TOWN OF GREENWICH

OPERATIONS PLANS
FISCAL YEAR 2022-2023
# TOWN OF GREENWICH
## OPERATIONS PLANS
### TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction</strong></td>
<td>2</td>
</tr>
<tr>
<td><strong>General Government</strong></td>
<td></td>
</tr>
<tr>
<td>Office of the First Selectman (105)</td>
<td>3</td>
</tr>
<tr>
<td>Purchasing (106)</td>
<td>6</td>
</tr>
<tr>
<td>Administrative Services (107)</td>
<td>8</td>
</tr>
<tr>
<td>Human Resources (109, 131)</td>
<td>10</td>
</tr>
<tr>
<td>Registrars of Voters (120)</td>
<td>13</td>
</tr>
<tr>
<td>Finance (130)</td>
<td>15</td>
</tr>
<tr>
<td>Information Technology (134)</td>
<td>21</td>
</tr>
<tr>
<td>Assessor (135)</td>
<td>24</td>
</tr>
<tr>
<td>Tax Collector (139)</td>
<td>29</td>
</tr>
<tr>
<td>Law (140)</td>
<td>31</td>
</tr>
<tr>
<td>Town Clerk (150)</td>
<td>33</td>
</tr>
<tr>
<td>Zoning Enforcement (161)</td>
<td>36</td>
</tr>
<tr>
<td>Planning and Zoning (171)</td>
<td>38</td>
</tr>
<tr>
<td>Environmental Affairs (172, 173, 174)</td>
<td>41</td>
</tr>
<tr>
<td>Commission on Aging (195)</td>
<td>47</td>
</tr>
<tr>
<td>Senior Center (196)</td>
<td>52</td>
</tr>
<tr>
<td><strong>Fire Department</strong></td>
<td></td>
</tr>
<tr>
<td>Administration (201)</td>
<td>54</td>
</tr>
<tr>
<td>Training (202)</td>
<td>57</td>
</tr>
<tr>
<td>Fire Marshal (204)</td>
<td>59</td>
</tr>
<tr>
<td>Fire Fighting Force (205)</td>
<td>61</td>
</tr>
<tr>
<td>Volunteers (208)</td>
<td>63</td>
</tr>
<tr>
<td><strong>Police Department</strong></td>
<td>65</td>
</tr>
<tr>
<td>Administration (211)</td>
<td></td>
</tr>
<tr>
<td>Dispatch (212)</td>
<td></td>
</tr>
<tr>
<td>General Services (213)</td>
<td></td>
</tr>
<tr>
<td>Criminal Investigation (216)</td>
<td></td>
</tr>
<tr>
<td>Uniformed Patrol (217)</td>
<td></td>
</tr>
<tr>
<td><strong>Public Works</strong></td>
<td></td>
</tr>
<tr>
<td>Administration (301)</td>
<td>69</td>
</tr>
<tr>
<td>Engineering (302)</td>
<td>71</td>
</tr>
<tr>
<td>Highway (312, 318)</td>
<td>73</td>
</tr>
<tr>
<td>Waste Disposal (321)</td>
<td>75</td>
</tr>
<tr>
<td>Building Construction &amp; Maint. (345)</td>
<td>77</td>
</tr>
<tr>
<td>Building Inspection (351)</td>
<td>79</td>
</tr>
<tr>
<td>Sewer (361)</td>
<td>81</td>
</tr>
<tr>
<td><strong>Fleet (380)</strong></td>
<td>84</td>
</tr>
<tr>
<td><strong>Health</strong></td>
<td>86</td>
</tr>
<tr>
<td>Administration (401)</td>
<td></td>
</tr>
<tr>
<td>Environmental (405)</td>
<td></td>
</tr>
<tr>
<td>Special Clinical Services (410)</td>
<td></td>
</tr>
<tr>
<td>Family Health (415)</td>
<td></td>
</tr>
<tr>
<td>Laboratory (425)</td>
<td></td>
</tr>
<tr>
<td><strong>Human Services</strong></td>
<td>94</td>
</tr>
<tr>
<td>Administration (501)</td>
<td></td>
</tr>
<tr>
<td>Adult and Family Services (502)</td>
<td></td>
</tr>
<tr>
<td>Homemaker Services (509)</td>
<td></td>
</tr>
<tr>
<td><strong>Greenwich Public Schools</strong></td>
<td>97</td>
</tr>
<tr>
<td>Administration (600)</td>
<td></td>
</tr>
<tr>
<td>Instruction (620)</td>
<td></td>
</tr>
<tr>
<td>Operation of Plants (640)</td>
<td></td>
</tr>
<tr>
<td>Maintenance of Plants (650)</td>
<td></td>
</tr>
<tr>
<td>Pupil Transportation (660)</td>
<td></td>
</tr>
<tr>
<td>Student Activities (675)</td>
<td></td>
</tr>
<tr>
<td><strong>Libraries</strong></td>
<td></td>
</tr>
<tr>
<td>Greenwich Library (701-702)</td>
<td>98</td>
</tr>
<tr>
<td>Perrot Memorial Library (710)</td>
<td>101</td>
</tr>
<tr>
<td><strong>Parks and Recreation</strong></td>
<td></td>
</tr>
<tr>
<td>Administration (801)</td>
<td>103</td>
</tr>
<tr>
<td>Recreation (811-817)</td>
<td>106</td>
</tr>
<tr>
<td>Parks and Trees (821-829)</td>
<td>112</td>
</tr>
<tr>
<td>Marine and Facilities (831-834)</td>
<td>116</td>
</tr>
<tr>
<td>Griffith E. Harris Golf Course (824)</td>
<td>121</td>
</tr>
<tr>
<td><strong>Nathaniel Witherell (450)</strong></td>
<td>124</td>
</tr>
<tr>
<td><strong>Parking (219)</strong></td>
<td>127</td>
</tr>
</tbody>
</table>

Produced: November 2021
INTRODUCTION

Purpose:

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

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

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

Components:

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

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

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

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

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

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

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

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

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

Primary Services Provided

- Supports and assists a variety of community interests, activities, and organizations through proclamations, statements, appearances, and participation.
- Nominates and appoints highly qualified residents to boards and commissions.
- Establishes several advisory committees, including 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 First Selectman’s Waste Management Committee, and the First Selectman’s Sustainability 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 Collective Bargaining:
  - 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 21-22 Major Accomplishments

- Successfully managed COVID-19 impact on Town services.
- Established the Board of Selectmen’s Citizens Police Advisory Committee to assist in enhancing transparency and public accountability of the Greenwich Police Department.
- Established the Board of Selectmen Energy Management Advisory Committee (EMAC) to study ways the Town can be more energy-efficient and reduce our carbon footprint over time.
- Re-imagine Greenwich Committee
  - Initiated and expanded Outdoor Dining in response to the pandemic
  - Created ideas to make downtown Greenwich Avenue appealing for residents and visitors alike
  - Established Free Music Fridays on the Greenwich Common
  - Installed patriotic flags on Greenwich Avenue lamp posts
  - Established a resident & employee parking pilot program
• Coordinated a $5 million public-private partnership for the Eastern Greenwich Civic Center.
• Identified projects for first phase of American Rescue Plan (ARP) funding through the American Rescue Plan committee.
• Greenwich Avenue and other commercial areas becoming more pedestrian-friendly. Bump-outs were installed on Greenwich Avenue, and the Greenwich Police Department presence was increased.
• Managed Access Greenwich, the Town’s digital customer relationship system, including a new software implementation to connect Access Greenwich with the Town’s Geographic Information System (GIS).
• Successfully conducted the Town-wide citizen satisfaction survey and used the results to take a critical look at departmental operations and investigate ways to improve service delivery.
• Oversaw the implementation and enforcement of the Blight Ordinance created by the RTM Blight Ordinance Special Committee.
• Electric vehicle charging stations were installed at Town Hall.
• Managed the Town Hall Garage Rehabilitation project, including ADA Accessibility improvements.
• Created a Key Performance Indicator dashboard for the Plan of Conservation and Development in conjunction with the Planning and Zoning Department.
• Settled collective bargaining agreements with the Local 456 International Brotherhood of Teamsters (IBT), Local 1042 International Association of Fire Fighters, Greenwich Organization of School Administrators (anticipated) and Silver Shield Association, Inc. (anticipated).

FY 22-23 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.
• Continue to Modernize the Town’s digital operations to expand access to government, improve constituent communications, and increase operational efficiencies.
• Identify future funding opportunities in Town for the American Rescue Plan.
• Establish permanent outdoor dining regulations in conjunction with Planning and Zoning.
• Begin to redevelop the Island Beach Parking Lot into a mixed use development.
• Continue to negotiate on successor collective bargaining agreements scheduled to expire June 30, 2023; Greenwich Municipal Employees Association (anticipated), Local 456 International Brotherhood of Teamsters (anticipated), United Public Service Employees Union (anticipated), Laborer’s International Union of North America (LIUNA) Local 136 AFL-CIO (anticipated), Local 1042 International Association of Fire Fighters (anticipated), Laborer's International Union of North America (LIUNA) Local 136 Para-professionals (anticipated), Greenwich Teachers Association (anticipated).
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21 Budgeted</td>
<td>6</td>
<td>0.63</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>6</td>
<td>0.20</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>5</td>
<td>0.20</td>
</tr>
</tbody>
</table>

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

Comments on Proposed Personnel Changes

The Collective Bargaining Specialist position was not filled, the work for Labor Relations was contracted out to a consultant.
Mission

The Town of Greenwich Purchasing Department issues Requests For Bid/Proposal in order to obtain competitive pricing for the purchase of goods, services, and projects 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 in compliance with all pertinent federal, state, and municipal laws, regulations and policies.
- Provide public procurement services to all Town departments in an effective and timely manner.
- Develop contracts, service agreements, and commodity awards for Town departments to utilize.
- Manage insurance coverage documentation for all contracts developed by the Purchasing Department.

FY 21-22 Major Accomplishments

- Restructured the Purchasing Department’s Organization Table; implemented personnel changes for efficient operations.
- Cross–trained staff to maintain daily operations.
- Maintained up-to-date insurance coverage documentation for contracts/service agreements developed by the Purchasing Department per Town of Greenwich insurance requirements (anticipated).
- Increased participation with public cooperatives to “piggyback” existing contracts; reduced turnaround time resulting in cost savings.

FY 22-23 Goals

- Complete the restructuring of the Purchasing Department’s Organization Table.
- Continue to develop and finalize contracts in a timely manner for approval by the Law Department. Maintain up-to-date insurance coverage documentation for contracts/service agreements.
- Evaluate the Purchasing Department’s policies and procedures; streamline processes for efficient operations.
- Continue to automate internal processes.
- Finalize the implementation of an e-signature policy software package to be utilized for contracts developed by the Contracts Coordinator.
- Update the Town’s Purchasing Policy Manual, to include Board of Education sections.
Table of Organization

Director of Purchasing & Administrative Services

- Buyer I
- Procurement Specialist
- Contracts Coordinator
- Administrative Staff Assistant II

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 20-21</td>
<td>Budgeted</td>
<td>5</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>5</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>5</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
PURCHASING AND ADMINISTRATIVE SERVICES
107 – ADMINISTRATIVE SERVICES

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 21-22 Major Accomplishments
- Continued to cross-train staff to cover all areas of Administrative Services.
- Reviewed and evaluated the policies and procedures for the Administrative Services division.
- Modified and updated procedures for tracking Loading Dock deliveries.
- Adjusted Mailroom procedures and mail distribution processes to accommodate the COVID pandemic and social distancing practices.
- Automated the conference room reservations process.

FY 22-23 Goals
- Continue to review/update Mailroom procedures to maintain efficiencies.
- Modify Front Desk Reception operations, as needed, to maintain high levels of customer service.
Table of Organization

Director of Purchasing & Administrative Services

Administrative Staff Assistant I  
Mail Clerk

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part/Temp Time Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>2</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>2</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>2</td>
</tr>
</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 21-22 Major Accomplishments

- Redefined the Employee Performance and Development Position to provide more support to Departments with challenging performance issues.
- Updated existing training programs (Leadership, Harassment Prevention) to reflect current laws, trends and priorities.
- Implemented Social Media Awareness Training.
- Partnered with the Greenwich Police Department to offer De-escalation Training to frontline employees.
- Assisted with measures to address the COVID19 pandemic, such as safety training, remote work policy, and leave administration.
- Conducted major recruitments for Police Officer and Firefighter.
- Conducted participant satisfaction survey for Defined Contribution Plan.
- Conducted a second, follow up customer satisfaction survey of Defined Benefit Plan Participants.
- Updated External (Town) and Internal (ADP) websites for Human Resources Department, including Employee Benefit and the Defined Benefit Plan.
- Processed three years of retroactive payroll as a result of settlement of Firefighter and Teamster contracts.

FY 22-23 Goals

- Execute Request for Proposals for Medical Services Provider (Current Vendor Yale New Haven), Health Care Consultant, and Defined Benefit Plan Providers.
- Implement first phase of mandatory Inherent Bias Training (supervisors and managers) for all employees.
- Complete product and plan provision education meetings with Defined Benefit Plan Participants.
- Bring all departments into consistent usage of the ADP Human Resources Information System (HRIS).
- Establish a Well Being Initiative to promote good employee health and safety.
Table of Organization

Director of Human Resources

Executive Assistant

Benefits Manager

Retirement Benefits Administrator

Benefits Administrator

Retirement Coordinator (P/T)

HR Administrator

Customer Service Rep (2) (P/T)

Assistant Director of Human Resources

Employee Performance & Development Manager

Payroll Manager

HRIS Administrator

HRIS Technician

HRIS Analyst (P/T)

Safety Analyst

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 20-21</td>
<td>Budgeted</td>
<td>16</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>16</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>16</td>
</tr>
</tbody>
</table>

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

Comments on Proposed Personnel Changes

None
REGISTRARS OF VOTERS
120

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 21-22 Major Accomplishments

- Conducted a municipal election in November 2021 including limited COVID protections in force.
- Conducted a Special Election for the 36th Debate District in August 2021 with limited COVID protections in force.
- Continued to promote and enhance online tools for voter registration, polling place lookup, absentee ballot tracker and vote results, including presentations to the public in conjunction with the Chamber of Commerce and the League of Women Voters.

FY 22-23 Goals

- Conduct state and federal elections in November 2022, and any possible primaries in August 2022.
- 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

<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 20-21</td>
<td>Budgeted</td>
<td>2</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>2</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>2</td>
</tr>
</tbody>
</table>

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) process. The Budget Director is instrumental in the production of all required documentation for inclusion into the capital project budget process. 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 coverages for the Town. This responsibility includes placing policies for all Town Departments including the Board of Education and The Nathaniel Witherell Nursing Home. Risk Management is responsible for maintaining all information for Town motor vehicle drivers in data base form. This includes the “Permitted to Drive List”, accidents data history by employee and department and all Global Positioning System (GPS) generated safety data. It is Risk Management’s responsibility to report to various safety committees and departments on the results of this data. Risk Management is responsible for organizing defensive driving classes for the Town. There have been multiple defensive driving sessions conducted since Fiscal 2013 with over four hundred and fifty participants. Starting in Fiscal 2015, the Town hired Applied Risk Services to perform safety inspections of Town facilities. Applied Risk Services produces detailed inspection reports that are forwarded by Risk Management to the appropriate department heads for remediation. Risk Management is responsible for follow-up to ensure compliance. Risk Management is also responsible for presenting the reports and ensuing documentation to the BET Audit Committee. Risk Management is also responsible for organizing and attending all third party safety inspections performed through the Town’s Broker, Arthur J. Gallagher and Company. 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. This continues to date whenever storm inflicted material damages to Town property occurs. 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 the Town to initiate a Cyber Security Risk Control Program. A Cyber Security Task Force, working with the Town Administrator was formed by Risk Management and the Town and Board of Education Information Technology Departments. The task force meets on a monthly basis to discuss various cybersecurity related projects and they share ideas and monitor ongoing cybersecurity programs implemented throughout the Town. 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 quarterly 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 Function. Starting in fiscal 2019 – 2020, the Town has outsourced the Internal Audit function. The Comptroller, working with the BET Audit Committee, was successful in hiring an outside accounting firm and has implemented a highly effective Internal Audit function. In conjunction with the outsourcing, an associated Audit Plan is submitted annually to the BET Audit Committee for their approval and the Comptroller works with the outside firm to perform various internal audits pursuant to the Audit Plan approved by the Audit Committee.

- **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 to the BET and applicable BET subcommittees. 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 and other prudent investment policies.

- **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 are conducted for all bills for accuracy, proper authorization and the availability of adequate 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 Department 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 directed by 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 21-22 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. Starting in the spring of 2020, the budget process was complicated by the impact of the COVID-19 virus on the Town’s revenues and expenses. Although the impact of COVID-19 continues, the Finance Department has met the challenges working well with the Office of the First Selectman, the BET and the RTM.
- 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 Annual Comprehensive Finance Report. Finance consistently issues its Annual Comprehensive Financial Report (ACFR) by December 31st, as required by State of Connecticut Statute. Under a directive from the BET Audit Committee, the Finance Department completes its annual ACFR earlier than required. The ACFR for the year ending June 30, 2021 was approved by the BET at their December 2021 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 2021 for the fiscal year ended June 30, 2020.
- 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 continues to 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. 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 regular 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 $75 million Bond Anticipation Note (BANS) sale in January 2022 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.

• Proactive training of newly hired or promoted managers and existing supervisory personnel 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.

• Implementation of a paperless Accounts Payable system (Tyler Content Management), with the goal of improving workflow, and reducing time, paper, and costs in all Town departments.

• Continues to work with the Planning and Zoning Board and the Law Department to implement an Affordable Trust Fund Ordinance and a Declaration of Trust Document ratified by the Representative Town Meeting (RTM)
**FY 22-23 Goals**

- Timely and accurate Financial Reporting.
- Maintain an effective Cash Management Program, including a focus on reducing bank fees and timely bank reconciliations. Production of the Annual Budget in a timely manner.
- Compilation and distribution of the Annual Comprehensive Finance Report (ACFR) within state mandated deadlines and requirements.
- Compilation and distribution of the Town’s Annual Report in a timely manner.
- Coordinate the Town’s Cyber Security Loss Control Program through the Cyber Security Task Force, including employee training and other proactive measures and provide quarterly reports to the full BET (or assist the BET Audit Committee in providing quarterly reports to the BET).
- 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 by working with town departments and the Board of Education to continually update them with “lessons learned” (explain how you will achieve this goal);
  - Decrease third party auto liability claims versus the Town of Greenwich by providing appropriate training;
  - Aggressively pursue every plausible and reasonable insurance recovery due to the Town;
  - Continued success in reducing and maintaining annual insurance premium costs for liability, automobile, property and other insurance lines by working with third-party vendors and actively canvassing the marketplace; 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 on an ongoing basis.
- 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 2023 and maintain the triple AAA ratings for the Town of Greenwich.
- Comply with Governmental Accounting Standard Board Statement #87 to properly account for all Town and BOE leasing arrangements.
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>*Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21 Budgeted</td>
<td>15</td>
<td>1.61</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>14</td>
<td>1.61</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>15</td>
<td>1.61</td>
</tr>
</tbody>
</table>

*Includes 0.19 FTE for Board Secretary

Summary Comments on Personnel Changes

A request to add an Assistant Comptroller, to allow for cross training of functions currently handled by the Comptroller. The current model for Finance Departments of Towns similar in size and scope utilize two employees for the functions the Comptroller in Greenwich is currently responsible for.
INFORMATION TECHNOLOGY DEPARTMENT

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 21-22 Major Accomplishments

- Continued to harden Town government cyber-defenses by training users, performing phishing tests, and improving procedures.
- Updated backup firewall located at TNW disaster recovery site.
- Replaced backup storage system located at TNW disaster recovery site.
- Continued enhancing the Town website to improve workflow.
• Implemented a back-end replacement for AccessGreenwich, which has integration with the Town's GIS maps.
• Began update of GIS layers to assist the Town Assessor in evaluations.
• Completed a pilot for a Town-supported remote computer environment utilizing standardized laptops and a hardware VPN.
• Upgraded document management scanners in high traffic departments and centralize format settings to reduce downtime.
• Replaced the Alarms database at the Police Department with a modern system.
• Worked with the Town Clerk to replace the RTM Database.
• Reconnected the Byram Firehouse to the Town's Wide-Area Network.
• Established third-party tier-one helpdesk assistance to ensure that helpdesk calls do not go to voicemail during business hours, provide faster assistance to departments, and allow technology staff to concentrate on resolving issues where institution knowledge is critical.

FY 22-23 Goals

• Replace backup storage system located at TNW disaster recovery site.
• Integrate 311 system into work-order systems at DPW and Parks & Recreation.
• Upgrade OnBase document management system and work with DPW to save more documents into OnBase to better integrate with Municity.
• Perform a major upgrade to the Town's Active Directory authorization and authentication environment to improve cyber-security.
• Train new staff in response to an unusual amount of turnover due to retirements and resignations.
Table of Organization

Chief Information Officer

- Assistant IT Director
  - IT Service Manager
  - Data Integration Specialist
  - PC/ Application Support Specialist
  - Network Specialists (3)

- IT Office Manager
  - GIS Coordinator
  - GIS Analyst
  - Administrative Assistant

- Digital Content Editor

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 20-21 Budgeted</td>
<td>13</td>
<td>0.05</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>13</td>
<td>0.05</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>13</td>
<td>0.05</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

- The Technology Solutions Specialist, L-C position is eliminated and replaced with a Data Integration Specialist.
- The Digital Communications Specialist, L-E position will be eliminated and replaced with an IT Office Manager.
As required by Connecticut State Statutes, the Assessor’s Office implemented a revaluation of all real estate for the October 1st, 2021 Grand List. A revaluation is required every five years and physically inspection of all real estate is required every ten years. All real estate was inspected for the October 1, 2021 Grand List. 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; and is conducted in accordance with Connecticut State Statutes to produce the annual Grand List. The Assessor’s Office assists property owners in understanding their property’s assessment and how it was determined each year to create the Grand List. The Assessor’s Office continually improves the collection of data and its assessment practices to develop the most accurate assessments reflecting fair market value.

**Primary Services Provided**

- Prepare the annual Grand List for real estate, motor vehicle, personal property and the motor vehicle supplemental list. This includes the valuation of all new construction and reviewing building permits of commercial and residential properties.
- Perform a town-wide revaluation every five years as mandated by Connecticut State Statutes. The next revaluation will be completed as of October 1, 2025. The revaluation schedule is modified due to the one year extension granted for the October 1, 2021 Grand List as a result of the COVID-19 pandemic.
- Perform a town-wide physical inspection of all improvements every ten years as mandated by Connecticut State Statutes. All properties will be inspected by October 1, 2030.
- Administer tax relief programs for seniors and the disabled. For state (229) and local programs (513), applications must be filed annually between Feb 1st and May 15th, of each fiscal year. Apply exemptions for the veterans (1,100), blind (20), disabled (23), and volunteer firefighters (51). Notify all potential recipients of these programs by public notices, town website, and various other information sources.
- Continual analysis of trends in property sales, prices, construction and renovation costs and rents for all property types.
- Support the Board of Assessment Appeals in February and March for real estate and personal property cases, and in September for motor vehicle cases, with hearings and notifications of changes in assessment rolls. The 2015 Real Estate Grand List had 1,034 BAA appeals; the 2016 Grand List, 221 BAA appeals; the 2017 Grand List, 244 BAA appeals; and the 2018 Grand List, 187 BAA appeals. The 2019 Grand List witnessed a total of 254. The 2020 Grand List had 159 appeals: 15 Personal Property appeals and 144 Real Estate appeals.
- Work with the Law Department in the management and settlement of all tax appeal litigation. There were 166 tax appeals to the Superior Court arising out of the 2015 Revaluation. Regarding the 2015 Grand List to date, 157 appeals have been settled, and 9 are unresolved. An additional 27 appeals were filed for the 2016 Grand List, of which 2 remain unresolved; 24 appeals were filed to the 2017 Grand List, with cases are still unresolved. A total of 8 appeals were filed to the 2018 Grand List, of which 7 are still unresolved. There have been 7 appeals filed to the 2019 Grand List of which 6 remain, and 7 appeals to the 2020 Grand List. Currently, there are a total of 31 appeals that are unresolved. The Assessor’s Office continually reports tax appeal settlements and their
impact upon town revenue to the Finance Department.

- Perform all assessment responsibilities within the office budget.
- Provide support and respond to the Board of Estimate and Taxation (BET) requests for information and update the BET monthly.
- Respond to public inquiries regarding tax assessments and other exemption and benefit programs. Provide information to other town departments and agencies upon request.

**FY 21-22 Major Accomplishments**

- The Town of Greenwich postponed the 2020 revaluation to 2021 due to the uncertainly of the real estate market conditions and the impact from COVID-19. The revaluation companies, Tyler Technologies and J.F. Ryan, were contracted to assist with the revaluation. Tyler Technologies was responsible for the valuation of the residential and condominium properties, J. F. Ryan was responsible for the valuation of commercial, industrial and tax-exempt properties. Informal hearings by the revaluation companies were held in November, December of 2021, and January, 2022.
- Connecticut State Statutes require that all property be physically inspected every ten years. The Town of Greenwich physically inspected 21,074 improved parcels, of which 16,888 are residential; 3,262 are condominiums; 1,054 are commercial; and, 308 are tax-exempt parcels. The Town of Greenwich 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 was 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.
- Scheduled informal and formal hearing process so that all property owners could review their 2021 assessments. Continually assisted 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 extended its office hours to include evenings and Saturdays and continued to educate taxpayers on the appeal process.
- Compiled the 2021 Grand List, which includes 21,486 taxable real estate parcels; 953 tax-exempt parcels; 3,782 personal property accounts; 51,465 motor vehicle accounts; and, 12,181 (2020) 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 31 appeals pending from all years. From 2015 to the present, of the 239 appeals filed against the town, 208 appeals have been settled. The Assessor’s office shall continue to determine the tax impact and reductions to future Grand Lists.
- 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 772 annual income and expense report filings of commercial properties.
• Processed an estimated 51,465 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 229 state senior and disabled applications, 513 local senior and disabled credits applications, 68 additional veteran exemption applications, and 51 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.
• Continued the electronic filing of personal property declarations commencing with the 2020 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 22-23 Goals

• The Assessor’s Office implemented a town-wide revaluation as of October 1, 2021. The Office will 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.
• The Assessor’s Office shall continue to closely monitor the outcome of the 2021 revaluation. This shall include continuing the verification of all real estate sales, and verification and accurately listing of the results in the Proval CAMA System.
• To continue to educate the public on the revaluation process. Publish the analysis of market trends and allocate trends to certain property groups. To create more transparency to property owners of the process, analysis and outcome of the 2021 revaluation and the next revaluation as of October 1, 2025.
• Commence the required measuring of all properties within the Town of Greenwich in preparation for the 2025 and 2030 revaluations.
• Completion of the 2022 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 3,782 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

<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 20-21 Budgeted</td>
<td>10</td>
<td>0.80</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>9</td>
<td>1.38</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>10</td>
<td>.80</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

Requesting staffing to increase Full Time Employees by 1 to 10 positions, and reduce part-time and temporary employees to .80, similar to personnel staffing in FY 20-21 as the demands of the office continue to increase.
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 21-22 Major Accomplishments

- Remained “open” to the public during entire shutdown due to COVID-19, staff was in office answering phones, and emails. The deposit was still being made daily at bank to ensure financial excellence to Town.
- Pre-collected $35,000,000 before July 1, 2021 putting the Town in best financial position ever, bills were mailed early on 6/21/21.
- Collection rate of Real estate was at 99.64%.
- Collected $3,000,000 in back taxes, recently collected $800,000 which was the Town's highest delinquent property.
**FY 22-23 Goals**

- Hiring new collection agency anticipating greater collection rate on older, delinquent bills.
- Anticipating putting into place new credit card online provider which will lower credit card fees and electronic check fees to taxpayers.
- Restarting DMV “put on bills” for delinquencies to block registration of new vehicles if taxes are owed, considering “put on fees” and “take off fees” which would result in added income to the Town.

**Table of Organization**

```
Tax Collector

  Assistant Tax Collector

  Temp Employee

Account Clerk I (2)
```

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21 Budgeted</td>
<td>4</td>
<td>0.98</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>4</td>
<td>0.83</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>4</td>
<td>0.83</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
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 21-22 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 22-23 Goals

- The primary goal of the Law Department is to provide timely, diligent and competent services to the Town.
Table of Organization

Town Attorney (Contract)  Special Counsel

Assistant Town Attorney III (4)

Paralegal F/T (1); P/T (1)

Law Department Supervisor

Legal Assistant II (2)

Administrative Clerical 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 20-21 Budgeted</td>
<td>11</td>
<td>0.93</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>9</td>
<td>0.93</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>9</td>
<td>0.93</td>
</tr>
</tbody>
</table>

Comments on Requested Personnel Changes

None
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

- 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.
- Verification, collection and recording of conveyance tax revenues.
- 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.
- Appointed secretary for an indefinite period of time by the Representative Town Meeting.
- Required by Town Charter, the mailing of Representative Town Meeting agendas, publication of the agenda, attendance records of members and compiling the Official Minutes.
- Issuance of licenses for dog ownership and shellfish permits. Also responsible for the timely collection of these license fees.
- 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
- Digitize all Representative Town Meeting Call and Minutes.

Vital Statistics Division

- All required according to State Statute.
- Record births, home births, marriages, same sex marriages, civil unions and deaths.
- Provide certification of the same.
- Issuance of burial permits.
- Provide information of births to the BOE.
- Provide information of deaths to the Registrars’ Office.
- Provide information on cause of deaths to the Health Department.
- Provide information on births, deaths and marriages to all Connecticut municipalities and the State of Connecticut.
**FY 21-22 Major Accomplishments**

- Scanning births, deaths and marriages to eliminate the card files.
- Indexing and scanning the land records back to 1933.
- Keep up with the high demand of Births, Deaths, Marriages, Land Record Sales/Refinances, Issuing Absentee ballots under these extraordinary circumstances (COVID-19).

**FY 22-23 Goals**

- Continuing of reorganization of Vitals Vault with grant money.
- Scanning historic births, deaths and marriages certificates, and Land records back further than 1933 while keeping the highest standard of services to customers.
**Table of Organization**

![Organizational chart]

**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 20-21 Budgeted</td>
<td>6</td>
<td>1.28</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>6</td>
<td>1.28</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>7</td>
<td>0.14</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

In FY22, eliminated the two part-time administrative positions, and added on full-time Administrative Staff Assistant II.
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 21-22 Major Accomplishments

- Continued excellence in customer service.
- Continued processing zoning permits, enforcement and nuisance complaints in an efficient and effective manner.
- Provided education sessions to targeted groups like the Greenwich Association of Realtors.

FY 22-23 Goals

- Continue making improvements to processes.
Table of Organization

Included in Planning and Zoning (171)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>3</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>3</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>4</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

The elimination of one Administrative Staff Assistant II (P/T) and the addition of one Zoning Enforcement Staff Assistant (F/T).
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 21-22 Major Accomplishments**

- **Greenscape Task Force**
  - Created detailed planting plan for full length of Post Rd corridor.
  - Working with Town Risk Manager to enable DOT indemnification to implement planting plan.
  - Drafted sustainability oriented landscape regulations.
  - Worked with various town and state departments, several non-profit organizations, and volunteers and planted 1,000’s of bulbs on state land at the terminus of Stanwich Road and East Putnam Avenue.

- **Housing Affordability and Diversity**
  - Proposed and gained approval from RTM for Housing Trust.
  - Revised inclusionary zoning regulations to create more below market rate housing.
  - Revised accessory dwelling unit regulations for the purpose of promoting this option.
  - Reviewed regulations to incentivize Assisted Living Facilities.
  - Worked closely with Greenwich Communities, community leaders, and the public to create an effective and doable Affordable Housing Plan.
  - Worked with leaders in the region to maintain local control over zoning issues.

- **Community and Health**
  - Implemented regulations for buffer zone planting to enhance coastal resiliency.
  - In response to the global pandemic, worked with the community to create space for outdoor dining in accordance with state laws designed to promote public health.
  - Working with Energy Management Advisory Committee on energy related zoning regulations.
  - Engaged with neighborhoods to enhance their identities and sense of place.
  - Commencing project to increase preservation of historic neighborhoods.
  - Met regularly with state legislators regarding land use issues key to Greenwich.
  - Created zoning regulations for Short Term Rentals.
  - Update regulations involved telecommunication facilities.

**FY 22-23 Goals**

- Create and adopt revised regulations for signage, lighting, and landscaping.
- Start implementation of Affordable Housing Plan.
- Continue implementation of Plan of Conservation and Development.
Table of Organization

Planning and Zoning

Shared Staff
- Application Coordinator
- Account Clerk II
- Administrative Staff Assistant I (P/T)

Director P&Z/Zoning
Enforcement Coordinator/
Town Planner

Deputy Director P&Z &
Assistant Town Planner

Zoning Enforcement

Zoning Enforcement Officer

Zoning Inspector (2)

Administrative Staff Assistant II (3; P/T)

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)

GIS Planning Analyst

Planner I (P/T)

Housing Specialist (P/T)

Assistant to
P&Z Director

Administrative Staff Assistant II (2; P/T)

Comments on Proposed Personnel Changes

None

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 20-21</td>
<td>Budgeted</td>
<td>7</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>7</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>7</td>
</tr>
</tbody>
</table>

40
Mission

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

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

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

Primary Services Provided: Conservation Commission

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

Open space protection and management – lead department on both public and private lands – mandated by state statute.
- Keeps inventory of open space both public and private
- Sets open space goals for the town on public and private lands
- Makes recommendations on use of town-owned open space and on parcels for acquisition/protection
- Serves as liaison to the Greenwich Land Trust and other groups working on open space providing resources (e.g. GIS) to accomplish common open space goals
- Lead staff on open space special projects, including acquisition and easements
Watershed Planning and Management — works to protect both the quality and quantity of water resources in Town including Long Island Sound and our public water supplies — EPA/DEEP mandate.

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

Technical Assistance to Planning and Zoning — on natural and cultural resources during site plan and subdivision reviews.

- Reviews P&Z applications for conservation concerns including, but not limited to, impact on water resources, open space, and wildlife. Promotes sustainable community goals including energy conservation, water conservation, and resiliency planning.
- Technical advisors on archaeological sites.
- Assists with the development and implementation of the Plan of Conservation and Development.

Wildlife and Habitat Management — Perform wildlife surveys and provide technical information on key wildlife issues and habitat protection/restoration on both public and private lands

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

Community Sustainability/Resilience Planning

- Sustainable Greenwich Initiative — lead department.
  viii) Leaf and Yard Waste Recycling Program.
- Climate Change Adaptation.
  ix) assist with short and long term planning aimed at adaptation to changing weather patterns and sea-level rise.
  x) Coordinate with P&Z and other departments on long term planning for coastal resiliency and flood plain management.
- Emergency Preparedness and Response.
  xi) Coordinate with EMOC, P&Z, and DPW on planning for emergency preparedness and response.
  xii) Serve as part of the Town’s Emergency Operations Center Team providing technical support on tidal and stream gages, GIS mapping, etc.
  xiii) Assist EMOC with outreach and education program for community flood preparedness.
Cultural Resource Conservation

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

Public Outreach and Education – link between public and Town on natural and cultural resource issues.

- Environmental Education – coordinate educational programs with BOE and community resources on issues of concern and serve as facilitator for CT DEEP programs.
- Coordinate Environmental Programming at Innis Arden Cottage.
  xiv) 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.
  xv) Liaison to key community partners including but not limited to: Greenwich Land Trust, League of Women Voters, Greenwich Audubon, Mianus River Watershed Council, Garden Clubs, Calf Island Conservancy, Greenwich Historic Preservation Trust, Sound waters, and other state organizations.
- Public speaker on myriad of issues to local groups.

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 21-22 Major Accomplishments**

• Completion of the Coastal Resiliency Report.
• Completion of the updated Open Space Plan.
• Received Certification as a Sustainable CT community at the highest level
• Conducted 100 IWWA site inspections per month.
• Approval and implementation of the Pollinators Pathways mural.
• Completion of restoration work at Byram Cemetery.
FY 22-23 Goals

- Complete design phase of Tod’s Driftway resiliency plan.
- Competently and courteously process upwards of 200 IWWA applications.
- Conduct 100 IWWA site inspections per month.
- Complete design phase of an east-west bike route.
- Update GIS wetland layer.
- Meaningful participation to effect waste reduction.
# Table of Organization

![Organization Chart]

## 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 20-21</td>
<td>Budgeted 9</td>
<td>1.60</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted 9</td>
<td>1.60</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested 9</td>
<td>1.60</td>
</tr>
</tbody>
</table>

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 21-22 Major Accomplishments

- Successfully implemented Year 1 new Strategic Plan priorities.
- Continued to review our operations on all levels to ensure fiscal and operational efficiency and maximize our outreach and the value of the services and programs that we provide to all older adult residents in the Town of Greenwich.
- 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 and assistance to over 1000 older adults in securing COVID-19 vaccination appointments for initial roll-out, second dose and booster shots. Linked homebound elders with appropriate agency administering COVID-19 vaccine.
- 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.
• Initiated Age & Dementia Friendly Greenwich Year 2 Action Plan goals; engaged Advisory Board and Task Groups and forecast accomplishment of all deliverables.
• Expanded collaboration with community partners to enable enhanced virtual, on-site and outdoor programs.
• Offered virtual Dementia Friends educational sessions through the community to residents, non-professional groups, students, business owners and various faith communities.
• Initiated development of Dementia training program for First Responders with LiveWellCT.
• Coordinated and administered curbside/contactless drive-thru weekly lunch program for Senior Center members in partnership with local restaurants and food service establishments meeting a direct community need and infusing the local economy.
• Continued administration of multi-agency collaborative addressing food insecurity among older Greenwich residents through the home delivery of groceries to at risk older adults through July 2021. Delivered 2,055 bags of groceries to 252 unduplicated clients over a 10-week period utilizing $51,250 CARES Act funding.
• Continued collaboration with Greenwich Country Day School for CONNECTT (Connecting Our Neighbors Naturally Enhancing Community Through Technology) program – a Senior Center without walls virtual platform of programs for older adults offering opportunities for daily engagement and connectivity digitally and via telephone.
• Continued robust telephone outreach to frail elders and matched students from Greenwich High School, Brunswick School and Greenwich Country Day School with older adults for weekly calls.
• Continued “299 To You” mail campaign to enhance connectivity with homebound residents and the low technology, no technology older adult. Received CARES ACT funding in the amount of $2,450 to launch the program.
• Continued virtual Medicare D Open Enrollment strategy; trained counselors; presented educational webinars for residents via Zoom; assisted in the creation of MyMedicare.gov accounts; and coordinated a targeted direct mail campaign to residents. Enhanced online scheduling for Health Insurance Counseling and launched digital Beneficiary Contact Form for use by Counselors. 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) and Town Retiree Insurance Benefits. Maintained compliance with State mandated STARS client reporting. Five Counselors recertified through the State of Connecticut CHOICES program and two new fully certified Counselors joined our team.
• Continued active participation 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.
• Organized “Caregiver Circle” educational programs in collaboration with River House Adult Day Center and community stakeholders via Zoom with support from community stakeholders: YWCA and Greenwich Library.
• 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.
• Continued to reimagine programs and services to operate in response to challenges related to the COVID-19 pandemic by offering different types of programs and services, in different areas of the town, and through a variety of platforms.
• Drafted and implemented a policy and protocol for opening the Commission on Aging office and Senior Center building to residents.
• Developed and implemented TechCONNECTT program with Greenwich Country Day School. TechCONNECTT is a collaborative endeavor dedicated to improving digital and media literacy among older adults. Program policy, application guidelines and participant agreement developed in consult with the Commission on Aging Board and Town Legal Services. Qualified and approved participants in TechCONNECTT receive free installation and internet service for 1 year, a new iPad, mandatory instruction on how to use the device.

**FY 22-23 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.
  
  o Assess member interest, via digital and print 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.
  o Increase the use of technology by older adults; expand digital education initiatives and awareness of the TechCONNECTT program.
  o Expand livestream and remote programs via Zoom/YouTube and utilizing local public access TV to reach low/no tech participants.
  o Reimagine “299 To You” as a mode of outreach to connect with low/no tech older adults and frail or homebound residents.
  o 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.
  o Expand Taste of the Town – drive thru lunch program by inviting additional food service establishments to participate.
  o Award bid for construction of new kitchen, café and dining; prepare bid specifications for new food-service operation.
  o Reimagine the dining experience within the senior center.

• 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.
  
  o Continue to scheduled programs of interest through the Town of Greenwich.
  o 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.
  o Reimagine transportation services including Share-the-Fare and transportation to and from the Greenwich Senior Center. Continue to investigate cost-effective, flexible models of transportation that meet the needs of the larger community of older adults.
  o 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.
  o 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.
  o Develop a comprehensive communication strategy for the Commission on Aging and the Senior Center embracing digital and print media.
  o Develop templates and marketing materials based on the communication strategy.
  o 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.
  o Develop a branding strategy for the Commission on Aging and the Senior Center.
  o Heighten awareness of Information & Referral resources and other services available from the Commission on Aging.
  o 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**

<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 20-21</td>
<td>Budgeted 2</td>
<td>0.10</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted 2</td>
<td>0.10</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested 2</td>
<td>0.10</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

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

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

FY 21-22 Major Accomplishments
• See Commission on Aging (195).

FY 22-23 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)

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 20-21</td>
<td>Budgeted 3</td>
<td>2.14</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted 3</td>
<td>2.14</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested 3</td>
<td>2.14</td>
</tr>
</tbody>
</table>

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

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 21-22 Major Accomplishments

- Added an Assistant Chief of Administration to meet our increased administrative duties. This position will allow our Assistant Chief of Operations to focus solely on the operations of our department. The Assistant Chief of Administration will work closely with our volunteer firefighters on recruitment and retention.
- A successful collective bargaining agreement with the firefighter’s union has been awarded and is in place.
- Successfully developed a Strategic Plan for the Greenwich Fire Department.
- Storm Ida hit on 9/2/21 and our department responded to over 250 calls for assistance in a 24-hour period. Our members performed at least 8 rescues using inflatable boats.
- Reinforced our Employee Assistance Program (EAP) for all of our members when dealing with a scene that can be very traumatic. In 20-21 Greenwich Fire Department had two fires in which we lost two lives, one in each fire. This is on top of the four lives that were lost in motor vehicle accidents.
- Opened newly renovated Byram Firehouse after a yearlong renovation.

FY 22-23 Goals

- 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.
- Transition our new Assistant Chief into his position within the Greenwich Fire Department.
- Begin implementation of our Strategic Goals developed from our Strategic Plan.
- Utilize the contents of the Matrix report and work with our town officials.
- Further integrate the volunteer members on the planning components of our Department.
- Improving our technology to get a more accurate response time data.
- Replacing our current fire reporting software, Firehouse and replacing it with a reporting system that bests fits our needs for more accurate recording of data.
Table of Organization

First Selectman/Fire Commissioner

Chief of Department

Assistant Chief Administration

Deputy Chief Training

Training Lieutenant

Fire Marshal

Deputy Fire Marshal (4)

Executive Assistant

Accounting Clerk II

Deputy Chief Operations (4)

Career Lieutenants (28)

Firefighter (63)

Assistant Chief Operations

Volunteer District Chiefs

Volunteer Captains

Volunteer Lieutenants

Volunteer Firefighters

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 20-21</td>
<td>Budgeted</td>
<td>4</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>5</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>5</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Primary Services Provided

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

FY 21-22 Major Accomplishments

- Provided a two-day officer training class to career firefighters who scored well enough to earn a spot on the Acting Lieutenant’s list. The class included human resources 101, dispatch information, department operations and leadership training.
- Completed some and working on other repairs and additions to the fire training center. New lights have been installed by building maintenance on the 3rd floor. Heat detectors are in need of replacement and trim needs replacement in the burn rooms (in progress). A new roof hatch has been ordered and will be installed once it is received.
- Purchasing bail-out kits for volunteer members and completing the associated training. Each member who receives a bail-out kit must attend a classroom session and complete 9 “jumps” to become certified.

FY 22-23 Goals

- Provide a two-day training class to Acting Deputy Chiefs. This training would consist of a component from the Human Resources Department, Department operations and leadership.
- Implementing the ability to better track PPE and equipment issued to volunteer firefighters is a goal for FY 22-23.
- Provide officer training to volunteer officers. This training would mirror the officer training that was given to career acting Lieutenants and acting Deputy Chiefs.
Table of Organization

Included in Fire Administration (201)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY20-21 Budgeted</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
FIRE DEPARTMENT
204 – FIRE MARSHAL

Primary Services Provided

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

FY 21-22 Major Accomplishments

- One Deputy Fire Marshal fully certified and ready to be out on the street performing inspections.
- The department was able to deliver our public education fire safety in person and have no incorporated private schools into this program. The program was delivered at all public schools and a few private schools. The total number of kids that went through the program was over 1200.
- Carried out our inspections despite COVID-19 threats.

FY 22-23 Goals

- Continue to inspect and make all necessaries repairs to our dry hydrants
- Change over our code library, to adopt the new editions of the fire safety and prevention codes.
- 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

<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 20-21 Budgeted</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>6</td>
<td>0</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

Our Fire Marshal Division is overwhelmed with inspections, reinspections, plan review and investigations. This leads to not having the ability to complete all of our required annual inspections. The addition of another Deputy Fire Marshal will allow the division to complete their inspections in the required amount of time.
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 21-22 Major Accomplishments

- Replaced our Polyfluorinated Alkyl Subsatnces (PFAS) with our new Green Firefighting Foam. The old foam will be discarded following proper regulations and guidelines.
- The Hurst equipment is being replaced and in the process of putting all of the new equipment in service.
- Members have been issued their own personal regulators. Which will in the future limit the spread of any germs or contaminants.
- Set up the Greenwich Fire Departments first social media platform on Facebook and Instagram.
- Put eight new recruits through the Connecticut Fire Academy. Then in conjunction with our Training Division all eight recruits were placed on shift in a timely manner.

FY 22-23 Goals

- Begin the final phase of replacing all of our Hurst vehicle extrication equipment.
- Purchase new Engine and a Ladder to replace an Engine over 23 years old and a Ladder truck over 20 years’ old.
- Evaluate the possible use of a Quint type apparatus. A quit is a combination Engine and Ladder type apparatus. This will replace one of our older ladder trucks.
- Continue to use social media to educate the public on the Greenwich Fire Department and fire life safety tips.

Table of Organization

Included in Fire Administration (201)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>95</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>95</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>103</td>
</tr>
</tbody>
</table>
Comments on Proposed Personnel Changes

The increased staffing is adding firefighters to Engine’s 4 and 8. Matrix study has shown the need for a career fire company in the Northwest part of Town. The manpower will be added to these companies to help with Northwest Fire Coverage until a new firehouse is constructed.
FIRE DEPARTMENT
208 – VOLUNTEERS

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 21-22 Major Accomplishments

- 11 new certified Volunteer Firefighter I members (includes 8 Red Tag Traffic Support members upgraded to 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 37 (Included 5 explorers) potential volunteers during the fiscal year for the various volunteer fire companies.

FY 22-23 Goals

- Convene the Annual Volunteer Recognition Dinner Ceremony and include a Storm Response Recognition.
- To continually post on the Greenwich Fire Department’s Facebook and Instagram accounts to promote volunteer firefighter recruitment.
- To continuously work the Training Division and the various neighboring Fire departments and State of CT Fire Academy to find firefighting certification courses for the volunteer firefighting force.
- Recruit 20 new Volunteers and be Certified Firefighter I.
- To Elevate Current Red Support Members to become Certified Firefighter I.

Table of Organization

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

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21 Budgeted</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

### Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 21-22 Major Accomplishments

- The Police Department continued to respond to the challenges related to COVID-19, which included staffing issues, response to medical calls, enforcing mandates and maintaining our ability to address criminal concerns inside the framework of protecting officers from COVID-19.
- GPD was a leader in the region trying to address the scourge of illegal opioids in our community. We have worked with advocacy groups to assist those suffering from substance addiction. We have also been a leader in targeted enforcement efforts toward those who deal in illegal opioids through the investigation of fatal opioid overdoses. These efforts have resulted in a manslaughter arrest and numerous other arrests which target those who deal opioids.
• The Organized Retail Criminal Activity (ORCA) Team from GPD continued to set the standard for addressing organized retail and financial crimes within the central business district with 41 persons arrested for a total of 107 felony charges.

• The Department continued to seek methods to address the rise of auto thefts in Town, primarily committed by juveniles, through proactive patrolling at identified target times and locations, extensive follow up investigation of forensic leads, and liaison with other law enforcement agencies in New York, New Jersey and Connecticut.

• After achieving Tier 1 accreditation from the Connecticut Police Officer Standards and Training Council, the Department is working toward the next higher level which demonstrates our commitment toward the standards of 21st Century Policing and national standards for professional law enforcement.

• The Department supported the establishment of a Civilian Police Advisory Committee (CPAC) under the auspices of the Police Commissioner and the Board of Selectmen which will foster even better communication between the Greenwich Police and the community we serve.

• GPD demonstrated its commitment to providing the highest level of professional policing service to the community by successfully completing a program to field Body Worn Cameras across the entire police department and to initiate a new de-escalation program for all officers.

• GPD has enhanced its connection to the community through new enhanced public information operations, including highly engaging social media.

• 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 22-23 Goals

• GPD seeks to address an increasing staffing shortage through a revamped hiring process, enhanced recruiting initiatives, and engagement with multiple community groups. Being fully staffed makes the Department more resilient, better prepared for crises and more efficient in its operations.

• The Department seeks to continue its path toward higher levels of Accreditation. This enhances our accountability to both profession and the community, in addition to reducing municipal exposure to civil liability. In addition to POSTC Tier 2 Accreditation, we are also seeking Accreditation for the Police Department administered, Town wide Public Safety Dispatch Center.

• Greenwich Police will be fielding In-Car Cameras to supplement its body worn cameras which will make us fully compliant with Connecticut Public Act 20-1. This comprehensive package, body and vehicle cameras, will enhance the trust between the Greenwich community and its police department and supports the expectations of modern day law enforcement.

• We are working with the Human Services Department to develop a Greenwich Multidisciplinary Team (MDT) to assist those in our community who may be suffering from substance abuse issues or having chronic behavioral health concerns. This effort is creating synergies between Town Government and local community based service providers.

• GPD will continue to focus on developing its leaders of today and tomorrow through job specific and career leader training, exposure to diverse assignments and experiences and rotation of job assignments.
Table of Organization

[Diagram of organizational structure]

- Police Commissioner
- Chief of Police
  - Executive Assistant to the Chief
  - Admin. Ass't (1)
  - Admin. Asst. (1)
  - Admin. Clerk (1)
  - Admin. Asst. (F1-1)

- Deputy Chief Field Services
- Deputy Chief Administrative & Professional Standards

- IT & Communications Tech (5)
- Emergency Management
- Parking Services

- Detective Division Captain
  - Detective Division Lieutenant
  - Detective Division Sergeant (1)
  - Detective Division Captain (2)
  - Detective Division Lieutenant (3)

- Patrol Division Captain
  - Patrol Division Lieutenant
  - Patrol Division Sergeant (1)
  - Patrol Division Officer (2)

- Support Services Division Captain
  - Support Services Lieutenant
  - Support Services Sergeant (1)
  - Support Services Officer (2)

- Training & Accreditation Captain
  - Training & Accreditation Sergeant (1)
  - Training & Accreditation Officer (2)

- General Services
  - General Services Captain (1)
  - General Services Sergeant (1)

- Dispatch
  - Dispatch Captain (1)
  - Dispatch Sergeant (1)

- Specials
  - Specials Sergeant (1)
  - Specials Detective (1)

- School Crossing Guards (4)

- Domestic Violence/Crisis Intervention
  - Domestic Violence/Crisis Intervention Officer (1)

- Community Impact
  - Community Impact Sergeant (1)
  - Community Impact Officer (2)

- Bicycle Unit
  - Bicycle Unit Sergeant (1)
  - Bicycle Unit Officer (2)

- Animal Control
  - Animal Control Sergeant (1)
  - Animal Control Officer (2)

- Traffic Section
  - Traffic Section Sergeant (1)
  - Traffic Section Officer (2)

- Marine Section
  - Marine Section Sergeant (1)
  - Marine Section Officer (2)

- Traffic Enforcement
  - Traffic Enforcement Sergeant (1)
  - Traffic Enforcement Officer (2)

- Honor Guard
  - Honor Guard Sergeant (1)
  - Honor Guard Officer (2)

- Dive Team
  - Dive Team Sergeant (1)
  - Dive Team Officer (2)

- Range Tech
  - Range Tech Sergeant (1)
  - Range Tech Officer (2)

- SRO (3)
  - SRO Sergeant (1)
  - SRO Officer (2)

- Specials (3)
  - Specials Sergeant (1)
  - Specials Officer (2)
Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>182</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>179</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>181</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

The rapidly increasing public demand for footage captured by mandated body worn and vehicle cameras has required the Department to analyze a staffing increase in the General Services section. Two new employees are expected to be needed to handle the requests for camera footage in compliance with the Connecticut Freedom of Information Act.
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 21-22 Major Accomplishments

- Ongoing capital plan development and execution.
- Ongoing regulatory compliance across multiple Divisions.
- Ongoing efforts to support the Town’s customer service goals.
- Ongoing efforts to improve and expand on use of various IT programs, to support operations and improve operations effectiveness.
- Ongoing work to maintain 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 2 remediation activities bid and first year of work undertaken.
- Continued operating successfully across all Divisions during pandemic, including the shutdown.

FY 22-23 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.
Table of Organization

*One account clerk is budgeted under Department 361

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employee</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21 Budgeted</td>
<td>5</td>
<td>1.04</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>5</td>
<td>1.04</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>5</td>
<td>1.04</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

- Design and manage capital improvement projects for Town infrastructure (e.g. sidewalks, bridges, storm drain improvements/traffic control measures, etc.).
- Manage the Town’s 84 bridges program.
- Manage Phase 2 Stormwater Program and coordinate with Highway on stormwater 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 21-22 Major Accomplishments

- Continued work on bridge projects at multiple locations, both design and construction, including 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 on Elm Street.
- Continued work on traffic projects including adaptive signal control in the Exit 3/Arch Street corridor (completed), 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 22-23 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 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.
Table of Organization

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

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employee</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted 9</td>
<td>0.76</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted 9</td>
<td>0.76</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested 9</td>
<td>0.33</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

Elimination of Clerical Assistant part-time position.
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 21-22 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 22-23 Goals

- Execute and complete all ordinary and recurring services, budgetary items, and capital projects.
- Continue to manage all highway operations, services, permitting and inspections.
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

<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 20-21</td>
<td>Budgeted</td>
<td>68</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>68</td>
</tr>
<tr>
<td>FY 21-22 Requested</td>
<td></td>
<td>68</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

FY 21-22 Major Accomplishments

• Ongoing work with customers to increase knowledge of appropriate recycling options and increase participation.
• Continued food scrap recycling pilot program.
• Continued implementing tipping fee and paid residential permit program.

FY 22-23 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.
• Improve site access control and permit enforcement through staffing changes.
Table of Organization

Environmental Operations Manager


Personnel Summary

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Number of Full Time Employee</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted 6</td>
<td>0</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted 6</td>
<td>0</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested 8</td>
<td>0</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

Requesting 2 (FT or PT) staff to provide permit information and verification, and to direct vehicles accordingly. This job will be operated 6 days a week and requires more than one person for coverage.
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 21-22 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 project.
- Completed 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.
- Continue planning for the replacement of the Dorothy Hamill Skating Rink to gain Municipal Improvement and Land Use approvals.

FY 22-23 Goals

- Begin construction to replace the Eastern Greenwich Civic Center.
- Begin construction to build GEMS Station 4.
- 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.
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employee</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted 23</td>
<td>6.27</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted 23</td>
<td>6.27</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested 23</td>
<td>5.56</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

Elimination of Technical Assistant, part-time position.
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 21-22 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 22-23 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.
Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employee</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>17</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>17</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>16</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

Elimination of an Administrative Staff Assistant II
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 21-22 Major Accomplishments

- Completed construction of Old Greenwich Common Force Main Segment 3.
- Continued making improvements to the Grass Island SCADA system, with emphasis on Town’s cybersecurity goals.
- 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.
- Implemented a new GIWWTP septic receiving flow metering system.
- Moved GIWWTP primary setting tank project through the award phase.
- Continued sewer rehabilitation program.
- Effectively managed all sewer operations, services, permitting and inspections.
- Improved the online process for customer service (such as online submission of permits, etc.)
FY 22-23 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.
• Continue Sewer Rehabilitation Program.
• Construct 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.
• Construct 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.
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employee</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.96</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.96</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.96</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
FLEET DEPARTMENT
380

Mission

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

Primary Services Provided

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

FY 21-22 Major Accomplishments

- Obtained online Ford factory training for technicians.
- Represent the Fleet Department on OFS Energy Management Committee.
- Recertified town fleet as a top level NAFA/CALSTART sustainable fleet.

FY 22-23 Goals

- Perform fuel saving analysis of the new Hybrid Police Interceptors (Delayed due to delivery and in-service COVID 19-plant shut downs).
- Purchase 2 electric vehicles pending funding.
Table of Organization

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

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 20-21 Budgeted</td>
<td>11</td>
<td>1.14</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>10</td>
<td>0.57</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>10</td>
<td>0.57</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

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

Mission

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

Primary Services Provided

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

- Protect people from communicable diseases and work to reduce health risks that promote chronic disease and illness through preventive services, such as: providing immunizations, conducting healthcare counseling and screenings, providing patient case management, and making referrals for treatment. Through the enforcement of public health regulations, the Department conducts disease surveillance and investigation, monitors the community’s health status, collaborates with community health partners to provide health services, and by statutory authority, issues health orders by the Director of Health to protect the public’s health.
- Enforce public health laws and regulations to protect human health and the environment by: exercising the authority of the Director of Health and Board of Health when needed, overseeing the treatment of those with infectious/communicable diseases, investigating and providing case management of disease outbreaks, sampling and analyzing pollution sources in the community in an effort to identify disease-causing organisms, and leading the development of health policy and planning in the community.
- Assure accessibility to quality medical care, as well as work towards reducing health disparities in the population, by providing direct public health essential services when possible, especially to disadvantaged populations and mobilize health resources (indirect services) when there is a need identified in the community. The Department’s health services include but are not limited to: nursing services (adult, maternal and child health program), immunizations, child care, elder care for the homebound, communicable disease case management, and services for the uninsured and underserved. The Environmental Health and Laboratory Service Program provides enforcement of public
health regulation, collects and analyzes environmental samples and provides clinical testing for children and adults. The Special Clinical Services program provides communicable disease screening, patient treatment, case management, and counseling for targeted conditions. It also provides public health education to student populations and executes the Town’s Bloodborne Pathogen Program for Town employees. The Dental Health Program provides oral health screening, education, and referral primarily to children of the public health school system, pre-school programs, the Woman, Infant and Child (WIC) program, and seniors in the community.

- Plan for public health emergencies through the provisions of a contract between Greenwich Emergency Medical Services (GEMS) and the Town (to provide basic and advanced life support emergency medical services), conduct local emergency planning through the Department’s Public Health Emergency Preparedness program (which conducts disaster plan development/updating; educates the general public, and coordinates with community and Town agencies to ensure a coordinated response to public health emergencies). Acts as a liaison between the Town and State as it pertains to planning for emergencies that may require resources from the State and other municipalities.

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

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

- Plans for and responds to public health emergencies such as a pandemic influenza, enforces public health regulations to reduce illness and disease in the population and develops health policy in the community.

- Identifies health problems and environmental hazards through evaluation and assessment and collaborates with health system partners to identify critical health needs and resources.

**FY 21-22 Major Accomplishments**

**(401) Administration**

- To develop a process to detail and monitor Department/Division expenses for spending budgeted funds. (anticipated)
- Number of Medical Reserve Corps (MRC) members trained: 30
- Estimated partial revenues received from programs that are funded by state grants: 1,360
- Number of health orders issued per population served: 1
- Number of customer satisfaction surveys: 0 Due to COVID-19
- Percentage of customers satisfied with Department services: 98% Feedback-COVID-19 Vaccination Clinics
- Number of health alerts issued to the public: >65
- 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: 3
• Number of state grants managed: 5 (includes 2 COVID-19 grants)

(405) Environmental Services
• To develop a program to obtain better compliance with Food Service Establishments that have repeat violations. Some food service facilities do not provide adequate training to their staff and do not put enough effort into cleaning and maintenance of their facilities resulting in repeat violations during their inspections. This program would have staff work with selected facilities to implement improvements over an agreed upon time frame. (anticipated)
• Number of public pools inspections performed for safety: 65
• Number of public beach samples tested during the season for acceptable water quality: 177 Of those tested, number that had unacceptable results: 33 (18%)
• Number of days public beaches closed for swimming due to unacceptable water quality and automatic rainfall closures: 17 (decrease from last year)
• Number of septic system plans reviewed and processed by qualified staff (4): 96
• Number of septic system installation inspections by qualified staff (4): 128
• Number of well water drilling applications reviewed and processed: 33
• Number of sewage disposal permits processed: 96
• Number of food service establishment inspections conducted by qualified staff (4): 536 This number indicates a decrease due to COVID-19.
  o Yearly, 1 in 6 people (48 million) in the U.S. gets sick, 128,000 are hospitalized and 3,000 die of foodborne disease.
• Greenwich followed through on 25 enteric illnesses reported
• Number of food service establishment/facility licenses processed by office staff available (1): 342
• Number of animals submitted for rabies testing due to possible human exposure: 13
  o Of those submitted for analysis, one was found positive for the rabies virus.
• Number of residential building plans reviewed for other Town Department approval: 224
• Number of required licensed facility inspections other than food service establishments by qualified staff (4): 159

(410) Special Clinical Services
• Develop an operational manual for the HIV/STD Clinic in an effort to assist assigned staff who are not familiar with the clinic program. The manual will include forms and procedures. (anticipated)
• Number of public and private students and staff receiving communicable disease education programs by qualified staff (1): 2,434
• Number of resident at-risk clients counseled/tested for STD/HIV/Pregnancy by qualified staff (1): 141
• Number of at-risk resident clients treated for HIV/STD per population served: 22
• Number of clinical samples taken and processed: 662
(410) Dental Health
- Provide and apply a topical fluoride dental varnish to a controlled target of selected preschoolers. Topical fluoride varnish is an effective, therapeutic measure to prevent early childhood cavities. Fluoride varnish can prevent about 1/3 of caries in primary teeth. More than 40% of children have dental caries by the time they reach kindergarten. (anticipated)
- Number of WIC children screened for oral health with one referral for treatment: 0 (Clinics suspended due to COVID-19)
- Number of required public school oral health education sessions given to students in kindergarten through fifth grade by staff (2): 250 (virtual)
- Number of public-school children examined for oral health problems by staff (2): 0 (exams suspended due to COVID-19)
- Number and percentage of students referred to a dentist for follow-up: 2 (decrease due to COVID-19)
- Number of public school children receiving dental screening services and Fluoride mouth rinse by staff (2): 0 (program suspended due to COVID-19)
- Number of uninsured/underserved children receiving dental health screenings by staff (2): 0 (program suspended due to COVID-19)
  - Of those screened, percentage of children referred for dental follow-up: 0 (program suspended due to COVID-19)

(415) Family Health
- To design a Division of Family Health Master Schedule, which outlines a timeline of action items that would provide prompts and due dates for the staff. This fiscal year calendar would serve as a reference for staff to follow in order to provide the most effective and efficient delivery of program services. (anticipated)
- Number of Women, Infant and Child (WIC) participants: 0 (program suspended due to COVID-19)
- Number of communicable disease outbreaks investigated: 100 (decrease due to COVID-19)
- Number of deaths reported per Greenwich population served (62,727): 393 (#1 Heart & Circulatory Disease, #2 Cancer, #3 Respiratory (COVID-19), #4 Cerebral/Cerebrovascular)
  - Chronic diseases such as diabetes, stroke and cancer are among the leading cause of death in Americans. It is estimated that by 2030, more than 75% of the world’s death will be caused by cardiovascular disease, diabetes, and cancer. Nationwide, obesity continues to be a problem with more than 31.9% of the population obese. In Connecticut, 9.6% (2019) of adults have diabetes, 30.9% report having high blood pressure (2019) and over 29.1% are obese (2019). In addition, 23.5% 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): 44
- Number of residents requiring medical management/follow-up for communicable diseases by staff (1): 24
- Number of immunizations given to general public for protection against various diseases by staff (4.0) per population served: 6,889 (includes COVID-19 vaccinations)
- Number of reportable disease reports received and reviewed: 3,722 (includes COVID-19)
• Number of underserved/uninsured children needing nursing clinic services: 0 (clinic services suspended due to COVID-19)
• Number of referrals made: 25 Number of immunizations, screening and examinations for all children (including underserved/uninsured) needing nursing clinic services: 0 (clinic services suspended due to COVID-19)
• Number of maternal health assessments for at-risk underserved women by staff (1): 0 (clinic services suspended due to COVID-19)
• Number of live births reported and recorded for Greenwich in 2020-2021: 481
• Number of live births reported and recorded for Greenwich with very low birth weights (<3.3 lbs.): 3
• Number of live births reported and recorded for Greenwich with low birth weights (3.3- 5.5 lbs.): 11

(425) Laboratory
• To create a non-technical informative booklet about the various types of ticks found in and around the Greenwich area. This information will be useful to residents and other groups that use the laboratory for services. (anticipated)
• Number of public pool water samples analyzed: 203
  o Of those analyzed, number of samples found to be unacceptable: 9 (4%)
• Number of public beach samples tested during the season for acceptable water quality: 177
  o Of those tested, number that had unacceptable results: 33 (18%)
• Number of public and private well water samples analyzed for acceptable water quality: 231
  o Of those sampled, number that had unacceptable results: 4 (21%)
• Number of public water distribution samples analyzed: 112
  o Of those analyzed, number of samples found to be unacceptable: 0 (0%)
• Number of animals submitted for rabies testing due to possible human exposure-13
  o Of those submitted for analysis, one was found positive for the rabies virus.
• Number of residents that processed radon in air samples: 177
• Number of households above the EPA radon in air action limit (pic/L): 59 (33%)
• Number of residents that processed radon in well water samples: 35
• Number of well water samples found to be over the State DEEP action limit of 5,000 pic/L for radon in water: 5 (14%)
• Number of drinking water samples analyzed for bacterial contamination by number of staff (3): 343 (includes well water and distribution)
• Number of school children screened for anemia: 1 (COVID-19 closed Town Hall)
  o Of those screened, number found to have unacceptable levels: 0
• Number of children screened for lead in blood in the WIC Program: 0 (program suspended due to COVID-19)
  o Of those screened, number with elevated levels of lead and reported to state: 0
FY 22-23 Goals

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

(401) Administration – Business Office:
Goal – Expand the billing operation for the Family Health Division to include more insurance carriers in an effort to raise Department revenue.

Completion - June 2023

(410) Dental Health:
Goal – Design a teaching template for use when providing oral health education lessons to school children grades preschool through fifth grade while learning remotely and/or through a classroom teacher

Completion - June 2023

(410) Special Clinical Services/HIV/STD:
Goal – To provide more public health information in Spanish within the Department of Health with particular emphasis on the Special Clinical Services Division. According to the latest census report, the Hispanic population has increased. This goal will not only provide needed education, but will allow navigation within the Department easier and more welcoming.

Completion – June 2023

(415) Family Health
Goal – To review and modify the current practice of Inventory management by the Division’s staff and revise/create efficient /cost effective procedures and guidelines for the following: 1) ordering medical/nursing supplies; 2) receiving medical/nursing supplies; 3) monthly inventory of both medical/nursing and office supplies; 4) disposal of expired/damaged/outedated supplies; 5) disposal/transfer of vaccine, etc. related to inventory control and management.

Completion – June 2023

(425) Laboratory
Goal – Research information about the use and purchase of a module/instrument to conduct COVID-19, Influenza and other respiratory virus testing in the laboratory. This goal will expand testing availability in the community and provide timely results for accurate medical diagnosing.

Completion – June 2023
Table of Organization

Director of Health

Operations Administrator

Accounting Clerk II

Director of Special Clinical Services

Administrative Staff Assistant I (P/T)

Risk Reduction Counselor (Temp/as needed)

Dental Hygienist (2)

Director of Environmental Services

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

Environmental Health Supervisor

Environmental Hygienist (4)

Environmental Aide (temp/grant funded)

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 - Clinical Nurse (P/T)

PHN-I - Adult Health Nurse

PHN-I - Maternal and Child Health Nurse

Administrative Clinical Clerk

Emergency Preparedness Coordinator (P/T - grant funded)

[Grant 31.7wks/year & Town 15.08wks/year]
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</td>
<td>Budgeted</td>
<td>22</td>
</tr>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>22</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Requested</td>
<td>22</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes
None
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 related to housing, food, clothing, personal safety, and health care.

- Case Management - Through the Department’s case management services, clients are referred for direct services to local and state providers. Case managers monitor clients’ progress and agencies’ effectiveness through a management information system. The Board of Human Services 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 - 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, Renter's Rebate, Operation Fuel, Supplemental Nutrition Assistance Program (SNAP), and HUSKY (Medicaid)
  - Byram Archibald Neighborhood Center (BANC) After School Program
  - Greenwich Youth Conservation Program (GYCP) - Summer Program
  - Greenwich Youth Corp - Summer Program (in partnership with the Greenwich Land Trust)
  - Community Gifts Program - Campership, Holiday Aid, Boots and Shoes, and Backpacks and School Supplies
  - English as a Second Language (ESL) - On-site (Town Hall) and at BANC

- Homecare and Transportation Services - The Department operates Homecare and Transportation services that help individuals with disabilities and older residents remain in the community.

- Youth Services Bureau (YSB) - YSB creates a coordinated, effective, and efficient system of services for youth and families. YSB helps to improve and enhance the way the community anticipates, identifies, responds, and ultimately meets its changing needs. YSB administers the following programs:
  - Juvenile Review Board (JRB)
  - InterAgency Team (IAT)
  - First Selectman’s Youth Commission

- 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 21-22 Major Accomplishments**

- Increased the community’s access to information related to addressing human services-related concerns by establishing a social media presence (Facebook and Instagram) and a monthly newsletter.
- Distributed essential household products to clients in need (funded by a Community Development Block Grant grant awarded to the Department - Amount: $25,000).
- Assisted clients in accessing COVID-19-related local, state, and federal funds to address financial needs, e.g., UniteCT for rent and utility assistance.
- Established an initiative, in partnership with the Greenwich Department of Human Services Fund, to provide laptops to non-senior adult clients in an effort to bridge the technology gap.
- Supported the Greenwich Commission on Aging and Greenwich Country Day School’s initiative to address the digital divide among the senior residents of Greenwich. The program provided devices, WiFi, and technical assistance to eligible residents.
- Collaborated with community agencies to create a suicide postvention plan.
- Received a Community Development Block Grant for $5,895.33 to provide school supplies to BANC After School Program families in need.
- Partnered with the Greenwich Police Department and multiple local community agencies to increase access to resources for individuals with mental health concerns, substance use disorders, and issues with related to homelessness.
- Collaborated with Greenwich Together to support substance use prevention initiatives.
- Coordinated with the Greenwich United Way to increase the awareness of State administered assistance programs, e.g., Supplemental Nutrition Assistant Program (SNAP).
- Partnered with Liberation Programs to expand the community’s access to addictions treatment, education, prevention, and harm reduction resources through the Wellness Outreach Van - stationed at the Horseneck Lot weekly.
- Worked with the Conservation Commission to contribute to the Town’s successful Sustainable CT certification application in the areas of (1) Optimal Health and Wellness Opportunities and (2) Effective, Compassionate Homelessness Prevention.

**FY 22-23 Goals**

- Increase the community’s access to the Department’s services through client-focused means, both technological and non-technological.
- Partner with community agencies and engage in initiatives to promote mental health as an integral part of one’s well-being.
- Collaborate with community partners to address the achievement gap by using evidenced-based practices.
- Develop an updated three-year strategic plan that will assist the Department in meeting the emerging needs of Greenwich residents with low to moderate incomes.
Table of Organization

- Board of Human Services
  - Commissioner of Human Services / ADA and Title VI Coordinator
    - Commissioner’s Assistant
    - Community Partnership
    - Programs
      - Admissions and Applications
      - Community Gifts
      - BANC
      - GYCP
      - ESL
    - Homecare & Transportation
    - Youth Services Bureau
    - Business Office
    - Case Management

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 20-21</td>
<td>Budgeted</td>
<td>22</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>22</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>22</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

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

Not Available at Time of Printing
Mission

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

Primary Services Provided

- Accounts Payable, 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 21-22 Major Accomplishments

- Restored Library services to 72 hours per week, Monday through Sunday, and resumed all services to pre-pandemic levels with some COVID-related restrictions.
- Researched and began planning for a new 5-year strategic plan.
- Continued developing staff competencies in library-specific hardware and software including ADA equipment, wireless printing, MS and MAC software, online chat reference, and virtual programming software.
- Developed and implemented a new branding system to promote programs, services, and collections.
- Explored enhancements and renovations to the Cos Cob branch library
- Executed exterior capital improvement projects including the repair of the structural steel of the old wing of the Main Library and parking lot improvements at the Byram Shubert branch library.
- Expanded the wireless networks, including outside the Library buildings, to provide greater capacity and speed.
- Reintroduced in-person Library programming throughout the system while simultaneously elevating that programming by offering high quality programs such as moderated author discussions, expert lectures, and performing arts. Reinstated new community-oriented programs on local issues, history, and genealogy. Offered in-person programs with heightened COVID protocols in addition to virtual viewing options.
- Expanded technology training and new technology exposure for patrons and staff through the virtual and in-person work in the Innovation Lab and the Learning Lab including Adobe Cloud, Android, MS Office, laser cutting, 3D printing, virtual reality, circuitry, 3D modeling, and graphic design.
- Provided assured experiences and first-time Library cards for all first grade Greenwich Public Schools students and provided virtual tours of the Library to private school students; Facilitated the ease of student account creation through new ways of remote account sign up; Reinstated in-person visits to schools. Partnered with some elementary schools for special programs, such as Battle of the Books at Cos Cob and Innovation Lab classes for CCI students.
- Extended loan periods to better suit patrons’ needs and behaviors and to reduce trips to the Library.
- Improved and simplified online Library account management for the patron.
- Added more downloadable audiobooks to the Library’s virtual holdings.
- Expanded popular Express collections.
- Added “Wonderbooks”, with their built-in audio capability, to the Children’s Room collection.
- Revamped and reorganized sections of the Cos Cob and Byram Branch Library collections including picture books, music, and general children’s collection to enhance patron browsing.

**FY 22-23 Goals**

- Work to restore patron visits and personal engagement to pre-pandemic levels through promotion, expanded online tools, and proactive assistance.
- Develop and finalize the new five-year 2023-2027 Strategic Plan for the Library System.
- Further develop staff competencies in new software, library equipment, and databases.
- Increase Library media relations activities including online marketing, and social engagement.
- Execute important capital improvement projects including elevator renovation, boiler replacements, Cos Cob renovations, and exterior masonry projects.
- Upgrade the network infrastructure at the branch libraries in Byram and Cos Cob.
- Continue to elevate the content and production level of Library events, solidifying Greenwich Library’s reputation as a local and regional center for cultural and educational lifelong learning.
- Expand on environmental, foreign affairs and other topical programming as well as dance, theater, and musical performances
- Expand on community town hall style lectures and moderated panels to discuss issues current and relevant to the community.
- Expand storytimes outside the building to provide awareness of community initiatives and strengthen partnerships. Reinstate cultural storytimes.
- Continue to create new partnerships to support these efforts.
- Increase Summer Reading Program Participation systemwide.
- Review Library fines and fees policy to ensure it is in keeping with current best practices.
- Expand outreach to major town employers to promote library usage to non-resident workers.
- Add additional streaming video content to the Library’s digital collections.
- Audit the Library collection for diversity and inclusion.
- Continue to rearrange, weed, and update collections to provide a better browsing experience that promotes personal discovery.
- Bring back cultural storytimes and introduce American Sign Language storytimes to promote understanding and inclusivity.
**Table of Organization**

**Personnel Summary**

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>61</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>61</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>61</td>
</tr>
</tbody>
</table>

**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 21-22 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).
- Perrot Library continued to provide a safe, welcoming and user friendly facility that meets and exceeds our residents expectations for high quality, high demand library services

FY 22-23 Goals

- Replace our ancient natural gas boiler in the Waid Building with a new, high efficiency model.
- Provide library programs, such as pre-school storytime and adult book discussions in-person in accordance with current pandemic protocols.
Table of Organization

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted 10</td>
<td>7.45</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted 10</td>
<td>7.45</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested 10</td>
<td>7.45</td>
</tr>
</tbody>
</table>

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 21-22 Major Accomplishments

- Continued to manage operations with COVID-19 guidelines and mandates, which included COVID-19 operations plans for programs, expansion of online services, implementing remote work program for office, and participation in local and state meetings.
- Designed and implemented a new work order system and integrated tree inventory and management program as part of the Tree Risk Program.
- Played a significant role in the financial audit of the Griffith E Harris Golf Course.
- Developed Customer Service Improvement strategic plan, which included design and timeline for implementation of a OneCard for all Parks services and programs.
- Improved the customer digital experience, including full website upgrade (main website, golf website, and WebTrac), adding more ticket sale options online, developing department brand standards, and integrating with the Town’s social media.
- Identified options for improving the residency verification process.
- Expanded customer service hours for email and phone.
- Explored options to expand scholarship program.
**FY 22-23 Goals**

- Identify options for improving the residency approvals and Senior Passes.
- Develop a customer service ticketing system.
- Review options for providing a level of customer service on Saturdays.
- Partner with the Greenwich Library on virtual reality and related program opportunities.
- Explore options to conduct a customer service survey.

**Table of Organization**
Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.42</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.42</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3.42</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

None
Mission

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

Primary Services Provided

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

Recreation plans and executes Activities and Special Events.

Activities

- Youth Soccer
- Youth T-ball, Baseball, and Softball
- Youth Girls and Co-ed Basketball
- Youth Field Hockey
- Youth and Adult Tennis lessons
- Adult Men’s Basketball league
- Adult Softball leagues
- Adult Co-ed Volleyball league
- Adult Pickleball
- 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 21-22 Major Accomplishments**

- **Fireworks** - After not being held in 2020, successfully held a Town Fireworks Show. The plan was to hold two shows at Greenwich Point Park instead of one at the Point and one at Binney Park for Independence Day. Although one was rained out, we held a fantastic second show with double the fireworks. This included reorganizing staffing, operations, publicity, and entertainment, plus funding additional fireworks for the displays at the Point.
- **Fields** - Translated the Town Field Study, completed by Weston & Sampson, into an implementable 15-year Capital Plan for major field upgrades at a variety of locations. The intent is to improve playability and increase the number of hours of field space available using a variety of strategies.
- **Fields** – Developed strategies for moving games, practices, and camps to other locations, due to the closing of seven (7) fields at Greenwich High School this summer and the continued closure of multiple spaces at Western Middle School. Moved additional activities due to two (2) field closures at GHS in the fall and winter and as a result of storm damage to Pemberwick Field in the fall.
- **Summer Concert Series** - After having a limited series of only drive-in concerts in Summer 2020, resumed our normal full Summer Concert Series which included Jazz on the Sound, Wednesday nights at Roger Sherman Baldwin Park, and the Sound Beach Community Band at Binney Park.
- **Youth Basketball** - On target to resume youth basketball this year with full capacity enrollment.
- **Adult Softball** - Resumed Adult Softball Program for full season with increased number of teams.
- **Summer Swim** - A fourth two-week session was added to the 2021 Summer Swim Lesson program held at the Town Pool at Byram Park. Although not back to pre-COVID maximum enrollment numbers, increased the number of children per class.
- **Camps** - Extended the use of ePACT to Kamp Kairphree and Music, Art & Dance Camp for collection of medical records and personal profiles of campers.
- **Music, Art, & Dance Camp** - After being canceled in 2020 as a result of COVID, MAD Camp returned in 2021. COVID-19 rules enacted by the CT Office of Early Childhood were followed. Added a second morning art section for younger campers, those entering grades 1, 2, and 3, who were previously not eligible for the camp.
- **Adventurers Camp** - Accepted double the number of program participants from the 2020 year and operated within rules enacted by the CT Office of Early Childhood. Successfully
offered off-site trips throughout the seven weeks.

- **Kamp Kairphree** - Accepted double the number of program participants from the 2020 year and operated within rules enacted by the CT Office of Early Childhood. Successfully operated off-site trips.

- **Dorothy Hamill Skating Rink** - A new committee was created by the First Selectman, the Rink User Committee for Design and Planning which has monthly public meetings. SLAM architectural firm is working on the design of the new rink.

- **Skatepark** - First full year of operating without accepting cash at the park. Successfully implemented a completely online purchase of monthly and daily passes. Also, successfully held summer ramp camps and summer and fall clinics and birthday parties with increased participation over prior year.

- **Men's Adult Basketball** - Set to return in January 2022 after an early end to the 2020 season due to COVID. Early signs are that we will have good enrollment in all three divisions of Resident, Resident 40+ and Corporate. The program will be played completely in Greenwich Public School gyms as a result of the closure of the EGCC.

- **BWGCC** - Purchased and installed a new bottle filler water fountain on the first floor of BWGCC. We created a more efficient and sustainable scheduling system for BWGCC with electronic calendar and screen for sharing programming and building options, monthly open gym schedule, weekly schedules for staff, etc…

- **BWGCC** - Looking to restore a seven-day operation, with new and returning rental groups and programs. In Fall 2021, we added a new art program, offered increased open gym time including a lunch-time adult open gym option, and resumed drop-in volleyball.

- **Co-ed Adult Volleyball League** - Resumed the league after its cancelation in 2020. All games played at the BWGCC from October through December, two nights per week.

- **Pickleball** - Added more sections of play (based on intermediate and advanced levels) in order to accommodate more players. With the anticipated closing of the EGCC, the indoor pickleball clinic will be moved to BWGCC to continue to offer this much-needed and demanded program. Drop-in pickleball will be restored to both BWGCC and EGCC (until its closing) which should increase participation and revenue. Added Pickleball striping at WMS.

- **Tennis** - Extended online reservations for courts through November.

- **Field Hockey** - Our program is a founding member in the newly formed Fairfield County Field Hockey League, which includes New Canaan, Greenwich, Wilton, Westport, Norwalk, and Darien. The league facilitates inter-Town recreational play.

- **Cos Cob Community Preschool** - Opened on time and are operating within rules of the CT Office of Early Childhood.

- **Halloween Happenings** - Brought back the event for 2021. Tickets sold out in 3 days. For continued social distancing, we are dividing ticket holders into two separate time frames, 5:45 p.m. and 7 p.m.

- **Breakfast with Santa** - Brought back the popular holiday event in 2021 after its 2020 cancelation. It has been changed to breakfast as opposed to brunch so we can begin earlier and offer the same maximum number of tickets/attendees; however, in two seatings. We will be making other adjustments for continued safety and distancing such as assigned tables for families.

- **Special Events** - Experienced increase in demand for private organizations to run special events on Town property, stretching our division and department resources to manage these events.
**FY 22-23 Goals**

- **Music, Art & Dance Camp** – Return to Greenwich High School for MAD Camp in 2022 and to increase our enrollment numbers as we continue to recover from the effects of COVID.
- **Adventurers Camp** - Return to full/max enrollment for all age groups and resume certain activities which could not be held as a result of COVID.
- **Kamp Kairphree** - Operate out of a new temporary location during the construction period of the new Eastern Civic Center. To mitigate staffing impacts, we may reduce the weeks of operation of camp, thus reducing some costs, as well. We hope to restore camp enrollment to pre-COVID-19 levels.
- **Dorothy Hamill Skating Rink** - Continue to develop the plan for a new skating rink with the Rink User Committee for Design and Planning, the Superintendent of BCM of DPW and SLAM architects. Capital budget plans for the current rink include a new battery for the ice re-surfacer.
- **Girls Softball** - Continue offering a youth fall softball league to match offerings already provided annually for youth baseball.
- **Pickleball** - Purchase and install an acoustic barrier for the fencing at Christiano Park to reduce the noise heard by adjacent neighbors.
- **Pickleball** - Expand offerings for pickleball play throughout Greenwich, including additional sections of play based on level.
- **Platform Tennis** - With the continued growth and demand for outdoor activities, offer a spring/summer membership for the use of the platform tennis courts. Members may play paddle tennis or pickleball.
- **Skatepark** - Restore the Go Skate Festival and Skate Jam programs, and, in general, increase programming to encourage more usage of the skatepark.
- **Special Events** - We plan to review and revise the special event application process from initial proposal to the hosting of the event on Town property. Information will be posted on the website so the public has a clear understanding of the process and the time necessary to complete the process and properly plan for an event.
- **Adult Softball** - Restore the Men’s Industrial League, post COVID.
- **Fields** - Continue to work on the Field Study for further developments in field improvements and improving the number of playable field hours. Also, develop contingency plans for field closures due to soil remediation at GHS turf #3, Western MS and additional field closings due to potential maintenance projects and field improvements.
- **Cos Cob Community Preschool** - Transition to ePACT for participant profiles and medical records.
- **Sponsorships** - Expand on sponsorships and partnerships with local businesses and organizations.
Table of Organization

Superintendent Recreation 811

- 812 Recreation Supervisor (4)
  - Recreation Coordinator (P/T)
    - Temporary Staff (P/T)
  - Custodian II
    - Account Clerk (P/T)
    - Rec Leader (P/T)
  - Temporary Staff (P/T)
  - Custodial Aide (P/T)

- 814 EGCC Director
  - Head Custodian
  - Custodian (P/T)

- 815 Community Centers
  - Account Clerk I (P/T)
  - Rec Leader (P/T)

- 816 Dorothy Hamill Rink
  - Acct Clerk I (P/T)
  - Seasonal Staff (P/T)

- 817 WGCC
  - Head Custodian
  - Custodian II
  - Account Clerk (P/T)
  - Rec Leader (P/T)
  - Custodial Aide (P/T)
  - Temporary Staff (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><strong>FY 20-21</strong></td>
<td>Budgeted</td>
<td>10</td>
</tr>
<tr>
<td><strong>FY 21-22</strong></td>
<td>Budgeted</td>
<td>10</td>
</tr>
<tr>
<td><strong>FY 22-23</strong></td>
<td>Requested</td>
<td>10</td>
</tr>
</tbody>
</table>

### Comments on Proposed Personnel Changes

For FY 22-23, as the Eastern Civic Center will be closed, adjustments will be made to reduce temporary and seasonal staffing for the duration of the project.
PARKS AND RECREATION
821-829 – PARKS AND TREES

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

Primary Services Provided

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

Essential Services:
• Continual training and drug testing for Parks and Trees Division for the safety of the division employees and residents.
• Maintenance of the green infrastructure of parklands, roadsides, athletic fields, school grounds and town facility grounds.
• Communication functions (press, radio ads, inter-agency, promotion).
• Installation and maintenance of water irrigation systems for parklands and athletic fields.
• Provide support services for special events on park properties including set up and take down for all special events with staging, lighting, refuse collection, etc. and other activities as needed. Provide safe, clean, and secure facilities for residents and their guests.
• Management and safe operation of specialized recreation facilities.
• Protect the people in the Town of Greenwich from personal injury and property damage caused by the improper planting, maintenance, or removal of trees, shrubs, and woody vegetation located on Town-owned property.
• Improve and maintain Town Parks for recreational use and enjoyment, public safety, aesthetics, and natural resource protection.
• Manage and maintain the Town’s tree population for public safety, environmental health, aesthetics, and landscape integrity.
• Improve and maintain the Town’s athletic fields for safe play, healthy exercise, turf health, recreational use, and enjoyment.
• Maintain and improve school grounds and campuses as green landscapes to encourage educational studies, safety, recreation, and aesthetics.
• Inspect, repair and maintain playground equipment at all schools and parks.
Non-Essential Services:
- Community Outreach, Assistance, and Educational programs for residents, nonprofit groups and civic organizations in an effort to 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 21-22 Major Accomplishments
- Loughlin Park playground was removed and a new playground was installed.
- Tree planting plan for North Street from the Merritt Parkway south to Maple Street was created and planting has begun.
- Formed a committee of volunteers and staff members that began to work in Pinetum and Pomerance Park while developing strategic plans for future projects.
- Through a partnership with Atlanta Botanical Gardens and Bok Tower Gardens, the Pinetum received and planted 3 critically endangered specimens of evergreen known as Torreya taxifolia.
- Throughout Town plantings, native plant species and selections were diversified.
- Greenscape Committee Master Plan locations were defined and areas planted with trees and spring bulbs.
- Planted Greenwich Avenue empty tree wells with willow oak trees, in conjunction with staff planting and designing the new corner bump outs located at Greenwich Avenue and East Elm Street.
- Parks staff worked with the Greenwich Youth Conservation Program for the duration of the summer, supervising 28 teens in planting trees, identifying, and removing invasive species.
- Installed two turtle pads Binney Park Pond for the benefit of the turtles and the public. The project was an Eagle Scout driven initiative.
- Native sand dune and forest restoration work continues at Greenwich Point. The work is done in partnership with the Friends of Greenwich Point, Eagle Scouts, volunteer groups, and Parks and Recreation staff.
- Bruce Park Bridge landscaping was designed and planted by Parks staff.
- Removal of 42 native white pine trees from the Pomerance Meadow were successfully replanted in various other park locations.
- Several tropical storms over the course of a few months made tree and debris cleanup a priority.
FY 22-23 Goals

- Develop a tree planting plan for North Street from the Merritt Parkway north to the New York State border.
- Continue to restore and diversify the conifer collection at Pinetum.
- Implement the Tree Risk Program. Vendors will be sought that can perform the work.
- Begin to develop the master plan for Pomerance, Tuchman, and Pinetum properties.
- Continue to research new products related to turf and field management. Investigate using more cold hardy/warm season drought tolerant grasses.
- Begin to purchase and use only electric landscaping equipment for around Town Hall.

Table of Organization
## Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21 Budgeted</td>
<td>62</td>
<td>2.99</td>
</tr>
<tr>
<td>FY 21-22 Budgeted</td>
<td>62</td>
<td>2.67</td>
</tr>
<tr>
<td>FY 22-23 Requested</td>
<td>62</td>
<td>2.67</td>
</tr>
</tbody>
</table>

### Comments on Proposed Personnel Changes

None
PARKS AND RECREATION
831-834 – MARINE AND FACILITIES OPERATIONS

Mission

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

Primary Services Provided

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

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

**FY 21-22 Major Accomplishments**

- Complete phase 1 of the Island Beach generator replacement and finish planning for phase 2.
- Finish the Great Captain Island electrical upgrade.
- Replace & upgrade a section of power lines at Greenwich Point for more reliability and increase storm protection.
- Make some modifications and improvements on the Land Craft Maintenance boat making it safer and more dependable.
- Replace a series of pilings at Island Beach and at Byram.
- Upgrade some of the ropes & pulley system in Byram Marina into new slips with 20’ fingers and replace some of the 20’ fingers with 24’s to accommodate larger boats.
- Develop a different plan for the dredging of the Arch Street Ferry Dock dredge given the new material disposal requirements and begin the appropriate permitting process.
- Finish the current phase of the Greenwich Point Master Plan.
- Perform Storm Water facility upgrades when DEEP (CT Department of Energy & Environmental Protection) defines what the upgrades are.
- Complete additional improvements at the Byram boat ramp.
- Secure the permits to address the erosion in the south east corner of the Greenwich Point boatyard.
- Complete the second phase of the Greenwich Point Causeway project, securing the north east face, and install a guard rail.
- Continue working with the Department of Justice for some direction on the ADA (Americans with Disabilities Act) improvements to the Town marinas and begin the permitting process.
- Start the permit process to add additional sand to Byram Beach.
FY 22-23 Goals

- Finish phase 2 of the Island Beach generator replacement project.
- Complete the permitting for the third phase of the Greenwich Point Causeway, bid the project, and perform the work.
- Finish the Arch Street Ferry Dock dredge permitting and be ready to go out to bid.
- Complete the biological testing that is required for the Greenwich Point channel dredge, complete the permitting, and be ready to go out to bid to perform the work.
- Make the permitted improvements to the Greenwich Point boatyard to address the erosion.
- Perform another phase of the Byram Marina slip expansion if the slip, rope, & pulley occupation allows.
- Secure the permitting for the first Town Marina ADA upgrades and start the bidding process.
- Start engineering & permitting process to help secure the ferry berths.
- Repower the Islander II ferry
- Add additional sand to Byram Beach.
Table of Organization

Superintendent of Marine/Facility Operations
831

Operations Manager - MFO
831

Operations Manager
Boats and Harbors
834

Dockmstr
(2)

Dockmstr
Temp/
Seasonal
(P/T)

Power
Washers
Temp/
Seasonal
(P/T)

Admin.
Staff
Asst II

Ferry
Captain
833

Deck
Hands
Temp/
Seasonal
(10)

Ferry
Captain
Temp /
Seasonal

Site
Supervisor
Temp/Season

Maintenance
Mechanic

Marine
Technician

Carpenter

Mason

Painter

Utility Worker

Utility Worker

Maintenance
Mechanic

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

Senior
Lifeguard
Temp/
Seasonal
(P/T)

Lifeguard
Temp/
Seasonal
(P/T)

Asst.
Pool Dir.
Temp/
Seasonal

Site Supv
Temp/
Seasonal
(P/T)

Site Supv
Temp/Season

Beach Crew
Temp/
Seasonal
(P/T)

Ranger
Program
Seasonal
(P/T)

Gate
Keeper/
Ticket
Seller
Seasonal
(P/T)

Senio
r
Lifeguard
Temp/
Seasonal
(P/T)

Life Guard
Supv.
Seasonal
833

Island
Beach
Caretaker
833

Pool Dir.
Seasonal
833

Gr Capt.
Island
Caretaker
833

Senior
Lifeguard
Temp/
Seasonal
(P/T)

Lifeguard
Temp/
Seasonal
(P/T)

Asst.
Pool Dir.
Temp/
Seasonal

Site Supv
Temp/
Seasonal
(P/T)

Site Supv
Temp/Season

Beach Crew
Temp/
Seasonal
(P/T)

Ranger
Program
Seasonal
(P/T)

Gate
Keeper/
Ticket
Seller
Seasonal
(P/T)

Pancoe
Temp/
Seasonal
(P/T)

Ranger
Program
Seasonal
(P/T)

Gate
Keeper/
Ticket
Seller
Seasonal
(P/T)

Senior
Lifeguard
Temp/
Seasonal
(P/T)

Lifeguard
Temp/
Seasonal
(P/T)

Asst.
Pool Dir.
Temp/
Seasonal

Site Supv
Temp/
Seasonal
(P/T)

Site Supv
Temp/Season

Beach Crew
Temp/
Seasonal
(P/T)

Ranger
Program
Seasonal
(P/T)

Gate
Keeper/
Ticket
Seller
Seasonal
(P/T)

Senior
Lifeguard
Temp/
Seasonal
(P/T)

Lifeguard
Temp/
Seasonal
(P/T)

Asst.
Pool Dir.
Temp/
Seasonal

Site Supv
Temp/
Seasonal
(P/T)

Site Supv
Temp/Season

Beach Crew
Temp/
Seasonal
(P/T)

Ranger
Program
Seasonal
(P/T)

Gate
Keeper/
Ticket
Seller
Seasonal
(P/T)

Senior
Lifeguard
Temp/
Seasonal
(P/T)

Lifeguard
Temp/
Seasonal
(P/T)

Asst.
Pool Dir.
Temp/
Seasonal

Site Supv
Temp/
Seasonal
(P/T)

Site Supv
Temp/Season
## Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY 20-21</strong></td>
<td>Budgeted 19</td>
<td>27.23</td>
</tr>
<tr>
<td><strong>FY 21-22</strong></td>
<td>Budgeted 19</td>
<td>29.42</td>
</tr>
<tr>
<td><strong>FY 22-23</strong></td>
<td>Requested 19</td>
<td>29.42</td>
</tr>
</tbody>
</table>

### Comments on Proposed Personnel Changes

None
MISSION

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

PRIMARY SERVICES PROVIDED

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

FY 21-22 MAJOR ACCOMPLISHMENTS

- Managed COVID-19 protocols for the golf patrons, the operational management and safe working environment for the staff.
- Increased the membership and continued to improve the patron experience at the golf course.
- Increased the number of rounds played.
- Prepaid greens fee on weekend and holiday at reservation system.
- Improved reservation online system.
- Established golf course seasonal newsletter.
- Coordinated weekly men’s and women’s club league play.
- Conducted restaurant bathroom renovation.
- Cart path repairs at holes #3, #9, and #11.
- Tee Box renovation holes #1 and #12.
- Tree work on holes #16 and #17 island area.
- Tree work at holes #3, #10 and #16.
- #17 hole fairway repair.
- Drainage work at holes #3 and #4 nearby pond.

FY 22-23 GOALS

- Continue to manage COVID-19 protocols for the golf patron and safe working environment for the staff.
- Improve Golf Course Website.
- Improve Tee time reservation system.
- Master plan for golf course improvement.
- Design new restaurant building concept.
- Install drive range cover.
- Upgrade pump house computer system.
- Tee box renovation at holes #8 and #16.
- Study irrigation system upgrade.
- Tree work at holes #15 and #16.

**Table of Organization**

[Diagram of organizational structure showing roles and responsibilities]

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)
  - Laborer Temp/Seasonal (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><strong>FY 20-21</strong></td>
<td>Budgeted</td>
<td>8</td>
</tr>
<tr>
<td><strong>FY 21-22</strong></td>
<td>Budgeted</td>
<td>8</td>
</tr>
<tr>
<td><strong>FY 22-23</strong></td>
<td>Requested</td>
<td>8</td>
</tr>
</tbody>
</table>

**Comments on Proposed Personnel Changes**

None
THE NATHANIEL WITHERELL
450

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 21-22 Major Accomplishments

- Saving $731,000 annually by cutting positions and rightsizing staffing ratios. Note: This is annual, sustainable savings.
- Conservatively projecting an additional $500,000 in savings by renegotiating Food Services, Rehab and Pharmacy contracts.
- Getting to break even on our overall budget, notwithstanding debt service. Note: This is after previous years of TNW asking the TOG for subsidies of $2,000,000-$5,000,000 per year.
- Cut annual overtime by $350,000 per year.
FY 22-23 Goals

- Expand TNW’s specialty services to include Dialysis, IV Therapy, Cardio Pulmonary Therapy and Sepsis Management.

Table of Organization
## Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Staff</th>
<th>Number of Part Time/Temp Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted</td>
<td>158</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted</td>
<td>148</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested</td>
<td>148</td>
</tr>
</tbody>
</table>

## Comments on Proposed Personnel Changes

None
Mission

The mission of the Department of Parking Services is to provide fair, impartial, and consistent enforcement of the parking regulations, while maintaining an outstanding level of customer service to residents, merchants and visitors to the Town of Greenwich.

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 6,000 parking meters and 35 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 21-22 Major Accomplishments

- Purchased and installed 3 multi space meter machines (MSMs) for Steamboat Road (2) and Lafayette Place (1) Lots. The Lafayette Place Lot MSM is solar-powered.
- Introduced the Central Greenwich (CG) Resident and Merchant Parking Permits to residents and merchants in the Central Greenwich Business District. Results were analyzed and further improvements were made.
- Restored permit parking at Town Hall to more effectively enforce parking regulations.
- Enhanced the parking permitting system to allow the submission of renewal applications online for 2021 biennial Residential permits.
- Improved Parking Appeal Hearings process.

FY 22-23 Goals

- Purchase two (2) new vehicles for Parking Enforcement Officers (PEOs).
- Upgrade parking meters in Central Greenwich to allow customer to use their preferred method of payment.
- Conduct a Customer Satisfaction Survey of all parking permit holders.
- Continue to repave / restripe parking lots in accordance with the 15-year CIP Plan.
Table of Organization

Deputy Chief of Police

Business Services Manager

Parking Enforcement Supervisor

Parking Facilities Technician (2)

Business Office Coordinator

Parking Enforcement Officer (5)

Parking Enforcement Officer (2; P/T)

Accounting Clerk II (2)

Accounting Clerk II (P/T)

Personnel Summary

<table>
<thead>
<tr>
<th></th>
<th>Number of Full Time Employees</th>
<th>Number of Part Time/Temp Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 20-21</td>
<td>Budgeted 12</td>
<td>2.57</td>
</tr>
<tr>
<td>FY 21-22</td>
<td>Budgeted 12</td>
<td>3.00</td>
</tr>
<tr>
<td>FY 22-23</td>
<td>Requested 11</td>
<td>3.71</td>
</tr>
</tbody>
</table>

Comments on Proposed Personnel Changes

Convert one full-time Parking Facilities Technician to a part-time position. Convert one part-time Parking Enforcement Officer to Accounting Clerk II to assist with annual parking renewals.