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<td>Maintenance of Plants (650)</td>
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<td>Pupil Transportation (660)</td>
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<td><strong>Parks and Recreation</strong></td>
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Produced: October 2019
Revised: November 2019
INTRODUCTION

Purpose:

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

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

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

Components:

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

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

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

Current Year Major Accomplishments:
Highlights of work done in the current fiscal year. For work that is in progress, anticipated appears in italics.

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

Table of Organization:
The current organizational chart for each department or division, showing its structure and position titles.

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

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

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Successfully transitioned Town to a new administration.
- Used Lean Six Sigma training, philosophy, and coordination with stakeholders to implement interdepartmental process improvements.
- Implemented town-wide policy aimed at increasing accessibility and ensuring compliance with the Americans with Disabilities Act (ADA).
- Continued to lead multi-department Permit Process Improvement Initiative.
- Improved capital budgeting engagement with the Capital Project Engagement and Notification Policy.
- Published the fourth annual Financial Trends Analysis, 2009-2018.
- Supported the redevelopment project for the Greenwich Transportation Center.
- Published town-wide administrative policies aimed at increasing safety and security, including Employee Access and Identification Badge Policy and Town Hall Physical Security Policy.
- Through publishing a Public Art policy, created the First Selectman’s Cultural Arts Advisory Committee, to advise the administration on the arts and cultural activities, as well as help oversee installations of public artwork on Town property.
- Managed Access Greenwich, the Town’s digital customer relationship system, and expanded to the Department of Public Works.
- Supported public-private partnership with the Economic Advisory Committee and business community coordinated marketing and branding campaign, Think Greenwich.
- Settled collective bargaining agreements with the Local 1042 International Association of Fire Fighters, Greenwich Municipal Employees Association, LIUNA Local 136 Professional Unit, Teamsters Local 456, and United Public Service Employees (anticipated).

**FY 20-21 Goals**

- Continue to implement the Lean Six Sigma philosophy to improve Town operational efficiency and effectiveness and identify and coordinate process improvement projects across multiple departments.
- Modernize the Town’s digital operations to expand access to government, improve constituent communications, and increase operational efficiencies.
- Establish a town-wide information and cyber security program through the creation of the Chief Information Security Officer position.
- Conduct the biennial Town-wide citizen satisfaction survey and used the results to take a critical look at departmental operations and investigate ways to improve service delivery.
- Enhance customer service throughout the Town.
- Continue to negotiate on successor collective bargaining agreements scheduled to expire June 30, 2021; Silver Shield Association (anticipated).
Table of Organization

Greenwich Voters

First Selectman
Selectmen (2)

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

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
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</thead>
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<tr>
<td>FY 18-19</td>
<td>Budgeted 6</td>
<td>0.63</td>
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<tr>
<td>FY 19-20</td>
<td>Budgeted 6</td>
<td>0.20</td>
</tr>
<tr>
<td>FY 20-21</td>
<td>Requested 7</td>
<td>0.20</td>
</tr>
</tbody>
</table>

Note: The two part-time Selectmen are counted as 0.10 FTE.

Comments on Proposed Personnel Changes

The Town is seeking to create a Chief Information Security Officer (CISO) position. The Town has taken several steps over the years to mitigate exposure to cyberattacks. As the Town's cybersecurity response matures and evolves, it is important to increase attention and priority of cybersecurity in all operations. The position would report directly to the Town Administrator and have primary authority, Town-wide, on all cybersecurity issues.
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- 99% of contracts developed by Purchasing and submitted to the Law Department to be approved on first review (anticipated).
- Goal of 99% of all insurance coverage documentation for contracts/service agreements developed by Purchasing to be complete, correct, and current per Town of Greenwich insurance coverage documentation requirements will be met.
- Developed tracking system for insurance expiration and renewals.

FY 20-21 Goals

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

Director of Purchasing/ Administrative Services

- Senior Buyer
- Administrative Staff Assistant II
- Contracts Coordinator

- Buyer I
- Procurement Staff Assistant (P/T)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
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<tr>
<td>FY 20-21 Requested</td>
<td>5</td>
<td>0.71</td>
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</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Cross trained staff to cover all areas of Administrative Services.
- Continued to review and evaluate the policies and procedures for the Administrative Services Division.
- Worked with departments to ensure phone calls received at central reception are transferred to department number with live coverage not voicemail.

FY 20-21 Goals

- Work with Permit Process Improvement Initiative to aid in improvement of signage in Town Hall; as well as provide enhanced directional service to Town Hall visitors.
Table of Organization

- Director of Purchasing/ Administrative Services
  - Administrative Staff Assistant II
  - Mail Clerk

Personnel Summary

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

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

- All recruitment, hiring, and on-boarding activities for all Town employees including those assigned to the Board of Education.
- Advice and counsel in the areas of employee performance and conduct.
- Management and administration of the Town’s performance evaluation programs, as well as all Town compensation plans and wage schedules.
- Management and administration of the Human Resources Information System (HRIS) and Payroll System for the Town and Board of Education.
- Guidance and approval on staffing and reorganization issues.
- Management of employee relations for all Town employees.
- Assurance of compliance with all laws, statutes, and regulations pertaining to employment, benefits, wage and hour, and any other human resource matters.
- Labor contract administration and interpretation.
- Interpretation and enforcement of all Town Human Resources policies.
- Management and administration of all employee (Town and Board of Education) and retiree (Town) medical benefit programs.
- Management and administration of the Employee Assistance Program.
- Administration of the retirement process for Town employees in the defined benefit plan.
- Administration of the Town’s defined contribution plan.
- Management and administration of all employee leaves, including FMLA.
- Management and administration of the workers’ compensation program for both Town and Board of Education.
- Administration of the unemployment compensation program for Town and Board of Education.
- Oversight of the safety initiative for both Town and Board of Education.
- Administration of all payroll processes and functions for the Town and the Board of Education.
- Creation, implementation and administration of training and professional development programs.
- Management and maintenance of all required human resources reporting, as well as all employee personnel records and files.
- Management and oversight of the Town’s labor relations including collective bargaining.
FY 19-20 Major Accomplishments

- Achieved successful resolution of numerous complex, confidential personnel and employee relations issues.
- Assumed responsibility for all labor relations issues and the negotiation of several union contracts.
- Analysis and implementation for the purpose of upgrading the current ADP Human Resources Information System (HRIS) software.
- Expanded support given to Managers, both Town and Board of Education, in order to improve effectiveness in regard to addressing performance issues through the review of employee performance and development of performance improvement plans.
- Administered Town-wide training program to be in compliance with new CT statute requiring all categories of employees (not just supervisors) receive at least 2 hours of Sexual Harassment Training.
- Refined a new Customer Tracking Software to increase operational effectiveness by capturing analytical data and to ensure department is meeting customer service goals.
- Continued expanded training through a Human Resources 101 course to familiarize supervisors and managers with various HR issues they may encounter, e.g. FMLA, ADA.
- Transitioned all employees to new administrator, Benefit Resource, Inc. for Flexible Spending, Commuter, and COBRA.
- Graduated 40 individuals from the fourth Supervisory Development Program of the Leadership Institute; enrolled 37 individuals in the fifth program.
- Instituted a safety orientation program for new hires in which the safety analyst meets with each new employee to explain Town-wide safety protocols and expectations, review known hazards unique to that position, and answer safety-related questions.
- Revamped the Town-wide footwear program for positions that have OSHA mandated Personal Protective Equipment Footwear Requirements.
- Continued restructuring job descriptions, as well as recruiting and testing procedures, to create more specific, operations-focused positions that emphasize customer service and technology and whose essential qualifications contain the appropriate education and experience.
- Completed the transition and implementation of Neuberger Berman as custodian and paying agent for the Defined Benefit Plan.
- Completed enhancements to defined benefit product with Empower and Milliman (e.g. website calculation automation, information in retirement packages).
- Administered customer service survey to all active and former employees participating in the defined benefit and defined contribution plans.
- Completed revision of the Employee Handbook.
- As part of the Connecticut Partnership Plan 2.0, implemented Health Enhancement Program $100 penalty for employees who are not in compliance with preventive screenings.

FY 20-21 Goals

- Continue restructuring job descriptions, as well as recruiting and testing procedures, to create more specific, operations-focused positions that emphasize customer service and technology and whose essential qualifications contain the appropriate education and experience.
- Refine process for handling and investigating complaints.
- Streamline and improve the timeliness of the collective bargaining process.
• Analyze the results of employees put on Performance Improvement Plans to determine the effectiveness of the plan.
• Continue development and implementation of new Town-wide training initiative(s), including comprehensive Emotional Intelligence training.
• Complete parallel testing of upgraded HRIS software platform, launch Town-wide “go-live” of new system in Fall 2020.
• Provide training and support to all departments on upgraded HRIS system.
• Ensure consistent best practices are in place across all departments for timekeeping and payroll processing.
• Execute a request for proposal (RFP) for medical/dental/prescription benefits.
• Execute a RFP for Life Insurance and Long-Term Disability.
• Create a survey for participants to complete upon contact with retirement personnel.
• Complete RFP process for software to document processes, procedures, and work flows for retirement.
• Conduct audit to verify employees are carrying appropriate dependents on healthcare benefits.
**Table of Organization**

- Director of Human Resources
  - Executive Assistant
  - Performance & Comp Manager
  - HRIS/Payroll Supervisor
  - HRIS Technician
  - Safety Analyst
  - Assistant Director of Human Resources
  - Retirement Benefits Administrator
    - Benefits Administrator
    - Benefits Analyst
    - Retirement Coordinator (P/T)
  - HRIS Manager
  - Customer Service Rep (P/T)
  - HR Administrator
  - HR Analyst (2)
  - Workers Compensation Administrator

**Personnel Summary**

<table>
<thead>
<tr>
<th>FY</th>
<th>Number of Full Time Employees*</th>
<th>Number of Part Time/Temp Employees*</th>
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<td>FY 18-19</td>
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<td>FY 19-20</td>
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<tr>
<td>FY 20-21</td>
<td>Requested 16</td>
<td>2.90</td>
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*Includes employees of Retirement Board (131) - Retirement Administrator and part-time clerical support with reporting relationship to Director of Human Resources.

**Comments on Proposed Personnel Changes**

The Human Resources Department will be transitioning from a full-time temp position, to a permanent part-time Customer Service Representative. This will result in a reduction of part-time FTE by 0.15.
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Conduct a municipal election in November 2019.
- Conduct party caucuses in January 2020, and any associated primaries, if necessary.
- Conduct a Presidential preference primary in April 2020.
- Continue to promote and enhance online tools for voter registration, polling place lookup, and vote results.
- Created and published in a local newspaper of record a multi-part series of pre-election announcements highlighting free tools, such as an election reminder service (TurboVote) and a new Absentee Ballot Tracking service.
**FY 20-21 Goals**
- Conduct a Presidential election and any associated recounts and audits.
- Win back the Democracy Cup Trophy for the highest turnout in the Presidential election.
- Continue to promote and enhance online tools. The list now includes voter registration, polling place lookup, vote results, absentee ballot tracking, and an email/text reminder service.

**Table of Organization**

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<tr>
<th></th>
<th>Registrar of Voters Republican</th>
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**Personnel Summary**

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<th>Number of Full Time Employees</th>
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<td>FY 18-19 Budgeted</td>
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<tr>
<td>FY 20-21 Requested</td>
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<td>1.81</td>
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</table>

**Comments on Proposed Personnel Changes**

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

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

Primary Services Provided

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

- **Risk Management** – responsible for monitoring liability, automobile and property claims made against the Town of Greenwich. Risk Management will frequently be the first point of contact for a claimant’s actions against the Town. It is Risk Management’s responsibility to direct the claimant to the correct party or parties to properly process and close out the claim. Risk Management is responsible for monitoring liability, automobile, property and other ancillary insurance coverage for the Town. This responsibility includes placing policies for all Town Departments including the Board of Education and The Nathaniel Witherell Nursing Home. Risk Management is responsible for maintaining all information for Town motor vehicle drivers in data base form. This includes the “Permitted to Drive List”, accidents data history by employee and department and all Global Positioning System (GPS) generated safety data. It is Risk Management’s responsibility to report to various safety committees and departments on the results of this data. Risk Management is responsible for organizing defensive driving classes for the Town. There have been multiple defensive driving sessions conducted since Fiscal 2013 with over four hundred and fifty participants. Starting in Fiscal 2015, the Town hired Applied Risk Services to perform safety inspections of Town facilities. Applied Risk Services produces detailed inspection reports that are forwarded by Risk Management to the appropriate department heads for remediation. Risk Management is responsible for follow-up to ensure compliance. Risk Management is also responsible for presenting the reports and ensuing documentation to the BET Audit Committee. Risk Management is also responsible for organizing and attending all third party safety inspections performed through the Town’s Broker, Frenkel & Co. Risk Management is responsible for insurance recoveries for the Town generated by third party inflicted damage to Town property. Examples include damage to Town fences, walls, bridges, buildings, light posts, shrubbery or Town vehicles. Risk Management is solely responsible for organizing, data collection and negotiation of the Town claims for catastrophic storms such as the Super Storm Sandy insurance claim. Starting in
October 2014, Risk Management is also responsible for FEMA applications. As part of an ongoing strategy to maximize insurance recoveries for the Town, Risk Management reviews all police reports dealing with damage incurred to Town property. Starting in FY19, Risk Management partnered with the Information Technology Departments throughout Town to initiate a Cyber Security Risk Control Program. A Cyber Security Task Force was formed by Risk Management and meets on a monthly basis to discuss various cybersecurity related projects and ideas. The Town hired a third party vendor, CyberDefenses, Inc., to perform cybersecurity assessments Town wide (which includes Town Hall, The Nathaniel Witherell, Police Department, Libraries and Board of Education). Risk Management reports monthly to the BET Audit Committee on the status of the assessments and cybersecurity related projects.

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

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

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


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

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

- **BET Special Projects** – from time to time the Finance Department has had occasion to perform special non-recurring projects with the BET. Examples include; updating the BET Policy and Procedures Manual, updating the Fund Balance and Debt Policies, The Nathaniel Witherell Strategic Committee Review, and a variety of other special projects.
FY 19-20 Major Accomplishments

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

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

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

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

- Risk Management will effectively maintain a Cyber Security Risk Control Program.

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

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

- Treasury has been able to reduce bank fees by aggressively reviewing all charges, eliminating unnecessary services and negotiating reduced fees with the various banks.

- Treasury staff reconciles all required bank reconciliations within 30 business days of receipt of bank statements. The goal is to maintain this timely reconciliation process.

- Review and report on economic conditions. Finance has consistently monitored variations from budgeted revenues on a weekly basis. Due to the uncertainty of revenue collections for the major revenue categories (i.e. conveyance tax, building permits and tax collections), this exercise has become a priority and the results, to include expenditure monitoring, were and continue to be presented to the BET Budget Committee on a monthly basis.
The Finance Department continues the Bonding Program with the issuance of a $40 million Bond and $60 million Bond Anticipation Note (BANS) sale in January 2020 at continued historically low interest costs. Finance has been able to minimize costs on the issuance of new debt through competitive bidding on the sales and its associated issuance costs.

**FY 20-21 Goals**

- Production of the Annual Budget.
- Compilation and distribution of the Comprehensive Annual Finance Report (CAFR).
- Compilation and distribution of the Town’s Annual Report.
- Risk Management will continue to refine and improve a Loss Control Risk Management Program that includes the following:
  - Continue to lower third party claims versus the Town of Greenwich.
  - Continue to decrease third party auto liability claims versus the Town of Greenwich.
  - Continue to obtain every plausible and reasonable insurance recovery due the Town.
  - Risk Management, through aggressive strategy considerations, has been able to reduce and maintain annual insurance premium costs for liability, automobile, property and other insurance lines. The goal is to continue this success in collaboration with the Town’s Insurance Broker.
  - Risk Management will continue to strive to improve the manner in which the Town handles third party claims. Risk Management has revamped the process to provide consistency in how the Town interacts with new claimants’ and the instructions claimants are provided on how to process claims versus Town. All claimant inquiries are directed to Risk Management. All claimants are instructed to file with the Town’s Clerk Office. As part of the process, Risk Management and the Law Department are now paying some claims under $5,000 without automatically requiring a CIRMA investigation, which requires time and expense to complete. The speeding up of the process for new claims has resulted in lower cost and less time consuming research performed by Town personnel responding to inquiries by claimants as to the status of their claim. Relationships with Town resident claimants have improved.
  - Continue to maintain a data base of all things related to driver safety and the Permitted to Drive List.
  - Continue to maintain an effective and proactive Cyber Security Loss Control Program. The Cyber Security Task Force will continue to meet on a monthly basis to report on cyber security related projects and their statuses. Cyber Security Awareness Training has been initiated for those employees with greenwichct.org email addresses. Risk Management will continue to work with the Board of Education and Libraries to provide the training to all Town employees that have access to email.
- Timely and accurate Financial Reporting.
- Maintain an effective Cash Management Program.
- Treasury will continue to strive to reduce bank fees by aggressively reviewing all charges, eliminating unnecessary services and negotiating reduced fees with the various banks. The goal is for the Treasurer to continue this oversight regarding banking fees and services with the respective banks.
- Treasury staff will continue to reconcile all required bank reconciliations within 30 business days of receipt of bank statements.
  - Continue to review and report on economic conditions.
- Continue to review and report on economic conditions.
The Finance Department will continue the Bonding Program with the issuance of a General Obligation Bond and Bond Anticipation Note (BAN) financing through a competitive bidding process in January 2021. The goal is to maintain the triple AAA ratings for the Town of Greenwich.

### Table of Organization

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Board of Estimate and Taxation
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  Comptroller
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Chief Accountant
  ↓
AP Supervisor
  ↓
  AP Coordinator
  ↓
Accounting Clerk II (2)
  ↓
Accounting Clerk I (P/T)
  ↓
Temp Clerical Assistant (P/T)
  ↓
  Treasurer
  ↓
    Assistant Treasurer
  ↓
  Budget Director
  ↓
  Risk Manager
  ↓
Internal Auditor
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### Personnel Summary

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### Summary Comments on Personnel Changes

None
Mission

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

Primary Services Provided

- **IT Operations** includes support and maintenance of the Town’s data and voice networks, data center, and related data services (refer to the IT Data Services section for a detailed and prioritized list of supported applications and services). IT Operations also maintains a business-hours technical help desk for the support of more than 1,900 devices, an e-mail system, and 106 applications utilized by employees of the Town’s general government.
- **Telephone Support** provides services for approximately 1,700 office phones and other ancillary devices across the Town’s general government, three Greenwich Library locations, and Nathaniel Witherell. Also provides management of cellular service accounts for Town mobile devices, and 200 room telephones for Nathaniel Witherell residents.
- **Geographic Information Services** include support and maintenance of the Town’s GIS (Geographic Information System), which serves as the central source of record for cross-departmental land use activities. IT also operates the Town’s GIS customer counter where the public can purchase maps and abutters data.
- **Website Services** includes curation of the Town website homepage; maintenance of its navigation, design, and style standards, and development and technical support for website performance and integrity. This also includes development and support of, and training for, the Content Management System enabling departments and divisions to add and maintain communications, documents, schedules, and general information on the Town website.
- **Technology Solutions** includes project management, business analysis, workflow architecture, and data integration for large cross-departmental technology initiatives for efficient use of enterprise applications such as CityView, Municity, and OnBase.

FY 19-20 Major Accomplishments

- Hardened Town government cyber defenses, including awareness training, vendor monitoring, email restrictions, and new policies and procedures.
- Implemented an encrypted transport system for sensitive documents.
- Replaced the UPS (Uninterruptable Power Supply).
- Completed VOIP project (anticipated December 2019).
- Implemented a backup email Vault and eDiscovery tool.
- Implemented Municity in DPW and Land Use (Planning and Zoning and Inland Wetlands).
- Implement Municity in the Health Department.
- Upgraded workstations to Windows 10.
- Upgraded servers to Windows 2016.
- Replaced document management scanners.
- Upgraded network at the Nathaniel Witherell.
- Supported upgrade of the Human Resources payroll system.
- Continued enhancing the Town website.

**FY 20-21 Goals**

- Begin a data loss protection initiative.
- Integrate OnBase and Municity to provide electronic plans for DPW.
- Replace primary storage system in the data center.
- Begin update of GIS layers.
- Work with DPW to replace wide area fiber optics for Byram Fire Station.
- Continue enhancing the Town website to provide convenience for residents, and seek opportunities to improve and integrate departmental applications as a means to enable process efficiencies.
Table of Organization

Chief Information Officer

Assistant IT Director

Technology Solutions Specialist

GIS Coordinator

GIS Analyst

Digital Content Editor

Network Specialists (4)

Digital Communications Specialist

PC/Application Support Specialist

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

The Assessor's Office is responsible for the discovery, listing, and equitable valuation of all real estate, motor vehicle, and personal property within the Town of Greenwich in accordance with Connecticut State Statutes for the annual production of the Grand List. The Assessor's Office assists property owners in understanding the assessments and how such assessments were derived each year for the Grand List. This includes taxation of real estate, personal property, and motor vehicles. The Assessor's Office objective is to continually improve its collection of data and assessment practices to develop accurate assessments reflective of the fair market value. Connecticut State Statutes require that all real estate be revalued every five years and physically inspected every ten years. There are a total of 22,380 real estate parcels in the Town of Greenwich. Of these, 20,743 improved parcels must be physically inspected by October 1, 2020.

Primary Services Provided

- Responsible for the preparation of the annual Grand List for Real Estate, Motor Vehicle, Personal Property, and Motor Vehicle Supplemental. This includes the valuation of all new construction and review of building permits for commercial and residential properties.
- Perform a Town-wide revaluation every five years as mandated by Connecticut State Statutes. The next revaluation is to be completed as of October 1, 2020.
- Perform a Town-wide physical inspection of all improvements every ten years as mandated by Connecticut State Statutes. All properties to be inspected by October 1, 2020.
- Administer tax relief programs for the elderly, both state (264) and local programs (519), applications filed annually between Feb 1st and May 15th. Apply exemptions for the veterans (1,018), blind (21), disabled (20), and volunteer firefighters (55). Notify all potential recipients of these programs by public notices, Town website, and various other publications.
- Continually analyze trends in property sales, prices, construction and renovation costs, and rents for all property types.
- Support the Board of Assessment Appeals in February, March for real estate and personal property, and September for motor vehicles with hearings and notifications of changes in assessment rolls. There were 1,034 BAA appeals from the 2015 Real Estate Grand List, 221 BAA appeals to the 2016 Grand List and 244 BAA appeals to the 2017 Grand List. On the Grand List of 2018, there were 187 appeals, 16 appeals were on the Personal Property List of 2018, the remaining 171 were from the real estate portion of the Grand List.
- Work with the Law Department in management and settlement of all tax appeal litigation. There were 166 tax appeals to Superior Court arising out of the 2015 Revaluation. To date, 30 appeals remain from the Grand List of 2015, having settled 20 cases last year. An additional 27 appeals were filed for the 2016 Grand List, of which 6 remain, and 24 appeals to the 2017 Grand List, of which 22 remain. The 2018 Grand List, 4 residential and 4 commercial appeals were filed against the Town. Assessor Office continually reports to Finance tax appeal settlements and impact upon revenue.
- Provide support and respond to BET requests for information and continually update the Board on a monthly basis.
- Respond to public inquiries regarding tax assessments and other exemption and benefit programs. Provide information to other Town departments and agencies upon request.
FY 19-20 Major Accomplishments

- Contracted with Tyler Technologies and J. F. Ryan & Associates to complete the 2020 Revaluation. Tyler Technologies shall be responsible for valuation of the residential and condominiums, J. F. Ryan shall be responsible for all commercial and exempt properties. All properties have been measured by the Assessor’s staff and outside consultants.
- Completed the required measuring of all properties within the Town for the 2020 Revaluation. To complete the final year of the inspection cycle of all properties to comply with the requirement to inspect or at minimum, measure the exterior of all properties. Connecticut State Statutes require that all property is to be revalued every five years and physically inspected every ten years. There are a total of 22,380 parcels in the Town of Greenwich. Of these, 20,743 improved parcels must be physically inspected by October 1, 2020. These 20,743 improved parcels are comprised of 16,470 residential, 2,907 condominiums, 1043 commercial and 323 tax exempt. The Town of Greenwich has the option of spreading this over a period of years to reduce the costs of revaluations and provide accurate data for every revaluation. By accomplishing this task in-house, the cost to the Town of Greenwich for the 2020 Revaluation shall be significantly less.
- Compiled the 2019 Grand List, which includes 21,421 taxable real estate parcels, 959 tax exempt parcels, 4,049 personal property accounts, 53,709 motor vehicle accounts, and 10,796 (2018) supplemental motor vehicle accounts. The staff has commenced working on the 2020 Grand List.
- 166 tax appeals were filed to Superior Court arising out of the 2015 Revaluation. Currently, 30 of the 166 appeals are still outstanding from the 2015 Grand List, a total of 66 tax appeals are still pending from all years. 163 appeals have been settled on the Grand Lists from 2015 to present. Assessor’s office shall continue to determine the tax impact and reductions to future Grand Lists.
- Additions to the 2018 Grand List, such as Certificate of Occupancy, were detailed and provided throughout the fiscal year. Supplemental notice of increase sent to 113 tax payers added additional revenue of $292,404.19 to the 2018 Grand List. An estimated 120 new dwellings were constructed and added on the 2019 Grand List.
- Continued to develop and improve the Assessor's administration system and procedures to ensure adequate audit checks and supervision of changes to the tax levy. Through the departmental internal audit process, it became apparent that additional review of additions and deductions to the Grand List were necessary. Additional review by supervisory staff has been established.
- Created a more sophisticated and thorough analysis of all sales, both residential and commercial/industrial transactions. This allows the Assessor's Office to better estimate the impact of the Equalized Net Grand List and the 2020 revaluation on the mill rate.
- Supervisory staff continued to educate the staff so that any public inquiries are answered properly and expeditiously. The Assessor continues to disperse the workload evenly throughout the staff to minimize overtime and compensatory time.
- Worked with Finance to provide accurate details for the sewer district.
- Processing approx. 4,000 building permits with data changes and sketches into the ProVal database. Verify and analyze sales transactions and parcel splits and merger records. Analyze 794 filings of annual income and expense reports for commercial properties.
- Processed an estimated 53,709 motor vehicle accounts, and 10,796 supplemental motor vehicle accounts and calculated pro-ration adjustments. Continue to oversee and review with staff the proper documentation for such prorates.
Processed 264 state senior applications, 519 local senior credits applications, 71 additional veteran’s exemption applications, and 55 volunteer firefighter credits applications. State Reports for the State Office of Policy and Management all timely filed.

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

Designed new web pages, assessment maps, books containing sales and assessments by neighborhood, street address and type of building, computer terminals and field card records to enable the public to better understand their assessments. Enhance public access to real estate records via Internet.

Electronic filing of the Personal Property declarations was made available to all taxpayers commencing with the Grand List of 2019, minimizing the amount of data entry required and allowing businesses to file electronically. Once fully implemented, this process shall become less labor intensive and allow taxpayers an alternative to the current process.

Commenced the audits of Personal Property of accounts which have failed to file personal property declarations. Tax Management Associates shall continue to conduct audits as directed by the Assessor’s Office.

**FY 20-21 Goals**

- Complete and implement a town-wide revaluation as of October 1, 2020. Continue to provide to the BET and Finance an estimate of the outcome of such town-wide reassessment and impact to the mill rate, detail of revenues; additions and deductions from the Grand List so that budgeting and the estimation of the mill rate shall be as precise as possible.
- Schedule informal and formal hearing process so that all property owners have the ability to review the 2020 assessments. Continue to assist property owners in understanding the assessments and how such assessments were derived for the 2020 Grand List. Extend office hours and continue to educate taxpayers of the appeal process.
- Complete the 2020 Grand List, which includes review of approximately 4,000 building permits. To institute a review process to insure all new construction is properly added to the Grand List. Review and add to the 4,049 personal property accounts, price 53,709 motor vehicle accounts, and estimated 11,000 supplemental motor vehicle accounts.
- Continue to assist property owners in understanding the assessments and how such assessments were derived. To improve our customer service to the taxpayers of the Town of Greenwich, as well as the business community, continue to educate all visitors of their rights and responsibilities in the assessment of real estate, motor vehicles and personal property by implementing Customer First Organization Techniques.
- Continue the implementation and full utilization of the software systems, QDS (which replaced Munis) and Proval CAMA System. Implement updates to the software systems to create greater efficiencies within the office.
- Electronic filing of the Personal Property declarations was made available to all taxpayers commencing with the Grand List of 2019, minimizing the amount of data entry required and allowing businesses to file electronically. Each year, continue to recommend declarations be filed electronically. Once fully implemented, this process shall become less labor intensive and allow taxpayers an alternative to the current process.
- Continue to do audits of Personal Property of accounts which, as determined by the Assessor’s Office, to be incomplete and not accurate of current assets. Tax Management Associates shall continue to conduct audits as directed by the Assessor’s Office.
Minimize tax exposure and reductions to the Grand List as all tax appeals to Superior Court are settled. Assessor’s office shall continue to determine tax impact and reductions in future Grand Lists in negotiating settlements.

**Table of Organization**

![Diagram of organizational structure]

**Personnel Summary**

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**Comments on Proposed Personnel Changes**

None
OFFICE OF THE TAX COLLECTOR

Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Pursued real estate property owners to collect delinquent tax owed to the Town.
- Processed mailed tax payments through bank lockbox in July and January, eliminating potential for lost revenue.
- Earned additional interest for the Town using by above process.
- Deposited tax payment at end of business day to earn maximum interest.
- Promoted tax payment online.

FY 20-21 Goals

- Continue pursuit of real estate property owners to collect delinquent tax owed to the Town.
- Continue to review staff functions to achieve peak efficiency.
### Table of Organization

- **Tax Collector**
  - Assistant Tax Collector
  - Temp Employee
  - Account Clerk I (2)

### Personnel Summary

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### Comments on Proposed Personnel Changes

Budget cuts in FY 16-17 and FY 17-18 necessitated a 33% decrease in full-time staff leaving the bare minimum number of 4 full-time employees and 1 part-time employee. There is a request to convert the current part-time employee position to a full-time position, increasing the full-time position number to 5. In this request, the part-time position will be eliminated.
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

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

FY 20-21 Goals

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

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Comments on Requested Personnel Changes

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

The mission of the Town Clerk’s Office is to preserve, protect and provide access to records placed in the custody of the Office of the Town Clerk and the office is one of neutrality and impartiality, rendering equal service to all, with an emphasis on providing information according to applicable state and local laws accurately, efficiently, and cost effectively in a timely and courteous manner.

Primary Services Provided

1. Required by State Statute, the Town Clerk is also responsible for maintaining all land, tradename, voting, elections/primaries and military records; property ownership, landlord certificate of registration, liquor applications and permits, claims against the Town.
2. Verification, collection and recording of conveyance tax revenues.
4. Compiling and proofreading names for all Election ballots; printing of poll and absentee ballots; mailing or in person requests for absentee ballots for all elections on State Connverse System.
5. Appointed secretary for an indefinite period of time by the Representative Town Meeting.
6. Required by Town Charter, the mailing of Representative Town Meeting agendas, publication of the agenda, attendance records of members and compiling the Official Minutes.
7. Issuance of licenses for dog ownership and shellfish permits. Also responsible for the timely collection of these license fees.
8. To act as guardian of the Town seal, affixing only to proper and valid municipal documents.
   The Town Clerk has a responsibility to deliver the best service to the public in the most efficient and expedient manner in accordance with the requirements of the Charter, State Statutes, and Municipal Code
9. Digitize all Representative Town Meeting Call and Minutes.

Vital Statistics Division

1. All required according to State Statute.
2. Record births, home births, marriages, same sex marriages, civil unions and deaths.
3. Provide certification of the same.
4. Issuance of burial permits.
5. Provide information of births to the BOE.
6. Provide information of deaths to the Registrars’ Office.
7. Provide information on cause of deaths to the Health Department.
8. Provide information on births, deaths and marriages to all Connecticut municipalities and the State of Connecticut.
FY 19-20 Major Accomplishments

- Scanning and indexing all vital documents back to the 1800’s.
- Continue to digitize all birth, death, and marriage original certificates. Project’s goal is to eliminate the use of the original certificates so they will not be further damaged or lost. This project will assist with the organization and efficiency to record retrieval as well as microfilm storage.
- Maintain active and up-to-date website, including access to RTM calls and minutes.
- Provide the ability to file documents through an approved email site. Ultimate goal is to have the ability to file documents without leaving place of business.
- Consistently produce minutes of the RTM meetings within 2-3 business days of the meeting date. The Department forwards the minutes to the RTM Moderator.
- Continue to produce the ‘Call’ for the RTM meetings two weeks before the actual meeting.
- Cross-trained employees in scanning, indexing, and reconciliation procedures to allow for more efficient office operations and better service to the public. The Department now has three full-time qualified Assistant Registrars for Vital Statistics. Each Assistant Registrar has to be appointed by the Town Clerk and registered with the State.

FY 20-21 Goals

- Scanning and indexing Land Records backwards starting from 1953.
- Finalize digitization of all birth, death, and marriage original certificates.
- Fully implement ability to file documents through an approved email site. Ultimate goal is to have the ability to file documents without leaving place of business.
- Department is delivering on its Service Delivery Project to digitize maps for customers. This project is estimated to be in progress through Fiscal 2021. The project simultaneously provides for better customer service and anticipated increased revenue.
- Consistently produce minutes of the RTM meetings within 2-3 business days of the meeting date.
Table of Organization

Personnel Summary

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<tr>
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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Implemented a coordinated approach between Building Department and Zoning Enforcement with the new permit tracking software, Municity. Created a streamlined and easier to use tracking system for the public so one can easily identify the building permit associated with the related zoning permit. Historically there was no such association lending to inefficiency.
- Educated the public that the Town Nuisance Ordinance, which is administered by staff, does not cover blighted structures. Worked with the Town Administrator and the public to address blight issues.
- Completed project to offer every Zoning Board of Appeals application dating from the 1920’s through the 1990’s in digital format.
- Provided education sessions in coordination with the Greenwich Board of Realtors to help them meet their accreditation requirements and ensure that there is a common understanding of basic zoning issues such as grade plane and development of homes in the floodplain.
- Increased enforcement of illegal signs, particularly in Town right-of-ways. Educated public on what’s permitted through direct contact, the Chamber of Commerce, and newspapers.

FY 20-21 Goals

- Continue to provide excellent Customer Service.
- Review and refine existing tools available for zoning enforcement and consider an ordinance that would allow the issuance of fines pursuant to Section 8-12a of the CT General Statutes.
Table of Organization

Included in Planning and Zoning (171)

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

- The Planning and Zoning Commission’s general responsibilities include the preparation and periodic updating (every 10 years) of a long-range Plan of Conservation and Development (POCD), which requires RTM approval. (Mandated by Town Charter and Connecticut State Statutes).
- Prepare and amend zoning regulations and regulations for the subdivision of land. (Mandated by Town Charter and Connecticut State Statutes).
- Review zoning applications, municipal improvements, and subdivision applications. (Mandated by Town Charter and Connecticut State Statutes).
- Prepare and maintain the official copy of zoning and subdivision regulations, and the official Town of Greenwich zoning map. (Mandated by Town Charter and Connecticut State Statutes).
- Department is responsible for assignment of all street addresses in the town, and coordinates this activity with the United States Postal Offices, and all Emergency Services. (Mandated by Town Ordinance on House Numbering).
- In carrying out these general responsibilities the staff to the Commission coordinates with the following agencies; the Architectural Review Committee, the Historic District Commission, the Conservation Commission, the Inland Wetland and Watercourse Agency, the Departments of Public Works, Parks and Recreation, the Health Department, Fire Department, State DEEP, and SWRPA. (Mandatory and essential).
- The Department staff provides applicants, the public, and the Commission with timely reviews and staff reports of site plan and subdivision projects, while insuring that all applications reviewed comply with both the Town’s Building Zone and Subdivision Regulations, Town Charter and Code, and State Statutes, in an open and informed public review process. (Essential).
- Monitor progress with the goals and objectives of the Plan of Conservation and Development; the Department provides the public and other Town Departments with information and assistance in implementing the programs, projects, and goals of the plan, along with the Open Space Plan. (Essential).
- Develop long term neighborhood planning studies to address issues and problems identified town wide and within specific neighborhoods.
- Maintenance of Department website for Public Outreach and to inform residents on upcoming meetings, item of the agendas, proposed new regulations, and planning studies.
FY 19-20 Major Accomplishments

- The RTM adopted the 2019 Plan of Conservation and Development, which is a land use plan required by the Town Charter. The implementation schedule is valid through the next 10 years but the plan proposed biennial updates that will be presented to the RTM.
- Continued work under RFP #7288 to develop a text amendment pertaining to commercial zones to update definitions (6-5 of the Building Zone Regulations (BZR), parking requirements (6-158 BZR) and the organization of the Use Groups (6-100 BZR), which are used to codify where uses are permitted. The amendment will codify the approval process in commercial zones to better support the business community.
- Continued work on the complete re-write of the sign and lighting regulations.
- Updated regulations to provide for a new pre-application process, using Section 7-159b of the Connecticut General Statutes, to allow property owners, tenants, contract purchasers etc., to explore ideas for special permit, commercial, multi-family or mixed use projects with representatives of the P&Z Commission and the public before significant monies have been spent on detailed drainage, traffic, and environmental reports and where there is still opportunity to make major changes to the plan without significant financial burdens. This process promotes better protection of environmental resources, more transparency, and public involvement.
- Reviewed incentives offered under Moderate Income Regulations and made appropriate updates.
- Updated Section 6-99 of the Building Zone Regulations, which deals with accessory units; both affordable and elderly.
- Created regulations specific to Assisted Living Facilities, as opposed to considering them a subsect of the Continuing Care Community.
- Created committees comprising members of the public and subject matter experts to address the following long range planning issues: Using Streetscape improvements and the Village District (Section 8-2j of the CT General Statutes) to create a “sense of place” along the Riverside portion of the Post Road Corridor (East Putnam Avenue); Creating a landscape guidelines along the Post Road corridor, downtown, and villages; Documenting our Affordable Housing Strategy; and creating Key Performance Indicator’s.
- 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.
- The Zoning Inspector/Nuisance Abatement Officer, Planner I, and a second Planner II participated in and graduated from the advanced training program, titled “The Leadership Institute”. The training includes ten required workshops, as well as outside-the-classroom experiences, that include guest speakers, panels, and one-on-one coaching opportunities. The training is designed to assist supervisors with a balance of practical management skills and techniques to apply in their current work environments.
- Scanned historic staff reports, decision letters, and meeting transcripts to add to the digital library.
FY 20-21 Goals

- Adopt text amendments pertaining to commercial zones to update definitions (6-5 of the Building Zone Regulations (BZR), parking requirements (6-158 BZR), and the organization of the Use Groups (6-100 BZR), which are used to codify where uses are permitted (see RFP #7288). The amendment will also codify the approval process in commercial zones to better support the business community.
- Adopt updated sign and lighting regulations.
- Work with the Planning and Zoning Commission and the public to ensure systematic implementation of the Plan of Conservation and Development.
- Review incentives for preserving historic structures (Historic Overlay Zones).
- Initiate a design summit with car dealerships to enhance the appearance, function, environmental sustainability, and retail viability of the “automobile alley” along West Putnam Avenue. Ideas include natural paving methods, limited lighting, and limited inventory display in the front yard, and pooled off site inventory storage.
- Continue to provide excellent customer service.

Table of Organization
**Personnel Summary**

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**Comments on Proposed Personnel Changes**

None
Mission

The Department of Environmental Affairs was formalized for the first time in FY20. The department is a consolidation of two commissions; the advisory Conservation Commission and the regulatory Inland Wetlands and Watercourses Agency. While the boards are represented under one department, both are statutorily mandated and their autonomy has not changed. The charge of both boards is grounded in land use protection, however, there are notable distinctions in the breadth of the charges and manner in which the they are executed.

The Conservation Commission is an advisory commission to other land use boards and its purpose is to guide “the development, conservation, supervision, and regulation of natural resources, including water resources within [the Town’s] territorial limits.” Accordingly, the Conservation Commission must keep an index of all publicly- and privately-owned open areas and conducts research into the utilization and possible acquisition of land areas in the municipality. Public education, research projects, a support of the Town’s 30+ environmentally-based, non-government organizations on an assortment of relevant natural resource topics falls to the Commission, as well. The Commission also functions to provide expertise to all Town departments on natural and cultural resource issues for their use in regulatory and planning processes.

In contrast to the broad purview of natural resource concerns for the Conservation Commission, the Inland Wetlands and Watercourses Agency has a narrow authority over fresh water wetlands and watercourses and executes that authority through a statutorily-based set of regulations. The Agency operates in a manner that is consistent with current laws and science and is courteous, accurate, and responsive to the public, applicants, and Town departments. The Agency also serves to educate the public on the ecological services provided by our wetlands and watercourses.

Primary Services Provided: Conservation Commission

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

- **Open space protection and management** – lead department on both public and private lands – mandated by state statute.
  - Keeps inventory of open space both public and private
  - Sets open space goals for the town on public and private lands
  - Makes recommendations on use of town-owned open space and on parcels for acquisition/protection
  - Serves as liaison to the Greenwich Land Trust and other groups working on open space providing resources (e.g. GIS) to accomplish common open space goals
  - Lead staff on open space special projects, including acquisition and easements
- **Watershed Planning and Management** – works to protect both the quality and quantity of water resources in Town including Long Island Sound and our public water supplies – EPA/DEEP mandate.
  - Coordinates watershed planning in key watersheds including Mianus and Byram River watersheds – serves as liaison between community groups and other town departments
  - Performs technical reviews and field inspections for E&S controls and storm water management
  - Assists with development and implementation of MS4 permit

- **Technical Assistance to Planning and Zoning** – on natural and cultural resources during site plan and subdivision reviews.
  - Reviews P&Z applications for conservation concerns including, but not limited to, impact on water resources, open space, and wildlife. Promotes sustainable community goals including energy conservation, water conservation, and resiliency planning.
  - Technical advisors on archaeological sites.
  - Assists with the development and implementation of the Plan of Conservation and Development.

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

- **Community Sustainability/Resilience Planning**
  - Sustainable Greenwich Initiative – lead department.
    i) Water Conservation Initiative.
    iii) Leaf and Yard Waste Recycling Program.
  - Climate Change Adaptation.
    i) assist with short and long term planning aimed at adaptation to changing weather patterns and sea-level rise.
    ii) Coordinate with P&Z and other departments on long term planning for coastal resiliency and flood plain management.
  - Emergency Preparedness and Response.
    i) Coordinate with EMOC, P&Z, and DPW on planning for emergency preparedness and response.
    ii) Serve as part of the Town’s Emergency Operations Center Team providing technical support on tidal and stream gages, GIS mapping, etc.
    iii) Assist EMOC with outreach and education program for community flood preparedness.
• **Cultural Resource Conservation**  
  o Inventory of historical and archaeological resources on public and private properties  
  o Provide support for Certified Local Government program in coordination with Historic District Commission and Planning and Zoning  
  o Adaptive reuse of historic buildings – historic preservation  
  o Liaison to State Archaeologist office

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

**Primary Services Provided: Inland Wetlands and Watercourses Agency**

The Agency meets once per month, at a minimum, to review, discuss, and act on proposals requiring IWWA permits. The Agency relies on technical and administrative staff to ensure these applications and orders are processed efficiently and effectively.

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

• Support the administrative and legal requirements of the Agency  
  o Ensure Agency members receive complete and timely application documents to facilitate an efficient review of proposals at their monthly meeting  
  o Ensure the regulatory and Freedom of Information Act requirements of the Agency’s business are met  
  o Represent the Agency in the event of an appeal or other legal challenge  
  o Work to create a complete record that will sustain Agency decisions  
  o Maintain databases to assist with efficient response times to public inquiries
Technical Assistance to Town Departments
  o Collaborate with Town departments to provide technical, solution oriented expertise on wetland issues
  o Participate in the development of policies, strategies, and capital projects prepared by Parks and Recreation, Department of Public Works, the Health Department, Planning and Zoning, and the Law Department
  o Participate in the implementation of Town management plans, as applicable

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

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

FY 19-20 Major Accomplishments

1. Implement the key recommendation of the Strategic Energy Management Plan and establish an Energy Commission. The essential role of the commission will be to implement the short-term goal of a 20% reduction in energy consumption, followed by a longer-term goal of a 40% reduction. This can only be realized though comprehensive oversight of the Town’s energy planning for both the town hall and BoE.
2. Lead in acquiring or otherwise protecting a significant piece of targeted open space.
3. Steward the sea level rise study and ensure continued participation by relevant departments.
4. Foster educational programs for our residents on sustainable practices.
5. Continued to be an effective contributor to the Plan of Conservation and Development.
6. Continued to provide excellent and balanced customer service to our regulatory customers.
**FY 20-21 Goals**

- Steward the completion of the sea level rise report and formulate an implementation plan.
- Implement the top priority action items assigned to the Conservation Commission in the new PoCD.
- Foster educational programs for our residents on sustainable practices.
- Prepare the next application for Sustainable CT certification, with the goal of achieving gold status, if available.
- Continue to provide excellent and balanced customer service to our regulatory customers.
Table of Organization

Conservation Commission

Inland Wetlands and Watercourses Agency

Director of Environmental Affairs

Senior Wetlands Analyst

Environmental Analyst

Wetlands Compliance Officer

Conservation Resources Manager 1

Assistant Compliance Officer

Administrative Staff Assistant II (FT)

Administrative Staff Assistant II (PT)

Shared Staff (Env. Affairs and P&Z)

Application Coordinator

Account Clerk II

Administrative Staff Assistant I (P/T)
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*In FY18-19, the Conservation Commission and Inland Wetlands and Watercourses Agency positions were consolidated into the Department of Environmental Affairs. The listing of personnel from the previously separate departments has been combined into one table. The Director positions for each department were consolidated into the Director of Environmental Affairs.

Note: 174 – Land Use Administration shared administrative staff are shown in personnel summary. This includes 2 full-time positions and 0.71 part-time.

Comments on Proposed Personnel Changes

The consolidated department is requesting the allocation for an intern (.17 FTE) be increased from six hours per week to 12 hours per week. This will allow the intern to more fully benefit the workload of both boards. With the newly coordinated work of the boards in FY20, it was clear the intern position could be more valuable to the work of the boards and the individual if additional time were allocated. This will, in part, ameliorate some impact sustained when the two boards moved from one full-time director each, to one full-time director for both.
COMMISSION ON AGING
195

Mission

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

Primary Services Provided

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

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

FY 19-20 Major Accomplishments

- Expanded sponsorship opportunities for the for-profit and non-profit sectors with the Commission on Aging’s “Aging with Purpose” series. 51 agencies and organizations supported 8 large-scale community offerings including: 2 Distinguished Lectures, 2 Fireside Chats, the annual Health & Wellness Expo, Late Life Professional Conference, Fall Ghostly Gala and May Older American’s Month Celebration.
- Approval received for the “Age & Dementia Friendly Greenwich Action Plan” by Greenwich Board of Selectmen, AARP, the World Health Organization and Dementia Friendly America.
- Established domain specific Task Groups in accordance with the approved Age & Dementia Friendly Action Plan and developed a strategy for addressing goals and recommendations.
- Received notification from Dementia Friendly America that the Town of Greenwich was the first community in the State of Connecticut to be accepted into the Dementia Friendly America network and received the designation as a Dementia Friendly Community.
- Hosted numerous Dementia Friends Information Sessions throughout all sectors of the community. Trained an aggregate of 400 individuals as Dementia Friends. Researched
best practices for introducing the Dementia Friends program to Greenwich Schools and certifying local businesses as Age & Dementia Friendly.

- Consulted with Cities and Towns across the United States regarding best practices for beginning an Age and Dementia Friendly initiative.
- Consulted with various communities in the region regarding the depth and scope of the Commission on Aging programs and services.
- Renewed agreement with Greenwich Taxi for Share-the-Fare reduced fare taxi voucher program, and continued to monitor local transportation options.
- Recruited 5 new seasonal Medicare D - Health Insurance Counselors. Provided training for fully certified counselors and seasonal counselors on new Medicare Plan Finder and helping older adults navigate the complexities of Medicare A, B, Medicare Advantage Plans, Medicare D and Medicare Supplemental Insurance (Medigap coverage). Over 600 individuals received Health Insurance Counseling through the Commission on Aging. Fully compliant with State mandated STARS client reporting.
- Worked collaboratively with YWCA Greenwich Domestic Violence division to offer a half-day Elder Abuse Forum for professionals. CEU’s were awarded to Social Workers, Nurses and Care Managers.
- Worked collaboratively with Liberation Programs and the Alzheimer’s Association of CT to offer professional services and support to residents.
- Explored the feasibility of replacing Share-the-Fare printed vouchers with stored value cards and training staff on software and reporting protocols.
- Managed website, curated content, initiated on-line registration and payment option through the CivicPlus platform.
- Initiated “News Flash” capability through CivicPlus to heighten awareness of programs and services. Worked collaboratively with Town IT to better utilize social media.
- Planned and administered 8 “Caregiver Circle” educational programs in cooperation with River House Adult Day Center at the Greenwich Library.
- Successfully implemented the first “Total Brain Health 2.0” program.
- Launched 10 week “Aging Mastery Program” - an evidence informed program created by the National Council on Aging to assist older adults in navigating Longer Lives by creating new pathways that encourage ongoing and positive engagement in life at the YWCA Greenwich. Funding support received through the generosity of the CT Healthy Living Collaborative in partnership with NCOA, Anthem Foundation and the Peter and Carmen Lucia Buck Foundation. The Town of Greenwich was the only community in the Southwestern region of the State to be awarded this grant.
- Initiated photo-id process for Senior Center members and updated database in compliance with Commission on Aging policy.
- Senior Center Policies and Procedures revised and approved by Commission on Aging Board.
- Developed new dissemination plan for the Resource Guide for Older Adults and heightened awareness of the Commission on Aging as an Information & Referral resource in the Town of Greenwich.
- Created web-based, subject-matter specific mini Resource Guides to assist older adults, caregivers and professionals with navigating care options.
- Enabled credit card payment system (onsite and web-based) for Commission on Aging and Senior Center programs.
- Worked collaboratively with the Assessor to track utilization of the Senior Tax Relief program and to inform, promote and educate residents about local and State Tax Relief.
- Provided leadership, professional education and promoted information sharing to the Senior Providers Network.
• Employed Lean Six Sigma strategies to evaluate and enhance operational efficiencies.
• Explored brand-integration of all marketing materials for the Commission on Aging and Senior Center.
• Operated the Senior Center as the Town focal point for independent recreation, enrichment, health promotion and wellness for older adults. Planned and presented a broad spectrum of programs designed to meet the needs of a diverse population of older adults.
• Hosted three “Top Chef Challenge” events with Senior Center members as judges.
• Collaborated with Parks and Recreation Department to establish a satellite Beach Card Office at the Senior Center.
• Collaborated with YWCA to offer Aqua Aerobics class and negotiated a reduced drop-in rate for Senior Center members.
• Collaborated with the Bruce Museum to offer Summer with The Averys and Chinese Brush Painting.
• Greenwich Senior Center Quilters created 3 quilts in collaboration with the Red Cross using promotional blood drive T-shirts. One quilt was taken to Fenway Park
• Completed renovation and relocation of the Technology Lounge to the first floor. Procured new equipment and furnishings.
• Initiated construction of new commercial kitchen at ground floor level.
• Fully utilized MySeniorCenter database for streamlining operational functions.
• Introduced “grab-and-go” and “food-on-demand” food service model. Evaluated current costs of the meal program including resident contribution and Town subsidy.
• Expanded utilization of SmartBoard technology to enhance educational offerings and actively engage residents.
• Collaborated with Junior League of Greenwich to present a “Tech Night” at Greenwich Senior Center.
• Heightened safety awareness through collaboration with AARP CT and Greenwich Police Department’s presentation of “The Con Artist Playbook.”
• Expanded utilization of Constant Contact for newsletter capability and linkages to Town website.
• Recruited and trained part-time temporary Clerical Assistant to assist with Medicare D Open Enrollment and other departmental initiatives.
• Expanded collaborative associations with The Bruce Museum, YWCA Greenwich, Junior League of Greenwich, Greenwich Library and River House Adult Day Center and encouraged additional cooperative/collaborative arrangements with other organizations.
• Worked cooperatively with two internal not-for-profit organizations: Friends of the Greenwich Senior Center and GREAT to further the mission, vision and values of the Commission on Aging and Greenwich Senior Center.

FY 20-21 Goals

• Draft new Strategic Plan for Commission on Aging and Senior Center.
• Research feasibility of a day conference or symposium on Aging.
• Expand Sponsorship opportunities for the for-profit and non-profit sectors with the Commission on Aging’s “Aging with Purpose” series of events.
• Evaluate Age and Dementia Friendly Greenwich Action Plan status and review Task Group strategy for implementation of Year 2 goals and recommendations.
• Expand Dementia Friends sessions throughout the community to residents, non-professional groups, students, business owners and the faith community. Work collaboratively with LiveWell CT and Dementia Friends America.
• Create an Age & Dementia Friendly logo/symbol to be used as the visual confirmation of an Age and Dementia Friendly Community throughout Town.
• Explore the feasibility collaborating with the Greenwich Chamber of Commerce to develop a “Commerce Card” or “Chamber Advantage Card” for older adults which could be linked to discounts or a complimentary item with purchase at local businesses. The “Commerce Card” or “Chamber Advantage Card” would also incentivize Senior Center membership and in turn promote local business and economic growth.
• Continue to monitor local transportation options including Share-the-Fare and TAG.
• Manage Health Insurance Counseling Team to offer assistance in helping residents navigate the complexities of Medicare A, B, Medicare Advantage Plans, Medicare D and Medicare Supplemental Insurance (Medigap coverage). Maintain compliance with State mandated STARS client reporting.
• Continue to curate website content and incorporate value-added elements to our section of the site.
• Continue to plan “Caregiver Circle” educational programs in cooperation with River House 8 times a year.
• Edit Resource Guide for Older Adults and create additional subject-matter mini guides to help older adults, caregivers and professionals navigate health services and heighten awareness of Information & Referral resources available through the Commission.
• Work collaboratively with the Assessor and Tax Collector to initiate an awareness campaign to inform, promote and educate residents about local and State Tax Relief.
• Provide leadership, professional education and promote information sharing to the Senior Providers Network.
• Employ Lean Six Sigma strategies to evaluate and enhance operational efficiencies.
• Ensure brand-integration of all marketing materials for the Commission on Aging and Senior Center.

Table of Organization

See Senior Center (196)

Personnel Summary

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<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
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<td>FY 20-21</td>
<td>Requested</td>
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</table>

Comments on Proposed Personnel Changes

We’re requesting approval of additional help with various initiatives including, but not limited to, Age and Dementia Friendly Greenwich, Commission on Aging “Aging with Purpose” Sponsored Series, Total Brain Health, Aging Mastery Program, Health Insurance Counseling scheduling and State mandated reporting. This is an expansion of the number of hours currently budgeted for temporary assistance. Additional clerical support will greatly enhance operational efficiency in delivering a wide range of direct services, on and offsite programs and large-scale community events.
**Mission**
The Greenwich Senior Center enhances the quality of life for Greenwich older adults. The Senior Center is a focal point of life enrichment and support programs where members can form and maintain friendships and enjoy an affordable nutritious meal. Transportation to our welcoming meeting place is also provided. In addition, the Center acts as a central hub for cooperative arrangements with community agencies and individuals who advocate on behalf of older adults.

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

**FY 20-21 Goals**
- Operate the Senior Center as the Town focal point for independent recreation, enrichment, health promotion and wellness for older adults. Plan and present a broad spectrum of programs designed to meet the needs of a diverse population of older adults.
- Further utilize MySeniorCenter database for streamlining Senior Center operational functions.
- Utilize notification module on new Town website and enhance utilization of social media.
- Work with Department of Public Works – Building, Construction and Maintenance division to determine new kitchen layout and oversee ongoing facility renovation.
- Expand capability for online registration.
- Continue to realize credit and debit card transaction options.
- Expand collaboration with the YWCA to add new fitness classes utilizing YWCA equipment and facility.
- Expand collaboration with the Bruce Museum to include onsite and offsite programming.
- Establish drop-in-hours and instructional programming for the Technology Lounge.
- Continue to facilitate multiple tiers of the “Total Brain Health” program and train facilitators as necessary.
- Evaluate “grab-and-go” and “food-on-demand” dining options. Monitor kitchen renovation on ground floor level.
- Manage, expand and evaluate effectiveness of the “Aging Mastery Program – Navigating Longer Lives by creating new pathways that encourage ongoing and positive engagement in life” throughout the community.
- Maintain up-to-date/accurate database of Senior Center members. Audit for compliance with photo ID protocol.
- Continue to work cooperatively with two internal not-for-profit organizations: Friends of the Greenwich Senior Center and GREAT to further the mission, vision and values of the Commission on Aging and Greenwich Senior Center.
Table of Organization

Commission on Aging
  Director
    Customer Service Representative
      Greenwich Senior Center
        Administrator
          Program Specialist
          Administrative Staff Assistant (P/T)
            Food Services Contractor
              Cook I (FT)
                Food Service Worker (2; P/T)

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Successfully transitioned over to the AT&T First Net platform for wireless communications. This reduced annual costs while providing a more stable platform for emergency wireless communications.
- Hired two new probationary firefighters to fill vacancies created by retirements. With the support of Human Resources, continued to hire the best and brightest candidates.
- Working with Building Construction and Maintenance on the Byram station renovation project. We will be relocating the crews and equipment to the temporary Horseneck station and Headquarters in November 2019 so demolition can begin.

FY 20-21 Goals

- Working with BC&M begin to develop plans to rehabilitate GFD Station #5 Sound Beach. This is a large station with multiple apparatus assigned. The logistics and planning for this project will need to be detailed.
- Purchase software that can better track the individual response time of our volunteer members. The goal this year is to deploy the new software to our volunteers along with the training in an effort to provide better data on the responses of our volunteer members.
- Purchase and deploy new iPads to replace our current units which have reached the end of their useful life. The iPads deliver critical response information to our units in the field from Fire Dispatch. The new unit will contain additional software providing a significant improvement over the previous models.
- Work with the Human Resources to negotiate a successor agreement to the CBA with Local 1042, International Association of Firefighters.
- Secure the funding and begin the process of updating the GFD Strategic Plan.
### Table of Organization

```
First Selectman/Fire Commissioner
  \arrow{Deputy Training Chief}
  \arrow{Chief of Department}
  \arrow{Fire Marshal}
    \arrow{Deputy Fire Marshal (4)}
      \arrow{Volunteer District Chiefs}
        \arrow{Volunteer Captains}
          \arrow{Volunteer Lieutenants}
            \arrow{Volunteer Firefighters}

\arrow{Training Lieutenant}
\arrow{Assistant Chief}
  \arrow{Deputy Chief (4) (Shift Commander)}
    \arrow{Career Lieutenants (29)}
      \arrow{Firefighter (63)}
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### Personnel Summary

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### Comments on Proposed Personnel Changes

None
Primary Services Provided

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

FY 19-20 Major Accomplishments

- Complete the implementation of online training. To increase efficiencies and maximize time spent “in-district” by the fire crews, we have subscribed all career personnel to an online platform. This training offers the employee increased flexibility with respect to time and location and ensures consistent program delivery.
- Placed the all-terrain utility vehicle (UTV) in service and are in final stages of Standard Operating Procedure development. UTV is located at our Central Firehouse and is configured to respond to a variety of incidents. The compact profile of the unit allows for access to areas that full size apparatus cannot fit. The machine can be quickly and easily converted from EMS transport to carrying materials and equipment.

FY 20-21 Goals

- Due to State mandates, the employees of GFD will be required to change their Emergency Medical Service certifications to meet national standards. This change will require a complete transformation in the way that EMS training will be planned, approved, and accomplished. In many ways, the changes will allow for more efficient documentation of training received and should provide better consistency. Challenges will include registering the employees on the National platform and utilizing the new planning procedures.
- Increased attrition in both career and volunteer firefighters has presented some problems. Every time an employee retires or stops volunteering, a new employee must be hired and trained to take their place. With nearly half of the employees eligible for retirement, the GFD has experienced an increase in separation of employment. Creating a mechanism for planning and the efficient on-boarding on new hires will be explored.

Table of Organization

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

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### Comments on Proposed Personnel Changes

None
Primary Services Provided

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

FY 19-20 Major Accomplishments

- Dry Hydrant project at 409 Stanwich Road completed.
- Cistern project at 50 Cutler Road completed.
- Deputy Fire Marshal Roth promoted into Fire Marshal Division.
- Completed daily inspections to allow the on time opening of New Lebanon School.

FY 20-21 Goals

- Identify additional areas in the back country to install dry hydrants or cisterns. Homes outside of 1,000’ of a water source are considered a greater risk by insurance companies. If/when new areas are identified, we will work with the property owners on the planning, budgeting, design, and installation as any new water sources will positively impact the properties in the immediate area.
- Expand public education and safety programs delivered to the students in Greenwich to include more interactive learning. This entails spending more time in the schools for hands on instruction.
- Improve inspections rates in attempt to be compliant with inspection intervals.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

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<th></th>
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<td>FY 20-21 Requested</td>
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Comments on Proposed Personnel Changes

None
FIRE DEPARTMENT
205 – FIREFIGHTING FORCE

**Primary Services Provided**

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

**FY 19-20 Major Accomplishments**

- Placed into service a new Engine 2 which is located at Sta. 2 Cos Cob. The apparatus committee, working with Fleet, has developed a very detailed standard for the purchase of our Engines ensuring that all equipment needs are met.
- Responded to 4,253 calls for service:
  - Fires - 125
  - Rescue & EMS - 542
  - Hazardous Condition (no fire) - 617
  - Service Calls - 552
  - Good Intent Calls - 228
  - Alarms - 1,987
  - Car seat installations – 232

**FY 20-21 Goals**

- Develop specifications for a Quint. This is a piece of apparatus that is designed to replace an engine and a ladder truck with one units. This will be more cost effective as we can reduce our fleet of apparatus by on piece.
- Review and modify the workflow in our Public Safety Dispatch center aimed at reducing call processing time. This will be accomplished with upgrades to the dispatching software and processes.
- DEEP has identified the Per and Polyflourinated Alkyl Substances (PFAS) contained in firefighting foam as a hazardous substance and must be replaced. GFD has requested funding in our FY21 budget request to ameliorate this problem and will work with the State to dispose of current foam supply. Will be replacing our current foam stock with a non-hazardous product.

**Table of Organization**

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

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#### Comments on Proposed Personnel Changes

None
Primary Services Provided

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

FY 19-20 Major Accomplishments

- Held the Volunteer Recognition Dinner Ceremony.
- Increased Fire Department visibility with new updated press release contacts to advertise efforts to recruitment new volunteers.
- Three Red Traffic Support members, 8 new certified Volunteer Firefighters elevated for Firefighter I, 9 new certified Firefighter II members, 2 Fire Service Instructor I certified members, and 1 Fire officer II certified member throughout the various fire companies.
- Continued outreach for recruitment at the schools and community events.
- Reached out to various local businesses to hand out recruitment materials in the fire districts.
- Recruited 28 referrals to the various volunteer fire companies.

FY 20-21 Goals

- Continuously work with the Training Division and the neighboring Fire departments to find firefighting certification courses for the volunteer firefighting force.
- Recruit 20-25 new Volunteers and be Certified Firefighter I.
- Work with media, press, and nonprofit service organizations on promoting our services in hopes of recruiting more volunteer members.
- To increase visibility with all schools for the purposes of recruitment for the Explorer program and regular department.

Table of Organization

Included in Fire Administration (201)
## Personnel Summary

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### Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Assumed operational responsibility for Department of Parking Services.
- Coordinated efforts of Greenwich Together (local drug prevention council) to address response to illicit drug use.
- Implemented Organized Retail Crime Activity (ORCA), which resulted in the arrest of 60 individuals for 138 felonies and 98 other charges.
- Intensive investigations of burglaries resulted in a number of arrests.
- Forensics investigation unit processed significant physical evidence from a number of auto thefts which resulted in the referral of a number of juveniles wanted for a rash of auto thefts.
• Strategic Traffic Enforcement Program continued to contribute to the steady decline in motor vehicle accidents in town.
• Continued to offer premier community oriented programs which enhance public safety in town, including the Citizen’s Police Academy (CPA), Women’s Self Defense Classes, and a weeklong Youth Citizen’s Police Academy (YCPA).
• General Services added credit card payment option for customers with burglar and fire alarm fines and registrations. This is a convenience for the customers that reduces payment processing times and follows the policy of handling less cash in the office. This option will be added to the website for online processing before the next annual renewal period in spring 2020.
• Earned state accreditation, demonstrating the Police Department’s commitment to high standards and professional level of service (anticipated).

FY 20-21 Goals

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

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Comments on Proposed Personnel Changes

With the deployment of Body Worn Cameras (BWCs) and a significant increase in Freedom of Information Act (FOIA) requests, the Police Department intends to request a civilian technician position to address FOIA requests and to manage and coordinate this technology.
Mission

To efficiently and effectively maintain and improve Town infrastructure, including roads, buildings, storm drains, and sewers, while ensuring public safety and protecting the environment. To provide services (building inspection, waste disposal, engineering) that support a safe environment for residents.

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Ongoing capital plan development and execution.
- Ongoing regulatory compliance across multiple Divisions.
- Ongoing efforts to support the Town’s customer service initiative.
- Ongoing efforts to improve and expand on use of various IT programs, including the electronic document management system (EDMS – OnBase), asset management (Lucity), and others to support operations and improve operations effectiveness.
- Ongoing work to expand and improve the Department’s safety program.
- Ongoing implementation of a new building permit software program, with the goals of providing service continuity, improved inspection scheduling through an online service, and online trade permit submittal.
- Moved the GHS remediation project forward through submission of multiple submittals to regulatory agencies.

FY 20-21 Goals

- Ongoing work to continue executing capital plan, maintaining regulatory compliance, supporting customer service initiatives, as well as supporting all DPW operations.
- Ongoing work to identify and implement service improvements and efficiency, in collaboration with all Divisions in DPW.
- Ongoing work on the GHS soil remediation project.
*One account clerk is budgeted under Department 361

**Personnel Summary**

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**Comments on Proposed Personnel Changes**

None
Mission

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

Primary Services Provided

- Design and manage capital improvement projects for Town infrastructure (e.g. sidewalks, bridges, storm drain improvements/traffic control measures, etc.).
- Manage the Town’s 83 bridges program.
- Manage Phase 2 Stormwater Program and coordinate with Highway on storm-water projects.
- Provide technical assistance to other DPW Divisions and other Town departments in relation to capital improvement projects.
- Provide timely review of development applications and technical support to the Planning and Zoning Commission and Inlands Wetlands and Watercourses Agency.
- Implement Federal and State standards for traffic control.
- Provide emergency response support as needed.

FY 19-20 Major Accomplishments

- Continued extensive coordination with Eversource to address the impacts of their transmission project on Town infrastructure.
- Continued coordination efforts with CTDOT for the Old Greenwich Train Station project.
- Continued work on bridge projects at multiple locations, both design and construction, including Oneida Drive, Sound Beach Avenue, Davis Avenue, Wesskum Wood, Bruce Park Loop Rd, and others.
- Continued design and construction work on pedestrian/traffic improvement projects including ADA sidewalk inventory and the Greenwich Ave Paving and Streetscape project.
- Continued work on traffic projects including adaptive signal control in the Exit 3/Arch Street corridor and the Glenville Road/Riversville Road corridor.
- Participated in the POCD process, as well as providing the usual plan review services to Land Use.

FY 20-21 Goals

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

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

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

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

FY 20-21 Goals

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

Superintendent

Highway Division Assistant

Customer Service Representative

Highway Operations Manager

Highway Planning & Program Manager

Highway Asset Engineer

Highway Foreman (4)

Highway Inspector

Traffic Operations and Maintenance Foreman*

Quality Control Inspector

Heavy Equipment Operators (3)

Equipment Operators (26)

Laborers (22)

Traffic Signal Maintenance Mechanic (2)*

Highway/ Traffic Signs and Lines Technicians (2)*

*Positions budgeted under Department 318

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Ongoing work with customers to increase knowledge of appropriate recycling options and increase participation. Distributed informational flyers via tax bills and on website. Greenwich Recycling Advisory Board works with schools and local organizations to educate on recycling and waste reduction. Recycling rate has remained near 40% since transition to single stream, even with inclusion of new streams (i.e. electronics, mattresses). Continue to assess program impact against changes in recycling rate.

FY 20-21 Goals

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

Environmental Operations Manager


Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Executed planned work orders, as well as those in response to a variety of requests by customers in various Town buildings, to maintain Town buildings.
- Continued to develop plans for the Eastern Greenwich Civic Center, to go through the municipal improvement process.
- Construct the Byram Fire Station, anticipated to be an approximately eighteen-month schedule.
- Continued interior renovations of Town Hall office space.
- Continued interior renovations at the Senior Center.
- Replaced 10,000-gallon underground diesel storage tank at the Fleet Department's Indian Field fueling station.
- Developed plans for the Dorothy Hamill Skating Rink replacement.
- Completed Channel 79 and Town Hall Meeting Room audiovisual upgrades.
- Completed Town Hall LED light replacement.

FY 20-21 Goals

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

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

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

FY 20-21 Goals

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

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Significantly advanced construction of Old Greenwich Common Force Main Segments 9B, 10 and 11, and Segment 5.
- Constructed the Ballwood, Huested, and Meadow Pump Stations (PS) (Ballwood and Huested completed).
- Completed the Grass Island SCADA project
- Completed construction of the Grass Island Phase 1 grit improvements.
- Completed construction of 2018 Sewer and Manhole Rehabilitation – Phase I project.
- Continued design work of Sewer Rehabilitation – Phase II (trenchless technology project).
- Continued design work at Grass Island on the Phase 1 Flood Mitigation.
- Continued sewer permit and inspection program, as well as planning and zoning reviews, highway reviews, grease trap reviews, etc.
- Completed a GIWWTP Energy Audit.

FY 20-21 Goals

- Continue to execute GIWWTP projects and collection system projects.
- Continue permit, operation, and private inflow/infiltration projects.
- Continue to operate the plant and collection system in compliance with all required regulations.
- Complete construction of Meadow PS, Old Greenwich Common Force Main Segments 9B, 10 and 11, and Segment 5.
- Complete design of Old Greenwich Common Force Main Segment 3.
- Complete Sewer Rehabilitation – Phase II (trenchless technology project).
Table of Organization

Personnel Summary

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Comments on Proposed Personnel Changes

None
FLEET DEPARTMENT
380

Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Test anti-idling devices on high-idle vehicles.
- Working with the Police Department, plan to purchase some of the new Ford Hybrid Police Interceptors to reduce idling time and fuel consumption while not compromising officer safety and comfort. These vehicles will automatically shut down, yet allow all emergency equipment to operate. The engine will automatically re-start as needed.
- Increase propane usage in vehicles to 70% propane and 30% gasoline.
- Provide loaner vehicles to user departments to increase on-time scheduled maintenance and reduce disruptions due to unplanned repairs.
- The department now repairs all of the small equipment for DPW Highway, which has reduced turnaround time for repairs, travel time to an outside vendor shop, and has resulted in an annual savings of approximately $7,000.

FY 20-21 Goals

- Closely monitor propane utilization and work with user departments to maximize the use of this fuel.
- Increase use of hybrid and alternative fuel vehicles when purchasing new vehicles.
- Renew the NAFA Sustainable Fleet level 4 certification (highest level) and incorporate in Town’s SustainableCT certification.
- Introduce dedicated propane fuel pickup trucks into the fleet to reduce fuel costs and vehicle emissions.
Table of Organization

Fleet Director

- Shift Supervisor (Day)
  - Vehicle Technicians/Heavy (2)
  - Vehicle Mechanic/Heavy

- Shift Supervisor (Night)
  - Vehicle Technicians/Heavy (3)

- Fleet Operations Manager
  - Custodian (P/T)
  - Fleet Operations Assistant

Personnel Summary

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Comments on Proposed Personnel Changes

None
GREENWICH DEPARTMENT OF HEALTH
401 – Administration
405 – Environmental Services
410 – Special Clinical Services
415 – Family Health
425 – Laboratory

Submitted After Original Positing – See Page 117
Mission

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

Primary Services Provided

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

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

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

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

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

- **Achievement Opportunity Gap Round Table Group** - Through the work of the Achievement Opportunity Gap Round Table Group, complete 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. Project will also include focus groups, student demographics, and risk factors by school (Pre-K and kindergarten). This is the first phase of a project that will provide critical information for Achievement Gap solutions for age groups (0-21).

- **Greenwich Together (Prevention Council)** - Continue efforts to establish a collaborative, organized approach for prevention strategic strategies through 3 committees: Vaping, Data, and Communication. Complete Video on Vaping (Youth Project), establish data reporting for Town, and complete website for Greenwich Together.

- **Youth Services Bureau** - Through the Interagency Team, improve response by earlier identification of children with behavioral health issues and provide case management and counseling support to the child and family. Expand to serve the Title I funded elementary schools (New Lebanon, Hamilton Avenue, and Julian Curtiss). First Selectman’s Youth Commission develop a mental health project. Work with school system on High School Wellness Center.

- **Windrose Program** - Continue with career programming that supports students with a job experience. Through funding by Community Partnership and Resource Foundation. Expand the number of students participating in employment program.

- **Immigration Services Support** - Increase on-site immigration counseling services for GDHS clients through community partnership contract with New Covenant Center.

- **Employment Services** - Increase the number of clients receiving employment support through the on-site RITE Program. Increase the number of clients improving their employment status and becoming more self-sufficient.

- **Community Partnership** - Complete 2nd phase of Results-Based Accountability Report showing community agency partners program activities and outcomes for clients. Emphasis on documenting program results that benefit clients.

FY 20-21 Goals

- Establish Action Plan and begin implementation for children/youth Opportunity Achievement Gap services based on Community Asset Mapping Project.

- Collect additional information on service outcomes from community partner agencies after completion of Results-Based Accountability report. Analyze to ensure alignment of Department Community Partnership funding with outcome data furnished by the Results-Based Accountability report.

- Add a KidTalk Counselor to serve the Title I funded elementary schools (New Lebanon, Hamilton Avenue, and Julian Curtis).

- Establish goals and begin implementation of Prevention Council strategic plan for reducing substance abuse throughout the Greenwich community.

- Continue to expand student employment opportunities with Windrose Program.
Table of Organization

Personnel Summary

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<th>Number of Full Time Employees</th>
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Comments on Proposed Personnel Changes

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

Not Available at Time of Printing
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- **Main Library Renovations.** FY20 marked both the end of several years of planning for major renovations of the Main Library and the beginning of construction. Drawings that reimage all four floors were finalized by architectural firm Peter Gisolfi Associates, and the Gilbane Building Company was selected as construction manager. The 16-month project began simultaneously in both the lower level and the second floor in late July and is due to be completed by December 2020. When completed, the project will improve the flexibility, connectivity, and functionality of the space as well as offer enhanced space for programming and individual and collaborative study. Since the Library remained open throughout the year, detailed phasing plans were put into effect, accounting for the internal movement of staff and collections as well as temporary and staggered offsite storage of many collections. A detailed communication plan ensured that the community was well informed about the phases and any alteration of services. The spaces that were renovated in FY20 included:
  - Main Street, with its distinctive columns, was extended to connect the old and new wing terminating at the Innovation Lab, opened in spring 2020. The hardware and software in the Lab serve as an entry point for hands-on learning of new and emerging technologies complemented with STEAM programs for pre-teens to adults. This follows on the success of 3D printer certification and programs at all three sites in coding, computer design and robotics.
  - Adjacent to the Lab, new and expanded space was created for teens to study and discover.
  - The first floor also saw a full redesign of the Reading Room with open tables throughout with periodicals and local history collections ringing the perimeter of the room.
The second floor was reconstituted exclusively for Fine Arts and Music, with the arts collection and Lending Art adjacent to the Flinn Gallery.

- **Outreach, partnerships and collaborations were expanded at all locations with special focus on the schools and local non-profits.** Staff increased visits to the middle schools to promote summer reading and tested methods to simplify student and teacher registration. Staff also participated in many Town wide events including Sidewalk Sales, Town Party, and Business Showcase.

- **Collections in print and digital formats continued to be adjusted to meet patron needs.** Collections at each facility were carefully curated prior to the start of construction. More digital titles were ordered to compensate for offsite storage of print items. An Express Collection was added at the Byram Shubert Branch Library.

- **Programming for all ages continued despite the 12-month closure of the Cole Auditorium.** The Library used all available spaces within the system, as well as spaces offered by community partners, to continue offering a full suite of programs. More story times for preschoolers were introduced to support early childhood literacy. And the Friends of Greenwich Library launched an English Language Learning Program (ELL) to complement those already operating in Town.

- **Library Services continued to expand, particularly those providing technology support.** Refresher training for staff familiarized them with all digital resources, wireless printing, ADA devices, the MS Office suite of tools, and MacOS to assist patrons wanting to access digital resources or use Library hardware and software. In addition, a digital display server was installed to better manage the expanded number of digital displays in the building that promote Library programs, collections and services.

- **Workplace efficiencies were implemented.** All staff PCs and Outlook software were upgraded, and departments continued to enhance operating procedures. The Library also examined workflows to ensure maximum circulation of—and timely access to—materials during the renovation. Staff promoted use of the digital collection and targeted likely users of digital content through outreach, promotional materials and reading suggestions.

### FY 20-21 Goals

- **Complete Main Library Renovations.** FY21 will see the completion of the remaining phases of the Master Plan which include:
  - Establishment of a third patron entrance to the Library through the parking lot level Baxter Courtyard, increasing accessibility to the facility.
  - Creation of an Educational and Cultural Center at the Lower Level encompassing the 299-seat theater, black-box multipurpose room, a new Technology Training Center, a new cafe adjacent to the light-filled Baxter Courtyard and a patron lounge.
  - Availability of a new staircase that will connect the Lower Level with the first floor.
  - Consolidation of the Welcome Desk and Reference Services at the Main entrance.
  - Addition of 4 meeting rooms in the first floor of the Peterson Wing.
  - Renovation of the third floor Children’s Room with age specific zones, improved lines of sight and a significantly larger programming space.
  - Implementation of an upgraded wired and wireless technology infrastructure and expanded security system.

- Plan an exciting slate of top quality, engaging public programming including author talks,
maker activities and performing arts for all ages to further the goal of lifelong learning and enrichment.

- Further promote the value of a Library Card to Town residents, non-resident workers, and students to expand the number of card holders.
- Replace and upgrade over 100 public PCs at Main, Byram and Cos Cob.
- Migrate the Integrated Library Software System (ILS) to a hosted environment.
- Continue to develop staff competencies to better serve the Greenwich community.
- Align staff with the changes in services being offered.
Table of Organization

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Provide an eNewsletter quarterly to inform residents of library services and programs.
- Install a natural gas generator to fulfill our role as a public shelter in the event of a power outage or natural disaster (anticipated).

FY 20-21 Goals

- Implement recommendations from our revised Strategic Plan 2019-2024.
- Successfully complete projects from FY 20-21 Capital Budget; Cupola base repair and replacement of skylights in the Radcliffe Library.
- Begin succession planning for expected retirements in FY 21-22 of key employees.
Table of Organization

Library Director

Administrative Assistant

Building Services Mechanic

Librarian IV

Librarian III

Librarian II

Librarian II

Librarian Tech Assistant

Librarian Tech Assistant (2)

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

• Conduct customer service survey.
• Expand RecTrac system to provide online Tennis Court reservations.
• Expand TOG website to include “Frequently Asked Questions” reducing need for customers to call. FAQs based on tracking the 11,541 calls received between April 8, 2019 and September 6, 2019.
• Conduct special Pass renewal program for seniors where in-person, one-on-one onsite support is supplied.
• Explore the possibility of utilizing one card for each town resident, which will consolidate participation in multiple program offerings and replace individual passes for Beach/Park, Marine, Tennis, and Golf.

FY 20-21 Goals

• Improve permitting process by analyzing and mapping current process, identifying issue areas, assessing technology options for improving service, and expanding Customer Service Representative (CSR) training to increase number of CSRs that can initiate permit process.
• Improve Marine rental process by adding online payment option.
• Explore the possibility to improve the reporting and documentation elements of the work order system.
Table of Organization

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

Recreation plans and executes Activities and Special Events.

Activities

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

Special Events

- Halloween Happenings
- Brunch with Santa
- Independence Day Fireworks Displays
- Concerts in the Parks
- Jazz on the Sound
- Family Movie Nights
- A Christmas Carol play
- Town Hall Christmas Tree Lighting
- Jim Fixx Memorial Day Races
- Kite Flying Festival
- Sandblast Sand Sculpture Festival
- Snow Sculpture Contest
- Pickleball Round Robin Tournament
- Annual Tennis Tournament
- Annual Town Ice Skating Competition
Additionally, Recreation is responsible for the following:
- Operation of the Greenwich Skatepark with memberships, clinics, and camps.
- Tennis Courts rentals and reservations.
- Field reservation scheduling and issuance of permits.
- Membership and reservations of the platform tennis courts at Loughlin Avenue Park.
- Special Events on town property permits, coordination, and oversight.
- Semi-monthly email newsletter publicizing Recreation Division programs and other news, events, and policies of the Parks and Recreation Department.
- Providing training to parents and coaches of youth sports participants, in order to promote teaching positive life lessons to youth through sports while fostering an attitude to win.
- Bendheim Western Greenwich Civic Center (BWGCC) in Glenville
- Eastern Greenwich Civic Center (EGCC) in Old Greenwich
- Dorothy Hamill Skating Rink in Byram
- Cos Cob Community Center (CCCC) in Cos Cob
- William Yantorno Community Center (WYCC) in Pemberwick.

FY 19-20 Major Accomplishments

- **Platform Tennis Courts**: In cooperation with the Parks Division Turf Operations Manager, the platform tennis courts have been resurfaced and repaired. New fencing and new nets were also installed. New LED safety lighting and new light poles have been installed. This will save on energy and maintenance costs in the future.
- **EGCC Tennis Courts**: Planning to replace metal halide light bulbs with LED safety lighting, which will save on energy and maintenance costs in the future.
- **Tennis**: We implemented the use of WebTrac’s online reservation system for the courts
- **Pickleball**: Adding pickleball instructional clinics to fall and spring seasons outdoors, in addition to the winter clinics indoors.
- **Youth Soccer**: The program, which serves over 400 participants in fall and spring, has traditionally been held at Havemeyer Fields behind Town Hall on Saturdays. A rainy Fall 2018 and Spring 2019 forced many classes to be re-located to synthetic turf or cancelled, an inconvenience to our patrons. Beginning Fall 2019, the Saturday program is permanently re-located to Benvenuto Field at Cos Cob Park, offering a superior surface and consistency to our patrons.
- **Youth Basketball**: Will add more inter-town games for the advanced section of our co-ed basketball program, e.g. with the Town of New Castle.
- **Field Hockey**: Moved from Saturdays to Sundays in order to improve recruiting for staff and to eliminate the competition with other Saturday sports programs. As high school and college field hockey programs operate mainly on Saturdays, it has been difficult in the past to hire and retain qualified staff. As a result, for Fall 2019 we have a full and highly qualified complement of staff and an increase in participation.
- **Youth Softball**: A fall softball program was added for ages 10-13 years. The 8-week program encompasses practices and games, both intra-league and inter-league with neighboring communities.
- **Swim Lessons**: For the second summer in a row, we offered group swim lessons at the Town Pool at Byram park for 3 sessions of two weeks each. Additionally, we offered private instruction in Summer 2019 and plan to continue this in the future.
- **Music & Art Camp**: This camp became known as MAD Camp in 2019 for Music, Art & Dance. We contracted with a dance company to provide dance instructors for an afternoon class. Enrollment capped at 22.
**Kamp Kairphree**: Began water safety training with the CRPA’s Water Safety Manual for our youngest campers in each session.

**Cos Cob Community Preschool**: We have extended the day by half an hour, now operating from 9 a.m. to 12 noon. Family enrollment is up nearly 14% year over year.

**Wednesday Night Concerts**: A new soundboard and speakers were purchased to improve the sound quality at the concerts.

**Sponsorships**: Obtained two sponsors for concerts for Summer 2019. Obtained full sponsorship for the Fall 2019 Go Skate Festival at the Skatepark.

**Dorothy Hamill Skating Rink**: A new desiccant wheel will be installed for the dehumidification system at the rink. A new user friendly credit card machine was installed at the Rink Office.

**Dorothy Hamill Skating Rink**: We anticipate the completion of the Dorothy Hamill Skating Rink Facility Evaluation Study by Kaeyer, Garment & Davidson Architects. This will be used in determining the future direction of the Dorothy Hamill Skating Rink, i.e., whether to renovate or construct a new rink.

**Fields**: Residents can now pay for individual (one time) field permits online, which is more convenient for the public.

**BWGCC**: Installed new sound system in the Community Room so user groups can play music through Bluetooth, and meetings can easily be set up for special guest speakers. Upgraded the phone system to connect with Town Hall. Adding Wi-Fi on the second floor to help customers connect while waiting for their children’s classes.

**EGCC**: Initiating a security program for the Civic Center. Upgrading the security system with additional cameras and alarmed the back door.

**FY 20-21 Goals**

**Music & Art Camp**: Add a second morning art section for younger campers, those entering grades 1, 2 and 3, who are currently not eligible for the camp.

**Dorothy Hamill Skating Rink**: Work with the Dorothy Hamill Skating Rink Reconstruction Committee and the Superintendent of BCM at DPW to fine tune the details of what we want in a new ice rink and subsequently to hire an architect to complete drawings for a new rink.

**Fields**: Develop field scheduling plans to accommodate the real possibility of additional shortages of field space due to remediation/replacement and closing of artificial turf fields at Greenwich High School and the continued closing of Western Middle School fields.

**EGCC**: Update handicap stall in men’s room and replace partition in men’s room.

**BWGCC**: Replace the existing water fountain on the first floor to add a bottle fill station.

**Tennis**: Reorganize the Town Tennis Tournament to be a ladder tournament.

**Concert Series**: Attract new corporate sponsors for the Wednesday Night Concert Series.

**Pickleball**: With the painting of lines for 4 pickleball courts and portable nets at Loughlin Avenue tennis courts, a goal is to expand our instructional clinic program to the summer, as well as, spring and fall. Work with Parks Division to plan for the construction of official pickleball courts.

**GHS Varsity Programs**: We anticipate developing a closer relationship with some of the Greenwich High School Varsity programs, such as softball and field hockey, to provide mentorship and instruction to the youth in our recreation programs.

**Employment Opportunities**: Create two pamphlets with a listing and description of employment opportunities within the Recreation Division throughout year. One pamphlet will be for summer jobs and the other for jobs in the fall, winter, or spring. This should assist interested persons in knowing what type of positions we hire and when to apply online.
Table of Organization

Superintendent Recreation
811

812 Recreation Supervisor (4)
Temporary Staff (52)
Temporary Staff (42)
Temporary Staff (21)
Temporary Staff (45)
Temporary Staff (8)

814 EGCC Director
Recreation Coordinator (P/T)
Temporary Staff (45)
Temporary Staff (8)

815 Community Centers
Head Custodian
Custodian I (P/T)
Account Clerk I (P/T)
Rec Leader (P/T) (6)
Temporary Staff (6)
Custodial Aide (P/T) (2)

816 Dorothy Hamill Rink
Custodian II
Seasonal Staff (64)
Acct Clerk I (P/T)
Account Clerk (P/T)
Rec Leader (P/T) (4)
Custodial Aide (P/T) (2)

817 WGCC
Head Custodian
Custodian II

Community Centers
814
Recreation Coordinator (P/T)
Temporary Staff (45)
Temporary Staff (8)

Dorothy Hamill Rink
816
Custodian II
Seasonal Staff (64)
Acct Clerk I (P/T)
Account Clerk (P/T)
Rec Leader (P/T) (4)
Custodial Aide (P/T) (2)

Rec Leader (P/T) (6)
Temporary Staff (6)
Custodial Aide (P/T) (2)
Personnel Summary

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<tr>
<td>FY 20-21</td>
<td>Requested</td>
<td>10</td>
</tr>
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Comments on Proposed Personnel Changes

- Addition of 87.5 hours for a morning art instructor at Music, Art & Dance Camp. This would be one person at 3.5 hours per day, 5 days per week, for 5 weeks.
- Addition of 45 hours for a pickleball director and instructor to teach 2 summer clinics. This would be 2 people at 4.5 hours per week for 5 weeks.

The total hours added would be 132.5 or .07 FTEs.
**Mission**

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

**Primary Services Provided**

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

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

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

FY 19-20 Major Accomplishments

• In accordance with the Binney Park Master Plan, and with the participation of the Binney Park Committee, the following job tasks have been completed or are in the planning phase. New trees have been planted throughout the park and garbage containers have been installed. The Binney Island patio and plantings were installed and completed. The Field House plantings were installed and completed. Proposals for loop trail on south end of Binney park have been submitted and a Spring 2020 start date is scheduled. In addition, proposals for Field House back patio restoration is scheduled for a Summer of 2020 start.
• In Bruce Park, the 2-5 year-old playground will be removed and new equipment installed with pour in rubber surface. This is scheduled for an April 2020 installation. Bruce Park swings and rock ‘n cradle are in the process on having a poured in place surface installed. Projected completion date is November 2019. Dorothy Hamill Playground swing area, pour in place surface is currently be installed and will be completed by November 2019.
• Continue the Organic Turf Program in parks and athletic fields.
• Increase tree diversity in both the streetscape and native areas. Over 500 trees planted in the Town. This includes street trees, natural areas, playgrounds, and school properties.
• Improve landscaping around schools. All school lawns are being aerated and overseeded. Additionally, new trees are being planted at school locations where tree canopy is lacking and shade is needed.

FY 20-21 Goals

• Upgrade of landscape equipment. The oldest equipment needs to be rotated out of service before there are major mechanical issues. This will be phased over subsequent years.
• Improve and increase the conifer collection at the Pinetum. This is keeping the design and plant collection intent of Colonel Montgomery.
Table of Organization

Superintendent of Parks / Tree Warden
821

Operations Manager - Parks
822

Operations Manager - Turf
822

Equipment Supervisor
825

Operation Manager - Trees
829

Park Foreman
(4)

Equipment Mechanic

Tree Foreman (2)

Park Gardener Foreman
(4)

Park Gardener II
(7)

Tree Climbers
(8)

Park Gardener II
(26)

Park Gardener I
(1)

Storekeeper (1)

Park Gardener I
(2)

Groundkeepers
Temporary (10)

Comments on Proposed Personnel Changes

None

Personnel Summary

<table>
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<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
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Mission

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

Primary Services Provided

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

- Operation of a marina program for Greenwich Point, Byram Park, Grass Island, and Cos Cob. Operation includes full-time, and seasonal Dock Masters who manage and provide services to residents, their guests, and visitors. The services provided for boaters include dock slips, dry sailing, rack storage, winter storage, and trailer storage.
- In conjunction with BCM and Purchasing, manage the concessions at three beaches.
- Public transient dockage at Grass Island.
- Public pump out facilities at Grass Island.
- Provide safe, clean, and secure facilities for residents and their guests.
- Management of Town-wide special events, coordinating the safe execution of privately organized events on Town property (application, insurance, police, health, building dept., first aid, and sanitation).
- Proper business process for registration, fees, billing, refunds, and credits.
- Maintain high standard for well-trained, efficient employee crew.
- Encourage and acknowledge residents’ input suggestions for the improvement of the Department of Parks & Recreation’s parks, beaches, services, and facilities.

**FY 19-20 Major Accomplishments**

- Finish the third section of the Indian Harbor decking.
- Finish the new landing craft workboat to replace the “Skipper.”
- Work towards obtaining permitting to dredge the channel at Greenwich Cove.
- Complete the final sections of the ferry dock headwall project.
- Start the Greenwich Point Master Plan improvements.
- Establish a new DEEP storm water permit if required.
- Add an additional section of dock to the Cos Cob boat ramp docks.
- Finish design for Byram Marina layout to increase the number of 24’ slips.
- Build a new boat ramp at Byram Marina.
- Maintenance to the island piers.

**FY 20-21 Goals**

- Island Beach electrical overhaul.
- Complete first phase of Byram Marina 24’ slip expansion.
- Dredge by the Arch Street ferry dock.
- Continue implementing the Greenwich Point Master Plan.
- Conduct Marine Facility ADA Study.
- Change some of the 20’ slips in Byram to 24’ slips.
- Improvements to the Greenwich Point Causeway.
- Engineering considerations to extend the pier at Great Captain Island.
Table of Organization

Superintendent of Marine/Facility Operations
831

Operations Manager - MFO
831

Warehouse Supervisor 832
MFO Foreman 832
Facility Foreman 833
Beach Supv. Seasonal 833
Life Guard Supv. Seasonal 833
Island Beach Caretaker 833
Pool Dir. Seasonal 833
Gr Capt. Island Caretaker 833

Operations Manager Boats and Harbors 834
Dockmstr (2)
Dockmstr Temp/Seasonal (4)
Power Washers Temp/Seasonal (4)

Ferry Captain 833
Ferry Captain's Temp/Seasonal

Site Supervisor Temp/Season

Marine Technician
Carpenter
Mason
Painter

Maintenance Mechanic
Utility Worker

Site Supervisor Temp/Season

Beach Crew Temp/Seasonal (10)
Senior Lifeguard Temp/Seasonal (4)
Lifeguard Temp/Seasonal (26)
Gate Keeper/Ticket Seller Seasonal

Ranger Program Seasonal (7)

Site Supv Temp/Seasonal
Asst. Pool Dir. Temp/Seasonal

Deck Hands Temp/Seasonal (10)

Admin. Staff Asst II (P/T)
## Personnel Summary

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### Comments on Proposed Personnel Changes

None
Mission
The primary mission of the Town of Greenwich Parks and Recreation- Griffith E. Harris Golf Course Division is to provide an affordable, high quality golfing experience on an excellent, well run golf course.

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

FY 19-20 Major Accomplishments
- Replace the restaurant patio awning, which is faded, has holes on top, and is leaking.
- Replace driving range net. There are two nets around the driving range and are expected to have a useful life of 7-10 years. The driving range netting along the fairway side of Hole #1 was erected in the 2004/2005. It will be 13 years old and has already reached the end of its useful life.
- Replace Turf Equipment (Rotary Mower) purchased in 1998.
- Replace existing utility cart used to transport material and maintenance staff from job site to job site within the golf course.
- Replace 1,480 feet of cart path near holes 1, 9, 10, and 17.

FY 20-21 Goals
- Turf Equipment (fairway mower) replacement that was purchased in 2007.
- 8th Hole Maintenance Building Restroom Renovation Plan.
- Tee box renovation (#1 and #10).
Table of Organization

Manager Golf Course Operations

Assistant to Golf Course Operator

- Head Ranger Temp/Seasonal
- Ranger Temp/Seasonal (9)

Customer Service Rep. Temp/Seasonal (10)

Golf Course Turf and Grounds Manager

- Equipment Mechanic
- Park Gardener Foreman
- Park Gardener II (2)
- Park Gardener I
- Groundskeeper (P/T) (2)
- Laborer Temp/Seasonal (7)

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 19-20 Major Accomplishments

- Due to retirements/attrition, complete upper management changes by recruiting three key management executives - Executive Director (in progress); Director of Financial Operations (hired); Director of Facilities (hired).
- Started construction on the addition to expand therapy treatment area/gymnasium.
- Implemented PDPM (Patient Driven Payment Model), requiring some internal shifts in job responsibilities.
- Tightened accounting controls and improve financial reporting systems.
- Improved CMS star rating from 1 star to 4 stars.
FY 20-21 Goals

- Complete the evaluation of the proper mix of full-time and part-time nursing employees to determine the most cost effective staffing pattern.
- Expand the mix of medical diagnoses to improve reimbursement and financial performance.
- Continue to implement more accurate budgeting and tighter oversight of spending.
- Continue to work on branding and marketing as the new reimbursement system directs us towards more highly reimbursed medical diagnoses.
Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

- Manage, disseminate, and enforce parking and permits in 20 commuter/railroad parking lots.
- Process parking revenue from on-street and parking lot locations, utilize License Plate Readers (LPRs) for detection of scofflaw violators, process parking fines, activate and replenish Smartcards, issue special event permits and associated meter rentals.
- Schedule and coordinate the Parking Appeals Process.
- Responsible for maintaining the Town Hall Parking Garage.
- Maintain approximately 5,000 parking meters, 33 LUKE Multi Space Meters, 2 MacKay reloading smartcard stations.
- Maintain commuter/railroad lots for functionality, safety, cleanliness, and aesthetics.
- Update and review policies for compliance with Americans with Disabilities Act (ADA), Building Code, and Town Charter and Code.
- Collaborate with other Town Departments and private sector entities to enhance overall ascetics of parking resources.

FY 19-20 Major Accomplishments

- Redesigned the management structure, duties, roles and responsibilities of personnel. Department is managed by the Deputy Chief of Police; the Business Services Manager position supervises the day-to-day operations; the Business Operations Supervisor position/duties were reclassified and renamed Business Office Coordinator.
- Expanded the ParkMobile (pay-by-phone) app to all on-street metered parking.
- Implemented the ParkMobile app in railroad lots for day parking.
- Completed the process of installing multi space meter machines in the Amogerone and Liberty Way parking lots.
- Purchased and installed multi-space meter machines for Bruce Lot, as well as the Old Greenwich, Cos Cob, and Riverside railroad stations.
- Ensured that all multi-space meter machines and ParkMobile data is downloaded in real time to make the process reliable.
- Eliminated need to write manually prepared day-fee tickets by introducing multi-space meters at railroad stations which offer day parking.
- Formulated plans to reintroduce the permit system in Town Hall Employee parking lot.
- Continued to update/customize/implement Parking Operations Review (POR).
- Continued to update/revise Standard Operating Procedures (SOPs) to meet industry standards and best practices.
- Incorporated OnBase digital record management into both the financial (A/P) and parking (permitting/enforcement) operations. This will allow for key-word searches of the various
scanned documents, eliminating the need to search hardcopy paper files and eliminate the need to retain paper files that are not subject to retention requirements *(anticipated).*

- Implemented transition plan for MacKay smartcards.

**FY 20-21 Goals**

- Continue to review and revise as necessary Standard Operating Procedures (SOP) for all aspects of Departmental operations.
- Continue to conduct regular Parking Operations Reviews (POR).
- Continue to monitor voids to ensure compliance with existing SOP and industry standards.
- Work towards migrating to one software system which supports parking enforcement, permit renewals.
- Formulate plans to introduce a virtual (digital tag-less) permit system that incorporates utilization of LPR technology.
Table of Organization

Deputy Chief of Police

Business Services Manager

Parking Enforcement Supervisor

Parking Facilities Technician (2)

Business Office Coordinator

Accounting Clerk II (2)

Parking Enforcement Officer (5)

Parking Enforcement Officer (3; P/T)

Personnel Summary

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Comments on Proposed Personnel Changes

None
Operational Plan

2020-2021

GREENWICH DEPARTMENT OF HEALTH
401 – Administration
405 – Environmental Services
410 – Special Clinical Services
415 – Family Health
425 - Laboratory

Mission

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

Primary Services Provided

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

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

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

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

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

**FY 19-20 Goal Accomplishments**

*(401) Administration*

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

Completion June 2020

**Accomplishments (not all inclusive)**

- Number of Medical Reserve Corps (MRC) members trained: 35
- Estimated partial revenues received from programs that are funded by state grants: $2,720
• Number of health orders issued per population served: 13
• Number of customer satisfaction surveys: 56
• Percentage of customers satisfied with Department services: 100%
• Number of health alerts issued to the public: 58
• Assisted and coordinated a 10-year contract between the Town of Greenwich and the Greenwich Emergency Medical Services, LLC (GEMS) to provide continued Advanced Life Support Services.
• Number of Emergency Preparedness Plans updated: 3
• Number of state grants managed: 3

**FY 19-20 Goal Accomplishments**

(405) Environmental Services

• To create a policy on responding to residents’ complaints that are registered with the Division.
• To create a policy on reviewing building plans in the Division during public hours of operations.
Completion June 2020

Accomplishments (not all inclusive)

• Number of public pools inspections performed for safety: 61
• Number of public beach samples tested during the season for acceptable water quality: 235
  o Of those tested, number that had unacceptable results: 41 (17%)
• Number of days public beaches closed for swimming due to unacceptable water quality and automatic rainfall closures: 15 (increase from last year)
• Number of septic system plans reviewed and processed by qualified staff (4): 376
• Number of septic system installation inspections by qualified staff (4): 223 (increased from last year)
• Number of well water drilling applications reviewed and processed: 28
• Number of sewage disposal permits processed: 93
• Number of food service establishment inspections conducted by qualified staff (4) – 1072
  This number indicates a significant increase.
  o Yearly, 1 in 6 people (48 million) in the U.S. gets sick, 128,000 are hospitalized and 3,000 die of foodborne disease.
  o Greenwich followed through on 23 enteric illnesses reported
• Number of food service establishment/facility licenses processed by office staff available (1): 362
• Number of animals submitted for rabies testing due to possible human exposure: 24
  o Of those submitted for analysis, none were found positive for the rabies virus.
• Number of residential building plans reviewed for other Town Department approval: 116
• Number of required licensed facility inspections other than food service establishments by
FY 19-20 Goal Accomplishments

(410) Special Clinical Services

- To create a policy on urine testing for use in the STD clinic by utilizing the Aptima Urine Collection kit.
- To create a policy on Expedited Partner Therapy (EPT) for use in the STD clinic.
Completion June 2020

Accomplishments (not all inclusive)

- Number of public-students and staff receiving communicable disease education programs by qualified staff (1): 2,159
- Number of resident at-risk clients counseled/tested for STD/HIV/Pregnancy by qualified staff (1): 348 (17% increase) and 216 telephone counseling sessions provided
- Number of at-risk resident clients treated for STD per population served: 64

FY 19-20 Goal Accomplishments

(410) Dental Health

- To educate the public about the significant link between oral health and overall system health.
Completion June 2020

Accomplishments (not all inclusive)

- Number of WIC children screened for oral health with no referrals for treatment: 6
- Number of required public school oral health education sessions given to students in kindergarten through fifth grade by staff (2): 208
- Number of public school children examined for oral health problems by staff (2): 6,035
- Number and percentage of students referred to a dentist for follow-up: 972 (16%)
- Number of public school children receiving dental screening services and Fluoride mouth rinse by staff (2): 8,806
- Number of uninsured/underserved children receiving dental health screenings by staff (2): 210
  o Of those screened, percentage of children referred for dental follow-up: >50%

FY 19-20 Goal Accomplishments

(415) Family Health

- To reduce acute asthma episodes and improve asthma control in the community through recognition, elimination and reduction of environmental and other asthma triggers.
- To create a policy that addresses patient health records and their storage within the Department of Health.
Accomplishments (not all inclusive)

- Number of Women, Infant and Child (WIC) participants: 151
- Number of communicable disease outbreaks investigated: 290
- Number of deaths reported per Greenwich population served (62,727): 358 (#1 Heart & Circulatory Disease - #2 Cancer - #3 Cerebral/Cerebrovascular)
  - Chronic diseases such as diabetes, stroke and cancer are among the leading cause of death in Americans. It is estimated that by 2030, more than 75% of the world’s death will be caused by cardiovascular disease, diabetes, and cancer. Nationwide, obesity continues to be a problem with more than 30% of the population obese. In Connecticut, 9.8% (2018) of adults have diabetes, 30.4% report having high blood pressure (2018) and over 29% are obese (2018). In addition, 20% of State residents do not engage in any kind of leisure physical activity.
- Number of uninsured, underserved, homebound, frail or chronically ill residents needing nursing service by staff (1.5): 49
- Number of residents requiring medical management/follow-up for communicable diseases by staff (1): 43
- Number of immunizations given to general public for protection against various diseases by staff (4.0) per population served: 1,985 (slight increase)
- Number of reportable disease reports received and reviewed: 252
- Number of underserved/underserved children needing nursing clinic services: 98
- Number of immunizations, screening and examinations for all children (including underserved/underserved) needing nursing clinic services: 1,653
- Number of maternal health assessments for at-risk underserved women by staff (1): 100
- Number of live births reported and recorded for Greenwich in 2018-2019: 480
- Number of live births reported and recorded for Greenwich with very low birth weights (<3.3 lbs.): 0
- Number of live births reported and recorded for Greenwich with low birth weights (3.3-5.5 lbs.): 22

FY 19-20 Goal Accomplishments

(425) Laboratory
- To create policies and procedures that enable residents to receive timely and accurate lab results.
- To create a policy that addresses the collection, storage and delivery of revenue to the Department’s Accounting Clerk.

Accomplishments (not all inclusive)

- Number of public pool water samples analyzed: 245
  - Of those analyzed, number of samples found to be unacceptable: 10 (4%)
- Number of public beach samples tested during the season for acceptable water quality: 235
Of those tested, number that had unacceptable results: 41 (17%)

- Number of public and private well water samples analyzed for acceptable water quality: 237
  - Of those sampled, number that had unacceptable results: 42 (17%)
- Number of public water distribution samples analyzed: 184
  - Of those analyzed, number of samples found to be unacceptable: 4 (2%)
- Number of animals submitted for rabies testing due to possible human exposure-24
  - Of those submitted for analysis, none were found positive for the rabies virus.
- Number of residents that processed radon in air samples: 233
- Number of households above the EPA radon in air action limit (pic/L): 74 (33%)
- Number of residents that processed radon in well water samples: 25
- Number of well water samples found to be over the State DEEP action limit of 5,000 pic/L for radon in water: 3 (13%)
- Number of drinking water samples analyzed for bacterial contamination by number of staff (3): 184
- Number of school children screened for anemia: 71
  - Of those screened, number found to have unacceptable levels: 0
- Number of children screened for lead in blood in the WIC Program: 71
  - Of those screened, number with elevated levels of lead and reported to state: 0

**FY 20-21 Projected Goal Accomplishments**

Details outlining goals, strategies and performance measures for items listed below are in the Office of the Director of Health

(401) **Administration – Business Office:**
Goal – To improve Business Office operations and accounting procedures for billing client services rendered by the Family Health Division. This will be achieved by designing an Excel spread sheet that includes information such as type and date of services, fees billed and collected for service and revenue posted in Munis. Several strategies will be applied to this goal to achieve a positive outcome.
Completion - June 2021

(405) **Environmental Services:**
Goal – To design a process that can effectively audit the Division’s certified food service inspectors performance and the report they generate for the food inspection licensing program in an effort to ensure the consistent application of public health laws. Several strategies will be applied to this goal to achieve a positive outcome.
Completion - June 2021

(410) **Dental Health:**
Goal – To provide public health education to expectant mothers who are enrolled in the Greenwich Hospital pregnancy clinic on good oral health practices and healthy behaviors during all stages of pregnancy. Several strategies will be applied to this goal to achieve a positive outcome.
Completion - June 2021
(410) **Special Clinical Services/HIV/STD:**
Goal – To review, revise and create when necessary, written policies and procedures pertaining to customer confidentiality within the Division. This goal will include, but will not be limited to, reviewing all State of Connecticut confidentiality, Freedom of Information and HIPPA regulations and reviewing all Department policies as they pertain to confidential health data and records etc. Several strategies will be applied to this goal to achieve a positive outcome.
Completion – June 2021

(415) **Family Health**
Goal – To design a patient referral policy that contains procedures and guidelines for staff to follow after receiving new patient referrals, providing current patient referrals to health care and service providers and providing residents with referrals to programs/service providers. This will lend to a more effective and efficient referral process. Several strategies will be applied to this goal to achieve a positive outcome.
Completion – June 2021

(425) **Laboratory:**
Goal – To design for implementation and use a systematic process that can be used to assess the quality of customer satisfaction of laboratory services so that effectiveness and efficiency of laboratory work can be evaluated. This will involve identifying customers and stakeholders (internal/external), choosing a tool to capture data and producing a report with results. Several strategies will be applied to this goal to achieve a positive outcome.
Completion – June 2021
Table of Organization

Director of Health

Operations Administrator

Accounting Clerk II

Director of Special Clinical Services

Risk Reduction Counselor (Temp/as needed)

Dental Hygienist (2)

Administrative Staff Assistant I (P/T)

Director of Environmental Services

Environmental Health Supervisor

Environmental Hygienist (4)

Environmental Aide (temp/grant funded)

Administrative Staff Assistant II

Laboratory Director

Bacteriologist

Laboratory Technician

Laboratory Assistant (temp)

Director of Family Health

PHN-II - Communicable Disease and Adult Health Nurse

Administrative Staff Assistant I (P/T)

PHN-I - Maternal and Child Health Nurse

PHN-I - Clinical Nurse (P/T)

Administrative Clinical Clerk

PHN-I - Adult Health Nurse

Administrative Staff Assistant I (P/T; Environ Health and Lab)

Emergency Preparedness Coordinator (P/T - grant funded) [Grant 31.7wks/year & Town 15.08wks/year]

Business Office Manager

Administrative Staff Assistant I (P/T)

Submitted After Original Posting
## Personnel Summary

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