# TOWN OF GREENWICH
## OPERATIONS PLANS
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Produced: October 2020
INTRODUCTION

Purpose:

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

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

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

Components:

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

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

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

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

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

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

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

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

Mission

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

Primary Services Provided

- Supports and assists a variety of community interests, activities, and organizations through proclamations, statements, appearances, and participation.
- Appoints and nominates highly qualified residents to boards and commissions.
- Establishes several advisory committees, such as the First Selectman’s Community Diversity Advisory Committee, the First Selectman’s Advisory Committee for People with Disabilities, the 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 20-21 Major Accomplishments

- Successfully managed COVID-19 impact on Town services.
- Office of the First Selectman and Board of Selectmen worked collaboratively with Planning and Zoning to successful create outdoor dining opportunities for restaurants.
- Instituted weekly email newsletter “Community Connections with Fred”.
- Brought to the RTM revised Nuisance Ordinance to address quality of life concerns from neighbors.
- 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 21-22 Goals

- Continue the efforts of the Re-Imagine Greenwich Committee, to expand business opportunities to both retain current businesses and to attract new ones with an eye to maintaining Greenwich’s reputation as the premier place to live, work and raise a family.
- Grow Town’s green footprint as a Sustainable CT Silver Community through the efforts of the Greenwich Sustainability and Enhancement Committee to further identify and expand initiatives such as the food scrap and textile recycling programs, waste management and community engagement.
- Modernize the Town’s digital operations to expand access to government, improve constituent communications, and increase operational efficiencies.
- 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)

  Collective Bargaining Specialist

  Senior Management Analyst

Town Administrator

Executive Assistant to the First Selectman

  Customer Service Representative
```
**Personnel Summary**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Full-Time Employees</th>
<th>Part-Time/Temp Employees</th>
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</thead>
<tbody>
<tr>
<td>FY 19-20</td>
<td>Budgeted: 6</td>
<td>0.31</td>
</tr>
<tr>
<td>FY 20-21</td>
<td>Budgeted: 6</td>
<td>0.31</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Requested: 6</td>
<td>0.31</td>
</tr>
</tbody>
</table>

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

**Comments on Proposed Personnel Changes**
None
Mission

The Town of Greenwich Purchasing Department issues Requests For Bid/Proposal in order to obtain competitive pricing for the purchase of goods and services for Town departments, as per the Town’s Purchasing Policy Manual. In all procurement activities, every effort is made to enhance the Town’s reputation as a progressive agency, instituting the core values of business integrity, fairness, and equity to all vendors who participate in the municipal procurement process.

Primary Services Provided

- Ensure public procurement processes are compliant 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, and commodity awards for Town departments to utilize.
- Manage insurance coverage documentation for all contracts developed by the Purchasing Department.

FY 20-21 Major Accomplishments

- Reviewed the Purchasing Department’s Organization Table; proposed personnel changes for efficient operations *(anticipated).*
- Continued to cross-train staff to maintain daily operations.
- Contracts developed internally by the Purchasing Department and submitted to the Law Department are approved on first review *(anticipated).*
- Insurance coverage documentation for contracts/service agreements developed by the Purchasing Department are maintained and up-to-date, per Town of Greenwich insurance requirements *(anticipated).*
- Increased participation with public cooperatives to “piggyback” existing contracts; reduced turnaround time and resulted in cost savings.

FY 21-22 Goals

- Complete the review of the Purchasing Department’s Organization Table.
- Maintain Law Department approval of all Purchasing Department contracts developed and submitted for review.
- Insurance coverage documentation for contracts/service agreements to remain up-to-date per Town of Greenwich insurance requirements.
- Continue to engage in RFP negotiations to ensure the RFP process results in cost savings and is in the Town’s best interest.
- Evaluate the Purchasing Department’s policies and procedures; streamline processes for efficient operations.
- Finalize an e-signature policy with the Law Department; to be utilized for contracts developed by the Contracts Coordinator.
### 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>
</tr>
</thead>
<tbody>
<tr>
<td>FY 19-20 Budgeted</td>
<td>5</td>
<td>0.71</td>
</tr>
<tr>
<td>FY 20-21 Budgeted</td>
<td>5</td>
<td>0.71</td>
</tr>
<tr>
<td>FY 21-22 Requested</td>
<td>5</td>
<td>0.71</td>
</tr>
</tbody>
</table>

### Comments on Proposed Personnel Changes

None
MISSION

The mission of the Administrative Services division is to provide support services to user Town departments in a timely and cost-effective manner. This division provides mail processing and central Front Desk Reception services under the supervision of the Director of Purchasing and Administrative Services.

PRIMARY SERVICES PROVIDED

- Provide central reception services, including answering mainline calls, responding to inquiries from the public, managing reservations for various Town Hall conference rooms, and maintaining the car-loaner program.
- Provide Receiving Center services at the Loading Dock, including delivery of goods and copy paper to departments.
- Provide mail services for interoffice, inter-building, and US Postal Service.
- Assist with the pick-up and delivery of materials from the Board of Education Print Shop.

FY 20-21 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.
- Implemented new procedures for tracking Loading Dock deliveries.
- Updated Mailroom procedures and mail distribution processes to accommodate social distancing practices.

FY 21-22 GOALS

- Automate the process for conference room reservations.
- Continue to review/update Mailroom procedures to maintain efficiencies.
- Review Front Desk Reception operations.
**Table of Organization**

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

**Personnel Summary**

<table>
<thead>
<tr>
<th>Year</th>
<th>Budgeted/Requested</th>
<th>Number of Full Time Employees</th>
<th>Number of Part/Temp Time Employees</th>
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<tr>
<td>FY 19-20</td>
<td>Budgeted</td>
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<td>0.25</td>
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<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>2</td>
<td>0.25</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Requested</td>
<td>2</td>
<td>0.25</td>
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</tbody>
</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.
- Support of the collective bargaining process.
**FY 20-21 Major Accomplishments**

- Upgraded Human Resources Information System (HRIS) from ADP Enterprise to ADP Vantage.
- Developed, provided and/or implemented mandatory safety training, personal protection equipment, and other measures to address the COVID19 pandemic.
- Interpreted and administered new employee leave entitlements as a result of the Families First Coronavirus Response Act.
- Successfully conducted major recruitments for key positions including: Commissioner of Human Services, Fire Chief, Assistant Fire Chief, Deputy Police Chief, Police Captain, Assistant Director of Parks and Recreation, and Senior Management Analyst.
- Pursuant to Connecticut’s 2019 Public Act 19-16 (Times Up Act), completed Harassment Prevention Training for all mandated employees.
- Piloted Inherent Bias Awareness Training.
- Expanded department’s part-time Customer Service Representative roles to increase their effectiveness, departmental efficiency and customer satisfaction.
- Transitioned to a new medical benefits provider.
- Conducted campaign to update beneficiary information for retirement programs.
- Completed non-discrimination testing for Flexible Spending Plans
- Implemented numerous changes to collective bargaining agreements.
- Conducted audit to verify employees are carrying appropriate dependent on healthcare benefits (anticipated).

**FY 21-22 Goals**

- Streamline department administrative operations through optimization of the functions and features of the ADP Vantage Platform to maximize use of time for addressing strategic, complex issues.
- Reduce reliance on paper documentation through expanded use of technology.
- Develop emergency management protocols and strategies to ensure continued business operation during crisis.
- Update existing, standard training programs (e.g. Leadership, Harassment Prevention and Customer Service) to reflect current trends and priorities. Identify emerging, organizational training needs and develop and implement new programs to meet those needs.
- Continue to modify and update job descriptions to reflect present day responsibilities and requirements as well as expanded use of technology.
- Conduct a second, follow up customer satisfaction survey of Defined Benefit Plan Participants.
- Expand educational meetings and presentations for Defined Benefit Plan Participants.
- Execute a Request for Proposal (RFP) for Employee Life and Long-Term Disability Insurances.
**Table of Organization**

- Director of Human Resources
  - Executive Assistant
  - Performance & Comp Manager
  - HRIS/Payroll Supervisor
  - HRIS Technician

**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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<td>3.07</td>
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</tbody>
</table>

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

**Comments on Proposed Personnel Changes**

None
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 20-21 Major Accomplishments

- Conducted a presidential election in November 2020 including an unprecedented absentee ballot vote counting process.
- Conducted a presidential primary in August 2020.
- Continued to promote and enhance online tools for voter registration, polling place lookup, absentee ballot tracker and vote results.

FY 21-22 Goals

- Continue educational outreach to the community on voter registration and election issues.
- 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**

- Registrar of Voters Republican
- Registrar of Voters Democrat
- Administrative Staff Assistant
- Administrative Staff Assistant

**Personnel Summary**

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<tr>
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<td>FY 20-21 Budgeted</td>
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<tr>
<td>FY 21-22 Requested</td>
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<td>1.81</td>
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**Comments on Proposed Personnel Changes**

None
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 database 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 20-21 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. This year, the budget process was complicated by the unknowns related to the impact of the COVID-19 virus on the Town’s revenues and expenses for the current and budget years but was successfully completed. 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, 2020 was approved by the BET at their December 2020 meeting. Finance has consistently been 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 2020 for the fiscal year ended June 30, 2019.

- **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 continues 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 monthly.
The Finance Department continues the Bonding Program with the issuance of a $40 million Bond and $50 million Bond Anticipation Note (BANS) sale in January 2021 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 21-22 Goals

- Timely and accurate Financial Reporting.
- Maintain an effective Cash Management Program, including a focus on reducing bank fees and timely reconciliations.
- Production of the Annual Budget.
- Compilation and distribution of the Comprehensive Annual Finance Report (CAFR).
- Compilation and distribution of the Town's Annual Report.
- Coordinate the Town's Cyber Security Loss Control Program through the Cyber Security Task Force, including employee training and other proactive measures.
- Continue to identify and implement improvements in the Town's high quality Loss Control Risk Management Program that includes:
  - Lowering third party claims versus the Town of Greenwich;
  - Decrease third party auto liability claims versus the Town of Greenwich;
  - Aggressively pursue every plausible and reasonable insurance recovery due the Town;
  - Continued success in reducing and maintaining annual insurance premium costs for liability, automobile, property and other insurance lines;
  - Build on improvements in the process for the handling of third-party claims, which have introduced consistency, lower handling costs, timeliness, and communication;
  - Maintain the data base of all things related to driver safety and the Permitted to Drive List.
- Implementation of 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.
- Proactive training of newly hired or promoted managers on the Town’s financial and budgetary practices and expectations. This includes development of a financial handbook for use as a resource for senior management.
- Continue implementation of paperless Accounts Payable system, with the goal of improving workflow, and reducing time, paper, and costs in all Town departments.
Table of Organization

Board of Estimate and Taxation

Comptroller

Executive Assistant

Assistant Budget Director

Risk Manager

Internal Auditor

Chief Accountant

Treasurer

Budget Director

AP Supervisor

Assistant Treasurer

Assistant Budget Director

Internal Auditor

AP Coordinator

Treasury Revenue Clerk

Treasury Clerk

Accounting Clerk II (2)

Accounting Clerk I (P/T)

Temp Clerical Assistant (P/T)

Personnel Summary

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<tr>
<td>FY 21-22</td>
<td>Requested</td>
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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 20-21 Major Accomplishments

- Continued to harden Town government cyber-defenses by locking down network switches; and implementing data loss protection, multi factor authentication, and advanced threat protection.

- Implemented a new round of security awareness training and testing centered around data loss protection.

- Worked with Risk Management, the Office of the First Selectman, and the BET to implement a town-wide cyber-security model.

- Completed VOIP project with the final implementation at the Police Department and the decommission of the legacy phone system.
• Implemented online inspection at the Building Department and decommissioned the legacy CornerStone system.
• Supported upgrade of the HR payroll system with clock management, single sign-in, and data integration with Munis.
• Continued enhancing the Town website.
• Replaced primary storage system in the data center.
• Integrated OnBase and Municity to provide electronic plans for DPW.
• Worked with Emergency Operations leadership to create a map-of-record for storm events where first responders and emergency leadership can track and collaborate on the status of downed trees, downed wires, blocked roads, and other geographically-oriented events.
• Implemented a backup email Vault and eDiscovery tool.

FY 21-22 Goals

• Replace backup storage system located at TNW disaster recovery site.
• Begin update of GIS layers.
• Continue workflow improvements to Town website.
• Implement a secure and supportable method for department heads and other critical staff to work remotely using Town equipment.
• Upgrade document management scanners in high traffic departments and centralize format settings to reduce downtime.
• Work with Emergency Operations leadership to integrate 311 system into map-of-record.
• Integrate 311 system into work-order systems at DPW and Parks & Recreation.
• Work with Parks & Recreation Department to implement fiber optic for Internet access at the Greenwich Point Gatehouse.
Table of Organization

Chief Information Officer

Administrative Assistant

Assistant IT Director

GIS Coordinator

Digital Content Editor

GIS Analyst

IT Service Manager

Technology Solutions Specialist

Network Specialists (3)

Digital Communications Specialist

PC/Application Support Specialist

Digital Content Editor

Technology Solutions Specialist

Network Specialists (3)

Digital Communications Specialist

PC/Application Support Specialist

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.
- Supports 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 20-21 Major Accomplishments

- Due to the uncertainty of the real estate market conditions and the impact from COVID-19, the Assessor’s Office has determined it is in the best interest of the Town of Greenwich to postpone the 2020 Revaluation to 2021. Revaluation companies, Tyler Technologies and J.F. Ryan, were contracted to assist with the revaluation. They have agreed to amend their contracts to reflect this delay and the amendments are being finalized by the Town. Tyler Technologies shall be responsible for the valuation of the residential and condominium properties, J. F. Ryan shall be responsible for the valuation of commercial and tax-exempt properties. In response to a letter from the First Selectmen, the Office of Policy and Management (OPM) has indicated it will be willing to respond favorably to waive any penalties against the Town of Greenwich due to COVID-19 when the official request is made in January or February of 2021.

- Connecticut State Statutes require that all property be physically inspected every ten years. The Town of Greenwich has a total of 22,403 parcels. Of which, 21,074 improved parcels must be physically inspected by October 1, 2021. Of the 21,074 improved parcels, 16,524 are residential; 3,199 are condominiums; 1,041 are commercial; and, 310 are tax-exempt parcels. The Town of Greenwich has spread out the physical inspections over a period of years to reduce the costs of revaluations and provide accurate data for every revaluation. The physical inspection of properties will be done by personnel from the Assessor’s Office, thus significantly reducing the cost to the Town of Greenwich for these required inspections for the 2021 Revaluation.

- Compiled the 2020 Grand List, which includes 21,435 taxable real estate parcels; 968 tax-exempt parcels; 3,964 personal property accounts; 53,628 motor vehicle accounts; and, 11,097 (2018) supplemental motor vehicle accounts.

- Of the 166 tax appeals filed to Superior Court arising out of the 2015 Revaluation, 9 are still pending, with a total of 45 appeals pending from all years. From 2015 to the present, of the 232 appeals filed against the town, 187 appeals have been settled. The Assessor’s office shall continue to determine the tax impact and reductions to future Grand Lists.

- Additions to the 2019 Grand List, such as Certificate of Occupancy, were detailed and provided throughout the fiscal year. Supplemental notices of increase were sent to 83 taxpayers which added an additional revenue of $204,533.68 to the 2019 Grand List. It is estimated that 95 new dwellings were constructed and added to the 2020 Grand List.

- Continue developing and improving 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 was determined that further review of the additions and deductions to the Grand List were necessary. A procedure for this review was established and has been implemented by the supervisory staff.

- Creation of a more sophisticated and thorough analysis of all sales, both residential and commercial/industrial, has allowed the Assessor’s Office to better estimate the impact of the Equalized Net Grand List and the 2021 revaluation on the mill rate.

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

- Provide accurate information of the sewer district to the Finance Department, so that department can determine budgetary impacts.

- Processed approximately 4,000 building permits with data changes and sketches and entered them into the ProVal database. Reviewed and verified sales transactions, parcel splits, and merger records. Reviewed 768 annual income and expense report filings of commercial properties.
• Processed an estimated 53,628 motor vehicle accounts, and 11,000 supplemental motor vehicle accounts, and calculated pro-ration adjustments. Continue to oversee and review the proper documentation for such pro-rations with the staff.
• Processed 253 state senior and disabled applications, 517 local senior and disabled credits applications, 75 additional veteran exemption applications, and 45 volunteer firefighter credits applications. Promptly filed State Reports for the State Office of Policy and Management.
• 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. This is a continual process that occurs throughout the year.
• Designed new web pages, assessment maps, books containing sales and assessments by neighborhood, street address and type of building; installed computer terminals to review and print field card records enabling the public to better understand their assessments. Enhanced public access to real estate records via the internet.
• Initiated the electronic filing of personal property declarations commencing with the 2019 Grand List, this has minimized the amount of data entry required by the staff and allows businesses to file electronically. Once fully implemented, it will streamline the process of the office personnel and will allow taxpayers an alternative to the current filing process.
• Commenced audits of personal property accounts which failed to file personal property declarations. Tax Management Associates shall continue to conduct audits as directed by the Assessor’s Office.

FY 21-22 Goals

• The Assessor’s Office shall complete and implement a town-wide revaluation as of October 1, 2021. Continue to provide to the BET and Finance Department a financial estimate of the findings of the revaluation and the impact of it to the mill rate; a detail of revenues; and additions and deductions from the Grand List so that budgeting and the estimation of the mill rate shall be as precise as possible.
• Completion of the required measuring of all properties within the Town of Greenwich in preparation for the 2021 Revaluation. There are 1,662 parcels left to be inspected by the Assessor’s staff and outside consultants.
• Schedule an informal and formal hearing process so that all property owners can review their 2021 assessments. Continually assist property owners in understanding the assessments and how such assessments were established for the 2021 Grand List. During that time period, the Assessor’s Office shall extend its office hours and continue to educate taxpayers on the appeal process.
• Completion of the 2021 Grand List, including a review of approximately 4,000 building permits. Institute a review process to insure all new construction is properly added to the Grand List. Review and update the 3,964 personal property accounts; price an estimated 54,000 motor vehicle accounts; and, estimate 11,000 supplemental motor vehicle accounts.
• Improve the office’s customer service to resident taxpayers and the business community, 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 to implement and fully utilize the software systems, QDS (which replaced Munis) and the ProVal CAMA System. Implement updates to the software systems, as needed or identified, to create greater efficiencies within the office.
• Continue promoting the electronic filing of personal property declarations which is made available to all taxpayers with the 2019 Grand List, thus minimizing the amount of data entry required by the office. Each year, the Assessor’s Office shall continue to recommend declarations be filed electronically streamline the filing process and allow taxpayers an alternative to the current filing process.

• Continue audits of personal property accounts determined by the Assessor’s Office to be incomplete or not accurate relative to current assets. Tax Management Associates shall continue to conduct audits as directed by the Assessor’s Office.

• Minimize the tax exposure and reductions to the Grand List when tax appeals in the Superior Court are settled. Continue to determine the tax impact and reductions to future Grand Lists in negotiating settlements.

Table of Organization

Personnel Summary

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<tr>
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<td>FY 19-20 Budgeted</td>
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<td>FY 20-21 Budgeted</td>
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<tr>
<td>FY 21-22 Requested</td>
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Comments on Proposed Personnel Changes

None
Mission
The Tax Collector office strives to achieve the highest possible Real Estate, Personal Property, Motor Vehicle and Sewer tax collection rate for the Town of Greenwich. The office safeguards and accounts for all collected tax revenue. The office utilizes state statute and local ordinance collection tools. The office provides professional customer service treating the taxpayer with courtesy and respect.

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

FY 20-21 Major Accomplishments
- Promoted and put into place the 90-day deferment program to aid the Town’s taxpayers during the COVID-19 health issue.
- Performed mailing of delinquent real estate tax bills in March for the first time ever, resulting in $2.1 million collected in one month of backtaxes.
- During entire town hall shutdown due to COVID-19, Department worked entire shutdown to process mail payments and field phone calls.
- All checks received in mail deposited same day, at drive-in facility of TD Bank in Stamford during COVID-19.
- Saved money for town eliminating Lockbox for month of September, processed payments on-site.
FY 21-22 Goals

- Research possible “Stop Work” order on properties owing substantial taxes, enforce time limits on open permits. Example: Our top delinquent last paid taxes in July 2015, got a tax stamp for building and has not paid since, he owes the Town over $700k
- Reinstate DMV put on/take off program to stop delinquent taxpayers from registering at DMV, this process was discontinued due to shortage of staff.
- Collaborate with Tax Assessor to visit the idea of hiring outside company that finds residents who have their vehicles registered out of state to avoid motor vehicle taxes.
- Discuss with Town Attorney the possibility of foreclosing on properties that are top delinquents.

Table of Organization

![Diagram showing the organizational structure]

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<th>Position</th>
<th>Full Time Employees</th>
<th>Part-Time/Temp Employees</th>
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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.

Have eliminated the seasonal/temporary employee freeing up approximately $14K that be used towards salary and benefits to convert the part-time position to full time.
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 20-21 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 21-22 Goals

- The primary goal of the Law Department is to provide timely, diligent and competent services to the Town.
- The Department will continue to explore ways to utilize technology to make it more accessible to other Town departments, staff, Town employees and elected and appointed officials.
**Table of Organization**

- Town Attorney
  - Assistant Town Attorney III (5)
  - Paralegal
    - F/T (1); P/T (1)
  - Law Department Supervisor
    - Legal Assistant I
    - Legal Assistant II (2)
    - Administrative Clerical Assistant (P/T)

**Personnel Summary**

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<td>FY 21-22 Requested</td>
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**Comments on Requested Personnel Changes**

Vacancies in Legal Assistant I and Assistant Town Attorney III will not be filled.
TOWN CLERK
150

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 20-21 Major Accomplishments

- Scanning births, deaths and marriages to eliminate the card files.
- Indexing and scanning the land records back to 1950.
- Keep up with the high demand of Births, Death, Marriages, Land Record Sales/Refinances under these extra ordinary circumstances (COVID-19).

FY 21-22 Goals

- Reorganization of Vitals Vault with grant money.
- Scanning historic births, deaths and marriages certificates, and Land records back further than 1950 while keeping highest standard of services to customers.
Table of Organization

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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 20-21 Major Accomplishments

- Responded seamlessly to the demands imposed by COVID-19 by immediately instituting a digital zoning permit processing system that allowed for on-line submissions.
- Continued to refine the coordinated approach between Building Department and Zoning Enforcement with the new permit tracking software, Municity.
- Continued to provide excellent Customer Service.
- Participated in the team approach that led to a new multi-department consortium, to be led by the Town Administrator, to address blight issues in a coordinated way such that the Nuisance Officers are not tasked with addressing a response to blight that is out of their jurisdiction, such as by enforcing Building and Health Codes. This included new language in the Town Ordinance under the Nuisance section.
- Provided education sessions in coordination with the Greenwich Board of Realtors to help them meet their accreditation requirements and ensure that there is a common understanding on basic zoning issues such as grade plane and development of homes in the floodplain.
- Created a task force to draft an ordinance that would allow the issuance of fines pursuant to Section 8-12a of the Ct General Statutes.
FY 21-22 Goals

- Continue to provide excellent Customer Service.

Table of Organization

Included in Planning and Zoning (171)

Personnel Summary

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

None
PLANNING AND ZONING

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 20-21 Major Accomplishments

- Responded seamlessly to the demands imposed by COVID-19 by immediately instituting a digital zoning permit processing system that allowed for on-line submissions. Worked with the Office of the First Selectman to assist businesses by allowing temporary outdoor dining on Town property such as sidewalks and parking spaces so that they could remain open and survive during the pandemic and also give the community an outlet.
- The RTM adopted the 2019 Plan of Conservation and Development (POCD), which is a land use plan required by the Town Charter. As part of the implementation of said Plan, the Planning and Zoning Commission adopted zoning regulation change involving the following issues:
  - Created a “Pre-application” process that allows for a non-binding discussion with the Commission, which affords the public and town departments the opportunity to comment on a plan in its infancy.
  - Imposed a moratorium and instituted change to Section 6-110 – moderate income dwelling units in a way that it is still attractive to developers but now more in scale with and in keeping with the community.
  - Added flexibility to Section 6-99 – accessory units, with the hopes that more people would create units thereby increasing the affordable housing stock and for the elderly. Worked closely with Selectman’s Advisory Group for People with Disabilities.
  - Eliminated distance requirements for walk-in medical clinics
  - Defined and regulated Short Term Rentals.
  - Created a requirement for vegetated buffers in the coastal areas
- Participated in the team approach that led to a new multi-department consortium, to be led by the Town Administrator, to address blight issues in a coordinated way such that the Nuisance Officers are not tasked with addressing a response to blight that is out of their jurisdiction, such as by enforcing Building and Health Codes. This included new language in the Town Ordinance under the Nuisance section.
- In keeping with the 2019 POCD, the Commission designated Sound Beach Avenue as a Scenic Road
- In keeping with the 2019 POCD, the Commission approved a subdivision for the purpose allowing the critical acquisition and preservation of Converse Pond Brook Preserve. In working with the Greenwich Land Trust, the Town acquired a 75-acre conservation easement over this critical open space parcel.
- Part of the team that worked on addressing land use issues and Sea Level Rise.
- As part of the Implementation strategy for the 2019 POCD, several short-term committees were formed to accomplish various tasks:
  - Greenscape committee – A collaborative effort by Town Departments, the public, and non-profit organizations to create a landscaping plan for the Post Road Corridor as an effort to create beautiful places that foster our sense of place. The committee started a project at Chestnut Island (Green area between East Putnam Avenue and the foot of Stanwich Road) to create a sea of daffodils.
  - Affordable Housing committee – the group worked on an affordable housing strategy for the Town
  - Key Performance Indicators – the group laid the foundation for how this could work and then passed the project off to the Office of the First Selectman
  - Zoning Regulation committee – the group led by members of the Planning and Zoning Commission focused on key regulation updates.
• Worked with Town Administrator to prepare a policy to allow for public art installations on Town property (POCD implementation strategy)
• Approved a Municipal Improvement for Greenwich High School for the bleacher improvement project.
• Continued work on the complete re-write of the sign and lighting regulations.
• 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.

**FY 21-22 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.
• 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.
• Explore regulations for EV charging stations.
• Update landscape regulations for commercial properties.
• Continue to provide excellent Customer Service.
Table of Organization

Planning and Zoning

Director P&Z/Zoning Enforcement Coordinator/Town Planner

Deputy Director P&Z & Assistant Town Planner

Zoning Enforcement

Zoning Enforcement Officer

Shared Staff

Application Coordinator

Account Clerk II

Administrative Staff Assistant I (P/T)

Senior Planner

Planner II (2)

GIS Planning Analyst

Planner I (P/T)

Housing Specialist (P/T)

Assistant to P&Z Director

Administrative Staff Assistant II (2; P/T)

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 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.
  o Coordinates watershed planning in key watersheds including Mianus and Byram River watersheds – serves as liaison between community groups and other town departments
  o Performs technical reviews and field inspections for E&S controls and storm water management
  o Assists with development and implementation of MS4 permit

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

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

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

• **Public Outreach and Education** – link between public and Town on natural and cultural resource issues.
  o Environmental Education – coordinate educational programs with BOE and community resources on issues of concern and serve as facilitator for CT DEEP programs.
  o Coordinate Environmental Programming at Innis Arden Cottage.
    i) Liaison to community groups with mission that involves town-owned resources including: Bruce Museum, Friends of Greenwich Point, Garden Education Center, Greenwich Community Gardens, Greenwich Green and Clean, Greenwich Point Conservancy, and Greenwich Tree Conservancy.
    ii) Liaison to key community partners including but not limited to: Greenwich Land Trust, League of Women Voters, Greenwich Audubon, Mianus River Watershed Council, Garden Clubs, Calf Island Conservancy, Greenwich Historic Preservation Trust, Sound waters, and other state organizations.
  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 20-21 Major Accomplishments

• Maintaining public access to staff and records during modified operations due to COVID-19 to ensure the work of the Conservation Commission, IWWA, and our customers is minimally affected.
• Completed the preservation of the 72 acres of Aquarian property off of Lake Avenue.
• Steward the completion of the sea level rise (SLR) study.
• Revised the 2015 Open Space Plan.
• Positioned Greenwich to submit its Sustainable CT certification for August 2021
• Formation of an Energy Committee appointed by the Board of Selectman (anticipated).
**FY 21-22 Goals**

- Submit Greenwich Sustainable CT application and respond to reviewers.
- Begin first phase of implementation of actions recommended in the sea level rise (SLR) study.
- Secure adoption of revised Open Space Plan.
- Partner with Greenwich Land Trust to adopt Converse Pond Brook Preserve management plan.

**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)
### Personnel Summary

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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

None
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 20-21 Major Accomplishments

- Approved FY21-FY24 Commission on Aging and Senior Center Strategic Plan.
- Reviewed and amended Department policies and procedures in accordance with Town of Greenwich, State of CT and CDC COVID-19 guidelines for high risk/vulnerable populations.
- Provided leadership, professional education and virtual networking opportunities to the Senior Providers Network.
- Enhanced communication to diverse audiences utilizing expanded digital and print media.
- Expanded utilization of MySeniorCenter database further enhancing operational efficiencies and communication with members. Updated database of Senior Center members and developed strategy to implement member photo ID protocol.
- Accomplished Age & Dementia Friendly Greenwich Year 1 Action Plan goals and submitted formal report to AARP/WHO; engaged Advisory Board and Task Groups and launched Year 2 goals and recommendations.
- Expanded collaboration with community partners to enable enhanced virtual programming
- Offered virtual Dementia Friends educational sessions through the community to residents, non-professional groups, students, business owners and various faith communities.
• Coordinated and administered multi-agency collaborative to address food insecurity among older Greenwich residents and delivered 2,055 bags of groceries to 252 unduplicated clients over a 10-week period utilizing $51,250 CARES Act funding.
• Collaborated with Greenwich Country Day School to launch CONNECTT (Connecting Our Neighbors Naturally Enhancing Community Through Technology) – a Senior Center without walls virtual platform of programs for older adults. Opportunities for daily engagement and connectivity with incorporated telephone capability was also enabled.
• Coordinated Distinguished Lecture – Town Webinar “Maintaining Emotional Wellbeing During COVID-19” with Dr. Dale Atkins.
• Created and implemented “Hello Neighbor” telephone outreach campaign to 3,300 households. Recruited and oriented 110 volunteers (RTM members and aging network professionals).
• Created and implemented “Bridging-the-Generations” program with Greenwich High School to match students with older adults for regular contact and conversation during stay-at-home mandate.
• Introduced Drive-Thru Lunch program for curbside/contactless pick-up of lunch at the Senior Center.
• Initiated “299 To You” mail campaign to enhance cognitive engagement and connectivity for the low technology/no-technology older adult.
• Conceptualized and implemented virtual Medicare D Open Enrollment strategy; trained counselors; presented educational webinars for residents and created direct mail campaign to heighten awareness and lend assistance in creating MyMedicare.gov accounts. Incorporated online scheduling for Health Insurance Counseling. Virtually assisted more than 500 older adults in navigating the complexities of Medicare A, B, Medicare Advantage Plans, Medicare D and Medicare Supplemental Insurance (Medigap coverage). Maintained compliance with State mandated STARS client reporting.
• Actively participated with SWCAA Advisory Boards and Working Groups (collaborative effort of 14 communities in the Southwest region of CT) regarding basic human needs; utilization of technology; outreach to the no-technology/low-technology resident. Enhanced outreach to older adults and caregivers resulting in improved access to services and the enhanced social, emotional health and well-being of older adults.
• Inaugurated online and point-of-sale credit card capability for all Commission on Aging programs and services.
• Organized “Caregiver Circle” educational programs in collaboration with River House Adult Day Center and community stakeholders.
• Launched successful Sponsorship campaign which funded annual Health and Wellness Expo, Chef Challenges, Educational Lectures (Distinguished Speakers and Fireside Chats) for older adults, caregivers and industry professionals.
• Presented educational talks via Zoom and Cable TV Channel 79 about supportive services, local resources and the importance of remaining socially connected and engaged.
• Expanded opportunities for volunteerism.
• Installed intercom system and video surveillance of front entry, ramp entry and rear facility entrance.
• Reconfigured all programs and services to operate in response to challenges related to the COVID-19 pandemic.
FY 21-22 Goals

- Enhance Senior Center Programming by creating innovative programs and services to meet the diverse needs of the growing older adult population in our community.
  - Assess member interest, via an online and mail-in survey of different types of programs and services to determine existing programs and services we should keep or modify and new programs and services that we should develop for a more diversified offering.
  - Increase the use of technology by older adults to access our programs and services.
  - Expand remote programs via Zoom/YouTube and utilizing local public access TV to reach low/no tech participants.
  - Explore opportunities to make technologies (smart phones/iPads, repurposed laptops) available to financially eligible older adults in need and provide initial training and ongoing support in use of these technologies.
  - Expand “299 To You” mail campaign to heighten awareness of programs and services and connect with low/no tech older adults.
  - Identify, create and maintain a database of low/no tech members and engage them via mailings, Channel 79/24 and conference calls.
  - Explore the feasibility of collaborating with Greenwich Chamber of Commerce to develop a “Commerce Card” or “Chamber Advantage Card” for Senior Center members which could be linked to discounts and shopping incentives at local businesses.

- Enhance and expand programing in satellite locations as an outreach tool to introduce new audiences to Commission on Aging and Senior Center programs and services.
  - Schedule regular classes at the Eastern and Western Civic Centers
  - Continue to collaborate and partner with Town organizations (Library, Bruce Museum, YMCA, YWCA) to host programs at their facilities.

- Enhance the customer service experience with the Commission on Aging and Senior Center.
  - Improve the transportation options to and from the senior center by providing more cost-effective transportation on a flexible schedule that meet the needs of members.
  - Improve payment options for fee-based programs and services for senior center members and older adult residents utilizing credit cards, prepaid debit cards and online payment options.
  - Plan and oversee the enhancement of the Senior Center facility by improving the kitchen and dining area resulting in an overall enhanced dining and socialization experience.

- Improve communications for the Commission on Aging and the Senior Center with older adults and other stakeholders in the Town.
  - Develop a communication strategy for the Commission on Aging and the Senior Center embracing digital and print media.
  - Develop templates and marketing materials based on the communication strategy.
  - Pilot the communication strategy and evaluate to ensure targets are being met.

- Improve the branding for the Commission on Aging and the Senior Center to enhance their image and authority among older adults and other stakeholders within the Town.
  - Develop a branding strategy for the Commission on Aging and the Senior Center.
  - Heighten awareness of Information & Referral resources and other services available from the Commission on Aging.
- Update “Resource Guide for Older Adults” and create subject-matter mini guides to help older adults, caregivers and professionals navigate services.
- Work cooperatively with Friends of the Greenwich Senior Center and GREATS to further the mission, vision and values of the Commission on Aging and Greenwich Senior Center.

**Table of Organization**

See Senior Center (196)

**Personnel Summary**

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**Comments on Proposed Personnel Changes**

Enhance personnel resources to appropriately support the growing demographic of older adults and expanded departmental functions by reallocating existing budgeted resources to fund a 15 hours/week part-time Clerical Assistant (unrepresented). This new position is essential in ensuring the operational efficiency and viability of the Commission on Aging and Senior Center initiatives.
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 Major Accomplishments
- See Commission on Aging (195).

FY 21-22 Goals
- See Commission on Aging (195).
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)

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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 20-21 Major Accomplishments

- Successfully improved our Insurance Services Office (ISO) Public Protection Classification (PPC) to a 2/2Y from a 3/3Y. This may reduce premiums for residential and commercial building owners.
- Utilizing the information contained in the Matrix report and working with the Town of Greenwich Administration to develop a plan to reduce response times in the Northwest section of Town.
- A successor collective bargaining agreement with the firefighter's union has been arbitrated and is in place (anticipated).

FY 21-22 Goals

- Add an additional Assistant Chief’s position to our table of organization.
- Begin the process for developing an updated strategic plan.
- Further integrate the volunteer members on the planning components of our Department.
Table of Organization

First Selectman/Fire Commissioner
- Deputy Training Chief
- Chief of Department
  - Training Lieutenant
  - Volunteer Training Officers (6)
  - Vol. Recruit. & Reten. Coordinator
- Assistant Chief
  - Deputy Chief (4) (Shift Commander)
  - Career Lieutenants (28)
- Firefighter (63)
  - Fire Marshal
  - Deputy Fire Marshal (4)

Personnel Summary

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<tr>
<td>FY 21-22</td>
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Comments on Proposed Personnel Changes
Requesting a second Assistant Chief’s position. Would like to transition to an Asst. Chief of Operations and an Asst. Chief of Administration. This will allow for improved organization and output to meet our increased administrative needs and closer command, control and accountability of our Operations Division. The work load of the administrative duties and operational functions can no longer be managed effectively by one Assistant Chief.
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 20-21 Major Accomplishments

- Training all of our career and volunteer members during the Coronavirus Pandemic became a challenge that was not easily met. Fortunately, the Training Division had implemented distance training for career staff in FY 2019-20. Using the online platform for training we were able to keep career, and now volunteer staff trained and ready to respond during the pandemic.
- The Training Division remains committed to procuring high quality personal protective equipment (PPE) to keep our first responders safe during the Coronavirus Pandemic. Supplies or PPE were severely limited during the onset of the pandemic, ensuring that appropriate PPE and disinfecting equipment when the virus returns will be one of our major accomplishments.

FY 21-22 Goals

- Maintenance of the Fire Training Center will be a goal of FY 21-22. As the Center turns 7 years old some of the training props and equipment are showing wear and tear from heavy use. Exterior lighting improvements, interior trim repair and training prop refurbishment are items that are on the agenda.
- Implementing the ability to better track PPE and equipment issued to volunteer firefighters is a goal for FY 21-22. Currently, these items are distributed by the Training Division to volunteers and the transaction is documented in our database. The challenge we face is when volunteers stop participating, or move away from Town, we are not readily notified resulting in loss of equipment. Ensuring that a leaving volunteer participates in an exit interview and the gear and equipment are returned intact is the goal.

Table of Organization

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

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<th>Number of Full Time Employees</th>
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<td>FY 21-22</td>
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</table>

### 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 20-21 Major Accomplishments

- Changeover to the 2020 CT state fire safety and prevention codes.
- Have a newly promoted Deputy Fire Marshal fully certified and ready to be out on the street performing inspections.
- Deliver this year’s public education fire safety programs to the school kids virtually, due to the COVID-19 pandemic.
- Continue to complete a good amount of building inspections, despite difficulties associated with the COVID-19 pandemic.

FY 21-22 Goals

- Improve on our network of back country water sources.
- Strive to get as close as possible to a 100% completion rate of inspections.
- Continue to meet our required 90 credit hours of continuing education.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

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<tr>
<td>FY 21-22 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 20-21 Major Accomplishments

• Purchased new green Firefighting Foam and removed from service the foam which contains hazardous chemicals called per- and polyfluorinated alkyl substances (PFAS)
• Replaced all of our outdated level A chemical protective clothing.
• The week of August 4th GFD responded to nearly 300 incidents in 5 days without sustaining any injuries. The increased call volume was in response to tropical storm Isaiah.

FY 21-22 Goals

• Begin the two-year process of replacing all of our Hurst vehicle extrication equipment.
• Develop the specifications for a Quint. This will replace one of our older ladder trucks.
• Outfit all members with personal SCBA regulators. This will reduce the possibility of spreading COVID-19 amongst our members.

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 20-21 Major Accomplishments

- Increased Fire Department visibility with new updated press release contacts to advertise the Departments efforts to recruitment new Volunteers.
- 16 Red Traffic Support members, 2 new certified Volunteer Firefighters elevated for Firefighter I, 9 new certified Firefighter II members, and 2 Fire officer II certified member throughout the various Fire Companies.
- Continue outreach for recruitment at local business, schools and community events.
- The Division has created an E-blast Press Release distribution list to reach out to various local businesses, nonprofits and schools for recruitment.
- The Division interviewed 55 potential volunteers during the fiscal year for the various volunteer fire companies.

FY 21-22 Goals

- Continuously work with the Training Division and the neighboring Fire departments to find Convene the Annual Volunteer Recognition Dinner Ceremony.
- To continuously work the Training Division and the various neighboring Fire departments to find firefighting certification courses for the volunteer firefighting force.
- Recruit 20-25 new Volunteers and be Certified Firefighter I.
- To Elevate Current Red Support Members to become Certified Firefighter I.
- To coordinate with the Training Division advanced fire certification courses for volunteer officers for succession advancement in the various fire companies.
- Work with media, press, volunteer websites and nonprofit service organizations on promoting our services in hopes of recruiting more volunteer members.
- To promote the Explorer program so they can transition to the regular department when reach the age of 18 years old.

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 20-21 Major Accomplishments

- The Department adapted to responding to the COVID-19 pandemic with training and supervision that utilized best practices to keep our work force and the community safe.
- Coordinated efforts of Greenwich Together (local drug prevention council) to address response to illicit drug use in spite of COVID-19; Greenwich Together received a $500,000 grant over a 5-year period which we are assisting in executing.
- Continued the Organized Retail Crime Activity (ORCA) operations, which resulted in the arrest of 30 individuals for 66 felonies and 31 other charges.
- 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.
• Selective Traffic Enforcement Program continued to contribute to the steady decline in motor vehicle accidents in town.
• Earned State of Connecticut Tier I state accreditation as a Police Department, demonstrating our commitment to high standards and professional level of service.

**FY 21-22 Goals**

• Hire to Full Available Staff – Manage Succession Planning
  o Endeavor to partner with other municipal law enforcement agencies and the State 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 national 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.

• Complete implementation of body worn cameras for police officers and being work on obtaining additional technology to include dash mounted cameras for the police fleet.
• Due to COVID-19 we will be hosting our first ever virtual Citizens Police Academy program.
• Working on attaining Tier II state accreditation to continue the Department’s commitment to high standards and professional levels of service.
• Conduct strategic planning to address the future of the Department with significant changes to the command staff and the passing of the “Police Accountability” bill. We will proactively address all of the new mandates while continuing to deliver premium police services.
Personnel Summary

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Comments on Proposed Personnel Changes

Last year saw a reduction in two sworn officers. We will continue to assess what impact this change has on the level of police services.
Mission
To efficiently and effectively maintain and improve Town infrastructure, including roads, buildings, storm drains, and sewers, while insuring public safety and protecting the environment. 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 20-21 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 and Phase 1 remediation activities bid and undertaken.
- Continued operating successfully across all Divisions during pandemic, including the shutdown.

FY 21-22 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.
- Continue to manage all DPW projects, operations, services, permitting and inspections during the continuing COVID-19 pandemic.
**Table of Organization**

- Commissioner
- Deputy Commissioner
- Business Services Manager
- Administrative Operations Supervisor
- Account Clerk II (2) *
- Customer Service Representative (P/T)

*One account clerk is budgeted under Department 361

**Personnel Summary**

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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 84 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 20-21 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 Sunshine Avenue (completed), Oneida Drive (completed), 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.
- Continued work on stormwater compliance activities, stormwater network design (Harding Rd. and others), Byram River work in conjunction with the US Army Corps of Engineers, and other stormwater management work.

FY 21-22 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).
• Continue to manage all projects and services during the continuing COVID-19 pandemic.

Table of Organization

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<th>Position</th>
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<td>Engineering Assistant</td>
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<td>Clerical Assistant (P/T)</td>
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<td>Senior Civil Engineer (3)</td>
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<tr>
<td>Engineering Inspector</td>
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<tr>
<td>Traffic Operations Coordinator**</td>
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<td>Engineering Technician</td>
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*Position budgeted under Department 301/**Position budgeted under Department 318

Personnel Summary

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 20-21 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 21-22 Goals

- Execute and complete all ordinary and recurring services, budgetary items, and capital projects.
- Continue to manage all highway operations, services, permitting and inspections during the continuing COVID-19 pandemic.
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 20-21 Major Accomplishments

- Ongoing work with customers to increase knowledge of appropriate recycling options and increase participation.
- With Engineering, completed the restoration of the in-line sedimentation pond on Tom’s Brook on site at Holly Hill.
- Began food scrap recycling pilot program.
- Upgraded scale operations software, implemented tipping fee and paid residential permit program.

FY 21-22 Goals

- Continue to monitor and manage storm water discharge at Holly Hill.
- Continue efforts and opportunities to increase recycling and reduce waste.
- Continue to manage all waste disposal operations and services during the continuing COVID-19 pandemic.
Table of Organization

![Diagram of organization structure]

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 20-21 Major Accomplishments

- Execute 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 support of internal Town response measures to battle the COVID 19 pandemic.
- Continued the planning process to replace the Eastern Greenwich Civic Center to gain Municipal Improvement and Land Use approvals.
- Completion of the Byram Fire Station Rehabilitation.
- Continued interior renovations of Town Hall office space.
- Complete the planning, bid and execution of the new Kitchen/Dining spaces in the Senior Center.
- Begin the planning for the replacement of the Dorothy Hamill Skating Rink to gain Municipal Improvement and Land Use approvals.
- Complete the renovation of the Police Pistol Range to include new ballistic protection and targeting began in January 2020.
- Undertake the replacement of the central air make-up system at the Town Hall.

FY 21-22 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.
- Continue to manage all operations and services during the continuing COVID-19 pandemic.
Table of Organization

Superintendent

Project Manager

Administrative Staff Assistant II (P/T)

Technical Assistant (P/T)

Project Designer

Building Construction Foreman

Building Maintenance Foreman

Lead Painter

Carpenter Foreman

Building Maintenance Mechanics (6)

HVAC Repair/Maintenance Mechanic (2)

Painter

Carpenters (2)

Custodian II (5)

Custodian Assistant (P/T) (11)

Maintenance Mechanic (P/T)

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 20-21 Major Accomplishments

- Continued work to implement 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 21-22 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.
- Continue to manage all sewer operations, services, permitting and inspections during the continuing COVID-19 pandemic.
**Table of Organization**

- Building Official
  - Deputy Building Official
  - Building Code Engineer
  - Plan Examiner
  - Program and Operations Supervisor
    - Administrative Staff Assistant II (4)
    - Clerical Staff Assistant I (2)
  - Building/Electrical Inspector (3)
  - Building Inspector (2)
  - Permit Coordinator
  - Building/Plumbing Inspector (2)

**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, closed circuit television inspections (CCTV) of sewers, 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.
- Manage grease trap review program for food preparation establishments to meet the Connecticut Department of Energy and Environmental Protection (CTDEEP)’s Fats, Oils and Grease (FOG) Program.

FY 20-21 Major Accomplishments

- Completed construction of Old Greenwich Common Force Main Segments 9B, 10 and 11, and Segment 5.
- Substantially completed construction at the Ballwood, Huested, and Meadow Pump Stations (PS) (Ballwood and Huested completed in prior fiscal year and Meadow substantially completed and operational in current year).
- Continued making improvements to previously completed the Grass Island SCADA project, with emphasis on Town’s cybersecurity goals.
- Completed design work, bid and award of Sewer Rehabilitation – Phase II (trenchless technology project).
- Continued preliminary 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.
- Completed bid for new GIWWTP septic receiving flow metering system.
- Completed majority of sewer study for downtown area (including Greenwich Avenue).
- Effectively managed all sewer operations, services, permitting and inspections during the COVID-19 pandemic.
- Improved the online process for customer service (such as online submission of permits, etc.)
FY 21-22 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 design, bid, award and start construction of Old Greenwich Common Force Main Segment 3.
- Complete Sewer Rehabilitation – Phase II (trenchless technology project).
- Complete design of GIWWTP Primary Settling Tank Upgrades.
- Complete purchase, and installation of new GIWWTP septage receiving flow meter system.
- Complete sewer study for downtown area (including Greenwich Avenue).
- Continue design efforts for next areas of priority identified for sewer rehabilitation.
- Complete design and bid the Pump Station Electric & Control Upgrades for Belle Haven; Club Road; Central and Hilltop Pumping Stations.
- Continue to manage all sewer operations, services, permitting and inspections during the continuing COVID-19 pandemic.
Table of Organization

Personnel Summary

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Comments on Proposed Personnel Changes

None
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 20-21 Major Accomplishments

• Replace the current GPS system with a new updated system at no additional cost.
• Reduced staff by one (1) full time position.
• Introduction of the new Hybrid Police Interceptors into the fleet.

FY 21-22 Goals

• Perform detailed analysis on fuel savings of the new Hybrid Police Interceptors.
• Increase training for technicians on new hybrid vehicles.
• Work with town Sustainability Committee on electric and alternative fuel vehicles.
Table of Organization

Fleet Director
  - Shift Supervisor
    - Vehicle Technicians/Heavy (5)
    - Vehicle Mechanic/Heavy
    - Custodian (P/T)
  - Fleet Operations Manager
    - Fleet Operations Assistant

Personnel Summary

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Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

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

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

- Assure accessibility to quality medical care, as well as work towards reducing health disparities in the population, by providing direct public health essential services when possible, especially to disadvantaged populations and mobilize health resources (indirect services) when there is a need identified in the community. The Department’s health services include, but are not limited to: nursing services (adult, maternal and child health program), immunizations, child care, elder care for the homebound, communicable disease case management, and services for the uninsured and underserved. The Environmental Health and Laboratory Service Program provides enforcement of public health regulation, collects and analyzes environmental samples and provides clinical testing for children and adults. The Special Clinical Services program provides communicable disease screening, patient treatment, case management, and counseling for targeted conditions. It also provides public health education to student populations and executes the Town’s Blood borne Pathogen Program for Town employees. The Dental Health Program provides oral health screening, education, and referral primarily to children of the public health school system, pre-school programs, the Woman, Infant and Child (WIC) program, and seniors in the community.
• Plan for public health emergencies through the provisions of a contract between Greenwich Emergency Medical Services (GEMS) and the Town (to provide basic and advanced life support emergency medical services), conduct local emergency planning through the Department’s grant funded Public Health Emergency Preparedness program (which conducts disaster plan development/updating; educates the general public, and coordinates with community and Town agencies to ensure a coordinated response to public health emergencies). Acts as a liaison between the Town and State as it pertains to planning for emergencies that may require resources from the State and other municipalities.

• Provide limited public health education (the Department’s health educator position was eliminated by the Town in 2009-2010 as part of a downsizing effort) about disease, health issues, and health hazards, with an emphasis on prevention. This is achieved through provisions of public health service programming, presentations, classroom instruction, and literature distribution for the prevention of illness, disease, and premature death.

• Contribute to the evidence base of public health while investigating and evaluating health issues, implementing and improving health service programs, engaging the community, and initiating interventions through the provisions of: collecting, monitoring, tracking, tabulating, analyzing, and reporting data for the health jurisdiction served.

• 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.

**FY 20-21 Major Accomplishments**

(401) Administration

• To improve the business operations and accounting procedures for billing home services for the division of Family Health. All billing amounts/fees will be recorded and logged in. *(anticipated)*
  • Number of Medical Reserve Corps (MRC) members trained: 30
  • Estimated partial revenues received from programs that are funded by state grants: 2,550
  • Number of health orders issued per population served: 6
  • Number of customer satisfaction surveys: 25
  • Percentage of customers satisfied with Department services: 98%
  • Number of health alerts issued to the public: 72
  • Managed the Town’s contract with the Greenwich Emergency Medical Services, LLC (GEMS) to provide continued Advanced Life Support Services
  • Number of Emergency Preparedness Plans updated: 4
  • Number of state grants managed: 4

(405) Environmental Services

• To design a process that can effectively audit the Division’s Certified Inspectors performance when inspecting licensed food service facilities. This will ensure consistent application of public health laws and FDA Food Code requirements. *(anticipated)*
  • Number of public pools inspections performed for safety: 55
  • Number of public beach samples tested during the season for acceptable water quality: 129
    • Of those tested, number that had unacceptable results: 17 (13%)
  • Number of days public beaches closed for swimming due to unacceptable water quality and automatic rainfall closures: 22 (increase from last year)
- Number of septic system plans reviewed and processed by qualified staff (4): 365
- Number of septic system installation inspections by qualified staff (4): 164
- Number of well water drilling applications reviewed and processed: 33
- Number of sewage disposal permits processed: 63
- Number of food service establishment inspections conducted by qualified staff (4): 713
  - This number indicates a decrease.
  - Yearly, 1 in 6 people (48 million) in the U.S. gets sick, 128,000 are hospitalized and 3,000 die of foodborne disease.
  - Greenwich followed through on 13 enteric illnesses reported
- Number of food service establishment/facility licenses processed by office staff available (1): 365
- Number of animals submitted for rabies testing due to possible human exposure: 15
  - Of those submitted for analysis, none were found positive for the rabies virus.
- Number of residential building plans reviewed for other Town Department approval: 154
- Number of required licensed facility inspections other than food service establishments by qualified staff (4): 210

(410) **Special Clinical Services**
- To revise the Division’s policies, procedures and protocols as it relates to client confidentiality. State laws, regulations and Town polices will be reviewed. (anticipated)
- Number of public-students and staff receiving communicable disease education programs by qualified staff (1): 1,889
- Number of resident at-risk clients counseled/tested for STD/HIV/Pregnancy by qualified staff (1): 223 and 200 telephone counseling sessions provided
- Number of at-risk resident clients treated for STD per population served: 47

(410) **Dental Health**
- To provide public health education to expectant mothers who are enrolled in Greenwich Hospital’s pregnancy clinic on good oral health practices and health behaviors during all stages of pregnancy. (anticipated)
- Number of WIC children screened for oral health with one referral for treatment: 15
- Number of required public school oral health education sessions given to students in kindergarten through fifth grade by staff (2): 200
- Number of public-school children examined for oral health problems by staff (2): 4131
- Number and percentage of students referred to a dentist for follow-up: 677 (27%)
- Number of public-school children receiving dental screening services and Fluoride mouth rinse by staff (2): 6837
- Number of uninsured/underserved children receiving dental health screenings by staff (2): 278
  - Of those screened, percentage of children referred for dental follow-up: >50%

(415) **Family Health**
- To design procedures and guidelines for staff of the Division to: 1) receive new patient referrals; 2) provide current patients with referral to health care providers and other service providers; 3) provide residents with referrals to programs and services; and 4) create an effective and efficient referral process. (anticipated)
- Number of Women, Infant and Child (WIC) participants: >100
- Number of communicable disease outbreaks investigated: 239
• Number of deaths reported per Greenwich population served (62,727): 407 (#1 Heart & Circulatory Disease - #2 Cancer - #3 Cerebral/Cerebrovascular)
  o 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): 40
• Number of residents requiring medical management/follow-up for communicable diseases by staff (1): 27
• Number of immunizations given to general public for protection against various diseases by staff (4.0) per population served: 1,905 (slight decrease)
• Number of reportable disease reports received and reviewed: 201
• Number of underserved/insured children needing nursing clinic services: 90
• Number of immunizations, screenings and examinations for all children (including underserved/uninsured) needing nursing clinic services: 1,662
• Number of maternal health assessments for at-risk underserved women by staff (1): 51
• Number of live births reported and recorded for Greenwich in 2019-2020: statistic not available
• Number of live births reported and recorded for Greenwich with very low birth weights (<3.3 lbs.): statistic not available
• Number of live births reported and recorded for Greenwich with low birth weights (3.3-5.5 lbs.): statistic not available

(425) Laboratory
• To design a systemic process for implementation that can be used to assess the Lab’s quality of customer service. This process will evaluate the effectiveness of lab work. (anticipated)
• Number of public pool water samples analyzed: 160
  o Of those analyzed, number of samples found to be unacceptable: 4 (3%)
• Number of public beach samples tested during the season for acceptable water quality: 129
  Of those tested, number that had unacceptable results: 17 (13%)
• Number of public and private well water samples analyzed for acceptable water quality: 225
  o Of those sampled, number that had unacceptable results: 32 (14%)
• Number of public water distribution samples analyzed: 166
  Of those analyzed, number of samples found to be unacceptable: 0 (0%)
• Number of animals submitted for rabies testing due to possible human exposure-15
  o Of those submitted for analysis, none were found positive for the rabies virus.
• Number of residents that processed radon in air samples: 179
• Number of households above the EPA radon in air action limit (pic/L): 46 (27%)
• Number of residents that processed radon in well water samples: 29
• Number of well water samples found to be over the State DEEP action limit of 5,000 pic/L for radon in water: 3 (10%)
• Number of drinking water samples analyzed for bacterial contamination by number of staff (3): 225
• Number of school children screened for anemia: 87
  o Of those screened, number found to have unacceptable levels: 2
• Number of children screened for lead in blood in the WIC Program: 87
  o Of those screened, number with elevated levels of lead and reported to state: 0

FY 21-22 Goals

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

(401) Administration
• To design an efficient process to monitor all Departmental Division expenses as it relates to budgeted funds.

(405) Environmental Services
• To develop a compliance program for licensed food service establishments that have repeat violations. The program will include but will not be limited to: facility staff regulatory training; cleaning and maintenance of facility equipment. The Division staff will work with select establishments to implement these improvements over a reasonable time frame.

(410) Special Clinical Services
• To develop a manual that guides HIV/STD clinic staff in providing services to clients. This manual will include but will not be limited to procedures to follow and forms to be used. This step by step manual will assist cross trained staff who are assigned to complete necessary clinic duties.

(410) Dental Health
• To develop a program that uses dental varnish to control dental caries in a targeted group of preschoolers. More than 40% of children have dental caries by the time they reach kindergarten. The staff of the Division will work with selected preschool programs in the community.

(415) Family Health
• To design a Division master schedule, which outlines a timeline of action items that need to be addressed. Examples include but are not limited to submitted reports, dates for activities such as flu clinics, blood pressure and immunization clinics, etc. This master schedule will provide the most effective and efficient delivery of program services.

(425) Laboratory
Table of Organization

Director of Health

Operations Administrator

Director of Health

Business Office Manager

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

Accounting Clerk II

Risk Reduction Counselor (Temp/as needed)

Dental Hygienist (2)

Dental Hygienist (2)

Director of Special Clinical Services

Administrative Staff Assistant I (P/T)

Risk Reduction Counselor (Temp/as needed)

Dental Hygienist (2)

Director of Environmental Services

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

Environmental Health Supervisor

Environmental Hygienist (4)

Environmental Aide (temp/grant funded)

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)

PHN-I - Adult Health Nurse

Administrative Clinical Clerk

Substitute Nurse (temp/as needed)
Personnel Summary

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Comments on Proposed Personnel Changes

None
DEPARTMENT OF HUMAN SERVICES
501 – ADMINISTRATION
502 – ADULT AND FAMILY SERVICES
509 – HOMEMAKER SERVICES

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 20-21 Major Accomplishments

- Established goals and began implementation of the Prevention Council strategic plan for reducing the prevalence of substance use disorders throughout the Greenwich community.
- Collected additional information on service outcomes from community partners of Results-Based Accountability report. Analyzed to ensure alignment of Department community partnership funding with outcome data furnished by the Results-Based Accountability report.
- Secured a new Day Care Establishment Registration from the Town of Greenwich Department of Health and a Child Care Center license from the State of Connecticut Office of Early Childhood in order for the BANC After School Program to operate in its new location (New Lebanon School).
- Successfully conducted the Greenwich Youth Conservation Summer Program during the COVID-19 pandemic.
- Transitioned to providing services via telephone and telehealth to ensure the safety of clients during the COIVD-19 pandemic and provided in-person services as appropriate.
- Continued to provide home care services for clients during the COVID-19 pandemic.
- Received a Community Development Block Grant for $50,000 to provide rental assistance for eligible costs incurred within an established timeframe for activities specifically to prevent, prepare for, and/or respond to the COVID-19 outbreak.
- Collaborated with local agencies to address low income senior clients' lack of access to technological devices and internet service.

FY 21-22 Goals

- Partner with the Greenwich Police Department in order to increase the options for alternatives to incarceration for individuals with substance use disorders.
- Establish an action plan and begin implementation of children/youth opportunity gap and achievement gap related services based on the Community Asset Mapping Project.
- Collaborate with the Youth Commission and Greenwich Together in order to de-stigmatize substance use disorders in the community.
- Develop a suicide prevention logic model for the Department and create a suicide postvention plan within the Greenwich community.
- Continue to meet the emerging COVID-19-related needs of the residents of Greenwich.
Table of Organization

Board of Human Services

Commissioner of Human Services

Commissioner’s Assistant

Community Partnership

Case Management

Programs

Homecare & Transportation

Youth Services Bureau

Business Office

Admissions and Applications

Community Gifts

BANC

GYCP

ESL

Personnel Summary

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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
GREENWICH LIBRARY
701

Mission

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

Primary Services Provided

- 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 20-21 Major Accomplishments

- Begun in July 2019, the $18.8MM project to ReImagine, ReNew & RePurpose all four floors of the Main Library was substantially complete by December 2020. This major undertaking will serve to sustain the Library as the cultural hub of the community. Key features include:
  - Creation of an Educational & Cultural Center in the lower level including a state-of-the-art 299 seat theater adjacent to a new courtyard; a light-filled café with indoor and outdoor seating; a black box multipurpose room with capacity for 100; a Technology Learning Lab; and a lounge.
  - Elevated programming.
  - A third public entrance and a new Welcome Desk was constructed in the lower level with easier handicapped access.
  - A floating staircase connecting the lower level to the first floor.
  - A combined Welcome Desk/Reference Desk at the 1st floor entrance
  - Five additional meeting rooms to serve local groups.
  - An Innovation Lab with 3D printers, a laser cutter/engraver and VR equipment.
  - A larger, dedicated teen space and Study Hall
  - A fully renovated Reading Room, well-it and well-wired
  - Over 100 replaced and upgraded public PCs at Main, Byram and Cos Cob.
  - An upgraded wired and wireless technology infrastructure and an extensively expanded security system.
  - The completion of construction was celebrated with a week-long series of high-profile programs with signature speakers.
Despite the closure of the Library building in March to the public due to COVID-19, staff pivoted swiftly using newly issues laptops, Zoom, and MS Teams from home to provide remote services including:
  o Reference services by telephone including technology instruction
  o Library card renewal support
  o Training to access digital content
  o Hundreds of virtual Zoom programs for all ages and interests
  o A reimaged summer reading program for children
  o Access to a dramatically increased digital collection of books, audiobooks, movies, magazines and newspapers. The value of a Library card to remotely access content resulted in 1,400 new card holders.
  o Expanded enewsletters and social media posts to keep patrons informed of all service offerings.

With safety and sanitizing protocols in place, staff returned to the libraries and certain services were introduced including no-contact pickup of physical materials after items were quarantined to prevent COVID-19 transmission. Gradually, controlled in-person computer use, Flinn Gallery and Innovation Lab visits by appointment were initiated. Study time by appointment and collection browsing were services that would be reinstituted if community health held steady.

**FY 21-22 Goals**

- Begin the research for a new 5-year strategic plan.
- Consistently elevate Library programs, offering high quality, engaging, and buzzworthy programs such as author talks, expert lectures, and performing arts. Balance in-person and virtual programming. Streamline marketing efforts to promote more signature events along with collections and services.
- Build on recent successes and the partnerships in place at local schools and non-profits.
- Improve and simplify online card management for the patron and explore automatic renewals of materials.
- Add downloadable audiobooks to the Hoopla service and expand the Express collection to the Main Library after its success at the branches.
- Continue to assess and develop staff competencies.
- Expand the wireless networks, including outside the Library buildings, to provide greater capacity and speed.
- Execute important interior and exterior capital improvement projects.
- Expand technology training and new technology exposure for patrons and staff through the work in the Learning Lab and the new Innovation Lab.
### Table of Organization

![Graphical representation of the organization structure]

*Peterson Foundation Position

### Personnel Summary

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### Comments on Proposed Personnel Changes

None
Perrot Memorial Library
710

Mission

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

Primary Services Provided

- 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 20-21 Major Accomplishments

- Prepared the library building to allow patrons to return this year in accordance with state and local pandemic health guidelines. Perrot has:
  - installed commercial grade air purifiers to our HVAC equipment
  - installed touchless faucets in our restrooms
  - installed plexiglass guards at our service desks
  - resumed all library services for the public
  - allowed library visits by appointment this fall to control the number of people in the facility at any one time (anticipated).

FY 21-22 Goals

- Enhance our property with improved drainage and the resurfacing of our parking areas.
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
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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 20-21 Major Accomplishments

- Due to COVID-19, implemented significant changes in our operating conditions while simultaneously handling a change in our customer’s behavior with respect to applying for Park/Beach passes and programs. With these altered operations, issued passes to: 6,144 seniors, 22,483 non-seniors, and 4,132 Golf, Tennis, Marine programs.
- Evaluated several software systems for our Trees at Risk program and began implementation of appropriate software solution. The key elements in the software features ability to collect and manage tree inventory, species, location etc. This is to be followed by licensed arborists who will conduct an evaluation of these trees while creating a work order for conditions that need corrective action, including removal. These work orders are then to be forwarded to staff for correction and ultimately updating the tree data base.
- Played a significant role in the financial audit of the Dorothy Hamill Skating Rink.
- Played a significant role in the financial audit of the Town’s Marina Offerings.
- Expanded Customer Service Representative (CSR) training to increase number of CSRs that can initiate permit process.
- Added online payment option for marine rentals.
**FY 21-22 Goals**

- Further explore and potentially convert to a process that will issue only 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.
- Replace existing work order system with the software selected to manage the Trees at Risk Program.
- Conduct customer service survey.
### Table of Organization

```
Director of Parks and Recreation

Executive Assistant to Director

Assistant Director

Recreation Division Superintendent 811-817
Parks and Trees Division Superintendent 821-829
Customer Service Supervisor 801
Business Operations Supervisor 801
Marine and Facilities Operations Superintendent 831-834
Griffith E. Harris Golf Course Manager 824

Customer Service Representative (3)
Park Pass Staff Seasonal (9)
```

### 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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<td>Requested 9</td>
<td>3.42</td>
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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, & Dance 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 20-21 Major Accomplishments**

- **Employment Opportunities**: Created two pamphlets with a listing and description of employment opportunities within the Recreation Division throughout the year. One pamphlet is 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.

- **Adventurers Camp and Kamp Kairphree**: Modified daily activities and trips and procedures in order to be able to operate during the COVID-19 pandemic. Operated within and exceeded the guidelines of the State of CT Office of Early Childhood by limiting camp enrollment, limiting group size, allowing no interaction across groups, requiring masks for staff, conducting daily temperature checks for all staff and campers, enacting new busing procedures. Had a waiting list for Kamp Kairphree. Also for Adventurers Camp, completed the set-up, training, and pilot use of ePACT, online application for collection of medical information for Adventurers registrants. The program is more convenient for the users enrolling, as well as the staff, for easy collection and organization of campers’ medical information.

- **Tennis**: Finished implementing the use of WebTrac’s online reservation system for tennis card holders who can now make reservations 24 hours in advance. Gradually opened most tennis courts with increased monitoring during pandemic. Modified general play and youth and adult tennis clinics to safely operate under guidelines of “REOPEN Connecticut – Sector Rules for May 20 and June 17” and the US Tennis Association. Clinics began two weeks late, but we added two weeks at the end, as sections were full with waitlists.

- **Skatepark**: Utilized WebTrac to allow residents to purchase daily and monthly passes online. Successfully held Summer Ramp Camps and Clinics during the pandemic with added safety measures including reduced group size, daily temperature checks, additional cleaning and disinfecting measures, wearing of masks.

- **Summer Baseball**: Revised program to operate during the pandemic within the guidelines of “REOPEN Connecticut – Sector Rules for June 17”

- **Pickleball**: Provided the first summer pickleball instructional clinic for adults (two sessions, 5 weeks each). Also, due to the closure of the Civic Centers, expanded the offerings/number of days for the general play group over the summer to three days per week. Enacted safety measures within the guidelines of “REOPEN Connecticut – Sector Rules for May 20 and June 17”.

- **Youth Basketball**: Added a section for younger players in the co-ed division to accommodate an increase in demand.
• **Swim Lessons:** For the third summer in a row, we offered group swim lessons at the Town Pool at Byram park for three sessions of two weeks each. Additionally, we offered private and semi-private instruction for the second straight year. Adjustments were made to the programs to safely operate during the pandemic based on guidelines of “REOPEN Connecticut – Sector Rules for June 17” and US Swim School Association.

• **Adult Softball:** Developed a COVID-19 Operation Plan with the Greenwich Softball Organization in order to operate the leagues safely for players and limited spectators. Rule changes were under the guidelines of “REOPEN Connecticut – Sector Rules for June 17” and USA Softball.

• **Wednesday Night Concerts:** Due to the pandemic, in lieu of the regular concert series at RSBP, “Concert in Cars” drive-in concerts were held at the Horseneck Commuter Parking Lot. We purchased an FM receiver/transmitter to broadcast the bands on the radio. Five concerts were held in the parking lot and spectators could remain in their cars and listen to the bands from their car radios or sit in chairs outside their cars, while being safely, socially distant from other spectators.

• Purchased a new 16’ X 16’ Wenger Stage and trailer that can be set up for community special events. The stage will be used when the large showmobile is not necessary or will not fit at a location.

• **Jim Fixx Memorial Day Races:** Partnered with Threads and Treads to make this year’s event a virtual race due to the pandemic. A five-mile run, kids’ half-mile run, and three-mile family walk were held. The event became a fundraiser for GEMS bringing in over $4,000.00.

• **Sandblast Festival:** In place of the annual Sandblast Festival, which had to be canceled as a result of the pandemic, offered a summer-long contest. Residents could submit photo entries of sand sculptures they created on their own time (similar to the winter Snow Sculpture contest).

• **Fall Programs:** Implement safety measures for all fall season programs (youth soccer, field hockey, baseball, softball, and adult pickleball) according to guidelines of “REOPEN Connecticut – Sector Rules for May 20, June 17, and July 20”

• **Cos Cob Community Preschool:** Planning for reopening on time during pandemic, with adjustments to cleaning procedures and operation within guidelines of State of CT Office of Early Childhood.

• Continue to work on building a closer relationship with some of the Greenwich High School Varsity programs, such as softball and field hockey, to provide mentorship and instruction in our youth recreation programs.

• **Farmers Market:** As an essential service, opened the Greenwich Farmers Market in May 2020, on time, with implementing safety measures under the guidelines of the State of CT Department of Agriculture, CDC, USDA. This includes having a P&R employee monitor attendance and enforce rules.

• **EGCC:** Installed additional security cameras and new smoke beam in gymnasium. Painted permanent pickleball lines on gymnasium floor and changed floor finish.

• **BWGCC:** Painted permanent pickleball lines on the gymnasium floor. Installed new fire panel. Installed a new router in the dance room so The DancePointe could run virtual classes. Added a fencing program, puppet show and puppet workshop.

• **Civic Centers:** After being completely closed to the public for several months as a result of the pandemic, reopened initially for day care, then summer camps, then for recreational programming on a pre-registration basis only.

• **Dorothy Hamill Skating Rink:** A new desiccant wheel was installed for the dehumidification system at the rink. We began to accept credit cards at the rink for daily admission, in addition to accepting credit cards for program registration. Residents can also purchase admission tickets to the rink online.
• **Dorothy Hamill Skating Rink**: The Dorothy Hamill Skating Rink Facility Evaluation Study by Kaeyer, Garment & Davidson Architects was completed. We used this to determine that the construction of a new rink is needed. Next, an Evaluation Committee was selected from the DHSR Reconstruction Committee and Town employees to evaluate 19 RFQL (Request for Qualifications) from architectural firms. The top 5 firms will make a presentation to the DHSR Reconstruction Committee in order to select an architectural firm to design a new rink.

• **Fields**: Worked with field user groups to safely resume play of their activities on Town fields. Organizations had to each submit a COVID-19 Operation Plan and complete and sign an Agreement in Response to COVID-19. Safety measures must be implemented based on guidelines of “REOPEN Connecticut – Sector Rules for June 17”, the CDC, and specific sport national governing bodies.

• **Fields**: Worked with Weston & Sampson consulting firm to complete Athletic Field Study Capital Improvement Plan.

**FY 21-22 Goals**

• **Music, Art & Dance 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.

• **Camps**: Extend use of ePACT to Kamp Kairphree and Music, Art & Dance Camp for collection of medical records of campers.

• **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.

• **Field Operations**: Develop field scheduling plans to provide for alternatives for field scheduling due to the likely long term closure of two synthetic turf fields at Greenwich High School.

• **EGCC**: Work with EGCC Committee and the Superintendent of BCM at DPW to further the construction of a new Civic Center. The design firm TSKP has been selected.

• **BWGCC**: Replace the existing water fountain on the first floor to add a bottle fill station. Have recreation desk staff taught to process credit cards for registration payments.

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

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

• **Pickleball**: Work with Parks Division to plan for the construction of official pickleball courts in Town; therefore, pickleball players could reserve court times online as they do tennis courts. Options include having pickleball nets placed at Christiano tennis courts on at least one court, thus creating two pickleball courts, and resurfacing a basketball court at Bible Street and having it lined and netted for pickleball courts.
**Personnel Summary**

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**Comments on Proposed Personnel Changes**

None
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 20-21 Major Accomplishments

• Established a database program that will have the ability to accession Town of Greenwich owned trees. This portion of the program is an important part of the larger Tree at Risk program.
• Upgraded landscape equipment. The new equipment will allow for the retirement/auctioning of older field equipment.
• Removed numerous hazardous trees and recycled the wood chips using the new chipper.
• Planted up to five hundred trees on Town property.
• Finished the Binney Park capital projects; including landscaping throughout the park and hardscaping improvements, such as the addition of the loop trail and expansion of the Warming Hut and Field House Patio.
• Field six and seven artificial turf installation at Greenwich High School.
• Finishing the planting of the Glenville and Pemberwick Tree planting plan and starting the Cos Cob planting plan.
• Restoration work and the planting of numerous native tree and shrub species that will enhance wildlife habitat.
• Maintained the Parks and restrooms clean and safe for public use during the pandemic.
• New playgrounds at Cos Cob School and Cristiano Playground were installed.
• Planted new and interesting species of conifers at the Pinetum.
• Removed old play equipment at William Street Playground and replaced it with new equipment.

FY 21-22 Goals

• Continue working on the Greenscape Committee Master Plan
• Develop a Committee for the restoration work of Pinetum and Pomerance
• The last remaining older playground, Loughlin Park, will be removed and new equipment will be installed.
• Continue to restore and diversify the conifer collection at the Pinetum.
• Continue the Organic Turf Program in the parks and athletic fields.
• Develop a planting plan and implement tree plantings along North Street from the Merritt Parkway south to Maple Street.
Table of Organization

Superintendent of Parks / Tree Warden 821

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

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

Equipment Supervisor 825
- Equipment Mechanic
  - Tree Foreman (2)
  - Tree Climbers (8)
  - Storekeeper (1)

Operation Manager - Trees 829

Personnel Summary

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Comments on Proposed Personnel Changes
None
Mission

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

Primary Services Provided

- Provide the supervision and control of the recreation facilities and activities of the Town surrounding the development, regulation, maintenance and use of bathing beaches, boat harbors, boating facilities, and waters of Long Island Sound subject to the jurisdiction of the Town.
- Issue permits and licenses, the assignment of facilities, the collection of fees and charges, and the enforcement of ordinances and regulations governing the use of recreational facilities, activities, and places.
- Continual training and drug testing for lifeguards and deckhands for the safety of the public.
- Communication Functions (Press, Radio Ads, 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.
- 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 20-21 Major Accomplishments**

- Start phase I of the Island Beach electrical overhaul.
- Complete the second phase of the Byram Marina 24’ slip expansion should it be warranted by the end of season slip usage.
- Continue working towards securing a dredge permit by the Arch Street ferry dock.
- Continue implementing the Greenwich Point Master Plan.
- Conduct Marine Facility ADA Study.
- Work towards securing a dredge permit for the channel by Greenwich Point.
- Establish a new DEEP storm water permit if required.
- Additional improvements to the Byram ramp.
- Installing guard rail at Cos Cob Marina.
- Greenwich Point boatyard erosion engineering.
- Finish the Great Captain Island propane tank upgrade.

**FY 21-22 Goals**

- Improvements to the Greenwich Point Causeway.
- Phase II of the Island Beach electrical overhaul.
- Complete next phase of Byram Marina layout expansion if warranted.
- Dredge by the Arch Street Ferry Dock.
- Dredge the Greenwich Cove Channel.
- ADA improvements to at least one of the Town marinas.
- Continue Greenwich Point Master Pan improvements.
- Revisit possible improvements with the Grass Island Marina layout.
- Greenwich Point Boatyard erosion project.
Table of Organization

Superintendent of Marine/Facility Operations
831

Operations Manager - MFO
831

Operations Manager
Boats and Harbors
834

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

Dockmstr
(2)
Dockmstr Temp/Seasonal
(4)

Marine Technician
Carpenter
Mason
Painter
Maintenance Mechanic
Utility Worker

Utility Worker

Maintenance Mechanic

Site Supervisor Temp/Season

Site Supv Temp/Seasonal

Senior Lifeguard Temp/Seasonal
(4)

Lifeguard Temp/Seasonal
(26)

Asst. Pool Dir. Temp/Seasonal

Pool Dir. Temp/Seasonal

Ferry Captain 833

Ferry Captain Temp/Seasonal

Deck Hands Temp/Seasonal
(10)

Admin. Staff Asst II (P/T)

Senior Lifeguard Temp/Seasonal
(4)

Senior Lifeguard Temp/Seasonal
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Lifeguard Temp/Seasonal
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**Personnel Summary**

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<tr>
<th>Fiscal Year</th>
<th>Category</th>
<th>Full Time Employees</th>
<th>Part Time/Temp Employees</th>
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**Comments on Proposed Personnel Changes**

None
PARKS AND RECREATION
824- GRIFFITH E. HARRIS GOLF COURSE

Mission

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

Primary Services Provided

- Perform continuous maintenance and improvements to the 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 20-21 Major Accomplishments

- Developed a safe working environment for the staff due to COVID-19.
- Managed COVID-19 protocols for the golf patrons and the operational management.
- Worked with Golf Professional to provide the Membership with a high level of service.
- Coordinated weekly men’s and women’s Club Play.
- Cart path repair Hole #3, #11.
- New Fairway Mower.
- Tee boxes renovations.
- Tree work at holes #12, #13 and #14.
- Planted evergreen trees at hole #8 tee box area for protection.
- Repaired/replaced fence between #1 & #9, #3, #6, #15, #17 and #18.

FY 21-22 Goals

- Increase the membership and continue to improve the overall patron experience at the golf course.
- Increase the number of rounds played.
- Recommendations from USGA for course esthetic and design improvements.
- Work on process efficiencies in staff (Cashiers, Starters, and Rangers).
- New Rough Sidewinder and Sand Pro.
- New Front End Loader.
- Cart path repair #9.
- Pump House re-roof.
- Tree work on #16 and #17 island area.
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 20-21 Major Accomplishments

- Decreasing and managing Overtime in all departments, particularly Nursing, Facilities, Housekeeping and Dietary by 15-20%.
- Decreasing Out of Class, Beeper, Night Differential Pay.
- Increasing Medicare Payer Mix by 5-10%.
- Performing sustained outreach to referral sources to expand TNW’s referral base.
- Create and implement a new, phased-in Nurse Staffing Plan to maintain quality patient/resident care and realize a potential annual cost savings of up to $250,000.
FY 21-22 Goals

- Develop and promote TNW as a “stepdown”/transitional care partner to area hospitals i.e. GHA, Stamford, WMC, White Plains Hospital, The Atrias, etc. to decrease hospital acquired conditions due to longer lengths of stay (LOS), which costs each hospital hundreds of thousands of dollars annually.

- Sustain and enhance clinical competencies in the following areas to increase and ensure TNW’s value as a referral source partner:
  - Sepsis Management
  - Simple Medical Management
  - Cardiac/Pulmonary Care
  - IV Therapy

- Increase TNW’s visibility via a new virtual tour package and targeted marketing campaign with a focus on the above-mentioned care modalities.
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 parking lots.
- Enforce parking rules and regulations per Town Charter and Code Chapter 14.
- Process parking revenue from on-street and parking lot locations, utilize License Plate Readers (LPRs) for detection of scofflaw violators, process parking fines, 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 and 32 LUKE Multi Space Meters.
- 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 aesthetics of parking resources.

FY 20-21 Major Accomplishments

- Completed the process of installing multi space meter machines in the Amogerone and the Liberty Way Parking Lots. Completed the process of servicing both lots with multi space meter machines.
- Purchased and installed multi space meter machines for Bruce Lot, as well as the Old Greenwich, Cos Cob, and Riverside Rail Road Stations.
- Completed the expansion of Park Mobile (mobile parking payment app) in the entire Central Greenwich Business District.
- Eliminated the need to issue manually prepared day fee tickets at all Rail Road Stations.
- Plan to restore issuing parking permit hangtags to employees based at Town Hall by end of FY 21.
- Enhanced the permitting system to allow the submission of renewal applications online for 2021 permits.
- Incorporated a portion of the Lafayette Parking Lot into the Merchant lot program, allowing employees to purchase annual permits.
- Adopted new manner of conducting Parking Appeal Hearings - by telephone, to address the current pandemic climate.
- Exercised the one-year option year for various service contracts: ITS (permitting system); Complus (enforcement system); ITS – MSM machine warranty.
- No longer employing the services of the parking consultant firm, SP+. They were helpful in certain areas; the PS staff has taken full responsibility of Business Operations.
FY 21-22 Goals

- Test and retest the license plate reader technology. Ensure that all multi space meter machines and Park Mobile data are downloaded in real time to make the process reliable.
- Introduce virtual enforcement (tag-less) permit system in Plaza, Town Hall, Island Beach, Horseneck, and Sound View parking lots.
- Consolidation of the permitting and enforcement platforms.
- Designate portions of select parking lots in the Central Greenwich Business District to include Merchant permits, which would encourage employees to park there, thus freeing up parking on Greenwich Avenue.

Table of Organization

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Comments on Proposed Personnel Changes

None