed successfully. As a result, the Greenwich Department of Health/DABA continued to be capable of reopening the shellfish beds for use after only minimal periods of closure time.

The partnership with NOAA Federal Fisheries Division studying the Oyster population in Greenwich waters was completed at the end of February. The official results will be available to the Town in 2021.

UCONN - The funded joint study with UCONN to determine the volume of PFAS in Greenwich waters will now be undertaken in September.

The Shellfish Commission remains actively involved with the Harbor Management Commission (HMC) especially re the approval of new Kelp beds, Docks, revetments, seawalls and dredging projects.

Educational project - Greenwich Homeowners Mini Oyster Cage family educational project

GSC has obtained a general educational permit from DABA to allow Greenwich families with homes with owned dock/seawall access, to moor a mini-oyster cage containing seed oysters or shell covered with spat and grow oysters in them. GSC is designing an educational program around these cages. After one year the juvenile oysters will be used to help to restore a shellfish beds in Greenwich Cove.
At the same time, we will install larger cages at a dock at the entrance to Greenwich Cove and work on growing oysters in three larger commercial cages as an experiment with the home owner and Stellamar Oysters. These wills will again be used for restocking oyster beds.

Respectfully submitted

Roger Bowgen

Chairman
Town of Greenwich Shellfish Commission
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 Director of the Commission on Aging, Lori Ann Contadino manages offices at the Senior Center, 299 Greenwich Avenue. The Greenwich Senior Center, under the auspices of the Commission on Aging, is the Town’s focal point for independent recreation, life enrichment, volunteerism, health promotion and support services for older adults. The Greenwich Senior Center exists to provide a broad spectrum of services which empowers, enriches and improves the quality of life for residents. The Senior Center Administrator is Laurette Helmrich.

The Commission on Aging consists of seven Board members appointed for three-year terms by the Representative Town Meeting upon nomination by the Board of Selectmen. Members include: Patricia Burns (Chairman since 2014, term expires 2021); Steven Katz, Vice Chairman since 2015 (term expires 2022); James B. Dougherty, Secretary since 2015 (term expires 2021); Ann Marie Hynes (term expires 2023); Carol Burns (term expires 2022); Ellen Wolfson, MD (term expires 2023) and Frances Burgweger (term expires 2023).

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. The Commission on Aging envisions a community of engaged, informed and empowered older adults that have access to resources that support independence and enable successful aging-in-community.

The Commission on Aging conducts the following activities:
- Manages the Greenwich Senior Center program and facility
- Advocates on behalf of older adult residents, as a class, in the Town of Greenwich
- Identifies unmet needs of older adults, conducts research and collects data
- Provides information, resources and assistance to older adults, caregivers and professionals and facilitates referrals to programs, services and benefits
- Manages Medicare Health Insurance Counseling team, maintains necessary State certification, and adheres to training and reporting mandates
- Provides education to the public on age-related issues and concerns
- Convenes meetings and serves as a forum for issues concerning older adults, as a class
- Encourages partnerships and collaborations internally with Town Departments and externally with community stakeholders. Establishes and maintains collaborative relationships with community, professional and governmental agencies
• Participates with Town offices and community health and human service agencies in community planning activities
• Acts as an independent arbiter on problems or complaints affecting older adults

COMMISSION ON AGING 2019-2020 ACCOMPLISHMENTS:

• The Commission on Aging administered the Share-The-Fare program in cooperation with Greenwich Taxi. Taxi vouchers valued at $20.00, were sold at a price of $10.00 each to residents 62 years of age and older. A total of 1,287 voucher booklets were sold in FY 19-20, which is a decrease of 849 voucher booklets sold in the prior fiscal year. This decrease is directly attributable to the close of operations in March 2020 due to COVID-19 Program participants contributed 50%, the Town contributed 40% and Greenwich Taxi contributed 10% toward the total cost of rides. While Share-the-Fare offered the most flexible means of transportation for older adults who cannot drive and for those needing transportation in the evening and on weekends, voucher sales and overall utilization of the program diminished significantly due to the pandemic.
• Actively participated in regional planning discussions and explored alternative transportation options for older adults as well as opportunities for collaboration. Generated and reviewed ridership utilization reports.
• Explored parking alternatives for Senior Center members.
• Managed and monitored effective communication strategies to enhance connectivity with older adults, caregivers and direct service providers in the community utilizing digital, print and voice modalities. Enhanced utilization of Town website and social media to increase awareness of programs and services.
• Revised content and digitally distributed the “Resource Guide for Older Adults” residents, their family members, caregivers, faith communities, human service organizations and industry professionals. Enhanced search capability of the digital “Resource Guide” on the Town website assisted all in navigating the vast network of services available in the community and in the region.
• Furthered the initiative to secure the designation as an Age Friendly Greenwich. Received the official designation as a Dementia Friendly Community from Dementia Friendly America in August 2019. Completed the Age and Dementia Friendly Greenwich Action Plan and created the Age and Dementia Friendly Advisory Board with the representation of Town Departments and key community stakeholders. Established Task Groups and appointed leaders for each working committee. Convened four meetings of the Age & Friendly Greenwich Advisory Board. Completed all year 1 Action items.
• In person, Dementia Friends educational sessions continued through March 2020. Dementia Champions facilitated training sessions for an additional 150 individuals. A total of 525 individuals have become Dementia Friends since the advent of this initiative. Participants learned five key messages about dementia and were encouraged to turn their new understanding of dementia into a practical action that can help someone with dementia living in our community.
• The Director maintained an active public speaking schedule with community groups, service organizations, housing and tenant groups, local agencies and organizations, and continued regular appearances on WGCH Radio discussing issues relevant to older adults. Topics discussed included: insurance, health care, property tax relief, memory, Total Brain Health, successful aging, managing anxiety and stress, impact of social isolation, sleep hygiene, caregiving, elder
abuse and adult protective services, personal safety and scams, Advance Directives, aging-in-place, poly-pharmacy, nutrition, retirement, Social Security, and Medicare with a special emphasis on Medicare Supplemental Insurance, Medicare Savings Program eligibility, Medicare Part D prescription drug program and annual “Open Enrollment” period.

- Continued collaboration with the Aging2.0 Greenwich Chapter – an ecosystem of entrepreneurs, innovators, designers, investors, senior care providers and older adults for networking and educational events continued.

- Successfully planned, implemented and managed the “Aging with Purpose” Sponsor Campaign and series of offerings. Planned and implemented community forums on relevant issues of interest to older adults, caregivers and industry professionals. Fifty-three direct service agencies/organizations supported large-scale community events including a Distinguished Lectures at the Greenwich YWCA, the annual Health and the Wellness Expo for Older Adults at the Eastern Greenwich Civic Center and a series of Chef Challenges at the Greenwich Senior Center. The annual Late Life Issues Professional Conference, the Older American’s Month community celebration and Fireside Chat were cancelled due to COVID-19. The spring Distinguished Lecture “Managing Your Emotional Wellbeing During Covid-19” (via zoom) featuring Psychologist, author and Greenwich resident Dr. Dale Atkins was a tremendous success.

- Enhanced visibility and outreach of the Commission on Aging through utilization of special features available through the Town website.

- Created, implemented and monitored large-scale community outreach initiatives to reduce the resultant isolation caused by the community shutdown and social distancing.

- Conceptualized “Bridging the Generations” program – a collaborative endeavor with Greenwich High School. Students volunteered to give regular calls to check-in and chat with older adults who had expressed a desire to converse and connect. Basic protocols were established and reviewed with student volunteers.

- Created, implemented and monitored the “Hello Neighbor” Telephone Outreach campaign. Recruited and trained 110 volunteers from the Representative Town Meeting and Commission on Aging network professionals. Volunteers called over 3,300 households and submitted call logs to Commission on Aging staff for review and follow-up. Older adults were grateful to receive the calls and volunteers felt an enormous sense of satisfaction for touching the lives of our most vulnerable residents during the pandemic.

- Administered and monitored emergency food security program utilizing CARES Act funding in cooperation with the Southwest CT Agency on Aging and provided weekly groceries to older adults who, due to COVID-19, had limited or no access to food. Commission on Aging led the initiative and partnered with Neighbor to Neighbor, Jewish Family Services of Greenwich, Meals on Wheels, At Home in Greenwich, River House Adult Day Center, Community Centers, Inc. and the Greenwich Department of Human Services to identify older adults in need. Over a ten-week period, 2,055 grocery bags were delivered to 252 unduplicated residents utilizing $51,250 in CARES Act funding.

- Published and distributed monthly issue of the Senior Center newsletter; expanded newsletter circulation to reach a wider audience and incorporated new educational articles from the Commission on Aging’s “Aging with Purpose” sponsors.
• Convened the “Senior Provider Network” a coalition of over 100 agencies providing direct services to older adult residents of the Town of Greenwich and surrounding communities. The bi-monthly meetings promoted the sharing of information and expertise between agencies, and provided opportunities for learning about existing and/or emerging services. Educational opportunities for professionals interested in earning CEU’s for Social Workers, Nurses and Geriatric Care Managers were successfully incorporated throughout the year including programs on Compassion Fatigue, Opioids and Older Adults and Resilience & Growth.

• Collaborated with the Senior Providers Network, community organizations and agencies, local media and faith communities to enhance communication with older adults, family members, care partners and agency professionals. Provided appropriate and timely information to seniors regarding relevant issues such as Medicare D Counseling, educational forums, caregiver support, brain healthy programs, socially and intellectually engaging programming and coronavirus resources and information.

• Created marketing materials to inform the Greenwich Community about issues relevant to older adults and caregivers and to enhance visibility and utilization of the Commission on Aging and Senior Center.

• The Caregiver Circle, a four-part series held over 8 weeks designed to give caregivers the resources and support they need, was held in the Fall of 2019 in the evening at Greenwich Library. Participants received vital information on caregiving, a support network of peers, insight from professionals in the field and knowledge of the vast array of community resources to best assist in caregiving The Caregiver Circle was co-founded by the Junior League of Greenwich, the Greenwich Commission on Aging, the Greenwich Chapter of the Red Cross and River House and is offered free of charge to the community. Spring 2020 Caregiver Circle programs were cancelled due to COVID-19.

• Greenwich Commission on Aging cooperated with the Town of Greenwich Selectman’s Office, the Town of Greenwich Emergency Operations Center, appropriate local, regional, State and Federal Departments and Agencies for Emergency Preparedness, evacuation and shelter of vulnerable older adults in the Town of Greenwich.

• Coordinated with appropriate Town Departments on the renovation plan of the Senior Center facility.

• Conceptualized a public/private model for funding the continued renovation of the Greenwich Senior Center facility. The Friends of the Greenwich Senior Center 501-c-3 met regularly throughout the year to strategize about developing a “Friend-Raiser” to heighten awareness about the Senior Center and essential renovation to the facility.

• Conducted SWAT analysis of programs and services that support older adults and impact the Town’s livability index and the ability of residents to successfully age-in-place in the Town of Greenwich.

• The Commission on Aging continued to participate in “The Greenwich Health Improvement Partnership.”

• The Director of the Commission sustained active participation in Southwestern CT Agency on Aging (SWCAA) Advisory Board, Greenwich Hospital Community Advisory Board, Junior League of Greenwich Community Advisory Board, River House Adult Day Center Advisory Board as well as At Home in Greenwich Board of Directors and Executive Committee, Greenwich United Way Community Planning Council and the Greenwich Chamber of Commerce Board. Members of the Commission on Aging Board actively participated in working groups focusing on Senior
Center Renovation, Transportation, Senior Tax Relief, Strategic Planning, Health Insurance Counseling and the Age and Dementia Friendly Greenwich initiative.

- Department Director (green belt) and Senior Center Administrator (yellow belt) continued to apply Lean Six Sigma training to streamline processes and improve operational performance and efficiency.
- Advocated for the development of an array of housing opportunities for older adults which are appropriate to a broad range of income, personal desire, and degree of independence. Maintained a cooperative role between the Commission on Aging, Town Departments and all housing related agencies and services consistent with responsibilities defined in the Plan of Conservation and Development.
- The Health Insurance Counseling Program continued to operate in conjunction with Family Centers with special emphasis on assisting older adults in navigating the Medicare Part D Prescription Drug Program. Over 250 older adults and their care partners attended various educational programs led by staff and volunteers and 524 older adults received free individual face-to-face counseling throughout the year. Assistance was given to residents during the annual Medicare D Open Enrollment period in selecting or changing a prescription drug plan. An aggregate savings of $290,000 was realized in plan premiums and medication costs. Health Insurance Counselors continued to assist Town of Greenwich Medicare Beneficiaries in navigating health insurance options. Special educational programs were conducted in cooperation with the Greenwich Library, Greenwich YWCA, the Greenwich Department of Health, the Greenwich Senior Center, Family Centers, Inc., The Mews, Hill House, At Home in Greenwich, Southwestern Connecticut Agency on Aging, the Greenwich Department of Human Services, Senior Clubs, Greenwich AARP, Senior Providers Network, YWCA Greenwich and the Greenwich Housing Authority. The “Medicare in a Minute” program continued to be a successful offering at the annual Health & Wellness Expo. Counselors saw clients throughout the fiscal year to navigate individuals “new” to Medicare through the many complexities inherent in the program, helping individuals understand Medicare A, Medicare B, Medicare Managed Care and varying levels of supplemental insurance coverage. The Commission on Aging recruited and trained new Health Insurance Counselor volunteers from the community. Formal intake, data collection and data entry continue to be managed by Commission on Aging staff and new changes to state reporting were adopted and implemented. Information and counseling was also provided on Advance Directives.
- The Commission continued to be the Lead Agent in planning the Annual Health & Wellness Expo in cooperation with the Greenwich Department of Health and Greenwich Hospital’s Center for Healthy Aging. The event brought together more than 53 sponsor agencies along with approximately 600 seniors for health education, health screenings and immunizations. A free hot lunch was served to each event participant through the generosity of the “Aging Well Series” sponsors. Door prizes generously donated by community merchants and area agencies were raffled to event participants. The Commission Director continued to work with partner agencies and departments to enhance the event and provide a vision for alternate or additional community educational forums.
- The Commission advocated for resources to address the needs of frail older adults including long term care options, respite care, community based or home care services and adult day care to support “aging in place. The incidence and prevalence of elder abuse/neglect was also explored as was the impact of social isolation on overall health and wellbeing.
• The Commission on Aging provided information and referral to over 1,500 older adults and caregivers for programs in need of assistance.

• Cooperative agreements with Alzheimer’s Association CT and Liberation Programs continued to provide on-site education and support to Greenwich residents at the Greenwich Senior Center.

• Worked with appropriate Boards and Commissions to ensure that funds for the Commission on Aging and Senior Center are sufficient to carry out their mission.

• Maintained a strong role as liaison between members of the Senior Provider Network, elected officials at all levels and municipal department heads regarding services to older persons.

• Monitored utilization of the Senior Tax Relief program in collaboration with the Town Assessor and heightened awareness of the program made by including a statement on each resident’s Tax bill.

• The Greenwich Department of Human Services continued to work in close cooperation with the Commission on Aging by providing an on-site Social Worker in the Senior Center for a designated number of hours each week.

• Identified and secured private funding for the “Aging Well Series” from direct service providers in Greenwich and the surrounding region.

SENIOR CENTER 2019-2020 ACCOMPLISHMENTS:

• Operated the Senior Center as the Town’s focal point for independent recreation, life enrichment, volunteerism, health promotion and support services for adults age 62 and older.

• Offered a broad spectrum of programs and services designed to empower, enrich and improve the quality of life for older adults five days a week. Coordinated physically, socially and cognitively diverse, engaging and stimulating programs.

• Continued phased renovation of the Senior Center facility resulting in the construction of a new Technology Lounge which was relocated from the ground floor to the first floor of the Senior Center. New laptops and color printers were purchased and a large screen media player installed. Tech Time, with Greenwich Country Day School students offered one-on-one in-person technology assistance to older adults. Planning for the new kitchen and café commenced.

• Initiated advanced brain health curriculum as part of the Total Brain Health program.

• Successfully introduced new Aqua Aerobics and Circuit Training collaborative classes for Senior Center members with the YWCA Greenwich.

• “Worried but Well” workshops for adults experiencing normal age related changes to memory commenced and an Early Stage Dementia Support Group was formed in collaboration with the CT Alzheimer’s Association.

• Fairfield University School of Nursing facilitated “A Matter of Balance” eight-week educational program for older adults.

• “XC+ Club” (90+ Club) was launched celebrating life, longevity and the wisdom of the ages.

• Collaboration with the Bruce Museum continued including on-site educational lectures; tours of the museum highlighting special exhibits and hands-on art instruction.

• The Aging Mastery Program – an evidence informed program created by the National Council on Aging and funded by a generous grant from AgeWellCT – continued and highlighted local and regional subject-matter experts who presented topics of critical importance.

• Continued offering “Chimes” instruction to interested members.
- Maintained collaboration with CT Alzheimer’s Association for the provision of a staff person for on-site information and referral, case management and consultation the second Wednesday of every month and launched cooperative agreement with Liberation Programs for the provision of a Social Worker two times each month to lead educational programs, discussion groups and individual consultations as needed.
- Continued successful walking program at Cos Cob park and outdoor Tai Chi instruction.
- Fully operationalized new digital media sign in Senior Center lobby.
- Maintained Senior Center membership of 3,400 residents and enrolled 210 new Senior Center members.
- Instituted and monitored new class registration protocol.
- The Senior Center Art Class continued to exhibit works of art at Town Hall, the Senior Center and in the Greenwich community. Artists donated ten percent of the proceeds from the sale of artwork to The Friends of the Greenwich Senior Center.
- Expanded use of Constant Contact and Social Media as a strategy to enhance communication to Senior Center members and the Senior Provider Network.
- Completed annual review of MySeniorCenter database and orchestrated a successful campaign to gather email addresses from members.
- Issued 500 Senior Center Parking Permits and discussed potential expansion of designated Senior Center parking areas with the Parking Services Department.
- Continued popular Chef Challenge Food Competitions 3 times a year.
- Collaborated with the Parks and Recreation Department to set-up a satellite office at the Senior Center for Senior Beach Card renewals.
- Photo ID compliance for membership was implemented as per COA policy.
- Launched CONNECTT (Connecting Our Neighbors Naturally Enhancing Community Through Technology) in partnership with Greenwich Country Day School offering daily remote offerings via Zoom. Programs included Zumba, Tai Chi, Pilates, Floor Yoga, Trivia, Meditation, Friday Happy Hours, Community Conversations with First Selectman Camillo, Educational Lectures and Discussion Groups, Brain Health Classes, Art Instruction, Talent Shows, Saturday Night Dance Parties, musical performances, Journaling, Italian classes and much, much more. Edge Hill Senior Living joined the CONNECTT collaboration and offered International Current Events, Short Stories, musical performances, Juggling and Senior Stretch to an already robust platform of offerings. CONNECTT enabled remote connectivity and engagement reducing social isolation during the pandemic.
- Enriched website content and created FAQ’s to assist residents with securing essential goods and services.
- Created weekly Constant Contact e-newsletter and commenced telephone outreach to 200 Senior Center members each week during the pandemic.
- Enabled credit card capability.
- Served 5,058 meals generating $25,290 in revenue. The reduced number of meals served and overall decrease in revenue collected is directly attributable to COVID-19 and the closing of the Senior Center facility in March 2020.

Lori Ann Contadino, MS
Director, Commission on Aging
During fiscal year 2019-2020, the Historic District Commission met twelve times to review proposed changes to structures and landscapes within the town’s Local Historic Districts, provide the Planning & Zoning Department and Planning & Zoning Commission with comments and advisory opinions on applications, promote the concept of preserving historic structures and landscapes and lend support as a representative of Greenwich’s Certified Local Government.

The Historic District Commission rendered sixteen Advisory Opinions to the Planning & Zoning Commission for properties that included ones being listed on the National Register of Historic Places, applications seeking Historic Overlay designation and those deemed historically and architecturally significant. This is two less than the prior fiscal year. The Historic District Commission approved five Certificates of Appropriateness: four for Historic Overlay Properties and one for a property located in a Local Historic District.

Following the modification of text amendments regarding Historic Overlay (that included providing additional incentives for properties that qualify as historic while maintaining a significant portion of their architectural integrity (see Sect 6-109)) from fiscal year 2017-2018, the Historic District Commission’s review for applications seeking their advisory opinion for Historic Overlay designation was four. This was four more than the prior fiscal year.

Monies were spent on recording and transcribing minutes of the meetings of the Historic District Commission and providing administrative services to applicants and Planning & Zoning Department.
FIRE DEPARTMENT

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>107</td>
<td>107</td>
<td>107</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$15,541,291</td>
<td>$15,052,812</td>
<td>$15,000,038</td>
</tr>
<tr>
<td>Capital</td>
<td>$244,000</td>
<td>$251,000</td>
<td>$182,000</td>
</tr>
<tr>
<td>Total</td>
<td><strong>$15,785,311</strong></td>
<td><strong>$15,303,812</strong></td>
<td><strong>$15,182,038</strong></td>
</tr>
<tr>
<td>Revenue:</td>
<td>$12,980</td>
<td>$31,117</td>
<td>$35,266</td>
</tr>
</tbody>
</table>

ADMINISTRATION

The Fire Chief and Assistant Chief are responsible for the administration and command of the department. The First Selectman by Town charter serves as the Fire Commissioner. Specific districts throughout Town (Central, Cos Cob, Byram, Glenville, North Street, Sound Beach, Round Hill and Banksville) are strategically located. Overall, a combined force of career and volunteer firefighters provide fire protection, prevention and rescue services for the Town.

The Fire Administration, Fire Marshals Division, Training Division, Engine1, Truck 1 and the Deputy Chief are located at to our Central Fire Station located at 15 Havemeyer Place.

ACCOMPLISHMENTS FOR 201-2020

- The men and women of the Greenwich Fire Department continue to respond daily to incidents supporting the citizens, business owners and visitors of the Town of Greenwich. The Officers and Firefighters continue to make this Department’s services the best in Town.
- Working with the First Selectman and Town Administrator the Fire Department in September appointed a new Chief of Department and in October appointed a new Assistant Chief. The fire department also successfully upgraded one Lieutenant position to Deputy Chief and two firefighter positions to the rank of Lieutenant.
- The Administration hired four new firefighters to fill vacancies created by retirements. One of the candidates successfully passed their entry level training at the Connecticut Fire Academy and are assigned to the line staff. Three other candidates are still doing their entry level training and are scheduled to graduate December 18, 2020.
- For the fifth consecutive year the Greenwich Fire Department topped the Greenwich Resident Satisfaction Survey of all Town Departments. This is directly attributed to the quality and character of the exemplary men and women of our Department.

OPERATIONS

The Greenwich Fire Department responded to 3718 incidents during the fiscal year 2019-2020. The Fire department continues to provide quality service utilizing approximately 80 active volunteers, 95 career line Firefighters and Officers supervised by four Deputy Chief’s. Current career firefighter staffing is 22 per shift on three of our groups and 23 on the other. There are three candidates who graduate Ct Fire Academy on December 18, 2020 which will bring all shifts to 23. Currently we have four vacancies in the Firefighter rank.

Working with Human Resources, CIRMA and the Greenwich Fire Department Health and Safety Comm. the Department continues to reduce injuries to our members on an annual basis. For FY-19 the Department
sustained 42 reported injuries, up from 15 in FY-19. This increase can be attributed to the COVID-19 Pandemic and the safety measures put in place to prevent the spread. In FY-19 there were only four exposure injuries, where FY-20 the department had 20. Reducing injuries to our members will remain a priority of this administration as our members are our greatest resource.

**VOLUNTEER RECRUITMENT AND RETENTION**

The primary mission of the Department’s Volunteer Recruitment and Retention Coordinator is to reach out to the community and recruit/retain volunteers for the department.

The Division utilizes various methods to get the message out to the public that the Department is always actively seeking new volunteer firefighters. An ongoing relationship with The Greenwich Youth Council, service organizations – local district neighborhood associations, Greenwich High School Student Employment Services/Career Center, Brunswick School, Greenwich Country Day School, Greenwich Adult Education, churches, online social media forums and schools helps recruit volunteers. The Glenville Volunteer Fire Company and Sound Beach Volunteer Fire Department offers an explorer program opening the door to youths between the ages of 14 and 18 bringing awareness and interest to the Volunteer Fire Services available in the community.

The Recruitment and Retention Department is in the process of adding a new public relations component. The division has been running in various times of year public education press releases to inform the public on season fire safety pointers along with recruitment component. The Division continues to work with all local newspapers (Greenwich Time, The Sentinel) as well as web based informational portals (Greenwich Free Press, volunteermatch, volunteersquare, and Greenwich Library) to get the word out to the community. The Division has been working along with the Training Division to developed officer training which focuses on fire and volunteer personnel management.

The Recruitment and Retention Coordinator continues to network with neighboring departments and the Connecticut Fire Regional Fire Schools to find training opportunities for new recruits to become certified Firefighters and expand fire certifications for current volunteer members.

**TRAINING**

**Our Mission Statement**

The goal of the Greenwich Fire Department Training Division is to prepare all new and existing employees, career and volunteer, to perform their assigned duties to the best of their ability. We strive to achieve this by facilitating our personnel in the ability to learn, perfect and maintain lifesaving skills safely and efficiently.

**Responsibilities of the Training Division**

- Coordinating training for all career and volunteer personnel
- Member of Department COVID task force
  - Oversees research & purchase of associated supplies and equipment
  - Provide training on best practices for COVID response
- Participate in hiring, initial training and certification of new personnel
- Issuing, maintaining and inventorying all personal protective equipment
- Ensuring Occupational Safety & Health Administration (OSHA) training compliance
- Acts as Department Health & Safety Officer
- Issuing entry tags to qualified personnel
- Evaluation, budgeting and purchase all firefighting gear and equipment
- Database Administrator
- Manage messaging database
- Develop and manage service contracts / Purchasing liaison

This year has been one that tested the Training Division’s ability to “improvise, adapt and overcome”. Our response to the pandemic has been as a member of a valuable team effort that has kept our members safe and reduced the possibility of the spread of this disease. This team effort highlighted the talent of the Greenwich Fire Department and showed that, as a team, there is no incident that can’t be mitigated safely and effectively.

The training division maintains a classroom at our Central Station and a Fire Training Center on North Street. Both facilities are designed and utilized to ensure the efficient and safe delivery of training to our career and volunteer firefighters.

Utilizing the Fire Training Center, the State of Connecticut Fire Academy and the classroom at Central station we offer the following State of Connecticut certification classes:

- Firefighter I – Entry level training for volunteer firefighters
- Firefighter II – Advanced training for volunteer firefighters
- Hazardous Materials Training
  - Technician Level and Operational Level
- Recruit School Training
  - Technician level training for career and some volunteer personnel:
    - Trench Rescue Response
    - Confined Space Response
    - Rope Rescue
- Emergency Medical Technician Recertification
- Emergency Medical Responder Recertification
- Rapid Intervention Teams (RIT)
- Mayday Procedures (Fire ground Emergencies)
- Firefighter Safety and Survival training

These classes are a continuation of the annual cycle of certification classes that will facilitate new volunteer personnel in receiving their training within the boundaries of Greenwich.

Working closely with Greenwich Police Department, Greenwich Emergency Medical Service (GEMS) and Public Safety Dispatch the division facilitates joint training opportunities. These training sessions have proven successful when operating on-scene with multiple jurisdictions. This Unified Command approach has helped all four public safety departments to operate smoothly during these dynamic events.

Capital budget remains flat this year with just the recurring replacement of the Structural Firefighting Turnout Gear (PPE).

The Greenwich Fire Department has many of our own employees with vast experience and in some cases may be considered subject matter experts. Using our own career and volunteer instructors the department can fine tune the instruction to be locally relevant. This also provides the added benefit of increased volunteer retention by allowing personnel to feel more invested in the organization.

In FY 20 four new career firefighters were added to the ranks due to attrition and 13 new volunteers started too. The new career recruits attend a fifteen-week program at the Connecticut Fire Academy. This comprehensive training certifies the graduate to the Firefighter 1 & 2, Confined Space Operations, Hazardous Materials Operations and Incident Command levels. After graduation, the recruits complete a six-week Greenwich Fire Department orientation and training program designed to prepare them to operate as fire suppression and apparatus operators in the Greenwich Fire Department. The new
OFFICE OF THE FIRE MARSHAL

The Fire Marshals division continues to conduct inspections for fire safety and code enforcement in all occupancies in the town of Greenwich with the exception of one and two family homes. The personnel assigned to the Fire Marshal division conduct a multitude of different inspections. Some of these inspections include: Certificate of Occupancy, Liquor License inspections, Day Care/Camp inspections, Plan Reviews, Special Event inspections and issue Blasting permits, multifamily inspections and consultations are performed. Every effort is being made to ensure that all statutory requirements for inspections are being met in all types of occupancies, despite the ongoing challenge of keeping our personnel safe during the COVID-19 pandemic.

In the ongoing effort to provide adequate water sources in the non-hydrant areas of town, we continue with our annual dry hydrant testing and repair program.

The Fire Marshal’s division continues to provide the public education program for kindergarten and first graders in the Greenwich Public School system, which has been very successful, and have now started to include the private schools in this program also. The public education program was delivered virtually this year due to the COVID-19 pandemic.

In February, the Fire Department swore in a new Deputy Fire Marshal, although he received the required fire investigator training and certification, due to the COVID-19 pandemic he was delayed in receiving his code inspector training and is now in the process of obtaining the required state certification and should be fully certified soon.

Members of the Fire Marshals division met their state mandated 90 hours of continuing education credit for their 3-year cycle. Several members also refreshed their emergency medical training.

Some of the various responsibilities of the Fire Marshal’s office include:
- Inspections of all buildings with the exception of one and two family dwellings according to State of Connecticut schedule
- Review of construction and demolition plans for all buildings subject to inspection
- Inspect all tents and portable structures for compliance with the Connecticut Fire Safety Regulations
- Enforce state regulations with respect to the use, storage and transportation of hazardous materials
- Issue permits for the use and transportation of explosives
- Issue permits and supervise all fireworks shows
- Investigate origin and cause of all fires
- Public Education

Through prevention and education, the Fire Marshal Division continues to address the fire safety needs and concerns of the Greenwich community.
GREENWICH FIRE DEPARTMENT RESPONSE HIGHLIGHTS

*Total Incidents = 3718 (07/01/2019 to 06/30/2020)*

<table>
<thead>
<tr>
<th>Fire Type</th>
<th>Incidents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fires</td>
<td>131</td>
</tr>
<tr>
<td>Rescues</td>
<td>410</td>
</tr>
<tr>
<td>Good Intent Calls</td>
<td>244</td>
</tr>
<tr>
<td>Apparatus Responses</td>
<td>12,233</td>
</tr>
<tr>
<td>Car Seat Installations</td>
<td>73</td>
</tr>
<tr>
<td>Number of Simultaneous Incidents</td>
<td>841</td>
</tr>
<tr>
<td>Hazardsal Conditions (no fire)</td>
<td>614</td>
</tr>
<tr>
<td>Service Calls</td>
<td>388</td>
</tr>
<tr>
<td>System Activation</td>
<td></td>
</tr>
<tr>
<td>False Alarms</td>
<td>1884</td>
</tr>
<tr>
<td>Total Reported Firefighter Injuries</td>
<td>42</td>
</tr>
</tbody>
</table>

Our Department continues to develop into an all hazards department. The development of personnel is always a priority in an effort to provide top quality leadership to our men and women who respond admirably on a daily basis to meet the needs our community. The Fire Administration continually looks for ways to better protect our personnel while streamlining and improving the efficiencies of our operations.

Joseph O. McHugh
Fire Chief
The Greenwich Police Department is under the responsibility of the First Selectman in his role as Police Commissioner. Operational leadership and direction lies with the Chief of Police who is charged with the protection of life and property, the preservation of public peace, the prevention and detection of crime, the apprehension of offenders and the enforcement of state and local laws and ordinances. In fiscal year 2019-2020, the Greenwich Police responded to 39,108 calls for service. This call volume reflects an increase of 1.30%.

Most of the second half of this fiscal year, your police department had the added challenge of insuring public safety during the COVID-19 pandemic. It is a testament to the officers’ excellent training, proper equipment and first-rate supervision that the department remained resilient and flexible and was able to continue to deliver exceptional police services. As the town’s designated emergency medical responder, the police department worked tirelessly with Greenwich EMS to address the added concerns of medical care during a pandemic.

The Police Department side of the Greenwich Public Safety Complex continues to serve as an excellent facility for the Department. It also continues to serve the entire municipality by hosting meetings of various public and private groups. This greater access has served to further demystify the Police Department and its members to the public while furthering our community policing initiatives and public/private partnerships. Many of the annual community partnership events were put on hold this year due to COVID-19 pandemic. The Annual “Police Day” Open House in May was canceled and our support of the American Red Cross Safety Town went virtual. Normally we would run two full Citizen’s Police Academy classes and four Women’s self-defense programs and these programs had to be put on hold as well. We are optimistic that we will be able to resume these programs in the spring in person otherwise we will offer them virtually. The Youth Citizen’s Police Academy Camp and Explorer program supported by the Boy Scouts of America are programs we also hope to resume in the spring.

The Town’s Emergency Operations Center (EOC) is housed within the Police Department in support of a unified command response by all departments of the Town of Greenwich. Several exercises have been conducted to prepare the community’s leadership in the event of a disaster and the EOC has been utilized for several actual weather-related responses. This training and preparation were put to the test as we continued to respond to calls for service during the COVID-19 pandemic.
The Department practices a hybrid of Community and Intelligence-Led Policing. Now that the Department has fully incorporated Community Policing values and is successfully operating under that paradigm, it is vital that we are more efficient in targeting services based not only on community input, but also on measurable need. We not only provide traditional crime suppression and public assistance services; we practice a proactive rather than a reactive strategy. By combining input from the community with known statistical data from crime and calls for service, the Department is better able to meet and satisfy the needs and expectations of the public while simultaneously policing more effectively. Evolution of these policing strategies will continue with monthly Operational and Performance Strategy meetings which have been tailored to GPD using software, programs and strategies that best fit our needs. Due to the pandemic we had to adjust some of the methods in which we responded to investigations but the officers remained flexible and resilient.

The Police Department continues to present its unmatched level of services both as a law enforcer and a community service provider. Our crime clearance rates are above the national average (and in almost every instance - well above) in all mandatory Uniform Crime Report categories. Crime continues to be at low rates and is absolutely an integral part of the desirability to live in Greenwich. The department was recognized in 2017 by the New England Chiefs of Police with their annual Award for Community Policing which highlighted many of our initiatives in community policing. In 2018, SafeHome.org, which bills itself as a leading authority on home security rated Greenwich as No. 1 in its annual review of “safest cities,” defined as communities over 50,000 in population. It used recent statistics from the Federal Bureau of Statistics, demographic information and other metrics in making this selection. In 2019 the Department received Connecticut Police Officer Standards and Training Council Accreditation as a tier one policy agency. The Greenwich Police Department became the thirty-ninth (39) agency to achieve this out of one hundred sixty-three (163) police agencies in the state of Connecticut. We are currently working on Tier II Accreditation and responding to the new mandates as provided in the 2020 Police Accountability legislation. In 2021, the Greenwich Police Department will celebrate our 125th anniversary and we look forward to celebrating this milestone with the community.

Respectfully Submitted,
Chief of Police James J. Heavey

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>211 Administration</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>212 Communications Technician</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>216 Criminal Investigations</td>
<td>31</td>
<td>31</td>
<td>31</td>
</tr>
<tr>
<td>217 Uniformed Services</td>
<td>116</td>
<td>117</td>
<td>117</td>
</tr>
<tr>
<td>Total</td>
<td>153</td>
<td>154</td>
<td>154</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>212 Public Safety Dispatch</td>
<td>16</td>
<td>16</td>
<td>11</td>
</tr>
<tr>
<td>213 General Services Division</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>
GENERAL SERVICES DIVISION

The General Services Division is responsible for the following activities: preparing the Department Budget (Capital and Operating), ordering and issuing of equipment and supplies, maintaining and releasing records, police fleet including coordination of vehicle maintenance with the Fleet Department, maintenance of buildings, research and procurement of new equipment, administration of the Town's alarm ordinance, the hiring of off-duty police officers and the issuance of various permits.

The Director of General Services is assisted by a Business Operations Supervisor, one Administrative Staff Assistant, one Account Clerk, one Accounts Receivable Clerk and two part-time Administrative Staff Assistants. Three Animal Control employees and one Property and Evidence Clerk also report to the Director of General Services.

### Revenues:

<table>
<thead>
<tr>
<th>Description</th>
<th>2019-2020</th>
<th>2018-2019</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alarm Ordinance Fees (receipted to Finance Dept)</td>
<td>$335,950</td>
<td>$444,575</td>
<td>$ 408,309</td>
</tr>
<tr>
<td>Animal Control Receipts</td>
<td>2,495</td>
<td>2,375</td>
<td>4,811</td>
</tr>
<tr>
<td>Block Party Permits</td>
<td>115</td>
<td>180</td>
<td>195</td>
</tr>
<tr>
<td>Copies, Photos, Fingerprint, etc.</td>
<td>19,139</td>
<td>22,433</td>
<td>21,686</td>
</tr>
<tr>
<td>Moving Violations Town Share</td>
<td>61,083</td>
<td>53,601</td>
<td>54,820</td>
</tr>
<tr>
<td>Not Otherwise Classified: Subpoena Services</td>
<td>0</td>
<td>15</td>
<td>0</td>
</tr>
<tr>
<td>Pistol Carry Permits</td>
<td>7,700</td>
<td>11,680</td>
<td>9,110</td>
</tr>
<tr>
<td>Precious Metal/Stone Permits</td>
<td>40</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Raffle, Bingo, Games of Chance Permits</td>
<td>900</td>
<td>1,404</td>
<td>1,300</td>
</tr>
<tr>
<td>Recycling Rebate</td>
<td>388</td>
<td>436</td>
<td>649</td>
</tr>
<tr>
<td>Sale of Auctioned Vehicles</td>
<td>0</td>
<td>0</td>
<td>9,800</td>
</tr>
<tr>
<td>Sale of Found Valuables</td>
<td>4,100</td>
<td>9,730</td>
<td>0</td>
</tr>
<tr>
<td>Sale of Town Equipment</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Side Job Administrative Fees</td>
<td>494,404</td>
<td>420,284</td>
<td>365,311</td>
</tr>
<tr>
<td>Side Jobs-Vehicle Rental</td>
<td>16,400</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Vendor Permits</td>
<td>3,450</td>
<td>7,350</td>
<td>5,850</td>
</tr>
<tr>
<td>Vehicle Rental</td>
<td>16,400</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Recycling Rebate</td>
<td>388</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Asset Forfeiture:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>180</td>
<td>265</td>
<td>3,536</td>
</tr>
<tr>
<td>Federal</td>
<td>543</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Equitable Sharing</td>
<td>$14,425</td>
<td>$8,732</td>
<td>$ 75,196</td>
</tr>
</tbody>
</table>

### Grants:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State of Connecticut:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JAG Violent Crime Prevention</td>
<td>0</td>
<td>3,000</td>
<td>0</td>
</tr>
<tr>
<td>PSAP</td>
<td>0</td>
<td>4,159</td>
<td>2,965</td>
</tr>
<tr>
<td>911 Telecommunications Fund</td>
<td>141,444</td>
<td>138,150</td>
<td>138,950</td>
</tr>
<tr>
<td>Civil Penalties</td>
<td>0</td>
<td>3,900</td>
<td>0</td>
</tr>
</tbody>
</table>

Enforcement:
```
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Roaming Dog Complaints</td>
<td>138</td>
<td>147</td>
<td>122</td>
</tr>
<tr>
<td>Barking Complaints</td>
<td>39</td>
<td>29</td>
<td>35</td>
</tr>
<tr>
<td>Impounds (not included in total)</td>
<td>128</td>
<td>147</td>
<td>165</td>
</tr>
<tr>
<td>MV/DOA</td>
<td>12</td>
<td>11</td>
<td>8</td>
</tr>
<tr>
<td>Animal Bites</td>
<td>23</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td>Welfare</td>
<td>73</td>
<td>80</td>
<td>70</td>
</tr>
<tr>
<td>Nuisance</td>
<td>39</td>
<td>58</td>
<td>55</td>
</tr>
<tr>
<td>Wildlife Rabies</td>
<td>274</td>
<td>243</td>
<td>175</td>
</tr>
<tr>
<td>Total Number of Investigations Conducted</td>
<td>598</td>
<td>593</td>
<td>489</td>
</tr>
<tr>
<td>Miscellaneous Services and Incidents</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Animal Control Section

#### Roaming Dog Complaints
- 2019-2020: 138
- 2018-2019: 147
- 2017-2018: 122

#### Barking Complaints
- 2019-2020: 39
- 2018-2019: 29
- 2017-2018: 35

#### Impounds (not included in total)
- 2019-2020: 128
- 2018-2019: 147
- 2017-2018: 165

#### MV/DOA
- 2019-2020: 12
- 2018-2019: 11
- 2017-2018: 8

#### Animal Bites
- 2019-2020: 23
- 2018-2019: 25
- 2017-2018: 24

#### Welfare
- 2019-2020: 73
- 2018-2019: 80
- 2017-2018: 70

#### Nuisance
- 2019-2020: 39
- 2018-2019: 58
- 2017-2018: 55

#### Wildlife Rabies
- 2019-2020: 274
- 2018-2019: 243
- 2017-2018: 175

#### Total Number of Investigations Conducted
- 2019-2020: 598
- 2018-2019: 593
- 2017-2018: 489

### Miscellaneous Services and Incidents

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Alarm Reports</td>
<td>4,407</td>
<td>4,728</td>
<td>5,413</td>
</tr>
<tr>
<td>Bingo and Raffle Permits</td>
<td>15</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Found Property Reports</td>
<td>196</td>
<td>248</td>
<td>221</td>
</tr>
<tr>
<td>Pistol Carry Permits Issued</td>
<td>89</td>
<td>164</td>
<td>128</td>
</tr>
<tr>
<td>Lost Property Reports</td>
<td>44</td>
<td>94</td>
<td>81</td>
</tr>
<tr>
<td>Lost Property Calls</td>
<td>167</td>
<td>255</td>
<td>222</td>
</tr>
</tbody>
</table>

### DETECTIVE DIVISION

The Detective Division is responsible for investigations of serious crimes such as homicide, sexual assault, robbery, aggravated assault, burglary and fraud. Detectives also investigate suicides, missing persons and crimes against vulnerable populations such as the elderly and children. The Division is comprised of one Captain, one Lieutenant, six Sergeants, twenty Detectives, two Court Liaison Officers, two Community Impact Officers, two School Resource Officers, and one part-time Administrative...
Assistant. Two Sergeants and ten Detectives are assigned to the Investigations Section, of which one Detective is assigned to Cold Cases, One Detective is assigned to Crime Analyses. One Sergeant, five Detectives are assigned to the Special Victims Section. The Forensics Section consists of one Sergeant; three Detectives, and two Court Liaison Officers are assigned to the Forensics Section. One Sergeant and two Detectives are assigned to the Narcotics Section. In the second quarter of 2018-2019, the Community Impact Section was reorganized under the span of control of the Detective Division. The Community Impact Section consists of one Sergeant, two Community Impact Officers, and two School Resource Officers.

The Detective Division continues to partner Technical Investigation Unit which is Regional Computer Laboratory in Weston, CT which leverages the personnel resources of its nine-member Law Enforcement Agencies. Two Detectives serve in this part-time capacity. Detectives successfully solved numerous serious crimes in the past year, including a cross jurisdictional child pornography investigation, drug-related manslaughter, robberies, sexual assaults and burglaries. Cross jurisdictional criminals continue to be a threat to the Town of Greenwich and to address this threat the Detective Division continues to work with other agencies in the greater Fairfield and Westchester County areas in addition to Federal authorities. Greenwich continued to see an increase in Auto Theft and Larcenies from motor vehicles. These crimes are mainly being committed by juveniles from larger cities within Connecticut. These juvenile offenders come to Greenwich targeting unlocked vehicles with the keys located inside the cars. The Division has identified the need of educating the greater public on the necessity of locking their vehicles and removing the keys. This has been done via social media, neighborhood talks, as well as the traditional news outlets. Clearance rates remained high in other major crime categories and consistently rank well above national averages.

<table>
<thead>
<tr>
<th>Crime Category</th>
<th>Total Reported</th>
<th>Cleared</th>
<th>Percentage</th>
<th>National Average 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arson</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>23.8%</td>
</tr>
<tr>
<td>Assault -Aggravated</td>
<td>9</td>
<td>7</td>
<td>77.7%</td>
<td>52.3%</td>
</tr>
<tr>
<td>Assault - Simple</td>
<td>31</td>
<td>27</td>
<td>87%</td>
<td>n/a</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>92</td>
<td>19</td>
<td>20.6%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Burglary</td>
<td>56</td>
<td>21</td>
<td>37.5%</td>
<td>14.1%</td>
</tr>
<tr>
<td>Homicide¹</td>
<td>0</td>
<td>0</td>
<td>n/a</td>
<td>62.3%</td>
</tr>
<tr>
<td>Larceny</td>
<td>183</td>
<td>32</td>
<td>17.4%</td>
<td>18.4%</td>
</tr>
<tr>
<td>Larceny/MV</td>
<td>123</td>
<td>17</td>
<td>13.8%</td>
<td>n/a</td>
</tr>
<tr>
<td>Robbery</td>
<td>6</td>
<td>4</td>
<td>66.6%</td>
<td>30.5%</td>
</tr>
<tr>
<td>Rape²</td>
<td>5</td>
<td>5</td>
<td>100%</td>
<td>32.9%</td>
</tr>
<tr>
<td>Sex Offense</td>
<td>1</td>
<td>1</td>
<td>100%</td>
<td>n/a</td>
</tr>
</tbody>
</table>

**NARCOTICS SECTION**

The Narcotics Section is responsible for conducting investigations of drug related crimes, including but not limited to the sale of narcotics, use and distribution of illegal drugs, and overdose incidents and deaths. Greenwich is in the High Intensity Drug Trafficking Area (HIDTA) of New York City and New Jersey. The close proximity to New York City allows drug traffickers easy access to lower Fairfield County.

The majority of investigations conducted by the Section have involved overdose causalities and deaths from the use of narcotics substances, which include heroin, pharmaceutical opioids, and fentanyl. The Narcotics Section investigated 14 overdoses due to narcotic substances in FY 2019-2020, four of which were fatal.
The Narcotic Section has created and fostered a solid relationship with the surrounding Westchester County Police Departments and identified many opioid distributors from New York who supply Greenwich drug abusers and the surrounding Fairfield County Towns.

The Narcotics Section works with the Town of Greenwich Department of Human Services to identify and educate those members of the population most at risk for overdose. An open line of communication is maintained between the two departments with the goal being to lower the overdose incidents in Greenwich using a strategy that synchronizes the efforts of Public Education, Treatment Services, and Targeted Enforcement.

**FORENSICS SECTION**

The Forensics Section’s responsibilities include the processing of all major crime scenes, the collection and preservation of physical evidence, the processing of submitted items of evidence for latent print, trace, and DNA evidence, crime scene reconstruction of major cases going forward to trial, providing expert testimony at trials, acting as the Police Department’s liaison with the CT Forensic Science Laboratory and the Prosecutor’s Office, and maintaining fingerprint and photographic files of arrested individuals. Our Forensics Section personnel have advanced technical training and hold numerous certifications and advanced degrees in the requisite areas of the forensic sciences, including but not limited to crime scene processing, latent print processing, forensic mapping and reconstruction, and computer and digital evidence forensics and examination.

**Fingerprinting:**

<table>
<thead>
<tr>
<th>Reason</th>
<th># Persons</th>
<th># Printed Cards</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Identification</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Criminal Processing</td>
<td>497</td>
<td>1,988</td>
</tr>
<tr>
<td>Pistol Permits</td>
<td>89</td>
<td>89</td>
</tr>
<tr>
<td>Public Service</td>
<td>01</td>
<td>02</td>
</tr>
<tr>
<td>Re-Prints</td>
<td>88</td>
<td>88</td>
</tr>
<tr>
<td>Securities</td>
<td>55</td>
<td>102</td>
</tr>
<tr>
<td>Town Employment</td>
<td>241</td>
<td>241</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>511</td>
<td>595</td>
</tr>
</tbody>
</table>

**Totals**

<table>
<thead>
<tr>
<th>Reason</th>
<th># Persons</th>
<th># Printed Cards</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>1,482</strong></td>
<td><strong>3,105</strong></td>
</tr>
</tbody>
</table>

Note, the miscellaneous Real Estate Licenses, Department of Justice, Racing Associations, Auctioneer Licenses, Gaming Licenses, Government Jobs, Coast Guard, Bail Bonds Licenses, Immigration/Visas, Liquor Licenses, Private School employment, Explosive permits, Insurance Licenses, Child Care Licenses, Adoption, Medical Licenses, Day Care Licenses, Nursing Licenses.

***Note: Due to the COVID-19 Pandemic, Fingerprinting services were suspended from 3/12/20 through 6/25/20; upon resumption, said services were limited to one day per week and by appointment only***
**Photography:**

**Photos:**

<table>
<thead>
<tr>
<th></th>
<th>2019-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digitals</td>
<td>226,647</td>
</tr>
</tbody>
</table>

**Photos Printed:**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Image CDs Created</td>
<td>178</td>
</tr>
<tr>
<td>8 x 10 Prints</td>
<td>167</td>
</tr>
</tbody>
</table>

**Revenue:**

<table>
<thead>
<tr>
<th></th>
<th>$6,990.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fingerprinting</td>
<td></td>
</tr>
<tr>
<td>Excludes Town Employees (BOE), Pistol Permits, Criminal Arrests, Persons Reprinted and Child Identification</td>
<td></td>
</tr>
<tr>
<td>$935.00</td>
<td></td>
</tr>
<tr>
<td>Sale of FP Cards</td>
<td></td>
</tr>
<tr>
<td>$10 per fingerprint card requested by public</td>
<td></td>
</tr>
<tr>
<td>$68.50</td>
<td></td>
</tr>
<tr>
<td>Sale of Photos</td>
<td></td>
</tr>
<tr>
<td>Excludes photos printed for Court, Town Law Dept., and GPD Investigators</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$7,993.50</td>
</tr>
</tbody>
</table>

Fingerprinting is conducted on predetermined days each week by appointment only for the job-related reasons previously mentioned. The fee for this service is ten ($10) dollars per fingerprint card. An additional fee is collected for any fingerprint cards purchased by the public if needed or requested for five ($5) dollars each.

Further, 8 x 10, 35mm, and Digital photographs are printed for Insurance Investigators and Attorneys to be used in civil and criminal proceedings. This department currently produces said photographs for the resale cost of .50 per printed page and .50 per CD/DVD. The resale price for 4”x6” photographic prints are determined via arrangements through the director of the General Services Division, wherein the 4”x6” photographic sale price is calculated to include the cost of film development, as well as an added, predetermined surcharge, assessed to the customer.

**SPECIAL VICTIMS SECTION**

The Special Victims Section (SVS) conducts criminal and juvenile delinquency investigations, with a victim centered focus. Detectives assigned to the section investigate crimes by/or against children, crimes of child or adult sexual abuse, crimes of abuse and neglect against the elderly, and crimes against individuals with special needs. The Special Victims Section Detectives are also tasked with investigating runaways and/or missing or abducted persons. The SVS Detectives investigate Internet Crimes Against Children (ICAC), working with the Connecticut ICAC Task Force. ICAC investigations generally involve the possession, manufacture, or distribution of child pornography.

The Special Victims Section also oversees all follow up Domestic Violence investigations, ensuring statutory and policy compliance, as well as victim follow up and liaising with the court system. The SVS Detectives conduct Domestic Violence investigations that are outside of the scope of the Patrol Division. These cases would include serious physical injury, serial protective/restraining order violations and cases that require multiple agency intervention. The Section Sergeant provides CT Certified Domestic Violence investigation training to the department, YWCA and the Civilian Police Academy.

Individual detectives are assigned as liaisons to each of Greenwich’s public and private schools. Prevention efforts are conducted on a regular basis through classroom talks and community group discussions in order to educate parents, children, and the community and to lessen their chances of becoming a victim.
Educating the public is a major focus of the section. The topics presented include Internet Safety, Bullying, Risky Behaviors, Underage Drinking, Dangers of Vaping and Substance Abuse.

The two School Resource Officers (SROs) work within the SVS which provides for a coordinated response between the GPD, BOE, individual schools as well as parents, children and other community shareholders.

The Special Victims Section coordinates the Greenwich Juvenile Review Board (JRB), which is a restorative justice diversionary program. The JRB diverts juvenile offenders from the Juvenile Court System into a community-based provider network managed by Kids in Crisis (KIC). The network provides counseling, therapy, and community service to the juveniles in an attempt to curb delinquency recidivism and teach accountability. The JRB currently has a historically high average completion rate of over 90%, with a 100% completion rate for this reporting period.

**Special Victims Section Investigations/Activities:**

<table>
<thead>
<tr>
<th></th>
<th>2019-2020</th>
<th>2018-2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board of Ed Letters</td>
<td>18</td>
<td>35</td>
</tr>
<tr>
<td>Board of Ed Hearings</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>DCF Referrals</td>
<td>66</td>
<td>90</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>248</td>
<td>271</td>
</tr>
<tr>
<td>Drug Laws Violation</td>
<td>13</td>
<td>13</td>
</tr>
<tr>
<td>Juvenile Court Referral</td>
<td>38</td>
<td>48</td>
</tr>
<tr>
<td>Juvenile Review Board</td>
<td>14</td>
<td>20</td>
</tr>
<tr>
<td>Lockdown Drills</td>
<td>38</td>
<td>20</td>
</tr>
<tr>
<td>Missing Persons</td>
<td>38</td>
<td>26</td>
</tr>
<tr>
<td>Talk – Public Relations</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Talk – Students</td>
<td>20</td>
<td>18</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>508</strong></td>
<td><strong>549</strong></td>
</tr>
</tbody>
</table>

**COMMUNITY IMPACT SECTION**

It is the goal of the Community Impact Section (CIS) to “bridge the gap” between the citizens of Greenwich and their Police Department. To better serve the community, the sections strives to increase communications between the Department and residents of the Town’s many diverse neighborhoods. The section conducts criminal investigations to include thefts from motor vehicles, graffiti, nuisance crimes, and other crimes that are blight to the community. The School Resource Officers were assigned to the section starting in the Fall of 2018. The two officers are assigned to the Greenwich High School on a full-time basis.

The Community Impact Section performs security surveys, security and threat assessments, and crime prevention activities. The section also coordinates the services of various government and private agencies in an effort to resolve identified problems within the community such as neighbor disputes, Greenwich Housing Authority issues, hoarding problems and other quality of life matters. The section coordinates and oversees the Citizen’s Police Academy (CPA), the Youth Citizen’s Police Academy, the Women’s Self Defense Class (WSD), Coffee with a Cop Program, Greenwich Police Explorers, Inter-Agency Team, and the Community Emergency Response Team (CERT).
Each Community Impact Officer is responsible for one half of the Town and serves as the Department’s liaison within the Community and Police Partnership (CAPP) Program. The CAPP groups consist of Greenwich residents and business owners.

Following is a listing of some of the 2019-2020 Community Impact Section activities:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrests Performed</td>
<td>38</td>
</tr>
<tr>
<td>Building Tours</td>
<td>29</td>
</tr>
<tr>
<td>Burglary/Security Assessments</td>
<td>41</td>
</tr>
<tr>
<td>Child Car Seat Installations</td>
<td>31</td>
</tr>
<tr>
<td>Citizen Police Academy Session</td>
<td>2</td>
</tr>
<tr>
<td>Community Meetings Attended</td>
<td>39</td>
</tr>
<tr>
<td>Criminal Investigations</td>
<td>135</td>
</tr>
<tr>
<td>Human Services Referrals</td>
<td>38</td>
</tr>
<tr>
<td>Formal Security Assessments</td>
<td>8</td>
</tr>
<tr>
<td>Community Initiative Projects</td>
<td>15</td>
</tr>
<tr>
<td>Lockdown Drills /Assessments</td>
<td>40</td>
</tr>
<tr>
<td>Neighborhood Issues/Disputes/Civil Matters</td>
<td>80</td>
</tr>
<tr>
<td>Special Events</td>
<td>14</td>
</tr>
<tr>
<td>Women’s Self Defense Course</td>
<td>2</td>
</tr>
<tr>
<td>Youth Citizen Police Academy Session</td>
<td>1</td>
</tr>
<tr>
<td>Youth Police Explorer Events</td>
<td>18</td>
</tr>
</tbody>
</table>

**SUPPORT SERVICES DIVISION**

**INFORMATION TECHNOLOGY/COMMUNICATIONS**

As both individual criminals and large criminal enterprises leverage technology in advance of their nefarious ends, it is more important than ever for our investigative staff to be highly technologically savvy and have ready access to all of the computer-related investigative and crime control technologies we can bring to bear. Organizational integration of these important law enforcement functions is a logical step.

In addition to assisting investigators, the Greenwich Police Department Information Technology and Communications staff is responsible for the operation and administration of the Greenwich Public Safety Information Technology Network (GPSITN). In use by all three of Greenwich’s Public Safety agencies (GPD, GFD and GEMS) as well as the Police Department’s 911 Communications Center and extended to scores of desktops at six physical locations and over 70 vehicles and wireless devices, the GPSITN provides a common electronic platform from which critical emergency response information can be collected and shared immediately and securely. Further, the GPSITN provides Greenwich Police Department employees access to the Department’s records management platform and many secure federal, state and local databases containing law enforcement sensitive information.
MARINE SECTION

The Marine Section provides law enforcement, emergency medical services, and general assistance to boaters operating upon Greenwich’s 25 square miles of Long Island Sound. Town waters are bounded by 33 miles of coastline to the north, Stamford to the east, Port Chester and Rye to the west, and Nassau County/Long Island midway across the Sound to the south. Additionally, Marine officers provide walking patrols on the Town’s two Islands (Island Beach and Great Captain’s Island) which attract thousands of visitors each season who arrive by ferry or by private vessel. Marine officers also provide assistance to the United States Fish and Game Department by conducting security patrols on Calf Island, which is part of the Stewart B. McKinney Wildlife Foundation.

Operating on a year-round basis, the Marine Section is comprised of 5 Marine police officers, 1 Marine Technician, 1 Marine Sergeant and a 12-member dive team which is staffed by volunteer police officers who have specialized training. The Marine Section falls under the Operations Division and is under the command of the Support Services Captain.

The Greenwich Police Department Marine Section is an active partner in the Bridgeport Port Area Marine Group, which meets once a month to discuss mutual concerns affecting law enforcement in the western Long Island Sound. The group is comprised of federal, state and local law enforcement, fire departments and commercial operations.

The Marine Section looks forward to another productive and successful season in the 2020-2021 fiscal year. Joint trainings will continue with the Sound Beach Fire Scuba team as well as other Regional marine-oriented assets.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Assist Other Town Departments</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Assist Other Jurisdictions</td>
<td>2</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Boat Accidents</td>
<td>8</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Casualty</td>
<td>5</td>
<td>11</td>
<td>3</td>
</tr>
<tr>
<td>Community Speaking Engagements/Education</td>
<td>0</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Directed Community Policing</td>
<td>12</td>
<td>23</td>
<td>2</td>
</tr>
<tr>
<td>Dive Maintenance</td>
<td>0</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>Dive Operations</td>
<td>0</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Dive Training</td>
<td>7</td>
<td>24</td>
<td>15</td>
</tr>
<tr>
<td>Found Property/Returned</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Grant administration</td>
<td>0</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Larceny</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Maintenance Building</td>
<td>14</td>
<td>14</td>
<td>18</td>
</tr>
<tr>
<td>Maintenance Vessel</td>
<td>296</td>
<td>449</td>
<td>272</td>
</tr>
<tr>
<td>Miscellaneous Other</td>
<td>107</td>
<td>141</td>
<td>180</td>
</tr>
<tr>
<td>Miscellaneous Public</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Navigation Hazard</td>
<td>8</td>
<td>15</td>
<td>10</td>
</tr>
<tr>
<td>Ride-Along</td>
<td>17</td>
<td>24</td>
<td>37</td>
</tr>
<tr>
<td>Security Checks – Islands</td>
<td>14</td>
<td>39</td>
<td>45</td>
</tr>
<tr>
<td>Security Checks – Marinas</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Summons Issued for Boating Violations</td>
<td>22</td>
<td>37</td>
<td>2</td>
</tr>
</tbody>
</table>
PUBLIC SAFETY DISPATCH

During the 2019-2020 fiscal period, the Police Department continued 24-hour continuous operation of the municipality’s Public Safety Dispatch Center for all three (3) of the municipality’s Public Safety Agencies (Fire, Police and EMS). During the period, Public Safety Telecommunicators were responsible for answering over 100,000 telephone calls which resulted in 39,108 requests for law enforcement service, 5,204 requests for EMS service, and 4,912 calls for fire service. The Public Safety Dispatch Section continued to work with its safety partners throughout the year, hosting monthly coordinated meetings with representatives from Police, Fire and EMS to improve the quality and accuracy of Public Safety telecommunications, Dispatching and associated services.

TRAFFIC SECTION

The mission of the Greenwich Police Traffic Section is to reduce traffic crashes, specifically fatal and critical injury crashes throughout the Town and to be a criminal deterrence through high visibility enforcement.

Personnel of the Traffic Section consists of 1 Sergeant, 1 Traffic Technician, 3 Enforcement / Motorcycle Officers.

The Traffic Section is responsible for dealing with the issues associated with motor vehicles and traffic-related problems. These problems include the safe and efficient movement of vehicular and pedestrian traffic, enforcement of traffic laws, investigation of all motor vehicle accidents, the computing and analysis of accident statistics and the implementation of a Selective Traffic Enforcement Program (STEP).

In addition, the Traffic Section is charged with the coordination, supervision and management of small and large-scale special events, including the permits issued by the Town to the public associated with these events. The Traffic Section is responsible for planning and executing Town events such as parades, graduations and fireworks. They are also called upon to handle planning for VIP and dignitary visits to the Town.

The Traffic Section also manages and supervises the Greenwich Special Police Officers and School Crossing Guards that work throughout the Town of Greenwich.

The Greenwich Police Department joined Law Enforcement agencies from around the country in increasing enforcement of Distracted Driving laws in August 2019 through January 2020 and in increasing enforcement of Drunk Driving laws in 2019-2020 especially during the Holiday Seasons of
Thanksgiving, Christmas, and New Year’s, all of which was performed with the assistance of a Federal overtime grant.

**Traffic Section Statistics**

<table>
<thead>
<tr>
<th></th>
<th>% Change</th>
<th>2019-2020</th>
<th>2018-2019</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total MVA's</td>
<td>-5%</td>
<td>1929</td>
<td>2030</td>
<td>2074</td>
</tr>
<tr>
<td>Fatal MVA's</td>
<td>*</td>
<td>4</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Injury MVA's</td>
<td>36%</td>
<td>209</td>
<td>154</td>
<td>151</td>
</tr>
<tr>
<td>Pedestrians MVA's</td>
<td>23%</td>
<td>16</td>
<td>13</td>
<td>19</td>
</tr>
<tr>
<td>DWI Arrests</td>
<td>-16%</td>
<td>82</td>
<td>98</td>
<td>76</td>
</tr>
<tr>
<td>DWI MVA's</td>
<td>.11%</td>
<td>25</td>
<td>28</td>
<td>28</td>
</tr>
<tr>
<td>MV Warnings Issued</td>
<td>57%</td>
<td>3248</td>
<td>2065</td>
<td>2578</td>
</tr>
<tr>
<td>MV Violations Issued</td>
<td>-24%</td>
<td>3671</td>
<td>4848</td>
<td>4660</td>
</tr>
</tbody>
</table>

**GREENWICH SPECIAL POLICE**

The Greenwich Police Department’s Special Police Section was formed in 1941 and is organized under the authority of the Greenwich First Selectman as Police Commissioner. The Chief of Police has direct responsibility for the administration of this adjunct police unit.

There are currently thirty (30) active members in the Special Police Unit. Special police officers are fully certified as police officers by the Police Officer Standards and Training Council in the same manner as full-time police officers and are vested with the same authority. They contributed approximately 2,250 volunteer hours in fiscal year 2019-2020 serving the citizens of the Town of Greenwich.

Special police officers contribute in a variety of ways including supplementing the Patrol Division, providing police presence at Town beaches and parks, and assisting the Traffic Section with directed enforcement activities. They also provide added police personnel during parades, firework displays and special community events. In the event of a major incident or natural disaster, the Special Police Section can be called upon to provide additional police officers were needed.

**PATROL DIVISION**

Uniformed Patrol Officers provide comprehensive police services within the Town of Greenwich and respond to a diverse and wide variety of calls for service. They are on duty 24 hours a day, 7 days a week and provide emergency and non-emergency police response to incidents such as motor vehicle collisions, crimes in progress, breaches of peace, and assisting persons in need. Oftentimes the patrol officer is the first point of contact for the public seeking information or services from the Town government. As community caretakers, patrol officers often link citizens to the multitude of other service providers available at the local and state level.
The Town of Greenwich experienced a sharp increase in motor vehicle thefts and larcenies from motor vehicle, as well as an increase in financial crimes and identity theft complaints in 2019-2020. The motor vehicle thefts and thefts from motor vehicle increase has been seen in a majority of the surrounding Connecticut and New York towns and was not isolated to only Greenwich. The Central Business District continued to be a target for retail theft committed by subjects from outside of Connecticut. Prior to COVID-19 pandemic, the Central Business District did experience an increase in organized retail theft. This kind of theft includes shoplifting, identity theft, and credit card type scams. The Department’s Organized Retail Crime Activity Unit continues to have success in combating shoplifting and the associated financial crimes in the Central Business District.

Patrol Officers are the first responders for all medical calls in Greenwich and as such almost all of them are certified and equipped as Emergency Medical Technicians. The primary purpose of the patrol officer is to protect life and property, as well as maintain the peace. In addition to response to incidents in progress, patrol officers attempt to proactively address community concerns such as traffic conditions, crime prevention and neighborhood quality-of-life issues. The Patrol Division, commanded by a Captain, consists of over 90 officers and is broken down into 4 patrol platoons, each led by a Lieutenant and 3 Sergeants.

**Incidents - Other**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Missing Persons Reported</td>
<td>37</td>
<td>56</td>
<td>40</td>
</tr>
<tr>
<td>Missing Persons Located</td>
<td>37</td>
<td>56</td>
<td>40</td>
</tr>
<tr>
<td>Sudden Deaths Investigated</td>
<td>43</td>
<td>45</td>
<td>38</td>
</tr>
<tr>
<td>Suicides/Attempted Suicides Investigated</td>
<td>16</td>
<td>22</td>
<td>17</td>
</tr>
</tbody>
</table>

**Selected Classifications of Arrests**

<table>
<thead>
<tr>
<th>Classification</th>
<th>2019-2020</th>
<th>2018-2019</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aggravated Assault</td>
<td>9</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Auto Theft</td>
<td>93</td>
<td>24</td>
<td>7</td>
</tr>
<tr>
<td>Burglary</td>
<td>59</td>
<td>38</td>
<td>17</td>
</tr>
<tr>
<td>Disorderly Conduct</td>
<td>126</td>
<td>170</td>
<td>131</td>
</tr>
<tr>
<td>Domestic Violence</td>
<td>77</td>
<td>73</td>
<td>61</td>
</tr>
<tr>
<td>Driving While Intoxicated</td>
<td>81</td>
<td>107</td>
<td>83</td>
</tr>
<tr>
<td>Embezzlement and Fraud</td>
<td>47</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Family Offense – non-violent</td>
<td>17</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>Forgery and Counterfeiting</td>
<td>40</td>
<td>37</td>
<td>4</td>
</tr>
<tr>
<td>Larceny</td>
<td>120</td>
<td>134</td>
<td>62</td>
</tr>
<tr>
<td>Larceny from Motor Vehicle</td>
<td>123</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motor Vehicle Violations</td>
<td>6,419</td>
<td>7,372</td>
<td>6,800</td>
</tr>
<tr>
<td>Narcotic Drug Laws</td>
<td>72</td>
<td>132</td>
<td>47</td>
</tr>
<tr>
<td>Simple Assaults</td>
<td>30</td>
<td>43</td>
<td>21</td>
</tr>
<tr>
<td>Robbery</td>
<td>6</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>Sexual Assaults</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Weapons – Carry, Possession, etc.</td>
<td>4</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>All Other Offenses</td>
<td>205</td>
<td>258</td>
<td>153</td>
</tr>
</tbody>
</table>

**Miscellaneous**

<table>
<thead>
<tr>
<th>Classification</th>
<th>2019-2020</th>
<th>2018-2019</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrests for Other Jurisdictions</td>
<td>33</td>
<td>41</td>
<td>38</td>
</tr>
<tr>
<td>Medical Casualties (Non-Vehicular)</td>
<td>3,953</td>
<td>4,449</td>
<td>4,356</td>
</tr>
</tbody>
</table>
PROFESSIONAL STANDARDS DIVISION

The Professional Standards Division is under the command of a Deputy Chief of Police, who is assisted by a Lieutenant who serves as the Division’s Executive Officer. The Training Section also falls under this Division.

The Professional Standards Division oversees the testing and selection process for entry-level police applicants; the annual performance evaluations of all police department employees, the promotional exam process for the ranks of Sergeant and Lieutenant, the selection process for internal Premium Pay Positions, the ongoing accreditation process, monthly updates to the Department’s Unified Policy Manual, employee injuries and worker’s compensation issues. This Division is also responsible for all Internal Affairs, Civilian Complaints, and Use of Force Investigations.

During fiscal year 2019-2020, the Professional Standards Division responded to ninety-seven pieces of civilian correspondence concerning officer conduct and behavior. Eighty of the total number received were complimentary. In addition, ten Civilian Complaints were investigated and eight Internal Affairs Investigations were conducted.

TRAINING SECTION

The Training Section is responsible for providing all in-house training to our police officers as well as researching, evaluating and recommending all external training that officers request or are required to attend. The Training Section is currently staffed by one sergeant and two police technicians.

During the 2019-2020 fiscal year, three new officers were hired. One of the newly hired officers completed training at the Connecticut Police Academy in Meriden, CT; the second was a lateral transfer from the Wallingford Police Department and the third is a former Army military police officer who has been approved by the Police Officers Training and Standards Council for comparative certification.

Connecticut police officers are required by the Police Officer Standards and Training Council (POSTC) to attend 28 hours of mandated training and 32 hours of elective training for a total of 60 hours of continuing education every 3 years in order to maintain their police certification.

The mandated training topics are Firearms (9), Rape Crisis (2), Domestic Violence (2), Human Relations (3), Juvenile Matters (1), Police and the Law (7), Patrol Procedures (2), Gang Violence (1), Bigotry and Bias Crimes (1).

The elective training topics include: Police Ethics, Practical Police Skills, Human Relations, Criminal Investigations, Patrol Procedures, Supervision, Middle Management and Executive Management.

The mandated training also known as Fairfield County Regional Review Training was held at Western CT State University and University of Bridgeport. This training was coordinated by training officers from the Fairfield County Police Training Officers Association.

<table>
<thead>
<tr>
<th></th>
<th>108</th>
<th>70</th>
<th>97</th>
</tr>
</thead>
<tbody>
<tr>
<td>Doors/Windows Found Open</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous Public Assistance</td>
<td>123</td>
<td>157</td>
<td>152</td>
</tr>
<tr>
<td>Reports for Other Agencies</td>
<td>321</td>
<td>14</td>
<td>2</td>
</tr>
</tbody>
</table>
Additional certifications and/or re-certifications for officers and supervisory staff were completed in the following areas: Firearms Qualification, Emergency Medical Technician, Emergency Medical Responder, Automated External Defibrillation unit, NCIC/ COLLECT system users, Electronic Control Devises, and Draeger 9510. Supervisors and officers attended training in crisis intervention, defensive tactics, handcuffing, communications, DUI enforcement, basic crash investigation, explosives recognition, de-escalation training, interview and interrogation, housing matters, financial and cybercrimes, harassment prevention and customer service, fentanyl awareness and department-wide training on the use of Naloxone (Narcan).

The Greenwich Police Department maintains its membership with the Fairfield County Police Officers Training Association. This organization founded in 1985 consists of training officers from law enforcement agencies located in Fairfield County, currently representing twenty-eight different police departments which include municipal, city, environmental transit, and university agencies. The Association’s goal is to ensure that training offered to its police officers remains current, timely, professional and safe. As an offshoot of its parent agency, the Fairfield County Chiefs of Police Association, it coordinates and funds POSTC certification for the member agency’s police chiefs.

The Greenwich Police Department hosted training classes that included due to the Corona 19 restrictions imposed by DPH, the majority of training received by GPD personnel this year was done so virtually in both training room A and B here at GPD. Some virtual training topics included: Search and Seizure, Crisis Intervention, Domestic Violence Intervention and Retail Crime Investigation. GPD did host Police Officer Liability Training conducted by the Spector Training Group, Instructor Development and Civil Disorder Training.

Several outside agencies such as Red Cross, United Way, Boy Scouts of America, Greenwich Board of Education, and US Power Squadron, held meetings and training in our facility.
DEPARTMENT OF PUBLIC WORKS

ADMINISTRATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>0.7</td>
<td>0.7</td>
<td>0.7</td>
</tr>
<tr>
<td>Total Personnel:</td>
<td>5.7</td>
<td>5.7</td>
<td>5.7</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$675,303</td>
<td>$685,086</td>
<td>$674,613</td>
</tr>
<tr>
<td>Capital</td>
<td>0</td>
<td>0</td>
<td>$0</td>
</tr>
<tr>
<td>Total:</td>
<td>$675,303</td>
<td>$685,085</td>
<td>$674,613</td>
</tr>
<tr>
<td>Revenue:</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

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

The Department’s functions are distributed across six divisions: Engineering, Highway, Waste Disposal, Building Construction and Maintenance, Building Inspection, and Sewer, with all being supported by DPW Administration. DPW furnishes administrative and technical support to the following: Board of Selectman, Condemnation Commission, Flood and Erosion Control Board, Planning and Zoning Commission, Inland Wetlands and Watercourses Agency, Police and Fire Departments and other town departments. Additionally, DPW works closely with the Board of Estimate and Taxation, Representative Town Meeting, and many citizen committees and neighborhood associations.

Every year in DPW is very active and productive, and each annual report strives to include items of major interest. The period covered by this annual report was marked by the very unusual operating circumstances created by a global pandemic. In March 2020, Town Hall was closed down to the public and all but a handful of staff, with remaining Town Hall based staff members operating remotely. While the Town and state as a whole went unusually quiet for a time, DPW continued to provide basic functions to residents. Services such as wastewater conveyance and treatment, waste disposal, and building management continued unabated, and work continued across all Divisions at a variety of Town facilities and on many projects.

ENGINEERING

Division staff had numerous projects and initiatives under active management, from design to construction administration to inspection services. Bridge projects included Sunshine Avenue, Oneida Drive, Sound Beach Avenue, Wesskum Wood Road, Davis Avenue, and the Bruce Park Driveway. Work continued on the Glenville Road corridor study, Glenville Road and Brookside Drive intersection, Arch Street Corridor, and Byram and Frontage Road projects. Stormwater work included the ongoing Byram River study, Strickland Brook study, and Harding Road drainage design. Our local bridge program which includes inspections, scour repairs, and rehabilitation/replacement continues to be very active. Engineering continued to work cooperatively with several other agencies, including Western Connecticut Council of Governments (WestCOG – formerly known as the Southwest Regional Planning Agency or SWRPA), CTDOT, and the U.S. Army Corps of Engineers on a range of projects, tracking funding opportunities.
wherever possible. Engineering was heavily involved in the implementation of safe outdoor dining installations and roadway closure to support pandemic response.

HIGHWAY
Division staff continued paving and roadway repairs that included 19 miles of roadway and the parking lots at the Old Greenwich School under the Board of Education parking lot program. The Western Greenwich Civic Center parking lot was paved for the Parks and Recreation Dept. paving program. The Cos Cob Marina, Old Greenwich Merchant Lot, and Glenville Fire House parking lots were paved for Parking Services. Highway also continued its work maintaining sidewalks, curbs, storm drains, guard rails, pavement markings, signs, street sweeping, leaf collection, and snow and ice control, as well as other services to maintain Town infrastructure. Staff have continued installing audible pedestrian signals at key signalized intersections to aid the visually impaired, upgrading traffic loops to a 360-degree panoramic video detection system, and performing ongoing maintenance activities. The Highway Division was heavily involved in the implementation of safe outdoor dining installations and roadway closure to support pandemic response.

WASTE DISPOSAL
The Town continued to manage contracts for yard waste removal, bulky waste removal, operation of the recycling drop-off center, and solid waste management. The Division continued to find single stream recycling to be very successful. The Town’s overall recycling rate again averaged over 40%, one of the highest rates in Connecticut (this rate includes materials recycled in addition to single stream, such as leaves, mattresses, and other materials). Work on the Holly Hill Master Plan was again delayed, with sewer and stormwater work being put off into a future fiscal year. The pandemic resulted in the cancellation of Household Hazardous Waste Days across the region, where Greenwich and several other towns each hold one event in their respective towns, allowing any resident of the group to bring waste that day. This fiscal year saw the Town enable the legislation to require a tipping fee for solid waste to be implemented at Holly Hill for commercial haulers, and a paid permit program for residents. These changes were voted into place in May 2020, making for a busy period leading up to the new fiscal year on 1 July 2020. The pandemic shutdown also resulted in a surge of activity at the Holly Hill Resource Recovery Facility, as residents at home and other factors led to a surge in people coming to the site – one of the few places open in March and April 2020.

BUILDING CONSTRUCTION AND MAINTENANCE
FY 19-20 was an active year. Highlights for this year include ongoing rehabilitation at Town Hall as well as special projects to replace and upsize IT Data Center air conditioning units, conversion of lighting to LEDs for energy savings, and audiovisual improvements to the Town Hall Meeting Room as well as for Channel 79. Efforts also included ongoing Senior Center rehabilitation, construction of the Byram Fire Station and the Police Pistol Range, replacement of an underground fuel storage tank at the Town’s main fueling station on Indian Field Road, and completion of the Cow Barn restoration at Greenwich Point. Work continued on the design of the Eastern Greenwich Civic Center, the Hamill Skating Rink, and work began on the First Selectman’s initiative for Roger Sherman Baldwin Park. BC&M staff worked through the pandemic keeping buildings that needed to remain in operation clean and safe for staff, as well as shifting gears to implement changes to help keep staff and the public safe while conducting business within Town facilities.

BUILDING INSPECTION
In FY 19-20, building permits totaled 1647, a drop from seven years with volumes over 2000. Revenue in FY 19-20 was $4,312,535. While lower than FY 18-19, this figure as well as permit numbers would be expected to be lower given the pandemic and its effect on activities in the latter third of the year. Springtime is typically an active construction period and while work did continue on many projects, others were delayed. Inspectors were deployed throughout the pandemic, implementing special procedures to keep both staff and the public safe, with office staff handling permitting through emails and calls to keep paperwork
flowing. Work continued on implementation of Municity, the new permit and inspection software, made more complex with a shift to remote meetings and operation.

SEWER
Sewer was very busy with a range of projects at the plant and in the collection system, made more complicated with the need to implement various revisions to operating procedures to address the impacts of the pandemic. For the Grass Island Wastewater Treatment Plant, design work for the primary settling tank upgrade project continued, as well as activities related to the SCADA system, resiliency, and other process / system evaluations.

Meadow Pump Station was substantially completed, the final part of the larger Ballwood Road, Heusted Drive and Meadow Place Pumping Stations rehabilitation construction effort. (The Ballwood Road and Heusted Drive Pump Stations were completed last fiscal year.) This project brought the stations into compliance with the current FEMA flood elevations and reduces the likelihood of future damage to these critical elements in our system. Portions of the Old Greenwich Common Force Main Rehabilitation construction continued and made significant progress. Work on Segments 9B, 10 and 11 (near exit 4 of I-95 to Davis Avenue) was completed. The next segment of the Old Greenwich Common Force Main in the Riverside Railroad area, construction was substantially completed. Design efforts continued on other projects in the Sewer Division, such as sewer rehabilitation and projects at the WWTP.

GREENWICH HIGH SCHOOL SOILS REMEDIATION
DPW continued its work on the Greenwich High School soils remediation project in this fiscal year. Groundwater monitoring continued, showing no offsite impacts. The Phase 1 Remedial Action Plan, addressing several small areas onsite and Fields 6 & 7, was moved through the regulatory approval process successfully. It was bid out and work began on the remediation in June 2020. Work continued on the Phase 2 Remedial Action Plan, which will address the area underneath Fields 2 through 5. The project is being managed through the Connecticut Department of Energy and Environmental Protection’s (CTDEEP) Voluntary Remediation Program.

SUMMARY
DPW continues to play a very active and productive role in keeping Town infrastructure in good condition, supporting the Town’s quality of life. As residents, we frequently take for granted well operated wastewater treatment plants, an active waste transfer station, well maintained storm drain infrastructure, well-marked and good quality roads, working traffic signals and signs, plowed streets, handsome town buildings, and the like – we too often neither understand nor appreciate the amount of work and investment involved in keeping up all these systems. DPW staff are out in all weather and all times of day keeping this infrastructure working and safe, even in a pandemic. We would like to take this time to recognize the staff who worked throughout the year in such challenging conditions – including those who became ill and fortunately recovered and especially the gentleman who had been with us for over 40 years who unfortunately passed away from the virus. It continues to be a privilege to work with the staff in this Department and I look forward to when we can celebrate DPW’s accomplishments as a group again safely.

Amy Siebert
Commissioner of Public Works
The Engineering Division has 10 full-time staff positions: six Civil Engineers, one Engineering Technician, one Engineering Inspector, one Traffic Operations Coordinator, and one Administrative Assistant. NOTE: The Traffic Operations Coordinator salary is currently budgeted under the Parking Fund (G318). Engineering Division capital expenditures and revenue generation are captured under both the figures above and in Highway Division figures, as a result of the Town’s accounting system.

The Division has responsibility for the planning, design and construction administration of capital improvement projects and for providing professional engineering services for comprehensive reviews and reports on private development plans submitted to the Town’s Land Use Commissions (IWWA & P&Z). The Engineering Division also coordinates with the Planning and Zoning Commission on various neighborhood master plans and updates to the Plan of Conservation and Development (POCD). The Engineering Division handles traffic engineering, including capital project design and construction, coordinating with Highway and others to arrive at maintainable, practical, and safe designs.

Major services provided by the Engineering Division include project management, design, inspection services, and engineering reviews of major Town-funded construction projects. Additionally, the Division completes bridge inspections and stormwater designs, and provides support to the Flood and Erosion Control Board. Services to the public include responding to inquiries concerning the Town’s roadway and drainage systems and providing information on engineering plans and other records kept by the Department.

Engineering receives numerous traffic inquiries from the public and other Town Departments. These inquiries are then investigated, accident reports are reviewed and analyzed, drawings and diagrams prepared, traffic counts obtained, field and sight distance measurements taken, and observations of traffic flow performed. The Division continues to follow the guidelines set by the MUTCD along with many reports such as the First Selectman’s Pedestrian Safety Committee Sidewalk Criteria.

**CAPITAL PROJECTS SUMMARY**

**Stormwater Management**
- **Storm Drainage System Inspection/ Phase 2 stormwater compliance activities / Town Drainage Manual:** Changes to the Town’s MS4 Permit, which governs the Town’s stormwater program, were released in 2016. As required under this permit, DPW continues to inspect and map the storm drain network, and conduct wet-weather sampling and dry-weather screening. The changes in the Town’s requirements for review, inspection, and documentation have increased significantly with this permit.
As the Town identifies areas of concern with the network, in-house designs are completed, and construction is undertaken.

- **Byram River Feasibility Study:** The feasibility study, a combined effort of Town of Greenwich staff and the Army Corps of Engineers (ACOE) was signed by the ACOE Chief in May 2020. Multiple design alternatives were explored, and a cost/benefit analysis was completed. The recommended plan includes the replacement of the two Route 1 bridges. These bridges are on the state line and significant coordination with the New York State Department of Transportation (NYSDOT), the Connecticut Department of Transportation (CTDOT), and the Village of Port Chester will be required for the project to address the cost sharing agreements. Federal funding will also need to be pursued.

- **Strickland Brook / Cos Cob Preliminary Drainage Design:** Work continued on additional design concepts exploring alternatives for improvement to the Cos Cob Neighborhood drainage system. Given the buried infrastructure already in place in this part of town, it is proving difficult to find a feasible alternative that actually improves stormwater management. Solutions are challenged by the effects of sea level rise predictions.

- **Harding Road Drainage:** Conceptual design was completed in Spring 2020 and final design is anticipated to be complete by Summer 2021. Design work is coordinating with the anticipated Eastern Greenwich Civic Center’s construction. Drainage system construction is anticipated to begin in Fall 2021. This schedule may adjust based on other projects in the area.

### ROADWAY INFRASTRUCTURE

- **Byram & Frontage Road:** Coordination continued with CTDOT. The project is awaiting construction grant approval from CTDOT, which is expected in Fall 2020, with construction scheduled for Spring 2021.

- **Bridge Inspections – Local Bridges:** Engineering staff coordinated consultants to review local bridge conditions through field inspections, using the results to manage the Bridge Maintenance Improvement program.

- **Bridge Maintenance Improvements:** Engineering designed numerous minor bridge maintenance repairs, which were implemented through service agreements, thus helping to maintain the bridges at acceptable condition indices.

- **Oneida Drive Bridge:** Construction started in Summer 2019, with the bridge open to traffic in August 2020.

- **CMAQ – Arch Street Corridor:** Construction commenced in 2020 with completion expected in Fall 2021.

- **CMAQ – Glenville:** The preliminary design started in Spring 2019 and 70% of the design is anticipated to be completed by Fall 2020. Final design is anticipated to be completed in the Summer 2021 contingent upon funding approval. Depending on budgeting and scope of project, construction is anticipated to begin as soon as Fall 2021 and would take approximately 1-year to construct.

- **Sunshine Avenue Bridge:** Construction began during Summer 2019 and work was completed in Spring 2020.

- **Davis Avenue Bridge:** Final design was completed in June 2020. The project is scheduled to be bid during Fall 2020 with construction starting in Spring 2021.

- **Sound Beach Avenue Bridge:** The permitting phase is anticipated to be completed by Winter 2020 with construction to follow in Spring 2021.

- **Wesskum Wood Road Bridge:** The preliminary design was started in the spring 2019 with design estimated to be completed by Spring 2021 with construction starting in the summer 2022.

- **Glenville Road and Brookside Drive Intersection:** A Feasibility Report was completed in June 2020. The preliminary design is anticipated to begin during Spring 2021 with final design anticipated to be completed by Winter 2021. Construction is anticipated to begin in Summer 2022.
• **Bruce Park Driveway Bridge:** The preliminary design was completed in Spring 2020 and final design is anticipated to be completed by end of Winter 2021. Construction is anticipated to begin in Fall 2021.

We would like to highlight the significant amount of work done throughout this period to coordinate with Eversource as it installed its transmission lines and new electrical substation. The transmission project ran from the Cos Cob Park area, underneath Interstate 95, and through Bruce Park all the way to Railroad Avenue and Field Point Rd. The new substation was constructed at Railroad and Field Point. Both Engineering and Highway Division staff were involved in this complex and lengthy project, to protect the Town’s interests and see roadways and other property restored adequately. Staff were involved daily on this project.

During this fiscal year, Engineering was an instrumental part of the work to accommodate changes needed as a result of the pandemic. Staff were involved in reviewing outdoor dining and related activities, including work on pedestrian and cycling safety. Staff worked through the shutdown on ongoing design and construction projects, to keep them moving forward in a challenging environment. We would like to take this opportunity to thank staff and the many individuals, committee members, elected officials, and others who provided advice and assistance to us during this year.

James W. Michel
Deputy Commissioner
DEPARTMENT OF PUBLIC WORKS
HIGHWAY DIVISION

Budgeted Personnel:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time:</td>
<td>68</td>
<td>68</td>
<td>68</td>
</tr>
<tr>
<td>Permanent Part-Time:</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Personnel:</td>
<td>68</td>
<td>68</td>
<td>68</td>
</tr>
</tbody>
</table>

Expenditures:

<table>
<thead>
<tr>
<th></th>
<th>2018-2019</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$7,285,934</td>
<td>$7,353,948</td>
</tr>
<tr>
<td>Capital</td>
<td>18,324,804</td>
<td>16,490,121</td>
</tr>
<tr>
<td>Total:</td>
<td>$25,610,738</td>
<td>$23,844,069</td>
</tr>
<tr>
<td>Revenue:</td>
<td>$3,787,427</td>
<td>$428,298</td>
</tr>
</tbody>
</table>

*NOTE: Five full-time staff are paid through the Parking Fund (G318), which funds the Highway Traffic Operations budget.

Highway Division capital expenditures and revenue generation are captured under both the figures above and in Engineering Division figures, as a result of the Town’s accounting system.

The DPW - Highway Division conducts comprehensive programs of snow and ice control and highway maintenance of 265 miles of public roads, 30 off-street parking areas and the structures within its right-of-way including storm water drains, curbing, approximately 90 miles of sidewalk adjacent to public roads, 160 trash receptacles, provides leaf collection on public roads in R-20 building zones and below. Highway also operates and maintains all traffic signals and oversees installations of signs and pavement markings. Additionally, Highway provides many of these same services to all Board of Education Schools and properties.

GENERAL ROAD MAINTENANCE

Leaf Collection Program: Leaf collection was performed on all public streets in building zones R-20 and below. The effort took place from November 4, 2019 – December 23, 2019 with 28 work days of clear weather and 4 days of inclement weather that affected progress. Town forces collected a total of 33,028 cubic yards of leaves, at a total cost of $349,190.00 cost includes labor, and hired equipment.

Snow and Ice Control: The winter of 2019–2020 deposited 15” of snow in-Town and 21” in backcountry during 7 snow control days. There was 1 ice control days. A snow control day consists of an actual snow storm day, not including routine snow control (storm clean-up during the regular work day after a storm event) and an ice control day is the day of the actual ice storm and/or call-outs for overtime for ice control such as snow removal, additional salting of roads, etc. (This does not include routine ice control during regular working hours). Snow and Ice Control operations used 4798 tons of salt, 2 tons of deicer, 7836 gallons of liquid deicer, hired equipment and the wages of temporary and Town personnel for a total expenditure of $508,816.35

Highway Materials: Various materials and supplies, including salt, sand, stone, concrete drain pipe, catch basins, manholes, masonry supplies, concrete, asphalt patching material, small maintenance tools, etc. were purchased to accommodate Highway’s aggressive infrastructure maintenance and repair programs at a material cost of $635,677.16.
CAPITAL IMPROVEMENTS

Asphalt Paving Program: 18.62 miles of road received asphalt overlay. The road reclaiming process was continued and was conducted on seven roads in the North Mianus area. The process involves large reclaiming machines which pulverize the road, then the road is regraded, rolled and new asphalt installed. This process increases the life span of the pavement and eliminates costly milling and contributes to a greener, sustainable approach to asphalt paving. Cost of asphalt, roadway milling, and roadway reclaiming was $3,547,018.21 including roadway paving, paving in conjunction with Engineering projects.

State-Town Aid Grant funded $374,590 of this program. Together, Highway Division officials and the Town’s funding authorities have worked to continually improve the road network. We have constantly improved the PCI rating, making a significant budgetary investment in the system. Our goal continues to be to improve sub-standard roads and keep good roads good. This effort is always being challenged by the effects of weather, Town-wide construction activity and continuing upward pressure on prices of materials.

Crack Sealing: 9,608 pounds of crack sealer was applied to help preserve and extend the life of the roadway wearing surface at a cost of $20,375.

Sidewalks and Curbing: Sidewalk improvements, installation and reconstruction – 33,094 s.f. of sidewalk, 10,179 l.f. curbing, 1,819 s.f. – handicap ramps, 15,209 s.f. - residential ramps, 4,187 s.f. - commercial ramps and 4,284 s.f. of asphalt road repair/restoration at a cost of $1,334,415.43, as follows:

- Field Point Road (Brookside to Soundview Dr.)
- Field Point Road (West Putnam Ave. to Dayton)
- Field Point Road (Dayton to Brookside)
- Field Point Road @ West Putnam Ave. intersection
- Field Point Road @ Town Hall Parking Garage
- Greenwich High School Parking lot
- King Street (East Lawn lane to Stonehedge Dr. South)
- King Street (RTE 15 to East Lawn Lane)
- Patterson Avenue
- Sheephill Road, Various locations
- Sound Beach Avenue, Various locations
- Valley Road (East & West Side)
- Deep Gorge, Thistle Ln & Watch Hill Circles

Storm Drains: Installation of 5014 l.f. of drainage improvements, including 31 catch basins were accomplished at a cost of $577,745.44, as follows:

- Bayside Drive, 20
- Beech Street
- Bible Street @ Clover Place
- Florence Road, Dundee School North
- Fox Lane 16-24
- Fox Lane & Ann Street
- Heather Lane
- Hendrie Drive
- Lockwood Road
- Martin Dale
- North Street
Orchard Street
Parsonage Road
Riverside School front of school left side of main entrance
Sundance Drive
Round Hill Road
Summit Road from Arch St. 120’
Tait and Shore Road
White Birch Lane

Maintenance of Bridges, Walks, Guard Rails, etc.: Byram River Flood Control vegetation maintenance; guard rail/fence rehabilitation and maintenance of outside lighting were completed at a cost of $81,723.

Board of Education Infrastructure Maintenance: The Highway Division provides infrastructure maintenance at Board of Education properties including roadway sweeping, line striping and patching on a routine basis. Most of this maintenance, except that of an emergency nature, is compressed into the short span of summer break. Projects included parking lot paving, sidewalk and curb installation at Old Greenwich School, at a cost of $415,000.

Traffic Signals: The Highway Division is responsible for installation, operation, and maintenance of all traffic signals, as well as the oversight for new installations of signs and pavement markings located on the Town’s 265 miles of roadway. Traffic operated and maintained sixty-two (62) traffic signals, twenty-eight (28) of which are located on U.S. Route 1, five (5) flashing beacons and 50 School Zone Beacons. Twenty-four-hour emergency repair service is provided for all traffic signals to maintain public safety.

Traffic Signal Maintenance: The Highway Division executes an ongoing capital improvement project for the maintenance and installation of new traffic signal equipment including, but not limited to; vehicle detection cameras, pedestrian signal equipment, advanced traffic controllers, communication networks and many other appurtenances required to run an efficient and safe traffic signal network. Following is a summary of new and upgraded equipment installed during fiscal year 2019-2020 at an approximate cost of $200,000.

New 360° Panoramic Vehicle Detection Cameras:
- Field Point Road @ Railroad Ave.
- US1 @ Overlook Drive
- US1 @ Riverside Ave

Audible Pedestrian Signal:
- US1 @ Laddins Rock Road

Advanced Traffic Controllers (ATC) were installed at the following locations:
- Mill Street S/N Water Street
- Mill Street @ Delavan Ave./ Mead Ave.
- Delavan Ave @ Frontage Road
- Delavan Ave @ Ritch Ave/Byram Shore Rd
**Signs:** Traffic sign work orders are generated by requests from residents, as well as other town departments. Work orders may include new sign installations, repairs, relocations, removals, and also custom fabrication of new signs. Sign work completed is summarized below:

- Resident Complaints: 58 (15%)
- Corrective Repairs: 96 (25%)
- Preventative Maintenance: 125 (33%)
- Requests from Town Depts.: 102 (27%)

Total Work Orders Completed 381

**Pavement Markings:** Below is the breakdown of the pavement markings installed on public roads during 2019 - 2020, as well as the painting done on town-owned parking lots.

<table>
<thead>
<tr>
<th>Public Roads</th>
<th>Parking Lots</th>
</tr>
</thead>
<tbody>
<tr>
<td>308,109 l.f. Yellow Centerlines</td>
<td>Old Greenwich School</td>
</tr>
<tr>
<td>143,076 l.f. White Edge Lines</td>
<td>Wilbur Peck Court</td>
</tr>
<tr>
<td>16,231 l.f. Crosswalk, Stop bars, Symbols</td>
<td>Quarry Knolls</td>
</tr>
<tr>
<td></td>
<td>Adams Garden</td>
</tr>
<tr>
<td></td>
<td>Cos Cob Marina</td>
</tr>
<tr>
<td></td>
<td>Glenville Firehouse Lot</td>
</tr>
<tr>
<td>467,416 l.f. TOTAL – l.f.</td>
<td></td>
</tr>
</tbody>
</table>

**SUMMARY**

The Highway Division is continually engaged providing services and maintenance to the Town year-round. There is never a slow period, as our mission is driven by seasons, winter weather, spring/summer/fall maintenance programs and leaf collection in the late fall. Staff worked throughout this fiscal year, and were part of the team helping implement changes to permit outdoor dining and other activities to accommodate needs created by the pandemic. Highway was also very much involved throughout the year with Eversource’s transmission project. In conjunction with Engineering, staff worked daily to protect the Town’s interests to the extent possible on this challenging project.

The Division continues aggressively working to complete many beneficial projects to maintain the Town infrastructure. The Highway Division continued to provide excellent service, with many accomplishments, attributed to our dedicated staff and effective management.

Peter Kurpeawski
Acting Highway Superintendent
DEPARTMENT OF PUBLIC WORKS
WASTE DISPOSAL DIVISION

Budgeted Personnel:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Permanent Part-Time</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Personnel</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

Expenditures:

<table>
<thead>
<tr>
<th></th>
<th>FY 2019-20</th>
<th>FY 2018-19</th>
<th>FY 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$5,442,069</td>
<td>$5,346,262</td>
<td>$5,149,319</td>
</tr>
<tr>
<td>Capital</td>
<td>$379,849</td>
<td>$7,906</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$5,821,918</td>
<td>$5,354,168</td>
<td>$5,149,319</td>
</tr>
</tbody>
</table>

Revenue:

<table>
<thead>
<tr>
<th></th>
<th>FY 2019-20</th>
<th>FY 2018-19</th>
<th>FY 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$418,238</td>
<td>$383,202</td>
<td>$509,236</td>
</tr>
</tbody>
</table>

The Waste Disposal Division of Public Works provides solid waste disposal services to the public. Services provided include: disposal of solid waste materials - regular household and commercial trash, oversized bulky waste (construction & demolition material), organic waste (yard waste), single stream recyclables, other recyclables, and household hazardous waste.

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2019-20</th>
<th>FY 2018-19</th>
<th>FY 2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Solid Waste (tons)</td>
<td>35,287</td>
<td>36,682</td>
<td>36,172</td>
</tr>
<tr>
<td>Organic Waste (Yard Waste)</td>
<td>8,669</td>
<td>8,273</td>
<td>9,874</td>
</tr>
<tr>
<td>Organic Waste (Leaves)</td>
<td>8,024</td>
<td>8,684</td>
<td>6,153</td>
</tr>
<tr>
<td>Oversized Bulky Waste (C&amp;D)</td>
<td>9,438</td>
<td>8,589</td>
<td>7,823</td>
</tr>
<tr>
<td>Total (tons)</td>
<td><strong>61,418</strong></td>
<td><strong>62,228</strong></td>
<td><strong>60,022</strong></td>
</tr>
</tbody>
</table>

Municipal solid waste (MSW) disposal costs increased slightly from $107.79 / ton in FY 18-19 to $110.01/ton in FY 19-20 (~2% increase). This per ton charge is all-inclusive (per ton disposal fee and monthly management fee). The MSW tonnage transferred and transported to local waste-to-energy plants in the area by the Town’s contractor, City Carting, was lower by 1,395 tons from last fiscal year. Single stream recycling (SSR) and economic factors continue to play a significant role in controlling MSW tonnages. In FY 19-20, SSR increased 106 tons from FY 18-19 for a total of 14,141 tons. The recycling program for electronics brought in $4,301 in recycling rebates in FY 19-20.

The changes and volatility in the recyclable material markets for single stream recyclables began impacting our budget in April of 2020. As a result of national and international policies, the Town, like our neighboring communities, is now being charged for the removal and disposal of SSR. For the final quarter of FY 20 (April, May, and June 2020), the Town removed 3,797 tons of single stream recyclables at a cost of $65.00 per ton for a total of $246,805.
Residential drop off for MSW in FY 19-20 was 5,431 tons. This represents approximately 15% of the total 35,287 tons of MSW removed from the facility. This residential drop-off equates to a cost of $597,464. Residential drop off for single stream recycling was 1,736 tons, which equals 12% of the total amount of recyclable materials collected and removed from the Holly Hill site.

As mentioned in past years, Holly Hill is a very busy facility with a high traffic volume. Using equipment installed in late March 2020 and measuring through the end of June 2020, daily traffic volumes averaged 903 vehicles per day entering the site through the front gate area, with a high of 1535 vehicles in one day. The Town saw a quiet time in late March and April with the shutdown associated with the pandemic – as one of the few places fully open and operational, staff saw many residents taking advantage of their time at home to clean out and bring material to Holly Hill. To keep site visitors properly distanced, staff had to rearrange MSW drop-off, moving it to the area where SSR has historically been managed. This allowed residents a more streamlined drop and go set up to keep visitors and staff safe. The state allowed such modification given the pandemic.

For the fiscal year, the average recycling rate for single stream materials among all 24 licensed waste haulers was roughly 42% (the ratio of SSR to MSW delivered to the site). The Town’s overall recycling program continues to be one of the strongest in the state. The program continues to go in the direction we are looking for – steady and increasing recycling volume as we look to reduce MSW volume.

Electronics, waste motor oil, anti-freeze, propane gas tanks, Freon (air conditioners, dehumidifiers and refrigerators), fluorescent light bulbs, tires and household & rechargeable batteries continue to be collected in quantity over the course of the year. A mattress recycling program, instituted in FY 18-19, continues to be successful.

Town vehicles, primarily from Department of Public Works and the Department of Parks & Recreation, delivered a total of 3,661 tons of bulky waste (yard waste/leaves/logs or construction & demolition debris). The Greenwich Housing Authority delivered 439 tons of materials FY 19-20 for which no revenue is collected. This is a decrease of 324 tons as compared to the FY 18-19 total of 763 tons.

Leaves were transported out of town by City Carting at a cost of $264,792 (8,024 tons), an 8% volume decrease from the previous year’s cost of $281,796 (8,684 tons). This represents leaves delivered to Holly Hill both through public leaf collection and private contractors and landscapers as well as leaves transported from the Old Greenwich leaf consolidation site.

Due to the pandemic, the Household Hazardous Waste Day event scheduled for 2 May, 2020 was cancelled.

The Town’s Bulky Waste / Construction Demolition contract allows this transfer station to separate materials such as asphalt, stone, brick and concrete to be recycled. This allows for savings in the cost for removal of these materials. Street sweeping and vacuum truck material from the town’s catch basins are dropped at the Holly Hill facility by the Town Highway Department. Unfortunately, such material cannot be recycled and is delivered to a landfill. While disposal volume and cost may be increasing, sweeping of our roads and maintaining our catch basins throughout the town helps with storm water pollution prevention. This results in cleaner streams, rivers, ponds, wetlands, and benefits Long Island Sound.

Despite the constraints due to the COVID-19 virus faced in the second half of the fiscal year, DPW Waste Disposal was extremely active with our regular programs as well as upgrading and instituting new programs for the facility. During the budget cycle for FY 20-21 the Town voted to implement a tipping fee for the haulers bringing MSW into the Town transfer station, as well as requiring a “paid” residential permit for Town residents. With these new processes, came new innovations for our transfer station. The software used to record the incoming and outgoing transactions on our scales (WasteWorks) was successfully
upgraded to the most current version. Along with this software upgrade, we were able to integrate a credit card payment option for the licensed haulers, which not only eliminated the need for the drivers to carry a credit card or check for each transaction, but it also reduces the time to process each transaction during the busiest hours of the day.

During the period immediately prior to the implementation of the residential permit system, DPW placed a banner of the Town’s website advertising the new program, and the staff at Holly Hill passed out flyers to all residents coming in to the facility. The program has been quite successful with permits being issued to over 7,000 households in Town as of this writing. The Department accepted paper applications along with a check for the fee through the mail, but also instituted a process allowing residents to purchase and pay for their permit online. Initially set as a banner on the Town’s website and moved in October to the Waste Disposal section of Public Works, DPW set-up a “buy now” button which gives the residents a secure portal from which to purchase their Holly Hill permit. This online permit payment portal has been so successful that we are implementing this payment system for other Divisions within DPW.

We would also like to highlight a new program, begun in challenging conditions. A food scrap pilot program was started on June 15, 2020, with the critical support from Waste Free Greenwich, the Greenwich Recycling Advisory Board (GRAB), and Greenwich Green and Clean. Through the efforts of these volunteers, who provided research, outreach and training, the sale of composting starter kits, and even work onsite to help make sure the folks participating in the program were bringing in the correct material, this program was able to get underway. DPW would like to thank the volunteers it works with on these programs – their efforts in educating the public in the many ways that waste can be reduced are important.

DPW encourages all residents to reduce the food they waste and consider composting what is leftover – whether at home or through this program or other means. We encourage everyone to be thoughtful about what they can do to reduce, reuse and recycle!

Patrick Collins
Environmental Operations Manager
The Building Construction and Maintenance Division (BC&M) is responsible for the administration, planning and execution of all construction and maintenance activities for town owned buildings except marine docking facilities and buildings assigned to the Board of Education.

In FY 2019-2020, the Division received 531 individual work requests that had an average response time (reception to completion) of 7.18 days. The response time is equal to that of the previous year but the number of individual work requests is less than prior years due to COVID 19.

The Division allocated a total of 5,445 internal labor hours on 18 separate capital work orders where BC&M is directly supporting that work with its own staff. A total of 30 capital projects were worked on in some manner over the course of the year. In addition to the individual work requests received, the Division also completed 298 preventive maintenance and cost center work order tickets with multiple monthly occurrences. Sometimes forgotten and overlooked are other Town administrative functions supported by BC&M. These include moving election machines and setting up polling places for elections (1 @ 387 hours), supervising evictions (21 individual evictions), and repairing bus stop benches (231 hours).

The distribution of the Division’s expense costs in labor, material and service for this past year by department is as follows:
**Note:** Purchases for materials and equipment on capital projects are not included in the above pie chart. Only BC&M labor expended on capital projects is included.

The work year was directly affected by the COVID 19 pandemic which is reflected in the reduced number of work requests, however; BC&M continued to provide service and stepped in to shore up other Town functions where labor wasn’t available. BC&M assumed responsibility for Town Hall receiving operations, constructed sneeze guards, posted signage, provided continual custodial support disinfecting offices, and decontaminated police vehicles all while keeping our work force as safe as possible.

The Division continued its program rehabilitating the interior space at the Town Hall and the Senior Center. During this past year, the rearrangement of Public Work offices continued. Phase 3 relocated the Commissioner offices and Phase 4a which is the first half of the Engineering Division was completed. At the Senior Center, the new first floor activity room was completed and the design to replace the building’s aging main electrical service was completed and competitively bid. The design of the new kitchen and dining room is underway, and the Division continues to work closely with the Commission on Aging to meet the needs of our seniors.

A majority of the aforementioned work to plan and rehabilitate office space within Town Hall and the Senior Center is being executed by our internal Division manpower with the support of external specialty contractors. All of this work is completed in conjunction with our normal demands for maintenance.

During this past year, the Division has completed the following capital projects:
- Restoration of the exterior of the Cow Barn at Greenwich Point.
- Replacement of the 10,000-gallon underground diesel fuel storage tank at Fleet.
- Replacement and upsizing of the Data Center air conditioning units at Town Hall.
- Conversion of Town Hall interior lighting to LED.
- Audio-visual improvements for the Town Hall Meeting Room.
- Channel 79 upgrade.

In November 2019, the Byram Fire Station renovation and the Police Pistol Range upgrade began. The contract for the architectural design for the new Eastern Greenwich Civic Center was signed in November 2019 and the architect and Committee are working to attain approval of Municipal Improvement from the Board of Selectmen in July 2020. This coming year, the Division will work with the architect through the municipal improvement (MI) and site plan process.

The upcoming year will continue to keep the Division fully involved. The construction contract for the Byram Fire Station will be ongoing for most of FY 20-21 and the Police Pistol Range is expected to be complete by the end of 2020. The project for the replacement of the Town Hall Fresh Air Unit has been specified, bid and is awaiting award of contract. The Division will continue to work the design for the replacement of the Eastern Greenwich Civic Center and Hamill Skating Rink.

The Town’s complement of professional tradesmen, custodians and administrative staff are committed to the proper and effective maintenance of the Town facilities. At this time, I would also like to respectfully remember the passing of José Suarez, a dedicated part time maintenance mechanic who worked for the Town just shy of 40 years. José passed away from COVID this past May and will be missed.

Alan Monelli  
Superintendent, Building Construction & Maintenance
DEPARTMENT OF PUBLIC WORKS
BUILDING INSPECTION DIVISION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>17</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>0.7</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Personnel</td>
<td>17.7</td>
<td>17</td>
<td>17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenditures:</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>$1,657,243</td>
<td>$1,676,688</td>
<td>$1,588,941</td>
</tr>
<tr>
<td>Capital</td>
<td>0</td>
<td>$43,324</td>
<td>$13,118</td>
</tr>
<tr>
<td>Total</td>
<td>$1,657,243</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Revenue:             | $4,312,535 | $5,032,380 | $4,940,813 |

PERMIT STATISTICS

<table>
<thead>
<tr>
<th>NEW STRUCTURES</th>
<th>No. of Building Permits</th>
<th>Const. Value/Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Buildings</td>
<td>60</td>
<td>81,829,000</td>
</tr>
<tr>
<td>Non-Residential Buildings</td>
<td>137</td>
<td>51,109,115</td>
</tr>
<tr>
<td>Tents/Special Events</td>
<td>87</td>
<td>677,321</td>
</tr>
<tr>
<td>SUBTOTAL</td>
<td>284</td>
<td>133,615,436</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADDITIONS/ALTERATIONS</th>
<th>No. of Building Permits</th>
<th>Const. Value/Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Buildings</td>
<td>978</td>
<td>124,053,969</td>
</tr>
<tr>
<td>Non-Residential Buildings</td>
<td>290</td>
<td>61,613,779</td>
</tr>
<tr>
<td>SUBTOTAL</td>
<td>1268</td>
<td>185,667,748</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEMOLITIONS</th>
<th>No. of Building Permits</th>
<th>Const. Value/Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Buildings</td>
<td>61</td>
<td>1,215,875</td>
</tr>
<tr>
<td>Non-Residential Buildings</td>
<td>34</td>
<td>265,800</td>
</tr>
<tr>
<td>SUBTOTAL</td>
<td>95</td>
<td>1,481,675</td>
</tr>
</tbody>
</table>

TOTAL 1647 320,764,859

EVALUATIONS AND EXPLANATIONS

The Building Inspection Division is responsible for the administration and State mandated enforcement of the Connecticut State Building Code and all other codes and standards referenced therein. These responsibilities include reviewing applications for building permits and trade permits (including monitoring other Town agency approvals prior to permit acceptance), reviewing plans for code compliance, issuing building permits (and associated trade permits), inspecting work done under said permits, monitoring building permit conditions (including other Town agency approvals) prior to issuing a Certificate of Occupancy/Compliance for each permit.

The Division is headed by the Building Official who is supported by the following staff members: Deputy Building Official, Building Code Engineer, (3) Electrical Inspectors, (2) Building Inspectors, (2)
Plumbing/HVAC Inspectors, Program and Operations Supervisor, Plan Examiner 1, Permit Coordinator and a clerical staff of four. The Division employs 2 part-time clerks who staff the Permit Records Room from 9:00-noon, Monday, Wednesday and Friday.

As expected, the following FY19-20 permit and revenue figures were affected by the Covid-19 pandemic which resulted in the shutdown of Town Hall in March 2020 and the public’s reluctance to go forward with work that required building and trade permits. This situation affected the months of mid-March through June of 2020 which are usually the busiest months for new permit applications. We would like to note that our inspectors and staff did work throughout this time, implementing new procedures to keep both staff and the public safe. Inspection staff were busy in the field, with activity ramping up heading into the summer. Electronic processes were put into place to keep permits moving, paperwork flowing, and inspections scheduled. While a work in progress, this shift to electronic processing by Division personnel was welcomed by many of our customers so that they could continue their work.

Revenue generated in FY 19-20 by the Building Inspection Division decreased by 14% compared to FY 18-19, and totaled $4,312,535. Town projects that require permits and are funded through the general fund are currently not required to pay the full permit fee based on construction value.

Building permits totaled 1647, a 23% decrease over FY 18-19. This was the first time the number of total permits did not exceed 2,000 since FY 11-12.

Addition and alteration building permits for both residential and non-residential projects totaled 1,268 a 20% decrease over FY18-19. In this category, residential add and alter permits (978) decreased by 20% and non-residential add and alter permits (290) decreased by 21%.

Building permits for new structures for both residential and non-residential totaled 197, a 22% decrease from FY 18-19. New residential permits (60) decreased by 27%. New non-residential permits (137) decreased by 22% from FY 18-19.

Residential building permits (both new and add/alter) totaled 1,038, a 21% decrease and represented 37% of all building permits which was 2% less that FY 18-19. Residential additions and alteration permits (978) was the largest single permit category and represented 40% of all building permits, 3% less than FY 18-19.

In addition to building permits, a total of 3,441 trade permits were issued in FY 18-19, a decrease of 24% from FY 18-19. This total includes electrical permits (1,432 – 29% decrease), plumbing permits 1,004 – 17% decrease), HVAC permits (851 – 17% decrease), and generator permits (154 - 44% decrease).

The total number of building permits (1647), plus trade permits (3,441) that were reviewed, processed, issued, and work inspected was 5,088, a decrease of 24% from FY 18-19. Construction value totaled $320,764,859, a 15% decrease over FY 18-19.

The Building Code Board of Standards and Appeals did not meet as applicants currently submit modification requests from the State Building Code to the Office of the State Building Inspector.

Work on the selection and implementation of new permitting management software continued in FY 19-20. The Division has a goal of seeing a new software platform put into place that will support operations, allow web based interactions with customers, and be user friendly for both staff and customers.

William Marr
Building Official
The Sewer Division is responsible for the operation, maintenance and repair of 185 miles of sewer lines, 27 pumping stations, over 350 individual grinder pumps currently installed in the Milbrook and North Mianus sewer extension areas, and the Grass Island Wastewater Treatment Plant (GIWWTP), all of which must comply with federal, state, and interstate regulations.

In FY 19-20, the Sewer Division completed the following:

- Approximately 360 Highway Road Opening Permit Reviews/Approvals
- 278 Sewer Permits issued
- Approximately 160 Planning & Zoning Application Reviews
- Approximately 25 Approvals for grease traps
- Over 5,460 Utility Mark Outs for the Call Before You Dig Program (CBYD)
- Inflow & infiltration inspections, dye testing and sewer inspections, manhole inspections, etc.
- Over 2.8-billion gallons of wastewater are treated annually (based on average daily flow data)

The GIWWTP has the permitted capacity to treat 12.5 million gallons of wastewater per day. It uses an advanced activated sludge process to remove both organic material and nitrogen, followed by ultraviolet disinfection, resulting in excellent effluent quality.

The plant’s nutrient removal process provides environmental benefits to Long Island Sound. Based on the 1990 baseline set by the State of Connecticut Department of Energy and Environmental Protection (CTDEEP), all Connecticut sewage treatment plants that discharge into waters that are tributary to Long Island Sound were targeted for reductions of 64% from the 1990 baseline nitrogen loads by the year 2014. The plant process is continually monitored to optimize nitrogen removal and efforts are ongoing to improve this process and minimize adverse effects (such as washout of solids) from large storm events. This includes using a process model to help analyze potential improvements to maximize our nitrogen removal prior to spending capital funds.

In 2019, the Sewer Division did not receive nitrogen credit monies from the CTDEEP program and had to pay a relatively small amount of money to the State. However, since the program began in 2006, the plant has removed more than 145,000 pounds of nitrogen beyond what is required by permit, returning over $500,000 in nitrogen credits to the Sewer Division budget. It is important to note the plant has reached the
limits of its ability to remove more nitrogen, and as the permit limit has reached its low point and other plants bring their nitrogen removal processes on-line, the potential for revenue continues to decrease.

**GRASS ISLAND WASTEWATER TREATMENT PLANT**

In the FY 19-20 period, the Sewer Division continued routine maintenance on various process equipment components throughout the plant to maintain the plant’s high level of treatment. This included repairs and maintenance to pumps, electrical systems, mechanical mechanisms, etc. Work continued on resiliency, energy audit, and SCADA projects. The following capital improvement projects were substantially completed at the GIWWTP:

**Primary Settling Tank Upgrades:** This project involves the rehabilitation of the five primary settling tanks that provide the first level of treatment at the GIWWTP. This project includes replacement of all of the mechanical equipment in these tanks; as well as structural repairs; coating systems; etc. The design of this CIP project was furthered in FY 19-20. The anticipated schedule is to complete the design in Spring 2021, although the project schedule was impacted by COVID-19.

**WASTEWATER COLLECTION SYSTEM**

Work continued throughout the year on the wastewater collection system, including sewer rehabilitation and point repairs; work on the private inflow removal program; television inspection; and general collection system maintenance such as gravity line cleaning and inspection. The Sewer Division continued to be very busy with various field activities. Sewer rehabilitation continued throughout the collection system.

**Old Greenwich Common Force Main (OGCFM) Segments 9B, 10 and 11:** This project included the three segments of the OGCFM in the Connecticut DOT Right of Way (north of I-95) and south of the Metro-North train tracks between Exit 4 and Davis Avenue. With construction beginning in Spring 2018, this complex project was substantially completed in late November 2019, with some minor punch list items that will be completed in 2020.

**Old Greenwich Common Force Main (OGCFM) Segment 5:** This segment runs from the Riverside Train Station along Juniper Lane to a connection point near the Mianus River. The Contract was signed in 2019 and construction was substantially complete in June 2020.

**Old Greenwich Common Force Main (OGCFM) Segment 3:** This is the last segment that the Town has to complete as part of the Consent Decree. This segment is in the Old Greenwich section of Town and involves replacing over 3,880 feet of force main. This main runs from the Riverside Train Station east down Summit Road to West End Avenue. This project is in the design phase, with design scheduled to be completed at the end of 2020. Construction is anticipated to be two years long with an anticipated start in 2021.

**Sanitary Sewer Rehabilitation:** Sanitary sewer rehabilitation is an ongoing capital asset management program and different locations of the sanitary sewer system are targeted for improvements every year. In FY 19 20 design was completed and a project was bid for a trenchless technology contract (cured-in-place pipe lining, coatings systems, etc.). Construction is anticipated to commence in late Summer 2020. As there are 185 miles of sanitary sewer in Town, this will continue to be part of our long term commitment to maintaining our existing infrastructure. Projects are developed and prioritized based on our CCTV inspections and field investigations.

**Pump Station Rehabilitation Design – Ballwood, Heusted, and Meadow:** Ballwood, Heusted, and Meadow Pump Stations were originally constructed in 1928 and include equipment from the 1980s. The
stations have been brought up to current standards, including equipment replacement, new wet wells, pumps, and related control equipment, in addition to new roofs and significant building improvements. Station designs were modified to reflect updated 2013 FEMA flood elevations, which included raising the structures several feet. Ballwood and Heusted Pumping Stations were completed in the Spring 2019, with Meadow Pumping Station construction substantially complete in FY 19-20.

**Additional Initiatives:** The Sewer Division continues to receive grease trap submittals for review for compliance with CTDEEP’s Fats, Oil and Grease (FOG) Regulations. The Sewer Division continues to educate establishments on the importance of compliance and continues to work with locations on their compliance requirements. Grease interceptor submittals for restaurants and food preparation establishments continue to be numerous and time consuming. These reviews are performed by the Sewer Division and copies are then forwarded to the DPW Building Division and Health Department. The average submittal requires two submissions in order to receive approval. The Sewer Division continues using and refining the computerized maintenance management system linked to the GIS and has been actively using a hand held GPS device to better locate all manhole structures and make corrections to the GIS mapping. This program supports the Division’s maintenance and planning functions, as it covers all of the wastewater utility’s assets.

The Sewer Division continues to look for ways to minimize energy consumption. Projects ranging from energy efficient lighting to equipment right-sizing and modernization have all resulted in a reduction in overall energy use for Sewer Division facilities. Through an Eversource program, we are working with a consultant (JK Muir) to evaluate the potential for additional energy savings at the Grass Island WWTP.

Finally, as we continue to find sources of clear water (inflow and infiltration) in the sewer system that do not belong there, and as we continue to make improvements along the system, we receive an indirect benefit. By reducing this extraneous clear water source, there is a reduction in the amount of energy consumed to both transport the flow to the treatment plant, as well as reduced energy to treat water (groundwater and/or stormwater) that should not be treated at the Grass Island WWTP. In addition, there are reduced equipment operation and maintenance costs. Efforts by all residents to eliminate sump pumps and other sources of inflow and infiltration from the Town’s sewer system are important and we thank all those who have cooperated to date.

This time period was challenging for the Division, as wastewater operations cannot shutdown during pandemics. Staff showed their dedication to the task of keeping things flowing and permit requirements met, even with changes to schedules and increased safety measures making work more complicated. We participated in important research tracking the virus in our plant influent, as part of a nationwide effort to better understand the virus and its spread in the community. Wastewater can be used as a tool to help track public health, and we are proud to be part of such work.

Richard C. Feminella, Wastewater Division Manager
Chris Mandras, Maintenance Manager
FLEET DEPARTMENT

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budgeted Personnel:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full Time</td>
<td>11</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>.57</td>
<td>.57</td>
<td>1.14</td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$2,293,279</td>
<td>$2,552,935</td>
<td>$2,376,210</td>
</tr>
<tr>
<td>Capital</td>
<td>$1,572,588</td>
<td>$1,359,526</td>
<td>$2,493,761</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td><strong>$3,865,867</strong></td>
<td><strong>$3,912,461</strong></td>
<td><strong>$4,869,971</strong></td>
</tr>
<tr>
<td>Revenue</td>
<td>$118,280</td>
<td>$58,850</td>
<td>$48,438</td>
</tr>
</tbody>
</table>

Reporting to the First Selectman, the Fleet Department is responsible for the operation of the Vehicle Maintenance Center. The staff consists of eleven full-time employees: Fleet Director, Fleet Operations Manager, Fleet Operation Assistant, Day and Night Shift Supervisors, (ASE Master Certified) and six Technicians of which five are ASE certified. One permanent part-time Custodian is also employed. The department utilizes a computerized fleet maintenance program to assimilate repair history, vehicle inventory, schedule preventative maintenance and control parts distribution. The department maintains the automated fueling system, GPS system and manages and assigns the Town’s Municipal license plates.

The Fleet Department’s mission includes providing the Town and the User Departments with comprehensive quality professional Fleet Management that ensures that the Town’s vehicles are reliable, safe and suitable for the job function. By means of an extensive preventative maintenance program, the Fleet Department ensures that the Town’s 191 light duty vehicles, 139 heavy duty vehicles (over 10,000 GVW) and 236 pieces of non-rolling stock assigned to the Police Department, Fire Department, Department of Public Works, Parks and Recreation Department, Board of Education, General Government, Health Department, Nathaniel Witherell, Social Service, and the Library are properly maintained and repaired.

For the fourteenth year, the Department met the ASE (Automotive Service of Excellence) certification requirements to be a “Blue Seal” ASE certified facility. Several technicians continue to achieve additional certifications as Master ASE Certified in Light and Heavy Duty, EVT, Master EVT and equipment specific for additional stipends.

The Fleet Department continues to assist all User Departments with managing the GPS units. These units monitor vehicle speed, vehicle location and numerous other functions of the vehicles. In conjunction with the Risk Management Department, alerts and reporting parameters have been established for monitoring the vehicles. The units also monitor the powertrain performance of the vehicle through the vehicle ECM and reports potential maintenance problems directly to the Fleet Department. Vehicle idling time is now being monitored by the department.

The Fleet Department continues to measure outcomes and has found this process to be a helpful benchmarking tool and a measurement of our objective and goals. The evaluation of the results indicated areas that are on target, while others were plus or minus what was originally projected.

Examples of some of the Outcome Measures –
- Repeat repairs not to exceed 5% - Actual 2.5%
- The Vehicle Maintenance Center complies 100% of State and Federal rules and mandates – Actual 100%
- Complete Safety Data Sheets (SDS) are on file 99% of the time – Actual 100%
Automated fuel system site downtime not to exceed more than 0.04% - Actual 0.02%
Downtime on User Department vehicles not to exceed 10%
  o General Fleet – .034%
  o Fire Department – 5.95%
  o Police Department – 1.12%
Miles traveled - 1,679,292
PM’s performed – 709
Annual Inspections – 76
Mandated Brake Inspections – 11

Considerable time was again saved in the preparation and evaluation process by purchasing vehicles utilizing the Connecticut State Contract, the Sourcewell contract and other state contracts with approval.

The Fleet remains a Tier 4 Sustainable Fleet Certification from NAFA. This is the highest tier at the present time. The fleet also received Honorable Mention at the Green Fleet Awards Forum. The fleet currently operates 23 bi-fuel propane vehicles and 23 hybrid electric vehicles.

Training to promote safety in the work place continues to be an integral part of the Department’s training program, as is the annual testing, inspection, and training required for the operation of the VMC facility to conform to OSHA Employee Right-to-Know Safety Rules, Regulations and Mandates of the Environmental Protection Agency (EPA), the Resource Conservation and Recovery Act (RCRA), the Occupational Safety and Health Administration (OSHA), and the Storm Water Pollution Prevention Plan. Also provided is specialized training on the new vehicles, equipment and their component technology, especially the new emission regenerative systems.

Jay Domeseck
Fleet Director
# GREENWICH DEPARTMENT OF HEALTH

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel* (Note¹)</td>
<td>(¹)24</td>
<td>(¹)24</td>
<td>(¹)24</td>
</tr>
<tr>
<td>Expenditures: (Note¹)</td>
<td>(¹)2,502,484</td>
<td>(¹)2,445,276</td>
<td>(¹)2,406,484</td>
</tr>
<tr>
<td>Current (Note²)</td>
<td>(²)4,700,000</td>
<td>(²)4,653,650</td>
<td>(²)4,580,800</td>
</tr>
<tr>
<td>Capital (Note¹)</td>
<td>-0-</td>
<td>-0-</td>
<td>-0-</td>
</tr>
<tr>
<td>Total: (Note¹)</td>
<td>$2,502,484</td>
<td>$2,459,274</td>
<td>$2,406,484</td>
</tr>
<tr>
<td>Revenue: (Note¹)</td>
<td>(¹)418,419</td>
<td>(¹)439,079</td>
<td>(¹)$423,405</td>
</tr>
</tbody>
</table>

*Includes permanent Part-time positions

(Note ¹) Department of Health, includes encumbrances and improvements financed in each year.
(Note ²) Includes contract expenditures for Greenwich Emergency Medical Services, Inc.

## ADMINISTRATION

Organized in 1887, the Department of Health has dedicated itself to providing strong leadership for the advancement of health in the community. As the primary public health agency, the Department will furnish guidance and direction to service health providers in an effort to prevent disease, premature death, illness and disability. Functioning under statutory direction, the Department of Health will promote public health activities, encourage a healthier lifestyle; facilitate community commitment for a safe, pollution free environment and advocate for health policies that enrich the quality of life. With community and political support, the Department of Health will also collaborate to identify critical health needs, allocate resources to those who need them, assist with the delivery of health services and work to reduce population disparities so that equal access to health care can be obtained by all.

Administered by a Director of Health whose authority derives from the Connecticut General Statutes and Town Charter, the position serves to oversee all events and activities that impact the health of Greenwich residents. The Director is mainly responsible for assuring that all ten essential public health services are provided and that the day-to-day operation of the Department is carried out, especially controlling communicable diseases in the community. The execution of this function requires extensive knowledge of public health practice, a high level of personal and professional commitment, responsiveness towards the needs of the population, flexibility towards changes in the environment and administrative ability to direct and implement a public health emergency response. Under the aegis of the Board of Health, the Director guides the Department to work harmoniously with the public, private health service providers, individuals and organizations, to meet community goals and objectives.

The multi-faceted functions of the Department are executed through the specialized activities of the Divisions of Environmental Services (includes Laboratory), Administration (includes Public Health Emergency Preparedness – if funding is available), Family Health, Dental Health, the Business Office and the Office of Special Clinical Services. Overall, the Department’s Operational Plan is structured according to the mission of public health which is responsible for monitoring health conditions within the community, providing essential public health services, identifying unmet critical health needs, developing health policies, ensuring access to health care, enforcing health laws and regulations, allocating health resources when needed, investigating disease outbreaks and planning for emergent events that would require a public health response.
Every year federal and state public health officials stress the importance of being prepared for a public health emergency such as a pandemic. Although federal funding for this effort has been provided to many states and local health agencies, the funds have been severely reduced, thus enabling any kind of sufficient preparations.

The fiscal year 2019/2020 started off as usual with a busy water testing program for public pools and beaches. News about a flesh-eating bacteria living in salt waters caused a concern, but the summer program was nearing a close as kids were preparing to go back to school. The mosquito larviciding program was still in operation and Greenwich had already identified positive mosquitoes with West Nile Virus by mid-August in Old Greenwich. Two human cases of the virus were reported in September and the threat of Eastern Equine Encephalitis (EEE) entered the picture, as the fall months continued to be warm. Preparation for the upcoming flu season began with no news on its potential intensity. The 2018/2019 flu season was deadly, so health officials were nervous about the 2019/2020 flu season.

In early December the World Health Organization (WHO) noted that a cluster of pneumonia-like illness with unknown etiology was occurring in China. On December 31, 2019 the Chinese government reported to WHO that the pneumonia-like illness could not be identified but health officials believed the illness had possible epidemiological links to a large wholesale fish/animal market in Wuhan City, Hubei Province, China. The CDC alerted all state and local health agencies/hospitals that this was happening and began to monitor the situation very closely. By the end of December, the seasonal flu began to circulate more heavily than usual. Health officials began to believe that the circulating flu could become very problematic.

January 2020

In the first week of this month authorities in Wuhan City, China reported 59 patients with pneumonia of unknown etiology (PUI) of which 7 were critically ill with no deaths. At this time no human to human transmission was reported. The seafood/meat market was closed, suggesting a possible zoonotic origin of the illness. Close contacts of the ill patients were being monitored. Although the number of ill patients with PUI continued to be low and reported in hindsight of what was learned about the virus many more people were most likely infected. The Chinese government identified the genetic sequence (code) of the virus and named it 2019-nCoV. This discovery was shared with scientists around the world. So far in China ill patients with virus had a direct link to the Wuhan City market, however toward the middle of January the virus had been discovered in other countries by travelers that had no connection with the seafood/animal market. The first case of the 2019-nCoV virus in the U.S occurred in a young man returning to Washington State from Wuhan City, China during the third week of January. Within 5 days of his return he sought medical care. Measures were put in place by the CDC and any U.S. residents coming home from Wuhan City, China were placed in quarantine for 14 days at one of the 5 military U.S. bases.

By this time more information was learned about the novel coronavirus (2019-nCoV). It seemed that person to person transmission was low and symptoms included cough, fever and trouble breathing. Some people developed pneumonia. The onset of symptoms were 2 to 14 days from exposure. Coronavirus and a large family of viruses that usually generate in animals and rarely evolve and infect people. These viruses can cause mild to severe symptoms and even death. The novel 2019-nCoV coronavirus is seventh coronavirus to infect humans. The Severe Acute Respiratory Syndrome (SARS) virus and the Middle East Respiratory Syndrome (MERS) virus are coronaviruses that cause severe human complications. Because 2019-nCoV is a novel virus, there is no immunity against the virus and there is no known treatment.
By the end of January, the CDC activated its emergency operation center and implemented an aggressive public health response in collaboration with federal, state and local public health authorities. WHO declared the presences of 2019-CoV an outbreak of public health emergency of international concern. The U.S. Health and Human Services Secretary declared the outbreak as a public health emergency. Only citizens of the U.S. and their families were allowed to enter the country. Citizens coming back from Wuhan City and other parts of China were directed to 11 U.S. airports for screening. Over 21 countries, including the U.S., had 2019-nCoV virus cases. The Chinese government, in an effort to contain the virus, ordered a lockdown of over 33 million people and shut down airports, roads, tourism, etc. This extraordinary measure never before seen in history was to contain the virus from spreading through China and beyond.

February 2020

By the first week over 800 U.S. citizens and their families arrived back home from China and was placed in quarantine for 14 days. A few cruise ships with U.S. citizens on board were docked and quarantined due to positive virus cases. By this time it was determined that the virus was more contagious than previously thought. There were only 53 cases of 2019-nCoV among 6 states in the U.S. with no deaths. As a result, the CDC determined that the risk to Americans was low. Travelers almost 46,000 coming into the U.S. were screened at 11 airports and were either sent to medical facilities or sent home to be quarantined and monitored by local health authorities. The Greenwich Department of Health monitored over 150 residents at this time. The CDC placed a travel ban to China and the U.S. government ordered all non-emergency U.S. personnel and their families to leave Hubei Province, China. The international Committee on Taxonomy of Viruses (ICTV) named the virus “SARS-CoV2” and WHO named the disease caused by the Virus “COVID-19”. The CDC stated that the virus was not spreading within U.S. communities at this time and very limited testing is available with only the CDC conducting the testing. Personal Protective Equipment (PPE) is low in many medical institutions in the U.S. with difficulty in getting suppliers to ship what will be needed. The federal government is not being cooperative in releasing the Strategic National Supply of PPE equipment to health care workers.

March 2020

The World Health Organization (WHO) characterized the COVID-19 outbreak as a pandemic. The President of the U.S. declared the outbreak as a national emergency. This prompted many states, including CT, to declare a public health emergency. At this time there are 3,487 cases in the U.S. – 49 states and District of Columbia. Only symptomatic people are being tested by either the CDC or state public health laboratories. The FDA approved commercial companies to sell test kits under the guidance of the CDC. Hospitals in the U.S. began setting up specimen collection stations to test people with symptoms. The Department of Health worked with Greenwich Hospital to set up their collection station, which was the first outdoor COVID-19 specimen collection station in the state. Earlier in the month NYS declared a state of emergency with thousands of cases being reported in NYC and other parts of the state. The State of New York was considered the epicenter of COVID-19 in the U.S. Although guidance was being sought from the federal government not much was given, however the CDC continued to provide guidance and recommendations. As a result, the Governors of New York, Connecticut and New Jersey collectively planned and implemented mitigation measures to stop and slow down the virus’s transmission. All three states issued a stay home order and placed operating restrictions on business, government and other activities. Town Hall was closed to the public in mid-March and only essential workers were asked to conduct business. The Department of Health stayed completely staffed in Town Hall and handling hundreds of COVID-19 cases with patient monitoring, isolation and quarantine. The Department’s staff conducted contact tracing on all patients without a state data collection system. In March the Department of Health, with assistance from Medical Reserve Corp (MRC) volunteers, handled more than 600 resident patients recovering at home from the virus. The Town’s response to the pandemic was well organized and executed through the Office of the First Selectman. Several Town agencies, including Health, Nathaniel Witherell, Parks and Recreation, Department of Public Works, Police, Fire and the Town’s Emergency
Management met twice a week by phone. The Department coordinated patient management with the hospital for those returning home to recover. Compliance to all state restrictions to control the spread of the virus was adhered to mainly due to the stay-home order in place. The Greenwich Public School system closed in mid-March along with the private schools in town and day cares.

**April 2020**

Federal health officials were encouraging stay home orders and school closings for all states with hospitals at capacity and fatality and infection rates were rising. It was clear that the Northeast states (NJ, NY, CT, MA) were taking the brunt of the pandemic. The CDC reported 661,712 confirmed cases in the U.S. along with 33,049 deaths in all 50 states. The U.S. was in the acceleration phase of the epidemic with community transmission in 49 states. The State of Connecticut reported 8,781 COVID-19 cases and 335 deaths. The second week of April was the height of the pandemic. The Department of Health was receiving over 40 cases a day for home monitoring and the hospital had over 150 cases of COVID-19. The federal government approved more commercial labs to do specimen COVID-19 testing. The CDC reported that 8 out of 10 COVID-19 deaths were people over 65 years of age. According to the statistics many Americans died of life-threatening conditions and illnesses because they were afraid to go to the hospital. There were also severe reductions in necessary vaccinations and medication needed for known health conditions. CDC urged some states including NY, NJ, and CT to refrain from non-essential domestic travel for 14 days due to the overwhelming number of COVID-19 cases. Although the Department of Health continued to work out of Town Hall, during the height of the pandemic the Director sent the staff home to work during the first weeks of the month. By the mid-April most of the staff were back at Town Hall managing the pandemic as a team.

**May 2020**

The hardest hit states were NY, NJ and Washington State. The U.S. was in the forefront worldwide in the number of COVID-19 cases and deaths. Greenwich had a total of 795 cases by the end of the month when surrounding towns/cities had cases in the thousands. This was due to the hard work of the Department’s staff implementing patient isolation, quarantine and conducting contact tracing. In addition, there was excellent patient care received at Greenwich hospital excellent coordination by the Town’s administration for responding Town agencies/Departments. The CDC issued guidance throughout the winter and spring months of the pandemic. It was learned that the SARS-CoV2 virus is highly contagious and that wearing a face mask is needed to reduce the likelihood of infecting each other. Also, it was important to keep at least 6 feet from each other to reduce the risk of getting the virus. It was estimated that 1 person with the virus could infect up to 3 people. State governments were warned not to open programs and business too soon. Black Americans were seen dying at higher rates than other Americans. Strokes were seen in 30, 40 and 50-year olds with blood clots in their veins. COVID-19 was also causing neurological malfunctions, kidney disease, intestinal problems, lung disease and cardiac injury. Multisystem Inflammatory Syndrome in children also surfaced causing some children to become severely sick and die. The U.S. employment rate from the pandemic was recorded at 28.2%. At the end of the month cases of COVID-19 in CT were 41,559 with 3,826 deaths.

**June 2020**

The COVID-19 virus caused an unprecedented number of deaths in residents of long-term care facilities throughout the nation. Approximately 26,000 people died within the 15,400 long-term facilities in operation throughout the U.S. The State of Connecticut recorded 2,398 deaths in nursing home residents. Governors of NY, NJ and CT ordered a regional travel advisory, causing travelers to quarantine for 14 days upon entering the state. The Governors Executive order restrictions issued between January and June began to be modified and the stay home order was lifted. Business and government operations were allowed to open with modified restrictions. The State planned to implement openings of operations and activities in 3 phases starting in June through July. Town Hall opened to the public during the first week of the month.
by appointment only. By the end of June, Connecticut recorded 46, 514 COVID-19 cases with 4,322 deaths. The U.S. recorded 1.9 million cases and 111,000 deaths. The novel human coronavirus disease COVID-19 has become the fifth documented pandemic since the 1918 flu pandemic that killed 50 million people worldwide.

Caroline Calderone Baisley, MPH, RS
Director of Health

BUSINESS OFFICE
[Deborah Edwards, Manager]

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

The Business Office was affected by the COVID-19 pandemic and maintained its functions several days a week. When town hall was closed in mid-March 2020. In addition to the management of Town funds, the Department received State and Federal funding which included Per Capita Funding in the amount of sixty-six thousand seven hundred fifty-two dollars and one cent ($66,752.01). This year the Department received Public Health Emergency Preparedness funding in the amount of thirty-six thousand three hundred sixty-eight dollars and no cents ($36,368.00) from the State to conduct local emergency planning. Additionally, Region 1 Emergency Preparedness funds were received in the amount of six thousand nine hundred forty-three dollars and two cents ($6,943.02), which were used to enhance Greenwich’s Medical Reserve Corps (MRC). The Department also applied for and received sixteen thousand one hundred and sixty-seven dollars ($16,167) of Health Education/Risk Reduction (HERR) grant funds, which were used to continue the Department’s effort of obtaining National Accreditation. This year due to the COVID-19 pandemic, the Department applied for the Crisis Response funding from the Centers for Disease Control and Prevention to support local health COVID-19 expense reimbursement. Funds were made available in the amount of forty thousand eight hundred sixteen dollars and twenty-five cents ($40,816.25). Pandemic response expenses were only reimbursed after they were incurred. The Business Office continued to bill Medicare and Medicaid for reimbursement of recognized public health services rendered and billed a private health insurance company for vaccine immunization services. The office’s Operational Manual was updated to help business operations run more smoothly. Grant applications are filed annually, and detailed expenditure reports are submitted to the State on a quarterly basis. All grant funds from the State provide the Department an opportunity to conduct health and promotion activities that the State would not consider normal for municipal budget funding.

EMERGENCY PREPAREDNESS
[David Fraszka, Public Health Emergency Preparedness Coordinator]

Public health threats are always present. Whether caused by a natural, accidental or intentional means, these threats can lead to the onset of public health incidents and or emergencies. Being prepared to prevent, respond to and rapidly recover from public health emergencies is critical for protecting and securing the Greenwich community.
Shortly after the terrorist attacks on September 11, 2001, the U.S. public health system began increasing the funding for public health emergency preparedness planning in recognition of its importance to national security. This investment resulted in increased capacity, mostly in well-populated states and communities. The terrorist attacks awakened the nation not only to its vulnerability, but also changed the way the U.S. responds to emergencies.

During a public health emergency situation, community members, local businesses, health care providers and Town officials can become easily overwhelmed from a natural disaster, a disease outbreak or a man-made threat (chemical, nuclear or a radiological incident). Unified coordination and collaboration amongst all public and private entities within the community is needed to ensure an adequate response. FY 2019/2020 proved to be one of the most challenging years yet for public health systems across the country.

The spread of the COVID-19 disease caused by SARS COv2, which originated out of Wuhan City, China, circled around the world. The COVID-19 pandemic has forced public health systems into the spotlight of emergency response activities. Public health systems across the nation have been heavily depended upon to provide essential services to their respective communities. The emergence of the virus has caused communities across the nation to rely heavily on their local public health systems for COVID-19 planning, mitigation, emergency response, and recovery activities. Never before has the public health emergency mitigation and response system been more crucial to the protection of the health and safety of the American people.

The value of the Public Health Emergency Preparedness Coordinator’s (PHEP Coordinator) position was put on display during the COVID-19 pandemic, where emergency mitigation and response operations were heavily utilized to help safeguard the residents of Greenwich. Throughout the pandemic period, the PHEP Coordinator planned a wide array of mitigation measures and assisted with monitoring COVID-19 patients. Some of these activities undertaken included, but are not limited to, response coordination with Town First Responders, emergency management, and consistent communication with State and Regional partners. The Coordinator initiated response plans and ensured continuity of operations plans. Greenwich Medical Reserve Corps members were managed as they assisted with departmental objectives of patient care. Personal protective equipment (PPE) was received and inventoried for dissemination to local healthcare providers. Consistent updates on COVID019 were made available on Facebook and the Department’s web page.

The PHEP Coordinator, under the direction of the Director of Health, is committed to enhancing the Town’s numerous essential preparedness duties, which include, but are not limited to, assisting with the Greenwich Medical Reserve Corps (MRC) unit activities, coordinating and collaborating with the CT Region 1 Cities Readiness Initiative, maintaining coordination and collaboration amongst local emergency responders, updating the Department’s Emergency Preparedness and Response Plans, conducting public education and outreach, and participating in crucial training and exercises.

The position of PHEP Coordinator is currently funded primarily through Federal grant funding. The Department’s budget did include fifteen thousand six hundred and eight dollars ($15,608.00) to support the position but was paid back to the Town when grant funds became available.

This year, the Department activated nineteen (19) members of our Greenwich Medical Reserve Corps to assist with COVID-19 operations. The medically trained members of the MRC were vital to the success of the Department’s effort to monitor and contain COVID-19 patients. Members assisted the Department with contact tracing also, in an effort to limit widespread virus transmission in the community. The Department was able to host its annual MRC meeting for approximately thirty (30) MRC members (medical and non-medical) in July 2019. The meeting was held virtually via ZOOM conference due to the COVID-19 pandemic. Speakers included the Director of Health and the PHEP Coordinator. The program agenda consisted of a COVID-19 overview, updates to mitigation and response efforts, future MRC initiatives, and the administration of the MRC Loyalty Oath which is a process that must be done bi-annually to provide
liability coverage to MRC members who are called to service during an emergency event. The Greenwich MRC Training Plan was updated this year, aligning it with the Competencies for Disaster Medicine and Public Health (DMPH). Training resources were made available to all Greenwich MRC members through TRAIN-MRC, which is an interactive learning management network that allows continuity amongst all unit volunteers. The Greenwich MRC unit Director, which is the Department’s Operations Administrator, and the PHEP Coordinator attended monthly Region 1 MRC meetings, which increased to bi-monthly zoom meetings during the height of the COVID-19 pandemic.

The PHEP Coordinator and the MRC Director (Operations Administrator) attended a limited amount of training sessions this year, which included vulnerable population training that gave insight to reaching at-risk population’s in the event of an emergency, and cultural humility training. The PHEP Coordinator is continually updating many of the Town’s Public Health Preparedness Plans including the Department’s Mass Dispensing Plan. The Department has provided input into the development of a Regional Mass Dispensing Plan that has been worked into local operations. The COVID-19 pandemic has forced many dispensing and distribution plans to be altered due to PPE requirements. The PHEP Coordinator has been working to update these plans in order to adhere to COVID-19 requirements and standards. Regional Cities Readiness Initiative meetings along with Emergency Support Function 8 meetings were attended on a monthly basis, and increased to bi-monthly meetings because of the pandemic.

The Board, along with the Director of Health, continues to believe that the PHEP Coordinator is needed to fortify the preparedness efforts of the Town and strengthen collaboration between the various entities involved in the local Greenwich emergency management system, which has been highlighted during the COVID-19 pandemic. The Director of Health remains committed to strengthening the Town’s emergency preparedness efforts by ensuring that the required public health component is included to provide safety and well-being to Town of Greenwich residents during an emergency.

OFFICE OF SPECIAL CLINICAL SERVICES

[Robin Clark-Smith, Director]

The Office of Special Clinical Services is the primary HIV/STD prevention program in the Town of Greenwich. This division collaborates with Greenwich Hospital to provide risk assessment, counseling, testing, treatment and referrals to reduce the morbidity and mortality associated with HIV/AIDS, sexually transmitted diseases (STDs) and pregnancy. The Office of Special Clinical Services is responsible for bloodborne pathogen training and assessing occupational exposures for Town of Greenwich personnel. In addition to collaborating with Greenwich Hospital, they work with the Greenwich Board of Education, the Greenwich Department of Human Services, the State of Connecticut (CT) Department of Public Health STD Program (DPH) and other agencies to provide programs and services to the community. Education, prevention, and strategic interventions are key components in preventing additional cases of HIV/AIDS, sexually transmitted diseases, pregnancy and bloodborne pathogen exposures.

The clinic services were suspended when town hall closed due to the COVID-19 pandemic in March. After discussion and planning with Greenwich Hospital, Phase 1 of the re-opening of the clinic occurred on June 18, 2020 with revisions to the current operating procedures and hours to coincide with the town hall guidelines. Patients were seen by appointment only, and screening, new cleaning and safety measures were implemented. This year the program counseled and/or tested two hundred, twenty-three (223) clients for HIV, sexually transmitted diseases (STDs) or pregnancy. Eight hundred (800) clinical samples were collected and processed. Of those counseled and tested, forty-seven (47) were treated on-site. A total of nineteen (19) clients were referred for additional medical care and/or social services.

The medications for the clinic are received through the State STD program at no cost to the department. Most of our laboratory testing is done by the State of Connecticut Public Health Laboratory. The specimens
are transported by the state courier, and due to advances at the laboratory, results are back in a couple days. There were webinars sponsored by the National Coalition of STD Directors (NCSD) discussing testing initiatives during the pandemic. Some of these were adopted by the State of Connecticut.

Eighty-nine (89) educational programs about healthy relationships, the risks of pregnancy, and acquiring HIV/STDs were conducted serving approximately one thousand, eight hundred eighty-nine (1,889) students in public and private schools. Included was a program for sixth graders discussing communicable/non-communicable diseases. Classes and health fairs were cancelled from March thru June because the schools were closed which affected the number of students who participated. The peer education initiative continued this year with a group of seniors who helped in the educational programs at the high school. During the summer we led similar sessions for the individuals participating in the Greenwich Youth Conservation Corps.

The Director also conducted forty-six (46) bloodborne pathogen training sessions, with six hundred seventy-two (672) employees attending. Some of these trainings were done this spring using google meetings and other applications. Three (3) Hepatitis B titers (blood samples) were collected from Town of Greenwich personnel (professional and volunteer). There were seven (7) occupational exposure referrals to the program.

During the year the director participated in meetings and events including programs sponsored by the American Public Health Association and the State of Connecticut on the latest information and trends in public health. This division was not unique in having had to navigate a new way of operating within the new guidelines due to the pandemic. In addition to the cancellations of the clinics and classes, striving to create the same quality of programs within a constantly changing environment has required learning new ways of communicating effectively. As the shutdown progressed, it was a pleasure to reconnect with colleagues and share skills and techniques others had tried. There were a number of webinars that the director attended including updates on the pandemic, training for contact tracing, health equity, utilizing digital technology, and updates on HIV and STDs. The clinic staff completed a training on gender diversity and HIV.

The CDC reports that there are approximately 1.2 million people in the United States living with HIV. People with HIV are frequently immune compromised. Thus far, there is no specific information about the risk of COVID-19 in people with HIV. STDs surged for the fifth straight year reaching an all-time high. Young people between the ages of 15 and 24 continue to account for half of the cases. If left undiagnosed and untreated, there are serious health consequences, including increased risk of acquiring or giving HIV.

**DIVISION OF ENVIRONMENTAL SERVICES**

*Michael Long, Director*

The Division of Environmental Services has two major subdivisions: Environmental Health and Laboratory. The Environmental Services program focuses mainly upon regulation enforcement, while the Laboratory performs environmental and clinical testing on various samples. Both programs function in tandem to help support the health status of the community. The services of this Division are provided to protect the public from potential health hazards, illness and disease through programs such as health education, environmental inspection, sampling and testing, clinical screening, licensing, permitting and consultation with the social service community.
ENVIRONMENTAL HEALTH

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

This year, the number of well permits and septic permits issued decreased from last year. The number of Class 4 food service licenses issued increased slightly in comparison to last year.

In 2019, there were Nine hundred fifty-eight (958) human cases of West Nile Virus (WNV) in the U.S. This number has significantly decreased from the previous year. Of those cases, one (1) human case of WNV were reported from the State of Connecticut with no deaths. There were thirty-eight (38) human cases of Eastern Equine Encephalitis (EEE) in the U.S. Of those, four (4) human cases were reported from the State of Connecticut with no deaths. The Division managed the Town’s larvicide program, which operated from June through September, with applications to public and private catch basins every six weeks. Information regarding WNV and EEE was also distributed to the public at various locations throughout Town. In 2019, the State continued to trap and test mosquito pools from designated testing locations, with several turning up positive in Greenwich. In an effort to battle nuisance mosquitoes, the Department of Parks and Recreation continued its program for mosquito control at facilities under its jurisdiction. In the 2019 mosquito season, the State of Connecticut continued testing for the Zika virus in mosquitoes and as a result there were no isolations of the Zika virus reported.

Many staff members assisted with seasonal flu clinics held for the public. The Division worked with the Information Technology Department and has converted from the Cityview program to a program called Municity, which the Building Department has been using first. The Division is working with the developers to maximize the program’s abilities to handle its licensing and permitting functions.

With the COVID-19 pandemic, Town Hall was closed on March 17, 2020 and staff were working from home for a few weeks and then coming to work a couple of days each week on a required staggered work schedule. Staff were assisting with COVID-19 patients from March through May. A procedure to approve building plans via email was developed with the Building Department and other land use agencies. Limited inspections were conducted of septic system installations and soil testing. In June, Town Hall was opened for public appointments only, but for the most part work was being handled via phone, email and regular mail. At the end of June 2020 field inspections had resumed at licensed facilities.

The Division has been anticipating the adoption of new food establishment regulations by the State Department of Public Health. At this time, the program is being reviewed by the State Legislation, but things have slowed considerably with the COVID-19 pandemic.

The 2019 beach season experienced a number of beach closings due to rainfall events. Byram Beach was closed for a total of thirteen (13) days due to rainfall events over 0.5” and one day due to measurable bacteria levels; Greenwich Point was closed five (5) days due to rainfall and one day due to measurable bacteria levels. Great Captain’s Island had five (5) closure days due to elevated bacteria levels and Island Beach had no closure days through the season. All beach facilities have written policies for automatic rainfall closures, since a scientific study has indicated high bacterial levels after certain levels of rainfall. Data continues to be compiled to see if the automatic rainfall closure criteria can be changed, especially for Byram Beach.
In 2019-2020, fifteen (15) animals were sent to the Connecticut Department of Public Health Laboratory for rabies testing. Of those submitted for analysis, twelve (12) were bats that were found in the home. Of the total number of animals tested this year, none were found to be positive for the rabies virus.

The Division continued to enforce State food service operation regulations in the three hundred sixty-five (365) food service establishments that are inspected and licensed annually by the Department. This year, there was a slight increase in the number of establishments licensed over last year. In addition, a considerable amount of time was spent reviewing more than one hundred fifty-four (154) building plans and thirty-one (31) building demolition permits. Approximately ninety-six (96) well and septic system permits were also issued, which is a decrease twenty-one percent (21%) from last year. To determine septic system suitability, eighty-five (85) soil tests were conducted, along with fifty-nine (59) septic system replacement areas being identified. The number of soil tests decreased by thirty-two percent (32%) from last year, while the number of replacement areas remained about the same as last year. Division staff followed up on thirteen (13) cases of enteric illness in Greenwich residents, which indicates a forty-three percent (43%) decrease from last year. A total of ninety-eight (98) body care facilities and twenty-six (26) massage establishments were inspected and licensed. The Division also licensed twelve (12) indoor pools along with fifty-five (55) outdoor pools that are inspected and sampled through the summer season.

**LABORATORY**

[ Douglas Serafin, Supervising Director of Laboratory Activities]

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

The occurrence of tick-borne disease is rising, not only within the Town, but also across the nation. In 2018, the latest year for which information is available, twenty-three thousand five hundred and fifty-eight (23,558) confirmed Lyme disease cases were reported in the U.S., along with ten thousand one hundred eight (10,108) probable cases. Both types of cases have decreased from last year. Among the states with the most reports, Connecticut ranked seventh. In 2018, the latest year for which information is available, Connecticut reported a total of one thousand eight hundred fifty-five (1,855) confirmed and probable cases of Lyme disease. Among the eight counties in Connecticut, Fairfield County reported a total of two hundred eight-nine (289) confirmed and probable cases of Lyme, the third highest in the state. The Town of Greenwich reported four (4) confirmed and four (4) probable cases of Lyme disease in 2018; however, this number is believed to be much lower than the actual cases for the year.

Although the COVID-19 pandemic closed Town Hall in March 2020, the laboratory continued to collect and analyze ticks from the public through an outside drop-off box. In an effort to protect the community against this endemic disease, the Laboratory continued its tick-testing program by identifying and testing deer ticks for the presence of *Borrelia burgdorferi*, the causative agent of Lyme disease. In 2019-2020, a total of five hundred and three (503) ticks and other insects were submitted. Of the three hundred forty-six (346) ticks tested in-house, twenty percent (20%) were found to be positive for *B. burgdorferi*. Although this result represents a decrease from last year, it is still considered within a normal range.

Examining infection rates by the life stage of the tick, it was observed that twenty percent (20%) of the adult ticks, which are active in the late fall and early spring, were positive for the Lyme disease bacteria, and ten percent (10%) of the nymphs, the juvenile stage active from May to July, were positive. This emphasizes the importance of protection against tick bites. The much smaller nymph has a greater chance of remaining on the host, completing its feeding cycle, and passing on the Lyme disease bacteria, even though fewer of them carry the bacteria.
In 2010, the Laboratory launched its tick testing program for *Babesia microti*, the causative agent for Babesiosis. *Babesia* can be present in the same tick as the Lyme disease organism. In 2019-2020, the Laboratory tested all of the in-house ticks for the *Babesia* organism with four (4) or one percent (1%) being positive. Of the total ticks analyzed, one (1) of them carried both the Lyme disease organism *Borrelia* and the Babesiosis organism *Babesia microti*. The percentages noted above are about the same as those of last year. There were two hundred forty-seven (247) cases of Babesiosis reported to the State in 2018, the last year for which statistics are available.

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

During this year, the Laboratory continued its program to test children under the age of six for lead in blood, which is now legally required in Connecticut. Eighty-seven (87) children participating in the monthly WIC (Women, Infant, and Child) Clinic and the Division of Family Health’s Maternal and Child Health Clinic were tested for lead in blood. Of the total number of children screened, none (0) were referred for follow-up. Also, eighty-seven (87) hemoglobin/hematocrit blood samples from clinic children were analyzed and reported. Two were found to be below normal; they were referred to the Family Health nursing staff for follow-up. The Laboratory maintained its support of the School Health Program operated by the Board of Education in screening children for anemia and lead exposure.

Since September 11, 2001, the Laboratory has been a contributing member of the Bioterrorism Laboratory Response Committee organized by the Connecticut Department of Public Health Laboratory. The Committee, which meets monthly, is assigned to evaluate lab surge capacity within the state should it be needed during a public health emergency. To assist the state with surveillance of biological and chemical agents, the Department’s laboratory continues to certify and maintain its Level 2 biological safety cabinet, which allows for the safe handling of biological specimens. In an emergency or disaster event, the Laboratory will be able to assist the state lab with sample repackaging. In addition to serving on this Committee, the Laboratory staff attended several training sessions on bioterrorism response.

Through assistance from State funds, the Laboratory conducted a successful Radon Outreach Program. Targeting specific sections of the town, a total of one hundred seventy-eight (178) residents were served with radon-in-air test kits. Overall, the testing results indicated an average radon level of 3.5 pico curies per liter, slightly lower than the Environmental Protection Agency (EPA) action limit of 4.0 pico curies per liter. The program, which continues to increase the number of homes tested for radon in Greenwich (11.7% of all households), also identified potentially hazardous living conditions for some residents. Of the total homes tested, forty-six (46) of twenty-four percent (24%) were found to have elevated radon in air levels (above the action limit of 4.0 pico curies per liter). All homeowners were given pertinent information on remediation methods for radon in air.

The laboratory launched a second component of the radon-in-air program and began testing for radon gas dissolved in potable well water. Twenty-nine (29) private wells were tested and of those, three (3) or ten percent (10%) were found to be over the State Department of Energy and Environmental Protection (DEEP) action limit of 5000 pico curies per liter. All residents with elevated levels were given information about remediation methods for radon in water.

Finally, the laboratory continued to operate the weather station, located on the roof of the Town Hall. The station is considered an asset, providing current weather conditions such as rainfall amounts, temperature, wind speed, and direction. Connected to the Laboratory’s computer system, the station prepared reports and
has been found to be critical when determining beach and shellfish bed closures. The total rainfall measured for FY 2019-2020 by the weather station was 41.09 inches, a measurement thirty one percent (31%) less than last year’s total.

DIVISION OF FAMILY HEALTH

[Deborah C. Travers, Director]

The Division of Family Health has two major components: The Adult, Maternal, and Child Health Program and the Dental Health Program for which it provides general oversight. The Adult, Maternal and Child Health Program (MCH) focuses upon health promotion and disease prevention in order to maintain and improve the health status of children, families and elderly Greenwich residents. The Division provides services to enable individuals to achieve and maintain optimum physical, emotional and social health. Components of all program areas provide much needed, high quality preventive health services and early identification of health problems through screenings, health maintenance, health education, home visits, consultation and communication with the medical and social service community.

Since 1914, the public health nurses have worked diligently to provide caring and comprehensive services to children, older adults and families in the Greenwich Community. By assessing the changing health needs of the community, public health nurses continue to interact with the residents by providing seamless nursing services which remain constant in nature and responsive in program design.

The Immunization Program offers regularly scheduled clinics at the Division of Family Health which provide children, expectant parents, caregivers, adults and Town employees with vaccination services. Public health nurses administered approximately one thousand six hundred (1,600) influenza, pneumonia, shingles and other recommended vaccines. As part of this effort, in FY 2019-20, the public health nurses conducted thirty (30) community-based Flu and Pneumonia vaccine clinics at senior housing residences, senior daycare, the Senior Center, private/independent school clinics, private business, early childcare centers, after school programs as well as on site clinics for Town employees at Town Hall and several centrally located schools.

Through the Tuberculosis Prevention and Infection Control Program, the Communicable Disease and Infection Control nurse coordinates and monitors the medical management of residents infected with active and latent tuberculosis living in the community. Additionally, the nurse helps ensure that refugees and Class B immigrants arriving in Greenwich transition through the CT Refugee and Immigrant Health Program (RIHP) at the local level. Tuberculosis and health assessments are conducted through collaboration with health care providers with referrals to the Department TB Chest Clinic as indicated.

In FY 2019-20, Staff and in-service training sessions were provided to nurses in the community and at senior facilities. The Division staff provide guidance on the OSHA Blood borne Pathogen Standard and epidemiologic and infection prevention support when a disease outbreak is suspected. Surveillance of reportable communicable diseases, emerging trends and influenza patterns is ongoing by review and follow-up of filed reports (approximately 600). During the influenza season, nurses maintained weekly contact with public and private schools, childcare programs and preschools, long-term care facilities and senior residences. See COVID-19 section.

The Senior Health Program provides health monitoring, preventive care and anticipatory guidance to ambulatory elderly in various clinical settings. Prior to the March closure of Town Hall and Town buildings, the public health nurses in the Senior Health Program provided more than eight hundred (800) hypertension screenings at weekly Town Hall clinics, the Senior Center, and six community locations which included referral and follow-up for at risk participants. Along with blood pressure screening, the nurses provided resources and information about a variety of health topics. Two new community locations were visited with...
a plan to begin regular monthly visits by the nurse. Although suspended temporarily, the sites will be added to the schedule in 2020 pending appropriate and safe visitor procedures at these locations.

The **Home Health Maintenance (HHM) Program** nurses visit frail and/or elderly clients and collaborate with primary care health providers to support the independent living of senior residents whose care is not covered by insurance or other providers. Of note, reflective of the growing “aging population” in Greenwich, the average age of HHM clients is 88 ½ years old and requests for assistance continue. The nurses made nearly four hundred (400) in home health assessment visits, administered vaccines, and assisted elderly clients with medication management, daily activities and referrals within the community network of health care providers and service agencies. Given the added concern for these clients, the Adult Health Nurse reached out regularly by phone between home visits. Due to this added layer of care, a significant number of clients in jeopardy were admitted to local hospitals for acute illnesses, falls and other health issues that might otherwise have gone undetected.

The **Maternal and Child Health (MCH) Program** conducts state mandated school physicals and immunizations to assist students to transition smoothly within the Greenwich academic community. Referrals and help making connections to local service providers are offered routinely. The MCH nurse oversees the **Lead Poison Prevention** program reporting regulations. The revitalized **Asthma Program** accepts referrals from health care providers and school nurses. The nurse continues to provide wellness services and health education to uninsured or underserved families through Well Child Clinics, bi-monthly WIC clinics, expectant parent class, as well as newborn and postpartum home visits. The MCH nurse made nearly four hundred and fifty (450) child health promotion visits until COVID19 restrictions impacted this aspect of the MCH program. Subsequently, the nurse provided cross over support to Adult Health and community surveillance. Early literacy advocacy continues through collaboration with nationally based **Reach Out and Read** and new book distribution at each preventive health visit.

The **Passport to Good Health** program teaches a ten-month health curriculum and provided health screenings to almost two hundred and fifty (250) preschool children in seventeen classrooms across Greenwich.

The **Daycare Licensing Program**, which, in conjunction with the Division of Environmental Services, inspects daycare, preschools and after school facilities for Department registration and state licensure, enforces CT State regulations local regulations as they apply, and conducts complaint investigations. The MCH nurse provides consultation and in service health education to Directors and staff on related health policy development and implementation.

**Community Health Improvement Plan:** Family Health collaborated with Greenwich Community Health Improvement Partnership members to address issues and health needs identified in the three-year Plan. The Director of Family Health serves as Co-Chair on the Healthy Lifestyles committee. The March Nutrition Month lunch and learn on Plant-based diets was cancelled; however, a presentation on Diabetes Self-management was reconfigured from a lunch program to a Zoom conference.

**Partnerships with Town Departments and Community Providers**

- Greenwich Community Health Improvement Partnership: Co-chair Healthy Lifestyles
- Greenwich United Way Community Planning Council
- YWCA Domestic Violence Task Force
- Greenwich Hospital Community Advisory Committee
- Greenwich Together
- Communities4Action
- School Readiness Council
- Child Protection Team
- Senior Provider Network
- Commission on Aging Initiatives
- Nathaniel Witherell Infection Control Committee
- Greenwich Hospital Infection Control Committee
Greenwich Infection Control Professionals Group- Chair

Health Education Activities and Events

- 8/2019: National Immunization Awareness Month interactive/display
- 10/2019: Senior Health Expo – Influenza and Pneumonia vaccination clinic
- 10/2019: Employee Health and Safety Fair
- 10/2019: Infection Prevention Week
- 10/2010: Lead Poison Prevention Week
- 12/2019: National Influenza Vaccination Week
- 2/2020: Wear Red Day – Heart/BP event

Town of Greenwich Health & Safety Committee

- 3/2020: World TB Day event*
- 3/2020: National Nutrition Month speaker *
- 3/2020: Poison Prevention Week event*
- 6/2020: Diabetes Self-Management Zoom conference
- Events cancelled due to Covid-19 restrictions
- 2/20-6/20 (ongoing) COVID-19 information and guidance posted on Department website/e-blasts/Covid19 Call line
Coronavirus Disease (COVID-19)

On February 3, 2020, the Department and public health nurses launched their emergency preparedness response to the emerging COVID-19 pandemic. Public health nurses began community surveillance and monitoring of international travelers who returned to Greenwich. From February through the end of June, the Family Health nurses spoke with and monitored the health and well-being of approximately 250 residents with positive COVID-19 tests as well as their family members who were in quarantine with them. Community health efforts included health education, proactive outreach to vulnerable residents, collaborations with community partners, and direct nursing services.

The Director of Family Health initiated COVID-19 specific dialogue (which has remained ongoing throughout the pandemic) and provided guidance documents to a growing list of constituents including, but not limited to Early Childcare Directors, Health Providers, community service agencies and providers, schools, long term care facilities and senior residence managers.

In March, the Director of Health activated five Department of Health COVID-19 call lines, the first two in Family Health. Through their collective efforts, the nurses and support staff, spoke with hundreds of callers and answered basic COVID-19 questions, connected them with test sites, referred callers to health care providers and linked them up with support services for basic needs such as food and transportation.

The nurses continue to participate in COVID-19 related webinars and online learning activities generated by the CDC, CT DPH, ASTHO and other public health organizations.

DENTAL HEALTH PROGRAM

[Linda Conti; Jeannie Schnakenberg, Public Health Dental Hygienists]

Implemented by a staff of two (2) registered public health dental hygienists, the Dental Health Program applies the principles and practices of preventive dentistry through a comprehensive oral health program of services to children, adolescents, adults and the elderly. The program consists of four initiatives: The School Dental Health Program, Community and School-Based Preschool and Head Start Programs; the Maternal and Child Health Clinic, and the Adult Health “Caring in the Community” Program, which encompasses health fairs, wellness forums and programs for residents, Town of Greenwich employees and community businesses. Working collaboratively with the professional dental community, the Family Centers Healthcare, the Dental Center of Stamford, and Optimum Health Care Center, the program strives to prevent dental health disease in persons of all ages by providing oral health and orthodontic care. The program also assists those who do not appear to have enough access to oral health care services. The major program goal of preventing oral health disease is directed mainly to children in the public-school system. The School Dental Health Program includes eleven (11) elementary schools and three (3) middle schools. Despite dramatic success in the reduction of caries in children over the past twenty years, oral health related diseases still appear in young children. The program is equipped to recognize early stages of dental disease by providing dental screenings and periodic assessments of oral health problems. Due to the COVID-19 pandemic and the closure of the schools in March 2020, the staff serviced eight (8) elementary schools, two (2) middle schools and serviced pre-schools. Public health education sessions are taught to stress the importance of preventive oral health care measures in all grades where the program is offered. This year, a total of two
hundred (200) educational sessions were taught in kindergarten through fifth grade classes and two thousand seven hundred and twenty-four (2724) eligible students received dental screenings. Of those examined, four hundred and eighty-seven (487) were found to need dental care and were referred to a dentist for follow-up. There was a total of fifty-four (54) completed corrections. Tracking referrals is a long-term process. Compliance forms received by the Dental Health Office after the fiscal year will be recorded in the following year. Of the one thousand thirty-eight (1038) students referred (including pre-schools) in 2017-2018, there were an additional four hundred and eighteen (418) students that had treatment completed but did not return the referral form in 2017-2018. Therefore, after examining these students in the beginning of 2018-2019, a total of five hundred and ten (510) or 50% of the students visited a dentist and received treatment for the fiscal year.

As an ongoing objective, the dental program strives to provide oral health screenings to at least seventy-five (75%) of the children entering school for the first time (Kindergarten grades and new students). In 2019-2020, the State of Connecticut initiated Public Act No 18-168 which states that every new student entering the public-school system must provide an oral health assessment prior to the start of school. The oral health assessment is now included on the Medical Evaluation Form. The oral health assessment is to be provided by a dentist, a dental hygienist, or a legally qualified practitioner of medicine. The Greenwich School District has implemented this new policy to include all students in kindergarten, third, sixth, and ninth grades. The students have one year to complete the requirement.

The Dental Health Program has implemented an initiative to provide completion of these forms for students who receive a dental screening in the school system. For 2019-2020, there were five hundred and ninety-three (593) enrolled kindergarten students and six hundred and seventy-nine (679) enrolled third grade students for a total of one thousand two hundred and seventy-two (1272) students requiring the completion of the form. Out of the 1272 students, eight hundred and ninety-six (896) or 70% of the screenings and forms were completed. The total number of students enrolled in sixth grades in middle school was 707 with 511 screenings and forms completed. The data for three elementary schools and 1 middle school were not able to be calculated due to the COVID-19 pandemic. Also, in this fiscal year the dental hygienists responded to fifty-six (56) dental first aid needs. Tooth decay known as dental caries is preventable and remains the most common chronic disease affecting children aged five to eleven years and adolescents aged twelve through nineteen years. In the United States, tooth decay affects one out of four elementary school children, two out of three adolescents and nine out of ten adults. In Connecticut, forty-two percent (42%) of third grade children have experienced dental decay.

Fluoride is a natural mineral that is shown to protect against tooth decay. It has long been recognized as the most effective, economical and practical preventive measure to reduce tooth decay and promote good oral health. Fluoride works by stopping or even reversing the tooth decay process. It keeps tooth enamel strong and solid and helps to re-mineralize tooth surfaces. It also prevents cavities from continuing to form. Despite scientific facts, there is a perception that fluoride supplements are not necessary due to the presence of fluoride in toothpaste and water. In Connecticut over eighty-seven percent (87%) of the state’s population receive some level of fluoride in their drinking water from public water systems. However, the remainder of the population is served by a private well water supply. In Greenwich, there are approximately twenty-three thousand (23,000)
households with about seventeen thousand (17,000) served by Town water and the rest by private well water. In addition, most bottled water is fluoride-free, and toothpaste provides minimal fluoride amounts. The weekly fluoride rinse initiative is offered to students in first through fifth grades in all eleven (11) elementary schools. Of the three thousand three hundred and forty-three (3343) eligible students, two thousand seven hundred and six students (2706) or eighty-one percent (81%) participated. Approximately, four hundred and sixty-one (461) or fourteen percent (14%) declined treatment along with one hundred and seventy-six (176) or five (5%) who gave no response.

The staff continued to guide families through the HUSKY insurance application process in an effort to find a provider. Since the closure of the Greenwich Hospital Dental Clinic many dentists have begun to accept state insurance. Recognizing that oral disease, especially tooth decay, is the most chronic childhood disease, the staff dental hygienists worked collaboratively with community dental providers to obtain prompt appointments for treatment. According to the U.S. Surgeon General, tooth decay is five times more common than asthma and seven times more common than hay fever. It is estimated that more than fifty-one (51) million school hours are lost each year due to dental related illness.

In addition to the public-school curriculum, five (5) elementary school-based pre-schools and five (5) community-based pre-school programs were serviced with a total of two hundred and sixty-three (263) exams conducted and thirty-five (35) educational classes taught (including Head Start programs). Special assistance was given to the two (2) Head Start programs (First Steps and Kid’s Corner) so that compliance performance standards could be met for Federal funding. All parents in these programs were given a list of HUSKY providers for dentists and clinics. With 100% participation, twenty-three (23) children were examined and fifty-three (53) conferences were conducted. Dental services were also coordinated for three (3) referrals to a dentist. In addition, the staff screened a total of fifteen (15) children enrolled in the Women, Infants, and Child (WIC) program, which meets twice a month at Town Hall. There was one (1) referral.

In celebration of “Children’s Dental Health Month”, which is in February “The Whole Tooth and Nothing but the Tooth” was presented to approximately one hundred (100) students at the Greenwich Boys and Girls Club. This was a fun after school program of games related to oral health and a puppet show about visiting the dentist. Education on brushing and flossing as well as nutrition were discussed. A power point presentation on “The Oral Systemic Connection” as it relates to pregnancy was delivered to eight (8) expectant mothers at the Greenwich Hospital Dental Clinic. “The Oral Systemic” presentation was also presented to fifteen (15) seniors at the River House Adult Day Care Center.
The Nathaniel Witherell (TNW) Skilled Nursing/Rehabilitation Facility is owned by the Town of Greenwich and operated as a not-for-profit facility. TNW, licensed for 202 beds as a Skilled Nursing Facility by the State of Connecticut Department of Public Health, provides rehabilitation and skilled nursing care while offering priority for admission to residents of the Town of Greenwich. All of its beds are certified by the Medicare and Medicaid programs. Major insurance carriers also contract with Witherell to provide rehabilitation services to their policy holders. Nathaniel Witherell is located on a 24-acre campus on Parsonage Road, two miles from downtown Greenwich.

TNW continues to incorporate a philosophy of providing individualized care for each resident by 1) maximizing choices; 2) building relationships; 3) helping to achieve personal goals; 4) celebrating life-cycle events; 5) maintaining relationships with the external community; 6) providing transition support into the Witherell community; and 7) collaborating with residents and their families. In nursing home parlance, this philosophical approach is called “person-centered care.” Consistent with this philosophy, TNW is committed to providing the highest possible quality of life and care for each of its residents based on their individual needs in the areas of nursing, rehabilitation, medical care, social work, dining services, pastoral care and therapeutic recreation. TNW employs support staff in Nursing, Maintenance, Housekeeping, Laundry, Finance, Admissions and Administration, all of whom are vital members of the total Witherell Care Team. Rounding out that Team are physicians, dentists, psychologists, therapists, dieticians, nurse practitioners, volunteers, and a Family Council whose members are also committed to enhancing the quality of life for our residents.

### FINANCIAL SUMMARY

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures</td>
<td>23,882,787</td>
<td>23,891,608</td>
<td>22,299,113</td>
</tr>
<tr>
<td>Allocations (Fringes, taxes, in-kind svc)</td>
<td>5,407,600</td>
<td>5,694,368</td>
<td>5,252,245</td>
</tr>
<tr>
<td>Debt and Interest</td>
<td>1,854,801</td>
<td>1,956,567</td>
<td>2,013,470</td>
</tr>
<tr>
<td>Capital</td>
<td>400,000</td>
<td>1,172,893</td>
<td>458,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>31,545,188</td>
<td>32,715,436</td>
<td>30,022,828</td>
</tr>
</tbody>
</table>

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>27,172,946</td>
<td>25,956,099</td>
<td>27,133,439</td>
</tr>
<tr>
<td><strong>DEFICIT</strong></td>
<td>(4,372,243)</td>
<td>(6,759,337)</td>
<td>(2,889,389)</td>
</tr>
</tbody>
</table>

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributions from External Sources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Fund</td>
<td>3,000,000</td>
<td>2,700,000</td>
<td>2,700,000</td>
</tr>
<tr>
<td>Friends of TNW</td>
<td>30,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Revenue</strong></td>
<td>(1,372,243)</td>
<td>(4,029,337)</td>
<td>(189,389)</td>
</tr>
</tbody>
</table>

Nathaniel Witherell staff and/or contracted personnel deliver care specific to each resident’s needs. Whether residents’ stays are for short-term rehabilitation or for the treatment of chronic and/or medical conditions that require long-term care, their needs are addressed by both professional and service personnel with training and/or certification in areas such as:
SERVICES

Physician-ordered care with Medical Direction  
Medication Management  
Inpatient and Outpatient  
- Medical Rehabilitation  
- Cardiac Rehabilitation  
- Orthopedic Rehabilitation  
Wound/Skin Management  
Pain Management  
Cardio-Pulmonary Management  
Alzheimer’s Disease and Dementia Care  
IV Therapy  
Dietician supervised Nutritional Support  
Renal Therapy  
Enteral Feeding  
Tracheostomy Care  
Coma Care  
Palliative Care  
Hospice/End of Life Care  
Psycho Social/spiritual needs assessment  
Chaplaincy Service  
Hairdresser/Cosmetician Services  
Community/Volunteer Services

STATISTICS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel – FTEs (F.T. + P.T.)</td>
<td>220.3</td>
<td>230</td>
<td>229.9</td>
</tr>
<tr>
<td>Admissions</td>
<td>485</td>
<td>657</td>
<td>608</td>
</tr>
<tr>
<td>Occupancy</td>
<td>87.8%</td>
<td>89.8%</td>
<td>90.7%</td>
</tr>
<tr>
<td>Patient Days</td>
<td>64,692</td>
<td>66,215</td>
<td>66,862</td>
</tr>
<tr>
<td>Available Beds</td>
<td>202</td>
<td>202</td>
<td>202</td>
</tr>
</tbody>
</table>

MAJOR ACCOMPLISHMENTS AND ACTIVITIES

- This year, Nathaniel Witherell once again, remained among the highest rated nursing homes in the State as measured by US News and World Report. Only 21% of Skilled Nursing Facilities in the U.S. earn this distinction.

- Allen Brown retired as the Executive Director of Nathaniel Witherell December 31, 2019. TNW engaged HDG to fill the Executive Director position on an interim basis. Joann Kotulski served admirably, as the interim Executive Director during the beginning of the COVID-19 pandemic for a period of 3½ months and was succeeded by John Mastronardi who was named as the new Executive Director and started on April 27, 2020.

- The challenges and effort posed by COVID-19 have been substantial, including:
  - Keeping our residents and staff safe
  - Infection control
  - Weekly resident and staff testing
  - Positive case contact tracing
  - Maintaining an adequate inventory of Personal Protective Equipment (PPE) when supplies are scarce and in high demand
  - Communication with stakeholders
  - Formation of the COVID-19 Task Force
- Physical and emotional toll on residents and staff
- Census that decreased from a high of 188 to a low of 132 (The census has rebounded since that low of 132 and remains at a range of 155-160).
- Connecticut State Department of Public Health (CTDPH) COVID-19 surveillance surveys (12 surveys within the last 8 months), and subsequent submission of supporting documentation to the CTDPH based on those surveys
- Mandatory submission of daily COVID-19 data, 7 days per week, to various federal, state and local regulatory entities including:
  - Facility Licensing and Investigation Section (FLIS)
  - Secure Access Management System (SAMS)
  - Mutual Aid Plan (MAP)
  - CTDPH PPE Burn Rate Calculator Stats
  - Town of Greenwich Fire Marshal

**COVID-19 STATISTICS**

- Residents: 60 lab confirmed cases
- 11 resident deaths attributed to COVID-19
- Staff: 8 lab confirmed cases

**LEADERSHIP TEAM PERSONNEL CHANGES**

- Three key leadership positions were filled this year. Nadia Benson joined Nathaniel Witherell on July 27, 2020 as our Director of Nursing Services. Ms. Benson previously served as the Director of Resident Care at Five Star Premiere Residences of Yonkers, which is an Independent, Assisted Living and Memory Care facility. Ms. Benson’s responsibilities encompassed leadership and management of the Resident Services Department, which includes Nursing, Social Services, Scheduling and Rehab. Ms. Benson brings a wealth of knowledge and experience in the clinical and regulatory aspects of the Deputy and Director of Nursing Services role. This includes developing and implementing new Policies and Procedures, crafting Plans of Correction in response to Annual Department of Public Health surveys, overseeing departmental budgeting and change management. Nadia has been a welcome addition to the Nathaniel Witherell team.

- Nunzio Raimo joined Nathaniel Witherell as our Director of Financial Operations. Mr. Raimo’s most recent healthcare experience was as the Manager of Finance at White Plains Hospital. He has also served in financial management positions at North General Hospital and Mount Sinai Medical Center. He comes to us with extensive experience in health care finance and accounting, including developing annual operating and capital budgets, monthly budget reporting, financial planning, forecasting and analysis.

- Chris Ann Bennett has joined Nathaniel Witherell as our Infection Preventionist as of November 16, 2020. Chris Ann is a license Registered Nurse. She continued her education and completed her Associate degree in nursing at Bronx Community College in 2015. She then completed her
BSN-RN at Chamberlain School of Nursing in 2017. Chris Ann started as a staff nurse in subacute rehab where she was promoted in less than 6 months to Nursing Supervisor for multiple long-term and subacute units. Chris Ann went on to gain further experience at other rehab and LTC facilities including Terrence Cardinal Cooke and Upper Eastside Rehab and Nursing in NYC. She independently pursued and successfully completed her infection control certification course in 2019. Chris Ann has been Nursing supervisor at Five Star Premier Residences of Yonkers for the last 3 years. And has served as Interim Director of Nursing for the last four months.

Chris Ann had been crucial in the infection control management of those facilities throughout this pandemic. She has been spearheading infection control protocols and adherence per DOH and CDC guidelines. She has worked the front line, as well as educated the nursing staff and other facility staff members on an ongoing basis throughout the pandemic. We look forward to Chris Ann sharing her knowledge and experience with us at Nathaniel Witherell.

- In response to COVID-19, the leadership team created protocols to manage issues related to planning, including:
  - The establishment of a COVID-19 Task Force to review regulations and best practices
  - The creation of policies and procedures to manage COVID-19 related issues, including guidance, infection control, Personal Protective Equipment, hand hygiene, social distancing, contact tracing, education and training, visitation and communication with stakeholders

- A major point of focus for the leadership team continues to center on managing expenses by controlling overtime costs on a consistent basis. The trend for Nursing overtime costs reflects an average monthly decrease of $18,000 in Nursing overtime expenses.

- **Maintenance** had a FY 2020 overtime budget of $34,044 per year with an average spending trend of $3,100 per pay period. Maintenance closed FY 2020, $40,286 over budget on OT with an actual OT annual expense of $74,330. For FY 2021, Maintenance currently has an average spending trend of $630 per bi-weekly pay period, which continues to trend downward. Maintenance has used approximately 14% of its overall overtime budget in the first quarter.

- **Housekeeping** had a FY 2020 overtime budget of $158,339 with an average spending trend of $5,600 per pay period. Housekeeping closed FY 2020 under budget by $12,684 for a total annual OT expense of $145,655.00. This FY 2021, Housekeeping currently has an average spending trend of $4,200 per pay period and trending downward. This represents $1,400 less per pay period than last year, during the COVID-19 pandemic which has required the department’s services to increase. These efficiencies have been achieved by effectively managing schedules, time and attendance and overtime utilization. Housekeeping has used approximately 21% of its overall budget in the first quarter.
• Nathaniel Witherell is currently developing and initiating the following programs to diversify its service portfolio:

  o Developing and marketing TNW as a trusted, step-down healthcare partner for hospitals that need support in lowering their lengths of stay (LOS). The facility’s research shows that area hospitals are losing substantial revenue due to hospital acquired conditions developed during longer lengths of stay. One area hospital is currently losing an average of $721,000 per year due to these LOS-related, hospital acquired conditions. There are significant opportunities for TNW to admit higher acuity hospital patients, provide expert care, stabilize and safely discharge the patient to the community with follow-up services, lowering the hospital’s length of stay and providing continuity of care. TNW would realize the higher reimbursement rates associated with taking these clinically complex patients. While the facility will continue to accept orthopedic cases, we will shift the focus to concentrate on admitting and caring for Sepsis, IV therapy, Cardio-Pulmonary and Medical Management cases.

  o Nathaniel Witherell is in the preliminary stages of actively developing partnerships with Yale New Haven to drive down hospital readmissions and Stamford Hospital for a Cardio-Pulmonary program.

  o The leadership team has maintained its commitment to expanding Nathaniel Witherell’s referral base by conducting weekly outreach to new and existing referral sources to advise them of our services. The Admissions department provides weekly status update reports to Administration on referral sources that have been contacted and progress made in penetrating new markets.

  o Leadership is in the process of initiating an inventory control system to set baseline par levels based on utilization, effectively manage items in the supply chain and control associated costs

  o As part of the Nathaniel Witherell marketing plan, the website will be updated over the coming months and drone footage has already been shot for use in a new virtual tour, which will be posted on the Nathaniel Witherell website.

  o The facility’s Wi-Fi has been upgraded and previous gaps in service throughout the building, have been resolved.

• Board of Directors

  o Laurence B. Simon, Chair, with a term expiring June 30, 2022
  o Suzanne Brown, with a term expiring June 30, 2022
  o Christopher Carter, with a term expiring June 30, 2023
  o Melissa Gibbons, with a term expiring June 30, 2023
  o Nisha Hurst, with a term expiring June 30, 2021
  o Richard Kaplan, with a term expiring June 30, 2022
  o Joan Merrill, with a term expiring June 30, 2021
  o Nirmal Patel, MD, MPH, with a term expiring June 30, 2021
  o Vacant position
Respectfully Submitted by:
John Mastronardi
Executive Director
November 16, 2020
DEPARTMENT OF HUMAN SERVICES

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>50</td>
<td>51</td>
<td>51</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$3,837,318</td>
<td>$3,745,437</td>
<td>$3,271,239</td>
</tr>
<tr>
<td>Capital</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total:</td>
<td><strong>$3,837,318</strong></td>
<td><strong>$3,745,437</strong></td>
<td><strong>$3,271,239</strong></td>
</tr>
<tr>
<td>Revenue:</td>
<td>$69,154</td>
<td>$88,756</td>
<td>$73,934</td>
</tr>
</tbody>
</table>

Note: Fifty-four (54) budgeted positions in FY 2019-2020 were filled: twenty-two (22) full-time and twenty-eight (28) part-time. Expenditures included $2,963,828 in operating expenses and $873,490 in External Entities funding. Overall operating expenses increased by $32,349 over fiscal year 2019 and reflects a 1.1% increase in the operating budget. Revenues, generated through Homecare Services were $69,154 in Fiscal Year 2020.

STATEMENT OF DEPARTMENT MISSION, GOALS, AND TARGET POPULATION

**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.

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

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

**Oversight** The Department is overseen by the seven-member, policy-making Board of Human Services. Board members serve three-year terms. Board officers this year were: Mr. Abbott Jones, Chairperson; Mr. Alan Gunzburg, Vice Chairperson; and Mr. Jeffrey Medina, Secretary. Other board members were: Ms. Annalisa Fernandez, Mr. Thomas Petrone, Ms. Natalie Queen, and Mr. Winston Robinson.

KEY DEPARTMENT OPERATIONAL ACTIVITIES IN 2019-2020

**Department Strategic Plan 2020-2022**
The Board of Human Services and Department completed the first year of its three-year strategic plan for FY 2020 - 2022. The Department successfully worked towards achieving the goals and objectives established in the strategic plan.

The plan identifies six key areas for department involvement: 1. Meet basic human needs of Greenwich residents; 2. Prepare children and youth for success; 3. Increase employment, self-determination and empowerment for adults; 4. Participate in promoting programs that support older adults and the disabled in the community; 5. Enhance mental health/substance use disorder services; and 6. Diversity and immigration challenges.

**Provision of Services**
The Department transitioned to providing admissions, applications, and case management services to clients via telephone to ensure the safety of the Greenwich community during the COIVD-19 pandemic.
The staff provided in-person services as appropriate per established safety guidelines. The Homecare Services Unit continued to provide in-home services to the Department’s most vulnerable clients during the COVID-19 pandemic.

**Meeting Community Needs**

The high demand for human services continues due to the economic conditions and limited job market exacerbated by the COVID-19 pandemic. This is reflected in the 1,978 client households served by the Department during FY20. Due to the financial, social, and emotional impact of the COVID-19 pandemic, we anticipate the need and demand for services to grow. The most recent Greenwich United Way ALICE (Asset Limited, Income Constrained, Employed) Report states that the number of residents that are employed, but have difficulty in meeting their basic needs is 28% of the Greenwich population (with 7% at the Federal Poverty Level and an additional 21% under the ALICE level). The ALICE Threshold for a family of four is $81,792.

Following the goals established in its FY 2020-2022 strategic plan and responding to the needs of the community as evidenced by the ALICE Report, the income eligibility threshold for obtaining assistance from the Department was changed from 200% of the Federal Poverty Level (FPL) to 300% of the FPL. For a family of four, 200% of the FPL is $52,400 and 300% of the FPL is $78,600.

**Accountability**

The Department management and Board are ensuring accountability by monitoring the Department’s activity by using data extracted from the Department’s management information system, ClientTrack, into clinical activity dashboards. These dashboard reports continue to assist in measuring the effectiveness and efficiency of staff’s productivity, provision of client services, as well as, balancing services and the cost of delivering those services. The Commissioner’s monthly dashboard report to the Board of Human Services provides the Town’s stakeholders a better understanding of the Departments’ activities and accomplishments.

### KEY SERVICES TO THE COMMUNITY IN 2019-2020

**Clients Served**

In FY ‘19-20, the Department provided services to 1,978 households. The monthly departmental caseload over the year, per FTE was 177 in the Applications Unit and 65 in the Case Management Unit. There were 615 referrals and 275 admissions to the Department.

The Department’s case managers maintain regular contact with and provide services to clients.

<table>
<thead>
<tr>
<th>Clients</th>
<th>Average No. of Clients Per Month</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Applications Unit</td>
</tr>
<tr>
<td>Enrolled</td>
<td>720</td>
</tr>
<tr>
<td>Projected No. of Clients to be Served</td>
<td>235</td>
</tr>
<tr>
<td>Actual No. of Clients Served</td>
<td>323</td>
</tr>
</tbody>
</table>
The Department provides several direct and indirect services to Greenwich residents.

**Admissions, Applications, and Case Management Services**
The Department continues to be the major entry point for individuals and families who are seeking assistance with meeting basic human needs: housing, food, clothing, health care, and personal safety. Many clients have significant economic challenges and/or physical/mental health issues that hinder their ability to address the problems. The Department’s case managers assess the degree of client need and develop a service plan with the client that establishes goals, objectives, and timelines. The case manager’s primary responsibility is to evaluate need and refer the client to the appropriate set of community service providers and to follow up with the client to monitor progress, to coordinate additional support as needed, and to assess outcomes.

The top four agencies that the Department referred to during the fiscal year were Neighbor to Neighbor (to address food insecurity), the Connecticut Department of Social Services (for longer-term state-administered programs), Family Centers RITE Program (for employment services), and New Covenant Center (for immigration services).

**Education**
The Department’s Board has determined that the future success of clients breaking the poverty cycle is through improved education preparation. An Achievement Gap Committee recommended a strategic plan for developing a community collaborative approach for identifying children who are at risk, then providing supportive programming. The Achievement Opportunity Gap Group began developing a community asset mapping project to assist in determining service levels and allocation of funding to narrow the achievement gap. The Department also continues to fund educational programs through its External Entities budget (Community Partnership Program).

**Employment**
The Department continued to provide a job development program through its Community Partnership Program with Family Center’s RITE Program. During the COVID-19 pandemic, the program was able to shift to providing these services remotely. During the fiscal year, the program was able to assist 104 clients.
with resume writing, worked with 48 clients to become employment ready, and assisted 25 clients to secure or upgrade their current employment.

**Food Insecurity**
The Department screens and refers clients to Greenwich’s not-for-profit food and clothing bank, Neighbor to Neighbor (NTN). During the start of the COVID-19 pandemic, there was a need for NTN to shift to primarily providing food support. NTN partnered with the Transportation Association of Greenwich (TAG) to meet the clients’ growing need for the food to be delivered to their homes. Over the fiscal year, the demand for food has increased. In July 2019, there were 387 families (1,062 individuals) from the Department who received food support services from NTN. By June 2020, the number of Department families served by NTN had grown to 564 (1,504 individuals). Including new referrals and clients who no longer needed the service, NTN provided food support to 633 unduplicated Department families (1,681 unduplicated individuals) over the fiscal year.

**Youth Services Bureau**
The Department oversees three programs geared to Greenwich youth development and support: Juvenile Review Board (JRB), Interagency Team (IAT), and the First Selectman’s Youth Commission (FSYC).

The JRB coordinated the services for 17 students over the fiscal year and the Interagency Team has worked to address the needs of 14 students and their respective families. The First Selectman’s Youth Commission completed several projects during FY20.

**Greenwich Youth Conservation Project (GYCP)**
This program provides summer employment, educational, and recreational/socialization for 112 14- and 15-year-old students from all socio-economic groups and serves students from the public and private schools. The program is operated through a collaboration with the Department of Parks and Recreation.

**Greenwich Youth Corp**
This program is in collaboration with the Greenwich Land Trust and provided a working/learning experience for nine youth, ages 15-16.

**Byram Archibald Neighborhood Center After School Program (BANC)**
The BANC After School Program served children in kindergarten through 3rd grade. BANC served 72 children in FY19-20. The program is a licensed after-school day care program. Special programs included: yoga, chess, museum and library trips, swimming lessons and cooking. The Second Step Program, a social and emotional program, was also provided to the students.

**Homecare Services**
The Department provides Homecare Services for low-income seniors and disabled individuals who meet eligibility criteria. Services include light housekeeping, laundry, meal preparation, and, with a doctor’s authorization, bath assistance to clients unable to manage these tasks themselves due to frailty or illness. Homecare provided services to 93 unduplicated seniors and individuals with disabilities. The Department continues with a contract with the Southwest Connecticut Agency on Aging (SWCAA) for Homecare Services. The Department provided SWCAA Homecare services to 23 unduplicated individuals. Based on the SWCAA services, the Department contributed $69,154 in revenue to the Town in FY20.

**Transportation Services**
Transportation is provided for clients who have mental, cognitive, and physical challenges that receive case management services from the Department. These services help many clients to access their medical providers, food, and to meet other needs such as medication pick-up or translation during medical or legal appointments. Case Aides provided transportation services to 107 unduplicated clients.
**Elderly/Disabled Renter’s Program and Energy Assistance Program**
The State provides a Renter’s Rebate Program for Connecticut renters who are elderly or totally disabled and have resided in the state for at least one year who have incomes below certain limits. The Energy Assistance Program is administered by the state to help offset the winter heating costs to Connecticut's households with lower incomes.

**Renters Rebate '19-20:** The Department submitted 417 applications for renter’s rebate that were granted with benefits to applicants totaling $204,053.

**Energy Assistance '19-20:** The Department completed 189 applications with total awards of $81,295.

**Operation Fuel**
Operation Fuel is a privately funded 501C-3 not-for-profit organization providing financial assistance to eligible low-income families with fuel or utility emergencies via a network of 100 fuel banks. $38,803 was awarded to 75 Greenwich households.

**Community Gifts Program**
The Program involves Town and private sector collaboration distributing toys, food, cash, clothing, and shoes to Greenwich families in need. Without the generous donations from the community to the Greenwich Human Services Fund, the Community Gifts Program could not be possible.

The Holiday Aid Program provided gift cards to 416 unduplicated households (totaling $4,8485) during Thanksgiving and to 480 unduplicated households (totaling $11,125) for the Winter Holidays. In addition to gift cards, various organizations and individuals within the community donated 242 gift baskets for clients for Thanksgiving and 52 baskets for the Winter Holidays.

Toy Distribution provided unwrapped toys to 255 children and the Angel Tree Program provided 631 gifts to 435 children.

The Campership Program provided partial and full scholarships to summer camps for 158 children ages five to fourteen and 23 seniors. The total amount of donations for this initiative was $89,155.

The Boots and Shoes Program provided families with vouchers toward back-to-school footwear for 225 children, ages five to fifteen, through the Salvation Army Emergency Aid Program.

**Indirect Services**
The Department works in collaboration with community agencies to identify human service needs and responds accordingly.

**Community Partnership (External Entities)**
Since 2006, GDHS has assumed the responsibility for oversight of local Human Services Organizations that receive Town funding. In FY20, $873,490 was distributed to community agencies to support and supplement the efforts of the Department in meeting the needs of Greenwich residents. The administrative oversight for each program is monitored through the submission of quarterly reports with established goals and outcomes.

**Community Involvement**
The Department provides access to needed resources for clients through collaboration with various community organizations, and participation on Boards and Committees in the community. In FY20, the Department supported the First Selectman’s Youth Commission members were trained on the Sticker Shock program, in conjunction with Greenwich Together. This program trains youth to go into liquor stores and
to place stickers on alcoholic beverages to be sold to the public. The stickers warn of the dangers of underage drinking. The final stages of this initiative will be completed in FY21.

**Town Committees**
The Department continues to be represented on the First Selectman’s Diversity Advisory Committee and the First Selectman’s Advisory Committee for People with Disabilities in Greenwich. The Department’s work on these committees assists in providing a voice for addressing the needs of underrepresented groups.

**DEPARTMENT ACCOMPLISHMENTS IN 2019 – 2020**

**Achievement Opportunity Gap Round Table Group**
Through the work of the Achievement Opportunity Gap Round Table Group, worked towards completing a community asset mapping project providing information on community agency services and programs that offer health, mental health treatment, and developmental support for children (ages 0-5) and families. The project included focus groups, student demographics, and risk factors by school (Pre-K and kindergarten). The first phase of a project provided critical information for Achievement Gap solutions for age groups (0-21).

**Youth Services Bureau (YSB)**
Through the Interagency Team, the YSB improved response by earlier identification of children with behavioral health issues and provide case management and counseling support to the child and family. First Selectman’s Youth Commission (FSYC) completed the following projects: 1) FSYC held an essay contest. Students wrote essays reflecting on the impact of the COVID-19 pandemic. First, second, third, and honorable mention winners were given Amazon gift cards. 2) Over 70% of the Commission completed a mini-course related to substance use. The Youth Commission was awarded $500 for this initiative. 3) FSYC updated application protocols and developed a new commissioner selection process. 4) FSYC established the First Selectman’s Youth Commission Scholarships in partnership with the Greenwich Scholarship Association. This is a sustainable project. A $1,000 scholarship will be granted annually. FSYC raised funds and contributed $2,000 to GSA to secure awards for 2020 and 2021 graduates.

**Greenwich Together**
The purpose of Greenwich Together is to develop and implement prevention strategies to educate the public on addiction issues (alcohol and substances, including tobacco), with an emphasis on children and adolescents. The Council is co-chaired by the Greenwich Police Chief and the Department of Human Services Commissioner. Greenwich Together has three committees: Data Committee, Communications Committee, and Vaping Committee.

The Data Committee has worked with school personnel to launch a parent survey to monitor their respective attitudes around their children’s substance use and mental health. Due to COVID-19, the launch of the survey was postponed until the fall of 2020.

The Vaping Committee facilitated two vaping-related initiatives. The coalition worked with high school students from public and private schools to create an educational video for parents on vaping. High school students competed to develop a slogan to put on the back of a phone wallet to be given to 9th graders. There was a position response to this campaign and a high demand for this item.

The Communications Committee, among other efforts, successfully launched the coalition’s website and continues to update it with relevant and useful information. The website contains resources for parents, educators, and teens around substance use and mental health.

Kids-in-Crisis, the fiduciary for Greenwich Together, applied for the Federal Drug Free Communities Grant through the Office of National Drug Control Policy with the support of the Department of Human Services
and other local agencies. The results of the Youth Survey, as well as other supporting documents, were submitted. In December 2019, the coalition was awarded a five-year $625,000 grant for the Greenwich community.

**Windrose Program**
The Department continued its collaboration with Windrose, the alternative high school program. The Department remained active with supporting the program through its Community Partnership funding of the Family Center’s RITE employment program. RITE developed a career track for students in the Windrose program to expand student participation.

**Onsite Services Prior to COVID-19**
In addition to the successful transition to remote services for clients, prior to COVID-19, the Department worked to increase onsite services including: immigration counseling services for Department clients through community partnership contract with New Covenant Center, employment support through the RITE Program, evaluation for mental health needs with F.S. DuBois Center, and intimate partner violence support with the YWCA.

**SPECIAL PROJECT PLANS FOR 2019-2020**

**Project Plans**
Secure a new Day Care Establishment Registration from the Town of Greenwich Department of Health and a Child Care Center license from the State of Connecticut Office of Early Childhood for the BANC After School Program to operate in its new location (New Lebanon School).

Enhance technological resources within the Department to ensure the safety of clients during the COVID-19 pandemic, e.g., implementation of telehealth services.

Secure funds to increase the level of support provided to those Greenwich residents in need as a direct result of the COVID-19 pandemic, e.g., from Federal funds administered by the Community Development Block Grant and from the Greenwich Human Services Fund.

Partner with the Greenwich Police Department and Liberation Programs, Inc. to increase the options for alternatives to incarceration for individuals with substance use disorders.

Develop a suicide prevention logic model for the Department and create a suicide postvention plan within the Greenwich community.

Continue to partner with community agencies to meet the increased need for services, e.g., Neighbor to Neighbor and Transportation Association of Greenwich.

Community Groups that the Department staff participate on:

- United Way Community Planning Council
- Southwest Regional Mental Health Planning Council
- National Alliance for Mental Illness (NAMI)
- School Readiness Council
- Youth Services Council
- Child Protective Team
- Juvenile Review Board
- Interagency Team
- Senior Provider Network
- Greenwich Community Health Improvement Project (GCHIP)
Greenwich Together (Prevention Council)
Greenwich Veterans Council
Greenwich Education Alliance
Family Center’s Health Center
YWCA Advisory Council
CCI Advisory Council
Please refer to BOE District’s “Assessment Report and District Strategic Improvement Plan” on the Greenwich Public Schools website, https://www.greenwichschools.org/district-information/strategic-plan for Annual Reporting
GREENWICH LIBRARY

Budgeted Personnel:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>61</td>
<td>61</td>
<td>61</td>
</tr>
</tbody>
</table>

Expenditures:

<table>
<thead>
<tr>
<th></th>
<th>Current</th>
<th>Capital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$9,420,791</td>
<td>$301,270</td>
<td>$9,722,061</td>
</tr>
<tr>
<td></td>
<td>$9,414,523</td>
<td>$406,870</td>
<td>$9,821,393</td>
</tr>
<tr>
<td></td>
<td>$9,299,613</td>
<td>$527,692</td>
<td>$9,827,305</td>
</tr>
</tbody>
</table>

Revenue:

|            | $1,102,746 | $1,155,269 | $1,126,431 |

Fiscal year 2019-2020 has been an unprecedented one in Greenwich Library’s history. The entire year was largely focused on the ReImagine project, but the 4th quarter of the year was dominated by the impact of COVID-19 on Library operations. Despite both the planned disruptions and unforeseen challenges, Greenwich Library was able to continue its long history of success and community service through the dedication and perseverance of staff and its public-private partnership bolstered by Friends and Trustees.

Perhaps the greatest single achievement of the 2019-2020 year was the thoughtful and expedient development of remote services and virtual programming resulting from COVID-19 closures. The pivot to virtual reinforced the importance of an institution committed to connecting people to people and people to information. In the absence of a physical space, Library staff continued to serve the community in innovative ways, including adapting services, extending renewals of material, expanding digital resources, and creating virtual programming.

The following is a list of highlights and accomplishments from 2019-20:

- The Library’s ReImagine project began in July, with all four floors of the interior scheduled to be renewed and repurposed over the course of approximately 16 months. The reimagined space will position the Library to serve emerging and future interests and needs of patrons. All changes were communicated to patrons through eNewsletters, dedicated floor signage, and social media. Once the Library closed on March 12, construction, which was deemed a state-defined essential activity, continued each weekday with all CDC recommended safety protocols in place.

- To prevent the spread of COVID-19, the Library closed its doors to the public on March 12. Staff began working from home managing collections, assisting patrons, and developing virtual programming. Access to the Library’s digital content grew dramatically during the period from February to March, with Overdrive usage of eBooks and downloadable audiobooks increasing 48% month over month. Tumblebooks and Bookflix for children’s eBooks jumped 42% and 90% respectively.

- More than 1,684 children and teens participated in the “Imagine Your Story” Summer Reading Program, up 19% year over year, as Greenwich Library continued to support children’s learning and to help prevent skills from dipping over the long summer holiday.

- In furtherance of the Library’s efforts to support the academic and life success of Greenwich children, 1,044 new Library cards were issued to students and faculty at GHS, Greenwich Country Day and Brunswick School, among others.
• The classic book *Fahrenheit 451* was selected by the Greenwich community as the Greenwich Reads Together (GRT) selection. A coalition of Library staff and community organizations worked to develop programming and discussion groups around the book. Twelve programs were held, including an outdoor movie night viewing of *Fahrenheit 451* and an author talk with Ray Bradbury’s official biographer, Sam Weller. Other events included a teen writing workshop with local YA author Sarah Darer Littman, and much more.

• The Library’s newly designed Innovation Lab was completed in the spring, quickly becoming a virtual go-to hub for techies, tinkerers, and creatives excited to discover the Lab’s cutting-edge technology and equipment. Throughout the year, people of all ages became “makers” after passing an online certification and reserving time with one of the Library’s 3D printers or Epilog Laser Cutter/Engraver.

• The Library strived to support local social movements, most notably Black Lives Matter. Several high-demand, anti-racist book titles were made available to all users without wait times or restrictions. Planning began on a new series called “Conversations on Race” to help fulfill a growing desire to understand systemic racism and explore issues related to racial injustice, as well as give participants tools to be better allies.

**STATISTICS AND HIGHLIGHTS**

Overall circulation decreased 6%, while demand for digital content (eBooks, downloadable audiobooks, and streaming video and music) continued to increase substantially. Physical formats for music and video continued to decrease in circulation as many patrons have easy access to free and fee-based commercial products.

• Total circulation decreased 6% from 1,172,984 (2018-2019) to 1,095,017 (2019-2020).
• Circulation of digital materials continues to grow substantially:
  o eBook circulation increased from 3rd to 4th quarter during the COVID closure by 52% and rose 26% for the full year.
  o Streaming video increased by 68% from the 3rd to 4th quarter alone, and by 72% from the previous year.
  o Access to thousands more newspapers and periodicals led to a 102% increase in periodical and newspaper circulation, from 24,669 to 49,816.
• Due to the space constraints of the renovation and the COVID-19 closure, the number of programs offered decreased 16% to 1,753 and attendance decreased 36% to 41,802.

**SOURCES OF FUNDING**

Greenwich Library has a long history of a public-private partnership with the Town of Greenwich. The annual operating budget is funded by the Town of Greenwich while the Board of Trustees Development Office and the Friends of Greenwich Library raise private funds to support Library programs and initiatives. Additional program funding comes from the Friends of Byram Shubert Library and the Friends of Cos Cob Library.

A long-standing private endowment comes from the Clementine L. Peterson Foundation. The Foundation was established under the will of Clementine L. Peterson in memory of her son, Jonathan, and her husband, J. Whitney Peterson. Peterson Foundation Trustees exclusively govern the investment plan and distribution of funds. The annual distribution is used for operating and staffing costs of the Peterson wing, as well as for enhancing business and music collections and services.
COVID-19: IMPACT ON OPERATIONS

To prevent the spread of the novel COVID-19 virus, Greenwich Library closed its doors to the public on March 12, one day after Greenwich Public Schools closed. On Monday, March 16, staff began working remotely with laptops equipped by IT. Custodial staff remained on-site to support both the ongoing construction and a small number of staff who needed to periodically work in the building, including staff from finance, payroll, and accounts payable. Custodial staff continued to regularly clean and sanitize the Main Library while observing social distancing and other safety protocols. Deep cleaning was contracted as needed.

Working remotely, Library staff quickly stepped up and adapted to new ways of offering services and programs to the public, providing essential resources such as reference, distance learning, and technology training opportunities. Staff continued ordering eBooks and audiobooks, issuing digital library cards, and answering requests from patrons, and many also used this time to take advantage of valuable professional development resources. A great deal of thought and preparation was spent on the judicious development of virtual live programming, including story times, book groups, author talks and business and technology training events.

After the Library’s doors closed, communication to the public and the Library’s online presence quickly ramped up. The PR team sent three special emails advising patrons of the closure and of remote collections and services. Several staff members collaborated to write blog posts on book recommendations, distance learning resources, and others. The home page of the website was redesigned with a new headline titled “The Library at Home,” highlighting the Library’s online services, including the digital library, online learning, resources for COVID-19, Library account access, staff picks, recommended reading, and more.

When the local schools moved to remote learning due to the pandemic, the Lending team recognized the need to ensure schools understood and had access to Library resources. Lending began an outreach project to these schools, which included promoting available resources to all schools, ensuring they understood how to use these resources and setting up forms specific to the schools, where both staff and students could easily obtain Library accounts. Lending worked with the Children’s Room and PR to create a specific page on the website that would list the resources needed by students and teachers, as well as links to the new online application forms. Lending staff worked directly with teachers and school library staff to develop assignments that could use Library resources, and in some cases, staff issued and renewed accounts to entire grades to ensure the students could use these resources for assignments.

Children’s librarians also supported distance learning online, providing resources and content which were shared via the Library Blog, eNewsletters, and social media. Deirdre Sullivan’s reading of *We’re Going on a Bear Hunt* in support of Greenwich Police’s initiative to encourage families to get outside safely while social distancing has been viewed more than 1,000 times.

All programming moved to a virtual format beginning in April, with 75 programs executed in May and June. As staff learned how to navigate Zoom and bring worthwhile programming to Library patrons sequestered at home, new live programs were added to calendar almost daily. Program attendance at story times, STEAM programs, book clubs, yoga, Qi Gong, and author interviews was strong and continued to grow throughout the spring. Many virtual programs met with notable success and higher-than-anticipated participation, including the Date with an Author series and A Night Out with Friends series sponsored by the Friends of the Greenwich Library.

Operationally, some staff began working in the buildings in late May to address the backlog of book deliveries (2,000), periodicals, and other mail. On June 15, the Library launched Phase 1 reopening with
No-Contact Pick Up of Library materials from the Main Library and the Byram Shubert and Cos Cob branches. Patrons were able to place items on hold through the catalog and prompted to select a time and branch most suitable for pick up. Time was spent planning communication efforts to promote No-Contact Pick Up, which proved popular with patrons, with more than 500 pickups scheduled for the first week.

Also starting on June 15, the book drops at all the Libraries opened to receive the 32,000 items that were in circulation. In June, some 10,000 items were returned and processed. Due dates were extended to July 1, giving patrons ample time to return items.

For the safety of staff and patrons, staff began working on staggered shifts, Monday through Saturday, anywhere from 6 a.m. to 9 p.m. to ensure social distancing. Because it was critical that staff, volunteers, and tradespeople felt safe, detailed safety measures and protocols were put in place that included masks, gloves, plexiglass guards, disposable gowns, and a four-day quarantine of all returned Library materials before they could recirculate.

Planning began on a Phase 2 reestablishment of service, which would allow some patrons into the Library to use computers, printers, photocopiers, and scanners by appointment.

**GREENWICH LIBRARY RENEWED**

After being adopted in April 2018, staff, trustees and friends have continued to work on the initiatives outlined in the Library’s Strategic Plan, *Greenwich Library Renewed*, which will take Greenwich Library though 2022.

The Library continues to focus on the five key focus areas set out in the Strategic Plan—Collections; Lifelong Learning & Enrichment; Service; Space; and Community Connections—and ten strategic initiatives. To read the complete plan, please visit www.greenwichlibrary.org/strategy.

**COLLECTIONS**

All staff participated in extensive shifting, shelf-reading and display projects in preparation for collection moves required during the renovation work. As construction progressed throughout the fall and winter, a rotating selection of collections and materials were moved to various locations or into temporary storage, some off-site, which required extensive use of staff time and involvement. For example, fine art, architecture and performing arts books were moved and housed on the second floor with the Lending Art collection, the Flinn Gallery, and music materials. Several staff members worked to rebalance the music CDs in preparation for renovation. Shelving was reconfigured for materials in Music, Travel, Reference and YA.

In August, Resources Management contracted with *The Wall Street Journal* to offer unlimited online access at the Main Library. In September, the Main Library began purchasing Nintendo Switch games for adults and video games for the Cos Cob Branch.

On November 1, Macmillan Publishers shocked the Library world when it began embargoing new eBooks for the first eight weeks of publication, permitting libraries large and small to only acquire one eBook during the embargo window. In turn, the Library responded by ceasing to lease Macmillan’s eBooks but continued to acquire all other formats. In March, however, Macmillan abandoned their embargo plans.

A small but impressive assortment of Wonderbooks were added to the Children’s Room collection in December. Every Wonderbook is a children’s print book with audio and print bound together to inspire literacy, learning and fun. Kids can simply press play to read along with their favorite books.
Wonderbooks circulate like print books, with a three-week loan period and no packaging or additional pieces to manage. The first selection of Wonderbooks available from Greenwich Library’s Children’s Room were picture books geared toward ages three and up. The books were available as of January 2 and were extremely popular.

Also in January, Express Books (popular books with one-week loans) were added at Byram Shubert, and Express eBooks also became available on Overdrive. Books can be checked out for one week with no renewals. Books cannot be placed on hold and overdue fines are $1 a day.

Greenwich Library added thousands of titles to its popular RBdigital news service app. The Library subscribed to RBdigital’s Pressreader, a collection of thousands of worldwide newspapers and magazines in original format and language, available same day. Using the RBdigital platform, users can now browse and download more than 3,500 magazines—up from 200. Additionally, Pressreader allows unlimited, no-holds access to a premier collection of newspapers that will keep the Greenwich community current on local, national and global affairs, with access to more than 3,000 newspapers (500 from the U.S. and Canada), including 90 days of back issues. Users also have the option to subscribe to a magazine or newspaper, and then new issues will automatically download for free when available. The digital collection continued to grow with more than 4,010 new eBooks leased for a total eBook circulation of 154,688.

During the Library closure due to COVID-19, patrons were able to access a wide range of databases remotely using their Greenwich Library card. Whether looking to explore art, business, genealogy or health, the Library provided a resource with information for every interest. Some databases, including Ancestry and JSTOR, offered expanded remote access for added convenience. In June, the Library purchased the African American Heritage database, a digital resource devoted to family history research. The Library purchased several high-demand, anti-racist titles, which were made available without the normal one-copy-per-use restrictions and available to all users without hold queues.

The PR team continued pursuing its social media strategy promoting key initiatives of the Strategic Plan with a focus on collections, programs and services. Popular Instagram posts included Digital eBook recommendations and anti-racism resources available through the Library.

**LIFELONG LEARNING AND ENRICHMENT**

Enrichment opportunities for patrons were plentiful this year, with both in-person and virtual events seeing great turn out among the community. In 2019-2020, the Library offered over 1,700 programs system wide.

This year, residents participated enthusiastically in Greenwich Reads Together (GRT), the ninth consecutive community-wide reading experience, with the Friends of Greenwich Library once again the lead sponsor. The Steering Committee leading the effort was made up of Greenwich Library, Greenwich Arts Council, Greenwich Historical Society, Greenwich Alliance for Education, Greenwich Pen Women, Greenwich Public and Independent schools, The Friends of the Greenwich Library, Perrot Memorial Library and The Retired Men’s Association of Greenwich.

Due to the ongoing focus on the ReImagine project and planned phasing, the community was encouraged to suggest a classic book as the focus. *Fahrenheit 451* (1951) by Ray Bradbury was ultimately selected—it's a classic of world literature that examines the issue of censorship.

Set in a bleak future, its message today is more relevant than ever, and it inspired many contemplative and thought-provoking conversations throughout the community in groups of all ages. An author talk with the Bradbury’s biographer Sam Weller kicked off the series and was followed by an outdoor film screening, co-sponsored by Alliance Francaise of Greenwich, The Avon Theater, The Commission on...
Aging, Greenwich Arts Council and Greenwich Library. As a culminating event, Floyd Abrams, a preeminent legal scholar of First Amendment issues who argues often in front of the Supreme Court, visited Greenwich on October 29 for a talk, which drew more than 275 attendees. Abrams, a long-time Bradbury fan, shared his thoughts on the censored society depicted in *Fahrenheit 451*.

In the Greenwich Public Schools, more than 4,000 students, parents, and faculty participated in Greenwich Reads Together at 12 schools across the district. Two companion books (*Hands Around the Library* and *Ban This Book*) were selected, enabling younger children at the elementary and middle school level to participate as well. The student essay contest was once again sponsored by the Greenwich Rotary Club. Greenwich Alliance for Education collected more than 2,000 books donated by the community and distributed them to more than 200 children at the Greenwich Boys and Girls Club.

During the summer months of 2019, 1,684 patrons participated in Summer Reading: 615 at the Main branch, 252 at Byram Shubert, 503 at Cos Cob and 317 in the Teen program. The theme was “A Universe of Stories” and a robust calendar of space-themed programs and activities was designed to coincide with the 50th anniversary of the moon landing. Highlights of the program included an Escape Room created by Deadlocked Escape Rooms in Stamford, which transformed the Children’s Constellation Room into the Apollo command center. Teams of patrons became the NASA ground crew trying to bring the astronauts home by solving various ciphers, codes, and puzzles. Close to 70 people participated in seven sessions throughout the day.

The Library presented a summer full of music, story times, STEAM happenings and special events. Bookworms Book Club for 2nd and 3rd graders read and discussed the graphic novel *CatSronauts: Mission Moon* by Drew Brockington. The Junior Book Club read *The Last Days on Mars* by Kevin Emerson. The Discovery Museum presented a program titled May the Force Be with You for ages nine and up about gravity, and the STARLAB portable planetarium brought the wonders of outer space to Cos Cob Library. The finale was an Intergalactic Dance Party with DJ Austin Dailey in August.

Stories in the Park continued again this year, with children’s librarians reading stories in Bruce Park. Almost 100 people attended each week. The third-floor Children’s Room was constantly bustling this year, chock-a-block with drop-in story times for toddlers and preschoolers, including the much-loved Tales for Tots, Wee Ones, Mother Goose Story Time, Toddler Exploration Time and Fun Fridays. The bilingual English and Spanish weekly story time, *Fiesta de los Cuentos*, continued to be highly attended with an average of more than 100 attendees each month. Other musical programs for children, including World Music with Anitra, Saturday’s Music Time with Tom Weber and Petite Concerts, were also well-attended.

The Children’s Room staff continued their focus on STEAM programming, with offerings such as STEAM Storytimes, Crafternoons, Science Saturday, and various coding programs with Happy Code Club and MacInspires. All children’s programs became virtual in April. Storytimes with Ms. Deirdre were especially well-attended (more than 1,000 views on Facebook) and brought smiles to the faces of many children quarantined at home.

Greenwich Library Children's Services celebrated the publication of a new picture book called *Let's Dance*, by author and local Greenwich educator Valerie Bolling. This wonderful author talk and reading was a highlight of virtual children’s programming in spring of 2020 and has been viewed almost 200 times on the Library’s YouTube page.

Through its robust and varied programming, the Library provided myriad opportunities throughout the year for adults to read, learn and discover. For burgeoning writers, the Library offered a five-week “Crafting Life Stories” memoir writing workshop. Peterson Business workshops, in partnership with SCORE and
Microsoft Career Coach, featured regular courses and information sessions led by experts on resume building, job readiness and career guidance.

When the Library closed, the Technology Training Center (TTC) stepped up to meet the community’s need for remote services, providing online classes that helped patrons learn how to use Library digital apps like Hoopla, Libby and RBdigital. These recordings have been viewed hundreds of times on Facebook and Instagram.

The AuthorsLive series brought engaging authors to Greenwich Library to talk about their works. In December, Greenwich Library hosted two bestselling authors, Sara Shepard and Wendy Walker. Attendees were treated to a thoughtful and lively discussion as the two writers (and good friends) discussed Shepard’s brand-new novel of sabotage and intrigue, titled *Reputation*.

In January, AuthorsLive presented Greenwich native and staff writer at *The New Yorker*, Andrew Marantz, who discussed his new book *Antisocial* with *Greenwich Time* editor Tom Mellana. More than 100 people attended the fascinating and timely conversation, which was streamed live on Facebook and currently has more than 300 views. Other authors who were part of this year’s AuthorsLive series include: Courtney Maum (*Costalegre*), Deborah Royce (*Finding Mrs. Ford*), Rebecca Fannin (*Tech Titans of China*) and music historian Jonathan Rosenberg (*Dangerous Melodies*).

Beginning in April, AuthorsLive went virtual and was rebranded as “Date with an Author.” The following author appearances were either live-streamed or recorded and then shared: John DeBary (*Family Meal*), Ada Calhoun (*Why We Can’t Sleep*), Karen Abbott (*The Ghosts of Eden Park*), Robert Kolker (*Hidden Valley Road*), and more.

**SERVICE**

Work and planning continued throughout the year for the opening of the Library’s new, state-of-the-art Innovation Lab. The Library acquired an Ultimaker 3 3D printer and a top-of-the-line Ultimaker S5 Dual Extrusion 3D printer—the premiere 3D printer in the Innovation Lab, with a print bed three times the size of the Library’s other printers.

Library staff continued to assist many patrons with technology questions at the Reference desks and at three weekly Drop-in Computer Labs. After the Library physically closed in March due to COVID-19, service to the public remained a top priority for Library staff, who provided one-on-one remote reference assistance via email, phone and Zoom. Beginning in May, virtual Drop-in Computer Labs were held each Tuesday via Zoom.

Utilizing blog posts, eNewsletters, social media, and the updated Library homepage, patrons were informed of all the many services available to them remotely while the Library was closed from March until June. The vast array of digital media provided a lifeline during the ongoing pandemic, allowing people to stay entertained and informed while at home.

Services available remotely included library card signups, personalized reading recommendations, eBooks and downloadable audiobooks, digital newspapers and magazines, streaming movies, TV and music, databases and online learning resources. There were many options available to help keep kids entertained and learning during the lockdown, including Hoopla, Kanopy Kids, Tumblebooks, Bookflix and Overdrive Kids.

The Weekly Job Accelerator Group went virtual in April, becoming an important resource for those who lost jobs due to COVID-19. Facilitated by career strategy expert Noelle Amann, the weekly meetings were designed to provide the support and information needed to regain confidence and clarity in a job.
search. The group provided accountability, motivation, positivity, and most importantly, the direction needed to move forward during difficult times.

Business Librarians continued to bring Microsoft Career Coach workshops and SCORE programs to the community—these popular services provide support to professionals and to existing and aspiring small business owners and non-profits. Programs like these became more important than ever during the COVID crisis, helping people get back to work or keep their businesses open.

Greenwich Library’s social media, blog and Keep Posted eNewsletters were an important medium for sharing Library resources and opportunities with the community during the lockdown. Greenwich staff wrote and published 64 blogs to the Greenwich Library Blog during fiscal year 2019-2020. The most highly read post, with more than 3,000 pageviews, was the Library closure announcement in March. Other popular posts were focused on virtual services, including “Distance Learning Support” (1,542 views), “Children’s Books to Read During Quarantine” (1,537 views), and “Keep Entertained at Home” (1,221 views).

SPACE

In an exciting step forward, ReImagine renovation work began on July 29 and dominated activity throughout the year. As Phase 1 of the project intensified in the fall and winter, it required staff time across the institution, as offices were temporarily relocated and collections were put into storage, some offsite.

Unfortunately, the Library’s legendary pin oak was felled by a nor’easter on the evening of October 16. Despite falling across all four lanes of West Putnam Avenue, there were no injuries or property damage. Town employees cleared the tree and delivered large portions of the trunk to a forester who will preserve remnants for a commemorative piece. Greenwich Time ran an article about the tree; relevant social media posts received record amounts of engagement.

Also in October, the renovated second floor was completed, with new carpet, furnishings and the music collection put in place. The Flinn Gallery also reopened. Administration, Trustees Office and Friends Office staff were relocated on December 17, the first of a series of disruptive staff and department moves that were planned to continue for the next year.

The redesign of the Children’s room was completed, with modifications that significantly increase the seating capacity in the program room. A CT State Library grant of $585,717 was secured.

Phase 1 of the ReImagine project ended in January. Resources Management on the lower level and the adjacent meeting room were completed, and staff began moving into the loft-like space on February 3. Phase 2 of the renovations began on February 5 on the lower level and first floor. This phase included work on the Cafè, Baxter Courtyard, the first-floor non-fiction stacks and two mezzanines above them, the Innovation Lab and Teen spaces. Fifty staff and 11 volunteers from the Friends Adopt-a-Shelf program spent 112 hours shelf reading 4,200 linear feet of materials so that 57,000 non-fiction books could be packed for offsite storage in perfect order for quick re-shelving when returned.

PR staff continued to execute the communication plan for the renovation project. Extensive time was spent creating printed materials to inform internal and external audiences about renovation phases, unavailable collections, closures, openings, and accomplishments, all while connecting the inconveniences to the benefits of the ReImagine project. Additional communication tools included the Library website, digital media, and regular communication with Greenwich Time and other local media outlets to highlight progress, changes to collections and area closures. Greenwich Time commended the Library for effective communication of construction-generated changes to patrons.
Planning for the new Library Café also continued. An online survey to determine community goals for a new café was distributed in September. More than 1,000 people completed the survey, identifying healthy food as the most important attribute, followed by quality then affordability. Hot beverages like coffee, tea and hot chocolate were the most requested drinks.

A draft of the Café RFP was finalized and issued in late December. The Café Committee selected a vendor after thoughtful consideration, choosing unanimously in the spring to partner with Abilis, a 501(c)3 non-profit. The organization’s mission alignment, investment in the community and private funding made them a secure choice for a long-term partnership. (The announcement to the public was not made until fall 2020.)

As fiscal year 2019-2020 ended, work on the renovation continued with some areas of the first floor closed, including the Reading Room, while the nonfiction space was completed, and all materials were returned to the Library.

COMMUNITY AND CONNECTIONS

Greenwich Library’s partnership with Greenwich Public Schools (GPS) continued to grow and develop this year. After school began in August, 50 students from Julian Curtis Elementary School visited the Main Library to celebrate summer reading, listen to stories, get library cards and check out books. On the morning of the first day of school, Children’s Room staff spoke to parents at Hamilton Avenue Elementary School, sharing information about the Library’s many resources. In September, staff visited 5th graders at Brunswick Academy and gave a presentation on the Kids Digital Library. More than 500 students at Greenwich Country Day were issued updated Library accounts in April.

To facilitate Library card creation and renewal, Lending moved renewing/creating new accounts to an online system using a custom webpage created for COVID. Staff directly assisted schools with remote learning, developing new partnerships, sharing and training on resources and advising on content for lesson plans. Almost 1,000 school staff and students from GPS used the form to renew or create accounts; more than 500 Greenwich Country Day Students (middle and high school) created accounts and more than 300 from Brunswick Middle School students did as well.

The First Grade Assured Experience continued for the third year, with students and teachers from first grades across the District visiting the Library to hear a story, tour the Children’s Room, sign up for Library cards and check out books.

At Greenwich High School, 20 students signed up to the Library’s GHS Student Advisory Club in August. Two of the members conducted a live interview with YA novelist Jenny Lee, which was posted to the Library’s YouTube Channel on June 3. In January, extended hours for public and independent school mid-terms were very successful this year, with a 19 percent increase in visitors for the 10 days hours were extended.

With the community’s littlest readers in mind, Children’s Room staff represented Greenwich Library at the ever-popular annual Teddy Bear Clinic at Greenwich Hospital. Children were “prescribed” library cards and given frisbees with the message that reading can “spark your imagination.” Friends of Greenwich Library and the Children’s staff distributed 85 tote bags containing school supplies to preschoolers in need in spring 2020.

Continuing its tradition of community partnership, Greenwich Library worked with various local organizations to sponsor programming, including the League of Women Voters, Yale Alumni Association of Greenwich, Greenwich Pen Women, Astronomical Society of Greenwich, Women Owned Greenwich and Shakespeare on the Sound. The Library partnered with the Yale Alumni Association of Greenwich to
present Akhil Reed Amar, Sterling Professor of Law and Political Science at Yale University, who spoke on “The Presidency from Washington to Lincoln” in December. In February, the Library partnered with the Retired Men’s Association to bring author and historian Tom Shachtman to the Library to discuss his latest book *The Founding Fortunes: How the Wealthy Paid for and Profited from America’s Revolution.*

The Friends and Staff of Cos Cob Library hosted a reception in honor of the Common Threads quilters, whose beautiful works were showcased in their bi-annual show at the Cos Cob Library. The Community room and turret were decorated with their creations in November and December and featured hanging from the rafters, delighting all visitors. They also held their annual Holiday Sing-Along with Central Middle School's Grand Central a cappella singers, led by Music Director Rebecca Lipschutz.

During the COVID-19 outbreak, Greenwich Library Innovation Lab staff used the Library’s two Ultimaker 3D printers to print and assemble 90 face shields using a design template approved by the NIH for use in clinical settings. Greenwich Library donated the 90 face shields to Covid Maker Response, a group founded by Columbia University Libraries, Tangible Creative and MakerBot. They delivered the shields to the 92nd Street Y, where they were distributed to hospitals citywide.

Children’s Librarians supported distance learning through outreach in the spring, working closely with schools and teachers to provide support with Tumblebooks, Kanopy and database access. Some examples of positive feedback they received include:

- “At Julian Curtiss, we’ve been incorporating Tumblebooks into our reading activities.”
- “I’ve been utilizing your resources quite frequently as I create resource sets for classroom teachers and families.”
- “ISD very much appreciates the support provided by GPL.”

Throughout the year, Library staff made consistent efforts to reach out to Homebound patrons to advise them of Library resources and answer their questions.

After the Black Lives Matter movement swept the country in the spring, the Library Board of Trustees, Friends of Greenwich Library and Library Administration shared a statement against racism on June 11, saying: “In this time of national reflection, Greenwich Library serves all members of our community, actively supporting freedom of speech, the search for knowledge and the fight against racism.”

After noticing that four books were flying off the Library’s digital shelves (*How to be an Antiracist* by Ibram X. Kendi; *Between the World and Me* by Ta-Nehisi Coates; *White Fragility* by Robin DiAngelo; and *The Fire Next Time* by James Baldwin), Library staff arranged to offer unlimited digital copies. The Greenwich community wanted to understand what was happening, and the Library sought to help in that understanding.

Greenwich Library staff also compiled resources people could use to learn more about systemic racism, injustice, and protest. On the Greenwich Library Blog, links were posted to books and films appropriate for families and adults. Greenwich Library aims to continue to share relevant resources to support our diverse community.

**LIBRARY BRANCHES AND FRIENDS**

**The Byram Shubert Branch Library**

The staff at Byram Shubert Library continue to partner with the Friends of the Byram Shubert Library to offer educational and entertaining programs for children, teens, adults, and seniors in the Byram community. Regular programs, including Tai Chi, Knit and Stitch, Movies from Around the World, Proust Group, International Book Club, Meditation, and various gardening and cooking classes, were popular.
throughout the year. Children- and teen-specific programming included Hip Hop, R.E.A.D. to a Dog, Preschool Story Time, Chess, and Yoga for Kids. The Saturday Family Craft program was well attended, with many families stopping by to make bracelets, baskets, pottery and other items. The Byram Shubert branch continues to be a hub for children from New Lebanon School Elementary School next door, and it is bustling every afternoon with students using the computers and participating in programs.

Holidays are always a busy time at Byram Shubert, and this year was no different. The Halloween Blast & Spooky Storytime, hosted by the Friends of Byram Shubert, was one of the most highly attended events this year, with 120 stopping by for some spooky fun. More than 200 people attended the annual Tree Lighting at Christmastime. The Byram Shubert Branch also hosted rotating art exhibits featuring local artists. One of the successful exhibits this year featured two artists from Colombia.

The Cos Cob Branch Library
The Cos Cob Branch Library, along with the Friends of the Cos Cob Library, presented a variety of programs for all ages. Regular children's programs were held and well-attended during the summer and fall, including World Music with Anitra, World Language Storytimes, Baby Lapsit, Book Clubs, Make It Thursday, movie nights, Toddler times and Story Crafts. In September, more than 400 people attended 10 World Language Storytimes and more than 500 attended 12 Toddler times. In October, more than 600 attended 13 Toddler times. A Halloween puppet show drew 150.

The monthly New Yorker Short Stories Discussion Group, which went virtual in April, is one of Cos Cob Library’s most popular regular programs. It takes place on the second Tuesday of each month and is led by Susan Boyar, a long-time facilitator at both the Cos Cob and Greenwich Libraries. Even though the stories are only three or four pages long, the group’s animated discussions often carry on into the evening.

After the Library closed in March, Cos Cob staff worked closely with Friends of Cos Cob Library to pivot to virtual for all programs, including Qi Gong, Cloak & Dagger Book Club, Brown Bag Book Club and children’s programs such as World Music with Anitra and Wednesday Afternoon Story & Craft. In that program, participants were able to stop by Cos Cob Library the day of the program to pick up craft materials. No-Contact Pick Up of materials launched in June and was immediately popular.

The Friends of the Greenwich Library
Support from the Friends of the Greenwich Library continued to benefit the Greenwich community with a variety of educational and community events at the Library. The Flinn Gallery was utilized as a programming space for most of the year since the Cole Auditorium was closed due to ongoing renovation work.

The Flinn Gallery reopened on November 21 after being closed for several months while construction was going on outside its walls. The exhibit was called “In Plain Sight, Library Art Collection.” All the works of art in this show belonged to the Library's permanent collection and had been hanging in various locations, often behind closed doors. They were exhibited together along with stories of each artist and information about their artwork. In February, the Flinn Gallery presented the second part of the ongoing exhibit called In Plain Sight: The Greenwich Library Print Collection. The exhibition showcased the Library's collection of mid-century prints. After the 1930s, lithographic prints rose in popularity as a way of introducing fine art to a new middle-class audience. For many years these artworks were borrowed through the Library Lending Art Program for local offices and homes. Eventually, the prints were deemed too valuable or fragile to circulate and they were hung in the Library instead.

In June, the Friends brought forth a new virtual series dubbed A Night Out with Friends, which took place over three evenings. On June 8, Play with Your Food presented a theater performance; on June 18, two
actors from Shakespeare on the Sound gave a lecture and performance; and on June 22, Contra-Tiempo Dance Company presented a dance.

The Friends English Language conversation program called *Time to Talk* continued at the Byram Shubert Library on alternate Tuesday evenings. The goal of Time to Talk was to help language learners improve their communication skills, learn more about American culture, and feel more comfortable in their community. Time to Talk met two key goals in Greenwich Library’s 2018-2022 Strategic Plan: to offer high-quality, culturally rich programs that reflect community needs and interests; and to support contemporary skill development and literacy of all kinds.

**LOOKING FORWARD**

The Library is currently undergoing a strategic reassessment of program offerings. Throughout the year, numerous meetings have been held with various stakeholders to solicit views and plan programming for the renovated lower-level theater, which will reestablish Greenwich Library as a cultural hub in the community in 2021.

The Friends of Greenwich Library have been investigating opportunities to sponsor performing arts events, which are historically a pivotal part of Library programming. An AuthorsLive committee is already scheduling author and expert talks for 2021, A staff Music Committee has been activated to expand music programming, especially jazz and opera and musical programs for children. In light of the ongoing pandemic, various scenarios are being created for elevated programming in 2021, including a virtual-only program option.

While the pandemic has made us rethink how we bring together the Greenwich community in the near term, the Library’s mission statement remains our blueprint for the present and the future: The mission of 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.

This coming year, fiscal 2020-21, will be an incredibly exciting one for Greenwich Library, with a newly renovated Main Library featuring new signature programming and an enhanced infrastructure ready for the demands of the digital world. We look forward to welcoming and connecting with patrons in our community.
PERROT MEMORIAL LIBRARY

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>17.45</td>
<td>17.45</td>
<td>17.45</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$1,688,325</td>
<td>$1,731,686</td>
<td>1,707,872</td>
</tr>
<tr>
<td>Capital</td>
<td>$68,628</td>
<td>$0</td>
<td>$150,000</td>
</tr>
<tr>
<td>Total:</td>
<td><strong>$1,756,953</strong></td>
<td><strong>$1,731,686</strong></td>
<td><strong>$1,707,872</strong></td>
</tr>
<tr>
<td>Revenue:</td>
<td><strong>$10,986</strong></td>
<td><strong>$15,639</strong></td>
<td><strong>$18,088</strong></td>
</tr>
</tbody>
</table>

LIBRARY FACILITY

The Town of Greenwich has designated Perrot Library as a heating and cooling center for residents in the event of extreme weather and/or electrical power outages. We installed a commercial grade, natural gas-fired generator in the Fall of 2019 to insure we can provide this important community service when needed.

We closed Perrot Memorial Library on March 8, 2020 to the staff and public, in accordance with the Emergency Declaration from the Governor and First Selectmen’s Office, due to the Covid-19 Coronavirus pandemic. Our essential personnel continued to work throughout this period, during which time preparations for a potential future reopening were in process. We have installed protective plexiglass guards on our three public services desks and have added I-Wave commercial grade self-cleaning ionization generators in our HVAC systems. The ionization generator effectively kills mold, bacteria and viruses. Our librarians and support staff have been thoroughly examining, sorting, and cleaning all the materials in our Library’s collection, using guidelines provided by the Institute of Museum and Library Services, an independent federal agency.

LIBRARY SERVICES

The closure of the Library during the fourth quarter of the fiscal year had a dramatic effect on our service levels. We saw an increase in circulation as a result of patrons checking out electronic resources with their Perrot Library Card: eBooks, downloadable audiobooks, magazines, music, movies and videos. We resumed the circulation of regular items from our collection with contact-free curbside pickup service on June 15, 2020.

LIBRARY STATISTICS

<table>
<thead>
<tr>
<th></th>
<th>FY 19-20</th>
<th>FY 18-19</th>
<th>% difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Circulation</td>
<td>248,939</td>
<td>243,264</td>
<td>2.3</td>
</tr>
<tr>
<td>Library Visits</td>
<td>111,703</td>
<td>157,617</td>
<td>-29</td>
</tr>
<tr>
<td>Program Attendance</td>
<td>8,942</td>
<td>12,871</td>
<td>-31</td>
</tr>
<tr>
<td>Reference Questions</td>
<td>25,994</td>
<td>36,551</td>
<td>-29</td>
</tr>
<tr>
<td>Computer Use</td>
<td>30,213</td>
<td>35,760</td>
<td>-16</td>
</tr>
</tbody>
</table>
SUCCESSES IN 2019 – 2020

The Bruce Museum is excited to share its many successes this year, including the following:

- The Bruce Museum has safely maintained operations in the face of an unprecedented pandemic. Following state and local guidelines, the Museum has been able to welcome visitors since reopening in June 2020 after a March 2020 lockdown.
- Construction on the New Bruce Museum has begun! The Bruce Museum has completed renovation of existing art galleries, and began renovation of permanent science galleries.
- September 8, 2019 saw the community celebration Bruce ConsTRUCKS!, the public celebration of the Campaign for the New Bruce. The event provided a unique opportunity for the community to paint on the gallery walls (details below). Bruce ConsTRUCKS attracted well over 1,000 Museum members and supporters from throughout the community.
- The Bruce Museum’s Seaside Center enjoyed another summer of community marine and environmental education on Long Island Sound. In the 2019 season, the Seaside Center was open 6 days a week from June 23 through September 2. During that time, it received 7,034 drop in visitors and 657 participants in daily programs. Additionally, First Sunday Science was held monthly, bringing an additional 385 visitors into the Seaside Center to learn about scientific topics affecting our region.
- New acquisitions to the Museum’s collection included the following: 200 glass and film negatives of and/or associated with former Bruce Museum Curator, Paul Griswold Howes; four (4) penguins (donated by zoos/aquariums and taxidermied for museum); collection of 15 valuable Connecticut minerals (donated); beautiful fossil reptile track; and several dozen geological specimens for permanent science collection (collected by staff).
- Research at the Museum included the following: Science Curator Daniel Ksepka published a paper on a bird skull from the Cretaceous Period in Nature (the most highly ranked science journal) and a paper on dinosaur and bird brain evolution that was selected for the cover of Current Biology. Both papers were covered worldwide in outlets including NY Times, CNN, and NPR.
EXHIBITIONS

The Bruce Museum offered a variety art and science exhibitions in 2019-2020 that educated and engaged our diverse, community audience. Each exhibition featured world-class art, objects and artifacts that focused on the needs and interests of our visitors and our surrounding community. The following summarizes each of the exhibitions from 2019-2020.

**Summer with the Averys [Milton | Sally | March]**
**May 11, 2019 - September 1, 2019**

On May 11, 2019, the Bruce Museum opened *Summer with the Averys [Milton | Sally | March]*. Featuring landscapes, seascapes, beach scenes, and figural compositions—as well as rarely seen travel sketchbooks—the exhibition took an innovative approach to the superb work produced by the Avery family. Along with canonical paintings by Milton Avery, the show offered a unique opportunity to become acquainted with the remarkable art created by Avery’s wife Sally and their daughter March.

Organized by Kenneth E. Silver, Silver Professor of Art History at New York University and Bruce Museum Adjunct Curator of Art, assisted by Stephanie Guyet, Bruce Museum Zvi Grunberg Fellow, 2018-19, the exhibition was accompanied by a scholarly catalogue, featuring full-color illustrations of all the works in the show. Educational programming included lectures and an audio guide.

**Assembling Art: Works by Vin Giuliani**
**August 3, 2019 - September 15, 2019**

*Assembling Art: Works by Vin Giuliani* displayed the creations of Greenwich native Vincent “Vin” Giuliani, who transformed scrap wood, trinkets, and a colorful variety of found objects into artistic assemblages that represent everything from kitschy Americana to questions about the human psyche. Inspired by Pop Art’s mockery of American consumerism, Giuliani combined everyday objects to illustrate economic, social, and political issues of the 1960s and 1970s.

Vin Giuliani grew up in Greenwich, CT, with his brother John and his parents Amalia and Nicola. They lived at 353 Greenwich Avenue where his father ran a shoe repair shop. Giuliani attended Greenwich High School, where he was an avid art student and contributor to the school’s yearbook. After graduating in 1948, Giuliani studied art at the Pratt Institute in New York. He continued to live in Greenwich and worked as a graphic designer while developing his signature style of assemblage art.

The works on view in the Bantle Lecture Gallery were donated to the Museum’s permanent art collection by the Giuliani family and include a number of drawings on sketch paper. Precise renderings of elements that appear in his assemblages, the images appear more like blueprints than sketches. The drawings demonstrate how the design and revision process worked for Giuliani as well as his talent as a graphic artist.

This exhibition also featured a family-friendly art assembly zone. Using found objects provided by the Museum, participants of all ages created unique pieces inspired by Giuliani’s work and by their own experiences and imaginations.

**Gallery Happening: Drawing on the Gallery Walls Online Presentation**
**September 8, 2019 - January 9, 2020**

Bruce ConsTRUCKS and the public celebration of the Campaign for the New Bruce on September 8, provided a unique opportunity for the community to paint on the gallery walls. “Allowing visitors to create was THE BEST,” a Museum guest definitively expressed. Bruce Museum staff were awed by the collective creativity left on display through January of 2020.
Bruce ConsTRUCKS, the spirited launch of the public phase of the Campaign for the New Bruce, attracted well over 1,000 Museum members and supporters from throughout the community on September 8. Thank you to all who attended and to our generous friends and neighbors for helping celebrate this momentous occasion! This fun afternoon of free, family-oriented activities included the rare chance to draw on the Museum's gallery walls before the start of renovation work. The event also served as an opportunity for Bruce staff and Campaign leaders to thank supporters of the New Bruce and invite the entire community to join these benefactors in reimagining the Bruce Museum.

**Contemporary Artists/Traditional Forms: Chinese Brushwork**  
*September 28, 2019 - December 8, 2019*

*Contemporary Artists/Traditional Forms: Chinese Brushwork* featured the U.S. debut of 15 pieces of contemporary Chinese Brushwork gifted to the Town of Greenwich as part of the 2019 U.S.-China Art and Culture Exchange. The exhibition introduced visitors to the basic tools and concepts that inform these works of art and presents these pieces in their historical and present-day contexts.

Also known as water-painting, brushwork has a long and illustrious history in China. The art form developed directly from the practice of calligraphy, or “Beautiful Writing,” sometime during the Han Dynasty (220-589 AD). Traditionally, brushwork was not practiced by professional artists but by amateurs colloquially known as Scholar Artists, who prided themselves on their mastery of calligraphy and incorporated painting into their poems. Today the legacy of the Scholar Artist lives on in China and in the creation of these contemporary works of art.

**Collecting Reimagined: A 2D Curiosity Cabinet**  
*December 14, 2019 - March 29, 2020*

The practice of collecting objects and putting them on display in cabinets of curiosities reached its peak among European collectors, scientists, and royalty during the 16th and 17th centuries. The purposes of these rooms varied, from showcasing prized possessions to serving as educational tools. Some cabinet owners even aspired to the metaphysical in their desire to create a microcosm of the universe through their collections.

On view December 14, 2019 through March 29, 2020, *Collecting Reimagined: A 2D Curiosity Cabinet* was curated by H.S. Miller, the Museum’s Zvi Grunberg Resident Fellow 2019-20. The exhibition was based on a chapter of the master’s dissertation Miller completed while studying at the University of Edinburgh in Scotland.

Drawing inspiration from these cabinets on paper, this exhibition uses printed works, photographs, medals, textiles, and scrimshaw from the Bruce Museum collections to create a cabinet filled with two-dimensional depictions of typical three-dimensional cabinet objects.

**On the Edge of the World: Masterworks by Laurits Andersen Ring**  
*from SMK—the National Gallery of Denmark*  
*February 1, 2020 - August 9, 2020*

Following an extensive, five-month-long renovation of its changing gallery spaces, the Bruce Museum was pleased to present a major new international exhibition, *On the Edge of the World: Masterworks by Laurits Andersen Ring from SMK—the National Gallery of Denmark*. Initiated by the American Friends of Statens Museum for Kunst, the national gallery of Denmark, the exhibition opened on Saturday, February 1, 2020, and was on view in the Museum’s newly expanded main art gallery through Sunday, August 9, 2020.
L.A. Ring (1854-1933), a Realist and Symbolist painter, is considered one of the most important figures in Danish art. The national gallery of Denmark holds the largest collection of Ring’s paintings and drawings in the world; *On the Edge of the World* showcased 25 of the most important pieces that represent the key themes and sheer variety and complexity of his oeuvre. The exhibition traveled to only two U.S. venues. The Bruce Museum was the only venue on the East Coast. Through his art, Ring described a time of great upheaval in Denmark. The processes of industrialization caused major changes to the labor market; new enterprises flourished, and people moved from the country to the cities. Denmark was on the way to becoming a modern society.

Although L.A. Ring lived in Denmark all his life, his works display certain parallels to the landscapes of American realism and naturalism. And just as L.A. Ring was keenly interested in how individual man handled the existential challenges arising as a result of the modern breakthrough, so too were many American artists of the time.

Poised between realism and symbolism, L.A. Ring’s art explores mankind’s inner life, which for him was often infused by depressive ideas and melancholy moods. Death and the passing of all things is a recurring theme in his art – including his many Zealand landscapes, which come to form personal, densely atmospheric landscapes of the soul. However, other themes – of closeness and intimacy – also found their way into his art after he married the love of his life in 1896: Sigrid, eldest daughter of master potter Herman Kähler.

Both aspects of Ring – his melancholy air and his joy in life – were represented in the exhibition, *Edge of the World: Masterworks by Laurits Andersen Ring from SMK—the National Gallery of Denmark*. The exhibition appealed to art lovers as well as Americans in general, as it portrays the life of many European emigrants settling in the U.S. around 1900.

**Under the Skin**  
**February 1, 2020 - November 29, 2020**

Nature is full of beauty, at scales great and small. *Under the Skin* highlighted a dozen recent discoveries through a combination of remarkable imagery and real biological specimens. While each represents a research breakthrough, these striking and, in many cases, prize-winning images can rightfully be considered art in their own right.

*Under the Skin* sampled images made possible by a remarkable array of technologies—CT scanning, infrared cameras, scanning electron microscopes and more—that allow scientists to visualize the marvels of evolution that lie below the surface. All of the images presented in the exhibition were captured in the last five years, thus representing the cutting edge of modern imaging. Many showcased amazing discoveries that were undreamt of just a decade ago. Natural history specimens from the Bruce Museum and on loan from other collections complemented each image and reinforced the role of museums as stewards of natural history.

Visitors learned how we can peer into the inner ear of a frog smaller than a pistachio, count the unborn babies inside a pregnant tiger shark, and reveal the age of a ten-ton dinosaur from microscopic structures in its bones. Exploring the relationship between light and nature, visitors discovered that flying squirrels can glow a fluorescent pink, pelican pouches burst into color in infrared, and macaroni penguins have invented their own special brand of the color yellow.
Bruce Goes Digital  
March 30, 2020 - Present

During the challenging times presented as a result of the global pandemic, the Bruce Museum brought its exhibitions online for those who could not or would not visit in museum in person. The Bruce continues to host these online exhibitions - free of charge - for the enjoyment of all on the website brucemuseum.org.

- On the Edge of the World: Masterworks by Laurits Andersen Ring from SMK—the National Gallery of Denmark
- Under the Skin Virtual Exhibit Tour
- HOUSE ON THE HILL: The Changing Face of the Bruce Museum. To date, the website has had 2,200 visits by 2,300 unique visitors with a combined 10,000 page views. The exhibition was able to be installed onsite as well.

iCreate 2020  
June 27, 2020 - August 2, 2020

Each year, the Bruce Museum showcases the art of high school students throughout Connecticut, New Jersey, and New York in the iCreate exhibition. This annual juried competition, in its 11th consecutive year, featured 55 works of fine art selected from more than 850 submissions, and 123 high schools represented.

This exhibition centered on an array of works infused with the creative spirit and impactful voices of budding young artists. iCreate serves as an outlet for these emerging artists, amplifying the scope of their pieces’ influence and providing the community a glimpse into local artistic potential. The works are of diverse mediums and explore different themes ranging from critiques of traditional social constructs to sharing tributes of family and friends, expressions of cultural diversity, communicating the importance of health and well-being, and gender identity.

Educational Programs

The Bruce Museum’s primary goal is to educate our visitors. The Museum’s Audience Engagement department tailors each learning experience to match our targeted audience segments in the community. Highlights from the Museum’s educational programming and planning in 2019-2020 include the following:

- This year, the Museum had over 37,000 visitor interactions through educational programs, both in-person and digitally.
- Youth and Family programs provide opportunities for intergenerational groups to interact in an informal learning environment and create enriching experiences outside of a school environment for children, with or without their caregivers. The numbers listed reflect program participation through March 2020, after which the Museum was closed for the COVID-19 pandemic. Total number of people reached through Youth and Family programs: 161 programs taught with 2,445 visitor interactions.
- Youth and Family programs began offering family programs on Saturdays and Sundays during FY19/20. Prior to this, Family programs were only offered on Sundays. The change took effect in September 2019 for both weekend Family programs: Art Adventures and Science Solvers. Programs were offered on both days of the weekend with the same program being offered on both days.
- School and Tour Services offer educational programs and tours based on changing exhibitions and our permanent exhibition, Changes in our Land, to school and adult groups. School programs include inquiry-based discussions about objects on view and regularly include a hands-on
experiment or art-making activity. Adult tours are also inquiry-based and provide ample opportunities for visitors to discuss objects on exhibit with a trained educator. The numbers listed below reflect program participation through March 2020 after which the Museum was closed for the COVID-19 pandemic. Number of people reached through Museum-based programs: 380 programs taught with 5,760 visitor interactions.

- Neighborhood Collaborative is a program that serves at-risk students and operates under the research-based principle that multiple visits to the Museum are more beneficial than a single visit. Neighborhood Collaborative is generously supported by gifts from individuals and foundations. This fund allows the Audience Engagement Department to waive program fees and cover transportation costs for qualified groups. The numbers listed below reflect program participation through March 2020 after which the Museum was closed for the COVID-19 pandemic. Number of people reached through Neighborhood Collaborative programs: 180 programs delivered, equaling 2,815 students (duplicate count).

- At the request of the Media Coordinator, and in collaboration with the Language Arts Department at Central Middle School, Corinne Flax developed a series of presentations that focus on understanding how imagery and messaging is used in advertising. Specific topics addressed in these programs were greenwashing, virtue signaling, misleading iconography, and the psychology of marketing in connection with graphic design. These lessons helped students prepare for the final project, an exploration of the representation of race and diversity in popular media.

- During this fiscal year, the Bruce Museum educators worked with 1,246 participants from Greenwich-based schools and organizations.

Please contact us if you have any questions about the Bruce Museum's work. We thank you for the ongoing support.

Sincerely,

Suzanne Lio
Managing Director/Chief Operating Officer

Robert Wolterstorff
The Susan E. Lynch Executive Director/CEO
DEPARTMENT OF PARKS AND RECREATION

ADMINISTRATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budgeted Personnel:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Expenditures:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>1,110,078</td>
<td>1,124,365</td>
<td>1,109,352</td>
</tr>
<tr>
<td>Capital</td>
<td>46,000</td>
<td>0</td>
<td>46,177</td>
</tr>
<tr>
<td><strong>Total:</strong></td>
<td>1,156,078</td>
<td>1,124,365</td>
<td>1,155,529</td>
</tr>
<tr>
<td><strong>Revenue:</strong></td>
<td>500</td>
<td>0</td>
<td>14,150</td>
</tr>
</tbody>
</table>

The Department of Parks and Recreation, under the direction and control of the First Selectman, is headed by the Director of Parks and Recreation and includes the Division of Recreation, the Division of Parks and Trees, the Division of Marine and Facility Operations, and the Division of the Griffith E. Harris Golf Course.

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

MISSION STATEMENT

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.

FY 2019-2020 Improvements and Accomplishments

FY20 was one of the most challenging years in the Department’s history. The COVID-19 pandemic required operational changes to every program, service, and facility. Intensive planning and aggressive implementation was required to provide important services in a safe manner that complied with State mandates and guidelines. FY20 highlighted the significant value Greenwich’s recreational services and properties offer for the community’s physical and mental well-being. With significant Department accomplishments outlined throughout this document, major Administrative initiatives include:

- Expanded online offerings and digital service capacity.
- Assisted in DHSR and Marina audits.
- Explored Town tree inventory, management, and work order system.
- Continued to support the onboarding process of seasonal staff into the town’s payroll system by scheduling a number of evening and weekend sessions to accommodate those who otherwise could not attend during normal hours.
Responded to the COVID-19 pandemic: served on First Selectman’s Emergency Advisory Committee, developed custom protocols for every facility, created COVID-19 plans for every program, redeployed and analyzed staffing and operations, established Park Monitors, designed intensive cleaning plans, and mitigated budgetary impact of the pandemic.

<table>
<thead>
<tr>
<th>Seasonal Pass Types</th>
<th>Issued</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beach/Park Pass</td>
<td>42,334</td>
</tr>
<tr>
<td>Tennis Pass</td>
<td>2,588</td>
</tr>
<tr>
<td>Marine Pass</td>
<td>1,580</td>
</tr>
<tr>
<td>Golf Pass</td>
<td>1,599</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>48,101</strong></td>
</tr>
</tbody>
</table>

Joseph A. Siciliano  
Director, Department of Parks and Recreation
DEPARTMENT OF PARKS AND RECREATION

RECREATION DIVISION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>1,949,483</td>
<td>2,006,636</td>
<td>1,944,289</td>
</tr>
<tr>
<td>Capital</td>
<td>97,566</td>
<td>0</td>
<td>79,814</td>
</tr>
<tr>
<td>Total</td>
<td>2,047,049</td>
<td>2,006,636</td>
<td>2,024,103</td>
</tr>
<tr>
<td>Revenue</td>
<td>1,473,703</td>
<td>1,977,898</td>
<td>1,825,803</td>
</tr>
</tbody>
</table>

The Recreation Division is responsible for the implementation of both active and passive recreation and leisure programs to meet the needs and interests of Greenwich residents. Approximately 240 seasonal employees and a multitude of volunteers supplement the full-time staff. The Division has several facets of operation; Organized Recreation, such as summer day camps, sports programs, special events, and more; Management and Scheduling of Specialized Recreational Facilities, including the Dorothy Hamill Ice Rink, Greenwich Skatepark, Eastern Greenwich Civic Center (EGCC), Bendheim Western Greenwich Civic Center (BWGCC), and the Cos Cob and William Yantorno Community Centers. The Division works to provide safe and pleasurable recreational services. A wide variety of programs are offered at facilities throughout Town.

RECREATION DIVISION HIGHLIGHTS IN 2019-2020

- Continued semi-monthly email Recreation Newsletter through the use of Constant Contact. The newsletter contact distribution list reached over 20,000 email addresses in the Greenwich.
- Continued the use of Team Sideline’s website to post programs and updates and a list and links to our program sponsors. Participants can register to receive e-mail and/or text message updates. Team Sideline is used for the scheduling of leagues, posting schedules, and notifying participants of program and/or field closures.
- Continued our membership with the National Alliance for Youth Sports (NAYS). Through NAYS, we provided online training for staff, volunteer coaches, and parents of youth sports participants. The mission of NAYS is to provide educational programs and resources to improve youth sports programs worldwide. NAYS provides both general and sport specific training.
- 2019 Annual Fireworks Displays: held at Binney Park and Greenwich Point Park. For the first time in 22 years, the shows were postponed to the rain date. Attendance was lighter than usual.
- 2019 Fall Soccer: Soccer was moved to Benvenuto synthetic turf field at Cos Cob Park. The new location offers a consistent location with no need to move after rain, centrally located in Greenwich, bathrooms available for participants, and a covered pavilion and playground near the field for player’s families. A new shed was built and installed near the field to store all soccer equipment.
- 2019 Fall Soccer Extreme Clinic: Moved the soccer clinics to Benvenuto synthetic turf field at Cos Cob Park and combined all groups to Friday afternoons. Fridays were a great day to offer soccer as there are not many other soccer programs or general activities offered Fridays after school.
- 2019 Fall Field Hockey: Moved field hockey to Sundays to attract more coaches/staff to work in the program, as well as, open up Saturdays for soccer at Benvenuto field. Moving to Sundays proved successful as we were able to hire a full staff of coaches and get a few high school field hockey players to work or volunteer in the program. Enrollment was up.
• *NEW 2019 Fall Softball*: Added a softball program for girls ages 10-12 due to demand and interest. Highly successful program with a waitlist. Nissan of New Rochelle generously donated 60 jerseys for all the girls. Travel games were scheduled with other 12U teams in CT.

• *NEW 2019 Fall Pickleball*: Added an adult pickleball clinic outdoors at Loughlin Avenue to keep up with the demand for beginner players. Both sessions filled and we were able to accommodate more with 4 courts at Loughlin Avenue.

• **2019-2020 Platform Tennis**: All of the renovation work (resurfacing, painted superstructures, new LED lighting, new stairs/entrances to courts, and new wire/fencing) on the platform courts was completed for the season. Membership was up again. M&FO created custom shields for the new LED lights to assist with reducing some of the brightness in the neighborhood.

• In cooperation with **Thunder Ridge Ski Area**, offered skiing and snowboarding lessons to youth and adults at a discounted rate for the third year. Sixty-seven individuals participated in the Winter 2020 season, generating funds for the Parks and Recreation Foundation’s Recreation account.

• **2019-2020 Co-ed Youth Basketball**: the older section played inter-town games versus Rye Recreation. The youth clinics saw significant growth at all levels; an extra section was added.

• As a part of the **Field Study Committee**, Recreation assisted in selecting a firm, Weston & Sampson to conduct a Field Study. Recreation staff assisted with data collection, interviews, and site inspections for the study.

• Working with the **Dorothy Hamill Skating Rink Reconstruction Committee**, in cooperation with Kaeyer, Garment and Davidson Architects, Inc., a Facility Evaluation Study was completed. The Committee next worked with BCM to develop specifications for an RFQL to evaluate architectural firms to create a design for a new rink. Nineteen firms provided proposals.

• COVID-19 forced the **Annual Jim Fixx Memorial Day Five Mile Race and Kid’s Run** to go virtual. Participants could run the distances over a week’s span and submit their times. We also added a virtual three-mile Family Health Walk. Entry Fee profits raised over $4,400 for GEMS.

• COVID-19 forced the complete closure of parks in late March 2020. Recreation Division staff monitored parks beginning in late March through late June, covering shifts 8 hours per day, 7 days per week. Initially staff ensured that people were not using the parks. As parks and their facilities gradually reopened, staff ensured compliance with new rules needed due to the pandemic.

• **The Farmers Market** began its season as scheduled in mid-May. A Recreation staff person worked Saturdays to monitor the market and ensure health and safety measures were followed.

### SUMMER PROGRAMS

Under Organized Recreation, the Division offers three main day-camp programs for children and a few mini-camps. These programs are structured differently in order to provide parents a variety of options to meet their children’s recreational needs. For the three day-camps, we offer a reduced “Early Bird” fee for residents who register prior to May 31. This benefits participants, as well as the Recreation Division, by allowing more time to properly plan for the programs, while offering a reduced price to residents.

- **Kamp Kairphree 2019** for children ages 5-12 ran four (4) two-week sessions out of the EGCC and Greenwich Point, and Wednesdays at Island Beach. 561 children participated in a variety of activities that included beach days, roller-skating, special trips, boating, and arts and crafts. Busing was included to and from camp with stops at a dozen locations in Greenwich. Shuttle busing was provided for the beach trips each week.

- **Greenwich Adventurers 2019** summer day camp, for ages 8-15, ran for two (2) sessions totaling seven weeks. The program operated out of BWGCC and provided trips to Greenwich Point, Island Beach, and other off-site locations. Campers were grouped by ages 8-10, 11&12, and 13-15. New theme weeks and activities were added including Sky High Week, Hollywood Week, Need for Speed Week, Shark Week, and Carnival Week. New trip locations included Rock Climb Fairfield, Urban Air Adventure Park, and RPM Raceway.
• **Music, Art, & Dance Camp 2019**, (formerly Music and Art Camp), held for the 83rd year, subcontracted with DancePoint to add dance to our offerings. 22 children filled the class, bringing the camp total to 298 participants, topping enrollment of 2018. The program was held at Greenwich High School (GHS) in the MISA rooms and Performing Arts Center (PAC). This five-week program offered music instruction in the morning and art in both the morning and afternoon, as well as afternoon dance. The staff is made up of professional music, art, and dance teachers, with the assistance of high-school aged counselors. The program ended the season with an evening concert, dance recital, and art exhibit at the PAC at GHS.

• **Summer Soccer 2019** was very successful with more children enrolled in the two sessions. The sessions were altered from previous years to operate at the start of the summer and at the end of the summer, as opposed to back-to-back weeks.

• **Summer Swim 2019** we added private swim lessons to our offering of group swim lessons. Group lessons were held Monday to Thursday, with a rain-day of Friday, for two consecutive weeks. Three sections were held over a six-week period at the Town Pool at Byram Park.

**ATHLETIC FIELD SCHEDULING**

COVID-19 led to the cancelation of the entire spring sports schedule, as all fields were closed from March 15 to June 30, 2020. This had a major impact as spring is the busiest season of the year, with numerous sports and activities plus extended daylight hours for play. Excluding school day and “after-school” activity use by the Board of Education (largest field user), we still scheduled about 14,000 field hours from July 1, 2019 through March 15, 2020, leaving about 11,600 field hours canceled. Field limitations due to remediation at Greenwich High School and Western Middle School, plus construction at New Lebanon School, continued to create a need for schedule adjustments during the summer and fall seasons. Western Middle School inter-scholastic sports continued to be relocated to other sites. Limited use of artificial turf fields occurred in early March 2020. The shutdown due to COVID-19 allowed for the replacement of carpeting at GHS turf fields #6 and #7 to begin earlier than planned. Fields #6 and #7 were ready for use earlier in the Fall of 2020.
YOUTH AND ADULT PROGRAMS (list not all inclusive)

<table>
<thead>
<tr>
<th>Program</th>
<th>Participants</th>
<th>Program</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseball (summer, fall, indoor only)</td>
<td>143</td>
<td>Skatepark Clinics fall 2019</td>
<td>17</td>
</tr>
<tr>
<td>T-ball &amp; Small Fry I</td>
<td>Cancel</td>
<td>Ramp Camp/Clinics summer 2019</td>
<td>70</td>
</tr>
<tr>
<td>Girls Softball (fall &amp; indoor only)</td>
<td>50</td>
<td>Skatepark Clinics spring 2020</td>
<td>Cancel</td>
</tr>
<tr>
<td>Soccer (fall, indoor, summer only)</td>
<td>292</td>
<td>DHSR Group Lessons Ses. 1</td>
<td>202</td>
</tr>
<tr>
<td>Girls’ Basketball</td>
<td>22</td>
<td>DHSR Group Lessons Ses. 2</td>
<td>328</td>
</tr>
<tr>
<td>Co-Ed Basketball (Children)</td>
<td>126</td>
<td>DHSR Youth Hockey</td>
<td>80</td>
</tr>
<tr>
<td>Field Hockey</td>
<td>115</td>
<td>Town Skating Competition</td>
<td>110</td>
</tr>
<tr>
<td>Adult Pickball</td>
<td>186</td>
<td>Single Use Tennis Passes</td>
<td>Not Sold</td>
</tr>
<tr>
<td>Adult Pickball drop-ins</td>
<td>504</td>
<td>Tennis Cards &amp; Guest Cards</td>
<td>2,564</td>
</tr>
<tr>
<td>Adult Pickball Clinic</td>
<td>92</td>
<td>Tennis Clinics</td>
<td>274</td>
</tr>
<tr>
<td>Pickleball Round Robin</td>
<td>Cancel</td>
<td>Platform Tennis members</td>
<td>16@6 mos.; 12@3 mos., 15 Seniors</td>
</tr>
<tr>
<td>Summer Swim</td>
<td>91</td>
<td>Tennis Tournament</td>
<td>13</td>
</tr>
<tr>
<td>Spring Swim</td>
<td>Cancel</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greenwich Adventurers</td>
<td>158</td>
<td>Co-ed Volleyball (Adult)</td>
<td>12 Teams</td>
</tr>
<tr>
<td>Kamp Kairphree</td>
<td>561</td>
<td>Men’s Basketball</td>
<td>28 Teams</td>
</tr>
<tr>
<td>Music, Art &amp; Dance Camp</td>
<td>298</td>
<td>Women’s Softball</td>
<td>Cancel</td>
</tr>
<tr>
<td>Cos Cob Pre-school (avg. 26/day)</td>
<td>129</td>
<td>Men’s Softball</td>
<td>Delayed</td>
</tr>
<tr>
<td>Halloween Happenings</td>
<td>201</td>
<td>Co-ed Adult Softball</td>
<td>Delayed</td>
</tr>
<tr>
<td>Brunch with Santa</td>
<td>238</td>
<td>Jim Fixx Memorial Day Races</td>
<td>Virtual 240</td>
</tr>
</tbody>
</table>

**Dorothy Hamill Skating Rink**

In its 49th year of operation, this fully enclosed facility offered a wide variety of winter programs including group lessons, hockey clinics, youth and adult hockey instruction, a Town-wide figure skating competition, general skating sessions, stick and puck sessions, birthday parties, school physical education classes, PTA fundraisers, and more. The Town Skating Competition was successful, with participants from several states, serving 110 participants. During FY20, we purchased a new desiccant wheel for the dehumidification system and upgraded the hallway aisle to the women’s restroom with a privacy barrier. The rink is home to a number of school teams, youth travel hockey and home rink for the Windy Hill Skating Club, Greenwich Blues Youth Hockey Association, Greenwich High School, and Eagle Hill School. During the summer months, the rink offered opportunities for play on indoor/artificial turf. In Summer 2019, CT Box Lacrosse League was a regular user of the indoor turf. The Rink made it through its FY20 ice season and closed immediately after in late March 2020. The indoor turf was not installed for Spring 2020.

**Eastern Greenwich Civic Center**

The EGCC hosted major events including: Antique Show, Train Show, Gem & Mineral Show, Glass Show, Life-line Health Screening, and Pigeon Show. Organizations used EGCC for meetings and programs such as Cub Scouts, Girl Scouts, Abilis, Old Greenwich Art Society Painters, Greenwich VFW, Greenwich Parkinson Support Group, Old Greenwich Riverside Community Center (OGRCC), GSR Support Group, Old Greenwich Garden Club, Riverside Garden Club, Student Transportation of America, seminars, banquets, and the Cultural Care Au Pair group. In addition to renting space for programs, OGRCC rents office space on the second floor of the EGCC. Furthermore, other Town Departments used the space at the EGCC: e.g. Office of the Aging for senior citizen programs, Greenwich Health & Wellness Expo and Flu shots, Greenwich Police Training Classes, Human Resources for tests and training. The general public rented rooms for baby and bridal showers, children’s birthday parties, and more.
The EGCC offered many recreation programs, some in partnership with other organizations. Programs included: roller skating, men’s basketball, open recreation basketball, tennis for tots, softball pitching clinics, girls’ indoor softball, indoor baseball, pickleball, soccer clinics, basketball clinics, Brunch with Santa, Fit4Mom’s Stroller Strides, and continuing education classes. The Center retained programming such as Greenwich Archery, Green Moon, The Pinnacle School, Greenwich Education Group’s Secondary School Fair, Tiny Tots Consignment Sale, as well as the RMA’s weekly Hearts Competition. EGCC is home for the Kamp Kairphree summer day camp program.

Due to COVID-19 pandemic, the EGCC closed in mid-March 2020. The following events were originally scheduled but had to be canceled as a result: Garden Club’s Plant Sale, Greenwich Lions Club Pancake Breakfast, Zurich Group, Braking for Aids Ride, ONS Foundation Road Race, Serendipity 5k Run, Greenwich Chamber of Commerce Business & Culinary Showcase, American Red Cross Safety Town, Habitat for Humanity’s “She Nailed It”, and the Credit Union’s High School Financial Fair.

Bendheim Western Greenwich Civic Center
BWGCC features a weight exercise room, and a multi-purpose gym, dance/exercise studio, community room with an attached kitchen, and seven activity rooms. Some services offered are community meetings, basketball, volleyball, preschool programs, different sports programs and clinics for children, dance exercise classes, karate, and ballet. The BWGCC is the home of the Children’s Day School, a full facility day care. Rental opportunities are available for private parties.

The BWGCC offered pickleball as a drop-in program, targeted to seniors, but is a fun activity for all age groups. BWGCC had approximately 10-14 players daily. Drop-in Co-Ed Volleyball was offered every Thursday evening. The Dance Pointe Dance School ran nearly 40 classes. One of the most popular programs was open basketball for grades 9+. A schedule was posted on the website informing the public when open gym was available each week. A youth summer basketball league continued its fifth year.

A holiday live performance of a Christmas Carol continued, as well as a roller-skating party during the holiday break from school. In the summer BWGCC offered fun outdoor family movie nights on the field. COVID-19 closed BWGCC in mid-March 2020, cancelling all programming through the end of the fiscal year and impacting revenue.

Greenwich Skatepark
The Greenwich Skatepark continued to be a very popular place for children ages 6-17 years old. The park operated daily and on the weekends during November and March, weather permitting. The skatepark is closed December-February. In a typical year, approximately 600 youth use the skatepark for clinics, camps, drop-in, and birthday parties. The park is supervised with at least two trained staff, certified in first aid and CPR. The skatepark opened beginning of March, closed in late March, then reopened with restrictions in May.

Neighborhood Community Centers
The William A. Yantorno (Pemberwick) Community Center is used for social and family activities throughout the year. The Center is home to Greenwich Green & Clean.

The Cos Cob Community Center on Bible Street is used for the Preschool Program from September through late May. The Preschool is licensed by the State of Connecticut and uses a play-based curriculum. The Preschool is for three and four year-olds and children may attend three, four, or five days per week. As many as 26 children attend per day.

Both the Cos Cob Community Center and the William Yantorno Community Center closed in mid-March.
Tennis Courts
Monitored courts can be reserved with a valid tennis card located at Bruce Park; Loughlin Avenue; Binney Park; Eastern Greenwich Civic Center; Eastern, Central, and Western Middle Schools; Byram Park; and Greenwich High School. Courts not supervised are available on a first-come, first-serve basis at Lyon Avenue and Pemberwick Park.

Platform Tennis Courts
Located at Loughlin Avenue Park in Cos Cob. Season: end of September through the end of March. Lighted courts are open 5 days a week, Monday-Friday, 9a.m.–9p.m. Courts are also available Saturday, Sunday, and Monday, from 9a.m. to dusk.

VOLUNTEERS & SPONSORSHIPS

The Division utilized the help of several hundred volunteers with various sports programs and special events. Volunteers attend an orientation meeting and are trained by the Division for program safety. Background checks are done on our volunteers and staff working with youth. Baseball and softball coaches are offered free basic first-aid and CPR/AED training, and coaches training by the National Alliance for Youth Sports.

- **Sandblast 2019**: New sponsor First County Bank donated 100 small pails with shovels. BeachMate returned as a sponsor and donated 2 shovels and a beach towel. Meli-Melo returned and donated 250 “free mini” juice coupons.
- **Fall Softball 2019**: New sponsor Nissan of New Rochelle donated 60 jerseys for participants.
- **Halloween Happenings 2019**: Sponsors for the event Valley Pediatrics donated vinyl “trick or treat” bags; PepsiCo donated assorted beverages; Logos donated t-shirts for the staff and for raffle prizes; and new sponsor Halstead Real Estate donated flashlights for trick-or-treat bags.
- **Brunch with Santa 2019**: Returning sponsors made the following donation: Garden Catering discounted pricing on lunch items; Corbo’s Southside Deli discounted pricing on breakfast sandwiches; PepsiCo donated assorted beverages; Starbucks donated coffee and cups; JJ Cassone Bakery donated Danish pastries; Meli-Melo gave a $50 gift certificate; Valley Pediatrics donated plush toys for children. Parks & Recreation donated two Dorothy Hamill Skating Rink passes, two foursome greens fees at “The Griff” Golf Course, and poinsettias for table centerpieces. New sponsor the Greenwich Spanish School donated crayons and coloring books for each child. New sponsor Gyro Uno donated two large, Greek salads for the brunch menu.
- **Town Hall Annual Tree Lighting 2019**: Stop & Shop of Greenwich & Glenville, and Costco donated hot chocolate, cookies, and cider. New England Custom Cleaners took care of cleaning Santa’s suit.
- **Junior Baseball 2020**: Homelight and Halstead Real Estate each sponsored one team. Although the spring program was canceled, the sponsorships were used for summer 2020.
- **Girls Softball 2020**: SWIMM Pools, Inc. and Farmers Insurance Barragan Agency each sponsored a junior team. Although the league was canceled, the shirts were saved for Fall 2020.
- **Pickleball Round Robin Tournament 2020**: Returning sponsor Logos (formerly Code 20 Graphics) donated 50 custom pickleball t-shirts for all participants. Although the tournament was canceled, the shirts were saved for 2021.
GIFTS & SCHOLARSHIPS

- Gifts for the Parks & Recreation Scholarship Fund were received from various sources totaling $5,877, which is a significant decrease from the previous year’s record setting donation amount of $23,820.65. The pandemic had an impact on donations received.
- The Recreation Division provided partial scholarships for youth programs within the Department’s programs. The Scholarship Fund is supported by local donations and applicants are screened by the Department of Human Services and/or Parks and Recreation to ensure recipients are Greenwich residents in need of financial assistance. The amount of $11,640 in partial scholarships was given to 42 participants. As spring programs were cancelled, the amount of scholarship funds provided to youth was limited.
- The 14th Annual Barbara Boruchoff Winer Memorial Awards were presented to two young ice skaters for their work ethic and potential in figure skating. These awards are funded by a $30,000 gift to the Parks & Recreation Foundation by the Boruchoff Family. The awards were presented at the annual Greenwich Town Skating Competition by members of Barbara’s family.
- In our third year of partnership with Thunder Ridge Ski Area, we received $1,628 for the Parks and Recreation Foundation Recreation Account, an increase of $150 over the previous year. 67 youth and adults participated in either ski or snowboard lessons.

SPECIAL EVENTS

The Division plans and assists with approximately 100 special events during the fiscal year. In some cases, Parks and Recreation operates special events and in other cases, they are planned and operated by external organizations, with oversight by Parks and Recreation. Below is a listing of many events for FY20. Due to COVID-19, many events scheduled in Spring 2020 were cancelled. Many events were initially postponed, sometimes twice, prior to being cancelled.

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Location</th>
<th>Purpose</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parks and Rec</td>
<td>Binney and GP</td>
<td>Fireworks</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Selectman’s Office</td>
<td>Town Hall</td>
<td>Raise the Flag Ceremony</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>RSBP</td>
<td>(4) Wed Concerts</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Greenwich Point Conservancy</td>
<td>Greenwich Point</td>
<td>Beach Ball Fundraiser</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>Island Beach</td>
<td>Jazz on Sound</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Chamber of Commerce</td>
<td>Greenwich Ave</td>
<td>Sidewalk Sales</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Threads and Treads</td>
<td>Greenwich Point</td>
<td>1 Mile Swim</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Parks and Rec w/Arts Council</td>
<td>Greenwich Point</td>
<td>Sandblast</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>BWGCC</td>
<td>Movie Night</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Perrot Library</td>
<td>Binney Park</td>
<td>Movie Night</td>
<td>Jul-19</td>
</tr>
<tr>
<td>P&amp;R w/Sound Beach Comm</td>
<td>Binney Park</td>
<td>Concert</td>
<td>Jul-19</td>
</tr>
<tr>
<td>Threads and Treads</td>
<td>Greenwich Point</td>
<td>Triathlon</td>
<td>Jul-19</td>
</tr>
<tr>
<td>St Roch’s Church</td>
<td>Ham Ave &amp; roads</td>
<td>Feast</td>
<td>Aug-19</td>
</tr>
<tr>
<td>Greenwich Swim Committee</td>
<td>Island Beach</td>
<td>2 mile Swim</td>
<td>Aug-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>Island Beach</td>
<td>Jazz on Sound</td>
<td>Aug-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>RSBP</td>
<td>(4) Wed Concerts</td>
<td>Aug-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>BWGCC</td>
<td>Movie Night</td>
<td>Aug-19</td>
</tr>
<tr>
<td>Perrot Library</td>
<td>Binney Park</td>
<td>Movie</td>
<td>Aug-19</td>
</tr>
<tr>
<td>P&amp;R w/Sound Beach Comm</td>
<td>Binney Park</td>
<td>Concert</td>
<td>Aug-19</td>
</tr>
<tr>
<td>Parks and Recreation</td>
<td>Greenwich Skatepark</td>
<td>Go Skate Festival</td>
<td>Sep-19</td>
</tr>
<tr>
<td>Event Name</td>
<td>Location</td>
<td>Description</td>
<td>Date</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>------------------</td>
<td>------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Threads and Treads</td>
<td>GHS &amp; roads</td>
<td>20 mile bike race</td>
<td>Sep-19</td>
</tr>
<tr>
<td>Selectman’s Office</td>
<td>Cos Cob Park</td>
<td>Sept. 11 Ceremony</td>
<td>Sep-19</td>
</tr>
<tr>
<td>Pemberwick/Glenville Assoc.</td>
<td>BWGCC</td>
<td>Valley Jam</td>
<td>Sep-19</td>
</tr>
<tr>
<td>Adopt A Dog</td>
<td>RSBP</td>
<td>Dog Show</td>
<td>Sep-19</td>
</tr>
<tr>
<td>ONS</td>
<td>EGCC &amp; roads</td>
<td>5 K Run</td>
<td>Sep-19</td>
</tr>
<tr>
<td>Westchester Triathlon</td>
<td>designated roads</td>
<td>Triathlon</td>
<td>Sep-19</td>
</tr>
<tr>
<td>Unger Publishing</td>
<td>RSBP</td>
<td>Food &amp; Wine Fest</td>
<td>Sep-19</td>
</tr>
<tr>
<td>Knights of Columbus</td>
<td>Island Beach Lot</td>
<td>Flea Market</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Cos Cob Fall Festival</td>
<td>Cos Cob School</td>
<td>PTA Fundraiser</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Glenville School Harvest Fest</td>
<td>IS Dundee &amp; roads</td>
<td>PTA Fundraiser</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Dundee School PTA</td>
<td>Glenville School</td>
<td>Color Run</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Wall Street Rides FAR</td>
<td>designated roads</td>
<td>Autism Bike Ride</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Dana’s Angels Foundation</td>
<td>Greenwich Point</td>
<td>Dana’s Angels Walk</td>
<td>Oct-19</td>
</tr>
<tr>
<td>YWCA of Greenwich</td>
<td>Bruce Park</td>
<td>Domestic Violence Walk</td>
<td>Oct-19</td>
</tr>
<tr>
<td>OG School PTA</td>
<td>OG School</td>
<td>Pumpkin Patch</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Abilis</td>
<td>Greenwich Point</td>
<td>Walk /Run</td>
<td>Oct-19</td>
</tr>
<tr>
<td>OGRCC</td>
<td>Binney Park</td>
<td>Sailboat Regatta</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>BWGCC</td>
<td>Halloween Happenings</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Adopt a Dog</td>
<td>Greenwich Commons</td>
<td>Howl and Prowl</td>
<td>Oct-19</td>
</tr>
<tr>
<td>Gr. Republican Committee</td>
<td>Cos Cob Firehouse</td>
<td>Political Rally</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Threads &amp; Treds</td>
<td>Greenwich Point</td>
<td>Turkey Trot</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Selectman’s Office</td>
<td>Greenwich Ave</td>
<td>Veterans Day Ceremony</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Alliance for Ed</td>
<td>RSBP &amp; roads</td>
<td>5 K race</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>EGCC</td>
<td>Gem &amp; Mineral Show</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>EGCC</td>
<td>Big Apple Pigeon Show</td>
<td>Nov-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>EGCC</td>
<td>Brunch with Santa</td>
<td>Dec-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>Town Hall</td>
<td>Holiday Tree Light</td>
<td>Dec-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>BWGCC</td>
<td>“A Christmas Carol”</td>
<td>Dec-19</td>
</tr>
<tr>
<td>OG Merchants</td>
<td>Sound Beach Ave.</td>
<td>First light fest</td>
<td>Dec-19</td>
</tr>
<tr>
<td>Cos Cob Vol. Fire</td>
<td>Cos Cob Firehouse</td>
<td>Winter’s Eve Fest</td>
<td>Dec-19</td>
</tr>
<tr>
<td>TMK Prod.</td>
<td>Greenwich Ave.</td>
<td>Holiday Stroll</td>
<td>Dec-19</td>
</tr>
<tr>
<td>Threads and Treads</td>
<td>Designated Roads</td>
<td>Jingle Bell Jog-3M</td>
<td>Dec-19</td>
</tr>
<tr>
<td>Historical Society</td>
<td>EGCC</td>
<td>Antique Show</td>
<td>Dec-19</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>Hamill Rink</td>
<td>Skating Competition</td>
<td>Feb-20</td>
</tr>
<tr>
<td>OG Lions Club</td>
<td>EGCC</td>
<td>Pancake Breakfast</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Greenwich Hibernians</td>
<td>Town Hall &amp; roads</td>
<td>St Pat’s Day Parade</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>EGCC</td>
<td>Glass Show</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>Skatepark at RSBP</td>
<td>Spring Fever Event</td>
<td>CANCEL</td>
</tr>
<tr>
<td>P&amp;R w/Grw Arts Council</td>
<td>Greenwich Point</td>
<td>Kite Flying Fest</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Gr. Newcomers Club</td>
<td>Greenwich Point</td>
<td>Easter Egg Hunt</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Threads and Treads</td>
<td>Greenwich Point</td>
<td>Half Marathon</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Breast Cancer Alliance</td>
<td>Grw. Ave. &amp; roads</td>
<td>Walk for Hope &amp; Run</td>
<td>CANCEL</td>
</tr>
<tr>
<td>YMCA</td>
<td>RSBP</td>
<td>Fundraiser Gala</td>
<td>CANCEL</td>
</tr>
<tr>
<td>North Mianus School PTA</td>
<td>North Mianus School</td>
<td>Pow Wow Carnival</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Event Name</td>
<td>Venue</td>
<td>Activity</td>
<td>Status</td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>----------------------------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Knights of Columbus</td>
<td>Island Beach Pkg Lot</td>
<td>Flea Market</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Riverside School PTA</td>
<td>Riverside School &amp; roads</td>
<td>3 mile run</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Young Life</td>
<td>Havemeyer Track</td>
<td>Donut Dash</td>
<td>CANCEL</td>
</tr>
<tr>
<td>OGRCC</td>
<td>OG School, GP and roads</td>
<td>Family Bike Ride</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Cos Cob PTA</td>
<td>Cos Cob School Field</td>
<td>May Fair</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Bonham’s Reception</td>
<td>RSBP</td>
<td>Teen Center Gala</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Farmers Market</td>
<td>Horseneck Pkg Lot</td>
<td>Farmers Market</td>
<td>May-Nov</td>
</tr>
<tr>
<td>SBW Events Group</td>
<td>RSBP</td>
<td>Town Party</td>
<td>CANCEL</td>
</tr>
<tr>
<td>SB Volunteer Fire Dept.</td>
<td>Binney Park &amp; roads</td>
<td>Memorial Parade</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>Virtual</td>
<td>Jim Fixx Races</td>
<td>May-20</td>
</tr>
<tr>
<td>Greenwich Concourse</td>
<td>RSBP</td>
<td>Car Show</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Shellfish Commission</td>
<td>Greenwich Point</td>
<td>Experience the Sound</td>
<td>CANCEL</td>
</tr>
<tr>
<td>CT Veterans Legal Center</td>
<td>Designated roads</td>
<td>Ride for our Vets</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Jr League of Greenwich</td>
<td>Town Hall</td>
<td>Touch A Truck</td>
<td>CANCEL</td>
</tr>
<tr>
<td>OG Merchants</td>
<td>Binney Park</td>
<td>Art Fair</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Wine + Food Fest</td>
<td>EGCC &amp; roads</td>
<td>5k race</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Threads and Treads</td>
<td>Greenwich Point</td>
<td>Cook Buns 3 mile run</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Greenwich EMS</td>
<td>GHS</td>
<td>Kids Triathlon</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Parks and Rec</td>
<td>Binney Park</td>
<td>Wed Night Concert</td>
<td>CANCEL</td>
</tr>
<tr>
<td>Linda W. Daniel Foundation</td>
<td>Cos Cob Park</td>
<td>Kick Cancer Camp</td>
<td>CANCEL</td>
</tr>
<tr>
<td>ALS Foundation</td>
<td>RSBP &amp; roads</td>
<td>Tri State Trek</td>
<td>CANCEL</td>
</tr>
</tbody>
</table>

Susan M. Snyder
Superintendent of Recreation
DEPARTMENT OF PARKS AND RECREATION

PARKS AND TREES DIVISION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>62</td>
<td>62</td>
<td>62</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Expenditures:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Current</td>
<td>5,192,990</td>
<td>4,853,872</td>
<td>4,946,672</td>
</tr>
<tr>
<td>Capital</td>
<td>1,370,319</td>
<td>683,600</td>
<td>1,020,057</td>
</tr>
</tbody>
</table>

Total: 6,563,309

Revenue: 56,553

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

The Parks and Trees Division is responsible for the maintenance of 66 parks that consist of 1,566.75 acres, 10 pocket parks that total 10.56 acres, 25 playgrounds, 15 school campuses that total 251.88 acres, 61 athletic fields that consist of 42 basketball courts, 36 tennis courts, 2 paddle tennis courts, and 2 horseshoe pits. Additionally, beach parks, 29 traffic circles, 16 public cemeteries, shade trees, 65,000 roadside trees, 303 cul-de-sacs, and public grounds under the jurisdiction of other departments of the Town, (i.e. Fire and Police stations, Town Hall, and Libraries).

PARKS AND PLAYGROUNDS

[Darrin Wigglesworth, Parks Operations Manager]

Parks and Playgrounds provides professional grounds maintenance services to all areas within our realm of responsibility, paying particular attention to formal parks and streetscapes in high use areas. Plants are selected that are attractive and pleasing, yet reasonable to care for and hardy enough for urban growing conditions. Maintenance responsibilities also include the collection and removal of leaves in parks and Town properties and assisting the Department of Public Works with ice and snow removal. Parks and Playgrounds acts as a liaison and assists with providing ground maintenance, garbage cleanup, and storage with major events such as; Wine and Food Festival, Greenwich Town Party, Puttin’ on the Dog, Car Show, and any additional events that occur in Town Parks.

Parks and Playgrounds operates from five regional locations:

- Bruce Park (located at the Roger Sherman Baldwin Park complex)
- Binney Park
- Byram Park
- Montgomery Pinetum
- North Street (adjacent to North St. School)

Each area has a foreman and assigned staff that maintain parks in their district as well as fire stations, libraries, traffic islands, and abandoned cemeteries. In addition, over 300 neighborhood cul-de-sac ‘islands’ are landscaped and maintained by Parks and Playgrounds.
Parks and Playgrounds continues to work cooperatively with community groups on various special park improvement projects that are in accordance with the Master Plan for the Department of Parks and Recreation.

**FY 2019-2020 Improvements and Accomplishments**

**Bruce Park**
- 2-5 year old playground was removed and new GameTime playground was installed. Sensory panels were added for special needs and autistic children. The playground is wheelchair accessible. Poured in rubber safety surface installed in entire area.
- Post and beam entrance structure was removed and new post and beam structure installed with partnership with Junior league.
- Playground Arch sign (Bruce Park Playground) was removed and new sign was created then installed.

**Christiano Field**
- 2-12 year old playground was removed and new GameTime playground installed. Music sensory panels were added for special needs and autistic children. Installed new rubber safety surface throughout playground and added two ADA approved swings. Two benches and new information sign was installed.

**Cos Cob School**
- 2-5 year old playground was removed and new GameTime playground installed. Installed new rubber safety surface throughout the playground. Large outdoor drum set installed as a sensory unit for special needs and autistic children. Wheelchair accessible.

**Covid-19 Procedures and Operations**
- Maintained maintenance and routine work during shut down.
- Created working procedures to ensure employee safety.
- Develop training protocols and daily safety procedures to ensure all equipment, tools, personal, shed bathrooms, sheds, and trucks are routinely clean on daily basis.
- Equipment, tools, and trucks are cleaned after every use.
- Parks bathrooms are clean and sanitized twice a day every day of the week. Department hired an extra Temp employee to assist with daily cleanings. Limited bathrooms (10) were open throughout parks.
- All playgrounds throughout parks and schools were pressure washed twice. Limited playgrounds were open throughout parks and all school playgrounds are currently closed. Sanitizing all open playgrounds 2 to 3 times a week with disinfectant spray. Purchased new sprayer to help with sanitizing efficiency.
- Table and benches at open playgrounds are sanitized weekly.
- Disinfectant wipes, sprays and hand sanitizers are supplied to employees on a daily basis.
- Maintaining closed playground signs at all schools on weekly basis.

**Eagle Scout Projects,**
- Pomerance Park kiosk refurbished, trail cleanup, and removal of invasive plants.
- Pomerance dam planting on east side. Planting of 1,200 plus pollinating plants, temporary fence installed for safety of plants and to help plants establish growth during growing season.
- Pomerance dam planting on west side. Planting of 1,400 plus pollinating plants, temporary fence installed for safety of plants and to help plants establish growth during growing season.
- Greenwich Point fenced in nature areas by second concession. 10,000 American Sea grasses were installed and invasive plants removed.
Partnership Planting and Cleanup Projects

- Friends of Greenwich Point annual cleanup of Holly Grove. Removal of vines, invasive plants and cleaning up of debris and garbage. Continuing the partnership of planting trees and shrubs throughout Greenwich Point.
- Garden clubs planted 30,000 bulbs in Chestnut Island. Parks and Playgrounds coordinated and lead the project. Was a collaboration of DPW, Garden clubs, and area residents.
- Binney Park Day; an event to help with weeding of planted beds, mulching, debris and garbage cleanup.
- Pomerance first annual event; clean up debris and garbage throughout trails in Pomerance and Pinetum Parks.
- GYCP worked to keep program running during COVID-19 issues.

Organic Program

- Parks Department aerated and over-seed large grass areas in all our parks and schools during spring and fall.
- All sheds aerate and over-seed small park areas to create and enhance their appearance. It also breaks up compacted soil and develops a better root zone for grass.
- All sheds mulch leaves at parks and schools, thus recycling organic material.

Binney Park Improvements

- Patio created on Island with 2 benches added.
- Patio installed behind Field House (by soccer field) with 5 picnic tables added.
- South side new stone dust sidewalk installed along Arch Street and passes by playground.
- Expanded sidewalk and added curbing by playground.
- New plantings along the water’s edge on northeast side of pond.
- New plantings along stream on southeast side by bridge.

Shed Accomplishments

- Post Road Island by Port Chester; new plantings in front of the Gateway to New England sign.
- Pollinator sign added to Byram shore pollinating garden at Byram Pool, partnership with Green Fingers Garden Club.
- Dog Park entrance; new brick pavers installed at entrance and under small dog side bench.
- 200 plus stumps ground out throughout all parks and schools.
- Maintained snow removal at schools and parks under DPW guidance.
- Locust Street and Havemeyer Ave Island completely redesigned. Raised planting bed with stone border, added new shrubs and trees, and sod the outer 5’ of island.
- Assisted with planting over thirty-six thousand (36,000) bulbs throughout Greenwich.
- Bowling Green; added new sod on the entire court and new irrigation heads were installed.
- Byram Cemetery was cleaned up after Tropical Storm Isaias. Debris and invasive plants were removed and two (2) *Quercus lyrata* Overcup Oak saplings were planted as replacements of the lost trees.

**TREES**

[Stephan Gospodinoff, Tree Operations Manager]

The Tree Division is responsible for the care and maintenance of all trees on 265 miles of roadsides, in parks, schools, and all other Town owned properties. Trees staff are trained and equipped to provide a complete range of tree care services for the Town of Greenwich. Tree care services include tree removal, stump grinding, safety pruning, maintenance pruning tree planting, insect & disease control, hazard tree evaluation, and tree value appraisal. The Tree Division is equipped with dump trucks, crane hoists, wood chippers, aerial lift trucks, high pressure tree sprayers, and stump grinder. Staff are Electrical Hazards Awareness Program (EHAP) trained. There are CT licensed arborists on staff who assist other departments in identifying risk trees.
The Tree Division removes dead and dangerous trees along public roads promptly in order to limit the Town's liability and to provide for the public's safety and convenience. Tree crews are on call at all times and are first responders for trees damaged during extreme weather. There are over 100 police calls throughout the year. Trees and limbs are cleared from streets and Town properties to provide access for emergency services and to restore normal traffic conditions. Staff also assists with snow removal. During the warmer months, nuisance insects related to public health at Greenwich beaches are managed by Trees staff.

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

Town trees are also inspected and monitored for damaging insect and disease problems. Introduced insects and diseases have devastated some important native shade and street tree species. New varieties of *U. americana* trees have been developed with tolerance to Dutch Elm Disease and are being planted in appropriate locations. American Chestnut tree has been eliminated from our streets, parks, and forests as a result of the Chestnut Blight Disease, yet, through private and national breeding programs that focused on blight resistance, there is the likelihood of Chestnut trees being re-introduced back into natural areas. There are other trees succumbing to introduced pathogens and showing disease issues.

The causal agent for Beech Leaf Disease is believed to be the Nematode *Litylenchus crenatae*. Beech Leaf Disease was found in the summer of 2019 and confirmed on the City of Stamford property in Mianus Park along the Greenwich Town border also in 2019. Trees are inspected, monitored and treated if found to be diseased or problematic. An aggressive removal of the invasive tree species; *Ailanthus altissima*, Tree of Heaven was initiated this fall. *A. altissima* is a favored host tree of the newly discovered invasive insect; *Lycorma delicatula* Spotted Lantern Fly. *L. delicatula* was found in Greenwich this year.

Trees are removed for numerous reasons such as: public safety, poor health, and poor planned management. However, a myriad of trees is planted yearly to replenish the Town’s tree population. Many of the newly selected trees species are based on being native and their adaptability to climate change. Additionally, trees are selected based on location and size accommodations. For example, trees planted under utility lines were selected based on their mature form, thus fitting into the chosen site without any significant conflicts with overhead utility lines into the future. Small, medium, and large size shade trees are planted at appropriate location, thus allowing for the full development of their natural form without compromising the integrity of neighboring buildings, sidewalks, utilities, and infrastructures. Tree selections are based with regards to maximizing tree species diversity, benefits to wildlife, urban tolerance, and aesthetics. All of these points are important and no one species should exceed ten percent of the total population. This guideline helps to minimize one particular species of tree from becoming vulnerable to insects or diseases.

**FY 2019-2020 Improvements and Accomplishments**

- 275 trees were planted in conjunction with the Greenwich Tree Conservancy in a public/private partnership for environmental and aesthetic improvement.
- A tree evaluation was conducted on the value of the trees lost during Tropical Storm Isaias and was submitted for compensation.
- 15 *Lagerstroemia indica x fauriei* ‘Natchez’ Crepe Myrtles were planted on Greenwich Ave. in the summer to provide color and interest to diners and shoppers. After the summer the trees were removed and planted at Old Greenwich Train Station.
- Habitat restoration and tree planting at Greenwich Point, Babcock, and Pinetum continued.
SUPERINTENDENT OF PARKS AND TREES / TREE WARDEN
[Dr. Greg Kramer, Superintendent and Tree Warden]

The Superintendent of Parks & Trees and Tree Warden is responsible for the enforcement of state and local laws pertaining to trees and plantings on all Town properties. This includes state mandated posting of trees for removal for public safety purposes or unavoidable conflicts with infrastructure improvements. Every city and town in Connecticut is required to have an appointed tree warden (Connecticut General Statutes, Section 23-58). The legislative intent of this statute is to assure that municipalities maintain, care for, and protect a valuable and essential natural resource - municipally owned trees. It is the responsibility of the tree warden to ensure that public trees are properly maintained and removed if deemed hazardous to the public, and replaced with appropriate species for the location. Landscape design, design review and implantation are performed on a regular basis. This duty was performed in conjunction with other departments, formal committees, outside contractors, and residents.

**FY 2019-2020 Improvements and Accomplishments**

- Tree Warden managed public tree hearings as per CT General Statute Ch. 451 Sec. 23-559 for public trees posted for removal.
- Developed a landscape design for the Pomerance Bridge using native plants that offer habitat to wildlife, mitigate erosion, and visually appeal to park users.
- Collaborated with landscape architect in designing and planting of new trees, shrubs and grasses around the Greenwich High School Campus. Planting will begin in the autumn of 2020 and continue into the spring of 2021.
- Worked with contractor and landscape architect offering suggestions and revision to the New Lebanon School planting plan. The plantings and field work was completed in the fall of 2020.
- Researched and purchased diversified native plant species more appropriate to climate change to be planted Town wide. Warmer climate appropriate tree and shrub species have been planted i.e. six (6) *Nyssa aquatica* Water Tupelo, three (3) *Taxodium distichum* Bald Cypress and four (4) *Aesculus parviflora* Bottlebrush Buckeye were planted at Binney Park.
- Collaborated with scientist from the Connecticut Agricultural Experiment Station in correctly identifying symptomatic beech trees with Beech Leaf Disease. Research and management of this disease continues.
- Increased the conifer and plant diversity at the Greenwich Botanical Center. Three new species of conifers, one species of palm, and one species of Citrus were planted. The conifers are: five (5) *Pinus palustris* Longleaf Pines, two (2) *Glyptostrobus pensilis* Chinese Water-Pines, and two (2) *Araucaria araucana*, Monkey Puzzle Trees. *Pinus palustris* is native to North America and is an endangered species. *Glyptostrobus pensilis* is native to South Asia and is a critically endangered species and *Araucaria araucana* is native to South America and is an endangered species. The palm species planted is *Rhapidophyllum hystrix* Needle Palm. A total of three palms (3) were planted. *R. hystrix* is native to North America. The Citrus is *Citrus sinensis* ‘Washington’ x *Poncirus trifoliate* ‘Troyer’. A total of two (2) ‘Troyer’ oranges were planted.
- Developed a partnership with the Greenwich Land Trust as to sharing plants and having the ability for Parks and Recreation to keep plants on Land Trust property under their care.
- Develop a nursery area to house small and uncommon plants not available in the trade industry. The plants will be used to greatly enhance public spaces, wildlife areas, and native restoration.
• Worked with the Greenscape Committee in reviewing the six-mile distance of Putnam Avenue that extends from the Port Chester border east to the Stamford border. The objective of the Committee is to outline and highlight areas that could accommodate greenspace improvements. From the finding areas of initial implementation were highlighted and some early plantings and improvements have already begun.

• Removal of dying *Fagus sylvatica* European Beech trees in Greenwich Commons has begun. In their place *Cercidiphyllum japonicum* Katsura Trees are being planted.

• Working with the Greenwich Tree Conservancy “Gratitude Groves” plantings were initiated. The Groves will pay homage to the COVID-19 Frontline Workers. Four locations have been selected as has four tree species: Western Civic Center; *Celtis occidentalis* six (6) Hackberry Trees, Havemeyer Field Slope; (9) *Helesia Carolina* Silverbell, Pinetum; *Asimina triloba* seven (7) Pawpaw Trees and Greenwich Point; eight (8) *Diospyros virginiana* Persimmon Trees.

• Completed Cos Cob tree planting plan and forty-eight (48) trees will be planted on Town Right of Way. Outreach has begun and trees have been delivered.

**FIELDS AND TURF OPERATIONS**

[Timothy Coughlin, Turf Operations Manager]

The Parks and Trees Division is responsible for the care and maintenance of all school campuses and athletic fields. Fields and Turf is responsible for the management and care of all athletic fields in Town.

There are 61 public athletic fields located on 15 school campuses and in parks. Over 75 acres of athletic turf are maintained. A variety of field sports are played on athletic fields including baseball, softball, football, flag football, lacrosse, soccer, youth baseball, cricket, rugby, tee-ball, field hockey, lawn bowling, and croquet.

Five artificial sports turf athletic fields were constructed at Greenwich High School and one additional artificial turf field has been constructed at Cos Cob Park. The High School sports facilities have been complemented by a replacement of two synthetic fields, #6 and #7. All seven fields are owned by the Board of Education and maintained by the Fields and Turf. Fields and Turf Operations is located at the North Street maintenance facility adjacent to North Street Elementary School.

The Superintendent of Parks and the Turf Operations Manager have drafted a comprehensive Athletic Field Inventory and Management Plan to guide the maintenance and renovation of all athletic fields. Athletic fields at all schools and parks are managed organically. Standard routine organic management practices for the athletic fields include fertilization, compost tea applications, aeration, mowing, lining, over seeding, sodding, irrigation, drainage, fencing, and partial and complete field reconstruction.

**FY 2019-2020 Improvements and Accomplishments**

• Organic Athletic Turf Management continues for all athletic fields.
• Greenwich High School replaced two synthetic turf fields, # 6 and #7 field.
• Greenwich High School: Synthetic athletic field turf deep cleaned, seams repaired, and infill added as needed.
• Julian Curtis: 90’ baseball field re-constructed, rebuilt pitcher’s mound and batter’s box. HGT bluegrass sod used.
• Pemberwick Park: 50/70 baseball field re-constructed, RTF Tall Fescue sod used. 21 tons of infield clay installed, graded and groomed.
• North Mianus School: 60’ Little League baseball field reconstructed. RTF Tall Fescue Sod used.
• Strazza Field: 90’ baseball field re-constructed, pitcher’s mound and batter’s box re-built. HGT Bluegrass sod used.
• Greenwich High School: 90’ baseball field partially re-built, pitcher’s mound and batter’s box re-built.
• Loughlin Avenue Park: 60’ baseball field partially re-built. HGT bluegrass used.
• Bruce Park: Croquet Court / Bowling Green totally re-graded and re-sodded. Low Mow Kentucky Bluegrass used.
• GMAX testing on all synthetic fields, 5 at Greenwich High School and 1 at Cos Cob Park.
• Eastern Middle School: Soccer field partially re-sodded, in progress.
• Tennis Court Maintenance: (Crack repair, acrylic coating, painting and line striping)
  o Pemberwick Park - 1 basketball and 1 tennis court.
  o Central Middle School - 4 tennis courts.
  o Western Middle School - 3 tennis courts.
  o Byram Shore Park - 3 tennis courts.
• Christiano Park: 1 tennis court converted to 2 Pickle Ball Courts.
• Planted 1,500 Spring Loaded Daffodil bulbs at lower Havemeyer Field and at North Street School.
• Pollinator Pathway, worked closely with Environmental Affairs on planning, creating, and planting large Pollinator Pathway project at 393 North Street wood lot.
• Used battery operated blowers and hedge trimmers to reduce emissions.
• Added two walk behind brush cutter mowers to allow better efficiency managing large areas previously performed with multiple operators using line trimmers.
• Turf Operations over-seeding program used a new style slicer shaft, tractor mounted seed-avator. This has successfully increased seed germination and is producing better quality playing fields. Other communities in Connecticut have reached out inquiring about the results and success the program has had.
• Included two walk behind slit seeders for the smaller finer turf areas. This seeding method is producing better turf results than previous methods.
• Continued to use hydraulically driven turbo blowers, with zero emissions, to manage leaf and snow operations.

**EQUIPMENT OPERATIONS**
[Andy Frano, Equipment Supervisor]

Equipment Operations and the Supervisor is responsible for the care and maintenance of all Parks and Playgrounds, Trees, and Turf equipment. The equipment ranges from weed eaters up to tractors. The inventory consists of 85 large pieces of equipment: chippers, stump grinder, and ride on mowers. Additionally, there 262 smaller pieces such as: chainsaws, push mowers, and line trimmers.

There is consistent communication between the Fleet Department as to the level of repairs that need to be performed on large and intensive maintenance issues. All new equipment purchases are sourced for best pricing and quality related to the job task it is needed to perform.
FY 2019-2020 Improvements and Accomplishments

- No accidents as a result of equipment failure.
- All repairs and service accomplished onsite.
- Managed parts inventory to be able to efficiently repair common issues with little equipment down time.
- Continued to manage monthly equipment inventory for sheds and inventory new purchases.
- Added several new battery-operated pieces of equipment, including an electric truck mounted material spreader.
- Worked with the Safety Committee to address concerns on certain trucks and other pieces of equipment.
- Set up new equipment training for employees as well as refresher training courses.
- Managed equipment services to support green initiative, (sharpen, straighten, and balancing mower blades for best possible cuts, as well as best mulching capabilities).
- Set up equipment demos.
- Followed a seasonal maintenance program.
- Worked with Fleet dept. to manage and schedule vehicle repairs and services as well as warranty work and recalls.
- Worked with Fleet dept. to schedule annual safety inspections of aerial lift trucks and crane mounted trucks.
- Supported DPW in snow operations and Tree division in storm damage clean up and restoration.
- All new equipment purchases are supporting Green Initiative program.
- Follow guidelines for sanitizing facility during COVID shut down and continuing maintenance and repair work.

Dr. Gregory Kramer
Superintendent, Parks & Trees/Tree Warden
DEPARTMENT OF PARKS AND RECREATION
MARINE & FACILITY OPERATIONS DIVISION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>19</td>
<td>19</td>
<td>19</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>2,635,195</td>
<td>2,703,661</td>
<td>2,634,585</td>
</tr>
<tr>
<td>Capital</td>
<td>1,327,001</td>
<td>1,424,439</td>
<td>1,497,786</td>
</tr>
<tr>
<td>Total</td>
<td>3,962,196</td>
<td>4,128,100</td>
<td>4,132,371</td>
</tr>
<tr>
<td>Revenue:</td>
<td>2,272,531</td>
<td>2,941,225</td>
<td>2,887,489</td>
</tr>
</tbody>
</table>

The Marine & Facility Operations Division (M&FO) is accountable and responsible for the operation, budgeting, maintenance, and repair of all municipal beaches, ferry services, off-shore islands, 24 local aids to navigation, and the Town’s boating facilities. The Division oversees, subject to the jurisdiction of the Town, the Town’s harbors and vessel activity.

The Division is responsible for the planning, construction, development, service, maintenance, alterations, repair, and storage of all physical properties under the control of the Department of Parks and Recreation.

The Superintendent acts as a local enforcement officer in implementing Town policies with regard to all marine activities occurring on Town property and works with other Town and State agencies in regulating and managing Town properties. He/she also works with various interest groups, such as the Boater User Group, Town approved vendors, Town property lease holders, and the Friends of Greenwich Point.

BEACH ATTENDANCE

The Town beaches had a total of 476,266 visitors during the 2020 beach season.

<table>
<thead>
<tr>
<th>Beach</th>
<th>Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Byram Beach</td>
<td>51,953</td>
</tr>
<tr>
<td>Greenwich Point Park</td>
<td>406,261</td>
</tr>
<tr>
<td>Great Captain Island *</td>
<td>2,046</td>
</tr>
<tr>
<td>Island Beach *</td>
<td>16,006</td>
</tr>
</tbody>
</table>

* Ferry Service only; those using private transportation not included

PARK PASSES

Total of 42,334 Seasonal Park Passes issued in the 2020 Season. (1st year of three-year cycle for Seniors and Special Needs).

<table>
<thead>
<tr>
<th>Pass Type</th>
<th>Issued</th>
<th>Pass Type</th>
<th>Issued</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>24,831</td>
<td>Special Needs</td>
<td>84</td>
</tr>
<tr>
<td>Child</td>
<td>7,770</td>
<td>Emp/Nanny</td>
<td>581</td>
</tr>
<tr>
<td>Senior</td>
<td>7,069</td>
<td>Summer Res.</td>
<td>48</td>
</tr>
<tr>
<td>Res. Parking</td>
<td>226</td>
<td>Emp. Parking</td>
<td>222</td>
</tr>
</tbody>
</table>
Total of 19,989 Single Entry Park Passes sold in the 2020 Season.

<table>
<thead>
<tr>
<th>Year</th>
<th>Single Entry Tickets</th>
<th>Single Entry Senior Tickets</th>
<th>Single Entry Vehicle Tickets</th>
<th>Pool ** Passes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>10,995</td>
<td>6,837</td>
<td>1,602</td>
<td>555</td>
</tr>
<tr>
<td>2019</td>
<td>53,788</td>
<td>12,452</td>
<td>8,242</td>
<td>2,589</td>
</tr>
<tr>
<td>2018</td>
<td>50,248</td>
<td>20,401</td>
<td>7,719</td>
<td>1,902</td>
</tr>
<tr>
<td>2017</td>
<td>52,219</td>
<td>20,115</td>
<td>7,895</td>
<td>n/a</td>
</tr>
<tr>
<td>2016</td>
<td>55,983</td>
<td>21,704</td>
<td>8,142</td>
<td>n/a</td>
</tr>
</tbody>
</table>

** Pool Passes sold online are for Resident Guests Only

**FERRY SERVICE**

M&FO maintains and operates three ferries to access to the Islands. The average age of the Town’s passenger carrying fleet is 71 years old. The ferries must meet all USCG requirements; from maintenance and repair, to crew training and homeland security. The vessels are:

<table>
<thead>
<tr>
<th>Vessel</th>
<th>LOA</th>
<th>Year Built</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indian Harbor</td>
<td>59’</td>
<td>1937</td>
<td>Ferry</td>
</tr>
<tr>
<td>Islander II</td>
<td>50’</td>
<td>1948</td>
<td>Ferry</td>
</tr>
<tr>
<td>Island Beach</td>
<td>65’</td>
<td>1961</td>
<td>Ferry</td>
</tr>
</tbody>
</table>

During FY20, in addition to USCG normal mandated repairs and upgrades, the following was accomplished:

- Indian Harbor - Center third of the first deck was replaced.
- Island Beach - Rebuilt the port main engine.

**WORK BOATS**

M&FO operates with four main work boats: “Rocky Neck III”, “Skipper III”, “Mini-Me”, and “Goose”. Vessels maintained primarily in-house and used throughout the season.

We took delivery of the new work boat, “Skipper III”, and have continued outfitting it in house.

**SEASONAL STAFF**

M&FO hires, trains, and supervises approximately 90 seasonal employees. These positions include Lifeguards, Beach Crew, Ferry Crew, Ferry Captains, Park Rangers, Ticket Sellers, Site Supervisors, Gatekeepers, and Managers.

**BEACH AND FACILITY IMPROVEMENTS**

Four Town beaches are managed by M&FO: Island Beach, Great Captain Island, Greenwich Point, and Byram Beach.

**Byram Beach**

- Byram Beach was graded.
- Repairs were done on the seawalls.
Greenwich Point
- The scope of the causeway project was adjusted.

Islands
- Island Beach sand was graded.
- A section of Great Captain Island was reclassified and taken out of the flood zone, paving the way for replacing the aging propane tanks. Engineering was finalized for the installation of the tanks, the work will be performed in the off season.
- Repairs were made to both island piers, ranging from cross bracing, decking, and piling work.

Ferry Docks
- Engineering and permitting is still underway to dredge around the ferry and police docks.

HARBOR AND BOATING FACILITIES

The Harbor and Boating Facilities consist of four locations with three marinas. They are in Byram, Cos Cob, Grass Island, and Greenwich Point. Each of these locations has landing floats, vessel launching ramps, and Grass Island has a Pump out facility. There is a total of six Dock Masters, (a mix of Full-Time and Seasonal), who handle the onsite operations. Use Permits are required for each vessel using our municipal boating facilities. We continued to provide bottom washing service at three of our locations for six weeks during the fall.

M&FO issued 1,563 Facility Use permits, 17 Non-Resident Launching permits, 30 Dry Sail permits, 26 Commercial Marina Vendor permits, and rented 449 boat slips, 325 boat rack spaces, 126 lockers. We had 320 boats in 2019 winter storage and 243 trailers in 2020 summer storage.

During FY20, in addition to the general maintenance and repair associated with marina operations, the following improvements were made to the four marine facilities.

Cos Cob
- Minor repairs were made to sea walls.

Byram
- Installed new boat launch ramp and dock next to it to make launching easier.
- Improvements were made to the marina layout. Additional 24’ fingers were installed to better address the demand on larger slips, additional 20’ fingers were installed, replacing unused space for Ropes & Pullies. The ability to better address demand resulted in the marina being almost completely full.

Greenwich Point
- Planning and permitting continued for dredging the Greenwich Cove channel.
- Considerations on a revetment project in the back of the boat yard started, to address a section that has started washing out.

Brian M. Kerzner
Superintendent of Marine & Facility Operations
DEPARTMENT OF PARKS AND RECREATION

GRiffith E. Harris Golf course

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full-Time</td>
<td>8</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>1,510,344</td>
<td>1,583,214</td>
<td>1,720,374</td>
</tr>
<tr>
<td>Capital</td>
<td>169,005</td>
<td>104,137</td>
<td>98,594</td>
</tr>
<tr>
<td>Total:</td>
<td>1,679,348</td>
<td>1,687,351</td>
<td>1,818,968</td>
</tr>
<tr>
<td>Revenue:</td>
<td>1,727,355</td>
<td>1,659,675</td>
<td>1,863,966</td>
</tr>
<tr>
<td>Rounds Played:</td>
<td>33,354</td>
<td>32,790</td>
<td>36,218</td>
</tr>
</tbody>
</table>

FY 2019-2020 Improvements and Accomplishments

- **Maintenance/Clubhouse Building Improvements and Renovations:**
  - New Restaurant Awning
  - New Restaurant Carpeting
  - New Driving Range Net install on hole #1 Fairway side
  - Re-contract concessionaire for the restaurant (Cobber North)

- **Course Improvements/Accomplishments**
  - Golf operation under COVID19 guideline.
  - Fairways & Greens were aerated resulting in turf improvements for 5th year in row.
  - Pruned trees on holes #13, #14, and #16 as recommended by the USGA.
  - Build New Championship Tee box on #16.
  - Drainage repair work on #4.
  - Purchased a new Rough Mower and Utility Cart.
  - Customize Golf Reservation software to fit our needs.
  - New Cart Path Replacement hole #1, #9, #17, and #10 tee box around and back of restaurant.

Steve Pyo
Golf Course Operations Manager
HOUSING AUTHORITY OF THE TOWN OF GREENWICH
NOT AVAILABLE AT TIME OF PRINTING
DEPARTMENT OF PARKING SERVICES

Budgeted Personnel:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Perm. Part-Time</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Temporary</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Personnel:</td>
<td>15</td>
<td>16</td>
<td>16</td>
</tr>
</tbody>
</table>

Expenditures:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual</td>
<td>$2,276,566</td>
<td>$1,874,812</td>
<td>$2,183,548</td>
</tr>
<tr>
<td>Capital</td>
<td>$374,500</td>
<td>$300,852</td>
<td>$222,378</td>
</tr>
<tr>
<td>Total</td>
<td>$2,651,066</td>
<td>$2,175,664</td>
<td>$2,405,926</td>
</tr>
</tbody>
</table>

Revenue:

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,909,533*</td>
<td></td>
<td>$6,019,782*</td>
<td></td>
</tr>
<tr>
<td>$5,808,339*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: The Parking Services department collects revenue from 28 parking parcel lots (21 Town owned parcels, 1 Metro North owned parcels and 7 Town/Metro North shared lots). The Town pays 74% of the revenue collected from permits, pay by phone, coins and daily fees to Metro North based on the breakdown of total Metro North and Town owned parking spaces. Accounting positions include revenue credited to the General Fund, Parking Fund and the Rail Road Improvement Fund.

MISSION STATEMENT

The Department of Parking Services is committed to providing an outstanding level of customer service to residents, merchants and visitors to the Town of Greenwich. We recognize the differing parking needs of commuters, merchants and shoppers and do our best to provide a parking experience that is as convenient as possible.

ADMINISTRATIVE

In February, 2019 the Department was placed under the auspice of the Greenwich Police Department and the Deputy Chief of Police was assigned as the Department’s Senior Manager. In July the Department’s staffing was restructured with the hiring of a Business Services Manager. The Department of Parking Services staff also includes a Business Office Coordinator, two (2) Account Clerks, two (2) Parking Facilities Technicians and one (1) Parking Enforcement Supervisor, who is responsible for supervising nine (9) Parking Enforcement Officers. Consultant services were provided by SP+, an industry leading parking management consulting group, throughout the fiscal year.

The Department of Parking Services is responsible for:

- Managing, issuing and enforcing parking permits for the commuter railroad parking lots, merchant lots and residential zones
- *Enforcing parking rules and regulations per Town Charter and Code Chapter 14 (Vehicles and Traffic).*
• Collecting and processing parking revenue from on-street and surface parking lots;
• Utilizing License Plate Readers (LPR) for detection of scofflaw violators;
• Processing of parking fines, managing the parking ticket appeal hearing process, issuing special event permits and meter rental fees;
• Maintenance of approximately 5,000 parking meters and thirty-two (32) LUKE Multi Space Meter machines;
• Maintaining commuter railroad lots for functionality, safety, cleanliness and aesthetics;
• Updating and reviewing policies for compliance with Americans with Disabilities Act (ADA), Building Code and Town Charter and Code; and
• Identifying potential green locations for alternative modes of transportation such as bicycles, mopeds and motorcycles.

HIGHLIGHTS

In Fiscal Year 2019-2020, the Department of Parking Services collected $928,388 in parking citation revenue for an approximate 97% parking fine collection rate. The Department issued approximately 4,500 commuter permits for Town and Metro North parking lots and approximately 815 residential and merchant parking permits for a total revenue of $1,905,959; processed parking meter rentals totaling approximately $40,008; collected approximately $35,987 in Smartcard parking fees; $1,355,308 in Parking Meter Collections and $407,765 in day parking fees. The Department located approximately 28 scofflaw vehicles, totaling $12,830 in fines collected from scofflaw vehicles.

Mark A. Marino
Deputy Chief of Police
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) PROGRAM

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgeted Personnel:</td>
<td>1.5</td>
<td>1.5</td>
<td>1.5</td>
</tr>
<tr>
<td>Expenditures:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>$137,182.42</td>
<td>$133,340.48</td>
<td>$129,629.77</td>
</tr>
<tr>
<td>Capital</td>
<td>$787,875.96</td>
<td>$858,740.86</td>
<td>$322,449.01</td>
</tr>
<tr>
<td>Total:</td>
<td>$992,081.34</td>
<td>$452,078.78</td>
<td></td>
</tr>
<tr>
<td>Revenue:</td>
<td>$15,843.00</td>
<td>$15,843.00</td>
<td>$435,843.12</td>
</tr>
</tbody>
</table>

**Note:** The CDBG Program Year is administered on a July 1 – June 30 calendar. Reported Current Expenditures represent annual program monies spent for Administrative budget while Capital Expenditures represent annual program monies expended as they are paid out to CDBG program recipients. Information and expenditures reflect data as of June 30, 2020.

PROGRAM DESCRIPTION

The Community Development Block Grant (CDBG) Entitlement Program provides annual grants on a formula basis through the Office of Community Planning and Development of the U.S. Department of Housing and Urban Development (HUD). The program is authorized under Title 1 of the Housing and Community Development Act of 1974, Public Law 93-383, as amended, 42 U.S.C -5301 et seq. This program provides annual grants to eligible entitlement communities (cities and states) for the purpose of addressing the needs of low- and moderate-income persons and families to provide decent housing, a suitable living environment and expanded economic opportunities. The Town of Greenwich receives an annual CDBG allocation to carry out a wide range of community development activities, including the improvement of community facilities and provision of services through non-profit subrecipients. The Community Development Administrator coordinates with the Community Development Advisory Committee (CDAC) to plan for the allocation of funding to community partners. Attached is the CDAC membership list as of June 30, 2019. New CDAC membership was in effect beginning with CDBG Program Year 2020.

STAFFING

HUD regulations limit the CDBG planning and administration budget to 20% of the total annual CDBG entitlement grant (plus 20% of the prior year’s program income, if any) to cover the administrative costs (salaries, fringe benefits, and other office expenditures) of the CDBG Program. During PY2019 (the most recently completed program year), the budget for planning and administrative activities totaled $160,000.00. Funds available during PY2019 were the entitlement grant of $818,682.00 plus $420,000.00 in reprogrammed funds returned to the Town of Greenwich from a prior year activity.

CDBG PY2019 ACCOMPLISHMENTS

During PY2019, the Community Development Office worked with non-profit subrecipient community partners to complete program activities that received 2019 CDBG funding from the Town, as well as prior year activities that were completed during 2019. At the conclusion of PY2019, fifteen CDBG-funded capital projects were completed:

- PY2015/2016 River House Waterproofing
- PY2016 McKinney Terrace Exterior renovation (Housing Authority)
In addition, a total of eighteen public service activities were completed during Program Year 2019:

- A total of 43 Greenwich young people participated in the Friday Night Teen Program offered by the Boys & Girls Club of Greenwich, providing constructive recreational activities on Friday evenings.
- A total of 146 clients (children and their families) from low-income, underinsured and uninsured households were provided with access to mental health diagnostic and treatment services through the Mental Health Services Program of the Child Guidance Center.
- A total of 279 young, low-income public housing residents were assisted through the Comprehensive Education Program of CCI (Community Centers, Inc.). Some of the services provided under this program include tutoring, homework help, reading enhancement and career development.
- A total of 18 low-income uninsured or underinsured elderly/seniors were provided with access to dental care services through the Community Health Center Senior Dental Program.
- A total of 192 clients (preschool children and their families) who are low-income public housing or Section 8 residents were offered access to affordable early childhood daycare, which provided quality school readiness skills to better prepare the children as they enter kindergarten through the Head Start program of the Family Centers, Inc.
- A total of 172 low-income public housing/Section 8 residents were provided with access to comprehensive vocational skills support, training and guidance programs as well as job search services, educational opportunities and job skills training to increase their employability or level of employment through the Family Centers, Inc. Reaching Independence Through Employment (RITE) Program.
- A total of 7,740 low-income persons were assisted and supplied with non-perishable, nutritious and healthy food directly by non-profit agencies through the Food Bank of Lower Fairfield County Food Services Program.
- A total of 153 seniors and their caregivers were served through River House Adult Day Center’s Saturday Night Lights Program.
- A total of 188 low-income people were served by the Inspirica Jumpstart Career Program, including 188 job placements in fields such as nursing and security.
- A total of 214 low-income, homebound and frail elderly residents were assisted and provided with access to a grocery shopping and case management program that enables the elderly to continue living in their homes through the Supermarketing for Seniors Program of Jewish Family Services of Greenwich.
- A total of 32 children were provided with access to available therapeutic emergency shelter and crisis outreach, support, intervention, and counseling services through the Kids in Crisis Nursery Emergency Services Program.
- A total of 83 clients who are low-income, needy and/or infirm were provided access to a meal delivery service to ensure that nutritious and affordable food were available to those who are no longer able to prepare their own food through the Food Service program of Meals On Wheels of Greenwich.
- A total of 331 income eligible families were provided with diapers and basic baby supplies by the diaper acquisition/distribution program operated by Mothers for Others.
• A total of 340 people (children and their families) from low-income households were offered supplemental food during the summer months (school break) ensuring access to healthy and nutritious food through the Neighbor to Neighbor Summer Supplement Program.
• A total of five families benefitted from scholarship/tuition funding at the Old Greenwich Riverside Community Center Childcare Program.
• A total of 187 individuals who are homeless or at risk of homelessness benefitted from the Emergency Meals Program at Pacific House.
• A total of 40 individuals living with severe and prolonged mental health challenges were provided with vocational and social opportunities through the Pathways Fellowship Program.
• 833 victims of domestic abuse/physical violence (children and adults) were provided with access to available crisis intervention services and counseling support through the Domestic Abuse Services program of the YWCA of Greenwich.

Respectfully submitted,

Tyler Fairbairn
Community Development and Grants Administrator
The Town’s CDBG award for Program Year 2019 (July 1, 2019 – June 30, 2020) was $818,682.00. The following is a summary of the activities that were approved to receive CDBG funding (note: 2020 activities are underway at time of publication):

<table>
<thead>
<tr>
<th>CDBG Program Year 2019 - Allocation of Funds</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boys &amp; Girls Club of Greenwich (Friday Night Teen Program)</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Child Guidance Center (Support for Mental Health Services in Greenwich)</td>
<td>$7,984.00</td>
</tr>
<tr>
<td>Community Centers, Inc. (Comprehensive Educational Program)</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>Community Health Center (Franklin Street CHC Senior Dental Program)</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Family Centers (Armstrong Court Preschool Program)</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>Family Centers (RITE)</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Food Bank of Lower Fairfield County (Food Bank Program Admin Support)</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>Inspirica (Jumpstart Career Program Employment Specialist)</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Jewish Family Services (Supermarket for Seniors)</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>Kids in Crisis Inc. (Crisis Nursery Emergency Services)</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Meals On Wheels of Greenwich, Inc. (Food Service Program Support)</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Mothers for Others (Diaper Acquisition and Distribution)</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>Neighbor-to-Neighbor (Summer Supplement Program)</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Old Greenwich Riverside Community Center (Childcare Program)</td>
<td>$5,500.00</td>
</tr>
<tr>
<td>Pacific House (Emergency Meals Program)</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Pathways (Fellowship Program)</td>
<td>$6,000.00</td>
</tr>
<tr>
<td>River House Adult Day Center (Saturday Night Lights Program)</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>YWCA of Greenwich (Emergency Housing &amp; Crisis Intervention Services)</td>
<td>$7,000.00</td>
</tr>
<tr>
<td>(Rehab) Abilis (Flooring Replacement Project)</td>
<td>$117,850.00</td>
</tr>
<tr>
<td>(Rehab) Abilis (Bathroom Renovation Project)</td>
<td>$68,000.00</td>
</tr>
<tr>
<td>(Rehab) Abilis (Kitchen Replacement Project)</td>
<td>$69,350.00</td>
</tr>
<tr>
<td>(Rehab) Boys &amp; Girls Club of Greenwich (Window Replacement Project)</td>
<td>$14,256.00</td>
</tr>
<tr>
<td>(Rehab) Boys &amp; Girls Club of Greenwich (Building Rekeying Project)</td>
<td>$7,100.00</td>
</tr>
<tr>
<td>(Rehab) Family Centers, Inc. (Bridge Street Entrance Project)</td>
<td>$66,450.00</td>
</tr>
<tr>
<td>(Rehab) Greenwich Botanical Center (Door Replacement Project)</td>
<td>$25,000.00</td>
</tr>
<tr>
<td>(Rehab) Greenwich Botanical Center (Flooring Replacement Project)</td>
<td>$53,000.00</td>
</tr>
<tr>
<td>(Rehab) Greenwich Historical Society (Bush-Holley House Accessibility)</td>
<td>$63,686.00</td>
</tr>
<tr>
<td>(Rehab) Greenwich Library (Atrium and Lower Level Entrance Project)</td>
<td>$65,000.00</td>
</tr>
<tr>
<td>(Rehab) Housing Authority of the Town of Greenwich (Adams Garden Playground)</td>
<td>$61,709.00</td>
</tr>
<tr>
<td>(Rehab) Inspirica, Inc. (Atlantic Park Apartments Elevator Replacement Project)</td>
<td>$90,000.00</td>
</tr>
<tr>
<td>(Rehab) Pacific House (Shelter Bed Replacement)</td>
<td>$55,962.00</td>
</tr>
<tr>
<td>(Rehab) Parsonage Cottage (Flooring Replacement Project)</td>
<td>$23,640.00</td>
</tr>
<tr>
<td>(Rehab) Pathways (Fellowship Generator)</td>
<td>$26,937.00</td>
</tr>
<tr>
<td>(Rehab) YWCA of Greenwich (Video Surveillance System)</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>2019 Administrative Budget</td>
<td>$160,000.00</td>
</tr>
</tbody>
</table>
COMMUNITY DEVELOPMENT ADVISORY COMMITTEE (CDAC)
MEMBERSHIP FOR CDBG PROGRAM YEAR 2019-2020

District 1
Judith Goss

District 1 – Alternate
Elizabeth Sanders

District 2
Kristine Lowe

District 2 – Alternate
Wilma Nacinovich

District 3
Steven P. Rubin

District 3 – Alternate
Dawn M. Fortunato

District 4
Samarpana Tamm

District 5
Lucy B. Krasnor

District 5 – Alternate
Stephanie D’Alton Barrett

District 6
Alexis Voulgaris (Chair)

District 7
Catherine G. Sidor

District 7 – Alternate
Miriam Kreuzer

District 8
Christine Edwards

District 9
Lillian S. “Sharon” Shisler

District 10
Norma S. Roelke

District 11
Ric Wellington

District 12
Samuel T. Telerico

Board of Estimate & Taxation
Bill Drake
David Weisbrod

Greenwich Housing Authority
Cathy Landy

NOW
Phyllis Behlen

Planning and Zoning Commission
Victoria Goss

Board of Human Services
Jeffrey Medina

Board of Human Services
Alan Gunzburg (Vice Chair)

Board of Health
Vick Sandhu

League of Women Voters
Claudia Carthaus

Citizen/Public Participants
Winston Robinson
TOWN OFFICERS DIRECTORY 2019 – 2020

ALARM APPEALS BOARD
(4-year term - Term expires June 30th)
Frederic H. Brooks, Jr. (R1) (2022) CHR
Joseph Havranek (R2) (2021)
Thomas E. Zack (R3) (2023)
John A. Sliuzars, Sr. (R4) (2020)
Philip Dodson (R5) (2021)

ARCHITECTURAL REVIEW COMMITTEE
(4-year term - Term expires June 30th)
Paul Pugliese, CHR
Tracey Anne Brown
Rhonda Cohen
Kenneth Deck VCH
James Doyle
Richard Hein
Nick Macri
Joeb Moore
Mark Strazza
David Woods

BOARD OF ASSESSMENT APPEALS
(2-year term - Term expires Dec. 31, 2021)
Jack Kriskey
Jeff Reardon
Mark Pruner
Joseph S. Huley

BOARD OF EDUCATION
(4-year term - Term expires in Nov.)
Joe Kelly (2023)
Karen Kowalski (2023)
Christina Downey (2023)
Karen Hirsch (2023)
Peter Sherr (2021)
Peter Bernstein (2021) CHR
Meghan Olsson (2021)
Kathleen Stowe (2021) VCHR
Superintendent: Dr. Toni Jones

BOARD OF ESTIMATE AND TAXATION
(2-year term - Term expires Dec. 31, 2021)
Michael S. Mason, CHR
Andreas (Andy) Duus, II
Bill Drake, Clerk
Karen Fassuliotis
Elizabeth K. Krumpeich
Debra Hess
Leslie Moriarty
Laura Erickson

BOARD OF ETHICS
(3-year term - Term expires June 30th)
Paul Debarry (R1) (2021) CHR
John B. Margenot, Jr. (R2) (2021)
Robert F. Grele (R3) (2022)
Pastor Carol A. Bloom (R4) (2022)
Robert Sisca (R5) (2020)
Fred Camillo, Ex-Officio

BOARD OF HEALTH
(4-year term - Terms expire June 30th)
MaryAnn Ramos (R1) (2022)
Robert F. Carangelo (R2), CHR (2022)
Dr. Andrew Bronin (R3) (2023)
Dr. Marilyn Ross Cahn (R4) (2020)
Julia Chiappetta (R5) (2020)
Vick S. Sandhu (R6) (2020)
Lauren O’Keefe (R7) (2020)
Ex-Officio: Fred Camillo
Director of Health: Caroline C. Baisley

BOARD OF HUMAN SERVICES
(3-year term - Term expires June 30th)
Alan Gunzburg (R1) (2021)
Natalie Queen (R2) (2021)
Jeffrey Medina (R3) (2021)
Thomas Petrone (R4) (2022)
Winston A. Robinson (R5) (2019)
Annalis Fernandez (R6) (2020)
Abbott Jones (R7) (2020)
Ex-Officio: Fred Camillo
Commissioner: Alan Barry

BOARD OF PARKS AND RECREATION
(4-year term - Term expires June 30th)
Kirk Schubert (R1) (2021)
Meg Nolan van Reesema (R2) (2021)
Rick Loh (R3) (2021)
Nancy Chapin (R4) (2022)
Frank DiVincenzo (R5) (2022)
Mike Bocchino (R6) (2022)
Scott Johnson (R7) (2020)
Gary P. Dell’Abate (R8) (2020)
Thomas McGarrity (R9) (2020)
Director: Joseph Siciliano
BOARD OF SELECTMEN
(2-year term - Term expires Nov. 30, 2021)
Fred Camillo, First Selectman
Lauren Rabin, Selectwoman
Jill Oberlander, Selectwoman

COMMISSION ON AGING
(Terms expire June 30th)
Patricia Burns (R1) (2021) CHR
James B. Dougherty (R2) (2021) SEC
Carol A. Burns (R3) (2022)
Steven Katz (R4) (2022) VCHR
Dr. Ellen M. Wolfson (R5) (2020)
Anne Marie Hynes (R6) (2020)
Francis J. Burgweger, Jr. (R7) (2020)

CONDEMNATION COMMISSION
(Term expires March 31st)
Serdar Umur (R1) (2023)
P. Jude Collins (R2) (2023)
Donald Conway (R3) (2021)
Aaron Leonard (R4) (2021)
Christopher Lagano (R5) (2021)

CONSERVATION COMMISSION
(4-year term - Term expires March 31st)
William Rutherford (2021) CHR
Lissette Henrey (2020)
Nancy Dickinson (2020)
Eric Brower (2020) VCHR
Sue Baker (2021)
Gary Silberberg (2021)
Urling Searle (2021)
Alternates:
Laura di Bonaventura (2021)
C. Jefferson A. Parker, Jr. (2021)
Theodore Walworth (2020)

Ex-Officio: Fred Camillo
Director:

CONSTABLES
(2-year term - Term expires Dec. 31, 2021)
Donnie Romeo
Dawn Fortunato
Bob Dustin
Donna Maloney
John J. Thompson
Martin C. Blanco
Ed Hefflin

CONSUMER AFFAIRS COORDINATOR
(Indefinite Term) vacancy

FINANCE DEPARTMENT
(2-year term - Term expires Dec. 31, 2021 except as noted)
Comptroller & Finance Officer: Peter Mynarski
Assessor: Lauren Elliott
Tax Collector: Heather Smeriglio
Treasurer: Natasha Yemets (Indefinite Term)

FIRE DEPARTMENT
Fire Chief: Peter Siecienski

FLOOD AND EROSION CONTROL BOARD
(4-year term - Term expires October 31st)
Edward J. Schmeltz (R1) (2020) CHR
John Stankunas (R2) (2021)
Peter J. Finkbeiner (R3) (2021)
Aubrey E. Mead, Jr. (R4) (2020)
Alternates:
Donna Laviolette (A1) (2023)
Allison Walsh (A2) (2021)

Ex-Officio: Fred Camillo

HARBOR MANAGEMENT COMMISSION
(Term expires March 31st)
Michael J. Van Oss (R1) (2021) SEC
Frank Mazza (R2) (2021)
Donald Carlson (R3) (2021)
Bill Ingraham (R4) (2022)
Lile R. Gibbons (R5) (2022)
Bernard Armstrong (R6) (2020)
Bruce Antiolillo (R7) (2020) CHR
C. Jefferson Parker, Jr. (R8) (2022)
Alternates:
Joseph Benoit (A2) (2019)

HISTORIC DISTRICT COMMISSION
(5-year term - Term expires October 31st)
Aris Crist (R1) (2023)
Darius Toraby (R2) (2019)
Kathrin “Katie” Brown (R3) (2020)
Phyllis “Fifi” Sheridan (R4) (2021)
Stephen L. Bishop (R5) (2022)
Alternates:
Cynthia Smith (A2) (2019)
Serena Bechtel (A3) (2020)
Martin I. Kagan (A4) (2021)
Marie V. Williams (A5) (2022)
Ex-Officio: Fred Camillo

**HOUSING AUTHORITY**
(5-year term - Term expires July 31st)
Sam Romeo (R1) (2021) CHR
Abe Curdumi (R2) (2022) VCHR
Vincent De Fina (R3) (2022)
James Boutelle (R4) (2022)
Angelo Pucci (R5) (2023)
Robert Simms, Jr. (R6) (2022)
Cathy Landy (R7) (2020)

**INLAND WETLANDS AND WATER COURSES AGENCY**
(4-year term - Term expires October 31st)
Jay Schondorf (R1) (2020)
Brian Harris (R2) (2020) CHR
Joseph E. L. Rogers (R3) (2021)
Stephan Skoufahlos (R4) (2021)
Bill Galvin (R5) (2020)
Norma Kerlin (R6) (2021)
Elliot R. Benton (R7) (2021) VCHR

Alternates:
Peter Linderoth (A1) (2020)
Alan Rossi (A2) (2021)
Klaus Jander (A3) (2020)

Director: Patricia Sesto

**JUSTICES OF THE PEACE**
(4-year term - Term expires Jan. 4, 2021)
Fred Baker
Elizabeth Bonsal
Jesus Bojorquez
John P. Booth, Jr.
Suzanne J. Cahill
Glen Canner
James Clifford
Jeffrey A. Cooper
Richard Delman
C. Nick Edwards, III
James Fahy
Karen Fassuliotis
Diane C. Fox
Laura G. Grad
John E. Harkins
Jonathan D. Hunt
Richard Kriskey

Lawrence Larson
Linda D. Lavery
Penny Monahan
Jeffrey S. Ramer
Heather Reed
Stuart Reider
Carol Grey Romaine
Dominick Romeo
David Stich
George Von Tobel
John K. Wetmore
Lily Wong

**LAW DEPARTMENT**
(Term at Discretion of Board of Selectman)
Town Attorney: J. Wayne Fox

**LIBRARIES**
Greenwich Library: Barbara Ormerod-Glynn, Director
Perrot Memorial Library: Kevin McCarthy, Director

**NATHANIEL WITHERELL BOARD**
(3-year term - Term expires June 30th)
Joan A. Merrill (R1) (2021)
Nisha Hurst (R2) (2021)
Nirmal Patel (R3) (2021)
Laurence B. Simon (R4) (2022) CHR
Suzanne Brown (R5) (2022)
Richard W. Kaplan (R6) (2022)
Suzanne Hogan (R7) (2020)
Louise Pusche (R8) (2020) SEC
Christopher Carter (R9) (2020)

Ex-Officio: Fred Camillo
Executive Director: Allen Brown

**PLANNING AND ZONING BOARD OF APPEALS**
(4-year term - Term expires October 31st)
Kenneth Rogozinski (R1) (2022)
Arthur Delmhorst (R2) (2022) VCHR
John Vecchiolla (R3) (2023)
Patricia G. Kirkpatrick (R4) (2020) CHR
Wayne Sullivan (R5) (2020)

Alternates:
Joseph Angland (A2) (2020)
Frank O'Connor (A3) (2020)
Ex-Officio: Fred Camillo
**PLANNING AND ZONING COMMISSION**  
(3-year term - Term expire October 31st)  
Edwin Hardman, Jr. (R1) (2021)  
Nicholas Macri (R2) (2022)  
Margarita Alban (R3) (2020)  
H. Andrew Fox (R4) (2020)  
Peter Levy (R5) (2020)  
Alternates:  
Victoria Goss (A1) (2020)  
Dennis P. Yeskey, Sr. (A2) (2020)  
Peter Lowe (A3) (2020)  
Ex-Officio: Fred Camillo  
Town Planner/Zoning Coordinator:  
Katie DeLuca

**POLICE DEPARTMENT**  
Police Chief:  
James Heavey

**PUBLIC WORKS DEPARTMENT**  
Commissioner: Amy Siebert, Commissioner

**PURCHASING**  
Director of Administrative Services & Purchasing: Vacant

**REGISTRAR OF VOTERS**  
(2-year term - Term expires Jan. 6, 2021)  
Mary Hegarty  
Fred DeCaro, III

**REPRESENTATIVE TOWN MEETING**  
(2-year term - Term expires Dec. 31, 2019)  
Moderator:  
Thomas J. Byrne  
Moderator Pro-Tempore:  
Alexis Voulgaris  
Town Clerk Ex-Officio:  
Carmella C. Budkins

**RETIREMENT BOARD**  
(4-year term)  
Michael G. Wacek  
Mark Kordick  
Kevin Coyner  
Joseph Pellegrino  
Comptroller: Peter Mynarski

**SHELLFISH COMMISSION**  
(4-year term – Term expires March 31st)  
Roger Bowgen (2021)  
Susan Baker (2021)  
CHR  
Joan Seguin (2022)  
Jonathan Stone (2021)  
Wilfred Cameron (2022)  
Devan Shulby (2022)  
William Gremp (2022)  
Richard Kral (2022)

**STATE OF CONNECTICUT**  
Governor:  
Ned Lamont  
Lieutenant Governor:  
Susan Bysiewicz  
State Senator:  
Alex Bergstein  
Secretary of the State:  
Denise Merrill  
Treasurer:  
Shawn T. Wooden  
Comptroller:  
Kevin Lembo  
Attorney General:  
William Tong

**STATE REPRESENTATIVES**  
Assembly District 149:  
Olivia Floren  
Assembly District 150:  
Stephen Meskers  
Assembly District 151:  
Vacant

**PROBATE COURT**  
(Term expires Jan. 2021)  
David W. Hopper

**STATE MARSHALLS OF GREENWICH**  
Joseph Purcell  
Siegrun K. Pottgen

**TAX COLLECTOR**  
(Term expires December 31, 2021)  
Heather Smeriglio

**TOWN CLERK**  
(2-year term)  
(Term expires Dec. 31, 2021)  
Carmella C. Budkins

**UNITED STATES**  
Representatives in Congress from Connecticut  
1st Congressional District:  
John B. Larson
2nd Congressional District:
   Joseph D Courtney
3rd Congressional District:
   Rosa DeLauro
4th Congressional District:
   Jim Himes
5th Congressional District:
   Jahana Hayes
Senators from Connecticut:
   Richard Blumenthal
   Chris Murphy
District 1
Frank Farricker
Lynn Garelick
Alison Ghiorse
Jayson L. Medhurst
Mary McNamee
Ryan Oca
Amy M. Olsen
Elizabeth Sanders
Robert Simms
Helena Varga

District 2
Nancy Fogwell
Kenneth S. Greenberg
Kristine Lowe
Brad Markowitz
Mary Ellen Markowitz
Kyrie O’Connor Stillman

District 3
Elias Juan Cohen
Dawn Fortunato
Joan Lowe
Allison M. Walsh

District 4
Ann Blumenstaadt
Harry Catanzaro
Alicia A. Flores
Joseph Kantorski
Patricia Kantorski
Catherine Reynolds
Sharon Vecchiolla
Lucy Von Brachel

District 5
Jennifer L. Baird
Elizabeth Booth
Robert Brady
Christina Downey
Laura Erickson
Lucy B. Krasnor
Jeffrey Ramer

District 6
David Cox
Candace Garthwaite
Gina Gladstein
Aria Hattiangadi
Mary Hegarty
Emily Hunt
Lori Jackson
Stephen Meskers
Gerald Pollack
David Snyder

District 7
Phyllis Behlen
Leslie Cooper
Danielle Eason
Elizabeth “Beth” Krumeich
Lin Lavery
Helen Sandifer
Jeffrey Stewart
Nina Straus

District 8
Peter Berg
Judith Berg
Mudita Bhargava
Christine Edwards
Stephen Fuzesi
Laura Kostin
Janet McMahon
Martin Mushkin
Rommel Nobay
Robert Phillips
Rebecca Steinfeld

District 9
Pamela Ferraro
Karen Hirsch
Ellette Hirschhorn
Maryann Ramos
Howard Richman
Winston Robinson
Sharon Shisler

District 10
Mareta Hamre
Diana Singer

District 11
Joseph Angland
William R. Finger
Joseph S. Huley
David Weisbrod
Megan T. Weiss
Leslie B. Moriarty

District 12
Glen Canner
Lindsey Fahey
Mary Flynn
Augusta Perrin
Dominic Perrin
Michele Ronis
Joseph Smith
James Thomas
Andrew Winston

Cathryn (Cathy) Steel
Nerlyn Pierson

Leslie B. Moriarty

Cathryn (Cathy) Steel
Nerlyn Pierson
# Republican Town Committee

## District 1
- Carl G. R. Carlson, Jr.
- Daniel Quigley
- Frank Salomone
- Joan Stewart Pratt
- Marla M. Weston

## District 2
- Laura Gladstone
- Joseph Kelly
- Lolly Prince
- Russell Reynolds III
- Stephanie Wu

## District 3
- Marianne Anderson
- Louise T. Bavis
- Carmella C. Budkins
- Jacqueline A. Budkins

## District 4
- Mike Bocchino
- David Budkins
- Rick Capozza
- Paul Cappiali
- Jeff Medina

## District 5
- Ella Cohen
- Bill Drake
- Paul A. Olmsted
- Danyal Ozizmir
- Nancy Ozizmir
- Randall Smith

## District 6
- Debra Hess
- Marc Ducret
- David J. Noble
- Aaron J. Kennon
- John McShea

## District 7
- Karen Fassuliotis
- Lucia Jansen
- Elizabeth “Beth” MacGillivray
- Elizabeth “Wynn” McDaniel
- Matthew “Sage” Withrow

## District 8
- Michael S. Mason
- Randy Caravella
- Jill Marie Capalbo
- Linda A. Moshier
- Irene M. Dietrich
- Stephen R. Shealy

## District 9
- Mike Brescia
- James E. Clifford
- Patti DeFelice
- Pamela S. Pagnani
- Carol Zarrilli

## District 10
- Stephen Walko
- Jane Sprung
- Natalie Adee
- John Luccarelli
- Brooks Harris

## District 11
- Nisha Arora
- Thomas B. Michaud
- Richard J. Neuman
- Jonathan Redmond
- Kimberly Salib
- Michael Spilo

## District 12
- Nicole Pate
- Ryan Fazio
- Peter Sherr
- Richard DiPreta
- Fred DeCaro, III
- William Kalna
### REPRESENTATIVE TOWN MEETING MEMBERSHIP  
(as of 6-30-2020)  
Term Expires December 31, 2021

#### District 1, South Center
- Andrea E. Anthony  
- Katharine Ashworth  
- Joshua H. Brown  
- Carl G. Carlson, Jr., VCHR  
- Edward D. Dadakas  
- Laura A. Feda  
- Alison W. Ghiorse  
- Dean C. Goss  
- Dean L. Goss, CHR  
- Judith G. Goss, SEC  
- Alanna M. Hynes  
- Frederick Lee  
- William B. Lewis Jr.  
- Elizabeth J. Sanders Mills  
- Jaysen Lee Medhurst  
- Ryan C. Oca  
- Daniel E. P. Quigley  
- Robert Robins  
- Helm H. Varga  
- Maria M. Weston  
- Lihong Zhang

#### District 2, Harbor
- Michael E. Basham  
- Duncan G. Burke  
- Nancy B. Burke  
- Donald R. Conway  
- Jessica B. Del Guercio  
- Laura P. Gladstone  
- Michelle F. Klososon  
- Katherine N. LoBalbo, VCHR  
- Mary Ellen Markowitz  
- Wilma Nacinovich, CHR  
- Averado "Alilo" Pascarella  
- Eileen J. Toretta  
- Erika Walsh

#### District 3, Chickahominy
- Louise T. Bavis  
- Martin C. Blanco  
- Elias Judd Cohen  
- Thomas P. Conelias, CHR  
- Ed J. Lopez  
- Rosalind Nicastro, SEC  
- Sylvester J. Pecora, Sr.  
- Adam A. Rothman  
- Stephen Rubin  
- Allison M. Walsh

#### District 4, Byram
- Javier A. Aleman  
- Ronald F. Carosella  
- Andrea J. Casson  
- Elizabeth J. "Liz" Eckert  
- Robert J. McKnight Jr., CHR  
- Alex J. Popp, Jr.  
- Maria M. Popp  
- Romulo E. Samaniego  
- Diego Sanchez  
- Josiane M. Schaffner-Parnell  
- Ryan T. Smith  
- Samarpaana Tamm  
- John J. Thompson  
- Donald R. Vitti  
- Bonnie Zeh  
- Lucy Von Brachel

#### District 5, Riverside
- Jennifer L. Baird  
- Joseph H. Benoit, Jr  
- Edward T. Broadhurst, III, VCHR  
- Nancy E. Cooper  
- Stephen F. Dolan  
- Allison C. "ICY" Frantz  
- Lucy B. Krasnor, CHR  
- Hale H. McSharry  
- Paul A. Ohnstead  
- Danyal Ozizmir  
- Christopher J.A. "Skip" Parker  
- Bruce P. Pflug  
- Patricia H. Roberts  
- Allisson W. Rogers  
- Ashley M. B. Smith  
- Joan B. Thakor  
- Peter G. VanDuyne  
- Kathryn L. Walker

#### District 6, Old Greenwich
- Thomas J. Byrne  
- Marilyn R. Cahn  
- Robert A. Cenci  
- Carol C. Ducret  
- Candance V. Garthwaite, CHR  
- Coline Jenkins  
- Gunnar Klintberg  
- Leander Krueger  
- Arline Lomazzo  
- Brian J. Maher  
- Janet Stone McGuigan  
- Stephen R. Meskers  
- Jo Ann D. O’Hara  
- Barbara E. O’Neill  
- Monica Prihoda  
- Victoria B. Quake  
- Gary Segal  
- David P. Synder  
- Alexis Voulgaris  
- Victoria M. Young, VCHR

#### District 7, North Center
- Debbie L. Appelbaum  
- Kimberly Morgan Blank  
- Ellen Brennan-Galvin  
- Mary O. “Nanette” Burrows  
- Thomas J. Calhoun  
- James E. Cecil  
- Jill S. Cobbs, SEC  
- Alice B. Duff  
- Kimberly S. Fiorello  
- Elizabeth J. “Betsy” Galindo  
- William W. Galvin, III, VCHR  
- Hilary Adams Gunn  
- Lucia D. Jansen, VCHR  
- Mimi L. Kreuzer  
- Scott E. Kalb  
- Elizabeth McDaniel, CHR  
- Henry A. Orphus  
- Doreen M. Perry  
- Elizabeth A. Perry  
- Luke Szymbczak  
- Mike Wamer

#### District 8, Cos Cob
<table>
<thead>
<tr>
<th>District 9, Pemberwick-Glenville</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phyllis R. Alexander</td>
</tr>
<tr>
<td>Seth W. Bacon</td>
</tr>
<tr>
<td>Michael P. Brescia</td>
</tr>
<tr>
<td>Claudia A. Carthaus</td>
</tr>
<tr>
<td>Barbara T. Darula</td>
</tr>
<tr>
<td>Patricia “Patti” DeFelice</td>
</tr>
<tr>
<td>Melissa Evans</td>
</tr>
<tr>
<td>Betsy S Frumin, CHR</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District 10, Northwest Greenwich</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natalie J. Adee</td>
</tr>
<tr>
<td>Gerald L. Anderson, VCHR</td>
</tr>
<tr>
<td>Granit Baldemaj</td>
</tr>
<tr>
<td>Jude P. Collins</td>
</tr>
<tr>
<td>Allyson T. Cowin</td>
</tr>
<tr>
<td>Mareta C. Hamre</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District 11, North East</th>
</tr>
</thead>
<tbody>
<tr>
<td>Victoria C. Bostock</td>
</tr>
<tr>
<td>Adam M. Brodsky</td>
</tr>
<tr>
<td>Thomas M. Devaney</td>
</tr>
<tr>
<td>Susan Fahey,CHR</td>
</tr>
<tr>
<td>Tracy H. Freedman</td>
</tr>
<tr>
<td>Karen B. Giannuzzi</td>
</tr>
<tr>
<td>Margaret G. Heppelmann</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>District 12, Havemeyer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hajime J. Agresta</td>
</tr>
<tr>
<td>Thomas Agresta</td>
</tr>
<tr>
<td>Francis Alvarez</td>
</tr>
<tr>
<td>Craig Amundson</td>
</tr>
<tr>
<td>Glen A. Canner</td>
</tr>
<tr>
<td>Jeffrey W. Crumbine</td>
</tr>
<tr>
<td>Ryan M. Fazio</td>
</tr>
<tr>
<td>Mary C. Flynn</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ex-Officio Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peter Tesei, First Selectman</td>
</tr>
<tr>
<td>John F. Toner, Selectman</td>
</tr>
<tr>
<td>Sanford Litvack, Selectman</td>
</tr>
<tr>
<td>Carmella C. Budkins, Town Clerk</td>
</tr>
<tr>
<td>J. Wayne Fox, Town, Attorney</td>
</tr>
</tbody>
</table>
# REPRESENTATIVE TOWN MEETING COMMITTEES

## 2020-2021 (as of 6/30/20)

### Districts

<table>
<thead>
<tr>
<th>Committee</th>
<th>District</th>
<th>Members</th>
<th>Alternates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appointments Committee</td>
<td>1</td>
<td>Carl G. Carlson, Jr.</td>
<td>Marla Weston</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Laura P. Gladston</td>
<td>Wilma Nacinovich</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Ed J Lopez</td>
<td>Thomas P Conelias</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Robert J. McKnight, Jr.</td>
<td>Josiane M. Schaffner-Pamell</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Joseph H. Benoit</td>
<td>Allison C. “Icy” Frantz</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Victoria Martin Young</td>
<td>Brian J. Maher</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Alice B. Duff</td>
<td>Elizabeth “Betsy” J. Galindo</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Neil A. Caton</td>
<td>Dana Gordon</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Lillian S. “Sharon” Shisler</td>
<td>Joanna I. Steinhart</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Rachel Khanna</td>
<td>P. Jude Collins</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Cathryn Fineman “Cathy” Steel</td>
<td>Thomas M. West</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Barbara Galton</td>
<td>Frederick R. Lorthioir,</td>
</tr>
<tr>
<td>Budget Overview Committee</td>
<td>1</td>
<td>Dean C Goss</td>
<td>William B. Lewis Jr.</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Nancy Burke</td>
<td>Erik Walsh</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Rosalind Nicastro</td>
<td>Allison M. Walsh</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Romulo E. Samaniego</td>
<td>Lucy von Brachel</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Danyal Ozizzim, VCHR</td>
<td>Bruce P. Pfug</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Candace V. Garthwaite</td>
<td>Brian J. Maher</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Lucia D. Jansen, CHR</td>
<td>William W Galvin, III</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Mary M “Molly” Saleeb</td>
<td>Laura A Kostin</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Carol A Zarilli</td>
<td>Allyson T. Cwoin</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Lawrence S Malkin</td>
<td>Ronald G. Strackbein</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Margaret G. Heppelmann</td>
<td>Andrew Winston</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Thomas Agresta</td>
<td>Brian J. Malin</td>
</tr>
<tr>
<td>Claims Committee</td>
<td>1</td>
<td>Thomas J. Byrne</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Jane W. Weisbecker</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Francis J. Burgweger</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Patricia H. “Patty” Roberts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Edward D. Dakakis</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Glen A. Canner</td>
<td></td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Richard J. Margenot</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Katherine V. Hynes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Gregory J. Zorthian</td>
<td></td>
</tr>
<tr>
<td>Education Committee</td>
<td>1</td>
<td>Ryan C. Oca</td>
<td>Michele F. Klosson</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Erik Walsh</td>
<td>Louise T. Bavis</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Steven P Rubin</td>
<td>Ryan T. Smith</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Alex J. Popp Jr.</td>
<td>Hale H. McSharry</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Joan B. Thakor</td>
<td>Janet Stone McGuigan</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Barbara E. O’Neil</td>
<td>Janet Lee McMahon</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Kimberly M Blank, VCHR</td>
<td>Seth W. Bacon</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Jennifer L Freitag</td>
<td>Natalie J. Adce</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Abbe F Large</td>
<td>Adam L. Leader</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Mareta C. Hamre</td>
<td>Mareta C. Hamre</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Susan Fahey</td>
<td>Paula Legere Mickley</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Mary C. Flynn</td>
<td></td>
</tr>
<tr>
<td>Finance Committee</td>
<td>1</td>
<td>Daniel E P Quigley</td>
<td>Alanna M. Hynes</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Michael E. Basham</td>
<td>Laura P. Gladstone</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Adam A Rothman</td>
<td>Ed J. Lopez</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Diego Sanchez</td>
<td>Romulo E. Samaniego</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Bruce P. Pfug</td>
<td>Nancy E Cooper</td>
</tr>
<tr>
<td></td>
<td>6</td>
<td>Robert A. Cenci</td>
<td>Gunnar E. Klintberg</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Henry A Orphys</td>
<td>Luke Szymczak</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Hector E. Arzeno</td>
<td>Andrew Oliver II</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Michael P. Bresci</td>
<td>Brian J. Malin</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>W. Brooks Harris</td>
<td>Jane S. Sprung</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Gregory J. Zorthian</td>
<td>Brad Rudulovski</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Robert T. May</td>
<td>Ryan M. Fazio</td>
</tr>
</tbody>
</table>
### Health and Human Services

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Laura A. Feda</td>
<td>Andrea Edwards Anthony</td>
</tr>
<tr>
<td>2</td>
<td>Eileen J. Toretta</td>
<td>Jessica B. DelGuercio</td>
</tr>
<tr>
<td>3</td>
<td>Thomas P. Conelias</td>
<td>Steven P Rubin</td>
</tr>
<tr>
<td>4</td>
<td>Samarpana Tamm</td>
<td>Andrea J. Casson</td>
</tr>
<tr>
<td>5</td>
<td>Patricia H Roberts,SEC</td>
<td>Alison W. Rogers</td>
</tr>
<tr>
<td>6</td>
<td>Alexis Voulgaris,CHR</td>
<td>David P. Snyder</td>
</tr>
<tr>
<td>7</td>
<td>William W. Galvin, III, VCHR</td>
<td>Kimberly S Fiorello</td>
</tr>
<tr>
<td>8</td>
<td>Alison F. Soler</td>
<td>M. Irene Dietrich</td>
</tr>
<tr>
<td>9</td>
<td>Lauren B O’Keefe</td>
<td>Donna F. Guidisco-Zeale</td>
</tr>
<tr>
<td>10</td>
<td>Sophie M. Veronis</td>
<td>Sara A. Kessler</td>
</tr>
<tr>
<td>11</td>
<td>Ralph E. Penny</td>
<td>Gregg O Pauletti</td>
</tr>
<tr>
<td>12</td>
<td>Ellen Murdock</td>
<td>Mary A Keller</td>
</tr>
</tbody>
</table>

### Labor Contracts Committee

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Joshua H. Brown</td>
<td>Mareta C. Hamre</td>
</tr>
<tr>
<td></td>
<td>Lucia D. Jansen</td>
<td>Michael Spilo</td>
</tr>
<tr>
<td></td>
<td>Danyal Ozizmir</td>
<td></td>
</tr>
</tbody>
</table>

### Land Use Committee

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Frederick Lee, Jr.</td>
<td>Alison W. Ghiorse</td>
</tr>
<tr>
<td>2</td>
<td>Jill T. Kelly</td>
<td>Katherine N LoBalbo</td>
</tr>
<tr>
<td>3</td>
<td>Thomas P. Conelias</td>
<td>Martin C. Blanco</td>
</tr>
<tr>
<td>4</td>
<td>Bonnie Zeh</td>
<td>Lucy vonBruchel</td>
</tr>
<tr>
<td>5</td>
<td>Peter G VanDyne</td>
<td>Christopher J.A. “Skip” Parker Jr.</td>
</tr>
<tr>
<td>6</td>
<td>Leander Krueger</td>
<td>Jo Ann D. O’Hara</td>
</tr>
<tr>
<td>7</td>
<td>Ellen M Brennan-Galvin, SEC</td>
<td>Mike Warner</td>
</tr>
<tr>
<td>8</td>
<td>Peter E Berg,CHR</td>
<td>Christine L Edwards</td>
</tr>
<tr>
<td>9</td>
<td>Anne N Jones</td>
<td>Ferdinand G. Schiro</td>
</tr>
<tr>
<td>10</td>
<td>Louisa H Stone</td>
<td>Jude P. Collins</td>
</tr>
<tr>
<td>11</td>
<td>Duna G Neuman</td>
<td>Victoria C Bostock</td>
</tr>
<tr>
<td>12</td>
<td>Francia Alvarez</td>
<td>Francia Alvarez</td>
</tr>
</tbody>
</table>

### Legislative and Rules Committee

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>William B. Iwesi Jr.</td>
<td>Judith G Goss</td>
</tr>
<tr>
<td>2</td>
<td>Averado “Aldo” Pascarella</td>
<td>Duncan G Burke</td>
</tr>
<tr>
<td>3</td>
<td>Allison M Walsh</td>
<td>Elias Judd Cohen</td>
</tr>
<tr>
<td>4</td>
<td>Maria Madeleine Popp</td>
<td>Robert J McKnight,Jr</td>
</tr>
<tr>
<td>5</td>
<td>Catherine L. Whitaker</td>
<td>Doreen M. Pearson</td>
</tr>
<tr>
<td>6</td>
<td>Coline Jenkins</td>
<td>Thomas J Byrne</td>
</tr>
<tr>
<td>7</td>
<td>Scott E. Kalb</td>
<td>Richard J. Margenot</td>
</tr>
<tr>
<td>8</td>
<td>Francis Burgweger, Jr, VCHR</td>
<td>Brian R. Raney</td>
</tr>
<tr>
<td>9</td>
<td>Jane Weisbecker</td>
<td>Elisabeth G. “Lisa” Stuart</td>
</tr>
<tr>
<td>10</td>
<td>Katherine V Hynes</td>
<td>Joanna R Swormley</td>
</tr>
<tr>
<td>11</td>
<td>Adam M. Brodsky</td>
<td>Jane S. Sulich</td>
</tr>
<tr>
<td>12</td>
<td>Glen A. Canner</td>
<td></td>
</tr>
</tbody>
</table>

### Parks and Recreation Committee

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Katharine Ashworth</td>
<td>Robert Robins</td>
</tr>
<tr>
<td>2</td>
<td>Katherine N. LoBalbo, VCHR</td>
<td>Jill T. Kelly</td>
</tr>
<tr>
<td>3</td>
<td>Louis T Bavis</td>
<td>Sylvester J. Pecora Sr.</td>
</tr>
<tr>
<td>4</td>
<td>Josiane Schaffner-Parnell,</td>
<td>Elizabeth, “Liz” Eckert</td>
</tr>
<tr>
<td>5</td>
<td>Ashley M.B. Smith</td>
<td>Stephen F. Dolan</td>
</tr>
<tr>
<td>6</td>
<td>Victoria B Quakes</td>
<td>Monica Pihoda</td>
</tr>
<tr>
<td>7</td>
<td>Mary G. “Nanette” Burrows</td>
<td>Thomas J. Cahlil</td>
</tr>
<tr>
<td>8</td>
<td>Robert B. Moss</td>
<td>Jill M. Capalbo</td>
</tr>
<tr>
<td>9</td>
<td>Deborah R. Krautheim</td>
<td>Patricia “Patti” DeFelice</td>
</tr>
<tr>
<td>10</td>
<td>Nancy H. Marshall</td>
<td>Granit Balidemaj</td>
</tr>
<tr>
<td>11</td>
<td>Tracy H. Freedman</td>
<td>Karen B. Giannuz</td>
</tr>
<tr>
<td>12</td>
<td>Aaron J. Leonard</td>
<td>Joseph S. Smith Jr.</td>
</tr>
</tbody>
</table>

### Public Works Committee

<table>
<thead>
<tr>
<th></th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Lihong Zhang</td>
<td>Stephen R. Meskers</td>
</tr>
<tr>
<td>2</td>
<td>Donald R. Conway</td>
<td>Eileen J Toretta</td>
</tr>
<tr>
<td>3</td>
<td>Sylvester J Pecora, Sr</td>
<td>Rosalind Nisticco</td>
</tr>
<tr>
<td>4</td>
<td>Donald R Vitti</td>
<td>Ronald F Carosella</td>
</tr>
<tr>
<td>5</td>
<td>Allison W. Rogers</td>
<td>Patricia H. “Patty” Roberts</td>
</tr>
<tr>
<td>6</td>
<td>Arline Lomazzo CHR</td>
<td>Scott E. Kaib</td>
</tr>
<tr>
<td>7</td>
<td>Jill S Cobbis, SEC</td>
<td>Philip A. Dodson</td>
</tr>
</tbody>
</table>
John Eddy Svetlona Wasserman
Melissa Evans Barbara T Danula
Joanna R. Swomley Jocelyn Y. Riddle
Michael Spilo, VCHR Susan C Khanna
Craig W Amundson

Town Services Committee

1 Joshua H. Brown Judith G Goss
2 Michele F Klosson Donald R Conway
3 Elias Judd Cohen Adam A Rothman
4 John J. Thompson Javier A. Aleman
5 Paul A Olmstead, SEC Catherine L. Whitaker
6 Marilyn Ross Cahn Gary Segal
7 Hilary A Gunn Debbie L Applebaum
8 Janet Lee McMahon Philip A. Dodson
9 Brian R Raney Claudia A. Carthaus
10 John Mastracchio, VCHR Jane S. Sprung
11 Richard J Neaman, CHR David E. Oliver
12 David L deMilhau Jeffrey W. Crumbine,

Transportation Committee

1 Helma H Varga Elizabeth "Sanders" Mills
2 Mary Ellen Markowitz Duncan G. Burke
3 Martin C. Blanco Ed J. Lopez
4 Ryan T. Smith Andrea J Casson
5 Jennifer L. Baird Hale H. McSharry
6 Carol C. Ducret JoAnn D O'Hara
7 James E. Cecil Thomas J. Cahill
8 Lisa Becker Edmundon Caryn S. Rosenbaum
9 Phyllis R. Alexander Melissa Evans
10 Diana D. Singer Sheryl B. Sorbaro
11 Kimberly D Salib Thomas M. Devaney
12 Donald T Whyko Hajime J. Agresta
DISTRICT NO. 1 - SOUTH CENTER
(Registered voters – 3,211)

Bounded on the north by the center of the Boston Post Road; on the east by the center of Brothers Brook; on the south by the center of the Metro-North Railroad; on the west by the center of Prospect Street from the Metro-North Railroad northerly to the Boston Post Road.

DISTRICT NO. 2 – HARBOR
(Registered voters – 2,407)

Bounded on the north by the center of the Boston Post Road from Brothers Brook to the Mianus River; on the east by the center of the Mianus River and the center of Cos Cob Harbor and a line south from the center of the entrance of Cos Cob Harbor in Long Island Sound; on the south by the southern boundary of the Town of Greenwich in Long Island Sound from a line south of Cos Cob Harbor to a line south from the Metro-North Railroad underpass at Hamilton Avenue; on the west by a line from Long Island Sound directly north to Metro-North Railroad underpass at Hamilton Avenue, thence easterly along the center of the Metro-North Railroad from the underpass at Hamilton Avenue, to the center of Brothers Brook, thence northerly along the center of Brothers Brook to the Boston Post Road.

DISTRICT NO. 3 - CHICKAHOMINY
(Registered voters – 1,849)

Bounded on the north by the center of the Boston Post Road from Western Junior Highway to Prospect Street; on the east by the center of Prospect Street southerly to the Metro-North Railroad; on the south by the center of the Metro-North Railroad to the underpass at Hamilton Avenue and thence northerly on a direct line to the intersection of Richland Road and Western Junior Highway, thence on the center of Western Junior Highway to the Boston Post Road.

DISTRICT NO. 4 – BYRAM
(Registered voters – 2,847)

Bounded on the north from the center of Comly Avenue from the New York State line to the center of the Byram River; on the east by the Byram River southerly to Davis Avenue and then southerly from the intersection of Davis Avenue and the Byram River to a point 200 feet east of the New York State Line on the Boston Post Road, thence easterly on the Boston Post Road to Western Junior Highway thence southerly along the center of Western Junior Highway to the intersection with Richland Road, thence southerly on a direct line to the underpass of the Metro-North Railroad at Hamilton Avenue, thence directly south to the New York State Line in Long Island Sound; on the west by the New York State Line.

DISTRICT NO. 5 – RIVERSIDE
(Registered voters – 3,041)

Bounded on the north by the center of the Boston Post Road; on the east by the center of Sound Beach Avenue to the center of Arch Street to West End Avenue and thence easterly on the center of West End Avenue to the center of Long Meadow Creek, thence south on the center of Long Meadow Creek and the center of Greenwich Cove to Long Island Sound; on the south by Long Island Sound; on the west by the center of Cos Cob Harbor and the Mianus River to the Boston Post Road.

DISTRICT NO. 6 - OLD GREENWICH
(Registered voters – 3,239)

Bounded on the north by the center of the Boston Post Road; on the east by the Stamford City line to the southern boundary of Greenwich in Long Island Sound; on the south by the New York State Line in Long Island Sound; on the west by a line in Long Island Sound north to the center of the entrance of Greenwich Cove, thence along the center of Greenwich Cove and Long Meadow Creek leading northerly to West End Avenue, thence along the center of West End Avenue westerly to Arch Street; thence northerly along the center of Arch Street and Sound Beach Avenue to the Boston Post Road.

DISTRICT NO. 7 - NORTH CENTER
(Registered voters – 3,321)

Bounded on the north by Pemberwick Brook from the center of Weaver Street northerly to Rockefeller Pond and thence by Sherwood's Brook northerly to Clark's Drive and thence westerly of the center of Clark's Drive to Pecksland Road and thence northerly by the center of Pecksland Road to Round Hill Road, and thence by the center of Round Hill Road southerly to Lake Avenue, and thence southerly by the center of Lake Avenue to North Maple Avenue, and thence by the center of North Maple Avenue and Ridgeview Avenue and Andrews Road to North Street, thence northerly along the center of North Street and easterly along...
the center of Fairfield Road to Stanwich Road; on the east by the center of Stanwich Road southerly to the Boston Post Road; on the south by the center of the Boston Post Road from Stanwich Road to East Weaver Street; on the west by the center of East Weaver Street to Weaver Street, and by the center of Weaver Street to Pemberwick Brook.

DISTRICT NO. 8 - COS COB
(Registered voters – 4,320)

Bounded on the north by the center of Guinea Road; on the east by the Stamford City line from Guinea Road to the center of the Mianus River, then south along the center of the Mianus River to the Boston Post Road; on the south by the center of the Boston Post Road from the Mianus River westerly to Stanwich Road; on the west by the center of Stanwich Road northerly to Guinea Road.

DISTRICT NO. 9 - PEMBERWICK- GLENVILLE
(Registered voters – 3,397)

Bounded on the north by the center of the Merritt Parkway from the New York State Line to the intersection with the Byram River; on the east by the center of the Byram River southerly to the intersection of Bailiwick Road, thence easterly on the center of Bailiwick Road to Riversville Road, then southerly on the center of Riversville Road to Pecksland Road, thence easterly on the center of Pecksland Road to Clark’s Drive, thence easterly on the center of Clark’s Drive to Sherwood’s Brook, thence southerly along Sherwood’s Brook to Rockefeller Pond, and thence by Pemberwick Brook to Weaver Street, thence on the center line of Weaver Street to East Weaver Street, and thence by the center of East Weaver Street to the Boston Post Road; on the south by the center of the Boston Post Road from East Weaver Street westerly to a point 200 feet east of the New York State Line; on the west from a point on the Boston Post Road 200 feet east of the New York State line northerly to the intersection of Davis Avenue and the Byram River, thence northerly along the center of the Byram River to Comly Avenue, thence westerly along the center of Comly Avenue to the New York State Line, thence northerly along the New York State Line to the Merritt Parkway.

DISTRICT NO. 10 - NORTH WEST
(Registered voters – 3,337)

Bounded on the north by the New York State line; on the east by the center of Lake Avenue to Round Hill Road; on the south by the center of Round Hill Road to Pecksland Road, thence by the center of Pecksland Road to Riversville Road, thence on the center of Riversville Road northerly to Bailiwick Road, thence westerly on the center of Bailiwick Road to the intersection with the Byram River, thence northerly on the center of the Byram River to the intersection with the Merritt Parkway, then westerly at the center of the Merritt Parkway to the New York State Line; on the west by the New York State Line.

DISTRICT NO. 11 - NORTH EAST
(Registered voters – 3,918)

Bounded on the north by the New York State line from Lake Avenue easterly to the Stamford City Line; on the east by the Stamford City Line southerly to Guinea Road, thence westerly along the center of Guinea Road to Stanwich Road, thence southerly along the center of Stanwich Road to Fairfield Road; on the south by the center of Fairfield Road westerly to North Street, thence southerly along the center of North Street to Andrews Road, thence westerly along the center of Andrews Road, Ridgeview Avenue and North Maple Avenue to Lake Avenue; on the west by the center of Lake Avenue from North Maple Avenue northerly to the New York State Line.

DISTRICT NO. 12 - HAVEMEYER
(Registered voters – 3,569)

Bounded on the north and west by the Mianus River; on the east by the Stamford City Line; on the south by the center of the Boston Post Road.