

Town of Greenwich  
Connecticut



Annual Department Operational Plans  
2008-2009

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**TOWN OF GREENWICH  
OFFICE OF THE FIRST SELECTMAN**

**2008-9 Annual Department Operational Plan**

**1. Department.**

Office of the First Selectman

**2. Divisions.**

Labor Relations

**3. Department Mission Statement**

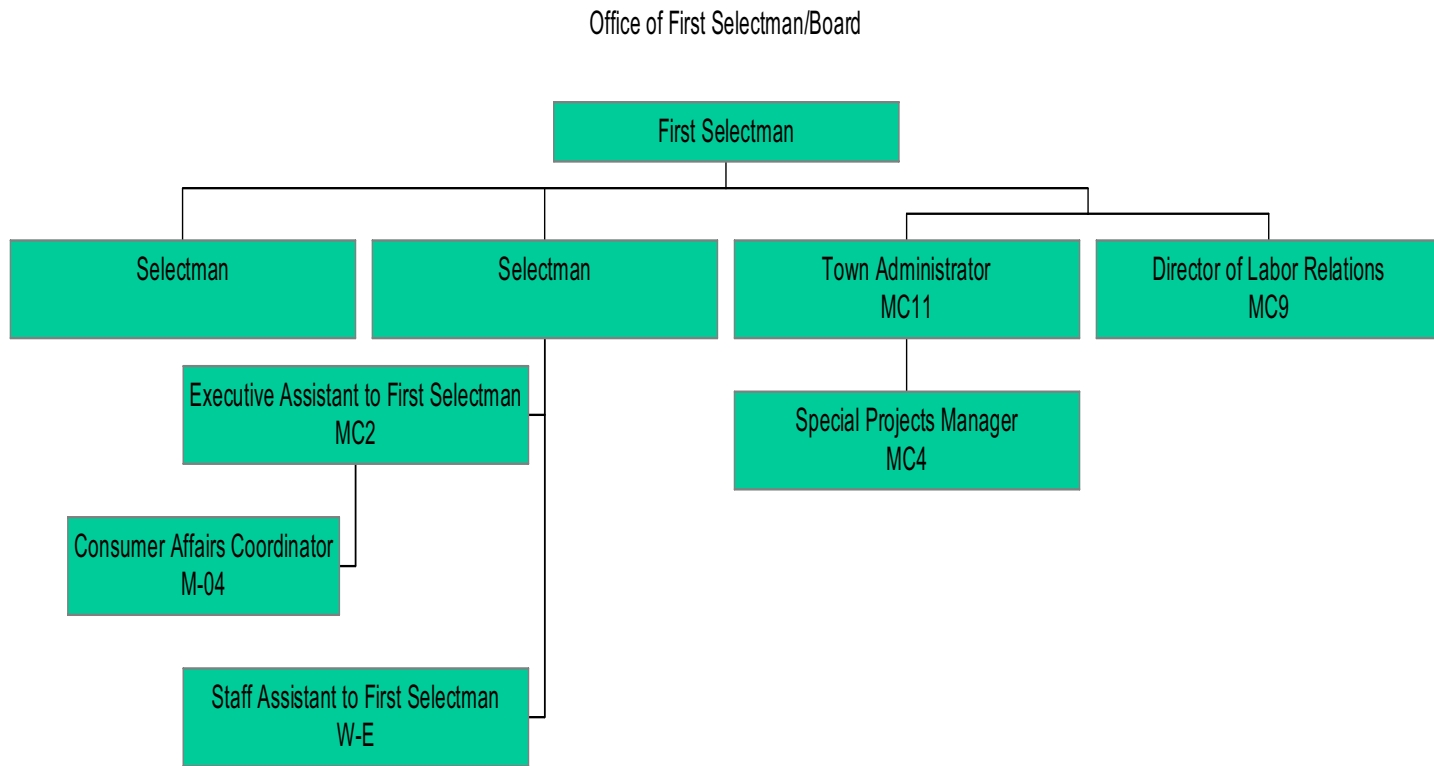
The Director of Labor Relations represents the First Selectman in collective bargaining with the Town's employee organizations and recommends and directs labor relations policies that support Town managers and employees in providing quality Town services. Moreover, labor relation policies are designed to create an organizational environment that can best balance the competing needs of taxpayers, employees, managers and elected officials.

**4. Department Key Services.**

- Represent the First Selectman as chief labor negotiator in collective bargaining with the Town's six bargaining units.
  - Research, analyze and prepare proposals to be discussed in collective bargaining.
  - Prepare cost analysis of collective bargaining provisions, town and union bargaining proposals and negotiated agreements.
  - Draft collective bargaining provisions.
  - Represent the Town in collective bargaining and labor relation matters brought before the RTM and other town governing bodies.
- Administer town collective bargaining agreements which includes the following work activities:
  - Assist department managers in implementing the negotiated terms of the collective bargaining agreements.
  - Advise and consult with department managers in interpreting the terms and conditions of collective bargaining agreements.
  - Represent the First Selectman in the grievance and arbitration process.
- Represent the Town before the Connecticut State Board of Labor Relations concerning Municipal Prohibited Practices.

- Advise and consult with department managers on labor relation matters including employee discipline.
- Present labor relations training to department managers and supervisors.
- Advise and consult with the BOE on collective bargaining and labor relation matters. As requested by the BOE attend and participate in BOE collective bargaining.

**5. Department Table of Organization.**



Director of Labor Relations reports to the First Selectman

## **6. Department Accomplishments.**

### **Service Delivery: Planned, Actual, and Proposed**

#### **1. Collective Bargaining (40%)**

##### **Actual**

- Concluded negotiations with LIUNA Local 136 for terms and conditions of employment for approximately 36 employees assigned to Nathaniel Witherell pursuant to the re-opener provision in the current collective bargaining agreement.

- Concluded negotiations with Teamsters Local 456 for terms and conditions of employment for approximately 115 employees assigned to Nathaniel Witherell pursuant to the re-opener provision in the current collective bargaining agreement.

- Negotiated a two-year successor collective bargaining agreement with LIUNA Local 136 to the agreement that will expire on June 30, 2007.

- Consulted with and participated in the BOE in collective bargaining with the GEA representing approximately 900 certified staff.

- Consulted with and participated in the BOE in collective bargaining with the LIUNA Local 136 representing approximately 180 school instructional aides and other non-certified instructional staff.

- Initiated negotiations with Local 456 regarding town's proposal to subcontract bargaining unit work in the Tree Division in the Department of Parks and Recreation. Negotiations ongoing.

##### **Planned**

- Prepare for and participate in binding arbitration with LIUNA Local 136 on the Town's proposals made during negotiations for a defined contribution retirement plan.

- Continue to consult with and participate in the BOE collective bargaining with the LIUNA Local 136 representing approximately 180 school instructional aides and other non-certified instructional staff.

- Consult with and participate in the BOE collective bargaining with the GEA scheduled to begin in the Spring 2008.

- Continue negotiations with Local 456 regarding Town's proposal to subcontract bargaining unit work in the Tree Division in the Department of Parks and Recreation.

- Begin negotiations in 2008 for Town-wide collective bargaining agreements for Teamsters Local 456, AFSCME Council 4 and Silver Shield Association for successor agreements to the agreements due to expire June 30, 2008.

## **2. Grievances (25%)**

### **Actual**

- Advise department heads and supervisors as to merits of grievances filed at Step I.

- Represented the First Selectman in thirty-eight (38) Step II level grievances. Associated work activities include researching merits of grievance, meeting with the grievant and union representatives, study and deliberation, and drafting the Step II decision.

- Represented the Town and participated in five (5) grievance arbitrations at the State Board of Mediation and Arbitration or the American Arbitration Association. Associated work activities include researching merits of grievance, witness and document preparation, presenting and/or assisting labor counsel in presenting the Town's position in arbitration and researching and preparing post hearing briefs.

### **Planned**

- Representing the First Selectman in Step II level grievances and arbitrations is an ongoing activity. As of December 1, 2007 three (3) disciplinary grievances are scheduled for arbitration and one grievance pending an arbitrator's decision.

## **3. Municipal Prohibited Practices (8%)**

### **Actual**

- Represented the Town in five (5) informal conferences and one (1) formal conference before the Connecticut Board of Labor Relations on Municipal Prohibited Practices filed by the Town's employee organizations against the Town.

### **Planned**

- Representing the Town in informal conferences and formal hearings before the Connecticut Board of Labor Relations on Municipal Prohibited Practices (MPP) filed by the Town's employee organizations against the Town is an ongoing activity. As of December 1, 2007 is one MPP is scheduled for an informal conference one MPP is pending a decision by the Labor Board.

#### **4. Training (2%)**

##### **Actual**

- Presented a formal collective bargaining and labor relations supervisory training program to supervisory employees on February 15, 2007. Informal training of managers is an ongoing activity.

##### **Planned**

- Continue to present the collective bargaining and labor relations supervisory training program and other programs as may be requested in 2008 as training is scheduled by the Department of Human Resources. A training presentation to mid level managers on the topic of progressive discipline is planned for 2008. Continue ongoing informal training of town managers.

#### **5. General Labor Relations Activities (25%)**

##### **Actual and Planned**

- Advise and consult with department managers on labor relation matters including employee discipline.

- Advise and consult with Nathaniel Witherell Board and Director on labor relation matters related to the Board's long-term business plan.

- Participate as a member of a working group drafting a comprehensive up-to-date plan document for the Town's retirement system.

- Represented the Town in two certification petitions. Both matters resolved at the informal conference at the Labor Board.

- Participated as a witness and in an advisory capacity to the Law Department in several matters pending various stages of litigation.

- Represent the First Selectman on the CCM's legislative committee on labor relations.



- **Capital Projects: Planned, Actual, and Proposed**

1. Not applicable

- 2.

- 3.

- **Special Projects: Planned, Actual, and Proposed**

- 1.

- 2.

- 3.

## **7. Performance Measurements**

- Program Structures and Outcome Measures Developed
- Planned Future Efforts

## **8. Department Financial Summary**

### **Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 01/02</b>	<b>Included with OFS</b>	
<b>FY 02/03</b>	<b>Included with OFS</b>	
<b>FY 03/04</b>	<b>Included with OFS</b>	

### **Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 06/07</b>	<b>NA</b>	
<b>FY 07/08</b>	<b>NA</b>	
<b>FY 07/09</b>	<b>NA</b>	

## **9. Significant Personnel Changes**

None

### **Authorized Number of Positions**

<b>Fiscal Year</b>	<b>Full Time</b>	<b>Part Time</b>	<b>Total</b>
<b>FY 06/07</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>FY 07/08</b>	<b>1</b>	<b>0</b>	<b>1</b>
<b>FY 08/09</b>	<b>1</b>	<b>0</b>	<b>1</b>

## **10. Other Key Department Issues**

No disclosure deemed necessary

## **PURCHASING/ADMINISTRATIVE SERVICES DEPARTMENT**

### **ANNUAL DEPARTMENT OPERATIONAL PLAN**

**1. Department:** Purchasing/Administrative Services

**2. Divisions:** Purchasing, Administrative Services

**3. Department Mission Statement:**

**Purchasing:** The mission of the Purchasing Department is to provide centralized procurement services meeting public purchasing requirements for all equipment, materials, services and designated construction projects in a timely manner. Associated with the above mission is the provision of contract development services related to Requests For Bid (RFBs) and Request For Proposals (RFPs) for user departments. An equally important Purchasing Department mission is to provide timely, cost effective telecommunications management and support to all Town government departments.

#### **Administrative Services:**

The mission of the Administrative Services Center is to provide quality support services to user Town departments in a timely way. Administrative Services is comprised of six areas of responsibility and provides central reception, word processing/desktop publishing/posting to TOG website and Channel 79, microfilming, mail services, Reproduction Center services and building security support services.

#### **4. Department Key Services**

Purchasing:

1. Public procurement services to all Town departments (M, E)
2. Contract development services (E)
3. Telecommunications management services (E)

#### **Administrative Services:**

1. Central reception (E)
2. Desktop publishing (E)
3. Posting to TOG website and Channel 79 (E)
4. Reproduction Center services – duplicating, folding and binding services (E)
5. Mail services –Interoffice and U.S. Postal Service (M, E)
6. Building security support services (E)
7. Microfilming/Digital Imaging of Town records (M, E)

#### **5. Department Goals For fiscal year 2008-09**

##### **5A. Goals – Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08/09:**

##### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order):**

No new service delivery projects to be completed FY 08/09

##### **b) Service Delivery Projects to be Continued FY 08/09 (List in priority order):**

No new service delivery projects to be continued FY 08/09

##### **c) Service Delivery Projects to be Planned (List in priority order):**

No new service delivery projects to be planned FY 08/09

##### **d) Service Delivery Projects to be Proposed (list in priority order):**

No new service delivery projects to be proposed FY 08/09

**5B. Goals – Special Projects to be a) Completed, b) Continued, c) Planned, d) Proposed during FY 08/09:**

a) Special Projects to be Completed FY 08/09 (List in priority order):

No new special projects to be proposed FY 08/09

b) Special Projects to be Continued FY 08/09 (List in priority order):

No new special projects to be continued FY 08/09

c) Special Projects to be Planned FY 08/09 (List in priority order):

Contingent upon IT moving the optical imaging project forward and Administrative Services being chosen to be one of the first departments to digitize its records for retention, Administrative Services will be planning for the implementation of this project.

The goal is to make progress in digitizing approximately seven years' backlog of records waiting to be microfilmed.

Potential obstacle to being able to make substantial progress with this project may be inadequate staffing level in-house.

d) Special Projects to be Proposed FY 08/09 (List in priority order):

No new special projects to be proposed FY 08/09

**5C. Goals – Capital Projects to be a) Completed, b) Continued, c) Planned, D) Proposed during FY 08/09:**

a) Capital Projects to be Completed FY 08/09 (List in priority order):

No capital projects to be completed FY 08/09

b) Capital Projects to be Continued FY 08/09 (List in priority order):

Project Name: New Public Safety Complex, Telephone System and Cabling – procurement and installation

Project Number: 345-956-28001

Time Frame: FY 08/09

Risk To Time Frame: Potential for delay occurring in public safety complex construction project causing delay in telephone system and cabling installation.

Original Cost: Telephone system cost not identified separately, part of overall budget for project

Revised Cost: N/A

c) Capital Projects to be Planned FY 08/09 (List in priority order):

Project name: Telecom projects scheduled for FY 09/10 in Capital Improvement Plan, i.e. Byram Fire, DPW Highway, Replacement of Call Accounting Software, and Replacement of Telephone Sets/ Circuit packs (Digital)

Project Number: Not assigned

Time Frame: FY 09/10

Risk To Time Frame: Funding not approved, potential for risk to time frame related to DPW projects impacting facilities' availability

Original Cost: Estimated \$238,000

Revised Cost: N/A

d) Capital Projects to be Proposed FY 08/09 (List in priority order):

Project Name: Telephone Systems for Glenville Fire, North Street Fire, DPW Newman Street, Animal Control, Fleet Department and the Pistol Range

Project Number: Not assigned as yet

Time Frame: FY 08/09

Risk To Time Frame: Funding not approved, potential to risk to time frame related to DPW projects impacting facilities' availability

Original Cost: \$197,000 proposed

Revised Cost: N/A

Risk to Latest Cost Estimate: 10%

Performance Measures & Frequency: None

**5D. Brief Summary of Overall Capital Project Status**

Capital projects budgeted for FY 07/08 are Upgrade of Greenwich Library's and Witherell's Telephone Switches, Procurement and Installation of Senior Center Telephone Switch, and additional Avaya Analog/Digital Circuit Packs, CSU and DS1 Procurement and Installation. It is anticipated that these capital projects will be completed prior to FY 07/08 end.

No capital projects have been carried over from prior fiscal years.

## **6. Department Accomplishments**

1. Public Safety Complex Mass Excavation – Bidding and contracting processes conducted. Work done. Finalization of contract and work completed.
2. Construction of Public Safety Complex – Bidding and contracting processes conducted. Construction of complex under way on time and within budget. Measure: Finalization of contract and work in process.
3. Nathaniel Witherell Project Renew – RFP and contracting processes conducted for architectural and construction manager at risk services. Measure: Finalization of contracts.
4. Electric Supply RFP Process – The procurement of the electric supply for all Town government, BOE and Greenwich libraries bid out. Savings of \$1.5 million achieved each year of three-year contract. Total savings projected: \$4.5 million Measure: Comparison of new electric rate to budgeted rates.
5. Planning for Procurement and Installation of New Telephone System/Cabling for Public Safety Complex: Establishment of requirements/functionality for new switch and necessary cabling to be able to move forward with procurement and installation in FY 08/09. Measure: Availability of specifications for new telephone system.
6. Town Hall Parking Structure Repair Project – Project successfully bid and contracted out. Project under way. Measure: Finalization of contract for project and work being done.
7. Procurement and Installation of Senior Center's New Telephone Switch – Project conducted successfully to maintain telephone service at Senior Center. With the conduit between the Senior Center and Police/Fire Building being cut due to the public safety complex project, it was no longer possible for the Senior Center to get its phone service from the Police/Fire Building's telephone switch. A new telephone switch at the Senior Center was required to be able to maintain telephone service. Measure: Installation of new telephone switch and support of telephone service by it.
8. Certification of Purchasing Staff – National Institute of Governmental Purchasing, Certified Public Purchasing Officer designation achieved by Director, Certified Public Purchasing Buyer designation achieved by Senior Buyer. Measure: Provision of certificate to designated staff
9. Upgrade of Greenwich Library and Nathaniel Witherell Telephone Switches – Procurement and installation of telephone system upgrades to ensure full support and functionality. Measure: Upgrades done.

10. Natural Gas Contract for Town Government and BOE: Location of a publicly bid contract which the Town could use (CRCOG) for the interruptible natural gas accounts achieving a much more competitive pricing structure compared to CNG's proposed pricing. Interruptible accounts were converted to firm accounts, allowing them to use CRCOG contract pricing formula. Measure: Finalization of contract documents through locking in favorable pricing. Projected savings CNG to CRCOG pricing: Approximately \$225,000 per year for twenty-month contract or \$373,500.
11. Expansion of Telephone System (Town Hall) to Provide Additional Capacity for Increasing Telecommunications Applications: Procure and install additional circuit packs/DSU/CS1 components. Measure: Additional telecommunications capacity.
12. Request For Proposal Process Successfully Done for Telecommunications Services For Next Three Years: Cost reduction of 20% for fixed line charges and 10% for in state and long distance rates for services to Town government, BOE and library facilities. Measure: Contract finalization showing above cost reductions.
13. Maintenance of complete, correct and current insurance coverage documentation for 95% of contracts and service agreements developed by Purchasing. Measure: Current insurance coverage documentation in files as documented by Excel spreadsheet.
14. 92% of Contracts Developed By Purchasing Approved on First Submittal to Law: Measure: Documentation per Purchasing Department database.
15. Management of Budgets (Purchasing, Administrative Services) and Provision of All Services Within Budgets: Measure: No interim appropriation requests.
16. Finalization of Contract With Mail Service Provider to Lower Mailing Costs: Through an RFP process, the department was able to locate a mail service provider who merges mail from several pickup sites in order to be able to post mail at the lower presort rate, a savings of 25% for #10 envelopes and parcels. Measure: Finalized contract with mail service provider and implementation of service.
17. Up To Date Purchasing Policy: Purchasing continues its practice of keeping the Purchasing Policy Manual up to date: Measure: Current Purchasing Policy.
18. Upgrade of Digital Production Printer To Allow For Faster Processing of Print Requirements: Measure: New system in?



## 7. Performance Measurements

1. Goal: 90% of all insurance coverage documentation for contracts/service agreements developed by Purchasing are complete, correct per Town of Greenwich insurance documentation requirements and current.

Measure: Using Excel spreadsheet which tracks all contract/service agreements' insurance coverage documentation timeframes, determine every six months percentage of insurance coverage documentation that is complete, correct and current.

Fiscal 07 Result: 100% of insurance documents intact before contract issuance

Degree of Achievement: 100%

2. Goal: 90% of contracts/service agreements developed by Purchasing and submitted to Law are approved for legal sufficiency on first submittal by Purchasing.

Measure: Using spreadsheet which tracks contract development/submittal information for Purchasing, determine every six months percentage of contracts being approved by Law on first review by them (without being returned to Purchasing for modification).

Fiscal 07 Result: 92% of contracts/service agreements developed by Purchasing and submitted to Law were approved on first submittal.

Degree of Achievement: 100%

3. Goal: Provide four seminars/webinars to Purchasing staff annually (Director, Senior Buyer, Buyer, Telecommunications Coordinator/Buyer).

Measure: Track number of seminars/webinars attended by designated Purchasing staff by keeping copies of CEU documentation sheets.

4. Goal: Provide a minimum of two pertinent training seminars to the Administrative Services Supervisor.

Measure: Track number of seminars/webinars attended by Administrative Services Supervisor.

Fiscal 07 Result: In excess of two pertinent training seminars were attended by the Administrative Services Supervisor.

Degree of Achievement: 100%

5. Goal: Manage the department's budgets so that no interim appropriations are necessary during the next fiscal year.

Measure: If there are no interim appropriations for FY 08/09 for Purchasing/Administrative Services, this goal will have been met.

Fiscal 07 Result: No interim appropriations were required for either Purchasing or Administrative Services.

Degree of Achievement: 100%

6. Goal: Complete performance evaluations for all staff.

Measure: Filing of all completed performance evaluations with Human Resources

Fiscal 07 Result: All performance evaluations completed and filed with Human Resources.

Degree of Achievement: 100%

## **8. Other Key Department Issues**

### **Personnel Changes:**

Purchasing's staffing level has been cut by one full time position, with one part-time position having been approved for partial replacement. Due to this cut, administrative/clerical responsibilities that previously resided with the cut position have had to be moved to the Buyer position. This has decreased the available number of hours for procurement support to the department, which has increased the lead-time on Requests For Bid/Proposal.

### **Telecommunications/Verizon Infrastructure:**

Verizon's infrastructure for telecommunications is in poor condition with no or very little room for growth. This has impacted the Town through increased downtime at certain locations, increased maintenance costs related to necessary troubleshooting when service outages occur, and increased lead time for fulfillment of new T-1/PRI service requests at Town facilities.

### **Insurance Documentation Requirements:**

The amount of time being spent on insurance coverage documentation requirements for contracts and service agreements continues to be substantial. The Town has very exact insurance documentation requirements that must be met in order for insurance coverage to be considered to be current, correct and in full compliance with Town of Greenwich requirements.

### **Backlog of Records To Be Microfilmed or Digitized:**

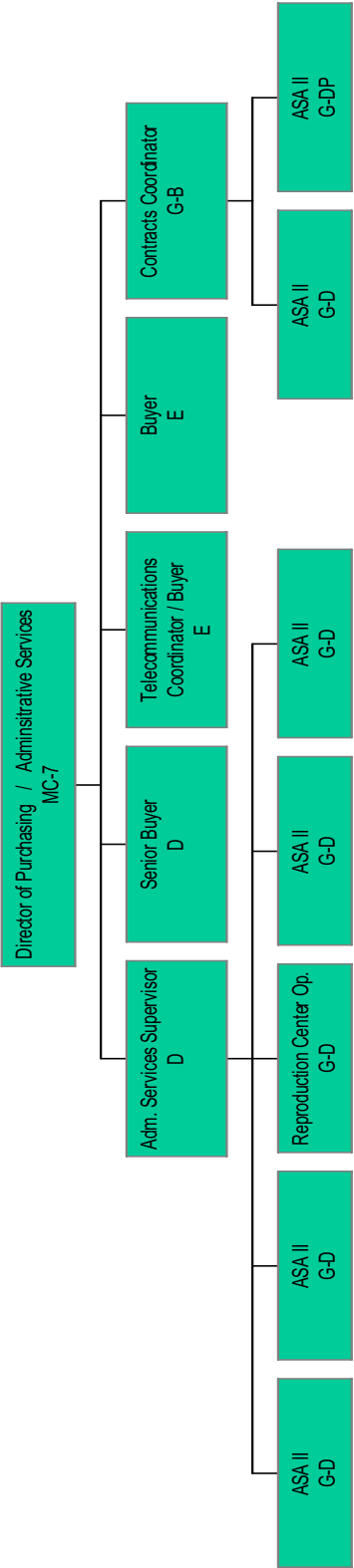
Administrative Services currently has approximately a seven-year backlog of records to be either microfilmed or digitized. Over four years ago Purchasing/Administrative Services attempted to move this project forward but it was put on hold until Blum Shapiro could initiate and complete an optical imaging study for all departments. IT has requested and received funding for the optical imaging project for the Town in FY 07/08 and it is hoped that this project will be moved forward with Administrative Services being one of the first departments to implement the new system.

### **Car Loaner Pool:**

There are currently four vehicles in the car loaner pool, most of which are always booked. The recommendation would be to add a minimum of one vehicle to the pool to be able to satisfy more requests.

9. Department Table of Organization

Purchasing & Administrative Services  
Department Table of Organization



# 10. Actual/Proposed–Summary Personnel Staffing, Purchasing and Admin. Services

## Authorized/Proposed Number of Positions

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>FY 05/06</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>FY 06/07</u>	<u>13</u>	<u>0</u>	<u>0</u>	<u>0</u>
<u>FY 07/08</u>	<u>12</u>	<u>.5</u>	<u>0</u>	<u>0</u>
<u>FY 08/09 Proposed</u>	<u>12</u>	<u>.5</u>	<u>0</u>	<u>0</u>

## Summary Comments on Personnel Changes

At the end of fiscal year 06/07, the department lost one full time position, an ASA II, from the Purchasing Division. Although Purchasing gained a part-time position, an ASA II, going into fiscal year 07/08, administrative duties previously supported by the ASA II position that was lost (reduced to part-time) have had to be shifted to the Buyer position, effectively reducing by one-half that position's time dedicated to direct procurement activities.

The reduction in the full time position count was taken as part of the Town's overall efforts to reduce head count.

## 11. Department Financial Summary

### A - Expenses

Fiscal Year	Budget	Actual
FY 04/ 05	\$1,427,764.00	\$1,409,691.32
FY 05/ 06	\$1,625,943.00	\$1,581,790.82
FY 06/ 07	\$1,545,416.00	\$1,509,093.12
FY 07/ 08	\$1,603,502.00	XXXXXXXXXX
FY 08/ 09 Proposed	\$1,676,956.08	XXXXXXXXXX

### A – Summary Comment on Expenses

### B - Revenues

Fiscal Year	Budget	Actual
FY 04/05	\$9,400.00	\$5,338.44
FY 05/06	\$9,400.00	\$6,459.13
FY 06/07	\$9,400.00	\$12,919.68
FY 07/08	\$9,300.00	XXXXXXXXXX
FY 08/09 Proposed	\$9,300.00	XXXXXXXXXX

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

**Human Resources**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, and strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and

summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

NOTE: NEW Section with fiscal year 2008-2009 submission.

Performance Measures – Section 7

In past submissions, many departments have reported quantitative performance measurements and several have reported qualitative performance measurements. Section 7 addresses both types of measurements.

Index by Section:

- 1 & 2 - Department & Division Name
- 3 - Department Mission Statement
- 4 - Department Key Services
- 5 –Department Goals for Fiscal 08-09
- 6 - Department Accomplishments
- 7 –Performance Measurements
- 8 - Other Key Department Issues
- 9 - Department Table of Organization
- 10 - Actual /Proposed - Summary Personnel Staffing
- 11 - Department Financial Summary

**Appendix – Definitions, Instructions and Examples**

**1. Department**

HUMAN RESOURCES DEPARTMENT

**2. Divisions**

PAYROLL DIVISION

**3. Department Mission Statement**

The Department of Human Resources works as a team to provide quality human resource and payroll services and vital, accurate information to all Town employees, retirees, Appointing Authorities and the public in a fair and equitable manner. Serving as a central resource, our goal is to ensure everyone we deal with is treated with equality, dignity and respect and that we foster and facilitate a productive, healthy work environment through open communications, personal accountability, integrity and trust so that all employees are afforded equal opportunity to succeed and develop in their careers.



#### 4. Department Key Services

1. Plan, coordinate and administer the recruitment, examination and hiring processes for all town Appointing Authorities ensuring fair and ethical treatment that complies with all federal, state and town regulations. (E)
2. Oversee, facilitate and administer all personnel actions and changes for Town employees from point of hire to separation, termination or retirement, monitoring position and vacancy control and reporting on same. (E)
3. Serve as resource and advisor to employees and Appointing Authorities on Human Resources policies and procedures, federal and state statutes and contractual language effecting human resources operations and processes. (M)
4. Provide strategy, financial planning, and administration for all employee and retiree benefit programs except the defined benefit pension plan. (E)
5. Administer and facilitate employee performance management processes addressing performance issues and ethical workplace behavior and implementing changes to ensure our processes align with the best practices. (E)
6. Administer the town's payroll operation for all full time and part time employees, resolving problems, responding to contractual questions of overtime, holiday pay, injury leave, etc. and preparing all required forms, reports and documents in an accurate and timely manner. (E)
7. Oversee the Town's AA-EEO processes through coordination with the AA-EEO consultant and liaison with the AAAC, maintaining a supportive and diverse work environment that ensures equitable and respectful treatment for all. (M)
8. Monitor and maintain the Town's classification and compensation systems for all employees. (E)
9. Provide employee relations and employee assistance services and referral to all Town employees and their dependents. (E)
10. Provide training and development opportunities to all staff to enhance career growth, performance and overall effectiveness. (E)

## **5. Department Goals for Fiscal 08-09**

1. Reorganize benefits administration to improve accountability under HR's management and administration. This would include all benefits except the defined benefits pension plan.
2. Continue to pursue the use of technology systems to streamline and make the benefits functions more accurate and effective.
3. Facilitate the ongoing payroll consolidation assuming payroll responsibility for approximately five or six additional Town Departments.
4. Present for BET and BOS approval, implement and administer a newly designed compensation system for the unrepresented managerial employees.
5. Identify and hire a consultant to assist HR with rewriting the HR policies and procedures manual; form oversight committee, complete the rewrite, obtain approval of oversight committee and place all policies on the internal computer network and the web site for transparency and easy access to all.
6. Initiate, plan and implement a comprehensive training and development plan addressing workplace performance and behavior, the progressive discipline process, the diversity initiative and harassment identification and prevention in the workplace.
7. Develop an orientation program for volunteer board members of appointing authorities.
8. Pursue ongoing and new technology improvements to facilitate HR processes in the area of recruitment and testing.

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

1. Goal: **Update and revise the Human Resources Policy and Procedure Manual.**

**Strategy:** Hire a consultant to assist HR with the review and rewrite of all HR policies and procedures more than 3 years old and identifying policies that need to be added. Once hired, form an oversight committee, rewrite those policies that are out of date, remove policies no longer valid, include new policies and secure

approval of the oversight committee. Place the index and all policies on the Town's internal computer network for easy access to all.

**Time frame for completion of overall project and each major project stage:** Responses to RFP by August 2008; select vendor and form committee by September 2008. Start rewrite in October 2008. Complete rewrite by June 2008.

**Risk to time frame – Greatest obstacle(s) to completing this project:** Budget not approved; committee resources for review and approval may cause delays.

**Performance Measures & Frequency:** Promulgation of revised HR P & P manual and access on Town LAN.

**2. Goal:** Administer a comprehensive training and development plan addressing workplace performance and disciplinary processes, diversity initiative and harassment identification and prevention in the workplace.

**Strategy:** Identify appropriate training and consultants; obtain budgetary approval; announce the T & D initiatives to all Town Staff; coordinate and schedule the training sessions. Administer the conduct of all training and employee attendance.

**Time frame for completion:** Training indicated above will be conducted between July 2008 and June 2009.

**Risk to time frame:** Budget not approved, lack of support from appointing authorities in releasing their staff to attend the training; lack of resources in HR to coordinate and schedule 1500 employees for the various workshops.

**Performance Measures;** Follow up on course completion; review of employee assessment forms on the various workshops.

---

**b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**1. Goal:** Facilitate the ongoing consolidation of payroll functions into central payroll operations assuming responsibility for approximately five or six additional Town Departments.

**Strategy:** Continue to improve the skills of the payroll processors; obtain more training on the MUNIS system for payroll staff; Continue to monitor and educate other departments on their timekeeping processes. Schedule and notify

departments regarding the dates and procedures for taking over their payroll functions.

**Time frame:** July 1, 2008 through March 31, 2009

Risk to time frame - Greatest obstacle(s) to completing this project:  
**Departments not properly implementing the time keeping policy: Inability of MUNIS to provide trainers;**

**Performance Measures & Frequency:** Review of those departments whose payroll is being administered by Central payroll;  
Audit of payroll processes.

**2. Goal:** Implementation of the M/C Compensation plan as proposed by the Hay Consultants and the Committee overseeing this project.

**Strategy:** Inform all affected employees of the change and how it impacts them. Resolve questions; Implement the new system effective 7/1/08. Schedule training on this issue for all appointing authorities in performance management. Set a schedule for market study reviews bi-annually.

**Time frame:** July 2008 – December 2008

**Risk to time frame - Greatest obstacle(s) to completing this project:** Obtaining approval from BET and other appointing authorities; Obtaining buy in from the M/C employees.

**Performance Measures & Frequency:** Implementation of the new pay plan. Audit of the pay plan one year later: Review of performance management criteria being submitted by all appointing authorities after the first year.

---

**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

**Goal:** Identify areas in HR where implementing some best practice changes could improve service delivery.

**Strategy:** Seek staff input and continue to monitor and observe the work flow and identify areas that frequently are problematic. Seek input from other department heads or appointing authorities regarding what they would like HR to focus on to better assist them.

**Time frame:** September 2008 – June 2009

**Risk to time frame - Greatest obstacle(s) to completing this project:** Inability to get additional resources.

**Performance Measures & Frequency:** Review staff responses; review response to questionnaire from other department heads; prepare recommendations of areas suitable for change processes.

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

**Goal:** Develop orientation and training for volunteer board members of appointing authorities.

**Strategy:** Utilizing existing orientation program, existing training resources in HR and Labor Relations and the input from the BOS, provide an orientation for new Board members serving on Boards that function as appointing authorities.

**Time frame:** Obtain approvals in July-August 2008; design a 2 or 3 hour orientation program; determine frequency to conduct the program.

**Risk to time frame - Greatest obstacle(s) to completing this project:** Lack of resources or approval.

**Performance Measures & Frequency:** Completion of training curriculum; conduct of orientation for new board members; Feedback from Board members; Better trained more effective appointing boards.

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**1. Goal:** Reorganize the current benefits administration processes to ensure more accountability under HR's management and administration. This would encompass all benefits except the defined benefits pension plan.

**Strategy:** Upon retirement of the current Benefits Administrator, the job description for the Administrator along with two other Benefits employees will be rewritten to encompass the additional duties being brought back under the HR umbrella in this area.

Employ services of current benefits consulting firm to assist Town employees with benefit issues while we implement the changes.

Seek necessary approvals from Unions and other Town appointing authorities to move forward with these changes.

Schedule recruitment and testing efforts for hiring new manager.

Identify, hire and train the new manager.

Engage the new manager in redesigning the vacant job.

**Time frame:** January 2008 to September 2008

**Risk to time frame - Greatest obstacle(s) to completing this project:** Political issues may deter approval process; Difficulty identifying a new manager with competency in the critical areas needed for the job.

**Performance Measures & Frequency:** Healthcare costs continue under trend; Measure with quarterly reports and annual renewal increases.

Improved customer service. Measure with customer satisfaction survey?

More effective management and accurate enrollment and counseling on tax deferred compensation areas of benefits and the defined contribution pension plan.

Measure by audit of the employee deductions in these areas.

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

**1. Goal:** Continue to pursue the use of technology systems to streamline the benefit administration functions.

**Strategy: (stage 1)** Working with the healthcare consultant, Ovation Benefits, follow through on conversion of employee healthcare data in MUNIS to premium tables that will accommodate the electronic transfer of this data to our healthcare vendors; Accomplish electronic transfer of this data to vendors.

**(Stage 2)** The monthly expense and headcount audit and report can be refined providing more time for staff to create a healthcare administration site on the town's intranet so that some administrative functions can be done electronically.

**Time frame: This has already taken over 18 months due to problems with the Munis system and Hipaa regulations. We anticipate successful completion of Stage 1 by September 2008.**

**Stage 2** is anticipated to begin approximately 3 months after completion of stage 1 and will likely continue into FY 09.

**Risk to time frame - Greatest obstacle(s) to completing this project:** Failure of Munis to accommodate these functions.

**Performance Measures & Frequency: Stage 1)** Successful implementation of electronic data transfer by Sept. 2008.

**Stage 2)** creation of the healthcare administration site on the intranet and notification of all employees.

**2. Goal:** Pursue ongoing and new technology improvements to facilitate HR processes in the area of recruitment

**Strategy:** Evaluate initial job applications on line software effectiveness; plan to expand use of software to next stage in FY 08-09

**Time Frame:** The effectiveness of the current application in FY 07-08 will be evaluated and a determination made to move to the next stage.

**Risk to time frame:** HR resources to properly evaluate the application.

**Performance Measures:** **Assess the ease of use; measure improvements to timeliness of the overall posting and application process for positions; identify increases in number of jobs posted.**

---

**c) Special Projects to be Planned (List in priority order. For each project note):**

**Goal** NA

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency.**

---

**d) Special Projects to be Proposed (List in priority order. For each project note):**

**Goal** NA

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**NONE**

**HR has no Capital projects.**

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## **6. Department Accomplishments**

1. Coordinate and oversee the successful consolidation of the Town's payroll functions into the Human Resources Department.
2. Reviewed and reorganized the AA-EEO functions, employing an AAO Consultant on behalf of the Town.
3. Completed the first stage of workplace diversity awareness workshops for Town employees.
4. Coordinated the selection process for a vendor to conduct an evaluation of the Town's managerial compensation; formed a working committee and began the review and survey process for this study with the consultant
5. Recruitment processes involved the following: posting and testing for 53 positions for hire, 52 for transfer and 2 for upgrade including some very visible and complex multi-phased recruitment processes such as Police Lieutenant, Deputy Fire Chief, Fire Prevention Inspector; received and coordinated approximately 1,585 resumes or letters of interest/applications from candidates; administered pre-employment or promotional exams to approximately 831 individuals; promulgated 57 eligible lists containing 375 individual candidates eligible for appointment to full time positions; coordinated background investigations and pre-employment medical exams on all potential hires and facilitated the hiring of all seasonal staff.
6. Employment processes involved the following: appointment processing and orientation of all new Town employees; administering the DOT random drug and alcohol testing program for employees possessing a commercial drivers license and employees assigned to the marine crew and conducting mandatory training sessions for supervisors of CDL drivers; oversight and coordination of all FMLA requests; review and comparison of all Liuna titles to new FLSA requirements for exempt status.
7. Benefits related activities include the following: Administered healthcare benefits including medical, dental, prescription, life insurance, long-term disability, flexible spending (FSA), Deduct-a Ride and COBRA plans for 2400 Town and BOE active employees and employees on FMLA; administered all healthcare benefits for 700 retired employees; responded to enrollment issues, changes, terminations and claim problems, negotiating resolutions with healthcare vendors and educating employees; coordinated and administered open enrollment for all active and retired employees for annual elections of health insurance on 7/1/06 and HAS, FSA and Deduct-a-ride on 1/1/07; provided updated HIPAA and Medicare D Creditable Coverage letters to all employees and retirees; developed a Medicare D prescription plan for Medicare eligible retirees, combining a Medicare D Plan with the Town's current plan providing the best coverage at a reasonable cost to the retirees; prepared, reviewed and audited healthcare budget reports for monthly presentation to the BET; collaborated with Purchasing to prepare and review the RFP for retiree healthcare administration.

8. Employee Assistance related activities include providing client evaluations for over 400 individuals (employees or members of employee's family), referred to or seeking EAP; providing critical interventions for Town employees; conducted seven Critical Incident Stress Debriefing sessions; provide biweekly support and facilitation of four recovery groups for employees; and provide ongoing liaison with treatment centers and hospitals to maintain the Town's referral protocol for needed treatment facilities and private practitioners.
9. Policy Development: Prepared and issued key policy revisions for Military Leave, Employment of Relatives, Employee Disciplinary Procedures, Short Term Absences such as jury duty and funeral leave and Employment relocation. Prepared and established new policies to provide guidelines for managing Timekeeping processes, Employment Verification procedures and Workers Compensation Leave.  
Classification Activities: Created new positions for Executive Assistant to the Superintendent, BOE; Assistant to the Commissioner DPW; Deputy Director Planning and Zoning; Business Services Manager, DPW; Community Development Coordinator; Lead Public Safety Dispatcher; and Public Relations Manager, Greenwich Library. Review and evaluate existing positions as the need arises.
10. Training and Development Activities: Monitor and assess training and development needs and develop and administer training and professional development opportunities to align with Town goals and to inform, improve and motivate the workforce. Ongoing workshops for Executive level staff and supervisory training for entry and mid level supervisors.

## **7. Performance Measurements**

### **Key Services:**

#### **Qualitative:**

HR Policy Manual - Promulgation of revised HR Policy and Procedures manual and access on Town LAN.

T & D - Follow up on course completion; review of employee assessment forms on the various workshops.

Payroll Consolidation - Review of those departments whose payroll is being administered by Central payroll; Audit of payroll processes.

MC Pay plan - Implementation of the new pay plan. Audit of the pay plan one year later: Review of performance management criteria being submitted by all appointing authorities after the first year.

Identify HR areas for best practice improvement: Review staff responses; review response to questionnaire from other department heads; prepare recommendations of areas suitable for change processes.

Develop and provide training to new board members -Completion of training curriculum; conduct of orientation for new board members; Better trained more effective appointing boards.

Reorganize benefits administration - Healthcare costs continue under trend; Measure with quarterly reports and annual renewal increases.

Improved customer service. Measure with customer satisfaction survey?

More effective management and accurate enrollment and counseling on tax deferred compensation areas of benefits and the defined contribution pension plan.

Measure by audit of the employee deductions in these areas.

Use technology to streamline/improve benefit administration - **Stage 1)**

Successful implementation of electronic data transfer by Sept. 2008.

**Stage 2)** creation of the healthcare administration site on the intranet and notification of all employees.

Use technology to improve recruitment and application processes - Assess the ease of use: measure improvements to timeliness of the overall posting and application process for positions; identify increases in number of jobs posted.

#### Quantitative:

Recruitment: Number of positions posted for exam, examined and number of eligibility lists established. Number of employees hired, upgraded or promoted. Number of employees oriented.

Training and Development: Number and types of training conducted; number of employees provided with training or development.

Classification and title development: number of positions established or modified.

Employee Assistance Program: Number of employees evaluated or counseled; number of group sessions conducted; number of critical incidence stress debriefings held.

Health Benefits: Number of employees counseled; number of new enrollments; number of changes implemented; number of claim problems handled and resolved.

AA-EEO activities: number of employees interviewed in response to complaints; number of complaints investigated.

## **8. Other Key Department Issues**

### **Accounting for performance**

The public's expectation requires that all staff perform at a high level. In an environment where we need to find ways to do more with less, a performance management strategy that links individual and departmental performance as elements of the Town's accountability framework becomes very valuable. However, language in collective bargaining agreements, and a culture of minimalist work ethic among some employees often hinder efforts to engage staff in a positive way through the use of performance and development tools linked to compensation.

### **Reorganization of Employee Benefits**

The current Benefits Manager will be retiring March 1, 2008. There is also a vacant Benefits Technician position. This is an opportunity to look at the responsibilities of these two positions and implement changes to provide better service to our employees and more efficiency in this area town wide.

### **Employee Relations**

Over time the limited use of the performance review system to address performance and workplace behavior issues, the lack of cohesive training and development plans tied to performance, and the highly unionized environment has resulted in a very significant demand on Human Resources to engage in complex employee relations matters with individuals, groups or teams and entire departments.

### **Recruiting and retaining high quality staff**

Competition from the private sector, and the high cost of living in Fairfield County makes recruitment and retention for many positions within the Town difficult. Having an equitable and competitive compensation system in place, which allows some flexibility, is critical. Also, contractual agreements demand significant HR resources to fulfill the examination and screening processes required. This is a particularly complicated process in the promotional testing for uniformed service positions.

### **Cost and administration of healthcare benefits for active employees and retirees**

Healthcare management strategies must address both the rising cost of healthcare and employee healthcare needs. Monitoring trends and innovative approaches to contain costs is critical and ongoing. Administration has become more complex as we constantly change plan structure and costing strategies. Streamlining some of the administrative and budget reporting processes through the use of technology is ongoing. Working with the Labor Negotiator to develop strategies in negotiating benefits that facilitate some consistency in plans offered and rates charged would also reduce some of the administrative processes.

### **Boards, Commissions and other governing bodies in the Town of Greenwich**

The unique form of Town Government, as defined by the Charter, is a particularly complex structure. Sometimes, the active participation of volunteer boards or commissions impacts managerial prerogatives and initiative. Certainly, the Appointing

Authority structure sometimes curtails Human Resources ability to enforce policy, procedure and best practice. While we can advise and recommend to the Appointing Authorities, if they choose to do otherwise we have little recourse.

### **Training and Development**

Identify, develop and implement programs for staff training and development that are tailored to performance issues, improving competency in needed areas, succession planning and improving the work environment thus assisting in the retention of employees. Programs that sustain and enhance a diverse, respectful, productive and healthy workplace as well as workshops on performance management and progressive discipline are included on the Training Plan.

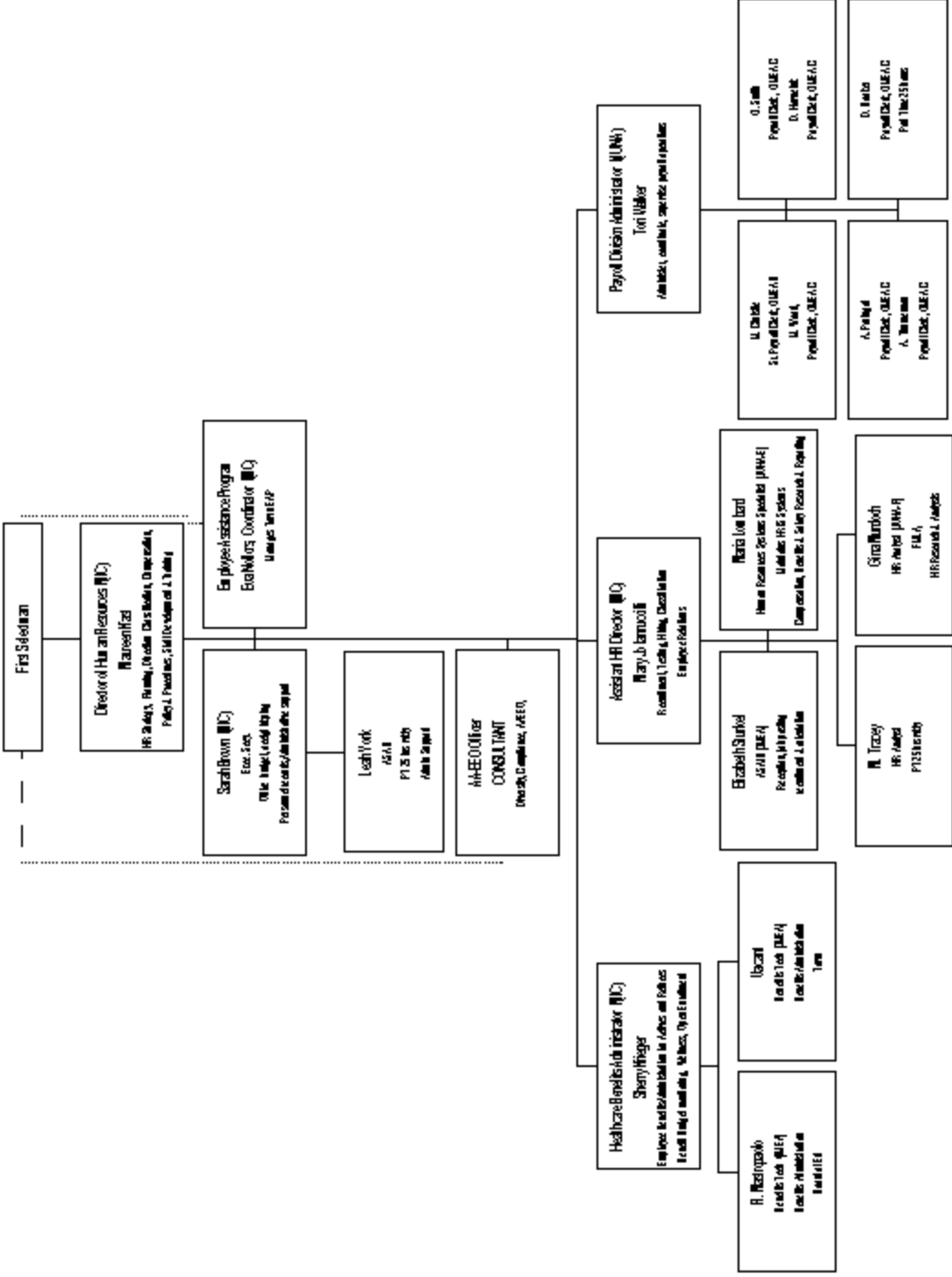
### **Human Resources Policies and Procedures**

The current policies and procedures manual requires significant updating. While we have rewritten or crafted new policies as necessity required, the time and opportunity to address the entire manual will require contracting with outside specialists in this area. Often, legal questions surrounding human resources policies, federal or state laws or regulations effecting HR policy or practice require reaching out to outside legal counsel for guidance. Having an internal legal advisor proficient in Employment Law would be more effective.

### **Employee Appointment Processes**

As regulations for hiring staff become more complex, ensuring that all necessary paperwork and documents are obtained in a timely manner and properly filled out is becoming increasingly difficult for unrepresented part-time staff and temporary and seasonal staff. In the past these hires were managed within the appointing authorities and often put on payroll before HR had an opportunity to review the paper work. With payroll now located in HR the need for a more controlled process is apparent.

## 9. Department Table of Organization



# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # Of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	<u>11</u>	<u>1</u>	<u>0</u>	
<u>FY 05/06</u>	<u>11</u>	<u>1</u>	<u>1 PT</u>	
<u>FY 06/07</u>	<u>11</u>	<u>1</u>	<u>1 PT</u>	
<u>FY 07/08</u>	<u>17</u>	<u>3</u>		<u>75 wkly</u> <u>3900 yearly</u>
<u>FY 08/09</u> <u>Proposed</u>	<u>17</u>	<u>3</u>		<u>75 wkly</u> <u>3900 yearly</u>

## **Summary Comments on Personnel Changes**

## **11. Department Financial Summary**

### **A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>\$1,532,883*</b>	<b>1,532,883</b>
<b>FY 05/ 06</b>	<b>\$1,634,547*</b>	<b>1,607,779</b>
<b>FY 06/ 07</b>	<b>\$1,695,091*</b>	<b>\$1,642,450</b>
<b>FY 07/ 08</b>	<b>\$2,437,061**</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>\$2,622,333</b>	<b>XXXXXXXXXX</b>

### **A – Summary Comment on Expenses**

- **Included yearly goals for salary savings town wide**
- **\*\* No longer includes town wide salary savings but reflects addition of the payroll division**

### **B – Revenues - None**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>		
<b>FY 05/06</b>		
<b>FY 06/07</b>		
<b>FY 07/08</b>		<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>		<b>XXXXXXXXXX</b>

### **B – Summary Comment on Revenues**



**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

**Registrar of Voters**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and

summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

NOTE: NEW Section with fiscal year 2008-2009 submission.

Performance Measures – Section 7

In past submissions, many departments have reported quantitative performance measurements and several have reported qualitative performance measurements. Section 7 addresses both types of measurements.

Index by Section:

- 1 & 2 - Department & Division Name
- 3 - Department Mission Statement
- 4 - Department Key Services
- 5 –Department Goals for Fiscal 08-09
- 6 - Department Accomplishments
- 7 –Performance Measurements
- 8 - Other Key Department Issues
- 9 - Department Table of Organization
- 10 - Actual /Proposed - Summary Personnel Staffing
- 11 - Department Financial Summary

Appendix – Definitions, Instructions and Examples

**1. Department.**

Registrars of Voters

**2. Divisions.**

NA

**3. Department Mission Statement**

The mission of the Registrar of Voters Office is to ensure federal, state and local elections are conducted 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.

#### **4. Department Key Services**

- 1 Conduct fair and impartial elections.
- 2 Organize effort for primary and general elections
- 3 Register voters
- 4 Maintain voter registration records
- 5 Answer questions from public concerning individual voter registration status, general questions, etc.
- 6 Provide outreach programs to the general public with the goal of increasing voter registration.
- 7 Provide outreach programs specifically designed to increase awareness in schools of voting opportunities with the ultimate goal of increasing voter registration.
- 8 Organize and execute absentee ballot program for nursing homes with the goal of increasing participation of nursing home residents in the voting process.
- 9 Provide special voter sessions to inform Town employees of the voter registration and actual voting process.
- 10 Design and test format of optical scan ballot
- 11 Design and test format of handicap ballot
- 12 Secure voting machines, absentee ballots, etc.
- 13 Conduct mandated canvass of registry.
- 14 Develop curriculum and training for Poll workers.
- 15 Notify the BOE and Parks and Recreation when non-eligible voters are discovered.

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

NO NEW SERVICE DELIVERY PROJECTS

a) Service Delivery Projects to be Completed FY 08-09 (List in priority order.  
For each project note):

Goal/objective of project

Strategy to progress and finish project

Time frame for completion of overall project and each major project stage

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

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**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**NO NEW SPECIAL PROJECTS**

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**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**NO CAPITAL PROJECTS**

---

**Section 5D – Brief Summary of Overall Capital Project Status**

**NOT APPLICABLE**

## **6. Department Accomplishments**

1 Vigorous defense of the voter registry list. Use of GIS data to update registry list. Program to protect the registry includes the use of GIS data to supplement existing tools to determine the proper inclusions and exclusions from the registry.

2 Have developed an experienced polling workers pool that has served the Town well. Most of the polling workers currently employed by the Town have more than 10 years experience. Have assisted Voter Moderators to obtain mandated State certification.

3 Have developed a curriculum manual for the proper way to operate a polling location. This includes an operating booklet, diary, blank service reports, etc. As part of the training exercise have conducted classes for moderators and their assistants.

4 Have not had any court actions challenging the validity of the vote in recent history. Recounts have only occurred when the law requires an automatic recount do to a close vote (1/2 of 1%)

5 Every year, conduct voter registration drives for high school students, nursing homes, Town employees and all Town residents. Work closely with the League of Women Voters to assist their voter registration drives. Have videotaped registration efforts with Channel 79, conducted press releases and performed spots with WGCH for the same effort.

6 Have assisted in the design of the new optical scan ballot. Have conducted extensive testing of the new optical scan ballot.

7 Have assisted in the design of the new handicap ballot. Have conducted extensive testing of the new ballot.

## **7. Performance Measurements**

A - Goal: Maintenance of experienced poll workers. Approximately 240 poll workers.

Measure: Target is that 200 hundred-poll workers will be awarded a certificate from the State of Connecticut acknowledging 10 years of service.

Fiscal 2007 result: 200 + State certificates were awarded. Performance measurement achieved.

Degree of achievement: Goal was met

B – Goal: Conduct all four-voter registration efforts aimed at high schools, nursing homes, Town employees and Town residents

Measure: All four registration drives are conducted in a thorough and timely manner.

Fiscal 2007 result: All four-registration efforts conducted well before the election

Degree of achievement: Goal was met.

C – Goal: Complete performance evaluations for all full time employees

Measure: Performance evaluations completed and on file in Human Resources

Fiscal 2007 result: Evaluations completed for both full time employees

Degree of achievement: Goal was met

### **Possible consideration in Future Years:**

Number of new voters registered

Number of positive versus negative comments received concerning services performed. Will need to develop survey data.

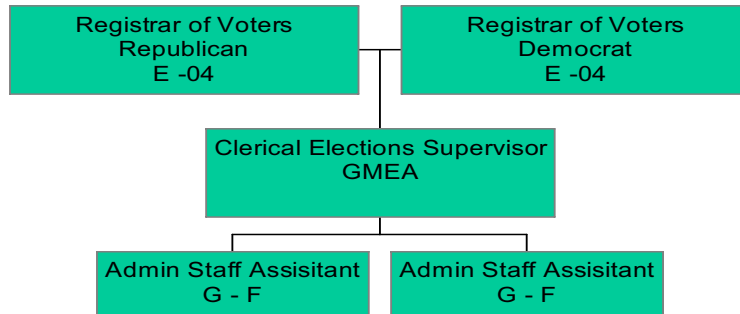
## **8. Other Key Department Issues**

Key issue for Department in Fiscal 2008 will be the hiring of a qualified Clerical Elections Supervisor



**9. Department Table of Organization**

## Registrars of Voters



## **10. Actual /Proposed - Summary Personnel Staffing**

### **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	3	2	0	8060
<u>FY 05/06</u>	3	2	0	8060
<u>FY 06/07</u>	3	2	0	8060
<u>FY 07/08</u>	3	2	0	8060
<u>FY 08/09 Proposed</u>	3	2	0	8060

### **Summary Comments on Personnel Changes**

Section 10 does not include fees for workers who man the polling positions for primaries and general elections.

During Fiscal 07-08 Full Time Clerical Elections Supervisor vacancy was back filled with part time employees. The Plan for Fiscal 08-09 is for the full time position to be filled and the administrative temp and part time employees to be eliminated.

**11. Department Financial Summary****A - Expenses**

Fiscal Year	Budget	Actual
FY 04/ 05	381,850	366,916
FY 05/ 06	370,573	318,092
FY 06/ 07	449,830	352,186
FY 07/ 08	422,738	XXXXXXXXXX
FY 08/ 09 Proposed	487,234	XXXXXXXXXX

**A – Summary Comment on Expenses****B - Revenues**

Fiscal Year	Budget	Actual
FY 04/05	0	32
FY 05/06	0	205
FY 06/07	0	0
FY 07/08	0	XXXXXXXXXX
FY 08/09 Proposed	0	XXXXXXXXXX

**B – Summary Comment on Revenues**

No comments

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Finance**

**Index by Section:**

- 1 & 2 - Department & Division Name**
- 3 - Department Mission Statement**
- 4 - Department Key Services**
- 5 –Department Goals for Fiscal 08-09**
- 6 - Department Accomplishments**
- 7 –Performance Measurements**
- 8 - Other Key Department Issues**
- 9 - Department Table of Organization**
- 10 - Actual /Proposed - Summary Personnel Staffing**
- 11 - Department Financial Summary**

**Appendix – Definitions, Instructions and Examples**

**1. Department: Finance**

**2. Divisions: None Reportable**

**3. Department Mission Statement:**

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 and the production of an effective risk control program.

#### **4. Department Key Services :**

- 1 Budgeting – production of the annual budgetary document. The Department provides guidance to Town and Board of Education employees requiring assistance to prepare and submit their respective budgets. The Department provides information to the Office of First Selectman, Board of Estimate and Taxation and the Representative Town Meeting in order for them to make financial decisions as they vote for passage of the annual budget.
- 2 Risk Management/Workers' Compensation Administration – administration of the workers' compensation program. The Department maintains a Risk Control Program to reduce workers' compensation claims. The Department works with CIRMA, various Departments and the Law Department in the process of paying out on liability, automobile, property and other insurance claims.
- 3 Treasury/Cash Management – responsible for the investing of Town funds. The Department works with the various banks to ensure that quality services are obtained at the best available price. Prepares cash forecasting analysis and models in conjunction with the Town's fifteen-year Capital Project financial plan.
- 4 Internal Auditing – submits an Audit Plan to the BET Audit Committee and undertakes various internal audits as approved by that Committee. Understanding the cost benefits and returns on the investment of employing an Internal Auditor, the Department is requesting funds in the consultant lines to supplement the audit program through the use of outside audit assistance.
- 5 Accounts Payable – responsible for the payment of all appropriated Town and Board of Education expenditures.
- 6 Financial Report Preparation and Accounting – prepares the annual Comprehensive Annual Financial Report and the Town's Annual Report. Maintains all General Ledger postings for financial reporting.
- 7 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 the debt instruments.
- 8 Retirement Administration – although the Retirement Administration reports to the Retirement Board functionally, the Comptroller administratively monitors the operation. The costs of this function are budgeted in the Department #131 cost center. The Retirement Fund at the end of the fiscal year reimburses these costs.
- 9 Customer Service – due to the nature of the Finance operation, the staff spends considerable time responding to requests for information from the majority of Town Boards and Commissions, Board of Education personnel, Town Department personnel and the public.

## **5. Department Goals for Fiscal 08-09 :**

- To continue to develop and maintain the integrity of the Town's financial system of established policies and procedures by ensuring the existence of a strong internal control environment. The leadership of a strong and active Internal Audit function fortifies this goal.
- Working with the Office of the First Selectman, Board of Estimate and Taxation, the Representative Town Meeting and all Town and Board of Education Department Heads, the Finance Department will strive to complete a highly informative and accurate annual budget document.
- The Finance Department has successfully implemented a Loss Control Program. The Goal of the Risk Management function is to continue to provide necessary and required risk control training, working with CIRMA to close out old-persistent workers' compensation claims, continue the work of existing Safety Committees, vigorously and properly monitor and administer workers' compensation claims and coordinate the processing of liability, automobile and property claims between Finance, CIRMA and the Town's Law Department.
- To maximize returns on investments through an effective investment program that adheres to the basic ingredients of sound municipal investing. The goal of Treasury is to ensure that returns are maximized through compliance with legal restrictions (investment policies and state statutes) and the maintenance of safety (the protection of risk from the loss of principal), liquidity (monies invested must be available for use in time to meet necessary expenditures) and yield (a function of interest rates and the length of time money is invested).
- To comply with State Statutes to ensure that the Comprehensive Annual Financial Report (CAFR) is produced and transmitted in a timely manner.
- To maximize the returns on cash investments through a strong and highly developed cash management program.

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

- Goal/objective of project - Centralization of the Accounts Payable function in the Finance Department.
- Strategy to progress and finish project – The centralization of the Accounts Payable function was officially initiated on August 20, 2007 with the addition of two full-time employees. Finance with assistance from the Special Projects Coordinator developed an Accounts Payable Policy and Procedure manual and distributed the document to all Town Departments. Similar to the Payroll centralization, the Accounts Payable

function will slowly bring in new departments for payables processing with an assessment of efficiencies as each new department is added.

- Time frame for completion of overall project and each major project stage – The initial centralization of the Accounts Payable function is considered complete. The progress of adding new departments will be evaluated annually in conjunction with the budget process, due to the implication that headcounts may be reduced.
- Risk to time frame – Greatest obstacle(s) to completing this project – the greatest risk to full completion to this project is that certain departments, like Nathaniel Witherell and Public Safety, may not be candidates for centralization.
- Performance Measures & Frequency – one of the goals of the centralization is to process the payment of invoices in a more timely manner.

---

**b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

- Goal – Maintaining the Finance Department’s Risk Control Program.
  - Strategy – the Risk Management function will continue to call upon the expertise of CIRMA and Frenkel and Company to ensure the quality of the administration of workers’ compensation claims, the provision of all mandated and essential risk management training aids available and the proper coordination of processing and addressing liability, automobile and property claims between Finance, the Law Department and outside agencies (i.e. CIRMA, Frankel & Co., outside Law Firms, etc.)
  - Time frame – ongoing. Finance will take every measure to ensure a proactive stance in preventing workplace injuries. In addition, the Finance Department will work together with the Law Department, CIRMA and Department Heads to ensure that proper education and training is available to avoid a repeat of mistakes in an attempt to prevent or minimize future lawsuits.
  - Risk to time frame – the greatest obstacles to an effective risk control program is worker apathy. The program can train employees to avoid workplace injuries through educational programs and the establishment of safety policies and procedures, but cannot force the employees to utilize the knowledge gained or comply with safety practices. For example, employees are trained to wear issued protective gear, but repeatedly fail to comply with the safety requirements stated.
  - Performance Measures & Frequency – the Town benchmarks workers’ compensation claims by frequency and distribution on a regular basis. The goal is to reduce workplace injuries.
-

**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

THERE ARE NO NEW SERVICE DELIVERY PROJECTS PLANNED

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

THERE ARE NO NEW SERVICE DELIVERY PROJECT PROPOSED

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency



**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

- Goal - The Finance Department plans on contracting with an appraisal firm to conduct a valuation of the Town's Fixed Assets.
- Strategy – The Town of Greenwich contracted with American Appraisal in prior years to value the fixed assets of the Town for Governmental Accounting Standards Board compliance (GASB 34).
- Time frame – Finance would like to engage a firm to inventory and value its fixed assets during the summer time period of 2008.
- Risk to time frame - Greatest obstacle(s) to completing this project - The project is simple and straightforward. There should be no risk to complete this project. There is not a restriction regarding a deadline to complete the project. Finance will schedule the project between the culmination of the FY 08-09 budget and before the start up of the FY 09-10 budget.
- Performance Measures & Frequency – The accurate measurement of the Town's assets would ensure that the Town's CAFR properly reflects their reportable values. In addition, the fixed asset valuations are necessary for property insurance purposes.

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

Goal NONE

Strategy

Time frame

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**c) Special Projects to be Planned in FY 08-09 (List in priority order. For each project note):**

Goal NONE

Strategy

Time frame

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**d) Special Projects to be Proposed in FY 08-09 (List in priority order. For each project note):**

With the exception of the Fixed Asset valuation previously mentioned, there are no special projects planned for FY 08-09.

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**The Finance Department has no Capital Projects to be completed, continued, planned or proposed.**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

NONE

Project Name

Project Number

Time frame

Risk to time frame

Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

NONE

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

NONE

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

NONE

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

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## **Section 5D – Brief Summary of Overall Capital Project Status**

**NOT APPLICABLE, NO ACTIVE CAPITAL PROJECTS IN PROGRESS**

### **6. Department Accomplishments**

1 Production of the annual budget. Finance has produced budget documents within all posted BET timelines, that are accurate and presented in a manner that provides all financial decision makers with the information essential to pass the annual budget.

2 Compilation and distribution of the Comprehensive Annual Finance Report. Finance consistently issues its annual Comprehensive Annual Financial Report (CAFR) by December 31<sup>st</sup>, as required by State of Connecticut Statute. Finance consistently is the annual recipient of the Government Finance Officer's Association (GFOA) Certificate of Conformance Award.

3 Compilation and distribution of the Town's Annual Report.

4 Implementation and maintenance of a Loss Control Risk Management Program. Risk Management, through the implementation of a Risk Control Loss Program, has been able to reduce the frequency and dollar amount of its workers' compensation claims. Injury reports submitted by employees or supervisors are processed by Finance staff within three business days of submittal. Finance staff monitors the Town's Third Party Claims Administrator (CIRMA) to insure, on a quarterly basis, that all contractual performance standards and requirements are met 95% of the time. Workers' Compensation invoices are processed so that approved payments are made for claims within five business days 95% of the time. Risk Management, through aggressive competitive bidding, has been able to reduce and maintain annual insurance premium costs for liability, automobile, property and other insurance lines.

5 Centralization of the Town-wide Accounts Payable function. Accounts Payable, through a newly created centralization project, has been able to process payments in a more timely manner reducing vendor complaints.

6 Finance has consistently performed at high levels of results for basic accounting responsibilities. Finance reconciles 75% of general ledger accounts to supporting detail each quarter. Finance staff processes 95% of journal entries by the end of the next business days after receipt by the Finance Department. Accounting reports are distributed to Town staff in other departments within five business days after close on the monthly period.

7 Through aggressive cash and investment management programs the new 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 approximates 100% in investment quality accounts.

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

9 Treasury staff reconciles 95% of required bank reconciliations within 30 business days of receipt of bank statements.

10 Treasury has produced a cash flow forecast that measures the needs of the community.

11 Finance has consistently monitored variations from budgeted revenues on a weekly basis.

12 Production of the Internal Audit Plan.

13 Finance has been able to minimize costs on the issuance of new debt through competitive bidding on the sale and it's associated issuance costs.

## **7. Performance Measurements**

A - Goal: Timely issuance of Comprehensive Annual Financial Report (CAFR)

Measure: Issuance of report to State of Connecticut by December 31<sup>st</sup>

Fiscal 2007 Result: CAFR filed December 2006.

Degree of Achievement Fiscal 2007: 100%

B - Goal: Issuance of high quality professionally prepared CAFR

Measure: Receipt of Government Finance Officer's Association (GFOA) certificate of Conformance Award

Fiscal 2007 Result: Certificate received. Results reported on GFOA website

Degree of Achievement Fiscal 2007: 100%

C - Goal: Implementation of a risk control program for workers compensation

Measure: Reduction in the number of workers compensation claims as measured from previous years averages adjusted for unusual events.

Fiscal 2007 Result: Total 2007 claims 435. 2004-2006 average 528

Degree of Achievement Fiscal 2007: 100%

D - Goal: Implementation of a risk control program for workers compensation

Measure: Perform five outreach-training programs for employees aimed at loss reduction.

Fiscal 2007 Result: (1) OSHA 10 hour course (2) Blood Borne Pathogens class (3) MSDS CIRMA Seminar (4) Defensive Driving course (5) Coordination of schedules for Town employees attending CIRMA course not conducted at a Town facility.

Degree of Achievement Fiscal 2007: 100%

E - Goal: Risk Management, through the bidding process, aggressively monitor annual insurance premium costs for liability, automobile, property and other insurance lines.

Measure: Total premiums not to exceed the previous year's total premium cost adjusted for inflation, unusual events or significant capital additions.

Fiscal 2007 Result: 2007 premiums 2.9 million measured versus 2006 premiums of 3.1 million.  
No unusual events.

Degree of Achievement Fiscal 2007: 100%

F – Goal: Produce a budget document, within all posted BET timelines, that is accurate and presented in a manner that provides all financial decision makers with the information essential to pass the annual budget.

Measure: Meet BET deadlines draft and final budgets guidelines as required by Town Charter, the BET and the RTM.

Fiscal 2007 result: All deadlines met. Final budget approved at May, 2007 RTM meeting.

Degree of Achievement Fiscal 2007: 100%

G – Goal: Produce an aggressive cash management program that maximizes investments earnings, within State of Connecticut Statute limitations and the Town's BET investment policies.

Measure: Performance measures are under review.

Fiscal 2007 result: Undetermined at this time.

Degree of Achievement Fiscal 2007: Undetermined at this time.

## **8. Other Key Department Issues**

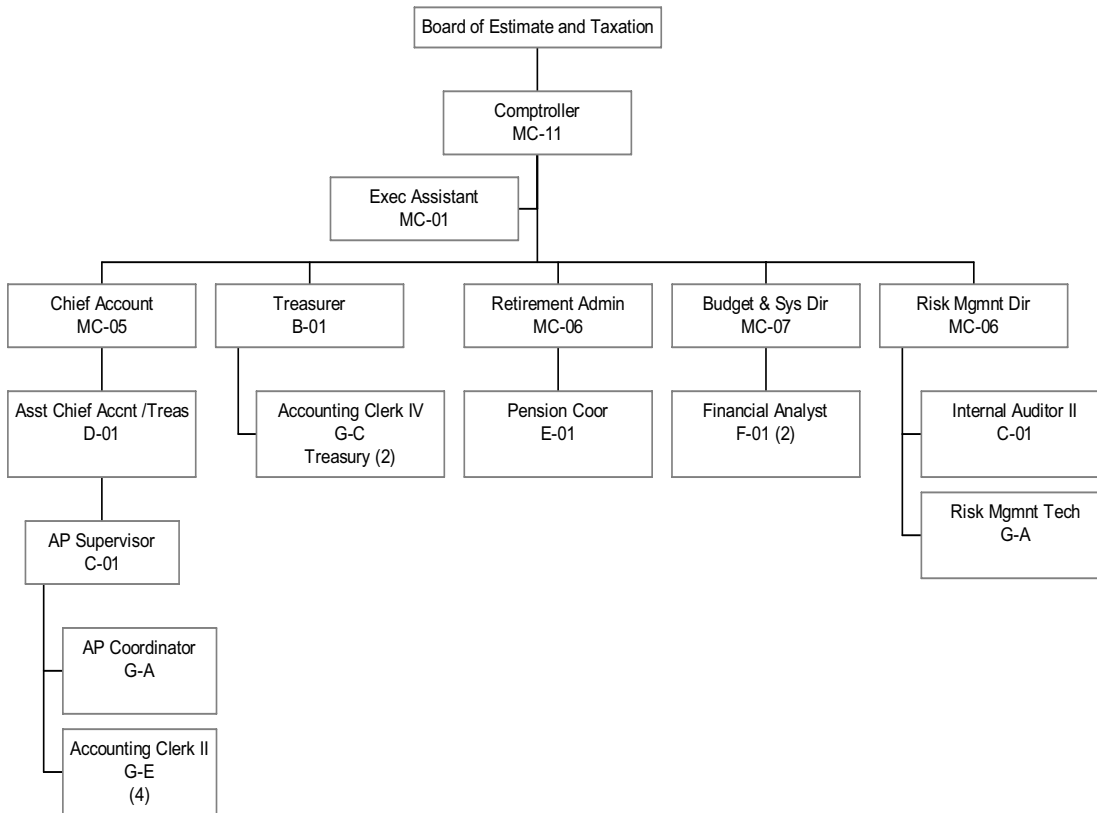
The proposed physical reorganization of the Finance Department never materialized for FY 06-07. The Finance Department has employees situated on two different floors. With the relocation of the Payroll operation to Human Resources, the lack of space has been alleviated.

However, the Finance Department is still experiencing a lack of space needs, primarily for the storage of records.



## 9. Department Table of Organization

### FINANCE In Microsoft Word view in Print Layout View



# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 03/04</u>	24	1	2	2000
<u>FY 04/05</u>	23	1	2	1638
<u>FY 05/06</u>	23	1	2	2400
<u>FY 06/07</u>	23	1	2	2400
<u>FY 07/08</u>	17	0	3	2400
<u>FY 08/09</u>	19	0	3	2400

## **Summary Comments on Personnel Changes**

For fiscal year 07/08, five payroll personnel and one alarms administrator were transferred out of the Finance Department to the Human Resources (5) and Police Departments (1).

For fiscal year 08/09, two accounts payable personnel were transferred into the Finance Department, due to the centralization of the Accounts Payable function.

For fiscal year 08/09, one part-time position to supplement the Internal Audit function was contemplated. It is very apparent to the Finance Department that Internal Auditors pay for themselves, through the cost savings generated through their audit work. However, in a budgetary climate whereas the Town is looking at all possible areas to reduce staff, it has been determined that it would be unwise to increase staffing levels. The Department still recognizes the need for internal audit work, with the savings associated with the function. In lieu of hiring a part-time employee, the Finance budget has consultant fees to supplement the audit program through outside audit assistance.

All full-time reductions and additions, noted above, have no net impact on the total Town headcount.

# **11. Department Financial Summary**

## **A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>1,830,446</b>	<b>1,802,443</b>
<b>FY 05/ 06</b>	<b>1,919,472</b>	<b>1,778,173</b>
<b>FY 06/ 07</b>	<b>2,079,546</b>	<b>1,887,570</b>
<b>FY 07/ 08</b>	<b>1,791,727</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>2,019,129</b>	<b>XXXXXXXXXX</b>

## **A – Summary Comment on Expenses**

The decrease in FY 07/08, noted above, is attributable to the transfer out of five employees due to Payroll Centralization and a transfer of the Alarms Administrator to the Police Department.

The increase in FY 08/09 is attributable to the transfer in of two accounts payable employees from other departments for Accounts Payable Centralization. The total Finance Department budget is less than the FY 06/07 submitted budget.

## **B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>4,592,000</b>	<b>4,536,523</b>
<b>FY 05/06</b>	<b>6,115,000</b>	<b>6,574,924</b>
<b>FY 06/07</b>	<b>8,667,377</b>	<b>8,261,401</b>
<b>FY 07/08</b>	<b>8,895,000</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>8,898,000</b>	<b>XXXXXXXXXX</b>

## **B – Summary Comment on Revenues**

The bulk of Finance Department revenues consist of interest income earnings and employee healthcare contributions.

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

**Retirement System**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and

summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

**NOTE: NEW Section with fiscal year 2008-2009 submission.**

**Performance Measures – Section 7**

In past submissions, many departments have reported quantitative performance measurements and several have reported qualitative performance measurements. Section 7 addresses both types of measurements.

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Appendix – Definitions, Instructions and Examples

**1. Department**

Retirement Board, with two full time member staff in the department.

**2. Divisions**

None.

### **3. Department Mission Statement**

The Retirement Board acts as a fiduciary to the invest multi-million dollar retirement plan assets placed under its management for the purpose of providing retirement allowances to employees of the Town in order to:

- Assure that Trust Fund assets are invested according to Charter, Investment Policy and applicable Connecticut General Statutes
- Achieve acceptable investment returns within guidelines minimizing risks taken with the intent of reducing cost of pension to taxpayers
- Retirees payroll will be processed monthly without fail to ensure retirees have available income promised them by the Town Of Greenwich
- Staff focus on providing efficient and courteous service to active and retirees employees

Department staff collects and records payroll, contribution and employment information for all active full-time employees, and provides support services to employees, retirees and Town departments with regard to retirement-related issues to:

- Insure the accuracy and integrity of employee data
- Provide census data for actuary
- Orientate new employees
- Meet all of the requirements of state and federal regulatory agencies
- Meet with current and retired employees to provide information, process retirement applications, refunds and fund transfers, etc.
- Respond to inquiries
- Responsible to liquidate fund assets to meet monthly retiree payroll and other refunds with approval of Retirement Board
- Oversee preparation of the monthly retiree payroll
- Oversee preparation of annual 1099 R forms for retiree taxes
- Resolve retirees pension issues
- Administer Domestic Relations Orders for employees and retirees

Department staff oversees the operation of the 401(k), and 457(b) plans and the negotiated defined contribution plans for new hires in selective collective bargaining units:

- Orientate new employees
- Implement employee investment selections
- Provide support services regarding loans, hardship withdrawals, changes in contribution levels, account balances, withdrawals, rollovers, refunds, etc.
- Conduct employee meetings for information and education
- Monitor performance of various investment options and recommend changes as required
- Administer Domestic Relations Orders for employees and retirees

- Amend plan to comply with applicable law as required or desired

#### **4. Department Key Services**

##### **1 Retirement System Operations**

- Regular update of active and retiree information as required
- Process monthly retiree payroll after analysis of requirements with third party provider
- Manage Retirement Reserve Fund to ensure funds are available to meet monthly retirees payroll
- Discussion with consultant and custodial bank to ensure compliance with Retirement Board directives
- Reconcile monthly retirees payroll and file with Finance Dept. statements charging accounts
- Respond to retirees' questions and changes and troubleshoot any issues
- Administer domestic relations orders
- Oversee 1099R annual tax forms to retirees

##### **2 401(k) Plan Operations (2)**

- Regular update of active and retiree information as required
- Process monthly retiree contribution changes, hardship withdrawals, etc.
- Oversee Internet site providing employee information on their pension and savings account
- Administer domestic relations orders

##### **3 457(b) Plan Operations**

- Regular update of active and retiree information as required
- Process monthly retiree contribution changes, hardship withdrawals, etc.
- Oversee Internet site providing employee information on their pension and savings account
- Administer domestic relations orders

##### **4 Prepare communications/provide information regarding retirement-related issues**

##### **5 Employee censuses data**

6 Employees creditable service

7 Employee contributions and earnings records

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal/objective of project: Update Plan Document for Pension

Strategy to progress and finish project: committee has submitted draft to Retirement Board for review.

Time frame for completion of overall project and each major project stage:  
Ongoing with spring 2008 completion target

Risk to time frame – Greatest obstacle(s) to completing this project:  
alternate staff priorities

Performance Measures & Frequency

---

#### **b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Goal: Update Summary Plan Description for Collective Bargaining Agreements CBA

Strategy: Complete Plan Document and excise changes to respective CBA

Time frame: Form committee summer 2008 and complete over fiscal year

Risk to time frame - Greatest obstacle(s) to completing this project;  
alternate staff priorities

Performance Measures & Frequency

---



**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

Goal : Keep current 401(k) and 457(b) Plan Documents

Strategy: Keep abreast of Pension Protection Act 2006

Time frame: Ongoing

Risk to time frame - Greatest obstacle(s) to completing this project: Staff time constraints

Performance Measures & Frequency

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal: Update current database for active and retirees

Strategy: Contract with MUNIS to provide product for managing database

Time frame: FY 08-09

Risk to time frame - Greatest obstacle(s) to completing this project:  
Finding satisfactory product

Performance Measures & Frequency

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

Goal : Find suitable office space

Strategy: Point out to town officials limitations of space for efficiency and confidentially for active employees and retirees

Time frame: Immediate

Risk to time frame - Greatest obstacle(s) to completing this project; Lack of town resources

Performance Measures & Frequency

---

**c) Special Projects to be Planned (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**d) Special Projects to be Proposed (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

None

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Project Name

Project Number

Time frame

Risk to time frame

Original cost

Revised cost (if applicable)

Risk to latest cost estimate

Performance Measures & Frequency

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**Section 5D – Brief Summary of Overall Capital Project Status**

No Capital Projects

## **6. Department Accomplishments**

- 1 Improve customer service culture in department.
- 2 Provide regular communications to employees
- 3 Maintain Internet site for employees pension and 401(k) information
- 4 Create Retirees Center with third party provider to enhance retirees service

## **7. Performance Measurements**

A. Goal: Ensure Retirement Board meets at least monthly to manage Retirement Reserve fund of \$361 million (Oct. 2007) and conduct all required business.

Measure: Retirement Board achieved all goals including holding four special meetings.

B Goal: Process monthly retirees payroll of approximately \$1.6 million monthly, to 1044 retirees

Measure: Monthly payroll processed successfully each month.

C. Goal: Promptly provide information to active employees and retirees.

Measure: One-minute rule instituted for changes to 401(k) and 457(b) plan. The purpose is to make it easy for active employees to make changes thereby encouraging them to save.

D. Goal: Process retirement applications within the 30-90 days window.

Measure: over 95% compliance rate with minimal exceptions for special situations.

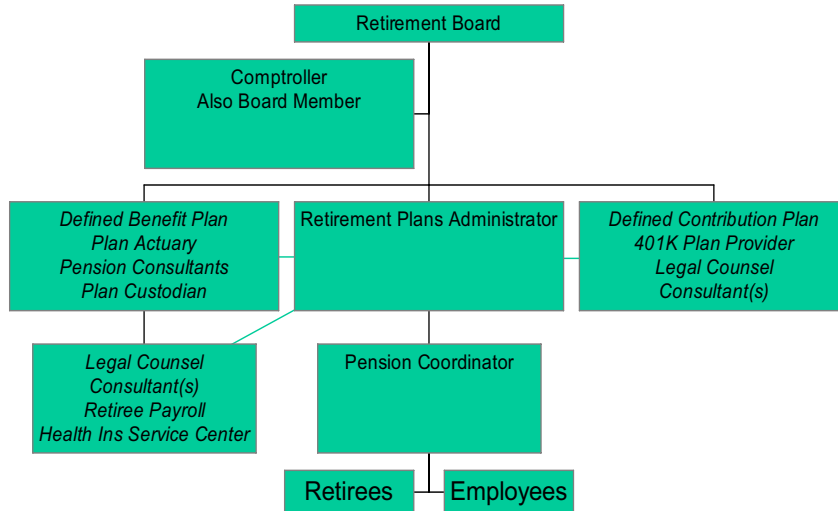
## **8. Other Key Department Issues**

None Noted



## 9. Department Table of Organization

### Retirement



Listings in italics with dotted lines indicate functional, informational or operational interfaces

# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	2		0	2
<u>FY 05/06</u>	2		1	3
<u>FY 06/07</u>	2		1	3
<u>FY 07/08</u>	2		1	3
<u>FY 08/09 Proposed</u>	2		1	3

## **Summary Comments on Personnel Changes**

None

**11. Department Financial Summary****A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>2,329,933</b>	<b>1,718,670</b>
<b>FY 05/ 06</b>	<b>2,414,842</b>	<b>1,730,597</b>
<b>FY 06/ 07</b>	<b>2,417,200</b>	<b>2,354,890</b>
<b>FY 07/ 08</b>	<b>2,319,000</b>	<b>N/A</b>
<b>FY 08/ 09 Proposed</b>	<b>2,364,250</b>	<b>N/A</b>

**A – Summary Comment on Expenses****B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>		
<b>FY 05/06</b>		
<b>FY 06/07</b>		
<b>FY 07/08</b>		<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>		<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

**TOWN OF GREENWICH  
OFFICE OF THE FIRST SELECTMAN**

**Annual Department Operational Plan  
(FY 2008 – 2009)**

**1. Department.            Information Technology**

**2. Divisions**

**3. Department Mission Statement**

Provide and support technology solutions that facilitate the integration of information within and between town departments/divisions and expand the reach and usefulness of technology to Town Residents.

**4. Department Key Services**

- 1**       Procure, install and maintain computer hardware, software and computer related services for the Town of Greenwich municipal departments. Services included but not limited to the Town wide Municipal and Local Area Networks, Internet access, E-mail and web related services.
- 2**       Assisting all town departments in developing and evaluating proposals for all projects that have any association with use of Information Technology.
- 3**       Provides computer related training and education to develop technology literate work force.
- 4**       Maintain data standards in order to improve data interchange between different applications.
- 5**       Enforce computer, e-mail and Internet usage policies to ensure safe and harassment free environment for the Town employees.
- 6**       Maintain operations of GIS office distributing maps and GIS data to general public.

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):** N/A

Goal/objective of project

Strategy to progress and finish project.

Time frame for completion of overall project and each major project stage

Risk to time frame – Greatest obstacle(s) to completing this project.

Performance Measures & Frequency

---

#### **b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):** N/A

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

#### **c) Service Delivery Projects to be Planned (List in priority order. For each project note):** N/A

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

## Performance Measures & Frequency

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):** N/A

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):** Computer infrastructure maintenance

**Goal**

Conduct Information Security Risk Assessment

**Strategy**

Outsource using competitive bidding process

**Time frame**

July 2008 – June 2009

**Risk to time frame - Greatest obstacle(s) to completing this project**

None appropriation of requested funds.

**Performance Measures & Frequency**

Report delivered by consultant identifying security deficiencies.

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):** Upgrade standard computer image to Windows XP OS.

**Goal**

To keep Operating System on the town PCs in a line with Microsoft support live cycle and requirements of miscellaneous applications installed on the town network.

**Strategy**

All new PCs procured and installed during FY 08-09 are going to have image based on Windows XP.

**Time frame**

Ongoing

**Risk to time frame - Greatest obstacle(s) to completing this project**

Potential incompatibility of some older existing applications with Windows XP operating system.

**Performance Measures & Frequency**

Percentage of PCs with Windows XP operating system

---

**c) Special Projects to be Planned in FY 08-09 (List in priority order. For each project note): Town wide backup solution**

**Goal**

To identify a backup solution that is going to provide better data protection, utilize existing town's network infrastructure and to be easily scalable to accommodate growing data size.

**Strategy**

To evaluate and identify a backup solution capable to provide reliable backup of town data during existing backup window.

**Time frame**

FY 08-09

**Risk to time frame - Greatest obstacle(s) to completing this project**

Resources available to evaluate existing solutions on the market.

**Performance Measures & Frequency**

Budgetary request for FY 09-10 if necessary.

---

**d) Special Projects to be Proposed in FY 08-09 (List in priority order. For each project note): N/A**

**Goal****Strategy****Time frame****Risk to time frame - Greatest obstacle(s) to completing this project****Performance Measures & Frequency**

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Project Name**

Town Wide Photogrammetric Landbase update.

**Project Number**

B134/59090/28047

**Time frame**

RFP issued on 8/13/2007, award made on 10/4/2007, flyover planned in a Spring of 2008 and final data delivery is scheduled in December 2008.

**Risk to time frame**

An ability to sign a contract with vendor on time and weather dependency to do flyover.

**Original cost**

**\$500,000**

**Revised cost (if applicable)**

N/A

**Risk to latest cost estimate**

on the budget

**Performance Measures & Frequency**

Status reports delivered by contractor upon completion of predetermined milestones.

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**Project Name**

Document Imaging and Archiving

**Project Number**

B134/59090/28058

**Time frame**

Unknown at this time

**Risk to time frame**

N/A

**Original cost \$1,766,000**

**Revised cost (if applicable) \$1,000.000**

**Risk to latest cost estimate N/A**

**Performance Measures & Frequency**



An ability to perform online search and retrieval of existing paper documents and elimination of paper storage facilities and related expenses upon completion.

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

**Project Name**

Documents conversion from paper/microfilm/microfiche into digital format.

**Project Number**

N/A

**Time frame**

FY 08-09

**Risk to time frame**

N/A

**Original cost**

\$766,000

**Revised cost (if applicable) N/A**

**Risk to latest cost estimate N/A**

**Performance Measures & Frequency**

Elimination of paper storage facilities and related expenses upon completion

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note): N/A**

**Project Name**

**Project Number**

**Time frame**

**Risk to time frame**

**Original cost**

**Revised cost (if applicable)**

**Risk to latest cost estimate**

**Performance Measures & Frequency**

---

**Section 5D – Brief Summary of Overall Capital Project Status**

1. Town Wide Photogrammetric Landbase update. This project is moving along as schedule. At this point there is no indication of any possible delays or cost over run.
2. Document Imaging and Archiving. This project is in a early stage of RFP preparation. We are planning to have it ready by November 2007 and complete vendor selection by spring 2008.

## **6. Department Accomplishments**

- a. Provided technical support to 520 employees on the use of computer technology. Maintained approximately 550 PCs/Servers.
- b. Developed and implemented process to have every PC delivered by PC vendor with pre installed standard image, saving significant time on PC deployment.
- c. Migrated the main portion of the town web site into Town Hall computer room to eliminate cost of outsourcing and improving web site capabilities.
- d. Developed phase 2 of Strategic Technology Study with assistance of Blum Shapiro Consulting.
- e. Establishment of a 'hot site' designed to be used as a back up to computer room in Town Hall building in case of emergencies.
- f. Implemented Intrusion Prevention system to provide further protection for the Town LAN.
- G. Developing RFP for Document Imaging and Archiving system.  
Implementation of browser based remote access to the town e-mail system from any Internet enabled PC.
- H Completed implementation of virtual server technology using VMWARE. This technology significantly reduced a cost of computer hardware requires to run town applications and improving chances to timely DR
- i Completed implementation and data migration from direct attached storage technology to SAN/NAS architecture allowing more efficient use of existing storage capacity.
- j. Implemented electronic e-mail archiving system.

## **7. Performance Measurements**

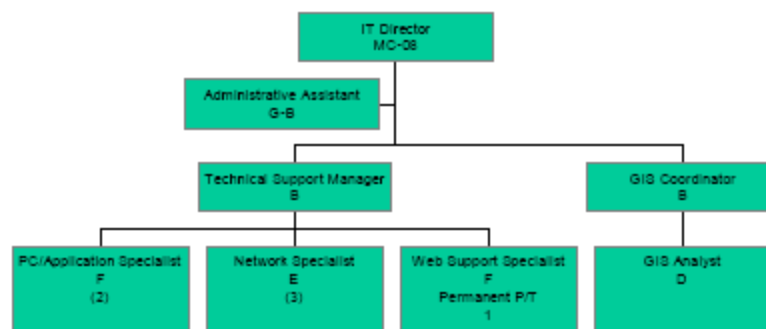
- a. Helpdesk - 5913 service calls annually 62% resolved in accordance to SLA
- b. PC replacement – approximately 160 PCs annually, 100% with a standard image
- c. Applications supported – 116 applications supported town wide, 100% operational
- d. Town Web site maintenance – 551,104 pages viewed on average every month.

## **8. Other Key Department Issues**

The Town web server became over the last few years one of the most actively used applications to communicate with Greenwich citizens and general public but resources that we have available to maintain this server and keep it up the with latest technology available is the same that we had 5 years ago when web server was pretty much static.

I believe that existing in IT table of organization permanent part time Web support specialist position should be upgraded into permanent full time position.

## Department Table of Organization



# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 03/04</u>	<u>10</u>	<u>1</u>	<u>1</u>	<u>235</u>
<u>FY 04/05</u>	<u>10</u>	<u>1</u>	<u>2</u>	<u>460</u>
<u>FY 05/06</u>	<u>10</u>	<u>1</u>	<u>2</u>	<u>280</u>
<u>FY 06/07</u>	<u>10</u>	<u>1</u>	<u>2</u>	<u>265</u>
<u>FY 07/08 Proposed</u>	<u>10</u>	<u>1</u>	<u>2</u>	<u>300</u>

**Summary Comments on Personnel Changes** No changes

## **11. Department Financial Summary** **A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>2,795,032</b>	<b>2,567,143</b>
<b>FY 05/ 06</b>	<b>2,906,041</b>	<b>2,738,705</b>
<b>FY 06/ 07</b>	<b>3,050,129</b>	<b>2,670,042</b>
<b>FY 07/ 08</b>	<b>3,105.825</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>3,258,251</b>	<b>XXXXXXXXXX</b>

#### **A – Summary Comment on Expenses**

Proposed budget has 4.9% increase comparing to FY 07/08 budget due to two new line items requests that didn't existed before:

1. Software maintenance cost for Permit Tracking System - \$65,000
2. Information Security Audit - \$40,000

Redacted by those expenses, budget would be increased 1.5% only.

#### **B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>19,200</b>	<b>28,260</b>
<b>FY 05/06</b>	<b>25,000</b>	<b>33,488</b>
<b>FY 06/07</b>	<b>28,000</b>	<b>27,266</b>
<b>FY 07/08</b>	<b>28,000</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>18,500</b>	<b>XXXXXXXXXX</b>

#### **B – Summary Comment on Revenues**

Proposed revenue in FY 08/09 is less that in FY 07/08 because of reduced fee schedule on GIS data – the only revenue source.

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

**Assessor**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and

summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

**NOTE: NEW Section with fiscal year 2008-2009 submission.**

**Performance Measures – Section 7**

In past submissions, many departments have reported quantitative performance measurements and several have reported qualitative performance measurements. Section 7 addresses both types of measurements.

**Index by Section:**

- 1 & 2 - Department & Division Name**
- 3 - Department Mission Statement**
- 4 - Department Key Services**
- 5 –Department Goals for Fiscal 08-09**
- 6 - Department Accomplishments**
- 7 –Performance Measurements**
- 8 - Other Key Department Issues**
- 9 - Department Table of Organization**
- 10 - Actual /Proposed - Summary Personnel Staffing**
- 11 - Department Financial Summary**

**Appendix – Definitions, Instructions and Examples**

**1. Department**

Assessor

**2. Divisions**

Not applicable

**3. Department Mission Statement**

We update the Grand List annually in compliance with state statutes and case law to ensure equitable and defensible assessed values among property classes and owners for all real and personal property within the Town of Greenwich. We respond to public inquiries, appeals and credit applications. Each year we improve the quality of the real estate, personal property and motor vehicle Grand Lists. We serve the town in a professional and courteous manner. We are working on a complete Town wide revaluation of all real estate parcels by October 1, 2009 in a phased systematic manner.

#### **4. Department Key Services**

##### **(M) Must do/Mandated Services (no priority order for these, all are priority by definition):**

- 1) Produce Grand Lists
  - a. Real Property, residential, commercial and exempt
  - b. Personal Property
  - c. Motor Vehicles
- 2) Process real estate record changes
  - a. Building permits and certificates of completion
  - b. Data entry and sketches into the ProVal database
  - c. Verify and analyze sales transactions
  - d. Parcel splits and merger records
  - e. Income and expense annual report filings for commercial property
- 3) Process business personal property accounts
  - a. Calculate personal property declarations
  - b. Audit accounts generating new revenue
  - c. Discover and list new personal property accounts
- 4) Process motor vehicles accounts
  - a. Regular motor vehicle list
  - b. Supplemental motor vehicle list for new part year ownership
  - c. Pro-ration adjustments reflecting sold part year auto ownership
  - d. Discover and assess vehicles registered out of state
- 5) Process mandatory reports and applications
  - a. State elderly applications
  - b. Local elderly credits applications
  - c. Additional veterans exemption applications
  - d. Volunteer firefighter credits applications
  - e. State Reports for the State Office of Policy and Management
- 6) Process and maintain separate database files for
  - a. Vacant land
  - b. Building permits
  - c. Certificates of occupancy
  - d. Certificates of correction
  - e. Assessment increase notifications
  - f. Exempt properties
- 7) Respond to public questions
  - a. Answer counter and phone inquiries
  - b. Review assessed values and make corrections



- c. Resolve pending Superior Court Cases
- d. Maintain field card records

**(E) Should do/Essential for achieving the Department's Mission (list in priority order)**

- 1) Attend meetings
  - a. Board of Estimate and Taxation
  - b. District Representative Town Meetings
  - c. Board of Assessment Appeals hearings
  - d. Realtors, neighborhood associations, community and business groups

**(N) Nice to do/will contribute to achieving the Department's Mission, but non-essential (list in priority order)**

- 1) Provide additional public service to enable taxpayers to better understand their final assessments and how they are derived.
  - a. Produce new web pages
  - b. Produce new assessment maps
  - c. Provide assessment books by neighborhood and street address
  - d. Provide sales books by neighborhood, street address and type of building
- 2) Continue training to improve the skills of staff
- 3) Streamline all of the assessment processes

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

**a) Goal** – Produce the October 1, 2008 Grand List

**Strategy** – Discover, measure and list all taxable and exempt property in the Town of Greenwich.

**Timeframe** – Begin the annual Grand List process once the 2007 Grand List is completed. Finish the 2008 Grand List by an anticipated signing date of January 30, 2009.

**Risk** – The time risk is that there will be a problem with the software used to produce either valuations (ProVal) or the actual Grand List (MUNIS). There is some flexibility in that the State will allow for a one-month extension if required.

**Performance Measures** – The increase in the Grand List value should reflect new construction and data corrections in the Grand List year. Assuming a continuation in the historic increase in building costs, this percentage should decrease over time between revaluations, other things being equal. With the introduction of performance measures to the Town's Plan of Operations, a few years of actual data collection will be needed in order to benchmark this typical increase in Grand List value. The number of complaints to the Board of Assessment Appeals would indicate owners' satisfaction.

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**b) Goal** – Continue the 2009 revaluation activities with the real estate revaluation consultants.

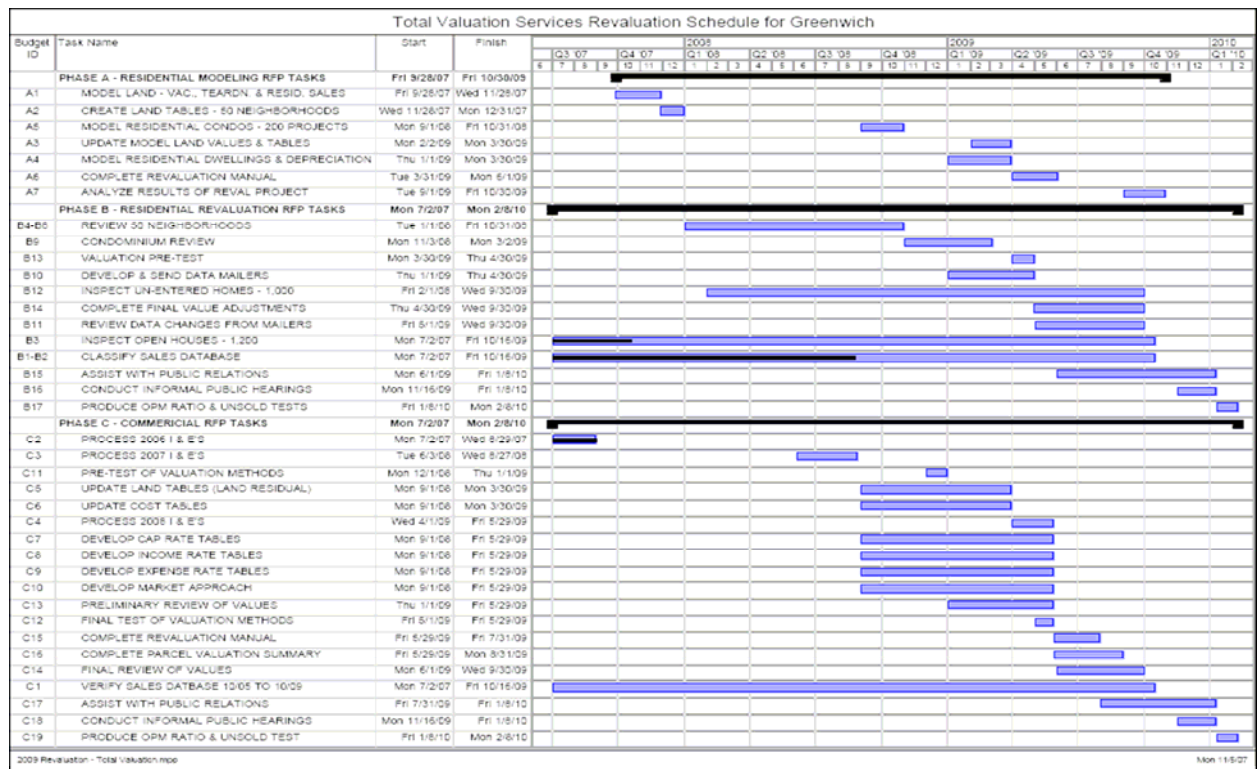
**Strategy** - Activities include:

- Field verify property characteristics at the time of open houses
- Conduct sales analysis and study of market trends
- Redefine neighborhoods based on market evidence
- Make improvements and corrections to the property database
- Develop methods to verify land and building characteristics
- Apportion value attributed to common area in subdivisions
- Review the land planning, zoning and floor area ratios
- Review land influence factors
- Review the effective age of all structures
- Capture missing and replace outdated photos, correct incorrect photos

**Timeframe** – July 1, 2007 until January 31, 2010.

**Risk – Consultants:** that they lack sufficient staff or expertise to fulfill their contractual obligations. **Assessor:** that we miss-communicate or overlook some critical item.

**Performance Measures –** The primary performance measure, updated on a monthly basis, is actual project progress as measured against the planned project schedule's tasks as follows: (View at 150% resolution)



**c) Goal -** Process building permits with data and sketches input into the ProVal database, verify and analyze sales transactions and parcel splits and merger records. Analyze income and expense report filings for commercial property. Process all real estate records, maintained separate database files for vacant land, building permits, certificates of correction, certificates of occupancy.

**Strategy –** Assign work to the four appraisers and monitor their progress.

**Timeframe -** Begin work on December 15, 2008 and complete by December 15, of each year.

**Risk –** The primary risk is that the appraisers do not complete all their work by the end of year deadline. Temporary hires can alleviate this risk. A secondary risk it that, with the switch in permit handling system, the established system to convey newly issued permits to the appraisers will be compromised.

**Performance Measures** – A monthly tabulation tracks the permit progress, by appraiser, by comparing the cumulative number and dollar amount of permits issued to the cumulative number and dollar increase of parcel changes.

---

**d) Goal** - Expand public service by enabling taxpayers to better understand their assessments with new assessment maps, production of new sales and assessments by neighborhood, street address and type of building. Continue responding to counter and phone inquiries, reviewing the assessed values and making corrections when needed.

**Strategy** – Arrange with GIS to produce the 425 assessment map masters. Produce the various sales and assessments reports internally with Crystal Reports.

**Timeframe** – Once the latest flyover has been incorporated into GIS and the polygons edited to reflect the 2007 Grand List splits and mergers (Summer 2008) then the assessment map masters can be created. The various sales and assessment reports can be produced once the 2008 Grand List is completed (Spring 2009). Public service will be conducted throughout the year.

**Risk** – The time risk to producing the new assessment maps is that either there are problems with digitizing/interpretation of the aerial photos or that the GIS Department has other priorities. There is little or no time risk producing the various sales and assessment reports. The risk to public service is a qualitative risk, not a time risk, and, due to the level of staff expertise, is anticipated to be low.

**Performance Measures** – The new assessment maps and 2008 Grand List based reports either will or will not be produced within their timeframes. The qualitative measure of public service will be word-of-mouth and positive or negative letters to the Assessor, Selectman's Office, BET, etc.

---

**e) Goal** - Continue assessing and discovering new personal property accounts. Continue assessing motor vehicles from both the regular and supplemental lists and find additional motor vehicles registered out of state.

**Strategy** – Check for new businesses in newspapers, business licenses, trade names, vacancies, Hill-Donnelly Street Directory and field reviews. Check for motor vehicles registered out of state at train stations, park parking permits, and neighbors.

**Timeframe** – Begin work on January 1, 2008 and complete by December 31, of each year.

**Risk** – The main risk is that personal property will not be discovered, assessed or taxed.

**Performance Measures** – The number of new personal property accounts discovered and added to the list. The number of motor vehicles discovered and added to the list.

---

**f) Goal** - Administer property tax credits and exemptions for state elderly applications, local elderly applications and additional veterans exemption applications. Apply exemptions for the blind and disabled, volunteer firefighter credits and new manufacturing machinery and equipment credits.

**Strategy** – Use mailers, newspaper articles and general promotion to inform the public.

**Timeframe** - Begin work on January 1, 2009 and complete by June 30, of each year.

**Risk** – Changing local option rules will overly complicate the process.

**Performance Measures** – The annual count and dollar amount of credits and exemptions can be used to see if trends are in line with policy. Input from the Commission on the Aging can provide a gauge of elderly satisfaction. Compliance with mandated State-reporting requirements.

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Goal** - Reduce the number of outstanding Superior Court Cases by negotiating settlements and preparing for defense of those that cannot be settled.

**Strategy** – Meet with the Town attorney and taxpayer representatives to discover methods of disposing of approximately 30 outstanding cases per year.

**Timeframe** – July 2008 until all cases have been disposed by July 2010.

**Risk** – The risk is that cases will be settled in favor of the property owners, refunding back taxes to the owners and reducing revenue to the Town.

**Performance Measures** – The status of all Superior Court Cases is updated monthly in the Assessor's Report to the Board of Estimate and Taxation

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**b) Goal** - Complete an additional 133 personal property audits. It is anticipated that \$270,000 of new revenue will be produced from the audit activity, which will be 4 times greater the amount budgeted.

**Strategy** – Extend the existing contract retaining a consultant to secure tax records and other information from taxpayers that is required to complete a review of assessable assets.

**Timeframe** – Continue audits in July and complete all 130 audits by June 2009.

**Risk** – There is a slight risk that the cost of the audits will exceed the addition tax revenue generated.

**Performance Measures** – The additional tax revenue generated can be compared to the cost of discovering assessable assets.

---

**c) Goal** - Develop a quality assurance program that would allow the town to exclude complete re-inspections of most residential property by using a data verification mailer and open house inspections to reduce the revaluation cost by reducing the number of outside field appraisers required.

**Strategy** – Prepare and send the mailer one neighborhood at a time until all 50 neighborhoods have been completed.

**Timeframe** – January 1, 2008 to January 1, 2009

**Risk** – None

**Performance Measures** – The percent of households that respond.

---

**d) Goal** – Continue preparation of an office manual on policies, procedures and practices.

**Strategy** – Develop a record of all activities conducted in the assessor's office, including policies and procedures.

**Timeframe** – Early July 2007 until April 2009.

**Risk** – The risk is that, due to conflicting priorities, staff time is insufficient to complete this goal.

**Performance Measures** - The office manual on policies, procedures and practices either will be produced within the timeframe.

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

- 1) The Assessor's Department has not undertaken a capital project.

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

- 1) The Assessor's Department has not undertaken a capital project.

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

- 1) The Assessor's Department will not undertake a capital project.

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

- 1) The Assessor's Department will not undertake a capital project.

---

**Section 5D – Brief Summary of Overall Capital Project Status**

- 1) The Assessor's Department has not undertaken and will not undertake a capital project.

## **6. Department Accomplishments**

- 1) Produced Grand List reflecting the property values as of October 1, 2006 for all 22,092 real estate parcels as well as 4,129 personal property accounts and 65,333 Motor Vehicles.
- 2) Processed 3,000 building permits with data changes and sketches into the ProVal database. Verified and analyzed 1,100 sales transactions and 148 parcel splits and merger records. Analyzed 1,100 filings of annual income and expense reports for commercial property
- 3) Calculated 4,100 business personal property accounts and conducted audits on 39 accounts generating new unanticipated revenues of \$78,000.
- 4) Processed 54,886 motor vehicle accounts, 10,447 supplemental motor vehicle new part year auto ownership accounts and calculated 5,000 pro-ration adjustments to records reflecting sold part year auto ownership accounts. Discovered and assessed over 250 vehicles registered out of state.
- 5) Processed 389 state elderly applications, 602 local elderly credits applications, 198 additional veterans exemption applications, 92 volunteer firefighter credits applications and completed 40 State Reports for the State Office of Policy and Management.
- 6) Processed all real estate records, maintained separate database files for vacant land, building permits, certificates of correction, certificates of occupancy, increase notifications and exempt properties
- 7) Responded to approximately 15,000 counter and phone inquiries, reviewed the assessed values and make corrections when needed. Resolved 13 pending Superior Court Cases.
- 8) Provided new web pages, assessment maps, books containing sales and assessments by neighborhood, street address and type of building, computer terminals and field card records to enable the public to better understand their assessments.
- 9) Installed new Parcel Analyst software to integrate GIS into ProVal allowing for computerized data analysis and editing.
- 10) Successfully distributed the duties of the transferred full time staff member among the remaining four Administrative staff members.
- 11) Attended numerous meetings with the Board of Estimate and Taxation, various Representative Town Meetings districts, the Board of Assessment Appeals, realtors and neighborhood, community and business groups.



## **7. Performance Measurements**

### **5A a) Goal – Produce an accurate October 1, 2008 Grand List**

The increase in the Grand List value should reflect new construction and data corrections in the Grand List year. The number of complaints to the Board of Assessment Appeals would indicate owner's satisfaction.

### **b) Goal – Continue the 2009 revaluation activities**

Compare the actual 2009 revaluation actual project task progress to planned project task progress

### **c) Goal - Process building permits**

Total number & dollar amount of permits issued to the total number and dollar increase of parcel changes

### **d) Goal - Expand public service**

New assessment maps produced or not produced  
2008 Grand List reports produced or not produced  
Word of mouth about public service  
Positive or negative letters about public service

### **e) Goal - Assessing and discovering new personal property accounts.**

The number of new personal property accounts discovered and added to the list.  
The number of motor vehicles discovered and added to the list.

### **f) Goal - Administer property tax credits**

Trends in annual count and dollar amount of credits compared to policy goals  
Elderly comments to Commission on Aging  
Compliance with State mandated reporting requirements.

### **5B a) Goal - Reduce the number of outstanding Superior Court Cases**

Monthly changes to Superior Court cases as reported to BET

### **b) Goal - Complete an additional 133 personal property audits**

Tax revenue generated compared to the cost of discovering assessable assets.

### **c) Goal - Develop a quality assurance program with household mailers**

The percent of households that respond

### **d) Goal - Office manual of policies, procedures & practices**

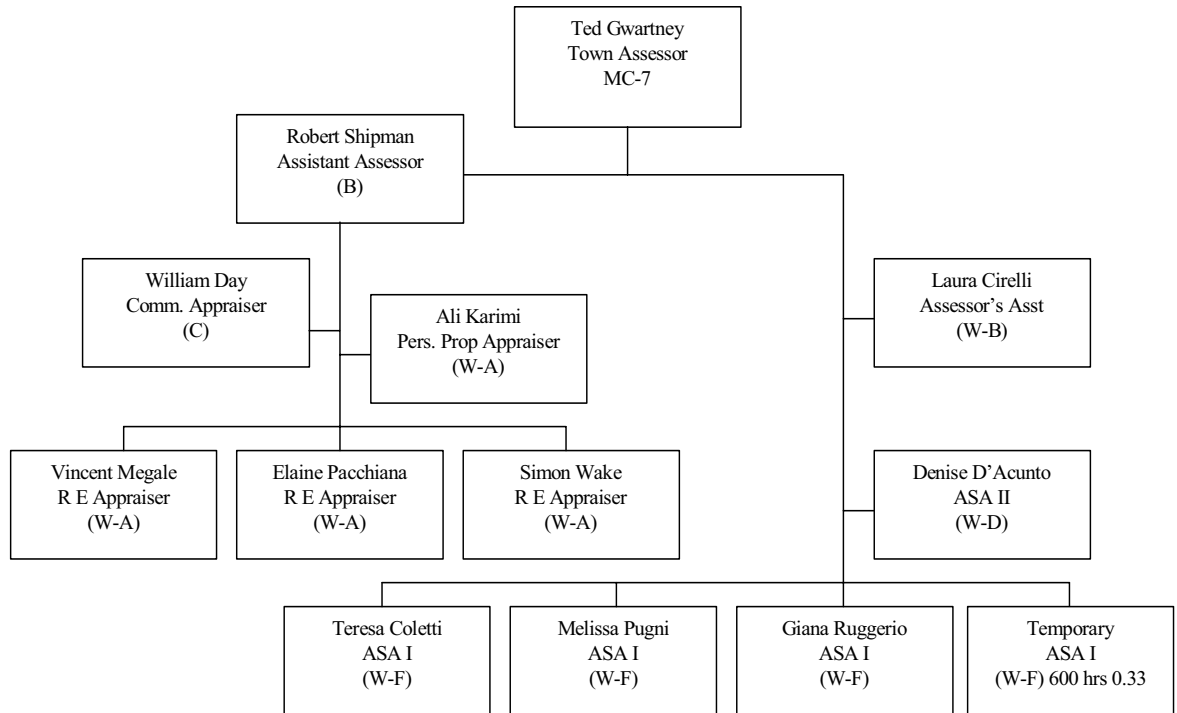
The production of the manual

## **8. Other Key Department Issues**

None

## 9. Department Table of Organization

### ASSESSOR ORGANIZATIONAL CHART



# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	<b>14</b>	0.00	0.33	<b>14.33</b>
<u>FY 05/06</u>	<b>13</b>	0.00	0.33	<b>13.33</b>
<u>FY 06/07</u>	<b>13</b>	0.00	0.33	<b>13.33</b>
<u>FY 07/08</u>	<b>12</b>	0.00	0.33	<b>12.33</b>
<u>FY 08/09 Proposed</u>	<b>12</b>	0.00	0.33	<b>12.33</b>

## **Summary Comments on Personnel Changes**

One full time staff member in fiscal year 2005-2006 reduced our staff. We reassigned duties to the remaining staff members.

Another full time staff member in fiscal year 2007-2008 reduced our staff. We reassigned duties to the remaining staff members.

## **11. Department Financial Summary**

### **A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05 (05 revaluation)</b>	<b>1,007,383 (including capital)</b>	<b>881,578 (operating)</b>
<b>FY 05/ 06 (05 revaluation)</b>	<b>1,482,159 (including capital)</b>	<b>995,465 (operating)</b>
<b>FY 06/ 07</b>	<b>976,991</b>	<b>975,070 (operating)</b>
<b>FY 07/ 08 (09 revaluation)</b>	<b>1,309,681</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed (Reval)</b>	<b>1,295,027</b>	<b>XXXXXXXXXX</b>

### **A – Summary Comment on Expenses**

The 2005 revaluation funding was treated as a capital budget account. The 2009 revaluation funding is treated as part of the operating budget.

The 2009 revaluation will be conducted in phases requiring funding in the following years:

1. Studies and fieldwork for 2009 revaluation 2007/08 budget \$237,655
2. Complete field work for 2009 revaluation 2008/09 budget \$244,785
3. Conduct public hearings for 2009 revaluation 2009/10 budget \$277,591

### **B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>5,750</b>	<b>22,021</b>
<b>FY 05/06</b>	<b>5,750</b>	<b>11,700</b>
<b>FY 06/07</b>	<b>5,750</b>	<b>6,131</b>
<b>FY 07/08</b>	<b>5,750</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>5,750</b>	<b>XXXXXXXXXX</b>

### **B – Summary Comment on Revenues**

None

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

**TAX COLLECTOR**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, and strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

NOTE: NEW Section with fiscal year 2008-2009 submission.

Performance Measures – Section 7

In past submissions, many departments have reported quantitative performance measurements and several have reported qualitative performance measurements. Section 7 addresses both types of measurements.

Index by Section:

- 1 & 2 - Department & Division Name
- 3 - Department Mission Statement
- 4 - Department Key Services
- 5 –Department Goals for Fiscal 08-09
- 6 - Department Accomplishments
- 7 –Performance Measurements
- 8 - Other Key Department Issues
- 9 - Department Table of Organization
- 10 - Actual /Proposed - Summary Personnel Staffing
- 11 - Department Financial Summary

Appendix – Definitions, Instructions and Examples

**1. Department ([See Appendix for Instructions](#)).**

**Tax Collector**

**2. Divisions ([See Appendix for Instructions](#)).**

**Not Applicable**

**3. Department Mission Statement ([See Appendix for Instructions](#))**

The safe and accurate collection of taxes required by law of the Town's money while serving customers in a professional and courteous manner. To provide accurate tax information and optimum service to the public through the efficient collection of the taxes required by law.

**4. Department Key Services ([See Appendix for Instructions](#))**

- 1 Collection of real estate taxes
- 2 Collection of personal property taxes
- 3 Collection of motor vehicle Taxes
- 4 Collection of Sewer Assessment taxes
- 5 Providing answer to the tax paying public via email, phone or in person contact.
- 6 Calculate and process refund checks to tax payers for over payments and duplicate payments on a timely basis
- 7 Ensure that all non-deliverable tax bills are researched and re-mailed to the correct address.
- 8 Process new tax bills for corrections made by the Assessor's Office
- 9 Maintain and balance escrow records for accounts paid through mortgage holders
- 10 Balance tax receipts on a daily basis. Report daily reconciliations of tax receipts to Finance.
- 11 Process paperwork for potential tax sales alerting taxpayers of potential action.
- 12 Place tax liens on unpaid real estate taxes.
- 13 Re-bill all delinquent taxes. Including processing tax warrants for delinquent personal property taxes.

**5. Department Goals for Fiscal 08-09 ([See Instructions in Appendix Sections 5 & 7](#))**

**5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

**NO NEW SERVICE DELIVERY PROJECTS FISCAL 2009**

**a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal/objective of project

Strategy to progress and finish project

Time frame for completion of overall project and each major project stage

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**NO NEW SERVICE DELIVERY PROJECTS FISCAL 2009**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

**NO NEW SERVICE DELIVERY PROJECTS FISCAL 2009**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency



---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

While the Office is constantly thinking of new ways to service taxpayers in a more efficient manner, there are no definitive proposals at this time for future periods that we feel should be discussed as a future strategy for the Office.

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Goal:** Decrease the number and dollar value of past due motor vehicle taxes.

**Strategy:** The Tax Collector issued an RFP and has signed a contract with American National Recovery Group, Inc. to pursue delinquent motor vehicle taxpayers.

**Time frame:** Goal is to have vendor in place by during Fiscal 07-08 and monitor and refine strategy during Fiscal 07-08 and Fiscal 08-09.

**Risk to time frame -** Greatest obstacle(s) to goal is that the hired vendor does not perform as expected. The Tax Collector's Office is optimistic that there will be tangible positive results.

**Performance Measures & Frequency:** The contract requires a proper accounting for all vendor activity. Consequently, the progress made can be readily identifiable on a periodic basis.

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

All projects undertaken have been fully implemented except for the project for past due motor vehicle taxes that is noted above.

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**c) Special Projects to be Planned (List in priority order. For each project note):**

The only project currently active is the past due motor vehicles taxes. This project has already been planned and is in the implementation stage.

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**d) Special Projects to be Proposed (List in priority order. For each project note):**

While the Office is constantly thinking of new ways to process information more efficiently, there are no proposals at this time for future periods that we feel are definitive enough to bring forward as a written strategy at this time.

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**NO CAPITAL PROJECTS**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Project Name**

**Project Number**

**Time frame**

**Risk to time frame**

**Original cost**

**Revised cost (if applicable)**

**Risk to latest cost estimate**

**Performance Measures & Frequency**

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**NO CAPITAL PROJECTS**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

**NO CAPITAL PROJECTS**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

**NO CAPITAL PROJECTS**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**Section 5D – Brief Summary of Overall Capital Project Status ([See Appendix Instructions](#))**

**NO CAPITAL PROJECTS**

## **6. Department Accomplishments ([See Appendix Instructions](#))**

1 Maintaining an extremely high collection rate.

2 Helping taxpayers find online information for all tax payments. Have been successful in directing taxpayer questions to information on Town Web Site, which not only satisfies taxpayers more quickly but also eliminates administrative burden of Office personnel of responding to some types of routine questions.

3 Program to use lock box services during peak periods has enabled the Department to reduce the number of temporary employee work hours. The lock box has been in place for four grand list years. Approximately 90% of payments are being processed through the Lock Box. This has enabled the department to significantly reduce Temporary employee hours. Temporary hours now are under 1,000 hours per fiscal year. The Fiscal 08-09 budget is for 960 temporary hours.

4 Requisitioning of an ATM machine for the lobby of Town Hall to enable taxpayers to readily obtain cash funds to pay off overdue taxes.

5 The Tax Collector's Office has participated in the full integration of the Town's Web Sites ability to process credit card payments for taxes due the Town. This was a major project for the Office in the past several years. Credit card transactions have increased to \$1,253,000 for the Fiscal Year ended June 30, 2007. Fiscal 08 collections are expected to be even higher.

6 The Tax Collector's Office has had as an on going project, the goal of reducing the number of tax invoices returned by the Post Office as non-deliverable (Almost 100% of returned bills are for motor vehicles taxes). To this goal, the Office has successfully integrated more technically advance procedures to ascertain proper mailing addresses. The main advancement has been the use of information from the Accurint Web Site. The use of this Web Site and other tactics has enabled the Office to reduce non-deliverables to approximately 200-250 a year. Several years back this number could have been as high as 1,500.

7 The Tax Collector processes an annual tax sale. While not required by State Statute, the tax Collector has used this as a collection tool. In recent fiscal years the Tax Collector has set a date certain for the sale that has resulted in quicker collections.

8 The Tax Collector has instituted a policy that places liens on delinquent real estate and sewer taxes in May, which includes past due taxes for the current fiscal year.

## **7. Performance Measurements** [\(See Appendix Instructions\)](#)

**A – Goal:** Maintain a collection rate for all taxes that is excess of 99%

**Measure:** Tax collection rates that approximate prior year averages for the category. For Fiscal 2008 Operations Plan this measure includes a collection target based on the past three fiscal years. Mathematical calculation based on formula of: (Sum of payments received in fiscal year + refunds received in the measured fiscal year) divided by (Sum of billings for measure fiscal year + adjustments processed during measured fiscal year).

### **Three-year average (05-06-07 actual)**

Real Estate – 99.63%

Personal Property – 96.83%

Motor Vehicles - 95.41%

### **Fiscal 2007 result:**

Real Estate – 99.55%

Personal Property – 97.46%

Motor Vehicles - 95.07%

### **Degree of Achievement:**

Substantially achieved.

As noted in the Special Projects Section the Tax Collector's Office is actively engaged in the RFP process to potentially hire a collection firm to increase the collection rates on past due motor vehicles taxes.

Note to reviewer: Future years measure may include comparisons to other municipalities.

**B – Goal:** Complete performance evaluations for all full time employees

**Measure:** Performance evaluations completed and on file in Human Resources

**Fiscal 2007 result:** Evaluations completed for all full time employees

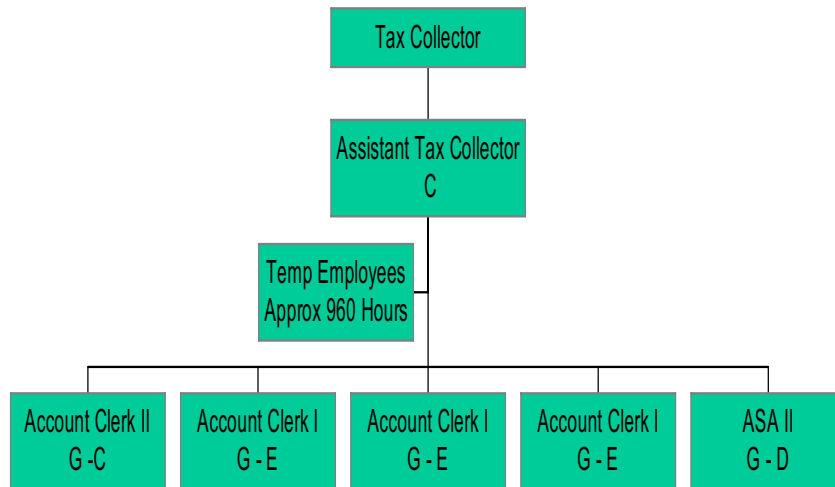
**Degree of achievement:** Goal was met

**8. Other Key Department Issues ([See Appendix Instructions](#))**



9. Department Table of Organization ([See Appendix Instructions](#))

# Tax Collector



**10. Actual /Proposed - Summary Personnel Staffing** [\(See Appendix Instructions\)](#)

**Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	7	0	4	960
<u>FY 05/06</u>	7	0	4	1040
<u>FY 06/07</u>	7	0	4	1040
<u>FY 07/08</u>	7	0	4	960
<u>FY 08/09 Proposed</u>	7	0	4	960

**Summary Comments on Personnel Changes**

The tax Collector's Office uses temp employees during the summer and January collector periods. Some time the number of temp hours worked is affected by the availability of college students during the peak demand seasons.

**11. Department Financial Summary (See Appendix Instructions)****A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>512,876</b>	<b>460,928</b>
<b>FY 05/ 06</b>	<b>501,785</b>	<b>463,453</b>
<b>FY 06/ 07</b>	<b>517,257</b>	<b>478,979</b>
<b>FY 07/ 08</b>	<b>528,008</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>		<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses****B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>223,532,762</b>	<b>224,866,519</b>
<b>FY 05/06</b>	<b>235,340,481</b>	<b>235,124,852</b>
<b>FY 06/07</b>	<b>245,866,519</b>	<b>247,009,739</b>
<b>FY 07/08</b>	<b>258,487,946</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>		<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

- Chart B discloses revenue for General Fund.
- Fiscal 08 Budget for all funds equals \$268,537,624 (A, J & K Funds)
- Fiscal 07 Actual for all funds equals \$254,728,610

## **TOWN OF GREENWICH**

### **Annual Department Operational Plan**

#### **Objective of this Plan Document**

#### **Law Dept.**

The Town of Greenwich requires that an operations plan be submitted with the annual budget submissions. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. This form has been developed to assist in the required reporting. In specific terms, the form is formatted to aide reporting on goals, objectives, strategies, completed accomplishments and continuing and proposed projects. In general terms, the operational plan should evolve from strategic planning or positioning by the Department, which should be readily accepted as a plan to accomplish the Department's strategic mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects, overall summary of status of capital projects, current and proposed personnel changes and summary disclosure and comments on financial data. As detailed in the instructions that follow by section, it is important to note the time frame for completion of projects and/or a major stage of completion of the project. Concurrently, with time estimates, it is important to note the department's strategy to complete the project in the time frame listed. In most cases the goal of the project is self evident, but to insure clarity of objective, several sections will require a disclosure of the specific departmental goal of the project.

Throughout this document it is important not to use technical jargon without explanation. If a question is not applicable to the department clearly indicate this fact. The detailed sections follow.

#### **Index by Section:**

- 1 & 2 – Department & Division Name**
- 3 - Department Mission Statement**
- 4 - Department Key Services**
- 5 - Department Table of Organization**
- 6 - Actual /Proposed - Summary Personnel Staffing**
- 7 - Department Accomplishments**
- 8 - Service Delivery Projects**
- 9 - Special Projects**
- 10 - Capital Projects**
- 11 - Department Financial Summary**
- 12 - Other Key Department Issues**

**1. Department.**

Law Department

**2. Divisions.**

N/A

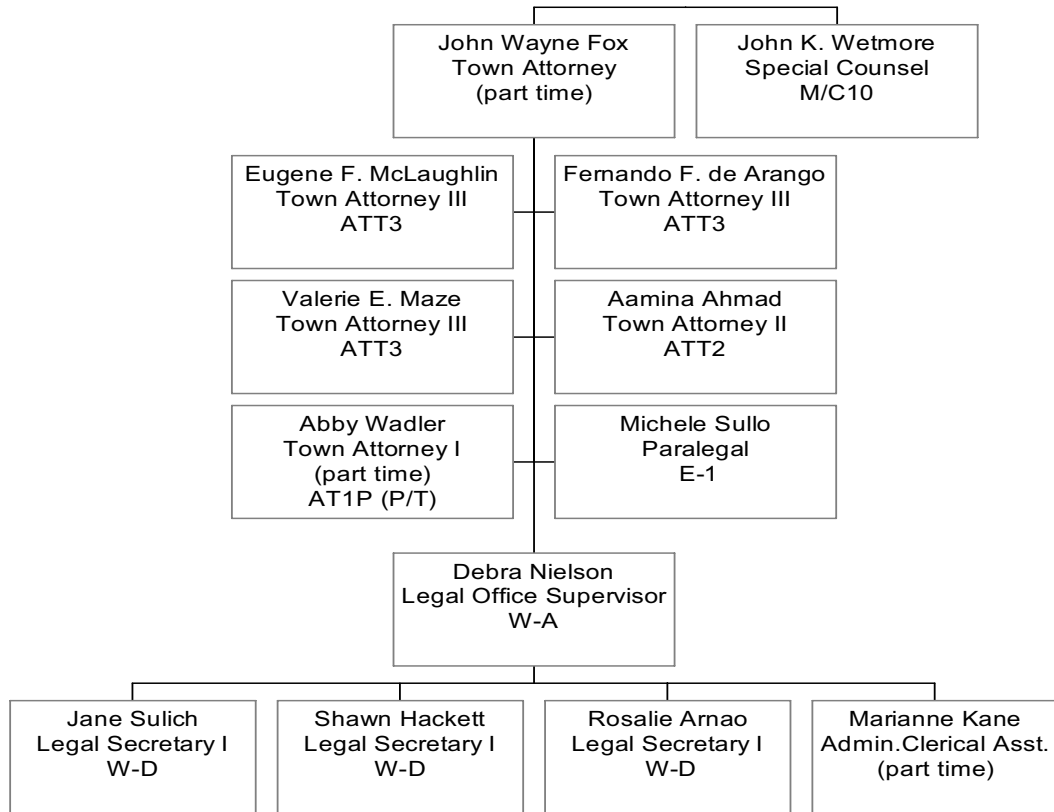
**3. Department Mission Statement**

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

**4. Department Key Services.**

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 the 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.

## 5. Department Operational Chart



#### **6. Actual /Proposed - Summary Personnel Staffing**

The Law Department is comprised of the Town Attorney, five full-time assistant town attorneys, one part-time assistant town attorney, and an administrative staff consisting of a paralegal, four legal secretaries and a part-time administrative clerical assistant.

#### **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	11	2	0	1560
<u>FY 05/06</u>	10*	2	0	1560
<u>FY 06/07</u>	10*	2	0	1560
<u>FY 07/08</u>	10*	2	0	1560
<u>FY 08/09</u> Proposed	10*	2	0	1560

#### **Summary Comments on Personnel Changes**

(Use this section to report on the affect of personnel changes, vacancies, etc.)

\*The Town Attorney is not included in this figure.

## 7. Department Accomplishments.

### (1). Defense of appeals of decisions of Planning and Zoning Commission

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
12	3	7	8

In order to maintain the integrity of decisions of the Planning and Zoning Commission, which uphold the land use Master Plan and the Plan of Development which are key to preserving neighborhoods and property values, the department will continue to defend the decisions of the Commission in court, counsel the Commission and work toward final settlement or other resolution of the cases. The department should be able to meet court scheduling and settlement discussions toward increasing the amount of cases concluded.

### (2). Defense of Appeals from Planning and Zoning Board of Appeals

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
19	5	9	15

The Planning and Zoning Board of Appeals provides relief from strict application of the zoning regulations that produces a special hardship to a particular property. This must be done by the Board without adversely affecting the Plan of Development. Defense of these cases is unique in order to prevent the exception from becoming the rule. The department should be able to meet court scheduling of cases to increase the number of cases concluded.

### (3). Environmental Litigation vs. Town of Greenwich

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
11	1	2	10

The Town has significant exposure from the collection, treatment, handling, distribution and disposal of its sewage, waste, special handling and toxic materials. Cleanup, for example, of a superfund site can be extremely expensive. The above chart shows a lessening of the caseload in this category. Modernization of the sewerage system and waste transfer systems have lessened exposure, however, state and federal requirements have increased the exposure by becoming more stringent. In addition, the increasing value of recycling components has produced adverse claims for these items that could produce more litigation.



(4). Environmental Litigation Brought by the Town

This category is limited because in most cases when the Town is a defendant, other potential defendants that the Town could sue to bring in and contribute to the payment of damages are already defendants in the case. On a separate front, as a result of the settlement of the federal and state lawsuit against the Town for its sewerage system, the town has counseled the department of public works in its efforts to aggressively seek to curtail illegal inflows into the system which could produce more suits in this category in the upcoming fiscal year.

(5). Foreclosures/Attachments/Garnishments favor of Town

The department has worked closely with the tax collector particularly in the area of defending his use of tax sales to collect delinquent taxes and to protect the validity of liens and tax priority in the bankruptcy court. This has helped to procure the collection of hundreds of thousands of dollars without having to institute suit in the above areas and we project this trend to continue.

(6). Personal Injury/Property Damage Actions vs. Town

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
35	10	8	37

The department will continue to defend a significant number of personal injury lawsuits against the Town, its officers and employees that arise from accidents and other incidents occurring in a variety of settings. Along with defending more traditional municipal cases such as claims involving fall downs and motor vehicle accidents allegedly resulting from defective roads, the department must defend suits brought under expanded theories of tort liability. This is a result of the courts' recognition in recent years of new causes of action, the imposition of legal duties where none previously existed, and the increased erosion of traditional immunity defenses. The added demand placed upon a municipality's duty of care to anticipate harm has made several departments, such as the Police, Department of Public Works and Board of Education, increasingly vulnerable to negligence lawsuits. Many of these cases involve individuals who have sustained serious personal injuries and have incurred substantial expenses for which they hold the Town responsible. Disputes with insurance companies up to the point of litigation has become an ever-increasing aspect of this category of litigation. The increase in the Town's deductible under its liability insurance policy from \$500,000 to \$1,000,000 will also increase the defense demands on this department during the upcoming fiscal year. The department will endeavor to meet court scheduling for settlement conferences and trial for a prompt rate of conclusion.

(7). Personal Injury/Property Damages Actions favor of Town

Placed with this category are cases such as those where the Town pursues others responsible for accidents in which the Town has paid workers' comp to an employee.

(8). Miscellaneous Actions vs. Town

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
18	2	3	17

Within this category are employment, benefit and pension areas. This category also includes injunctions which can be sudden and unexpected making immediate and considerable demands on the department.

(9). Miscellaneous Actions brought by the Town

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
2	0	1	1

This is the reverse side of the preceding category. No significant change expected.

(10). Appeals from Board of Assessment Appeals

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
55	58	12	101

Over 80 appeals from the Board of Assessment Appeals are pending in the Superior Court as a result of the 2005 town-wide property tax revaluation when property owners are contesting the revaluation assessments. There are also approximately 10 cases that remain pending from the 2001 revaluation.

(11). Civil Rights/Human Rights

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
29	11	6	34

These cases include complaints brought to the Commission of Human Rights and Opportunities (CHRO). The department has seen a rapid growth in a number of cases involving alleged employment discrimination. These cases involve tight time frames and can be appealed to the Federal court. This growth, which creates a significant demand on the department, is expected to continue.

(12). Freedom of Information

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
7	3	2	8

Counseling departments in response to the Freedom of Information Act has helped reduce disputes in this area but demand is expected to remain high which could well produce additional litigation in the upcoming fiscal year.

(13). Board of Education Litigation/Special Education/ Expulsions

Pending <u>6/30/06</u>	Commenced <u>2006-07</u>	Concluded <u>2006-07</u>	Pending <u>6/30/07</u>
2	3	2	3

Another trend that the Department is addressing is the increasing demand for special education services by parents of children in the public school system. These special education matters, including Due Process proceedings, are handled by outside counsel as well as the Law Department staff. In addition to the special education matters, the Law Department represents the Administration of the Greenwich Public Schools at expulsion hearings. There were nine such hearings in the 2006-07 fiscal year.

(14). Notice of Claims

There are several formal notices of intent to sue pending. These claims have been investigated or are currently undergoing investigation. At the present time, lawsuits have not been instituted, and there is no prediction whether they will be in the future.

(15). Contracts Reviewed/Approved

This department has reviewed and approved approximately 196 contracts in fiscal year 2006-07. Contracts in legal order are usually approved in a three-day turnaround. Others not in legal order in need of negotiation create significant time demands on counsel and take longer depending on complexity. The above volume is expected to continue.

(16). Charter, Ordinance, Drafting and Revision

Charter revisions in the area of Land Use boards are expected to make demands on the department in the ensuing fiscal year. There is a regular demand for the drafting of new ordinances or amendment to existing ordinances.

**8. Service Delivery Projects to be Completed, Planned or Proposed during the New Budget Year.**

**Service Delivery**

N/A

**9. Special Projects to be Proposed, Planned, Continued or Completed during the New Budget Year:**

See Department Accomplishments for projects that have had substantial benefit and are on-going.

Software systems are assisting in docketing systems and scheduling which should be up and running in the next fiscal year.

**10. Capital Projects to be Proposed, Planned, Continued or Completed during the New Budget Year:**

(This Section deals with Capital Projects that the Department is continuing and / or completing in the new budget Fiscal year. Please provide a brief summary in Section (10A) for the Department's five largest capital projects that will be continued into the New Budget Fiscal Year. For these projects, the summary should address the time frame for completion and the estimated total cost to complete. A brief explanation should be attached for any deviation from original cost and time estimates. Capital projects that have been completed before the new budget year can be listed under number (7) above. New projects that will be proposed or planned in the new budget year are reported in Section (10B). For larger departments with a multitude of projects, please report on the largest projects in this section.)

**Section 10A – Continued or Completed Capital Projects New Budget Year**

Project	
1	NA
2	
3	

**Section 10B – Proposed or Plan Stage Capital Projects New Budget Year**

(This Section addresses the latest information, in summary format, for Capital Projects that will be proposed or planned in the New Budget Fiscal Year.)

Project	
1	NA
2	
3	

**Section 10C – Brief Summary of Overall Capital Project Status**

(This Section requires a summary report on the total overall progress of Capital Projects. If projects are being completed at a slower or faster than anticipated pace this should be reported here. The net effect of a different pace than expected should be reported in general terms as it affects the time frame for proposing, planning or completing future capital projects. )

NA

## **11. Department Financial Summary**

### **A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	\$1,549,521	\$1,504,336
<b>FY 05/ 06</b>	\$1,590,498	\$1,579,108
<b>FY 06/ 07</b>	\$1,640,697	\$2,263,972
<b>FY 07/ 08</b>	\$1,781,690	XXXXXXXXXX
<b>FY 08/ 09 Proposed</b>	\$2,429,185	

#### **A – Summary Comment on Expenses**

(Please explain material trends in expenses here. Do not report normally recurring changes, such as salary increases. Nonrecurring or significant impact items would be disclosed. Do not report capital items in this section)

### **B – Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	N/A	-0-
<b>FY 05/06</b>	N/A	-0-
<b>FY 06/07</b>	N/A	-0-
<b>FY 07/08</b>	N/A	-0-
<b>FY 08/09 Proposed</b>	N/A	N/A

#### **A – Summary Comment on Revenues**

(Please explain material trends in revenues here. Nonrecurring or significant impact items would be disclosed. Do not report normally recurring changes, such as routine rate increases. )

## **12. Other Key Department Issues**

None noted

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

**Town Clerk**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, and strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

NOTE: NEW Section with fiscal year 2008-2009 submission.  
Performance Measures – Section 7

In past submissions, many departments have reported quantitative performance measurements and several have reported qualitative performance measurements. Section 7 addresses both types of measurements.

Index by Section:

- 1 & 2 - Department & Division Name
- 3 - Department Mission Statement
- 4 - Department Key Services
- 5 –Department Goals for Fiscal 08-09
- 6 - Department Accomplishments
- 7 –Performance Measurements
- 8 - Other Key Department Issues
- 9 - Department Table of Organization
- 10 - Actual /Proposed - Summary Personnel Staffing
- 11 - Department Financial Summary
  
- Appendix – Definitions, Instructions and Examples

**1. Department ([See Appendix for Instructions](#)).**

Town Clerk

**2. Divisions ([See Appendix for Instructions](#)).**

Land Records and Vital Statistics

**3. Department Mission Statement ([See Appendix for Instructions](#))**

The Office of the Town Clerk is responsible for providing a number of services to the public. The office is also responsible for providing services and information to employees of the Town Departments. The mission is to provide these services in an efficient, courteous and accurate manner.



**4. Department Key Services ([See Appendix for Instructions](#))**

**Land Records Division** – Services the public through many different responsibilities, including,

- 1 The issuance of vendor and liquor permits.
- 2 Issuance of licenses for dog ownership, hunting, fishing, trapping and shellfish. Safe and timely collection of and recording of fees for these licenses.
- 3 Record deeds and trade names – certification of the same
- 4 Issuance of pheasant tags, duck stamps and HIP permits.
- 5 Verification, collection and recording of conveyance tax revenues
- 6 – Collection and recording of fee for new and renewing notaries – verification of notary signatures – maintenance of notary signatures on file
- 6 Receiving and processing of military discharge papers.
- 7 Processing of absentee ballot applications. Issuance of absentee ballots through mailings or in person at the Clerk's Office.
- 8 Preparation of selected materials for election officials
- 9 Certification of election results to the State
- 10 Prepare and mail the RTM's Call and minutes
- 11 Maintain the attendance records of the RTM's membership
- 12 – Produce and make available property maps with 24 hours of request

**Vital Statistics Division**

- 1 Record births, marriages, civil unions and deaths. Provide certification of the same.
- 2 Issuance of burial permits
- 2 Provide information of births to the BOE
- 4 Provide information of deaths to the Registrars Office
- 5 Provide information on cause of deaths to the Health Department
- 6 Provide information on births, deaths and marriages to all Connecticut municipalities and the State of Connecticut.

**5. Department Goals for Fiscal 08-09 ([See Instructions in Appendix Sections 5 & 7](#))**

**5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

No new major service delivery projects. Past service delivery projects have been reported in the Departments Accomplishment Section (6).

**a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal/objective of project

Strategy to progress and finish project

Time frame for completion of overall project and each major project stage

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

No New Special Projects

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**c) Special Projects to be Planned in FY 08-09 (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**d) Special Projects to be Proposed in FY 08-09 (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Project Name

Project Number

Time frame

Risk to time frame

Original cost

Revised cost (if applicable)

Risk to latest cost estimate

Performance Measures & Frequency

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Project Name

Project Number

Time frame

Risk to time frame

Original cost

Revised cost (if applicable)

Risk to latest cost estimate

Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

**Project Name**  
**Project Number**  
**Time frame**  
**Risk to time frame**  
**Original cost**  
**Revised cost (if applicable)**  
**Risk to latest cost estimate**  
**Performance Measures & Frequency**

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

**Project Name**  
**Project Number**  
**Time frame**  
**Risk to time frame**  
**Original cost**  
**Revised cost (if applicable)**  
**Risk to latest cost estimate**  
**Performance Measures & Frequency**

---

**Section 5D – Brief Summary of Overall Capital Project Status ([See Appendix Instructions](#))**

No Capital Projects

## **6. Department Accomplishments ([See Appendix Instructions](#))**

1 The Department has developed many practices and procedures that have led to increased public services levels. One such project involved installing seven computer stations that allow the public to quickly access information. Those members of the public who do not feel comfortable looking up their records through our computers are assisted directly by Department personnel. The net result of the project has been that the public is serviced faster and less Departmental employee hours are consumed.

2 In order to service the public more efficiently the Department physically rearranged the Land Use and Vital Statistics vaults. This has been particularly helpful for Land Records storage as the Department moved the newest records to the front of the vault allowing for easier searches of the most frequently examined records.

3 The Department has applied for and received grants from the State of Connecticut's Office of Public Administration in conjunction with the State's Historic Document Preservation Program. For the Town this program has been targeted for computer indexing of older records for the purpose of both practical and faster identification. This program has helped both Department personnel and the general public to access older records. The Department has hired a third party vendor, ACS (Affiliated Computer Services, inc.) to develop the computer indexing. The grant funds received are used to pay the vendor performing this service. The grant funds for Fiscal 07-08 will be \$12,000. The Department plans to continue this project until indexing of records back to 1950's is completed. The estimated time for completion is approximately two years.

4 The Department has developed, through the initiation of the present Town Clerk, actively participated in the Town Archived Presentation Program (TAPP). The Department has successfully restored some of the oldest Town records dating back more than 200 years. The program has received \$20,000 in annual budgeted funding. This program was started by the present Town Clerk and is planned to be continued through fiscal year 2008-9.

5 The Department has consistently passed on information on RTM votes and attendance to the Town's Administrative Services Department for posting on the Town's Website. The goal of the Department has been to provide the information with 24 hours by the close of business the day after the RTM meeting. We feel we meet this goal almost without exception.

6 The Department has consistently produced minutes of the RTM meetings within 2-3 business days of the meeting date. The Department forwards the minutes to the RTM Moderator.



7 The Department has consistently produced the 'Call' for the RTM meetings two weeks before the actual meeting. We have done so without exception in recent history.

8 The Department has cross-trained employees to allow for more efficient office operations and better service to the public. The Department has cross-trained employees in scanning, indexing and reconciliation procedures.

9 The Department now has four qualified Assistant Registrars for Vital Statistics. Each Assistant registrar has to be certified by the State of Connecticut. The Department has made it a goal to maintain a number of Assistant Registrars to ensure that paperwork is efficiently processed which prevents slow or delayed services to the public. The Department has and will continue to encourage its employees to obtain this certification.

10 During Fiscal 2000 the Department installed optical scanners to electronically index new land records. This process has allowed the Department to return source documents to the public the next day. The previous process, where the documents had to be microfilmed first, would frequently result in the return of documents to the public for periods in excess of one week.

## **7. Performance Measurements** [\(See Appendix Instructions\)](#)

A – Goal: Facilitate the flow of information from the RTM meetings to the Town's Website

Measure: Provide vote and attendance information to the Town's Administrative Services Department by the close of business the day after the meeting is held.

Fiscal 2007 result: No exceptions to close of business the day following an RTM meeting.

Degree of achievement: 100%

Explanation of material variance from target: N / A

B – Goal: Provide consistent efficient service to the public.

Measure: Return source documents to the public within 48 hours of receipt.

Fiscal 2007 Result: Recorded no such exceptions.

Degree of achievement: 100%

Explanation of material variance from target: N/A

C – Goal: Complete performance evaluations for all full time employees

Measure: Performance evaluations completed and on file in Human Resources

Fiscal 2007 result: Evaluations completed for all full time employees

Degree of achievement: Goal was met

Explanation of material variance from target: N / A

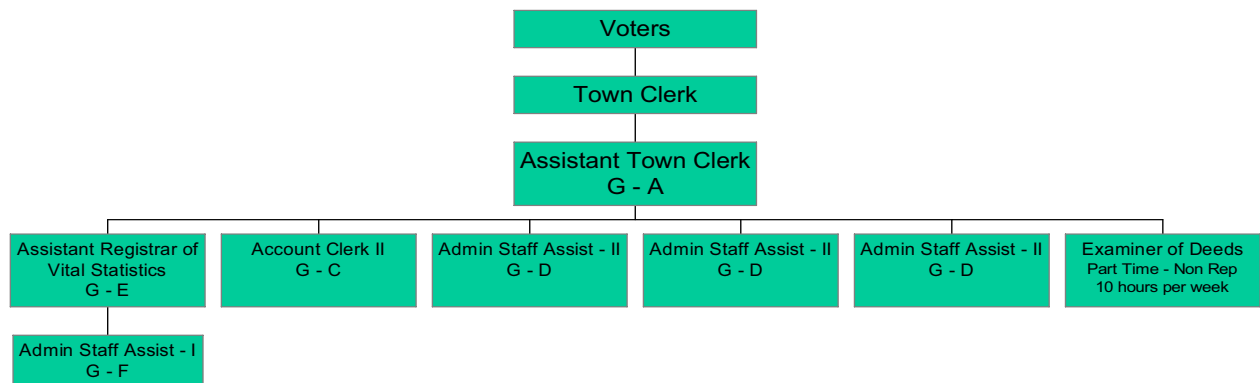
**Note to reviewer:** Future measurements versus comparable municipalities will measure, in some combination, of the number permits, licenses, certifications or revenues collected. This information is not readily available at the time of this submission.

**8. Other Key Department Issues ([See Appendix Instructions](#))**

None Noted

## 9. Department Table of Organization (See Appendix Instructions)

**TOWN CLERK**



**10. Actual /Proposed - Summary Personnel Staffing ([See Appendix Instructions](#))**

**Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	8	1	0	1508
<u>FY 05/06</u>	8	1	0	1508
<u>FY 06/07</u>	8	1	0	1508
<u>FY 07/08</u>	8	1	0	1508
<u>FY 08/09 Proposed</u>	8	1	0	1508

**Summary Comments on Personnel Changes**

**11. Department Financial Summary ([See Appendix Instructions](#))**

**A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>548,225</b>	<b>546,798</b>
<b>FY 05/ 06</b>	<b>573,284</b>	<b>564,194</b>
<b>FY 06/ 07</b>	<b>595,934</b>	<b>574,713</b>
<b>FY 07/ 08</b>	<b>617,603</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>641,918</b>	<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses**

**B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>4,308,100</b>	<b>8,013,222</b>
<b>FY 05/06</b>	<b>6,897,000</b>	<b>8,446,884</b>
<b>FY 06/07</b>	<b>8,102,600</b>	<b>8,364,973</b>
<b>FY 07/08</b>	<b>8,126,900</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>TBA</b>	<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**1. Department.**

Planning and Zoning Dept. Land Use Dept.

**2. Divisions.**

N. A.

**3. Department Mission Statement**

The Planning and Zoning department provides staff support to 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.

**4. Department Key Services**

- The Commission's general responsibilities include the preparation and periodic updating of a long-range Plan of Conservation and Development (which is in progress this 07-08 and 08-09 fiscal years). (Mandated)
- The preparation and amendment of zoning regulations and regulations for the subdivision of land;(Mandated)
- Reviewing zoning applications, Municipal Improvements and subdivision applications. (Mandated)
- The staff prepares and maintains the official copy of zoning and subdivision regulations, the official zoning map (Mandated)
- The Department also provides demographic, land use and Census information, as well as computer generated mapping information in response to requests by Town agencies and the public. (Mandated)
- The Department is also responsible for assignment of all street addresses in town and coordinates this activity with the Post Office and Emergency Services. (Mandated)
- 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 Wetlands and Watercourse Agency, the Department of Public Works, Parks and Recreation, the Health Department, Fire Department and the Building Department. (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 statues in an open and informed public review process. (Essential)

- Monitoring progress with the goals and objectives of the plan; The Department provides the public and other town departments with information and assistance in implementing the programs, projects and goals of the Plan of Conservation and Development and Open Space Plans (Essential)
- Assists the Commission in preparing and/or reviewing proposed text amendments to the zoning and subdivision regulations and map changes. (Essential)
- Develop long-term neighborhood planning studies to address issues and problems identified town wide and within neighborhoods. (Nice)

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals - Service Delivery Projects to be Continued, Planned, and Proposed during Fiscal 08-09:**

#### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order.**

- Major project for Planning and Zoning is the update of the 1998 Plan of Conservation and Development. In FY08-09, working with the Commission and staff, the Consultant will be completing the draft 2008 POCD for adoption by the P&Z Commission in November and by the RTM in December 2008; If any unanticipated revisions are needed to the plan requiring Planimetrics additional work or follow up in the second half of the FY08-09, that may become additional costs in 08-09 above the anticipated department's request of \$100,000 in the 171-144 account.
- Commission and staff will initiate planning studies as recommended in the new plan .The number of additional studies is unknown at this time and therefore the total costs are unknown for 08-09. Monies (\$25,000 +) are included in the 171 accounts for Engineers and Architects and Consultants to start some planning studies during 08-09 fiscal period.
- Commission and staff will review existing zoning regulations and hold public hearings on new and revised regulations in keeping with the new 2008 POCD. To be started in FY-08-09 and be ongoing.
- Byram Enhancement Plan is expected to be completed at end of FY 07-08 and the 2 Capital Projects funded and construction on 2 town parks and/or sidewalks will have begun in FY 08-09. Construction timelines on these properties is dependent upon DPW timetables and monies.



### **5B. Goals - Special Projects to be Planned and Continued during Fiscal 08-09:**

- Implementation of new Town Wide Application and Permit Tracking Program in the Land Use dept for all three agencies to utilize – Start time unknown because dependent upon IT schedule
- Working with BET, Selectmen and Department Heads, P&Z staff and Commission will begin monitoring the implementation of the recommendations in the POCD –Beginning January 2009 and on-going; dependent upon the First Selectman and Town officials.
- Work with DPW on Land Use Agencies floor plan layout and relocation next to the Building Dept. Time frame unknown and dependent upon DPW Commissioner of Public Works.

### **Section 5D – Brief Summary of Overall Capital Project Status :**

Byram Master Plan- DPW to submit final coastal site plans to Planning and Zoning for approval in FY07-08 and begin construction on South Water Street and Church Street public access and boardwalk in FY07-08 by DPW. Excavation and construction to start on the Sewer Pump Station South Water Street Town Property. Also new sidewalks along the western side of the South Water Street. Funding is available in the FY07-08 CIP and proposed in FY08-09 CIP for \$400,000 ( # 312-960-290) in Public Works.

## **6. Department Accomplishments**

### **HIGHLIGHTS OF DEPARTMENT ACTIVITY 2006-2007**

- 1) During FY 06-07, Department handled a total **application load of 900+ items**; Staff reviewed 70% of all submissions to the Planning and Zoning office, and the Commission held a total of forty-one (41) meetings.
- 2) Staff conducted service to over **3,655 people at the public counter as walk-ins** who logged in for professional planner inquiries- an increase of over 1000 people over FY 05-06 and a total of over 250 site inspections
- 3) Byram Enhancement Plan Phases 1 and 2 have been completed. Plans for the pocket park at the South Water Street Pump Station site and the walkway and public boardwalk on Town property at the end of Church Street on South Water Street were approved by the Board of Selectmen and preliminary site plan approval granted by the Commission. Surveys for these Town properties are complete and federal channel lines of the Byram River are were in process..
- 4) Hired Planimetrics as consultants to work with the P&Z Commission on the new 2008 POCD
- 5) Continued working with the Department of Public Works, Sewer Division, Health Department and the Consultant for the Sewer Needs Assessment Study.

### **ACCOMPLISHMENTS FOR FIRST HALF OF FY 2007-08**

- Held thirteen new public meetings –with over 700 people total attending - conducted by Planimetrics in all RTM districts to obtain public input on issues to be addressed in the new 2008 Plan of Conservation and Development
- Staff began in house studies on build out analysis, demographics, housing and commercial development utilizing GIS and Tax Assessor Proval Systems for the POCD update..
- Continued updating of all maps (street, property, zoning, open space, commercial, etc.) utilizing the GIS and CADD, and Housing and Population Densities, Building Zone Maps, Sewer Map Boundary, Subdivision Map, and Split Zone Lots, as preparation for the update to the 1998 POCD.

### **7. Performance Measurements**

#### **a--Number of applications processed- 900+**

- Average time between date of submission and routing of plans to 5 different departments is usually 2-5 days dependent upon number of applications submitted in any one week.

#### **b-Review of site development plans, multifamily projects, rezoning applications, special use permits, land use applications, etc. within a targeted time frame.-**

Commission and staff activities. Average time between submission date and hearing date- 30-60 days – depending upon complexity and type of application, legal notice requirements and number of applications in office at one time.

#### **c-Target time for Commission review and decision is based on state statutes and town charter.**

- 50%- 60% of applications reviewed by the Commission are decided the same night as the public meeting.
- 25% of applications need more information or revised plans to be submitted to other depts. For their review and approval, prior to the Commission's decision.
- 15- 25% of applications are decided at the next Commission meeting (2-3 weeks later)

#### **d- Target time for Staff Administrative review and signoffs on submitted plans-2-3 weeks**

- 70% of plans require Engineering, Health, Fire or other dept. reviews and approvals before P&Z staff signs off. This requires a minimum of 2 +weeks from date of routing of plans to receipt of comments from those depts.
- 30% of plans require staff site visits for Coastals, ARC approvals or other information submission by applicants to staff before signoff or approvals

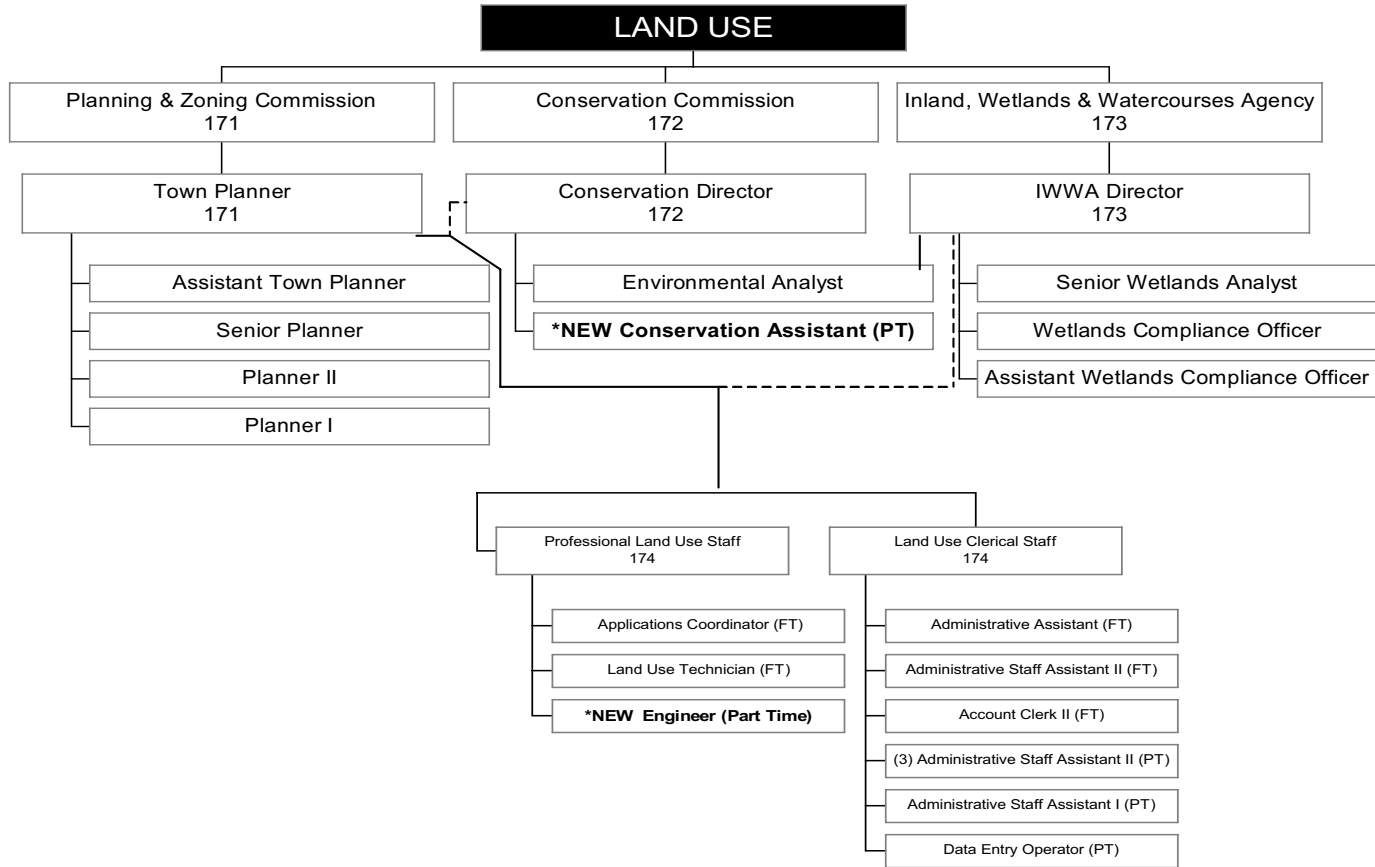
## **8. Other Key Department Issues –**

a) To achieve a quicker turnaround time on any one of the above performance measurements requires:

- More time for staff to review plans or more staff
- Fewer applications or better spacing out of applications( legally cannot control the timing or sequence submission of applications)
- Better quality of professional submissions; ie. Architectural and engineering submissions are not complete and do not meet town and state standards (applicant's responsibility)
- Communication with other depts. Is good but could be better. It is anticipated that with CityView software, fewer problems and quicker solutions may develop.
- More staff to address public questions, issues and planning studies

b) Office space redesign is needed, and will be part of the relocation toward the Building Dept. in the future. P&Z, Conservation and Wetlands will continue to consolidate appropriate functions and increase staff sharing where appropriate. There is a need to change the part time receptionist to a full time position and to add other professional planners to staff; however since there is no room or space in the Land Use dept at this time, such requests will be deferred until the Dept. moves.

## 9. Table of Organization



# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u> <b><u>JOINT 174 ACCOUNT WITH CC &amp;WETLANDS</u></b>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	<u>7</u>	<u>4</u>	<u>0</u>	<u>12,740 + 5200= 17,940</u>
<u>FY 05/06</u>	<u>7</u>	<u>4</u>	<u>0</u>	<u>17,940</u>
<u>FY 06/07</u>	<u>7</u>	<u>4</u>	<u>0</u>	
<u>FY 07/08</u>	<u>7</u>	<u>5</u>	<u>1</u>	<u>19,890</u>
<u>FY 08/09 Proposed</u>	<u>7</u>	<u>5</u>	<u>0</u>	<u>19,240</u>

## **Summary Comments on Personnel Changes**

**In FY 06-07** There was a 60% turnover of the professional planning staff (171 account) due to retirement and upward movement of one staff member, which left three positions to be filled and they were filled by the end of June 2007. . No outstanding vacancies at this time. We re-hired a the recently retired P&Z planner for a 6 month temporary part time position to help us thru the time when we were significantly down staff.

The Director of Planning and Zoning/ Town Planner/Zoning Enforcement Coordinator was upgraded to MC8 from MC 7 grade level. The Assistant Town Planner position (LIUNA) was changed and upgraded to Deputy Director of Planning and Zoning/Assistant Town Planner

(MC-6). The Permanent Part Time position of Engineer was added and funded as a position to the P&Z dept in FY07-08 for 25 hours a week.

## **11 Department Financial Summary**

### **A – Expenses**

#### **Expenses 171 ACCOUNT-Planning and Zoning**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>428,857</b>	<b>425,987</b>
<b>FY 05-06</b>	<b>441,926 submitted budget 462,426 revised budget</b>	<b>460,170</b>
<b>FY 06-07</b>	<b>615,288</b>	<b>520,474</b>

#### **EXPENSES 174 ACCOUNT-Land Use**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>453,428</b>	<b>429,559</b>
<b>FY 05/06</b>	<b>470,340 submitted budget 449,840 revised budget</b>	<b>440,882</b>
<b>FY 06-07</b>	<b>513,114</b>	<b>502,349</b>

### **A – Summary Comment on Expenses**

**FY 06-07** Planning and Zoning 171 account- Actual expenses were much lower than budgeted due to the 60% turnover of staff and the vacancies of positions during that time period.

### **B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>118,600</b>	<b>174,845</b>
<b>FY 05/06</b>	<b>127,800</b>	<b>172,699</b>
<b>FY 06/07</b>	<b>184,100</b>	<b>159,563*</b>

### **B – Summary Comment on Revenues –**

While total number of applications increased, the type of applications and the revenue they generated was different than in past fiscal years. We had anticipated increased revenue generation, but fell short. As a result, we are raising our application and servicing fees by 10% to raise additional revenues in 2008.

## **Annual Department Operational Plan FY-2008-2009**

### **1. Department. Conservation Commission - Code 172 (including 174 Land Use Admin)**

### **2. Divisions. Na**

### **3. Department Mission Statement**

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

### **4. Department Key Services.**

The Greenwich Conservation Commission is an advisory board set up under State Statute and local ordinance to assist the town with planning and management of its natural and cultural resources. As charged, the Commission provides technical assistance and guidance to the First Selectman and all other boards and agencies of the Town as needed.

### **Must Do/Mandated Services**

- A) Drinking Water Supply Protection/Drought Response – both surface and groundwater
  - 1) Lead staff on water supply team
  - 2) Liaison to water company
  - 3) Continual monitoring of water supply for early signs of drought
  - 4) Coordinates Town response during water supply emergencies
  - 5) Serve on Connecticut's Water Planning Council Advisory Group
  - 6) Advises Town on efforts to protect both quality and quantity of water supply
  - 7) Work on legislation to protect both quality and quantity of water supply
  
- B) Open space protection and management – lead department on both public and private lands – mandated by state statute
  - 1) Keeps inventory of open space both public and private
  - 2) Makes recommendations on use of town-owned open space and on parcels for acquisition
  - 3) Serve as liaison to Land Trust and other groups working on open space

- 4) Lead staff on open space special projects, including acquisition
  - 5) Advises Town and community groups on greenways and community forestry and making sure that our green infrastructure is protected
  - 6) Involved in legislation that will help facilitate open space protection
- C) Watershed Planning and Management – works to protect both the quality and quantity of water resources in Town including Long Island Sound – EPA/DEP mandate
- 1) Serve on Town’s Phase II Storm Water Management committee – coordinates public outreach and education efforts as per town storm water management plan
  - 2) Coordinates watershed planning in key watersheds including Mianus and Byram River watersheds – serves as liaison between community groups and other town departments
  - 3) Perform field inspections for E&S controls and storm water management Coordinate/facilitate outreach efforts on flood protection and management working with EMOC, DPW, and local neighborhood groups
  - 4) Serve on Southwest Conservation District Board – monthly meetings

#### **Should Do/Essential for Achieving Departments Mission**

- A) Technical Assistance to Planning and Zoning – on natural and cultural resources during site plan and subdivision reviews
- 1) Review plans for P&Z as requested – average over 90 per year
  - 2) Provide recommendations on open space set aside areas on subdivisions
  - 3) Technical advisors on archaeological sites
  - 4) Attend P&Z meetings as needed
- B) Wildlife and Habitat Management – provide technical information on key wildlife issues and habitat protection/restoration
- 1) Wildlife/people conflicts – deer, coyotes, geese and black bear – provide technical support and advice to First Selectman and all town departments
    - a) Geese Management program
    - b) Deer Management program
  - 2) Wildlife Habitat program
    - a) Mianus River Fishway O&M
    - b) Wildlife/habitat surveys - vernal pool survey, horseshoe crab survey, fisheries survey
    - c) Audubon’s Important Bird Areas (IBAs) – coordinate with Audubon and Parks and Rec
    - d) Conservation management areas on Town properties
  - 3) Liaison with DEP on wildlife issues
  - 4) Liaison with USFWS on Calf Island
- C) Cultural Resource Conservation
- 1) Inventory of archaeological resources on public and private properties



- 2) Adaptive reuse of historic buildings – historic preservation
  - 3) Coordinate with local groups involved in cultural resource protection
  - 4) Liaison to State Archaeologist
- D) Public Outreach and Education – link between public and Town on natural and cultural resource issues
- 1) Liaison to community groups including but not limited the League of Women Voters, Friends of Greenwich Point, Greenwich Land Trust, Greenwich Green and Clean, Audubon Greenwich, Garden Education Center and other garden clubs, Mianus River Watershed Council, Bruce Museum, SoundWaters, Greenwich Boy Scouts and Girl Scouts, Land Conservation Coalition of Connecticut, Connecticut Fund for the Environment and the Connecticut Envirothon Program. Newer organizations included the Calf Island Conservancy and Greenwich Point Conservancy
  - 2) Serve as facilitator for DEP's environmental education program
  - 3) Public speaker on myriad of issues to local groups

## **5. Department Goals for Fiscal 08-09**

### **A) Service Delivery Projects**

- 1) Drinking Water Supply Protection Program –ongoing
  - a) As lead of water supply team ensure that all team members are kept informed about current water supply status throughout the year - ongoing
    - (i) Monitor water levels monthly during non-drought and weekly or more during drought advisory – coordinate info with Aquarion - ongoing
    - (ii) Keep web pages up-to-date - ongoing
    - (iii) Coordinate public information campaign – ongoing
    - (iv) Keep CT Drought Management Team informed about changes in team and/or about issues that arise – as needed
  - b) Attend Water Planning Council Advisory Group Meetings – monthly
  - c) Attend Aquarion Liaison Group – quarterly
- 2) Open Space Protection and Management - ongoing
  - a) Coordinate with R&Z on the Plan of Conservation and Development and incorporating open space goals into plan – need for updated open space plan and inventory – July – December 2008 (until POCD is complete)
  - b) Update Open Space Inventory and Plan – Jan to Dec 2009
  - c) Provide guidance to management of Town open space as part of P&R park management plans – July 2008 – June 2009
- 3) Watershed Management - ongoing
  - a) Phase II – storm water management – complete tasks set out for Conservation in plan submitted to DEP – calendar year 2008 with yearly report due Jan 2009
  - b) Continue liaison work Mianus River Watershed Council – attend monthly meetings – ongoing
  - c) Serve on drainage manual update committee – through 2008 until completed
  - d) Byram watershed – a new initiative is being developed by a coalition looking at water quality issues – serve as town liaison to workgroup – July 2008- June 2009
  - e) Flood control and management – coordinate with DPW and EMOC on flood preparedness and public education campaign – Jan 2008 – Dec 2008
- 4) Technical Assistance to P&Z – ongoing
  - a) Site plan reviews - In 2006-07 provided over 100 reviews many of which included multiple site inspections and ongoing monitoring on a timely basis. Policy is to have staff reports into P&Z by date requested for their meeting packets. Meet this goal at about 95%.
  - b) Respond to applicants – policy to answer phone calls within 48 hours. Meet this goal at about 95% excluding vacation periods.

- c) Respond to general public on P&Z issues – policy to respond within 48 hours and faster to emergency situations. Meet this goal at about 90% excluding vacation periods.
  - d) Available to P&Z as land use “crisis occurs”. Policy to respond within 48 hours unless situation dictates a faster/slower time frame. Meet this goal about 95% of time.
- 5) Wildlife and Habitat Management
  - a) Geese Management – ongoing
    - (i) Egg oiling – continue program on town property and work to expand into more private properties and surrounding towns – Jan to June 2008
    - (ii) Assist P&R with goose site aversion program – ongoing
  - b) Deer Management – ongoing
    - (i) Monitoring – ongoing for exclusion areas
    - (ii) Assess results from anticipated winter 07-08 aerial flight – make management recommendations to Board of Selectman – summer 2008
    - (iii) Implement deer management strategies, if any, as approved by BOS – winter 08-09
    - (iv) Continue to serve on Fairfield County Municipal Deer Management Alliance – monthly meetings
  - c) Fishway O&M
    - (i) Refine volunteer program newly established in Spring 2008 – Fall 2008
    - (ii) Secure grants for camera etc to better enumerate fish counts – July – Dec 2008
    - (iii) Expand educational program at fishway – all year 08-09
  - d) Wildlife/Habitat Surveys - ongoing
    - (i) Assess existing surveys for improvement/additions– July – Sept 2008
    - (ii) Implement surveys for fiscal year – Sept 2008-June 2009
- 6) Cultural Resources
  - a) Coordinate with R&Z on the Plan of Conservation and Development and incorporating open space goals into plan – need for updated open space plan and inventory – July – December 2008 (until POCD is complete)
  - b) Continue review of cultural resources during P&Z and MI process
  - c) Compile preliminary inventory of cultural resources on town-owned properties – by October 2008
  - d) Continue to serve on advisory board for Greenwich Point Conservancy – FY08-09
- 7) Public Outreach and Education
  - a) Continue liaison work with NGO’s with focus on those working with the Town in public/private partnerships – ongoing
  - b) Maintain/obtain certifications to facilitate with DEP on education programs
  - c) Develop new materials for lecture series at the Garden Education Center – fall 2008

- d) Develop new program on fisheries – fall 2008
- e) Continue work with Board of Education on teacher training – 2008-09

**B) Special Projects (some also are CIP for other departments)**

- 1) Drinking Water Supply - Continue work on state legislation to strengthen protection of Class I and II watershed lands working with Endangered Lands Coalition and CT Fund for the Environment - Jan-June 2009
- 2) Open Space Protection
  - a) Water Company Land Acquisition – Public/private partnership with Greenwich Land Trust - to be completed in Fall 2008
  - b) Coordinate transfer of CTDOT land that was approved in 2007 legislative session with Rep. Floren
  - c) Update Open Space Inventory and Plan – Conservation Commission as lead working with P&Z – to begin in FY08-09
  - d) Cos Cob Power Plant Cleanup and Redevelopment – Conservation to continue to support work of DPW and P&R serving as liaison with EPA/DEP and to community - to continue FY08-09 with completion expected in Fall of 2009
- 3) Watershed Management
  - a) Byram Workgroup – meet as needed with this community liaison group to facilitate coordination with DPW storm water management plan – continued FY08-09
  - b) Byram Water Quality group – being established in early 2008 working with the Northwest Conservation District and CT DEP – potential for NPS 319 funding – Conservation to serve as town representative on this group– continued FY-08-09
  - c) Work with USGS to install stream flow gauge on Byram in Pemberwick area. Early July 2008
- 4) Wildlife Management –
  - a) Assist Northwest Conservation District and Norwalk River Watershed Association with egg-oiling program by conducting training programs – 2008 and 2009
  - b) Important Bird Area Management Plans – assess report from Audubon in spring 2008 and recommend implementation to P&R in FY 08-09
  - c) Begin IBA at Greenwich Point – FY 08-09
- 5) Cultural Resources
  - a) Continue and expand archaeological survey at Greenwich Point – continued in FY08-09
  - b) Continue serving as liaison on Lyon House – continued in FY08-09
  - c) Adaptive reuse of Seton House – begin in FY08-09
  - d) Public/private partnership on Montgomery Conservatory – continue FY08-09

**6. Department Accomplishments (\*denotes significant effort this year)**

**A) Drinking water supply**

- 1) \*Continued serving as water supply team leader and as liaison to the water company and Water Planning Council Advisory Group. Updated website as part of drought advisory, coordinated press releases, and ongoing educational effort. Advised water supply team on water status throughout fall 2007 and will ensure preparedness for potential drought emergency in 2008.
- 2) \*Commission took state-wide leadership role in repealing legislation that would have allowed for gravel mining on Class I and Class II lands owned by the water company – will continue work in next 2008 legislative session to close loophole and prevent any further attempts to reduce protection of water company lands.

**B) Open Space**

- 1) \*Team leader on Aquarion acquisition
  - a) Began appraisal process in June 2007 and continued working with appraiser during transition in First Selectman's office
  - b) Coordinated with Land Trust to establish public/private partnership program for this preservation effort
  - c) Successfully lobbied for change in legislation to clarify conflicting statutes to allow for conservation sale of water company lands working with CT Fund for the Environment and our local state reps
- 2) Worked with Rep. Livy Floren to secure authorization for acquisition of +/- 4 acres of open space adjacent to the Merritt Parkway from DOT – will complete transfer in 2008
- 3) \*Completed reports to EPA on Brownfield grant for Cos Cob Power Plant and Phase I of cleanup moving project into final capping design and redevelopment
- 4) \*Acquisition of Tuchman property finalized. Coordinated with Law department on due diligence. Will now work with P&R on developing comprehensive plan for the 3 properties now owned by the town and known as Montgomery Pinetum/Pomerance/Tuchman.

**C) Watershed Management**

- 1) Completed Phase II tasks for calendar 2006 and 2007 including posting of the annual report on the website as required.
- 2) \*Met with Byram River Workgroup almost monthly for over a year to facilitate discussion on flood management and protection efforts needed. As part of this effort, engaged consultant to review previous flood/drainage reports on the Byram River. Report was completed prior to flooding in March and April 2007 indicating that a new hydrologic study should be conducted for the Byram. Provided town presence both during and following floods events particularly at public meetings. This provided technical support

for DPW in its funding request to begin town-wide drainage study starting with the Byram River and Strickland Brook watersheds. Facilitated the reactivation of the Flood and Erosion Control Board. Assisted DPW with engaging Army Corp of Engineers to begin exploratory report for flood assistance on Byram. Workgroup presented its findings at POCD hearings in fall 2008.

D) Technical Assistance to P&Z and other town agencies

- 1) Completed over 100 site plan reviews of development proposals many of which required on-site field inspections
- 2) Provided on-site field inspections for erosion and sediment control and storm water management of all P&Z development projects not also regulated by IWWA
- 3) Participated in POCD and actively engaged environmental community in process through a public outreach campaign starting in late 2006.

E) Wildlife/Habitat

- 1) \*Goose Management
  - a) Expanded egg-oiling program to include more residents and neighboring towns
  - b) Expanded site-aversion program working with P&R to move to year-round program
- 2) Deer Management
  - a) Continued promotion of hunting on private lands
  - b) Coordinated with P&R to install deer exclusion area for monitoring
  - c) Secured CT DEP to conduct aerial survey in 2008 for monitoring
  - d) Participated in Fairfield County Municipal Deer Management Alliance tick testing program and attend monthly meetings of the Alliance
- 3) \*Fishway O&M
  - a) Succeeded in securing grant to install access walk for OSHA compliance
  - b) Installed access walk in Fall 2006. This has resulted in increase monitoring and educational access. Over 200 GHS students visited the site for the Spring herring run in 2007 and over 100 participants in the Youth Conservation Corp visited in Summer 2007. Because site was under construction, will hold grand opening of the fishway access walk in early 2008.
- 4) \*Habitat Management - Coordinated with Audubon Connecticut on management report for the heron rookery at Great Captains Island, which is designated as an Important Bird Area. Draft report reviewed and final report expected from Audubon in early 2008.
- 5) \*Provided technical assistance and guidance to newly established Greenwich Tree Conservancy on the benefits of trees and the need to protect our green infrastructure attending monthly meetings in 2006-07 for this fledgling group.

F) Cultural Resources

- 1) \*Facilitated the adaptive reuse of the Mianus Dam Pump House by Greenwich Adult Day Care working on the lease and as a town liaison to this project.
- 2) \*Serve as new liaison to community group working on the Lyon House taking over from Ed Gomeau. Provided some seed funding to document historical significance of the house. This project will intensify this coming year.
- 3) Began archaeological study at Greenwich Point, which has resulted in a renewed interest by the archaeological community to continue work on this important resource.

G) Public Outreach/Education

- 1) \*Conducted annual lecture series at Garden Education Center including tour Secret Garden on Pomerance. This has resulted in a public/private partnership with the GEC and the town to restore the garden. Now also serve on the GEC advisory board and have now engaged the GEC in discussions on how to expand the public/private partnership and their outreach beyond.
- 2) Coordinated Earth Day activities/calendars for all the NGOs in Greenwich.
- 3) \*Serve on science/education committees for the following groups Audubon Greenwich, Soundwaters, and Bruce Museum. As part of this effort, coordinated Sound Harbors program with Soundwaters which included the Soundwaters Schooner working from Greenwich Harbor for a week in May providing educational programs to Greenwich's elementary schools and having the Town recognized as a Sound Harbor town. Additionally, worked with Soundwaters to coordinate an after school program with the 3 middle schools in fall 2008.

**7. Performance Measurement**

- A) Provide bi-monthly reports on water supply status to team and update website as needed.
- B) Establish open space goals with new administration and as part of the POCD and updating of the open space plan.
- C) Conduct at least 2 workshops on emergency operations relating to flooding and flood prevention in 2008.
- D) Facilitate USGS installation of stream flow gauge on Byram River
- E) Provide staff reports into P&Z by date requested for their meeting packets 95% of time.
- F) Respond to applicants – policy to answer phone calls within 48 hours 95% of time excluding vacation periods.
- G) Respond to general public on land use inquiries within 48 hours and faster to emergency situations 90% of time excluding vacation periods.
- H) Respond to “land use crisis” within 48 hours unless situation dictates a faster/slower time frame 95% of time.
- I) Conduct egg-oiling on all town-properties with aim of 95% success rate
- J) Conduct aerial survey of deer population with DEP

- K) Establish volunteer program at fishway – at least 6 active volunteers 2008
- L) Provide education program for all GHS marine biology and environmental science classes
- M) Provide at least 3 lectures/workshops on environmental issues working with public/private partnerships

## 7. Other Key Department Issues

- A) The 174 Account is the joint land use account. This account was established to facilitate the coordination of administrative staff for the 3 land use agencies. All administrative staff, supplies and services are in this account. Although there are some efficiencies especially relating to supplies, there are some problem relating to staffing. When the 3 land use agencies agreed to consolidate administrative staff, it was understood that the 3 directors would jointly supervise staff that serves all 3 agencies and that IWWA and P&Z directors would continue to supervise staff assigned to their agency. However, HR is not recognizing this policy and has arbitrarily given responsibility to P&Z without the knowledge of the other Commissions. Of specific concern to Conservation, is that there is no dedicated support staff for the Commission and that most of the administrative staff time is directed to the regulatory agencies.

A major concern of the Commission is that fact that the 174 budget again does not include funds to change the part-time receptionist to full-time. The Commission understands that the land use reorganization discussion is involved here, as well as the Town's desire to control the number of full time staff. It is strongly believed, however, that a full time receptionist is needed now in the land use department. Since 2000, this position has had 8 different staff assigned. This results in a turnover rate of once every 10 months. This is unacceptable in this key customer service position. Not only is this problematic to external customers, it is disruptive to the land use agencies themselves in that the directors and staff are continuously training, picking up the slack during transition periods, and supporting the constant turnover of new staff. This results in inefficiencies in our use of professional staff time that would be resolved if we could stop the turnover rate.

- B) The Conservation Commission needs adequate office space that not only provides a desk/office for current staff but also provides space/computer access for interns, consultants, and volunteers to work. The Conservation Commission is not just regulatory and needs to work on a variety of inventories and programs that are outside of the permitting process. This often involves NGOs such as the land trust. Space requirements also include adequate storage for gear and equipment including hip boots, soil augers, nets, rain gear etc. This includes a place to hang/dry out. Filing needs to be located where administrative staff has access (i.e. not in the Director's office). Director's office needs be to located behind administrative staff so that public goes to them first and does not have direct access to this office. The current proposed space (moving to P&R) is very



limited and is using a shoehorn approach to relocating the Land Use Department. It is a concern that the proposed move will be at great expense and will be found inadequate because it does not provide for the needs outlined above.

- C) The Conservation Commission and staff cannot fulfill its mission without working across departmental boundaries. This small department works with numerous state and federal agencies and has the ability to provide technical expertise and serve as a liaison on a myriad of land use/environmental issues. The First Selectman's office should facilitate and encourage department heads problem solving in teams. Although this requires coordination and time upfront, it results in a better product and more efficient service in the long run. An example of good teamwork is the relationship that has been established with the Department of public works under the new Commissioner. Conservation worked closely with DPW on the flooding issues and was instrumental in the coordination with community groups and other resources.

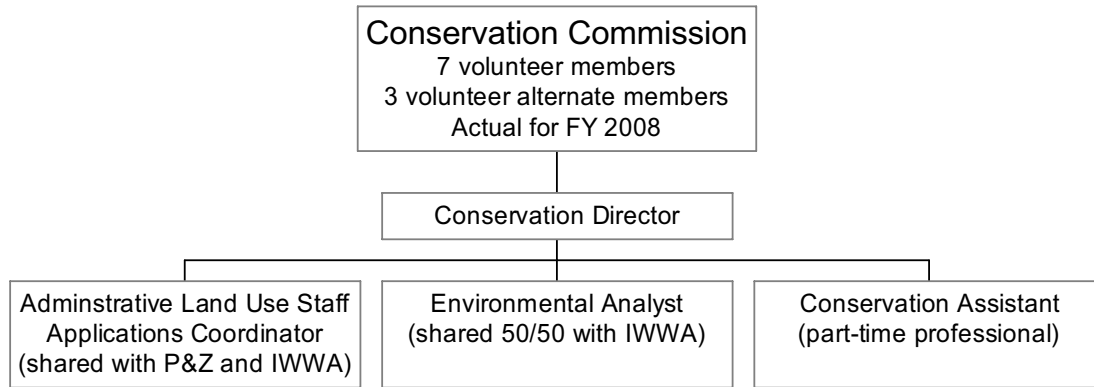
## **9. Department Table of Organization**

Conservation Commission membership consists of seven regular members and three alternate members, all appointed by the First Selectman for four-year terms. All members serve without compensation. The Conservation Director is a staff position that serves the Commission full time as the department head and is responsible for day-to-day operations of the department. This position reports directly to the Commission Chairman. The Environmental Analyst position is a full-time position shared 50-50 with Inland Wetlands. This position reports jointly to the Conservation Director and Director of Inland Wetlands. All professional staff is reflected in the 172 accounts.

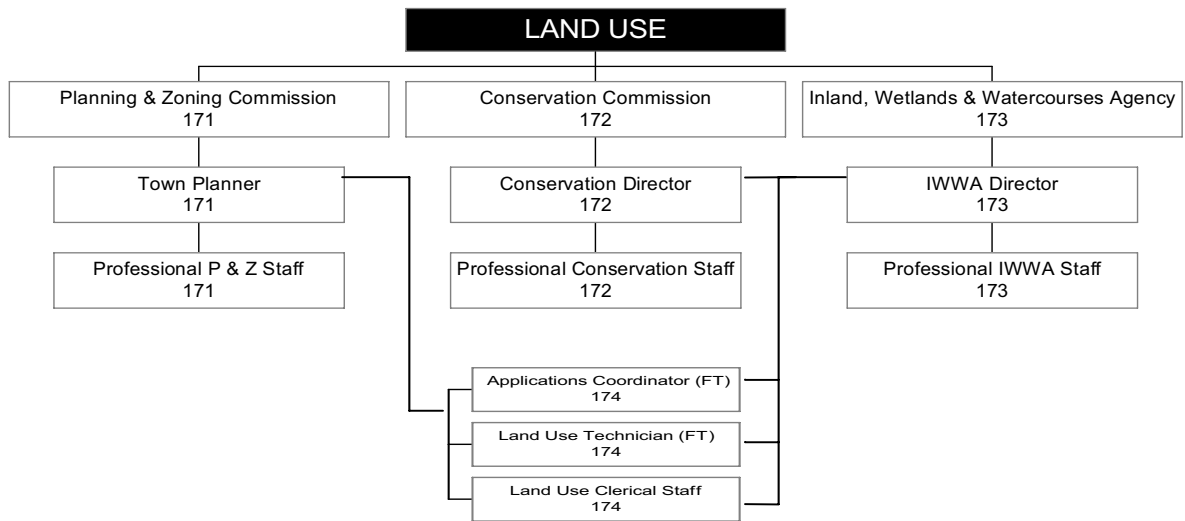
The Conservation Commission is one of three land use agencies. All administrative support for the Commission is provided through the joint land use admin staff as reflected in the 174 account. This account was re-established several years ago with the understanding that all three-land use directors are jointly responsible for the administration of this account, not just P&Z. Both Conservation and Inland Wetlands have recently reaffirmed this position in their budget transmittal letters. Additionally, the Applications Coordinator position is also shared by all three agencies.

The Conservation Commission meets regularly on the first Thursday of the month. It may also hold special meetings and/or site walks to accomplish its mission.

Organization Chart for Conservation Commission



Organizational Chart for Land Use showing 174 Administrative



10. Actual/Proposed Personnel Summary –

172 Professional Staff

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	1.5	0	0	0
<u>FY 05/06</u>	1.5	0	0	0
<u>FY 06/07</u>	1.5	0	0	0
<u>FY 07/08</u>	1.5	1	0	1300 hrs
<u>FY 08/09 Proposed</u>	1.5	1	0	1300 hrs

**174 Shared Staff –responsible to Conservation/IWWA/P&Z**

1 – Applications coordinator

1 – Receptionist

(Please note that other 174 admin staff support Conservation but are not direct reports)

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	1	1	0	1300 hrs
<u>FY 05/06</u>	1	1	0	1300 hrs
<u>FY 06/07</u>	1	1	0	1300 hrs
<u>FY 07/08</u>	1	1	0	1300 hrs
<u>FY 08/09 Proposed</u>	1	1	0	1300 hrs

**11. Departmental Financial Summary****A – Expenses – 172 Account**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>122,226 original 169,226 adjusted/deer</b>	<b>156,735</b>
<b>FY 05/ 06</b>	<b>131,568</b>	<b>117,820</b>
<b>FY 06/ 07</b>	<b>182,191</b>	<b>154,996</b>
<b>FY 07/ 08</b>	<b>232,200</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>246,746</b>	<b>XXXXXXXXXX</b>

#### **A – Summary Comment on Expenses**

In FY05, budget was adjusted for deer management program.

In FY06, under budget – was able to leverage limited funding for goose management and receive in-kind services.

FY07 budget request reflects increase in consultant fees for inventories; wildlife management etc. was able to come in under budget

FY08 reflects proposed part-time staff to work on non-regulatory programs.

#### **B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>0</b>	<b>0</b>
<b>FY 05/06</b>	<b>0</b>	<b>0</b>
<b>FY 06/07</b>	<b>0</b>	<b>0</b>
<b>FY 07/08</b>	<b>0</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>0</b>	<b>XXXXXXXXXX</b>

Note: no proposed revenues budgeted, however, expect \$240,000 in awarded grants to be realized this year. \$200,000 for Cos Cob Power Plant Cleanup and \$40,000 fishway access walk.

**A – Expenses – 174 Account**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>449,840</b>	<b>440,882</b>
<b>FY 05/ 06</b>	<b>504,831</b>	<b>457,219</b>
<b>FY 06/ 07</b>	<b>513,114</b>	<b>502, 349</b>
<b>FY 07/ 08 Proposed</b>	<b>561,897</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>604, 207</b>	<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses**

The 174 account is the admin account. General increase is due basically to personnel costs but also some increases for microfilming.

**B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 03/04</b>	<b>0</b>	<b>0</b>
<b>FY 04/05</b>	<b>0</b>	<b>0</b>
<b>FY 05/06</b>	<b>0</b>	<b>0</b>
<b>FY 06/07</b>	<b>0</b>	<b>XXXXXXXXXX</b>
<b>FY 07/08 Proposed</b>	<b>0</b>	<b>XXXXXXXXXX</b>

**No revenues proposed although IWWA and P&Z are considering consolidating revenues from office equipment.**

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

1. **Department:** Inland Wetlands and Watercourses Agency

2. **Divisions:** N/A

3. **Department Mission Statement:**

The Inland Wetlands and Watercourses Agency (the “Agency” hereafter) is a regulatory authority comprised of seven members and three alternates, each appointed by the Representative Town Meeting upon nomination by the Board of Selectman. The Agency acts by authorization and requirement of CT General Statutes and local ordinance. Through the consistent application of the wetland regulations, amended in October 2004, the Agency advances its mission to protect, preserve, or enhance ponds, lakes, swamps, marshes and bogs that serve as critical resources to the recharge and purification of surface water, ground water, and the control of storm events.

4. **Department Key Services:**

A. Review and Analysis of Construction Project Development

- Conduct detailed inspection and evaluation of proposed development projects for the purpose of provided informed recommendations to the Wetlands Agency.
- Provide regular comment and guidance as mandated by Connecticut Statute to the Planning and Zoning Commission for activities requiring Subdivision approval, Special Exception, and Municipal Improvements.

B. Technical Assistance to Town Departments

- Regularly contribute professional opinions to the Department of Public Works with efforts to manage upland development and stormwater controls not effecting wetland or watercourse areas.
- Actively identify Town wide drainage deficiencies effecting areas subject to Agency consideration, and offer solutions for repair in accordance with the Stormwater Phase II Protocol.
- Participate in the development of policies, strategies, and capital projects prepared by Parks and Recreation, Department of Public Works, the Health Department, Community Development, and the Law Department.

### C. Community Outreach

- Sponsor and participate in forums assembled by Community Groups, Professional Societies, and the development community to assist with the public's understanding of wetlands and the Agency Regulations.
- Volunteer strategies and design techniques aimed at minimizing the effects of development on wetlands resources and the larger watershed.
- Promote techniques of smart growth and sustainable development with the municipality.
- Study and pursue viable solutions available to improve flood-affected communities.

### D. Enforcement

- Oversee site compliance for development projects authorized by the Wetlands Agency.
- Ensure all construction development adheres to the Agency Regulations and minimize the potential for impacts on wetland and watercourse systems.
- Assist the Building Department and Planning and Zoning staff with the management and control of problematic site development.

## **5. Department Goals for Fiscal 08-09:**

### Refine and Improve the Agency's Wetland Questionnaire Procedure – June 2008

- Improve coordination with Public Works to require an initial action from the Agency.
- Process and complete action upon questionnaires within seven business days

**Note:** The goal is predicated on the cooperation of other departments. Satisfying the objection will directly improve upon the number of Stop Work Orders the Agency issues, since a significant number are related to the commencement of activities following receipt of the Building Permit.

### Improve Departmental Contact with the Permittee's and their Representatives - Underway

- Identify and contact idle projects following the first 3 months of inactivity with Agency staff.
- Establish communication channels and work groups with Town departments and the development community.
- Implement solutions designed to introduce increased site monitoring, timely closure of files, and the return of cash performance bonds.
- Solicit annual feedback from a select group of private land use professionals, realtors, and construction contractors.



**Note:** Overall success may require additional staff to supervise and monitor the compliance effort. The Agency has begun said measures and will continue to study ways to improve efficiency without requests to add professional positions.

**Strengthen Bond Release Procedures - Underway**

- Act upon all bond release requests within one month of notification for final inspection.
- Receive and review monthly Certificate of Occupancy issuances from the Building Department for jointly regulated projects.
- Increase the number of compliance inspections throughout the development of the project.

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Project Name:** IWWA Digital Scanning  
**Project Number:** Contract #4748  
**Time frame:** 4-months  
**Risk to time frame:** N/A  
**Original cost:** \$19,707.36  
**Revised cost (if applicable):** \$27,170  
**Risk to latest cost estimate:** N/A  
**Performance Measures & Frequency:**

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**Project Name:** IWWA Digital Scanning  
**Project Number:** Contract #4748  
**Time frame:** 4-months  
**Risk to time frame:** Project abandonment due to lack of funds  
**Original cost:** \$33,650  
**Revised cost (if applicable)**  
**Risk to latest cost estimate:** No risk for additional funds to complete Phase II  
**Performance Measures & Frequency:**

---

## **Section 5D – Brief Summary of Overall Capital Project Status:**

The Agency commenced and completed Phase I of the Digital Scanning contract. The work was a carryover from the 2001 James Sewall Company Contract #3589 that involved a more comprehensive conversion of archived map information to a digital format. The information shall be integrated to the Town Geographical Information System and utilized as a tool to conduct detail analysis of sites, as well as to assist the public with land use questions. Converting this data will further serve to reduce dependence on paper files that have consumed floor space within the wetland office. Attempts to initiate Phase II of this project have been delayed by a budgeting error that this Agency hopes to resolve in advance of the 2007 fiscal year.

### **6. Department Accomplishments:**

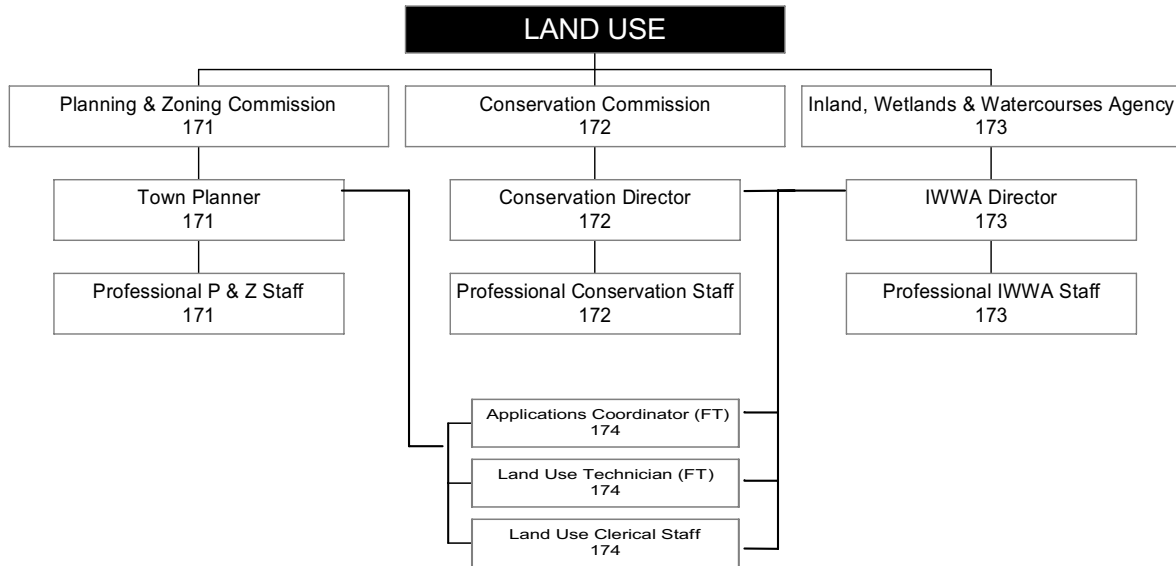
1. Successfully scanned and have begun the integration of archived map documents to the Town Geographical Information System.
2. Developed and adopted Dock Guidelines for private citizens working to maintain structures on Mianus Pond and other waterbodies.
3. Sponsored interdepartmental and community efforts to promote low impact development concepts and uniform Land Use Regulations.
4. Returned 35% of antique bonds between the years of 1980-1994.
5. Modified public hours to conform to other Town regulatory offices.
6. Facilitated community efforts to improve flood damage witnessed on Riverside Avenue and Copper Beach Road.
7. Assembled a sedimentation and erosion control pamphlet for Public circulation.
8. Sponsored a Municipal Fine Ordinance for non-compliant contractors and homeowners.

### **7. Performance Measurements**

- Review and approve 80% of all submissions for Permit within 40-days of receipt.
- Inspect and completely close 30% of all projects between the years 1980 thru 1996.
- Establish quarterly strategy sessions with the Greenwich Land Use Exchange Group, and produce practical solutions aimed at improving Municipal Regulations and their application by private professionals.
- Develop strategies and procedures with the Department of Public Works - Building Division that shall be designed to eliminate the issuance of Permits prior to Wetland Agency approval.

**8. Other Key Department Issues:** N/A

**9. Department Table of Organization**



**10. Actual /Proposed - Summary Personnel Staffing**

*None Anticipated*

**Authorized Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Part Time &amp; Temp Hours</u>
<u>2004/2005</u>	4.5	0		N/A
<u>2005/2006</u>	4.5	0		N/A
<u>2006/2007</u>	4.5	0		N/A
<u>2007/2008</u>	4.5	0		N/A
<u>2008/2009 Proposed</u>	4.5	0		N/A

**11. Department Financial Summary:****A - Expenses****Expenses – 173 Account**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>2004/ 2005</b>	<b>\$324,678</b>	<b>\$311, 465</b>
<b>2005/ 2006</b>	<b>\$344, 243</b>	<b>\$322, 180</b>
<b>2006/ 2007</b>	<b>\$358, 495</b>	<b>296,519</b>
<b>2007/ 2008</b>	<b>\$370, 747</b>	<b>Not available</b>
<b>2008/2009 Proposed</b>	<b>\$389,796</b>	<b>xxxxxxxx</b>

**B - Revenues – 173 Account**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>2004/ 2005</b>	<b>\$158, 500</b>	<b>\$442, 357</b>
<b>2005/2006</b>	<b>\$365, 825</b>	<b>\$445, 193</b>
<b>2006/20 07</b>	<b>\$434,900</b>	<b>\$484,927</b>
<b>2007/ 2008</b>	<b>\$487,900</b>	<b>Not available</b>
<b>2008/2009Proposed</b>	<b>\$521,675</b>	<b>xxxxxxx</b>

**TOWN OF GREENWICH  
OFFICE OF THE FIRST SELECTMAN  
Annual Department Operational Plan**

**1. Department.**

Commission on Aging

**2. Divisions .**

Commission on Aging

Greenwich Senior Center

**3. Department Mission Statement .**

**The Commission on Aging strives to improve the quality of life for older Greenwich residents through planning, coordination, advocacy, education and Senior Center programming.**

The Senior Center is the Town's focal point for independent seniors for recreation, enrichment, volunteer and paid employment, health promotion and social services.

**4. Department Key Services.**

**Commission on Aging (E)**

1. Advocate on behalf of the elderly population;
2. Identify unmet needs of the elderly, conduct research and collect data;
3. Provide information to the community on the needs of the elderly, serve as a clearing house for disseminating information, and provide public education on issues affecting their caregivers;
4. Provide information to the elderly on programs, services, and benefits;
5. Convene meetings and serve as a forum for issues concerning the elderly;
6. Provide information on funding sources for programs and encourage funding partnerships;
7. Act as an independent arbiter on problems or complaints affecting the elderly,
8. Establish and maintain collaborative relationships with community, professional and governmental agencies, and

**Senior Center (E)**

1. Manage and operate the Greenwich Senior Center.

**5. Department Goals for Fiscal 08-09**

**Commission on Aging**

- Housing Goal: Diverse types of housing are available to Greenwich seniors.

- Health Care Goal: A comprehensive system of health care services is available for seniors.
- Communication/Outreach Goal: Seniors have comprehensive, current information on issues of aging.
- Planning Goal: Coordinated planning is done for the needs of the elderly population in the Greenwich community.
- Transportation Goal: Coordinated transportation planning is done to provide seniors with accessible transportation.
- Advocacy Goal: Needs and concerns of Greenwich seniors are addressed to all levels of government.

### **Senior Center**

- Senior Center Goal: The Greenwich Senior Center enhances the quality of life for our Greenwich Area seniors. The Senior Center is a focal point of life enrichment and support programs where our members can form and maintain friendships and enjoy an affordable nutritious meal. Transportation to our welcoming and accessible meeting place is also provided. In addition the Center acts as a central hub for cooperative arrangements with community agencies and individuals who advocate for the senior population.

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal/objective of project

Strategy to progress and finish project

Time frame for completion of overall project and each major project stage

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Commission on Aging

**Goal: Housing: Diverse types of housing available to Greenwich seniors.**

**Strategy:**

- Monitor the Town Property Tax Relief Program.
- Participate in planning the replacement ordinance for the Property Tax Relief Program.
- Review and comment on housing development proposals

**Time Frame:** Entire year

**Risk to Time Frame:** None foreseen

**Performance Measures and Frequency:**

- A proposal for an ordinance to replace the current Elderly Property Tax Relief Program.
- Development proposal reviews are conducted and analyses produced.

**Goal: Health Care: A comprehensive system of health care services for seniors.**

**Strategy:**

- Co-sponsor the Health Insurance Counseling Program in conjunction with Family Centers, Inc. and respond to Medicare Part D and Medicare Supplemental Insurance counseling needs in Greenwich.
- Provide Greenwich seniors with accurate and timely information about the options under the Medicare Part D Prescription Drug benefit.
- Provide leadership to the Senior Providers Network and coordinate program and service development with agencies.

**Time Frame:**

- Entire year
- Medicare Part D counseling for all seniors from November 15 through December 31.



**Risk to Time Frame:** More seniors requesting assistance than trained counselors can accommodate in sign-up window.

**Performance Measures and Frequency:**

- Senior Provider Network is perceived by agencies as an accessible network for program planning and coordination.
- Clients counseled.

**Goal:** Communication/Outreach: Seniors have comprehensive, current information on issues of aging.

**Strategy:**

- Publish and distribute two to three issues of *The Savvy Senior* newsletter.
- Update and distribute the Directory of Services for Senior Adults and other program literature appropriate to the needs of older persons in printed form and on the Town web site.
- Adapt the Commission on Aging page on the Town web site to provide timely information.
- Maintain a resource library, publish a bookshelf column in *The Savvy Senior* and coordinate information with other local and area agencies.

**Time Frame:** Entire year.

**Risk to Time Frame:** None foreseen.

**Performance Measures and Frequency:** Timely publishing and updating of information resources.

**Goal: Planning:** Coordinated planning for the needs of the elderly population in the Greenwich community.

**Strategy:**

- Provide staffing for the Greenwich Conference on Aging Action Groups and review the Action Groups' proposed goals for possible adoption by the Commission on Aging, and inclusion in the Strategic Plan.
- Conduct periodic research to identify emerging issues affecting the elderly.
- Review and provide input on the plans for Nathaniel Witherell.
- Connect efforts of the Conference on Aging Action Group on Health to the Greenwich Health Department's Planning Department and Greenwich Hospital's Health Improvement Partnership.

- Strengthen the role of the Commission on Aging in coordinating senior services Town-wide through cooperative planning, budgeting and program development with boards, agencies and departments of the Town of Greenwich.
- Identify and promote senior program needs to other funding sources.

**Time Frame:** Entire year.

**Risk to Time Frame:** None foreseen.

**Performance Measures and Frequency:** To be determined.

### **Goal: Coordinated Transportation Planning**

#### **Strategy:**

- Participate in transportation planning in the region in conjunction with the Greenwich Conference on Aging Transportation Action Group,
- Engage in advocacy for special needs, and
- Support the development of a focal point for providing comprehensive transportation planning for the elderly.

**Time frame:** Entire year.

**Risk to time frame:** None foreseen.

**Performance Measures & Frequency:** A focal point for transportation planning is developed.

### **Goal: Advocacy: Needs and concerns of Greenwich seniors are addressed to all levels of government.**

#### **Strategy:**

- Plan and sponsor community forums on issues of interest to the elderly.
- Conduct two public meetings with local and state officials.

**Time Frame:** Entire year

**Risk to Time Frame:** None foreseen.

**Performance Measures and Frequency:** Forums conducted.

## **Senior Center**

Goal: The Greenwich Senior Center enhances the quality of life for our Greenwich Area seniors. The Senior Center is a focal point of life enrichment and support programs where our members can form and maintain friendships and enjoy an affordable nutritious meal. Transportation to our welcoming and accessible meeting place is also provided. In addition the Center acts as a central hub for cooperative arrangements with community agencies and individuals who advocate for the senior population.

### Strategy:

- Operate the senior center with a range of programs and services.
- Function as a focal point for Greenwich residents 55 and older.
- Continue planning for the senior center of the future with results from the survey.

Time Frame: **Entire year.**

Risk to Time Frame: **Delays in receiving structural, mechanical and other physical analysis of the current senior center building.**

### Performance Measures and Frequency:

- **Quarterly member satisfaction surveys record strong positive responses to programs and services**

---

### **c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - **Greatest obstacle(s) to completing this project**

Performance Measures & Frequency

---

### **d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**c) Special Projects to be Planned in FY 08-09 (List in priority order. For each project note):**

Goal: A senior center program for the future is defined that includes a broad range of programs and services that address the needs of the senior population of Greenwich.

**Strategy:**

- Analyze the results of the community survey
- Define program and service needs of seniors
- Create a program plan that addresses those needs
- Define facility needs to accommodate the programs and services.

**Time frame:** Entire year.

**Risk to time frame:** None foreseen.

**Performance Measures & Frequency:** A program and facility plan is produced.

---

**d) Special Projects to be Proposed in FY 08-09 (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Project Name**

**Project Number**

**Time frame**

**Risk to time frame**

**Original cost**

**Revised cost (if applicable)**

**Risk to latest cost estimate**

**Performance Measures & Frequency**

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

## **Section 5D – Brief Summary of Overall Capital Project Status**

N/A

### **6. Department Accomplishments**

#### Commission on Aging

1. The Commission on Aging reviewed the Greenwich Housing Authority's proposal for senior and workforce housing and analyzed the related planning and land use issues. The Commission endorsed the GHA proposal.
2. More than 250 seniors were counseled during the Medicare Part D "sign-up window" to assist them in choosing the most appropriate prescription drug program.
3. The Commission convened regular meetings of the Senior Provider Network throughout the year.
4. Two issues of *The Savvy Senior* were produced with information about Medicare Part D and Home Care services.
5. The Directory of Services for Greenwich Seniors was updated three times during the year to provide up-to-date information about programs and services.
6. The Commission on Aging participated in the planning and presentation of the Senior Health Fair that provided immunizations and health information to more than 800 Greenwich seniors.
7. The Commission on Aging cooperated in the planning and presentation of a professional conference for senior service providers on the topic, "The Challenge of Cognitive Change: Shaping Our Future."
8. The Commission on Aging planned and presented Legislative and Selectmen's Forums to provide seniors with opportunities to address their concerns to elected officials.

#### Senior Center

1. Staff successfully completed the integration of the Greenwich Senior Center into COA management.
2. A full range of programs and services appropriate to a Senior Focal Point were provided throughout the year.



## **7. Performance Measurements**

The performance goals defined above were not in effect during 2006-07.

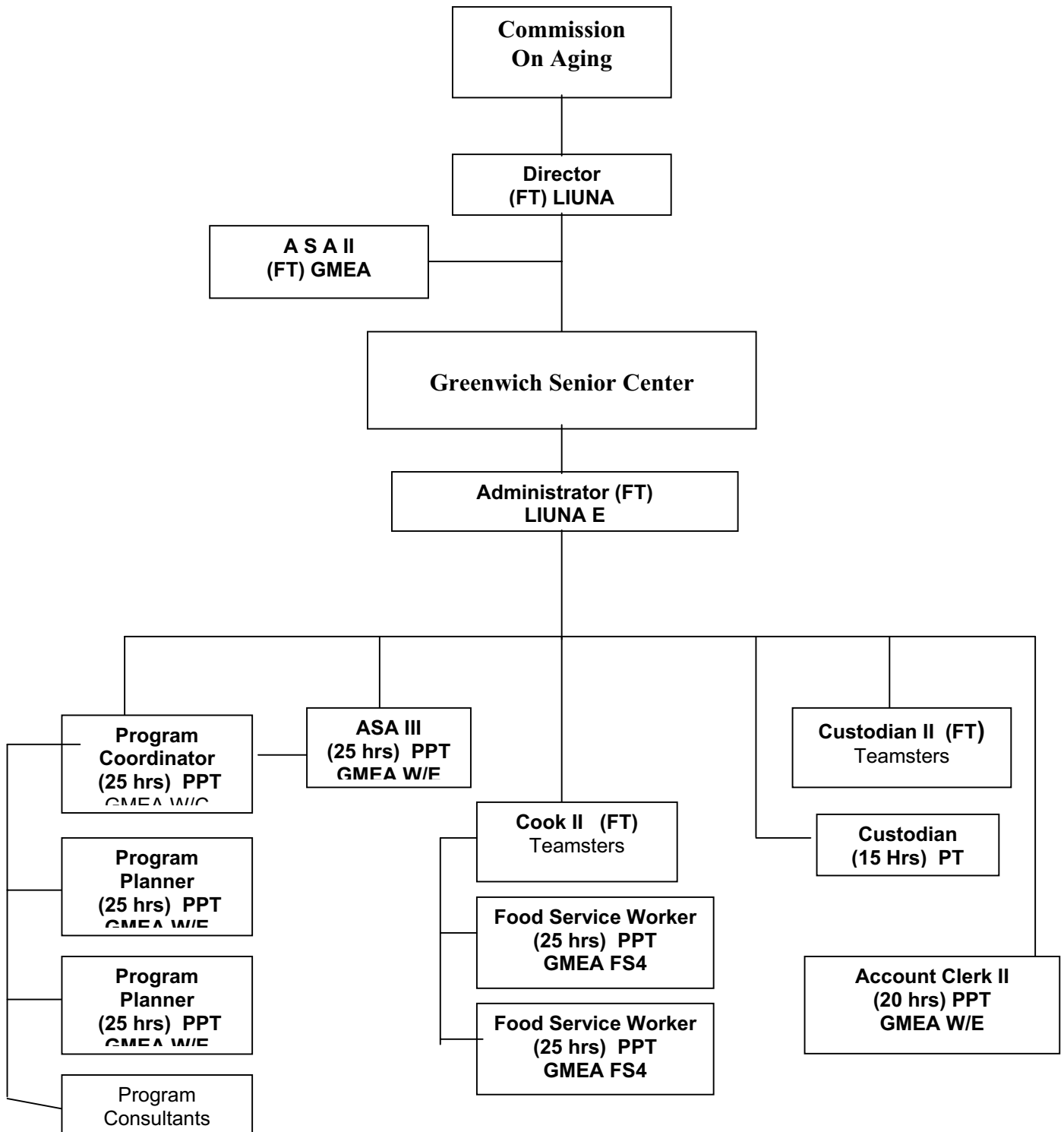
## **8. Other Key Department Issues**

Coordinated planning regarding the future senior center will be essential for the successful development of a program that will address the needs of Greenwich seniors. Program design will drive decisions about space and facility appropriateness and location, and funding will be needed to complete the planning.

That coordinated planning must include such Town entities as the Selectman's office, Public Works, Parks & Recreation, Health Department and Social Services and must be combined with a Town-sanctioned planning process that connects all the Downtown stakeholders in a process that is supported by the Town. The senior center cannot be planned in a vacuum.

## 9. Department Table of Organization

### In Word Viewable in Print Layout View



# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>
<u>FY 05/06</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>
<u>FY 06/07</u>	<u>2</u>	<u>0</u>	<u>0</u>	<u>2</u>
<u>FY 07/08</u>	<u>5</u>	<u>8</u>	<u>0</u>	<u>13</u>
<u>FY 08/09 Proposed</u>	<u>5</u>	<u>8</u>	<u>0</u>	<u>13</u>

## **Summary Comments on Personnel Changes**

**11. Department Financial Summary****A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>		
<b>FY 05/ 06</b>	<b>\$135,589</b>	<b>\$132,600</b>
<b>FY 06/ 07</b>	<b>\$140,002</b>	<b>\$135,693</b>
<b>FY 07/ 08</b>	<b>\$757,130</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>\$783,310</b>	<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses****B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>0</b>	<b>0</b>
<b>FY 05/06</b>	<b>0</b>	<b>0</b>
<b>FY 06/07</b>	<b>0</b>	<b>0</b>
<b>FY 07/08</b>	<b>\$56,447</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>\$58,047</b>	<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**1. Greenwich Fire Department**

**2. Divisions .**

Administrative  
Operations  
Training  
Fire Inspection/Prevention  
Volunteer Recruitment/Retention

**3. Department Mission Statement**

“The primary mission of the Greenwich Fire Department is to provide a diverse range of high quality, cost effective and progressive programs designed to protect the lives and property of those who live and work within the Town of Greenwich from the adverse effects of fires, accidents or exposure to dangerous conditions created either by man or nature.”

#### **4. Department Key Services**

##### **(M) Must do/Mandated Services**

1. Protection of citizens, property and environment
2. Public Fire Education
3. Fire Rescue, Suppression and Prevention
- 4. Technical Rescue Services, Cold Water, Trench Collapse, Confined Space, Elevator and Motor Vehicle Accidents**
  5. Hazardous Materials response emergencies
  6. Plan Review
- 7. Code enforcement**
  8. Fire Investigation
  9. Blasting Permits
  10. Dispatch
  11. Administration/Planning

##### **(E) Essential to achieving mission of the Fire Department**

1. Training and Development of staff and responders
2. Business operations
3. Inter-departmental communications
4. Management of facilities and apparatus issues
5. Litigation management

##### **(N) Contributors to the Department's mission**

1. Community relations
2. Fire/Life Safety counseling
3. Conflict resolution
4. Recognition ceremonies
- 5. Community partnerships**

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **Service Delivery**

##### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**1. Goal/objective of project - Standard Operating Procedures**— Implementation of consistent policies for service delivery and response. Standard Operating Procedures provide the framework that governs actions on and off the fire ground. Written procedures establish strategic goals and tactical objectives for all facets of operations. Some examples of the disciplines addressed include: Safety, command, water supply, hose and ladder operations, administration and volunteer procedures.

**Strategy to progress and finish project** – Assignment of responsibility to Assistant Chief. Input from department divisions will assist completion.

**Time frame for completion of overall project and each major project stage** – Completion Spring of 2008 for Initial manual.

**Risk to time frame** – Greatest obstacle(s) to completing this project – Excessive analysis

**Performance Measures & Frequency** – Updates at monthly staff meeting

##### **b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

###### **1 - Goal - Delivery of Public education, Inspection, Investigation, Prevention and Plan review.**

**Strategy** - Increased visibility of fire personnel to assist the Fire Marshal division with education and prevention efforts.

**Timeframe** – Staffing completed upon testing. Continuous improvement and delivery of service.

**Risk to time frame** – adequate staffing

**Performance Measures & Frequency** – Benchmark mandates versus actual inspections and delivery opportunity - Quarterly

###### **2 - Goal -Improvement of Volunteer recruitment and retention.**

**Strategy** Continued to utilize, develop and provide guidance to the recruitment and retention coordinator.

**Timeframe** - Continuous

**Risk to time frame** – Diminishing pool of available recruits

**Performance Measures & Frequency** – Coordinate new and existing member rosters. Monthly updates on progress.

---

**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

**Goal - Company Specialization -**

The ability to have individual companies specialize their talents and resources to specific disciplines will increase quality and efficiency. Some examples of specialization include water rescue, hydraulic extrication, confined space/trench rescue and water supply.

**Strategy** - Each geographically located company to specialize in areas of specific discipline. Enhanced quality for services provided.

**Time frame** - Summer 2008

**Risk to time frame** – financial resources, conflicts within ranks as to priorities

**Performance Measures & Frequency** – Monthly staff meeting updates

**Goal - Customer blasting assistance**

**Strategy** – Utilize recently purchased equipment and training to assist on site blasting complaints for the citizens.

**Time frame** - Spring of 2008

**Risk to time frame** – Availability of Inspectors

**Performance Measures & Frequency** – Update at staff meetings

**Service Delivery Projects to be Proposed (List in priority order. For each project note):**



**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**1. Goal:** CAD implementation, civilian dispatch Implementation of Computer Aided Dispatch software conversion and integration project.

**Strategy** – Complete software and data information entry. Filed test for response conflicts. Update files to include volunteer response and hydrant information.

**Time frame** – summer of 2008

**Risk to time frame** – Financial considerations, labor restrictions

**Performance Measures & Frequency** – Monthly updates at staff meeting as to three tier benchmarks. 1. CAD entry 2. Volunteer response 3. Hydrant data

**2. Goal/objective of project - Compliance of Written Reporting of incidents responses**

State and federal requirement outline the fact that local fire departments comply with National reporting standards. Our goal is to meet the stated mandates which will increase the accountability of fire department activity and responses. Data which is reported becomes retrievable and will assist the Department with justification and planning initiatives.

**Strategy to progress and finish project** – Implementation of software, training and assigned personnel

Time frame for completion of overall project and each major project stage – **Quarterly benchmarks set for compliance**

Risk to time frame – Technology failures, labor prohibitive practices

**Performance Measures & Frequency** – Monthly at staff meetings

**3. Goal/objective of project - Flow testing of existing dry hydrants**

**Strategy to progress and finish project** - Coordinate existing lists with fire companies for assignment

**Time frame for completion of overall project and each major project stage** – non-freezing weather conditions

**Risk to time frame** – citizen availability, response volume

**Performance Measures & Frequency** – Updates at monthly staff meeting

**4. Goal/objective of project – Lock Box evaluation –**

Accessing buildings in a secure and efficient manner is critical to the success of incident management. The Town has numerous lock boxes on buildings which are secure, the information such as proper keys and notification lists need to be kept current. This initiative will succeed in not only the maintenance of the boxes but also the update of information.

**Strategy to progress and finish project** – coordinate list of lock boxes with fire companies

**Time frame for completion of overall project and each major project stage – Spring 2008**

**Risk to time frame** – Occupancy/owners must be available to confirm information within the lock boxes. Timely scheduling is necessary to complete this program.

**Performance Measures & Frequency** – Check list for completion/ monthly updates

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

**1. Goal - Detail, evaluate and plan for the installation of water sources in back country areas. Provide increased availability of water sources for efficiency and Insurance ratings benefit.**

**Strategy - Identify** locations calculate benefit, seek financial assistance for Strategic installations.

**Timeframe-**\_\_\_Continuous project with annual benchmarks for site installation, Project is scheduled to be completed within a five year time frame. Annual installation numbers will vary based on site locations and installation difficulty.

**Risk to time frame** – Continued capital funding, consumer support for cistern application.

**Performance Measures & Frequency** – Continued installations in fair weather, monthly updates.

**2 Goal - Analysis of department staffing and accountability.**

**Strategy - Evaluate efficiency, safety and operational benefits by evaluating staffing, response criteria and personal time use.**

**Timeframe** – Spring 2008

**Risk to time frame** – None

**Performance Measures & Frequency** - Monthly updates based on response and staffing data.

**3 Goal - Complete department wide applications for grant funding available from Federal and State programs.**

**Strategy - Apply** for opportunities available through the Fire Act, Safer act and Homeland Security programs. Complete education and guidance for all department divisions.

**Timeframe** - As dictated by submission dates.

**Risk to time frame** - None

**Performance Measures & Frequency** – Meet submission date deadline. Quarterly updates.

**4 Goal - Improve inter-departmental Communications via e-mail**

**Strategy** – Establish Town e-mail address locations to be accessed at each fire station.

**Time frame** – 6 months

**Risk to time frame** - none

**Performance Measures & Frequency** – Evaluate installation progress and training, monthly updates.

**c) Special Projects to be Planned (List in priority order. For each project note):**

**1 Goal - Pre Fire Planning of existing commercial and multi-family dwellings**

**Strategy** – Provide firefighters and responding companies with details on specific structures to improve safety and efficiency.

**Time frame** – 3<sup>rd</sup> quarter fiscal 08-09

**Risk to time frame** – financial, technology and implementation logistics

**Performance Measures & Frequency** - monthly Staff meeting updates

---

**d) Special Projects to be Proposed (List in priority order. For each project note):**

**1 Goal - Fire Prevention Safety Training**

**Strategy** – Utilize safety props and trailer to safety message to target groups.

**Time frame** – Fiscal 08-09

**Risk to time frame** – Rejection of grant application

**Performance Measures & Frequency** – Meet application deadline. Monitor awards.

**2 Goal – Development of 15-year strategic plan**

**Strategy** – Work with BET to develop a 15-year strategic plan on major programs and expenditures.

**Time frame** – fall of 2008

**Risk to time frame** - None

**Performance Measures & Frequency** – Quarterly meetings with BET to measure progress.

**3 - Goal - Revenue enhancement**

**Strategy** – Propose billing for motor vehicle accident and extrication calls on limited access highways.

**Time frame** – summer of 2008

**Risk to time frame** – Ordinance/Policy change required

**Performance Measures & Frequency** – Update quarterly as to progress with Town Administration

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**1. Project Name - Replacement of Engine 2 Fire Apparatus**

**Time frame** - summer of 2008

**Risk to time frame** – **Delivery of raw materials to vendor, Bid delays**

**Original cost** - \$190,000 Town funding, \$250,000 trade in value.

**Risk to latest cost estimate** – Delay due to new decision of going to bid, Delay in receiving specifications.

**Performance Measures & Frequency** – N/A

**2. Project Name - Round Hill Oil Separator –**

Identified separator not applicable. Design and installation of wastewater tank in process.

**Project Number** 27009

**Time frame** – 1<sup>st</sup> quarter

**Risk to time frame** - Engineering work complete

**Original cost** – 50,000

**Revised cost (if applicable)** – Will diminish due to installation of tank rather than separator

**Risk to latest cost estimate** – Weather delays

**Performance Measures & Frequency** – Monthly updates from Round Hill

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**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**1. Project Name - Glenville fire station rehabilitation**

**Project Number** - 27040

**Time frame** - Spring 2008 ground breaking

**Risk to time frame** – Cost estimates

**Original cost** – 2,200,000

**Revised cost (if applicable)** Bids due December 2007

**Risk to latest cost estimate** – Increase in construction costs

**Performance Measures & Frequency** – **Evaluate construction bids & plan for revision.**

**2. Project Name – Public Safety Complex F.D. Operations and Administration**

**Project Number** - 27025

**Time frame** – 4 years

**Risk to time frame-** funding, construction delays  
**Original cost -** TBD  
**Revised cost (if applicable)**  
**Risk to latest cost estimate** – Increase in design and construction costs  
**Performance Measures & Frequency** – Evaluate current schedule and design work quarterly

---

**D - Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

**1. Project Name – King Street Fire and EMS station design work**

**Project Number -**  
**Time frame** – 09-10 construction  
**Risk to time frame** – Financial  
**Original cost -** TBD  
**Revised cost (if applicable)**  
**Risk to latest cost estimate**  
**Performance Measures & Frequency**

**2. Project Name – Dry hydrant/water source plan**

**Project Number**  
**Time frame** – Continues 08-09  
**Risk to time frame** – Funding for plan completion  
**Original cost** – 250,000  
**Revised cost (if applicable)**  
**Risk to latest cost estimate** – Wage/engineering increases  
**Performance Measures & Frequency** – Quarterly updates

**3. Project Name – Communications Upgrade**

**Project Number** – 28036,28028  
**Time frame** – 08-09  
**Risk to time frame** – Approvals of FCC, Nextel negotiations  
**Original cost** – 700,000  
**Revised cost (if applicable)**  
**Risk to latest cost estimate** – Negotiations with Nextel  
**Performance Measures & Frequency** – Quarterly updates and submission verification

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**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

**1. Project Name – Replacement rescue vehicle Sound Beach**

**Time frame** – 12 months  
**Risk to time frame** - bid process  
**Original cost** – 480,000  
**Risk to latest cost estimate** - specification/ **bid delays**

## **Section 5D – Brief Summary of Overall Capital Project Status**

The fire department continues to work closely with the BET, Public Works, Fleet and the Police Department relative to Capital Projects. This relationship allows these projects to progress at an acceptable pace.

The return and filling of department vacancies has allowed department projects to become focused and organized. Improved progress on the dry hydrant initiative as well as civilian dispatch, reporting and communications has been achieved.

## **6. Department Accomplishments**

**1. Dry Hydrant Plan** – Established an inclusive plan to identify locations based on fire flow required and available. Established a testing procedure for identified existing dry hydrants. Prepared detail information on cistern applications. Involved media and community in process and planning. Used NFPA standard 1132 for flow requirements and master street indexes for site selection

**2 Evaluation of down sized vehicles** - Evaluated the potential of down sizing department fleet vehicles for improved fuel and maintenance costs. First vehicle in place providing actual hard data as to a positive change.

**3 Sick time evaluation** - Evaluated sick time usage and implemented an accountability system. Worked with firefighters on the impact of excessive sick time. Due to cooperative effort sick time use has trended from a 13-14 day per year average to a 9-day average. Actual time sheets evaluated for data.

**4 Table of Organization** – Evaluated table of organization for recommendations in the 08-09 budgets. Filled vacancies in Chief, Assistant Chief and Deputies ranks.

**5 Glenville Pump in service** – Took delivery and placed new pumping engine in place for Glenville district. Unit will increase water supply capabilities in backcountry.

**6 Banksville Building and Engine complete** - Completed building construction at Banksville station. New pumping engine delivered and in service.

**7 Reports** – Effective September 1, 2007 began submission and compliance with the National Fire Incident Reporting System. This reporting system will provide future empirical data desperately needed by the department for planning and justification purposes.

**8 CAD** – Began the initial application of Computer Aided Dispatch in spring of 2007. System will continue to be developed and tested as a precursor for the transition to civilian dispatch.

**9 Grant Submission Requests** – Worked with both career and volunteer contingent to submit seven grant applications for equipment, prevention/education props and staffing. Met all submission deadlines and expect some positive feedback beginning Fall of 2007



**6 - Performance Measurements** - Performance measurements with a public safety organization are historically difficult. Effective September 1, 2007 the department began its compliance with the National Fire Incident Reporting System. This reporting system will provide quantitative data moving forward that the department desperately needs for planning purposes. Information available from the program will provide: Response times, staffing levels, injuries, fire incidents, property loss/saved figures, training, inspections, prevention programs and additional demographics on problem areas.

The department also uses our budget document as a quantitative tool as to meeting our needs effectively. By a consistent evaluation using a current appropriation statement we have consistently worked with in our means this fiscal year. Overtime expenditures were controlled by a greater management of sick time use combined with the cooperation of the rank and file.

A monthly staff meeting with senior career and volunteer staff is held for a qualitative evaluation of issues at hand. The monthly analysis allows the department to benchmark problem areas for resolution rather than table conflict for prolonged evaluation.

The department consistently uses National consensus standards from National Fire Protection Association to assist in conforming to recognized code issues. The application of consensus codes and standards reduces the potential for conflict or personal interpretation.

The department continues to partner with BET, RTM, Town Departments, community groups, insurance companies for “best practices” relative to its operation. With the advent of our new reporting system it is the departments goal to have clear data for planning and justification purposes within the year.

**7 - Other Key Department Issues** - The Greenwich fire department continues to be appreciative of the support and interest the Town Administration, BET, RTM and community have shown.

As we continue to develop our accountability measures and format our command structure to accurately portray field operations many challenges face the department. The continued operation of six career-staffed fire stations will require a detailed staff analysis. We currently have two stations without officers that lead to accountability and responsibility lapses. Current budget requests eliminate this issue. Grant applications have been submitted to assist the Town in staffing considerations. The department currently responds several pieces of apparatus to achieve recommended staffing levels at the scene of emergencies.

Volunteer retention and recruitment continues to be a priority within our community. The pool of qualified volunteers is diminishing, as the community becomes increasingly more service dependent. The time commitment on current volunteers makes retention a daunting task.

Construction projects will be the norm for the department over the next five years. Station rehabilitation at Glenville and the public safety complex are in process. The training complex is in design phase. The King Street Station is scheduled for construction in 2010. Byram and Sound Beach stations are also scheduled for rehabilitation. It is critical that these projects be coordinated in a manner to ensure the safety of our residents is not compromised.

Communication project delays should be relieved in the next 12 months. Approval from the FCC on frequency rebanding and negotiations with Nextel will improve current issues. The frequencies combined with new digital technology and mobile repeaters should enhance our emergency communications even with our typical New England topography.

The Town continues to invest in technology for the department the implementation of the Computer Aided Dispatch program will continue to develop this year. Mobile data browsers and enhanced e-mail capabilities are on schedule for the coming year. These initiatives will enhance inter department communications and enhance service delivery to our residents.

Initiatives to insure a company officer is available for each responding fire station are currently being discussed. The initiative will not add to the table of organization but will upgrade eight positions to Lieutenant. This will provide accountability for all stations and crews which has at times been lacking. The benefit from this initiative will be a greatly enhanced response to the public and increase in firefighter safety.

An addition of one inspector to the fire marshal division is being discussed. Based on mandates on the State level and additional job responsibilities the current

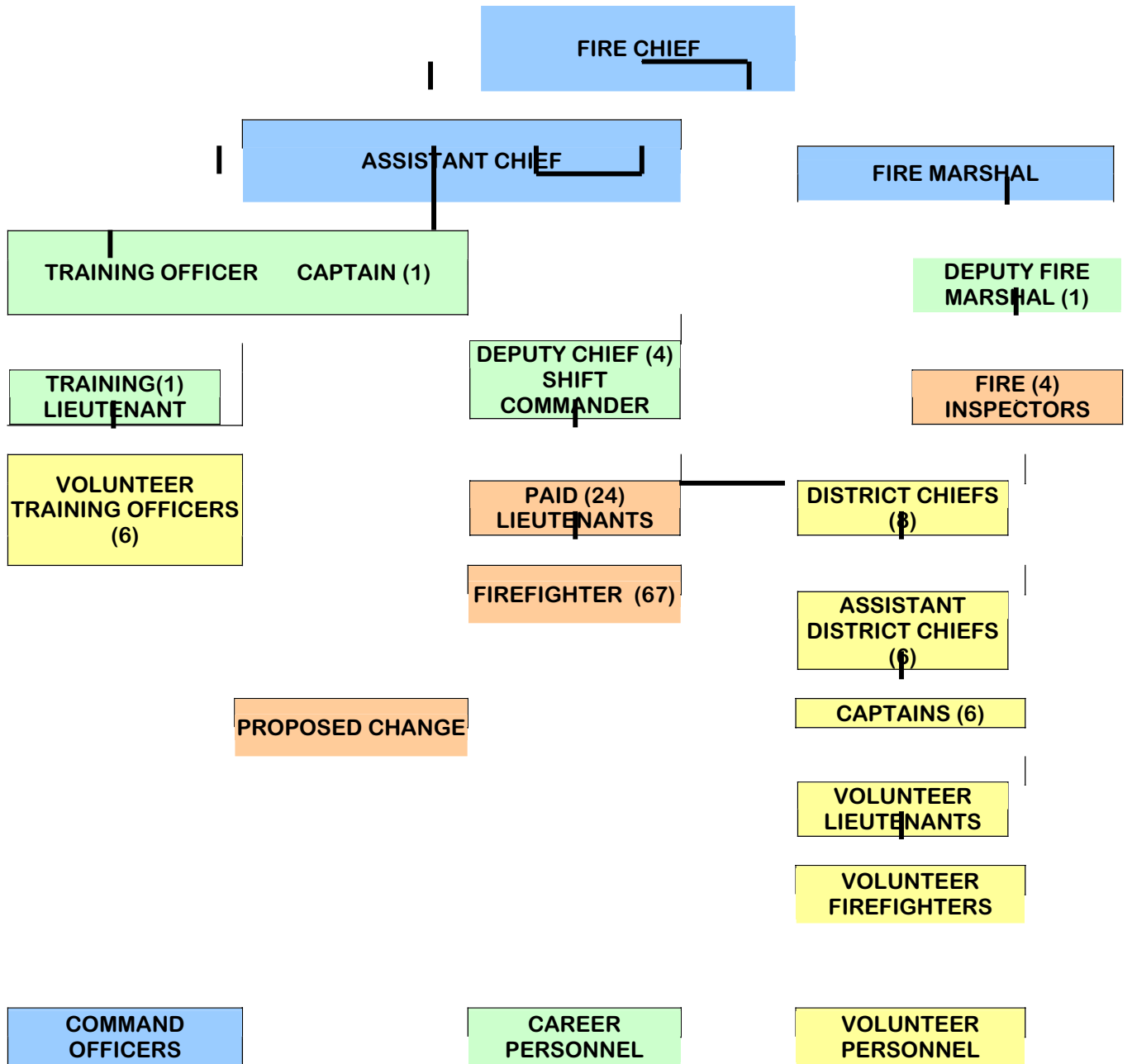
assignment of inspectors is not adequate. The division has become reactive rather than proactive in its approach to fire safety education and inspections.

## **9. Department Table of Organization**

GREENWICH FIRE DEPARTMENT									
TABLE OF ORGANIZATION/ CHAIN OF COMMAND									
Current									
				FIRST SELECTMAN					
				Fire Commissioner					
				CHIEF OF					
				DEPARTMENT					
				ASSISTANT					
				CHIEF					
	TRAINING OFFICER					DEPUTY CHIEF/			
	CAPTAIN (1)					FIRE MARSHAL			
				DEPUTY CHIEF					
	TRAINING			SHIFT COMAND. (4)					
	LIEUTENANT (1)							DEPUTY	
				VOL. DISTRICT				FIRE MARSHAL (1)	
	VOL. TRAINING			CHIEFS (7)					
	OFFICERS (6)							FIRE	
				ASST. DISTRICT				INSPECTORS (3)	
				CHIEFS (6)					
						FIRE POLICE			
				VOL.					
				CAPTAINS (6)					
				CAREER					
				LIEUTENANTS (16)					
				VOLUNTEER					
				LIEUTENANTS					
				FIREFIGHTERS (75)					
				VOLUNTEER					
				FIRE FIGHTERS					
	COMMAND			CAREER		VOLUNTEER			
	OFFICERS			PERSONNEL		PERSONNEL			
<u>Fire Department Staffing</u>									
104 Uniformed Personnel									
2 Full Time Administrative									

# TABLE OF ORGANIZATION/ CHAIN OF COMMAND

## PROPOSED STRUCTURE CHANGES 2008-2009



### Total Staffing

105 Uniformed Personnel

2 Full Time Administrative

1 Part Time Administrative

## **10. Actual /Proposed - Summary Personnel Staffing**

### **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	<u>102</u>	<u>1</u>		<u>520</u>
<u>FY 05/06</u>	<u>106</u>	<u>1</u>		<u>520</u>
<u>FY 06/07</u>	<u>106</u>	<u>1</u>		<u>520</u>
<u>FY 07/08</u>	<u>106</u>	<u>1</u>		<u>520</u>
<u>FY 08/09 Proposed</u>	<u>107</u>	<u>1</u>		<u>520</u>

### **Summary Comments on Personnel Changes**

The additional full time employee represents a request for an additional Fire Prevention Inspector. Statistically speaking the number of inspections required continues to outpace the ability of the office staff to meet statutory obligations. The additional responsibilities of the Fire Marshal's office continue to consume available hours. Estimates place the number of completed required inspections at less than 10%.

An additional proposal to upgrade 8 firefighter positions to line Lieutenants will enhance accountability in two stations Cos Cob and Byram that do not have career officers present. That proposal is identified in a proposed organizational chart (#2)

Please refer to key issues for additional information.

**11. Department Financial Summary**  
**A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>10,632,018</b>	<b>9,917,733</b>
<b>FY 05/ 06</b>	<b>10,630,086</b>	<b>10,571,560</b>
<b>FY 06/ 07</b>	<b>11,215,168</b>	<b>11,123,710</b>
<b>FY 07/ 08</b>	<b>11,609,519</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>12,120,287</b>	<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses**

Proposed budget does not include items currently in discussion that include an additional Fire Prevention Inspector and an upgrade for 8 Fire Lieutenants positions. Estimated costs for the Inspector are 88,242. Estimated costs for the Lieutenants are 117,048.

**B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>0</b>	<b>2,122</b>
<b>FY 05/06</b>	<b>0</b>	<b>2,217</b>
<b>FY 06/07</b>	<b>0</b>	<b>8,315</b>
<b>FY 07/08</b>	<b>0</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>0</b>	<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

Increase in revenue for 06/07 actual includes reimbursement from FEMA for emergency disaster responses.

Additional goal for 08-09 fiscal year is to develop a revenue collection model for emergency responses to accident/extrication incidents.

Greenwich Police Department  
*Annual Department Operational Plan*

**1. Department**

Greenwich Police Department

**2. Divisions**

1. Uniformed Services
2. Criminal Investigations
3. Police Administration
4. General Services

**3. Department Mission Statement**

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.



#### **4. Department Key Services**

##### *Priority “M” (Mandated) Services*

- |   |                                    |
|---|------------------------------------|
| <b>1. Patrol Operations</b>                                   | <b>Uniformed Services Division</b> |
| <b>2. Criminal Investigations</b>                             | <b>Criminal Investigations Div</b> |
| <b>3. Emergency Medical First Responder Services Division</b> | <b>Uniformed Services</b>          |
| <b>4. Public Safety (911) Dispatch Operations Division</b>    | <b>Uniformed Services</b>          |
| <b>5. Youth Services and Juvenile Law Enforcement</b>         | <b>Criminal Investigations Div</b> |
| <b>6. Law Enforcement Training</b>                            | <b>Police Administration Div</b>   |
| <b>7. Traffic Collision Investigation Division</b>            | <b>Uniformed Services</b>          |
| <b>8. Marine Patrol and Rescue Operations Division</b>        | <b>Uniformed Services</b>          |
| <b>9. Municipal Radio Communications System Division</b>      | <b>Uniformed Services</b>          |
| <b>10. Public Records Management Division</b>                 | <b>General Services</b>            |

##### *Priority “E” (Essential) Services*

- |   |                                    |
|---|------------------------------------|
| <b>1. Administration and Management Division</b>                | <b>Police Administration</b>       |
| <b>2. Strategic Traffic Enforcement Program (STEP) Division</b> | <b>Uniformed Services</b>          |
| <b>3. Police Canine Operations</b>                              | <b>Uniformed Services Division</b> |
| <b>4. Combined Public Safety I.T. Systems</b>                   | <b>Uniformed Services Division</b> |
| <b>5. Neighborhood Policing</b>                                 | <b>Uniformed Services Division</b> |
| <b>6. School Resource Services</b>                              | <b>Uniformed Services Division</b> |
| <b>7. Animal Control Operations</b>                             | <b>General Services Division</b>   |
| <b>8. Professional Standards</b>                                | <b>Police Admin Division</b>       |

##### *Priority “N” (Non-Essential) Services*

- |   |                           |
|---|---------------------------|
| <b>1. Greenwich Avenue Traffic Direction Division</b> | <b>Uniformed Services</b> |
|---|---------------------------|

## **5. Department Goals Narrative for Fiscal 08-09**

The new Chief of Department has outlined several notable goals for FY 08-09. First among them is further improvement of the already outstanding level of law enforcement and public safety services provided to the municipality by our organization. John Foster Dulles said, "Of all tasks of government, the most basic is to protect its citizens against violence." Reduced to its essence, that remains our department's most important ambition.

Methods of meeting that goal in the modern law enforcement environment transcend the mere suppression of violent crime and now include general safety and social initiatives in several diverse arenas. Important public safety services far removed from the traditional order maintenance role of law enforcement agencies include such disparate initiatives as the proper installation of motor vehicle child safety seats, the use of sophisticated methodologies to track, map and analyze crime trends and the provision of community-based, problem-solving police services. Initiatives identified by the department for further exploration include strengthening community ties, reducing civilian complaints and the use of community surveys to identify and improve the delivery of desired police services. In an environment of limited resources, careful evaluation of which programs and services to provide and adopting these programs alongside a department-wide service philosophy is an objective we intend to actively pursue during the current and upcoming fiscal periods.

More than any single force, the exponential growth of technology has dramatically affected the provision of modern police services. The law enforcement technology milieu is replete with both opportunities and pitfalls. A modern police agency's ability to select and implement technology systems that are both reliable (to meet law enforcement's 24-hour availability and field-reliability standards) and truly useful is often what differentiates effective users of technology from those that become enslaved by it. Promoting the thoughtful use of technology is another expressed goal of the department.

The extraordinarily arduous task of planning and organizing the interior completion and eventual occupancy of the department's new headquarters facility is an in-process project that will reach a crescendo of activity in FY 08-09. The stakes are especially high, as the decisions made in the near term will affect departmental operations for decades to come. Expressed department goals in this area include the successful completion of a premier law enforcement facility and a smooth transition into its occupancy. Both objectives will require careful organization and a significant, unified effort across all levels of our organization.

Finally, but perhaps most importantly, it is no secret that labor relations between the Police Administration and rank-and-file members of the department have been strained during recent years under a different administration. Repairing that damage and encouraging a new labor-management archetype has already begun and will continue. Delivery of a positive message of cooperation, exhibition of true leadership by example and an emphasis on shared core goals will be hallmarks of future relationship building.

## 5A. FY 08-09 Service Delivery Projects and Goals

### a) Service Delivery Projects to be completed in FY 08-09:

1. *Goal/Project:* Transition from a sector-based patrol and organizational philosophy to a new “Total Community”-based Neighborhood Resource paradigm.  
  
*Strategy:* Abandon current grouping of patrol responsibilities based on geographic sectors in favor of a more holistic approach that bridges the gaps between communities, the department and other service providers.  
  
*Time Frame:* Target – 2Q of FY 08-09. Not later than 4Q of FY 08-09.  
  
*Risks:* Inability to resolve current Command Staff staffing shortages and assign new personnel to project.  
  
*Performance:* Successful completion of the required analysis, policies, procedures and training to adopt and successfully implement the new philosophy.
2. *Goal/Project:* Sprint/Nextel 800 MHz trunked radio system rebanding project.  
  
*Strategy:* Consistent with a federal court mandate and at the sole expense of the Sprint/Nextel Corporation, retune or replace every vehicle-mounted or portable (walkie-talkie) radio and all of the trunked radio system tower site infrastructure in use by in the Town wide Radio Communications System.  
  
*Time Frame:* Not later than 4Q of FY 08-09.  
  
*Risks:* Inability to reach a negotiated funding agreement with Sprint/Nextel. Inability of service providers to provide enough engineering and installation support to complete the project.  
  
*Performance:* Rebanding of the entire radio system with no system downtime and without any degradation of coverage, equipment or performance.

**5A. FY 08-09 Service Delivery Projects and Goals (cont'd.)**

**b) Service Delivery Projects to be continued in FY 08-09:**

1. *Goal/Project:* Transition of Fire Dispatch responsibility from Greenwich Fire Department to the existing civilian Public Safety Dispatch cadre.  
  
*Strategy:* Use multi-agency public safety Communications and Dispatch Working Group (already in place) to facilitate Fire Dispatch transition.  
  
*Time Frame:* Target – 2Q of FY 08-09. Not later than new building occupancy.  
  
*Risks:* Inability to fund equipment required to transition necessary systems to existing Dispatch Center. Inadequate preparation of both Greenwich Fire Department or Greenwich Police Department dispatch systems and procedures to accommodate the transition in the existing physical plant.  
  
*Performance:* Successful completion of the transition prior to occupancy of the new Dispatch Center in the new Police Headquarters facility.
2. *Goal/Project:* Adapt operations and services provided by the Criminal Investigations Division's Youth Section to accommodate anticipated changes in Connecticut's Juvenile Justice and Youthful Offender Systems.  
  
*Strategy:* Recent action by the Connecticut Legislature and the Superior Court's Judicial Branch will cause sweeping changes in the way juveniles (*persons under 16 years of age*) and youthful offenders (*persons 16 or 17-years of age*) are handled by all parts of the criminal justice system, to include law enforcement organizations. New department policies and procedures will have to be developed. The redeployment of personnel resources will doubtlessly be required and has already begun through the assignment of a Greenwich Police Sergeant to full-time supervision of the Youth Section.  
  
*Time Frame:* Not later than any implementation date(s) of new mandates for the handling of juveniles and youthful offenders. At this time, it is anticipated that those changes will begin at the start of FY 09-10.

*Risks:* Inability to resolve current Command Staff staffing shortages and assign new personnel to project.

*Performance:* Ability to successfully and efficiently meet any Legislative or Judicial mandates.

**5A. FY 08-09 Service Delivery Projects and Goals (cont'd.)**

**c) Service Delivery Projects to be Planned in FY 08-09:**

1. *Goal/Project:* Revision and refreshment of current crime scene processing, evidence collection and analysis techniques, so as to fully advantage the latest in training, technology and procedures.  
  
*Strategy:* Occupancy of the new Police Headquarters facility with its crime scene laboratory space will enable development and implementation of advanced evidence analysis methodologies by members of the department. This opportunity will permit us to research and develop a “state of the art” scientific evidence detection, recovery, collection and analysis systems. The Town of Greenwich Health Department, currently in process of expanding their laboratory capabilities, has pledged to liaise and assist our department with this initiative.  
  
*Time Frame:* Not later than new building occupancy.  
  
*Risks:* Inability to resolve current Command Staff staffing shortages and assign new personnel to project. Inability to obtain the required funding after planning.  
  
*Performance:* Inclusion of required changes to FY 09-10 budget submission to facilitate initial phases of this project. The project is anticipated to span at least two budget cycles. *(See also Section 5C(c)(2) – Capital Projects to be Planned.)*

**5A. FY 08-09 Service Delivery Projects and Goals (cont'd.)**

**d) Service Delivery Projects to be Proposed in FY 08-09:**

1. *Goal/Project:* Expansion of the existing Police Canine complement from a single dog and handler to two dogs and handlers. The second canine would be purpose-trained exclusively for the detection of illicit narcotics.  
  
*Strategy:* Develop the means to fund, acquire, purpose-train and certify a second Police Canine team. Attempt to identify donors of equipment and services to defray some costs. Develop protocols and procedures for operation and deployment of a narcotics-detection canine team.  
  
*Time Frame:* Not later than the budget submission deadline for FY 09-10.  
  
*Risks:* Inability to resolve current Command Staff staffing shortages and assign new personnel to project. Inability to marshal sufficient public and intra-governmental support for the project.  
  
*Performance:* Inclusion of appropriate modifications to the FY 09-10 budget submission required to facilitate the project.

## 5B. FY 08-09 Special Projects and Goals

### a) Special Projects to be Completed in FY 08-09:

1. *Goal/Project:* Negotiation and implementation of an increased workweek for sworn law enforcement employees.

*Strategy:* The combined costs associated with recruiting, training, equipping and providing fringe benefits to police officers are perhaps the greatest of any class of Greenwich municipal employees. Significant efficiencies can be realized by even minor increases in the total weekly work hours of individual police employees. The department intends to increase the average workweek for police employees from 35.37 to 37.5.

*Time Frame:* Concurrent with the effective date of the successor agreement to the current Silver Shield Association collective bargaining agreement (expires June 30, 2008.)

*Risks:* The ability to meet this goal hinges entirely upon the ability to negotiate any such change into the next Silver Shield Association bargaining agreement.

*Performance:* Cost reduction by comparative review of post-implementation personnel expenditures per available man hour factoring in calculation of Staff Availability Factor(s.)

2. *Goal/Project:* Upgrade of all 800 MHz radio communications equipment in use by all three of the municipality's Public Safety provider agencies (Fire, Police and EMS) from the existing analog to new digital radio equipment.

*Strategy:* Obtain and deploy digital radio equipment to all Public Safety radio users. The enhanced performance and security of digital radio equipment provides significant advantages for mission-critical users. The existing Sprint/Nextel system rebanding and retuning project (*see Section 5A(a)(2) – Service Delivery Projects to be Completed*) provides us an opportunity to complete the digital upgrade for Public Safety users at a significant savings to the municipality.

*Time Frame:* Not later than completion of the Sprint/Nextel rebanding project.



*Risks:* Inability to reach a negotiated funding agreement with Sprint/Nextel. Inability of service providers to provide enough engineering and installation support to complete the project.

*Performance:* Provision of digital radio equipment to all Public Safety users at the conclusion of the Sprint/Nextel rebanding project.

**5B. FY 08-09 Special Projects and Goals (cont'd.)**

**b) Special Projects to be Continued in FY 08-09:**

1. *Goal/Project:* Changes to the manner and philosophy used to provide department personnel with mandated general law enforcement and other required specialized training.

*Strategy:* Develop and implement new procedures to discourage the practice of sending individual employees to off-site locations for training in favor of more economical larger group training to be completed by travel instructors hired to complete training in Greenwich. Complete implementation of this philosophy will take several budget cycles. The ability to successfully meet this goal will be significantly enhanced by the availability of adequate training space in the new Police Headquarters building.

*Time Frame:* Not later than 4Q of FY 09-10.

*Risks:* Inability to locate adequate and affordable training space prior to occupancy of the new Police Headquarters facility. Inability to locate trainers and program providers in all (or most) required disciplines who are willing to travel. Inability to develop an effective cost-sharing method to recover cost reimbursement from other agencies.

*Performance:* Comparative review of fiscal period training costs showing an increase in training opportunities provided per dollar over previous fiscal periods.

2. *Goal/Project:* Comprehensive update of all Greenwich Police Department General Orders, Standard Operating Procedures, Directives and Memoranda into a standard format and single digital archive location.

*Strategy:* Develop a department-wide document standard. Complete a comprehensive review of all internal documents, updating them as appropriate and reformat them in the standard document format. Electronically publish the resultant product in a searchable, digital database via the Public Safety Information Technology network. Work on this project will begin in FY 07-08.

*Time Frame:* Not later than 4Q of FY 08-09.

*Risks:* Inability to resolve current Command Staff staffing shortages and assign new personnel to project.

*Performance:* Completion of the project and successful availability of all policies and procedures via the internal Public Safety I.T. network.

**5B. FY 08-09 Special Projects and Goals (cont'd.)**

**c) Special Projects to be Planned in FY 08-09:**

1. *Goal/Project:* Development of a POST-certified Regional Police Academy program.

*Strategy:* The department currently suffers operational difficulties securing placement in the state-mandated Police Academy program for new police recruits. Required recruit academy training takes approximately six months and is currently only provided at the State's POST Academy in Meriden, CT or other departments' Regional Academy programs on a space-available basis. Adequate training space – finally available in the new Police Headquarters building – will enable our department to operate its own Regional Academy program. Any such program would be subject to extensive review and acceptance by the Connecticut POST (Police Officer Standards and Training) Council. Permitting other Connecticut law enforcement agencies to send their recruits through our Academy program could significantly offset costs.

*Time Frame:* Not later 4Q of FY 08-09.

*Risks:* Inability to resolve current Command Staff staffing shortages and assign new personnel to project. Potential prerequisite of department completion of an outside certification and accreditation program before it is permitted to host a Regional Academy class.

*Performance:* Development of a successful plan and budget for the project.

**5B. FY 08-09 Special Projects and Goals (cont'd.)**

**d) Special Projects to be Proposed in FY 08-09:**

1. *Goal/Project:* Revamp of patrol vehicle in-car video camera system(s).

*Strategy:* Develop a new technical specification for in-car video camera systems (digital) and proper procedures for their use. Existing in-car video camera systems are older (approximately 8 years) and operate on relatively fragile magnetic tape media that is difficult and space-intensive to archive. New digital systems are more easily operated and managed, produce better evidence and increase officer safety and accountability.

*Time Frame:* Not later than the budget submission deadline for FY 08-09.

*Risks:* Inability to resolve current Command Staff staffing shortages and assign new personnel to project. Inability to finance the project without significant capital investment. Delay in occupancy of the new Police Headquarters building.

*Performance:* Development of a successful plan and budget – to include a financing method – for the project.

## 5C. FY 08-09 Capital Projects and Goals

### a) Capital Projects to be Completed in FY 08-09:

1. *Goal/Project:* Replacement of ten (10) Crown Victoria marked patrol cars, three (3) police motorcycles and one (1) undercover vehicle.

*Strategy:* Follow normal procedures for acquisition and outfitting of replacement vehicles per vehicle replacement schedule as determined by the Town of Greenwich Fleet Department.

*Time Frame:* Not later than 4Q of FY 08-09.

*Costs:* Requested for FY 08-09: \$423,050

*Risks:* None noted.

*Performance:* To make available for service all replacement of the vehicles within the budget cycle.

2. *Goal/Project:* Replacement of Police Boat 125.

*Strategy:* Develop a technical specification and complete the municipal purchasing procedure to obtain a replacement for Police Boat 125, the department's mid-sized, low-draft Marine Patrol and Rescue vessel.

*Time Frame:* Deployment of the new vessel in advance of the 2009 boating season.

*Costs:* Requested in FY 08-09: \$238,000

*Risks:* Combined length of the purchasing procedure and delivery lead-time required for the new vessel.

*Performance:* Availability of the new vessel for normal Marine Patrol and Rescue operations in time for opening day of the 2009 municipal boating season.

**5C. FY 08-09 Capital Projects and Goals (cont'd.)**

**b) Capital Projects to be Continued in FY 08-09:**

1. *Goal/Project:* Occupancy of new Police Headquarters facility.

*Strategy:* Prepare and occupy the new Police Headquarters facility through the provision and installation of telephone, data and dispatch systems, required furnishings and equipment. Plan and execute an orderly move of all department operational elements into the new facility while continuing 100% service availability.

*Time Frame:* End of 2Q of FY 09-10.

<i>Costs:</i>	Current and Previous FYs:	\$680,000
	Requested in FY 08-09:	\$858,000

*Risks:* Construction delays.

*Performance:* Execution of building occupancy with all systems intact or improved by the target date.

**5C. FY 08-09 Capital Projects and Goals (cont'd.)**

**c) Capital Projects to be Planned in FY 08-09:**

1. *Goal/Project:* Forklift upgrade of the town wide 800 MHz radio communications system.

*Strategy:* The existing 800 MHz trunked radio system supplies radio communications for all Town of Greenwich departments and facilities and was constructed in its current form approximately 12 years ago. Advances in technology and the ability to obtain replacement parts will render the system obsolete near the end of the decade. Planning – to include establishment of a hard timeline – for replacement of virtually all system components needs to be accomplished.

*Time Frame:* Not later than the budget capital plan submission deadline for FY 08-09.

*Costs:* Future (FYs beyond 08-09): \$8,600,000 to \$11,000,000

*Risks:* None noted.

*Performance:* Submission of a revised capital plan, incorporating this expenditure (in outlying years in the early part of the next decade) with the FY 08-09 budget.

2. *Goal/Project:* Replacement of existing Crime Scene Vehicle.

*Strategy:* Develop a technical specification and produce an estimated budget cost to replace the department's Crime Scene vehicle. The current vehicle is based on a 1988 Ford ambulance platform and beyond being incompatible with our current needs has become unreliable.

*Time Frame:* Not later than the budget capital plan submission deadline for FY 08-09.

*Costs:* Future (FYs beyond 08-09): \$125,000 (estimated)  
(Notes: This expense may be completely or totally offset through the use of Asset Forfeiture funds. This expense (or a portion of it to supplement Asset Forfeiture funding) may be proposed as a FY 08-09 Capital Budget item.)

*Risks:* None noted.

*Performance:* Submission of a revised capital plan incorporating this expenditure in either FY 08-09 or FY 09-10.



**5C. FY 08-09 Capital Projects and Goals (cont'd.)**

**c) Capital Projects to be Planned in FY 08-09 (cont'd.):**

3. *Goal/Project:* Needs analysis and full review of departmental Fleet operations.

*Strategy:* Complete a thorough review of the type(s) and nature of motor vehicles used by the department. Compare the findings against each vehicle's anticipated mission for appropriateness. Recommend changes as indicated by the review.

*Time Frame:* Not later than the budget capital plan submission deadline for FY 08-09.

*Costs:* Unknown until complete.

*Risks:* None noted.

*Performance:* Submission of a revised capital plan incorporating expenditures associated with any recommended changes with the FY 08-09 budget.

**5C. FY 08-09 Capital Projects and Goals (cont'd.)**

**d) Capital Projects to be Proposed in FY 08-09:**

1. *Goal/Project:* Acquisition and deployment of an Emergency Driving Simulator for law enforcement officer training.

*Strategy:* Technological advancements in electronic simulators enable safe and realistic training for law enforcement officers in tactile-feedback driving simulator devices. With the adequate training space available in the new Police Headquarters facility, the purchase and deployment of such a system becomes possible. Vehicle crashes remain the single greatest source of law enforcement liability claims both within the Greenwich Police Department and nationally. The department intends to obtain a simulator for emergency driver training and integrate it into the safety-training curriculum.

*Time Frame:* Not later than the budget capital plan submission deadline for FY 08-09.

*Risks:* None noted.

*Costs:* To be proposed: \$95,000 (estimate)

*Performance:* Submission of a revised capital plan incorporating this expenditure within the FY 09-10 budget.

2. *Goal/Project:* Engine replacement – Police Boat 124.

*Strategy:* Both engines on Police Boat 124, the department's largest and main Patrol and Rescue vessel, will soon reach the end of their normal replacement cycle.

*Time Frame:* Not later than the budget capital plan submission deadline for FY 08-09.

*Risks:* None noted.

*Costs:* To be proposed: \$90,000 (estimate)

*Performance:* Submission of a revised capital plan incorporating this expenditure within the FY 09-10 budget.

## **5D. Brief Summary of Overall Capital Project Status**

What is anticipated to be early completion of the new Police Headquarters portion of the Public Safety facility has required some adjustments to planned capital expenditures. Originally slated to be substantially complete and turned over to the municipality for interior fitting and finishing in 1Q of FY 09-10, recent projections have advanced that schedule to late 3Q of 08-09. While early occupancy of the new building will benefit overall police operations, it has forced the advancement of certain capital expenditures anticipated to occur in FY 09-10 to the current budget submission cycle.

Similarly, it has delayed other projects. Temporary realignment of the radio communications system's microwave data link from Police Headquarters to the Greenwich Hospital radio site was required to accommodate the presence of construction cranes at the new facility construction site that blocked the microwave path. The microwave link in question was scheduled for normal replacement under a previous capital plan and was budgeted in the current fiscal period. With the new building's advanced completion date projection, it now makes better fiscal sense to delay that project until the new building is ready for occupancy – rather than install the link from the existing facility and then move it (shortly thereafter and at considerable expense) when the new building is ready for occupancy.

The Sprint/Nextel 800 MHz radio-rebanding project has created a considerable and positive financial opportunity for the municipality. Significant portions of the radio system, originally scheduled for upgrade and/or replacement have been removed from previous capital budget projections as this equipment is slated to be replaced at Sprint/Nextel's expense as a part of the rebanding project. The replacement equipment to be provided by Sprint/Nextel has also complicated – but significantly reduced the cost of – upgrading all Public Safety radio communications systems to all digital operation. Both of these projects, Rebanding and the Public Safety Digital Upgrade, remain on going.

The FY 08-09 budget submission includes a request to replace Police Boat 125, the department's mid-sized, low-draft rescue vessel. The current vessel is over 10 years old and in need of replacement. While it may be unsuitable for mission-critical law enforcement use, a cost offset can be accomplished through the trade-in or sale of the existing vessel as it still retains limited value as a private pleasure craft. "Regular" capital expenditures, notably the replacement of vehicles consistent with the Fleet Department's annual recommendations, are anticipated to remain status quo.

Expenses anticipated in outlying years (FY 09-10 and beyond) include acquisition of an emergency-driving simulator for police officer training and re powering (engine replacement) of Police Boat 124, the department's main (largest) Marine Patrol and Rescue vessel. Several years in the future we anticipate the need for a system-wide "forklift" upgrade of the town-wide radio system infrastructure as our decade-old infrastructure becomes obsolete and will soon no longer be supported by the system manufacturer or maintenance service providers.

## **6. Department Accomplishments**

Notable accomplishments completed or expected to be completed prior to the start of FY 08-09 include the following:

1. Working in cooperation with the Board of Education, the School Resource Officer program began with the start of the 07-08 school year. A full-time, specially trained School Resource Officer is currently assigned to Greenwich High School every scheduled school day. An additional officer has also been trained in the event that the designated primary officer is unavailable for duty. This program has received unanimous accolades from the Board of Education and community at large.
2. In preparation for a department-wide transition from the geographic Sector-based community policing philosophy currently in place, the Neighborhood Resource Unit (*comprised of 1 Sergeant, 3 Neighborhood Resource Officers and 1 School Resource Officer*) has been reorganized to embrace a “Total Community”-based Neighborhood Resource philosophy. The entire department is expected to follow during FY 08-09. (*See also Section 5A(a)(1) – Service Delivery Projects to Completed in FY 08-09.*)
3. Criminal clearance rates enjoyed significant improvement in key areas during the last fiscal period when compared to the previous period. Of particular note were increases in clearance rates from 29.98% to 32.57% for Serious Offenses (*Arson, Assault, Auto Theft, Burglary, Criminal Homicide, Robbery and Sexual Assault*) and from 19.52% to 25.48% for Larcenies.
4. In response to a sharp increase in Narcotics-related arrests, an additional Detective has been reassigned from general investigative duties to the Narcotics Section. Annual narcotics arrests increased to 197 last year, up from 159 during the previous 12-month period.
5. The department has successfully replaced all Police Officer dispatch employees with members of the civilian dispatch cadre. To remain abreast of state-mandated training requirements, we have developed a comprehensive training program for all dispatch personnel, which includes a 14-week Communications Training Officer program and training and certification in Emergency Medical Dispatcher (EMD) protocols. Responsibility for call quality assurance and the Dispatcher training program is organized and supervised by a Police Lieutenant.
6. In preparation for the introduction of Fire Dispatch responsibility to the department’s townwide Public Safety Dispatch Center, the Computer-Assisted Dispatch (CAD) system has been updated with relevant Fire Dispatch software and information. Significant additional functionality has been introduced into the

Public Safety Information Technology System, including hosting Fire Department Records Management software on the police department's AS/400 server. To accommodate the Fire Department's needs, the secure Public Safety Computer Network has been extended via encrypted Virtual Private Network (VPN) tunneling to six (6) off-site firehouse locations, allowing high-speed availability of the Public Safety Computer Network to Fire Department staff.

7. The Traffic Section continued to actively administer the department's Strategic Traffic Enforcement Program (STEP). STEP's success, particularly in the areas of DUI enforcement, speed enforcement and occupant protection (seatbelt use), resulted in the department's recognition by the Connecticut Chiefs of Police Association (CPCA) as the second place finisher in their annual Law Enforcement Challenge. The CPCA subsequently awarded the department a portable speed display monitor valued at \$2,600.
8. Numerous special events were successfully orchestrated by the department, including the annual fireworks display at Greenwich Point Park and numerous dignitary protective details and associated motorcades, to include separate visits by both the sitting President and Vice-President of the United States.
9. For the first time since 2000, the department has assigned an employee to responsibility as the department's Domestic Violence liaison. The liaison works with victims, court advocates, prosecutors and support services agencies and since the program's reintroduction has been highly praised by all involved for its professionalism, support and guidance.
10. The highly successful Citizen's Police Academy program has continued with the next class scheduled to begin this spring.
11. Law Enforcement training activities have continued at a consistent pace. Six (6) new employees were provided Police Academy (initial law enforcement) certification training, including Field Training Officer assignment. Fifty-five (55) officers received state-mandated POST law enforcement officer bi-annual Review Training. In addition to numerous specialty training courses in particular disciplines provided to individual officers, the department's Training Section has provided or arranged training and recertification to fifty-six (56) current employees as either Emergency Medical Technicians (EMTs) or Medical Response Technicians (MRTs) – to include recertification in the use of the semi-automatic Defibrillator. Additional training included seventy-one (71) officers who were recertified in operation of the Intoxilyzer 5000 breath analysis instrument (including two (2) who received Instructor training on this device); forty-seven (47) officers who were certified and seventeen (17) officers who were recertified in operation of the M-26 Taser Energy Weapon; fifty-five (55) officers who completed transitional training from the PR-24 to the ASP police baton. All sworn law enforcement employees also received annual OSHA-mandated training in Bloodborne Pathogens Awareness and Hazardous Materials Recognition.

12. The department has completed the “Planning Phase” of the FCC-mandated Sprint/Nextel rebanding process. An estimate of rebanding costs has been prepared. That estimate indicates that replacement or retuning of virtually every component of the municipality’s 800 MHz radio communications system will be required. The estimate will be used to negotiate a Rebanding Agreement with Sprint/Nextel. The total value of that Agreement will exceed \$1,000,000. The Sprint/Nextel Corporation will absorb all of these costs.
13. The department has completed the installation and testing of a redundant IBM AS/400 records management and Computer-Assisted Dispatch (CAD) computer server. This second server is maintained at a secure off-site location as a real-time exact digital duplicate of the “production” AS/400 server currently in use at Police Headquarters for 24-hour operations. The duplicate server is maintained as a high availability backup device and disaster recovery platform. Connectivity between the servers is maintained over the town wide radio communications system’s private high-speed microwave network.
14. With interagency competition for recruits at an all-time high, the department has been forced to spend extra attention to recruiting qualified entry-level police officer candidates. Special effort in this area, to include department representative attendance at several area job fairs, was able to attract 282 applicants during a recruiting drive conducted in late 2007.
15. The department has also participated in several important interagency initiatives, maintaining full-time involvement in the Statewide Narcotics Task Force, Department of Homeland Security’s Joint Terrorism Task Force (DHS-JTTF) and Fairfield County Training Officer’s Association. Additionally, the department has actively supported several regional interoperable communications projects, including spearheading the Fairfield County Police Chief’s Association’s Interoperable Radio Communications Initiative.

## **7. Performance Measurements**

As a whole, the public sector has fallen behind private enterprise in the development and implementation of performance measurement methodologies to aid in operational evaluation and accountability. A number of factors account for this. That public agency, for the most part, provide services in a near monopolistic environment, that they serve a diverse and often anonymous clientele and the usually unshaken belief in the infallibility of their entrenched bureaucratic processes and organizational cultures are among the main culprits. Law enforcement entities, often operating (in part out of necessity) without real transparency, encounter special difficulties when endeavoring to develop effective performance measures. These difficulties are especially apparent as they relate to crime control since the absence of something as unpredictable as aberrant behavior is nearly impossible to measure or otherwise quantify.

Historically, police performance measures have focused almost exclusively on subjective ratings of individual employees by supervisors. Occasionally organizations (to include our own) have used commingled ratings or comparison methodologies to contrast the relative performance of particular work groups or other internal organizational elements. While not completely devoid of value, these evaluation methods tend to focus on either simple quantitative measures of a handful of objective measurable (with a disappointing emphasis on “how much” and not on “how well”) or on subjective impressions of conformity to internal bureaucratic standards. As a result, they are of limited use in measuring organizational efficiency or effectiveness of service delivery.

Development of better measures of individual employee or organizational performance in the law enforcement environment is especially challenging. By its nature, police work is a highly decentralized activity and presents only limited opportunities for evaluators (either internal or external) to measure either group or individual performance. Comparison of traditional objective statistical measurements (crime rates, for example) falls well short of providing any real measure of the effectiveness of a police agency. Several studies have shown that there is little correlation between these statistical measures and citizen satisfaction with the delivery of police services. For example, reductions in crime rates do not universally lead to a matching drop in fear of crime. Further, drops in crime rates can be due to a myriad of factors that fall outside the realm of any law enforcement agency’s control, but most importantly, these types of statistical comparisons provide no information about the most meaningful and intangible types of police services. The ability of the organization to have its members properly use force or to engage in effective dispute resolution strategies cannot be accurately measured through objective statistical comparison.

The evaluation of organizational effectiveness through follow-up contact with a law enforcement entity’s clientele is an often-tried methodology. On first blush, this seems a reasonable data source. Only on consideration does one realize that the overwhelming majority of police-citizen contacts are entirely anonymous. It is nearly impossible to identify and interview the motorist who received a verbal warning for a taillight violation or the citizen who asks an officer for advice in line at the coffee shop. When individuals can be identified as being involved in police-citizen contacts it is usually because they have been subject to arrest or other negative enforcement action or

were involved in an incident that was by its nature a negative experience, for example if they were the victim of a criminal act. Accordingly, any evaluation of police effectiveness they provide may be biased – inadvertently or by design – by the nature and circumstance of the police-citizen encounter.

Development of a meaningful performance measurement strategy for the department is an involved endeavor. The current personnel situation does not permit the appointment of a Command Staff employee to such a project. When circumstances change, the department is interested in advancing several Professional Standards initiatives to include development of a Performance Measurement program.

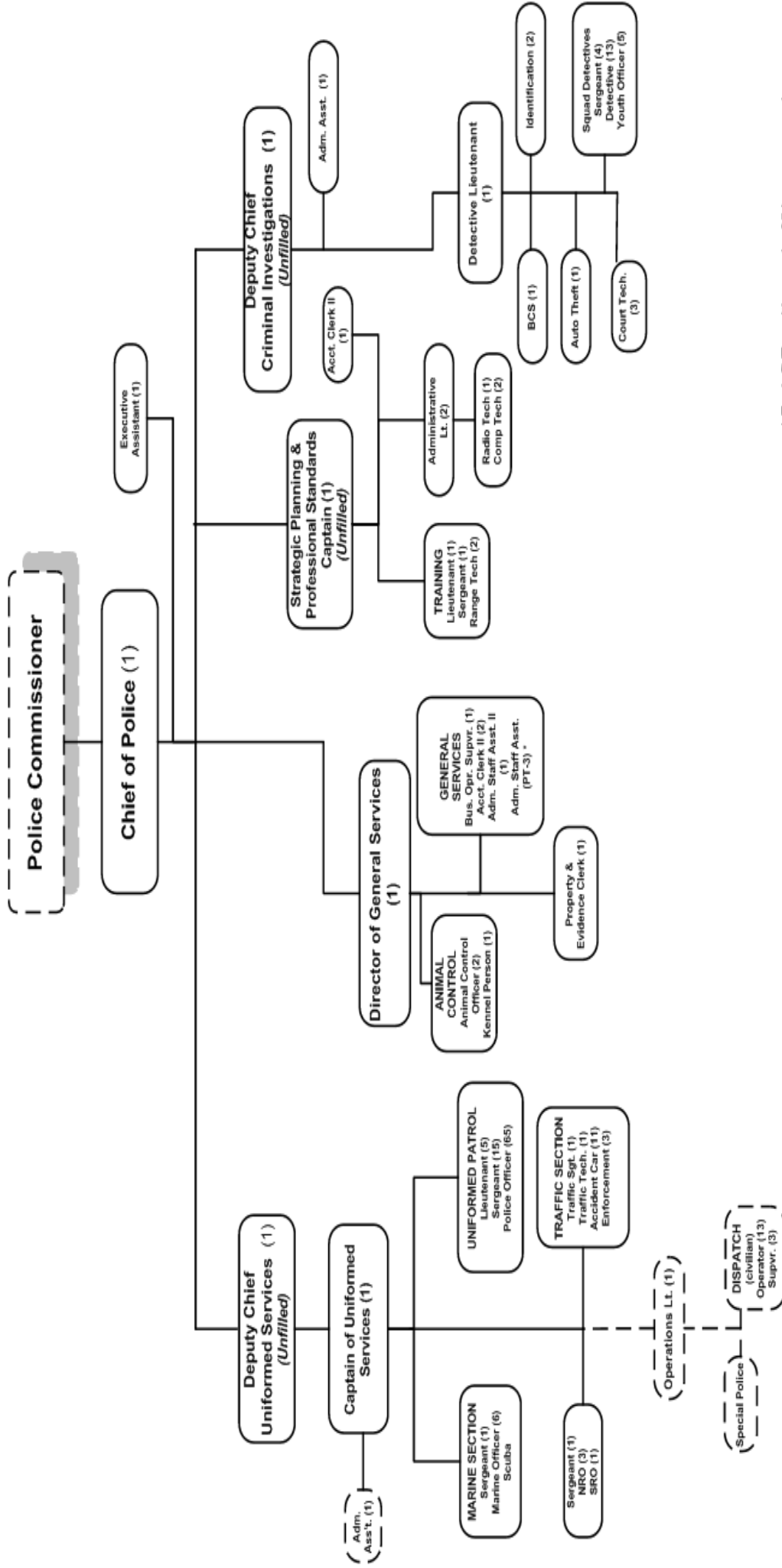
## **8. Other Key Department Issues**

The current legal stalemate over the appointment of Command Staff officers at the department remains the department's largest impediment to measured, professional organizational advancement. Resolution of this issue will enable the development of several planned initiatives and allow the department to proceed beyond what amounts to its current organizational "stations keeping" circumstance.



# GREENWICH POLICE DEPARTMENT - TABLE OF ORGANIZATION

JULY 1, 2008 – JUNE 30, 2009



\* Each P/T position works 25 hours per week

Temporary Reporting for Chain of Command

**10. Actual /Proposed - Summary Personnel Staffing**

**Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	179	3	0	75
<u>FY 05/06</u>	175	3	0	75
<u>FY 06/07</u>	182	3	0	75
<u>FY 07/08</u>	182	3	0	75
<u>FY 08/09 Proposed</u>	187	3	0	75

**Summary Comments on Personnel Changes**

No significant personnel changes have been proposed or are anticipated during FY 08-09.

## **11. Department Financial Summary**

### **A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	\$14,035,862	\$13,718,303
<b>FY 05/ 06</b>	\$14,037,589	\$14, 327,415
<b>FY 06/ 07</b>	\$16,214,031	\$15,770,697
<b>FY 07/ 08</b>	\$16,732,503	XXXXXXXXXXXXXXXXXX
<b>FY 08/ 09 Proposed</b>	\$17,427,130	XXXXXXXXXXXXXXXXXX

### **A – Summary Comment on Expenses**

Proposed expenditures for FY 08-09 comply with the mandates outlined in the Board of Estimate and Taxation’s Annual Budget Message.

### **B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	\$18,975	\$24,786
<b>FY 05/06</b>	\$19,925	\$22,688
<b>FY 06/07</b>	\$20,025	\$24,456
<b>FY 07/08</b>	\$20,025	XXXXXXXXXXXXXXXXXX
<b>FY 08/09 Projected</b>	\$19,500	XXXXXXXXXXXXXXXXXX

### **B – Summary Comment on Revenues**

Projected revenue remains consistent with previous fiscal periods.

**Town of Greenwich**  
**Annual Operational Plan: Department of Public Works**  
**(FY 2008-2009)**

**1. Department: Department of Public Works**

**2. Divisions:**

- Administration
- Engineering
- Highway
- Traffic Engineering
- Waste Disposal
- Building Construction and Maintenance
- Building Inspection / Planning and Zoning Board of Appeals
- Sewer

**3. Department Mission Statement**

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

**4. Department Key Services**

Please note: Key DPW services are listed. Services have been summarized as much as possible. The “Mandated” category has been interpreted to mean strictly driven by state/federal regulations.

- Mandated / must do
  - Manage bridge program
  - Manage Phase 2 Storm water Program
  - Manage regulatory driven traffic maintenance activities
  - Manage municipal solid waste transportation and disposal, and mandatory recycling programs
  - Comply with CTDEP permits for the Holly Hill facility.
  - Conduct lead / asbestos abatement in Town buildings / structures
  - Enforce the state building code and zoning regulations.
  - Meet wastewater permit discharge regulations and consent order requirements.
  - Comply with Call Before You Dig program (mark outs).
  - Comply with OSHA standards and ADA requirements.
- Essential
  - Design and manage capital improvement projects for Town infrastructure (e.g. sidewalks, bridges, storm drain improvements, etc.)
  - Road maintenance; snow and ice control; sidewalks, curbing, bridge, guard rails, fences, parking lot, and other road related maintenance, sign and lines installation/maintenance, various permit programs, leaf collection, roadside mowing, traffic system operation and improvements to ensure the operational safety and efficiency of the roadways, etc.
  - Manage the Town’s storm water infrastructure.

- Manage the efficient transportation and disposal of municipal solid waste including recyclable material.
- Administer, plan, and execute all construction and maintenance activities for town owned buildings except marine docking facilities and Board of Education buildings.
- Manage the building inspection program to ensure timely permit delivery and inspections.
- Provide timely review of development applications and technical support to the Planning and Zoning Commission.
- Proactively manage the Town's wastewater infrastructure through special projects and programs, as needed to maintain effective wastewater operations, including inflow removal, sewer permits, and scheduled maintenance activities.

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09: (external focus)**

**We are highlighting key DPW service delivery projects oriented to projects to improve our effectiveness, efficiency, quality and customer service.**

**1. Goal/objective of project (ongoing):** Improve quality, consistency, and turnaround time for land use reviews to provide improved customer feedback / service. A related goal is to review other development projects (e.g. from the building permit process) for similar issues (drainage and other infrastructure impacts).

**Strategy to progress and finish project:** In 2007, DPW dedicated an experienced staff engineer to the review process. While this has improved the land use review process dramatically, we are finding we need additional staff to cover the volume of work. We do not have staff to begin work examining other development projects.

**Time frame for completion of overall project and each major project stage:** First phase has been successful; our second phase would begin in FY 08 09 if the additional staff persons for this work were approved.

**Risk to time frame – Greatest obstacle(s) to completing this project:** Lack of staff.

**2. Goal/objective of project (ongoing):** Update and clarify the Town's drainage manual.

**Strategy to progress and finish project:** We are working with a consultant to update the Town's drainage manual to meet current state regulations and incorporate current best practices into the manual. We are teaming with other Town Departments in this work. We expect to have a draft drainage manual available in Spring 2008 for review and comment, which will then need to go through a public process for its approval.

**Time frame for completion of overall project and each major project stage:** See above and below.

**Risk to time frame – Greatest obstacle(s) to completing this project:** Difficulty in obtaining consensus among departments, and if code amendments are required, the Town government approval process may affect schedule / completion.

- 3. Goal/objective of project (completed):** To develop a clear and objective traffic calming policy.

**Strategy to progress and finish project:** Policy was moved through a public review process and ultimately adopted by the Board of Selectmen.

**Time frame for completion of overall project and each major project stage:** Total project length was approximately 6 months.

- 4. Goal/objective of project (ongoing):** Implement and maintain a computerized maintenance management system (CMMS) to track Sewer Division maintenance activities. Building on this, DPW is planning to implement the same system for stormwater infrastructure maintenance.

**Strategy to progress and finish project:** Working closely with consulting staff and the software vendor for support, the CMMS system was chosen, configured, and implemented. These aspects of the project are complete; work now continues on its use, incorporating more information into the system, and keeping up with the record-keeping in the system.

**Time frame for completion of overall project and each major project stage:** First phase was completed in 2006, 2007 activities have included significant data entry (both actual and historical) and other program use such as categorizing infrastructure criticality, future year activities include its use as a planning and tracking tool. 2008 and 2009 activities for stormwater infrastructure will include system configuration, startup and training for staff.

**Risk to time frame – Greatest obstacle(s) to completing this project:** Lack of staff to support data entry and system management. Budget for purchase, support and implementation services. Timeframes can be affected based on competing project demands.

- 5. Goal/objective of project: (Completed)** To review and update the pavement management program.

**Strategy to progress and finish project:** Consultant completed the road rating system update and compared findings to the model in the previous plan. Staff is reevaluating the project priority system and maintenance menu, such as the relative benefits of crack sealing, seal coats, and pavement overlays. We will be recommending modifications in the program and reevaluating the annual budget based on these findings.

**Time frame for completion of overall project and each major project stage:** This work will be completed in Spring 2008.

**Risk to time frame – Greatest obstacle(s) to completing this project:** Obtaining consensus for the proposed program revisions and budgetary approval.

- 6. Goal/objective of project: (Ongoing)** Negotiate contracts for the transportation and disposal of MSW and Recyclable materials.

Strategy to progress and finish project: Joined with six other Towns to seek proposal to provide MSW services to replace existing Connecticut Resource Recovery Authority (CRRRA) contracts in the eventuality that the existing contract with CRRRA is not renewed. Two options for the disposal of recyclable materials are being prepared to replace the ongoing contracts to transport, market and dispose of recyclable materials. The current contract expires June 30, 2009.

Time frame for completion of overall project and each major project stage: The new MSW contract needs to be in place and operational by December 31, 2008. The Recyclable contract is to be operational by June 30, 2009.

Risk to time frame – Greatest obstacle(s) to completing this project: **Failure is not an option.**

- 7. Goal/objective of project:** (Ongoing) Develop Standards for Crosswalks and implement. Replace existing crosswalks consistent with new standard.

Strategy to progress and finish project: **Inventory and identify all crosswalks required for update. Develop budget and schedule for updating to the new standard.**

Time frame for completion of overall project and each major project stage: **Implement 2008-09 budget year as budget permits. Complete in three years.**

Risk to time frame – Greatest obstacle(s) to completing this project: **Budget and competing priorities.**

- 8. Goal/objective of project:** (Ongoing) Complete installation and make operational a Town wide signal coordination system to implement demand responsive signal coordination system.

**Strategy for progress and finish project:** Consultant contract to acquire hardware and complete installation and programming of the system. Maintain continuous operation.

**Time frame for completion:** Complete installation and operation 2008-2009 Fiscal Year.

**Risk to time frame:** Consultant failure to perform. System interface issues.

- 9. Goal/objective of project:** (Ongoing) Ongoing program activities to address Sewer Division consent order requirements, which includes ongoing efficient/ effective collection system maintenance and operation.

**Strategy for progress and finish project:** Continue ongoing maintenance and inspection activities, implement new telemetry system, continue private inflow removal program, continue collection system asset management plan activities including flow monitoring.

**Time frame for completion:** Ongoing program – goal is for telemetry to be complete in 2008 (project timeframe is 4-6 months but contract preparation still underway).

**Risk to time frame:** Competing priorities and emergencies can affect staff availability. Need to find part time Inflow Inspector to help continue inflow program – difficulty filling such a position may affect program implementation /program cost.

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09: (internal focus)**

**1. Goal/objective of project (ongoing):** Participate in Cityview project to get Town-wide permitting program up and running. (Note: IT leads implementation for Town Depts.)

**Strategy to progress and finish project:** Participate in Cityview meetings and provide feedback as required during implementation process.

**Time frame for completion of overall project and each major project stage** See IT Dept. schedules.

**Risk to time frame – Greatest obstacle(s) to completing this project:** Migration of Cornerstone data successfully into Cityview and the latter's ability to replicate the currently successful permitting process.

**2. Goal/objective of project (ongoing):** Migrate to electronic timekeeping program for Highway Division, given payroll migration and need to track information more easily for both parties.

**Strategy to progress and finish project:** Review BC&M system to determine what modifications needed to work for Highway Division; coordinate changes with IT Dept, and train / implement system.

**Time frame for completion of overall project and each major project stage:** Project will take several months and be dependent upon staff availability in both Highway and IT Depts.

**Risk to time frame – Greatest obstacle(s) to completing this project:** Ability to get existing program modified to suit Highway in a timely fashion and get staff up and trained on same.

**3. Goal/objective of project:** (Continuous) Commissioner program to report monthly status of service requests and project schedules. Purpose to maintain response times and project schedules.

**Strategy to progress and finish project:** Consistent monthly meetings and teaming among Department staff and other Town agencies as required.

**Time frame for completion of overall project and each major project stage:** Ongoing.

**Risk to time frame – Greatest obstacle(s) to completing this project:** Competing priorities and emergencies can affect schedules. Project schedules are adjusted with input from staff, management and others as required.

**5C Goals - Capital Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**



We have attached the DPW CIP list proposed for FY 08 09, accompanied by the project ranking sheets using standard Town criteria. See below for our capital project tracking documentation, which will show continuing projects.

### **Section 5D – Brief Summary of Overall Capital Project Status**

Please see the attached Division lists of DPW capital projects. Overall status comments include:

Projects with schedules affected by outside agencies:

- Bridge projects: CTDOT schedules and resources affect our forecasts for these projects.
- Cos Cob Power Plant Remediation: Failure to receive DEP permits in a timely fashion and changes in the final project design.
- Sewer Division projects may be affected by regulatory agencies such as CTDEP and USEPA.

Projects with schedules that may be affected by outside factors:

- Sewer Division projects: Once underway, project schedules may be affected by weather and unforeseen field conditions. The UV project will be strongly affected by weather and associated plant flows given the need for shutdowns at low flow periods.

### **6. Department Accomplishments** Key projects completed prior to FY 08/09:

- **Engineering:**
  - Mallard Drive Sidewalk, Safe Routes to School Roadway and Sidewalk Improvements, Dearfield Drive Sidewalk, Town-owned dam inspections, South Water Street and Mead Avenue Roundabout, Dry Hydrant Construction, J.J. Kennedy Garage Sanitary Sewer Line and Pump Station, King Street Reconstruction, Rye Lake Road and King Street drainage improvements, Old Orchard Street Sidewalk, North Street at Rockwood Lake Retaining Wall Repairs, Coordinate grant application, administer, design, construct, inspect and manage local bridge rehabilitation/replacement program.
- **Highway:**
  - Successful paving and roadway repair season including: 45 streets paved 14.05 miles, Stanwich Road – Fairfield Road Sidewalk, Valley Road Sidewalk, Harold Avenue – Sidewalk & Drainage, St.Rochs Avenue, Curb & Sidewalk, Shore Road & Tomac Lane – Sidewalk, Ridgeview Avenue – Drainage & Curbing, Parsonage Road – Drainage, Grove Lane – Brookside Drive – Drainage, Round Hill Road – Guard Rail, Holly Hill Lane – Curb & Sidewalk, Sidney Lanier Lane – Granite Island Curbing, Curt Terrace – Granite Island Curbing, Steamboat Road – Curb & Sidewalk, Liberty Way – Handicap Ramp
- **Traffic Engineering**
  - Installed Uninterrupted Power Supply (UPS) backup at major signalized intersections in Town to provide traffic signal operation during power interruptions.
  - In conjunction with ConnDOT, developed appropriate design for signalization of Indian Field at I-95 Exit 4 northbound ramps.

- Implementation of Safe Routes to School recommendations in various elementary school neighborhoods.
- Installation of a traffic signal at Mason Street, Lexington Avenue and Amogerone Crossway to improve pedestrian and vehicular operations.
- **Waste Disposal:**
  - Renewed hauling and recycling, bulky waste, green waste contracts.
- **Building Construction and Maintenance:**
  - Highlights have included ongoing work on the Safety Building Complex, Glenville Fire Station design and bid, North Street Shed / Animal Shelter designed and preparing for construction, roof replaced on Queen Anne Building, completed Western Greenwich Civic Center, Great Captain's Island Restroom, conversion of the election machines from mechanical to optical.
- **Building Inspection / Planning and Zoning Board of Appeals**
  - Additional inspection staffing to reduce response time to inspection requests – two field inspectors added FY 06-07.
  - Implementation of new inspection requests procedures allowing public to schedule inspection on specific days.
  - Creation of a separate permit record room for public to research permit records.
  -
- **Sewer:**
  - Station A, D, Ivy Street and Ballwood Pump Station Force Main Replacements
  - Station A, D, Eugene, and Willowmere Pump Station Upgrade underway.
  - Phase 2 2006-2007 Sewer Rehabilitation Projects (2 major contracts)
  - SCADA upgrade at plant completed.
  - UV and Headworks projects underway.
  - Private inflow removal program underway.

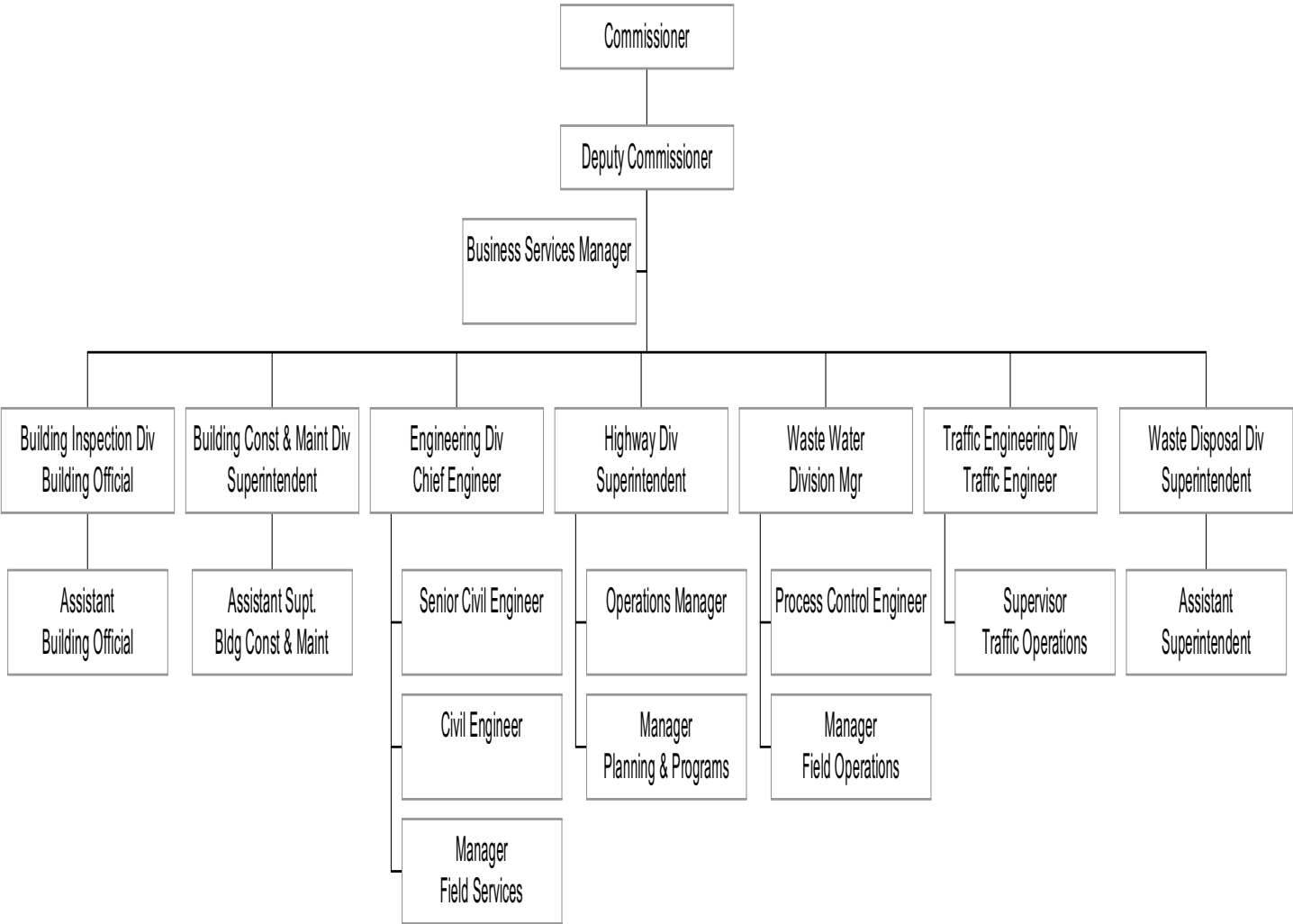
## **Performance Measurements**

- **Administration/Engineering/Building Construction and Maintenance**
  - Eighty-five percent (85%) of projects completed in the year construction is budgeted for construction.
  - Ninety percent (90%) of projects completed within budget.
- **Highway**
  - Maintain minimum pavement management indices (PCI's) as follows: Arterial - 70, Collector - 60, Locals - 40
- **Traffic Engineering**
  - Level of Service D maintained on roadways at all times.
  - Accident rates at statewide averages or below.
  - Complete 75% of all service requests within 2 months.
- **Waste Disposal**
  - Recycling rates maintained at 40%.
- **Building Inspection / Planning and Zoning Board of Appeals**
  - Number of building permits issued.
  - Number of trade permits issued.
  - Number of inspections performed.
  - Number of complaints filed and responded to.
  - Inspection response times.
- **Sewer**
  - Meet SPDES permit discharge requirements.
  - Meet consent order requirements.
  - Number of sewer permits issued, inspections & CBYDs performed.
  - Focus on metrics available from CMMS and work to develop goals in keeping with staff availability and resources.
- **Building Construction and Maintenance**
  - Average response time (reception to completion) for completion of a work order request decreased by .6 days. Continue to improve completion time.

## **8. Other Key Department Issues**

- DPW is short staffed when it comes to particular programs and their appropriate management. This includes our ability to adequately review land use applications (coastal, P&Z, IWWA) for issues pertinent to Town infrastructure and engineering standards (drainage, driveways, sewer, traffic, etc.). We have insufficient staff to handle these applications, nor are we able to even consider reviewing building permit applications for drainage issues. However, this lack of control and review affects residents and staff (through time responding to complaints) significantly. Our ability to meet the Phase 2 Storm water Program requirements surrounding the Town's storm drain system as well as manage our storm water master planning efforts is also hampered by a lack of engineering staff.

9. Department Table of Organization (In Word – Print Layout View)



### Authorized/Proposed Number of Positions

- **Department Total**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	172	16	4	21,060
<u>FY 05/06</u>	171	16	4	21,060
<u>FY 06/07</u>	172	18	3	22,412
<u>FY 07/08</u>	167	22	3	24,752
<u>FY 08/09 Proposed</u>	170	21	4	24,440

### Summary Comments on Personnel Changes

*In 2007-2008 – 1 Maintenance Mechanic, 1 Utility Worker, and 1 Permanent Part Time Laborer, formerly in Traffic Engineering were assigned to Highway Division Signs and Lines. In 2007-2008 1 Permanent Part Time Laborer was hired to provide litter control in central business district.*

*In 2008-2009, DPW has proposed the addition of two engineers for our development program. We have also proposed making the permanent part-time employee at the Holly Hill Resource Recovery Facility full-time. This will give us better control over the facility and will allow us to continually improve our recycling and enforcement activities at the facility.*

## 11. Department Financial Summary

### A – Expenses

- **Departmental Totals**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	20,986,135	21,701,981
<b>FY 05/ 06</b>	22,220,823	21,570,745
<b>FY 06/ 07</b>	23,105,208	22,694,371
<b>FY 07/ 08</b>	25,053,043	XXXXXXXXXX
<b>FY 08/ 09 Proposed</b>	26,526,882	XXXXXXXXXX

#### A – Summary Comment on Expenses

None noted

### B – Revenues

- **Departmental Totals**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>5,751,200</b>	<b>7,514,657</b>
<b>FY 05/06</b>	<b>7,003,000</b>	<b>8,320,681</b>
<b>FY 06/07</b>	<b>9,319,225</b>	<b>8,214,185</b>
<b>FY 07/08</b>	<b>7,331,425</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>7,411,425</b>	<b>XXXXXXXXXX</b>

#### B – Summary Comment on Revenues

## **Annual Department Operational Plan FY-2008-2009**

**1. Department:** Fleet

**2. Divisions:**

**3. Department Mission Statement:**

- Provide total quality and professional Fleet Management to the User Departments and the Town.
- Operate a well-maintained, cost effective and efficient Fleet Management system, insuring that the Town's vehicles and equipment are reliable, safe and suitable for the job function, economical for the Town to own, and operated in an environmentally responsible manner

**4. Department Key Services**

1. Operation of the Vehicle Maintenance Center, providing comprehensive preventative maintenance and repairs to the Town's fleet of vehicles and equipment.
2. Develop policy and procedure for the Town's fleet.
3. Provide technical specifications, vehicle and equipment replacement recommendations.
4. Maintain and analyze Fleet data and Fleet inventory.
5. Control parts distribution.
6. Control the Town's vehicle fueling sites.
7. Keep the Town current on rules, regulations and technology affecting the Town's Fleet and operation of the Vehicle Maintenance Center.



## **5. Department Goals for Fiscal Year 08-09**

- For three consecutive fiscal years the Fleet Department completed and submitted an Outcome Based Budget, (which has been discontinued), the Department will continue to monitor the defined outcome measures to insure we maintain our targeted results.
- Provide specialized training for the Fleet Technicians and insure that they are motivated to continue obtaining additional certifications.
- Further explore the availability and benefits from purchasing vehicles off the State(s) contracts where possible and beneficial to the Town.

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **Service Delivery Projects to be Completed FY 08-09**

- a1)Goal/objective of project: Established standard labor times to vehicle repairs and vehicle types.

Strategy to progress and finish project: Eliminates the manual process of these calculations and a tool to measure performance and repair type coding. Project was completed to date and is being monitored.

Time frame for completion of overall project and each major project stage: Times to vehicle repair types have been entered into the FASTER Fleet Maintenance program. Establishing new repair types as required is essential.

Risk to time frame: Data has been compiled, should not be any risks providing we keep current with new vehicle technology to diagnosis and repairs type standards and coding updates.

Performance Measures & Frequency: Activity reports are monitored daily to verify and insure that times are within parameters, and if not why.

- **a2) Goal/objective of project:** Improved usage and efficiency of the Technician's workstations that were installed with the last FASTER Fleet Maintenance program upgrade.

**Strategy to progress and finish project:** Realigned downstairs' office and provided additional training on the operation of the workstations.

**Time frame for completion of overall project and each major project stage:** Completed to date. Technicians enter specific data on assigned work orders.

**Risk to time frame:** Should not have any risk , as long as work orders are reviewed to insure compliance, and workstations are up and running.

**Performance Measures & Frequency:** Work Orders to work stations activity is monitored daily, as are work orders.

- **a3) Goal/objective of project:** Shop Floor Manager, a segment of the FASTER system, was implemented to "flag" a vehicle when recalls or special order parts are received.

**Strategy to progress and finish project:** Reducing downtime and the number of times vehicles have to be brought to Fleet, and facilitates coordinating scheduling with User Departments

**Time frame for completion of overall project and each major project:** Segment is being used.

**Risk to time frame:** If vehicle is "flagged" and notification is ignored or differed.

**Performance Measures & Frequency:** Shop Floor Manager reports are run periodically and checked against vehicles scheduled for service or repairs.

**b) Service Delivery Projects to be Continued FY 08-09 :**

- b1) Goal: Bring specialty equipment repairs in-house.

Strategy: Expedite repairs and reduce downtime.

Continue training provided by manufacturers and equipment providers on the new technologically challenging vehicles and equipment.

Time frame: Continued specialized training sessions that are scheduled over the next few months, and those being planned going forward.

Risk to time frame: Funding for training

- Scheduling work load around training
- Support to User Departments with short workforce due to absenteeism (Vacation/sick/Worker's Comp)

Performance Measures & Frequency: Monitor in-house repair percentage to outsource repair percentage, to type of repairs or servicing.

- b2) Goal: Monitoring outcome measures to targeted results and benchmarking.

Strategy: To insure that the department is maintaining a high level of service to User Departments.

Time Frame: On going

Risk to time frame: Lack of funding due to escalating operational cost beyond our control (fuel)  
-Lack of personnel

Performance Measures & Frequency: Daily operational monitoring

Generating monthly operational reports comparisons to include:

- \* Overall cost
- \* Cost per mile (cpm)
- \* Miles per gallon (mpg)
- \* Downtime
- \* Labor hours (wrench turning to available hours)

- b3) Goal: Maintaining Vehicle Maintenance Center (VMC) Environmental compliant

Strategy: To insure that the facility is compliant in all Federal and State rules, regulations and mandates for this type of facility, and the safety of the department's and other Town employees, as well as the public at large.

Time Frame: On going

Risk to time frame: Time required for annual training and keeping up with changing rules and mandates.

Performance Measures & Frequency: Annual training and facility inspections by a certified professional in this field.

---

c) Service Delivery Projects to be Planned:

- c1) Goal: Pursue obtaining replacement vehicles off State(s) contracts

Strategy: By purchasing vehicles off the State contract eliminates the need to prepare bid specifications, RFP's, and evaluation of bids submitted. This procedure allows Fleet to work with the User Department to select the vehicle for the job function, unfitted as required, and obtain the best price, thereby saving many labor hours for all concerned and reducing overall replacement costs.

Time frame: Obtain available vehicle State's contract information prior to approval of funding

Risk to time frame – Contact information not available  
– Change in State contract that would then not meet our requirements

Performance Measures & Frequency – Analysis time saved by all concerned between buying off State contract verses preparing specifications, RFP's and evaluating, and price comparison.

- c2) Goal: Update Department's Operational Manual

Strategy: Coordinate each of the manual chapters with employee who has that job responsibility, then cross train by having other employees do that function by following the steps in the manual. Provides the method to correct and include coding changes.

Time frame: Start after budget is completed and finish by end of February.

Risk to time frame: – Lack of personnel due other responsibilities.

Performance Measures & Frequency – Use of manual to insure that operational functions are performed correctly, with conformity and continuity. The functionality and effectiveness in cross training.

- c3) Goal: Stipend for those ASE Certified Technicians that have gone above and beyond in obtaining other job related certifications.

Strategy: Similar to obtaining the ASE pay grade increase. Perform a study as to other government agencies, present to approving authorities, establish criteria, and set time line.

Time frame: During the course of the FY to have in place by the start of FY 09/10 budget.

Risk to time frame: Time to conduct study and non-buy in from approving authorities.

Performance Measures & Frequency: How many additional certifications are obtained by the ASE Technicians.

---

**d) Service Delivery Projects to be Proposed:**

- d1) Goal: Obtain more replacement vehicles with Hybrids

Strategy: Inquire as to grant funds available - determine which replacement vehicles can be hybrids, and get buy-in from User Department by demonstrating the success of the newly acquired Hybrids.

Time frame: During the replacement cycle.

Risk to time frame: - No grant funds available  
- Problems with current hybrids,  
- Non-acceptance by User Departments

Performance Measures & Frequency: The success of the current vehicle and buy-in from the User Department. To date two Hybrid replacement vehicles have been placed into service.

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order:**

Goal:

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**b) Special Projects to be Continued in FY 08-09:**

Goal: Continue to implement upgrades in the FASTER Fleet Maintenance and WARD automated fuel programs.

Strategy: Review changes and upgrades that are proven to be beneficial to the program, and not be the Bata testing facility.

Time frame: As developed by the providers

Risk to time frame – Time involve to install, implement and update  
– Procedures  
– Funding

Performance Measures & Frequency: Gauge if current version is working in our system verses upgrades, and benefits to upgrading.

---

**c) Special Projects to be Planned in FY 08-09:**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**d) Special Projects to be Proposed in FY 08-09:**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09**

NONE

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

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**b) Capital Projects to be Continued FY 08-09 :**

NONE

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09**

NONE

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency



**d) Capital Projects to be Proposed FY 08-09**

NONE

**Project Name**

**Project Number**

**Time frame**

**Risk to time frame**

**Original cost**

**Revised cost (if applicable)**

**Risk to latest cost estimate**

**Performance Measures & Frequency**

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**Section 5D – Brief Summary of Overall Capital Project Status**

Currently work with DPW for the installation of a heavy duty washing facility at the VMC. Considerable effort has been put forth in reconfiguring and designing where the current equipment will be placed. At this time no capital item or project are planned under the Fleet Department. Once this major project is completed, Fleet will assess any future needs. Over the past several fiscal years, much of the capital items (lifts, etc.) have been replaced, as have the computerized programs, and fuel site equipment.

## **6. Department Accomplishments**

1. For the third consecutive year, the Department met the ASE (Automotive Service of Excellence) certification requirements to be a “Blue Seal” ASE certified facility. As of October 2005 we proudly posted the ASE banner, and again, October 2006 and October 2007. Seven (7) Technicians have met the requirements for a position upgrade, and another is working toward that goal.
2. The Fleet Department received the Certificate of Achievement award in 2006 and 2007 as one of the Top 100 Best Fleets in North America. This program recognizes peak performing fleet operations and encourages increasing levels of performance improvements within the industry.
3. For the third consecutive Fiscal Year, the Fleet Department completed and submitted an Outcome Based Budget, which has been discontinued. The Department defined the results and achievements to the Outcome Measures and Program Statements for the Outcome Based Budget submitted for FY 06/07. The department found this process to be a helpful benchmarking tool and a measurement of our objective and goals. The evaluation of the results indicated areas that were on target, while others were plus or minus what was originally projected. The Department’s Outcome Based Budget has four (4) Department wide Outcome Statements that includes eleven (11) Outcome Measures, four (4) Program Segments with eleven (11) Outcome Measures.
4. For FY 07/08 Fleet has purchased 90% of replacement vehicles off the State contract, which now includes up-fitting. This has greatly simplified the process and saved considerable time on preparing and evaluating bid specifications.
5. With the installation of the upgrade to the FASTER fleet maintenance program, standard times for specific repairs to vehicle types were established. This enables us to generate a report that insures repairs are coded to the correct repair category and the time equates to industry standards. In addition, the Shop Floor Manager feature was activated to insure that vehicles requiring future actions, like recalls, are taken care of if the vehicle comes in for another reason.
6. Phase 2 of the new automated fueling system was completed in 2005/2006 with the installation of the remaining fully automated fueling devices in the Town vehicles.

7. Outsourcing Parts Room Function continues to be successful with projected labor hours saved and the elimination of over \$300,000 of parts in inventory. A new contract is in place for FY 2007/08.
8. Training to promote safety in the work place continues to be an integral part of the Department's training program, as is the annual testing, inspection, and training required for the operation of the VMC facility to conform to OSHA Employee Right-to-Know Safety Rules, Regulations and Mandates of the Environmental Protection Agency (EPA), the Resource Conservation and Recovery Act (RCRA), the Occupational Safety and Health Administration (OSHA), and the Storm Water Pollution Prevention Plan for the discharge of storm water, as is specialized training on the new vehicles, equipment and their component technology.
9. The above processes as well as those that are required to operate the VMC and the Department are detailed in the Department's twenty-three chapter Operational Manual that is updated annually.
10. The acquisition of two replacement vehicles with Hybrids.

## 7. Performance Measurements

- Examples of some of the Outcome Measures-06/07 Results
  1. Downtime on User Department vehicles not to exceed 10% - Actual 4.16%
  2. Parts on demand not to be less than 90% on average - Actual 92.02%
  3. Repeat repairs not to exceed 5% - Actual 5.79%
  4. Overall User satisfaction survey results with new vehicles at least 4.75 on a 5.0 scale - Actual 4.10
  5. Labor time to equate to no more than 18% of Industry standards – Actual 10.61%
  6. Town's Fleet average MPG's to increase 3% to 9.60 MPG's – Actual 9.30 MPG's
  7. New vehicles placed into service within 2.5 working days from delivery to Fleet – Actual 1.42 days
  8. The Vehicle Maintenance Center complies with 100% of State and federal rules and mandates – Actual 100%
  9. The percentage of overdue preventative maintenance servicing does not exceed 5% annually – Actual 7.54%
  10. User Department satisfaction rate is 99% on annual analysis of Total Quality Management program, (TQM) – Actual 100%
  11. 95% of 24/7 of repair notifications are completed within 48 hours – Actual 85.71%
  12. 100% of recommended replacement vehicle inspections are processed within 21 working days from generating list – Actual 100%
  13. 90% of recommended vehicle replacement specifications to be written within 75 working days of receiving funding approval – Actual 95%
  14. Complete Manufacturer Safety Data Sheets (MSDS) are on file 99% of the time – Actual 100%
  15. Required programs will have 99% of trained personnel – Actual 100%
  16. New automated fuel system will reduce fuel site downtime to no more than 0.04% - Actual 0.002%

### **Other Key Department Issues**

The importance of having a washing facility at the VMC is coming to fruition, the work bay areas have been redesigned to accommodate the washing equipment and the sewer lines are in the process of being installed. This is a big step in reducing the rust and corrosion on the heavy-duty vehicles and prolonging their service life. The downstairs service office was reconfigured to maximize efficiency.

### **9. Department Table of Organization**

See Attached

### **10. Actual /Proposed - Summary Personnel Staffing**

#### **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<b>FY 04/05</b>	15	2	5	3,166
<u>FY 04/06</u>	15	2	2	2,624
<u>FY 06/07</u>	15	2	0	2,600
<b>FY 07/08</b>	15	2	1	3,060
<u>FY 08/09 Proposed</u>	15	2	0	2340

#### **Summary Comments on Personnel Changes**

Temporary Part Time personnel used to augment absenteeism and Workers Comp

**No Major change in the number of employees, only ASE Certification upgrades and replacement new hires at the ASE Certification grade.**

**11. Department Financial Summary****A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>2,324,934</b>	<b>2,310,017</b>
<b>FY 05/ 06</b>	<b>2,622,629</b>	<b>2,598,554</b>
<b>FY 06/ 07</b>	<b>2,811,692</b>	<b>2,797,507</b>
<b>FY 07/ 08</b>	<b>2,852,092</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>3,073,294</b>	<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses**

FY 2008/09 budget reflects additional funds in the fuel account based on the market price of gasoline, diesel, oils and lubricants. Additional funds in the parts account were requested due to the increase in the cost of tires and parts. Not included in these calculations are the 12 new acquisition vehicles and 26 new acquisition pieces of equipment that have gone into service over the past 18 months, or are on order at this time. These additional units will also have an impact on the gallonage of fuel required. In addition, the cost of parts, preventative maintenance included, are more expensive for the newer model vehicles, and parts have increased overall beyond the 3 to 3.5% budgetary cap.

**B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>N/A</b>	<b>N/A</b>
<b>FY 05/06</b>	<b>N/A</b>	<b>N/A</b>
<b>FY 06/07</b>	<b>N/A</b>	<b>N/A</b>
<b>FY 07/08</b>	<b>N/A</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>N/A</b>	<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective**

**Health Department**

The objective of this plan is simply to allow local government to demonstrate accountability to the citizens it serves through a system that measures program performance and embraces strategic planning so that results can be directly connected to the budget process.

Today, citizens are concerned with end outcomes. They demand and desire quality public services and expect that their tax dollars be used wisely to provide those services. As a result, government officials have a responsibility to ensure that programs meet their needs as well as their objectives in a cost-effective and efficient manner. Adopting a measurement performance program can play an important role in this achievement. The act of trying to measure program performance is not new. Over the last several decades, government has tried to implement a planning-programming-budgeting system; but has failed on numerous occasions. The most significant reasons were that it was too time consuming, inflexible and much too complex.

Since the beginning of this decade, however, the concept of government accountability has taken on a new look. In this view, government is seen to be accountable when it can show the purchases from tax dollars in terms of products and services, demonstrate how expenditures can be beneficial and present how efficiently the funds are being used. This type of accountability not only holds government responsible for its actions, but also for the results of its actions. Today, government performance measurements focus on the results, or outcome, of operations and not solely on how results are attained. This approach is clearly “customer” oriented, as opposed to departmental. It emphasizes the impact services have on citizens and fosters public awareness. Most importantly, through this effort citizens are given the means to evaluate, understand and participate in government process.

History

To understand the basis for the direction the Department followed in its operational plan, it will be necessary to understand the development of performance measures for public health practice. In addition, it will also be equally important to know what public health is and what its responsibilities are to the public it serves.

Basically, public health is an organized set of activities that protects and promotes the public’s health. Although the definition of public health has been described in slightly different ways over the last century, it has been characterized for the future as fulfilling society’s interest in assuring conditions in which people can be healthy. This definition, among other things, directs itself to the many conditions that influence health and wellness. Public health is also expected to respond to the changing health care environment with the consistent goal of reducing the incidence of disease and disability in the population. This overall goal of disease prevention is also shared among public and private sectors as well as communities and individuals.

To accomplish goals and objectives, the substance of public health has been organized through an infrastructure that is supported by three core functions: assessment, policy development and assurance. Assessment is the surveillance process that identifies public health threats and trends.

Policy development provides the decision-making process and the assurance function provides the means to obtain necessary health services for public health protection.

Public health services are delivered in two ways and are needed by the entire population. These include population-based and personal services. Personal or direct health services involve interaction between a health care professional and a patient while in contrast, population-based services is directly related to the provision of essential public health services. The latter service is described as interventions that alter the social and physical environment, change health-related behavior or reduce the risk that causes health problems. These services are also available for the entire population of a community rather than just for individuals. Often enough, however, they are less visible and more difficult to understand than medical services.

### Public Health Performance Measurement

In the 1990's, performance measurement was looked upon as the "new engine" for public health. It was also believed that performance measurement (of capacity, process and outcome) would lead to improved public health practice and thereby improved community health. However, before this could happen, public health would first have to be measured and understood.

Performance measurement for public health is described as a means for achieving multiple desirable outcomes: assurance that the public health processes and functions are being carried out optimally; enhanced visibility and creditability with policy matters and the public; facilitation of performance-based budgeting; strengthened public health infrastructure and an improved public health science base. Although this was considered to be the right approach to gain creditability its implementation would come with many challenges. In 1994, public health responsibilities and essential services were summarized and presented by the U. S. Public Health Service. The vision of public health was presented as seeing healthy people in healthy communities by means of promoting health and preventing disease.

The public health infrastructure includes resources and relationships necessary to carry out the core functions and essential services of public health. In Connecticut, local health departments are critical providers of population-based essential public health services at the local level. The State of Connecticut utilizes population-based planning to assess resident health status and measure the availability of health service. Although Connecticut has continued to guide and plan for the health of its population, it responded most favorably to the national initiative, ***Healthy People 2000***. This initiative, which outlined specific goals and objectives, was designed to specifically improve health status and the public health infrastructure in the next century. Today, ***Healthy People 2010*** is in effect and has been designed to meet the nation's health objectives over a 10-year timeframe. The ***Healthy People 2010*** initiative has placed a greater emphasis on health outcomes and is supported by 467 objectives in 28 focus areas. It has also provided a set of Leading Health Indicators that target actions to improve health. Building upon past successes, ***Healthy People 2010*** is poised to address the concerns of the 21<sup>st</sup> century and serves as a guide to both local and state agencies for implementation.

### Conclusion

In this connection, the Department of Health's Operational Plan incorporates the mission of public health along with its goals and objectives. The plan as designed is considered a work in progress and includes a template for a Balanced Scorecard to be developed. In addition, a draft



Program Service Delivery Plan (Appendix I and I-A) has been included and will serve as a guideline for future planning.

**TOWN OF GREENWICH**

**Annual Department Operational Plan  
(FY 2008 – 2009)**

**1. Department**

**Greenwich Department of Health**

**2. Divisions**

Administration (includes Emergency Preparedness and the Business Office)

**Office of Community Health Planning**

**Division of Environmental Services (includes Environmental Health and Laboratory Services)**

**Office of Special Clinical Services (includes HIV/STD and Dental Health)**

**Division of Family Health**

**3. Department Mission Statement**

**SEE NEXT PAGE**

CAROLINE CALDERONE BAISLEY  
DIRECTOR OF HEALTH



MICHAEL LONG, Director  
DIVISION OF ENVIRONMENTAL SERVICES  
DOUGLAS SERAFIN, Laboratory  
DEBORAH TRAVERS, Director  
DIVISION OF FAMILY HEALTH  
THOMAS MAHONEY, Director  
SPECIAL CLINICAL SERVICES  
STEPHANIE PAULMENO, Director

## DEPARTMENT OF HEALTH

### GREENWICH DEPARTMENT OF HEALTH

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. The core activities of public health services 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 to improve the quality of life, identifying critical health needs, allocating health resources and planning for public health emergencies which may require a public health response.

The Greenwich Department of Health's 2006/2007 budget enabled the Department to partially fulfill its goals and objectives for its public health commitment to the Greenwich community. With additional State and Federal funding, however, many of the essential public health services were provided to the community.

#### VISION STATEMENT

**To create a healthy and safe environment within Greenwich, so that all residents may have the opportunity to enjoy full, active and healthy lives.**

#### MISSION STATEMENT

As the primary public health agency in the community, the Greenwich Department of Health will provide public health services along with leadership and guidance to health agency providers in an effort to prevent disease, premature death, illness and disability in the Greenwich population. Functioning as the statutory base for local public health activities, the Department of Health will promote individual health; work to gain community commitment for a safe, healthier lifestyle and advocate for health policy changes that affect quality of life. The Department will also collaborate with community health partners to identify critical health needs, allocate health resources to those who need them, facilitate the delivery of public health services and reduce health disparities so that equal access to health care can be obtained by all.

As of July 1, 2006, Greenwich population was 62,193 with the State population at 3,510,287. Of the 8 counties in Connecticut, Fairfield has the largest population at 902,106, followed by Hartford at 878,290 and New Haven at 846,828.

#### 4. Department Key Services

##### (M) MANDATED SERVICES - MUST DO ACCORDING TO CT GENERAL STATUTES AND PUBLIC HEALTH CODE:

1. Protect people from communicable and chronic disease through provisions of: preventive services including, but not limited to immunization, screening, referral and treatment, case management, counseling, regulation, disease surveillance and investigation, assessment, monitoring, collaborating with community health partners and exercising the statutory authority of the local Director of Health to protect the public's health when needed.

Administration, Office of Community Health Planning, Office of Special Clinical Services, Environmental Services and Family Health

2. Enforce public health laws and regulations to protect human health and the environment

Administration, Office of Community Health Planning, Office of Special Clinical Services, Environmental Services and Family Health

3. Assure the quality, accessibility and accountability of medical care by providing direct public health services, especially for disadvantaged populations and mobilize resources (indirect services) when needed health services are identified in the community. The Department's services will include, but not be limited to: nursing services (adult, maternal and child health), environmental health services, communicable disease investigation, patient case management, screening, treatment and counseling for targeted conditions, public health education, community planning and service referrals.

Office of Community Health Planning, Office of Special Clinical Services, Environmental Services and Family Health

4. Plan for public health emergencies through the provisions of: developing and contracting for emergency medical service system that includes identification of primary services, mutual aid, mass casualty plans and participation in regional planning.

Administration (Public Health Preparedness), Environmental Services, Family Health and Office of Community Health Planning \***Note:** The Greenwich Department of Health spearheaded the creation of Greenwich Emergency Medical Service (GEMS) and holds the \$3 million service contract for the Town of Greenwich

5. Provide public health education about disease, health issues and health hazards with emphasis on prevention through provisions of: service programming, presentations, classroom instruction, i.e., dietary control of disease, public forums and literature distribution for the prevention of illness, disease and promotion of positive health.

Environmental Services, Family Health, Office of Special Clinical Services and Office of Community Health Planning

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

Administration, Environmental Services, Office of Special Clinical Services, Office of Community Health Planning and Family Health

7. Maintain a competent, skilled public health workforce that can plan and respond to a public health emergency, foster the use of new technologies, research for new insights with innovative solutions and lead the development of health policy and planning.

Administration

**(E) ESSENTIAL FOR ACHIEVING DEPARTMENT'S MISSION AND IMPLEMENTING MANDATED SERVICES**

1. Collaborate with community health system partners to provide and maintain the community's health status while identifying critical health needs.

Office of Community Health Planning, Office of Special Clinical Services, Environmental Services and Family Health

2. Engage the community to identify and solve health issues and problems

Administration (Public Health Preparedness), Office of Community Health Planning, Office of Special Clinical Services Environmental Services and Family Health

3. Work towards reducing health disparities in the population for equal access to health care through provisions of collaborating with community health system partners.

Office of Community Health Planning, Office of Special Clinical Services and Family Health
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**Note:** Although items listed under the section mandated are laws and regulations of the State of Connecticut, many of them are included through responsibility requirements set forth in the Greenwich Town Charter and Code. Also, items listed under the **Essential** category are considered expectations for the public health workforce in achieving the mission of public health.

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals – Service Delivery Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

#### **b) Service Delivery Projects to be *CONTINUED* in FY 08-09:**

##### **1. Goal:**

To secure an internal data tracking and monitoring system for the Department that allows for:

- (1.) Linking Environmental Health Services with Laboratory Services
- (2.) Monitoring disease and illness activities with local and state health care providers
- (3.) Link common elements between Department Divisions with a specialized program so that information can be shared (i.e., disease outbreak)

##### **Strategy:**

Work with the Town's Information /technology Department to fund and support a program

##### **Time frame:**

End of 2008/2009 FY completion

##### **Risk to time frame - Greatest obstacle(s) to completing this project:**

Inability for the IT Department to fund and support the project

##### **Performance Measures & Frequency**

Number of residential properties with information pertaining to private well water supplies and subsurface sewage disposal systems that can be accessed by the Environmental Services Division

Types of diseases and illnesses occurring in the community, i.e., name of disease or illness; where in the community it is occurring, who is being affected, etc., that can be monitored regularly and accessed by multiple Divisions

List of common elements to be shared between Divisions to promote efficient investigations in the Department

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**c) Service Delivery Projects to be *PLANNED* during FY 08-09:**

**1. Goal:**

To concentrate on improving customer perspectives in delivering services by reviewing some contributing factors such as convenience of services, price of services, quality of services and services that specifically target special groups and populations

**Strategy:**

Develop a customer survey questionnaire that would enable the Department to obtain information about services offered and other services that may be needed. Through the use of populations already served, the survey will be distributed, collected and tabulated. The Department will also try to work with the IT Department so that responses by email mailbox can be received.

**Time frame:**

End of 08/09 FY completion

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Public willingness to respond to questionnaires and ability to work with IT Department to set up an online survey email mailbox.

**Performance Measures & Frequency**

Number of surveys distributed and collected from clients served, i.e., well drillers, septic system engineers, public school students, public utilizing the lab, etc.

Number of surveys filled out and returned by the general public via email

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**2. Goal:**

To provide an enhanced web page site for the public to obtain easy access health information on Department programs and public health issues

**Strategy:**

To hire a consultant through State funding who will work towards enhancing the language that describes Department services and recommends the posting of pertinent health information for the Town's web page site. All information will be easy to read, understand and easy to navigate through



**Time frame:**

End of 08/09 FY completion

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Staff workload

Rejection of the project's final product by IT

**Performance Measures & Frequency**

Number of times the web page is accessed

Number of positive questionnaire responses

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**5B. Goals – Special Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be *COMPLETED* FY 08-09:**

**1. Goal:**

To prevent the number of possible foodborne disease incidents in Class IV food service establishments by improving food service employee behaviors and practices that directly relate to foodborne illness.

**Strategy:**

To accomplish this goal during the course of the fiscal year 07/08, qualified staff of the Division of Environmental Services will ensure that at least 23 foodservice training sessions are provided to at least 20% of the Class IV food service establishment employees through the Qualified Food Operator (QFO) on staff in the establishment. The training program will be reviewed by staff to include food safety risk factors that contribute to foodborne illness. After the training session is implemented by the QFO, the Department's staff will observe food handling practices within the establishment on progress forms (to be developed) and review information provided on the establishment's employee training forms. The training program conducted will also be assessed for its effectiveness.

**Time frame:**

Beginning of 08/09 FY; Quarterly training sessions will be observed by qualified Department staff

**Risk to time frame – Greatest obstacle(s) to completing this project:**

Staffing levels of certified inspectors and staff workload as it pertains to land use needs. In addition, outbreak and complaints that may take up considerable time for investigation.

**Performance Measures & Frequency:**

Number of Class IV food service establishments that conduct food service training sessions with oversight by Department staff on a quarterly basis

Number of programs that demonstrate effectiveness towards reducing foodborne outbreak incidents

## 2. **Goal:**

Develop formal Memoranda of Understanding (MOU) with community health system partners, local and state agencies and regional entities for services to be supplied during a public health emergency

### **Strategy:**

Draft a working document of agreement for review and comment in an effort to obtain a formal document outlining responsibilities for all parties involved

### **Time frame:**

Beginning of 08/09 FY

### **Risk to time frame – Greatest obstacle(s) to completing this project:**

Staff workload

Unwillingness of healthcare partners to collaborate and funding for Public Health Preparedness Coordinator's position

### **Performance Measures & Frequency:**

List of collaborating healthcare partners in the community

Number of MOU's designed to support a positive public health emergency response in the community

Necessary annual revisions

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## 3. **Goal:**

To screen for potentially high levels of radon in air (over 4 pico curies per liter) in areas of Greenwich that have been under-tested (up to 10% of available households)

### **Strategy:**

Provide incentive testing by utilizing state grant funds to offset the cost of testing to the homeowner. Participants must be first time tester. Educational materials will also be provided for information and informed decision making to remediate high levels

### **Time frame:**

Beginning of 08/09 FY

**Risk to time frame – Greatest obstacle(s) to completing this project:**

Insufficient number of tests performed due to funding restrictions or testing error and warm weather conditions

Staff workload

**Performance Measures & Frequency:**

Number of radon in air tests conducted

Percentage of homes tested

Number of homes over the Environmental Protection Agency (EPA) radon in air limit of 4 pico curies per liter

Seasonal testing (November – March)

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**b) Special Projects to be *CONTINUED* FY 08-09:**

**1. Goal:**

To provide at least 20% of the total number of client assessments through direct visits in the home or office setting in an effort to maximize the control of communicable diseases.

**Strategy:**

To accomplish this goal, the communicable disease program will be evaluated in an effort to develop better criteria that require direct assessments. Enhancement of the existing reporting system will also be needed along with increased discussions with staff. The process will also identify confounding factors and barriers to direct assessment.

**Time frame:**

End of 08/09 FY; continuous oversight of the program as it progresses

Utilization of part-time nursing staff when needed.

**Risk to time frame – Greatest obstacle(s) to completing this project:**

Staffing levels and workload; outbreaks requiring immediate investigation, time needed for patient oversight, other public issues arising

**Performance Measures & Frequency:**

Development of criteria requiring patient visits

Time taken to conduct assessments

Number of home or office settings

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2.     **Goal:**

To assist in preventing and reducing sexually transmitted diseases (STD), HIV and unintended pregnancies in the adolescent population especially those attending public school

**Strategy:**

To obtain 95% participation of eligible students attending public schools in the public health education curriculum offered by working with the Board of Education

**Time frame:**

End of FY 08/09, working towards achievement during school year curriculum

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Staff workload, school population needing instruction and cooperation by the Board of Education

**Performance Measures & Frequency:**

Number of eligible school age children in public school system taking the health program curriculum

Number of eligible school age children opting out of the school health curriculum by parent request

List of reasons for non-participation in the program and ways to overcome them

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### 3. **Goal:**

To continue providing health resources to the uninsured and underinsured and underserved populations in an effort to reduce the numbers of residents who do not have access to health care. Data acquired for Greenwich for 2006 by the CT Office of Health Care Access demonstrates a sizable drop in the numbers of uninsured, however it is misleading because it was a small sample and 1/3 of the respondents from Greenwich were over 65+, thus skewing the results. The data researcher felt the data combining the Greater Stamford area has greater reliability (Michael Sabados, Ph.D. Associate Research Analyst, Office of Health Care Access. Michael.sabados@po.state.ct.us )

Table 1: Distribution of **Greenwich** residents' health insurance coverage (%), 2004 & 2006

Coverage type	2004	2006
Medicare	8.5	24.2
Employer Based	65.2	65.1
HUSKY	0.8	4.6
Self-purchase	9.2	2.9
Uninsured	16.3	3.3
Total	100%	100%

Source: Connecticut Office of Health Care Access 2004 and 2006 Household Surveys

Table 1: Distribution of **Greater Stamford** area health insurance coverage (%), 2004 & 2006

Coverage type	2004	2006
Medicare	13.7	11.4
Employer Based	64.4	68.0
HUSKY/SAGA	5.3	8.8
Self-purchase	7.8	3.7
Uninsured	8.7	8.1
Total	100%	100%

Source: Connecticut Office of Health Care Access 2004 and 2006 Household Surveys

Fairfield County's 2006 statistics revealed that 8.6% (77,900) residents were living without insurance

### **Strategy:**

Work through collaboration with the community health system partners serving on the newly implemented ***Community Health Planning Advisory Board*** that was formed by the Community Health Planning Division in an effort to improve the identification of unmet health needs and the populations being impacted.

### **Time Frame:**

End of FY 08/09 completion; The Community Health Planning Advisory Board meets every 2-3 months during the year.

### **Risk to Time Frame – Greatest obstacles to completing this project:**

Staff workload

Healthcare partners willingness to maintain a participation commitment

Available resources

Identification of specific resident populations requires information from other sources, data publication is often years behind collection

Cooperation from residents in need to accept available resources.

**Performance Measures and Frequency:**

Identify and quantify uninsured, underinsured and underserved populations in Greenwich

Identify Greenwich residents being seen in the Federally Qualified Community Health Centers

Compile a listing of needed resources and services

Compile data from the Board of Education on students enrolled in health programs and accessing free lunches at school

Develop a resource list of service providers and contacts in the community

---

**4. Goal:**

To increase the percentage of residents vaccinated for influenza in the previous year by 1%

**Strategy:**

To accomplish this goal, vaccination clinic locations must be explored for convenience, logistical challenges will need to be assessed, special target interest groups will need to be identified and partnerships will need to be made with community service groups and agencies. The importance of vaccination will also need to be promoted along with obtaining sponsors for the clinics. Providing key information for distribution and posting on the Department's web page will assist in educating the public. Lastly, reviewing the existing age restriction for administering the vaccine will assist in listing out challenges and advantages

**Time frame:**

End of 08/09 FY annual vaccination (October – March)

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Availability of vaccine for delivery

Available staff and volunteers to hold clinics

Competitors administering vaccine in the community (CVS, Food Stores, VNA)

**Performance Measures & Frequency:**

Number of influenza doses obtained

Number of vaccinations given

List of available clinic sites

---

5. **Goal:**

To prevent and/or control oral health disease in public school system children

**Strategy:**

Obtain participation of at least 85% of the total number of eligible students in the oral health screening program by sending out permission forms to all incoming students, branching out to more grades in the middle schools and sending out monthly follow-up reminders placed in “*Friday folders*.” In addition, exploring other record tracking options for follow-up referrals. In addition, obtain confirmation that at least 20% of the total number of referred students are examined by a dentist in the fiscal year served.

**Time frame:**

End of FY 08/09

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Staff workload, parent follow-up by submitting proper paperwork after dentist visit and the return of permission slips for services provided.

**Performance Measures & Frequency:**

Number eligible students in elementary and middle schools with number of students participating  
Number of permission forms distributed to incoming eligible students with number of returns  
Number of patient referrals distributed and treatment confirmations received  
Number of overall screenings conducted

---

**c) Special Projects to be *PLANNED* FY 08-09:**

1. **Goal:**

Enhance the accurate categorization of causes of death from the review of annual death certificates conducted yearly on all Greenwich people who die within the State of Connecticut.

**Strategy:**

Collaborate with the Medical Director of the Division’s Community Health Planning Advisory Board to upgrading the designation of causes of death, and the disease entities that contributed to those deaths, so that the information is synchronized with the certificates’ written directions.



**Time Frame:**

End of FY 08/09 completion

**Risk to Time Frame:**

Inability to gain access to the interns, residents, attending physicians and nurses who complete or make entries on death certificates

Non-compliance by doctors and/or nurses who complete death certificates

**Performance Measures and Frequency:**

10% improvement in the numbers of correctly completed death certificates as evidenced by causes of death and associated contributing conditions being listed in the designated areas

---

**2. Goal:**

To increase the number of dental screenings provided in preschools with oral health education from the previous year

**Strategy:**

To reach out to the preschool program run by the Town of Greenwich and to plan for the two new preschool classes set for the new Hamilton Avenue Renaissance School. Permission forms will be sent to parents one month in advance with reminders being sent for their return

**Time frame:**

End of 08/09 FY completion

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Staff workload

**Performance Measures & Frequency**

Number of permission forms obtained

Number of dental screenings conducted

Number of educational sessions taught

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**3. Goal:**

To prepare the Department's staff for an effective public health response during an emergency event

**Strategy:**

To obtain 100% participation of Department's staff in a tabletop exercise designed to measure the ability of the Department to apply public health emergency response activities as delineated in the emergency response plan.

**Time frame:**

End of 08/09 FY

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Funds to plan, develop and facilitate the tabletop exercise

Funds for staff overtime to ensure no interruption of public service

Limited attendance of staff may also be problematic

**Performance Measures & Frequency**

Number of exercise participants

Exercise evaluation that will identify gaps within the emergency response plan and lead to positive changes to the plan

Annual update of the plan

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**4. Goal:**

To increase protection to 90% of all career Greenwich police officers and firefighters who are potentially at risk for exposure to infectious materials by screening and/or vaccinating them for Hepatitis B immunity.

**Strategy:**

Collaborate with Human Resources and the training personnel of the Fire and Police Departments to educate, vaccinate and screen eligible firefighters and police officers.

**Time frame:**

End of 08/09 FY

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Staff workload

Cooperation of firefighters and police officers to participate

Scheduling conflicts due to shift assignments

**Performance Measures & Frequency**

Number of firefighters and police officers needing Hepatitis B titer

Number of firefighters and police officers hired prior to 1991 when Town mandated Hepatitis B vaccination

Routine review of eligible employees

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**5. Goal:**

To work toward eliminating elevated blood lead levels (greater than 10 ug/dl) in children under the age of 6 by screening a total of 250 children most likely to be affected.

**Strategy:**

To offer free of charge blood lead testing to all eligible children who reside in rental units in housing build before 1973, who may have been exposed to any building renovations, or through other sources that may have exposed them to lead paint. The program will be offered through the Woman, Infant and Child (WIC) Clinic, the Family Health Well Child Clinic, Head Start programs and to children who attend any of the forty day care centers within the Town of Greenwich.

**Time frame:**

End of 08/09 FY

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Staff workload

Available funds

Number of eligible children with consent

Day care center availability

**Performance Measures & Frequency**

Number of eligible children to be screened

Percentage of children screened

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Number of children identified with elevated blood lead levels

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6. **Goal:**

To identify Medicaid (Title 19) clients in Greenwich and link them to personal health service options in the Greater Greenwich area.

**Strategy:**

Collaborate with the Department of Social Services, Community Centers, Inc. Family Centers, the faith-based communities, and the Greenwich Housing Authority to identify their Medicaid clients in order to assist in linking them with connecting to personal health care services in the Greater Greenwich Area. Utilize mini-health fairs targeting the uninsured, underinsured, underserved and homeless from Greenwich.

**Time Frame:**

08/09 FY completion

**Risk to Time Frame:**

Willingness of noted agencies to provide access to their Medicaid clients; willingness of noted agencies to allow a presentation on the topic of accessing needed health services when on Medicaid or to permit distribution of information on this topic; Ability to find providers willing or able to accommodate the numbers of Greenwich clients in need of personal health services

**Performance Measures:**

Identify the numbers of Medicaid clients, identify needed services, identify service providers and the numbers of hours potentially available to serve this client category

Update this listing annually

Develop an interactive computer matrix that lists these agencies and/or providers and make it available to service providers in the community.

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7. **Goal:**

Collaborate with local and regional partners to increase smoking cessation attempts by adult smokers

**Strategy:**

Work with the Division's Community Health Planning Advisory Board, the Lower Fairfield County Regional Action Council, the Southwestern Regional Mental Health Board, Town of Greenwich Employees/Health & Safety Committee, Greenwich Hospital, Pathways and the Greenwich Department of Social Services to provide increased awareness and opportunities to

stop smoking through various smoking cessation programs; Advocate for increased use of Connecticut's Tobacco Settlement Funds for free smoking cessation aids in the form of nicotine replacement therapies (NRT's) linked to the State's Smoking Cessation Hotline.

**Time Frame:**

End of F/Y 08/09 completion

**Threats to Time Frame:**

Lack of interest on the part of local agencies and individuals to engage in smoking cessation programs

Lack of government funds for smoking cessation program

Limited public awareness funds for advertising the no-cost smoking cessation program and for the program, FRESHSTART, for which this division has already trained 16 Greenwich professionals to run.

**Performance Measures:**

Facilitate at least three no-cost FRESHSTART smoking cessation programs for the general public and Town employees in collaboration with the partners that were previously trained through this division.

Offer at least one smoking cessation program in conjunction with our collaborating agencies to the residents of Pathways, a chronic mental health program that identifies mentally ill clients that may have a significantly higher rate of smoking than the general population

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8. **Goal:**

Reduce the proportion of children and adolescents who are overweight or obese

**Strategy:**

Work with the Town/United Way/State's Youth Coordinator, PTA representatives, the Division's Community Health Planning Advisory Board, Parks and Recreation Department, the Boys & Girls Club, Arch Street Teen Center and Greenwich Hospital's Center for Healthy Living to bring health awareness to parents, children, teachers and health educators on the risks associated with childhood overweight and obesity; work with the noted collaborators to motivate increased opportunities to provide cultural education on the benefits of healthy nutrition and exercise

**Time Frame:**

End of FY08/09 completion

**Risk to Time Frame – Greatest obstacles to completing this project:**

Inability to impact school health curriculum due to school-related time constraints  
Unwillingness or inability of potential partners to permit access to youths, parents or teachers  
Inability to gain access to data that would be needed to measure progress.

**Performance Measures & Frequency:**

Identify the number of eligible school age children in the health studies program curriculum as of January 2008

Identify the number of eligible school age children opting out of the school health curriculum by parental request as of January 2008

Categorize the list of reasons provided in the 2007/8 school year for non-participation in the health studies program curriculum and identify ways this might be overcome

---

**9. Goal:**

To improve best practice business operations and accounting procedures within the Department's Business Office as it relates to fees that are collected, categorically recorded and receipted for revenue in an effort to use the procedure process as a tool to evaluate and measure productivity of each activity the fees are collected for.

**Strategy:**

All fees passed by the Board of Health will be reviewed and listed with an associated service activity. Revenue codes for the Department will then be assigned to one collected fee/activity, except when, the number of service activities associated with a fee is limited in number and held fairly constant.

**Time frame:**

Beginning of 08/09 FY

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Approval to rearrange revenue codes with collected fees

Unacceptable results

**Performance Measures & Frequency**

Number of acceptable revenue codes for multiple collected fees

Ability to evaluate the productivity of each program service activity that fees are collected for.

Annual review

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**10. Goal:**

To improve the current epidemiologic case investigation protocols of the communicable disease program of the Family Health Division so that emergency response to an outbreak or threat will be improved and therefore limiting the spread of disease.

**Strategy:**

All current epidemiologic case investigation protocols will be reviewed; standard of investigation procedures for communicable disease will be researched, deficiencies in existing protocol that may limit a rapid or efficient response will be identified and all cases will be examined.

**Time frame:**

End of 08/09 FY

**Risk to time frame - Greatest obstacle(s) to completing this project:**

Staff workload

Adequate staffing levels

Level of cooperation of non-department agencies

**Performance Measures & Frequency**

Written and improved protocols

Annual staff training (minimum)

Evaluation of applied protocol

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## **6. Department Accomplishments**

**Each local department of health is expected to maintain certain standards and fulfill certain functions to protect residents from illness, disease and premature death. In addition, they are equally expected to enforce health laws and regulations as they provide health services for those who are in need, mobilize resources within the community, plan for public health emergencies, provide public health education, advocate for health policy and report on the community's health status in its local jurisdiction. With that being said, the following is a list of accomplishments the Department has completed.**

**#1. Prevented, minimized and contained adverse health effects from communicable and chronic disease, emerging infectious diseases and human pathogens found in both the human and animal population as well as the environment. In addition, environmental elements that affect human health were also considered. This was achieved through the activities conducted in the Divisions of Administration, Office of Community Health Planning, Office of Special Clinical Services, Environmental Services and Family Health**

### **ADMINISTRATION**

**Disseminated public health information to control outbreaks of illness, disease and infection to specific population groups and the general public.**

- Released information to the public on tick-borne pathogens (i.e., Lyme disease, Babesia Human Granulocytic Anaplasmosis), emerging diseases such as West Nile Virus, Lymphocytic Choriomeningitis virus (LCMV), Tuberculosis (XDRTB), E. coli 0157:H7, Escherichia coli (STEC), etc. All information sent by fax, blast fax and/or email. The Director followed through by making phone calls so information could be published or aired on the radio.
- Released health alerts for recalls involving items such as Fresh Spinach (E. coli 0157:H7). The Director required Environmental Services to contact all 52 Class II food service establishments by phone to insure the product was taken off the shelf.

### **OFFICE OF COMMUNITY HEALTH PLANNING**

**Maintained surveillance programs for chronic diseases, emerging diseases and causes of death in the community.**

- Maintained worldwide surveillance activities by tracking emerging diseases such as Avian flu, SARS and Drug-resistant viruses, etc.
- Improved local mortality case surveillance by developing a factor-based related index for each reported disease.

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***Each of the items listed above were reviewed routinely with the Director of Health in an effort to identify patterns of disease and/or illness in the community.***

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## **OFFICE OF SPECIAL CLINICAL SERVICE**

### **HIV/STD Program**

**Implemented a public health education curriculum on communicable diseases in the public and private school system.**

- Conducted 319 risk assessment evaluations through the HIV/STD clinic on individuals exposed to a communicable disease. Of these, 47 or 14.7% were examined and treated. This percentage increase is 4.7% above last year. Of the clients served, 77% were Greenwich residents, a 6% increase over last year.
- Collected 695 clinical samples from individuals at-risk for communicable disease who were counseled and assessed through the HIV/STD clinic. Of those samples collected, over 10% were found to be positive. All clinic patients were informed of their results and referred to medical follow-up.
- Counseled 236 individuals through the HIV/STD clinic for risk exposure to communicable disease and referred almost 20% to outreach medical programs for various reasons.

### **Dental Health Program**

- Screened 5,925 of the 6,058 eligible students for dental caries and oral health problems. Of those examined, 17% or 1,020 were found to be in need of dental care and were referred to a dentist. In the end, a total of 352 (35%) visited a dentist.
- 

## **ENVIRONMENTAL SERVICES**

### **Environmental Health Program**

Implemented criteria for investigating and analyzing the causes of illness related to foodborne outbreaks

- **Conducted analysis on 52 foodborne disease outbreak investigations, which was almost twice the amount investigated last year. Of those cases analyzed, only a few if any had pathogens isolated. Note: Identifying the causative agent of illness is historically low due to various compounded conditions such as disease incubation periods, timing of illness complaints received and samples available for analysis to isolate causative agent.**

Implemented the potable and non-potable water screening program that isolates potential disease-causing organisms.

- **Collected 279 bathing and drinking water samples from public swimming facility locations (slight increase over last year). Closed public swimming facilities to protect the public for a total of 19 days (slight increase over last year)**

- Collected 283 public swimming pool samples (a slight decrease from last year)
- Collected 258 public and private well water samples (slight increase over last year)
- Collected 163 potable water samples from the public water system, a 24% increase over last year

#### Laboratory Program

Implemented the quality control testing program for lab samples/specimens that could contain disease-causing organisms

- Of the 176 public swimming site locations sampled throughout the season, 31 were found to have unacceptable results (18% of the total samples analyzed)
- Of the 97 clinical samples analyzed from long-term care patients, 39 were found to have unacceptable results (40% of the total patients screened)
- Of the 249 public pool facility water samples analyzed, 127 were found to have unacceptable results (51% of the total samples collected)
- Of the 308 public and private well water samples analyzed, 71 were found to have unacceptable results (23% of the total samples collected)
- Of the 236 public water distribution samples analyzed, 20 were found to have unacceptable results (9% of the total samples collected)

### **FAMILY HEALTH**

#### **Implemented a vaccination program for communicable disease control**

- Vaccinated 2,800 residents against the influenza virus – a 31% reduction from last year

**Note:** Vaccine was delivered late in season across the entire Nation, which resulted in a decline of the number of persons being protected against the influenza virus.

- Vaccinated 100 at-risk residents against pneumococcal pneumonia – significant reduction

**Note:** Pneumococcal vaccine is age-specific and provides lifetime immunity once received. Most adults over 65 years of age have been immunized in the community through their primary physician

- Conducted a total of 333 client assessments associated with communicable diseases– up 34% from last year

**Note:** The numbers of vaccinations are age-specific for entering school so the reduction of immunizations merely reflects the number of children with need in the community.

## **Implemented criteria to investigate and control the spread of communicable disease in the community**

- Provided nursing consultation to 40 suspected communicable disease cases – 30% reduction from last year

**Note:** Reduction is due to the needs of the community and applied intervention.

- Performed a total of 159 physical exams on children entering school and those attending the Family Health Well Child Clinic – 37% reduction from last year

**Note:** Reduction in exams merely reflects the number of children with needs.

- Performed child immunization record reviews in 59 community daycare programs with all centers noting some deficiencies – a 30% increase from last year
- Conducted 141 tuberculin skin tests for at-risk individuals who function in an environment that requires testing – a 22% reduction from last year

**Note:** Reduction in tests performed merely reflects the community's needs.

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***All results from the Section above reflect a positive outcome in the need to protect the public from disease, illness and premature death.***

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- # 2. Ensured compliance with public health laws and regulations through activities conducted in the Divisions of Administration, Office of Special Clinical Services, Environmental Services, Family Health and the Office of Community Health Planning. The program of these Divisions enforces public health regulations to protect the health and well being of residents.

### ADMINISTRATION

- Director of Health issued 42 Health Orders and/or Letter Violations to resident violators of state and local regulations – a 75% increase over last year. All orders were managed for compliance with less than 1% going to court.

### OFFICE OF SPECIAL CLINICAL SERVICES

<b>HIV/STD Program</b>
------------------------

- Conducted 187 mandated public health educational sessions referring to communicable diseases in the public and private school system serving 1200 students - more students served with fewer sessions because of staff workload
- Conducted 38 required bloodborne pathogen training sessions to over 877 at-risk Town employees whose job puts them at risk

<b>Dental Health Program</b>
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- Conducted 211 mandated oral health classroom education sessions in the public school system, with an additional 48 sessions supplied to the Hearstart and preschool programs – a 2.4% increase over last year.

## **ENVIRONMENTAL SERVICES**

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### **Environmental Health Program**

- Inspected 1,016 food service operations for state and local regulation compliance – 45% increase
- Inspected 78 body care facilities for local regulation compliance – 13% decrease
- Reviewed 815 sewage disposal plans for state and local regulation compliance – 22% decrease
- Conducted 416 sewage disposal installation inspections for state and local regulation compliance – 9.5% increase
- Issued a total of 291 residential well and sewage disposal permits for state and local regulation compliance – 8% decrease
- Inspected 22 residential housing units for local regulation compliance – 85% decrease
- Inspected 24 child daycare facilities for state regulation compliance– slight decrease
- Reviewed 293 residential building plans for state and local regulation compliance – slight decrease
- Inspected 17 marine dock facilities and 20 school locations for local regulation compliance– slight decrease
- Inspected over 118 special food service events for state and local regulation compliance – slight decrease
- Conducted 22 dye tests on failing residential sewage disposal systems to comply with state and local regulations
- Performed 249 soil suitability tests on residential properties for state and local regulation compliance – 14% decrease
- Conducted 94 inspections of public swimming pool facilities for state and local regulation compliance – slight increase
- Investigated 52 foodborne disease outbreak events for state law compliance – 91% increase (reflects the increased number of restaurants licensed)
- Inspected 32 massage establishment facilities for local regulation compliance – slight decrease

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*\*Increases and decreases noted in the Section above are the result of some of the following: number of facilities needing licensure; properties developed needing inspection; complaints lodged by the public; the status of the economy; building plans filed with the Town and level of certified staff. The section's results also measure a level of applied protection given to the public through enforcement of health regulations and laws.*

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\* **FAMILY HEALTH**

- Provided 484 childhood immunizations in Department scheduled clinics for state law compliance – 65% decrease
- Conducted 437 hearing, vision and blood tests on school children in Department scheduled clinics for state law compliance – slight decrease
- Performed 125 physical exams for state law compliance on children in need through Department scheduled clinics– 37% decrease

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*\* Decreases noted in the section above are the result of some of the following: children in the community with need entering the school system and actual communicable disease exposures needing intervention. The section's results also measure a level of applied protection to the public against disease, illness and premature death through enforcement of health regulations and laws.*

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**OFFICE OF COMMUNITY HEALTH PLANNING**

- Charted and reviewed approximately 416 community death certificates for local regulation compliance – slight increase and consistent with population increases. As of July 1, 2006, Greenwich population was 62,193. All patterns and/or clusters of disease were discussed with the Director of Health.

# 3. Identified local health issues, investigated human health problems and threats, and provided direct services to those in need through activities conducted in the Divisions of Administration, Office of Special Clinical Services, Environmental Services, Family Health and the Office of Community Health Planning

**ADMINISTRATION**

- Through the assembly of the Board of Health, local health issues were discussed monthly throughout the year and investigated accordingly. Special meetings were added to discuss items of great concern.

## OFFICE OF SPECIAL CLINICAL SERVICES

### **HIV/STD Program**

- In collaboration with community health partners, the Director delivered three important health information sessions on End of Life Care to residents in various settings in the community. Approximately 75% of the population is without living wills.
- Conducted 11 occupational exposure investigations for Town employees at-risk.
- Collected 40 hepatitis B titers (blood samples) from at-risk Town of Greenwich personnel.

\*  
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\* *Note: Items noted above are based upon actual exposures and necessary follow-ups.*

### **Dental Health Program**

- Provided assistance to 10 children in need who had severe dental conditions by finding 2 local dentists to treat.
- Examined 40 students from Head Start programs and made 10 referrals for treatment – 5% increase.
- Examined 313 preschool children (33.8% increase) and referred 41 for treatment (13% increase)
- Provided fluoride mouthrinse to 2,836 of the 3,437 eligible children in all 11 elementary schools, indicating a 83% participation rate - up slightly in comparison to last year.

## ENVIRONMENTAL SERVICES

### **Environmental Health Program**

- Investigated human exposure to the rabies virus and arranged transport for 69 wildlife animals to be tested. Of the animals submitted, 5 were positive. All humans exposed were prophylaxed against the rabies virus.
- Continued local investigation of Byram River pollution with State of Connecticut and State of New York health agencies.
- Worked with the Planning and Zoning Commission and other agencies to address the need to expand the sewer map envelope to include residential properties that pose a local health threat and are not served by the Town's sewage treatment plant.

\*

### **Laboratory Program**

- Collected 75 blood lead samples from children served in the Women, Infant and Children (WIC) clinic and Family Health Clinic. Of those screened, 1 child was found positive for lead exposure and referred for medical follow-up.
- Screened 29 police vehicles for carbon monoxide exposure with none being reported over the acceptable limits.
- Conducted airborne lead level testing at the Police Pistol Shooting Range. Of the tests conducted, all were found to be within acceptable levels.
- Screened 109 school children for anemia in elementary schools. Of those screened, 7 were found to have unacceptable results – slight increase from last year.
- Screened 170 local residential homes for radon in air with 88 homes registering unacceptable results – a 153.7% increase
- Analyzed a total of 242 samples from local ponds and rivers for possible contamination. Of those analyzed, 177 were found to have unacceptable results
- Of the 143 at-risk individuals tested for cholesterol, 114 were found to have high levels and referred for medical treatment – a 24.3% increase

***\* Note: Items in the above Section indicating unacceptable results were either referred for medical follow-up, investigated further or referred for remediation.***

#### **FAMILY HEALTH**

- Conducted 158 hypertension screenings in scheduled clinics and referred 48 individuals for medical follow-up – 31.3% and 53.8% increases respectively. Also conducted over 1,200 hypertension screenings, educational sessions and referrals at six senior health clinic
- Conducted 1,135 senior care visits to a fluctuating caseload of 100-125 frail elderly in the home for medical follow-up – 10.3% increase.

#### **OFFICE OF COMMUNITY HEALTH PLANNING**

- Provided an educational series on cholesterol management and nutrition and conducted 9 health fairs in the community. All those screened and identified (about 5%) with hypertension, high cholesterol and/or signs of kidney and diabetes disease were referred for medical follow-up.
- Conducted over 34 health project initiatives addressing local health issues such as mammograms, blood drives, underage drinking, cancer screenings, no-cost smoking cessation programs and access to quality health care
- Provided over 204 multicultural participants with no-cost health screenings by collaborating with 47 health and social service exhibitors. All those identified (about 2%) with unacceptable screening results were referred for medical follow-up.
- Provided over 700 seniors with 66 screening and information exhibits at the Annual Senior Health Fair

- # 4. Planned for public health emergencies in the community by developing specific response plans, training department staff, exercising and drilling and collaborating with community partners. In addition, managed the emergency medical service system contract for the Town. Above named activities were conducted in the Divisions of Administration, Office of Special Clinical Services (HIV/STD), Environmental Services (Lab), Family Health and the Office of Community Health Planning

#### **ADMINISTRATION**

<b>Public Health Emergency Planning</b>
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- Developed and revised annexes in the Town's Public Health Emergency Response Plan including Influenza Pandemic Preparedness, Isolation and Quarantine and Anthrax. Also, a Staff Training Plan and Respiratory Protection Plan were designed.
- Collaborated with Connecticut towns and other states (NY and NJ) on regional response by attending quarterly monthly meetings in 2006/2007.
- Trained five (5) senior level staff in Disaster Emergency Management (ICS 400, 700 and 800).
- Participated in two bioterrorism exercises/drills with local and state emergency response partners.
- Maintained the \$2.5 million emergency medical service system contract with GEMS for emergency services to the Town of Greenwich.

#### **OFFICE OF SPECIAL CLINICAL SERVICES**

<b>HIV/STD Program</b>
------------------------

- Trained the Director of Special Clinical Services in Risk Communications as a Public Information Officer for handling emergencies

#### **OFFICE OF COMMUNITY HEALTH PLANNING**

- Trained the Director of Community Health Planning in medical response for emergencies
- Conducted disaster response plan training for five (5) community nursing homes and related institutions
- Presented multi-media emergency planning programs in the community, reaching over 200 people



## ENVIRONMENTAL SERVICES

### **Laboratory Program**

- Participated in two state-sponsored bioterrorism agent identification drills with all 33 state hospitals and achieved acceptable results in both.
- Maintained the Lab's Level 2 Biological Safety Cabinet, which enables the safe handling of biological specimens during a statewide crisis and/or local event.
- Coordinated with state and federal agencies on a monthly basis during 2006/2007 to prepare for laboratory surge needs during an emergency event.
- Continued working towards a laboratory Bio-Level 3 status so that bio-response surveillance efforts within the community can be increased (laboratory being renovated – completion in 2008).
- Trained lab personnel in laboratory bioterrorism response techniques.

### **FAMILY HEALTH**

- Trained nursing staff and Division assistants in medical response for public health emergency events.
- Trained and collaborated with 40 community daycare operators for public health emergency readiness.
- Developed a registry program to identify and contact if necessary special needs populations during emergencies.

# 5. Provided public health education to the public about numerous health issues with emphasis on prevention through activities coordinated by in the Division of Administration

### **ADMINISTRATION**

- The public was educated about various health issues, dangers and hazards during the year in an effort to protect their health. The following is a partial list of those issues addressed: dangers of radon in air, lead in blood within the human body, rabies virus (100% fatality rate after symptoms appear), food items recalled due to contamination, cancer and heart disease, family public health preparedness, nutrition, diabetes, heart disease, emerging diseases and viruses, communicable diseases, the importance of immunizations, exercise and safe drinking water, ill effects of smoking and alcohol abuse, Lyme disease and other tick-borne disease, etc. Educational efforts were made available through news releases, media coverage, brochures, pamphlets, classroom sessions, health fairs, web page posting, health alerts, etc.

# 6. Collected, analyzed and reported health data on the Greenwich population while evaluating and improving programs for a healthier community through activities conducted in the Office of

Special Clinical Services, Office of Community Health Planning, Environmental Services (Environmental Health) and Family Health.

#### **OFFICE OF SPECIAL CLINICAL SERVICES**

<b>HIV/STD Program</b>
------------------------

- Reported results on all 695 clinical samples taken from at-risk individuals to the patient and Connecticut Department of Public Health.
- Reported bloodborne pathogen training sessions given to all Town of Greenwich at-risk employees and communicable disease education sessions serving 1,200 students – both activities were being reported to the Connecticut Departments of Education and Public Health.

<b>Dental Health Program</b>
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- Assisted the State with an oral health screening survey to determine baseline oral health status by evaluating 2 elementary schools. A total of 204 screenings were conducted.

#### **OFFICE OF COMMUNITY HEALTH PLANNING**

- Analyzed the Town's 416 mortality reports for causes of death in an effort to evaluate the overall health status of the community.
- Assisted with coordinating Town Hall's Automated External Defibrillator (AED)/First Aid Training Program in an effort to protect the public health in a public building

#### **FAMILY HEALTH**

- Investigated, categorized and reported all reportable diseases from the Town's population (248 diseases in total) to the Connecticut Department of Public Health.

#### **ENVIRONMENTAL SERVICES**

<b>Environmental Health</b>
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- Reported all individuals affected by foodborne outbreaks to the State of Connecticut Department of Public Health
- Reported all individuals affected by lead in the environment (over 10 ug/dl in blood) to the State of Connecticut Department of Public Health

<b>Laboratory Program</b>
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- Screened 75 children for lead in blood through the Well Child Clinic and the Woman, Infant and Child (WIC) Clinic. All elevated levels were reported to the State and referred for medical follow-up.
- Tested 143 at-risk individuals in the community for high cholesterol with elevated levels being reported for medical follow-up and to the State of Connecticut Department of Public Health.

# 7. Engaged the community to identify and solve health issues and problems through activities conducted in the Office of Community Health Planning

**OFFICE OF COMMUNITY HEALTH PLANNING**

- Collaborated with 24 community leaders from multiple agencies to identify public health issues and problems. Items addressed involved access to health care for those in need in areas that include medical assessment, screening and treatment. Ethnic populations included, but were not limited to African American and Hispanic populations.
- Collaborated with 41 state and local committees, boards and coalitions to identify unmet health needs especially in populations living under the poverty level without insurance.

# 8. Worked towards reducing health disparities in the population for equal access to health care services through activities conducted in the Offices of Community Health Planning, Special Clinical Services and Family Health

**OFFICE OF COMMUNITY HEALTH PLANNING**

- Collaborated with community health system partners to identify ways to provide services to populations with no insurance or little means to pay. Through this effort, Pathways residents (special needs population) were given podiatry services through a state-secured grant from the CT Department of Public Health.
- Designed a public computer-based mental health matrix that outlines over 200 services from mental health providers throughout the area and state.

**OFFICE OF SPECIAL CLINICAL SERVICES**

<b>HIV/STD Program</b>
------------------------

- Provided a total of \$7,115 in the form of financial support, health services and emergency funds to Greenwich residents living with HIV/AIDS through the AIDS Alliance of Greenwich

<b>Dental Health Program</b>
------------------------------

- Through dental health screenings provided to children in Head Start programs, the Department's Well Child Clinic and the Woman, Infant and Child (WIC) Clinic, more than 20 children in need were referred to Greenwich Hospital Dental Clinic, the Stamford Dental Health Clinic or a local practitioner (if obtained) for needed dental services.
- Provided assistance to several families who had children eligible for HUSKY Insurance

#### FAMILY HEALTH

- Provided immunization vaccines and tuberculin skin tests for those in need. Served a total of 500 Greenwich residents
- Provided language translation services through a partial state grant in an effort to communicate with families about health needs
- Provided ante partum outreach contacts (24) and post partum assessments (25) with home visits (16) to needy women in the community.

**7. Performance Measurements For 08/09 FY**

- Survey information on performance of department and number of surveys received
- Percentage of time web page is accessed and number of positive responses
- Number of food service training sessions conducted with number of programs demonstrating effectiveness
- Number of collaborating health care partners
- Number of MOU's designed and agreed upon
- Number of radon-in-air tests conducted and percentages of homes with elevated levels tested
- Number of nursing assessments conducted in the home or office setting
- Number of public school children participating in the health program curriculum
- Number of uninsured, under insured and under served populations
- Number of health service providers with resources available for needy populations
- Number of influenza and pneumonia vaccine doses obtained and administered.
- Number of eligible students participating in oral health program
- Number of dental screenings conducted
- Number or percentage of mortality records with "real" causes of death listed with contributing conditions
- Number of permission forms obtained
- Number of educational sessions taught
- Number of participants in exercise or drill
- Number of firefighters and police officers needing Hepatitis B titer or Hepatitis B vaccination
- Number of eligible children screened for blood lead and children identified with elevated levels
- Number of Medicaid clients identified
- Number of no-cost smoking cessation programs offered
- Number of eligible school age children in the health studies program curriculum striving to avoid/reduce obesity or becoming overweight
- Number of acceptable revenue codes for multiple collected fees with ability to evaluate program service activities
- Number of improved written epidemiologic case investigation protocols with a percentage of real life cases demonstrating a positive approach

## **8. Other Key Department Issues**

- Inadequate workforce
- Inadequate technology

## **9. Department Table of Organization**

**SEE NEXT PAGE**

EFFECTIVE 7/1/07

# HEALTH

2007-2008



Budgeted Full-Time Positions: 25  
Budgeted Perm Part-Time: 5 (maximum 25 hr/wk)  
Budgeted Temporary: 2 (+Substitute Nurses: # varies)  
Budgeted Grant Funded Full-Time Position: 1 (35 hr/wk)

# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	25	5	6	5,743
<u>FY 05/06</u>	25	5	5	5,385
<u>FY 06/07</u>	25	5	5	5,556
<u>FY 07/08 Proposed</u>	26*	5	5	5,701.50
<u>FY 08/09 Proposed</u>	26*	5	5	6,131.50

***\* Includes 1 Grant funded full-time position***

## Summary Comments on Personnel Changes

The additional full-time grant-funded position ***Public Health Emergency Coordinator*** has enabled the Department to fulfill some of the required state and federal planning activities in the area of public health preparedness. Greenwich is among forty-one (41) of the leading public health emergency planning sites in the state that develops action plans, conducts drills and designs strategies for disaster response during a public health emergency.



**11. Department Financial Summary****A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>\$2,031,948</b>	<b>\$1,850,663</b>
<b>FY 05/06</b>	<b>\$2,058,697</b>	<b>\$1,905,305</b>
<b>FY 06/07</b>	<b>\$2,137,673</b>	<b>1,969,474</b>
<b>* FY 07/08</b>	<b>2,224,888</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>\$2,324,758</b>	<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses**

\* The Department's budget no longer reflects influenza and pneumonia vaccine supplies for The Nathaniel Witherell.

**B – Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>\$230,796</b>	<b>\$279,848</b>
<b>FY 05/06</b>	<b>\$239,356</b>	<b>\$312,177</b>
<b>* FY 06/07</b>	<b>\$251,165</b>	<b>\$326,113</b>
<b>** FY 07/08 Proposed</b>	<b>\$315,519</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>\$344,356</b>	<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

Revenue for Medicare reimbursement of influenza and pneumonia vaccine are reflected in actual

\* Vaccine shortages and delays did create a shortfall in the number of immunizations given

\*\* The numbers of clinical tests provided to The Nathaniel Witherell were estimated lower than the year before as well as vaccine for influenza.

**PROGRAM 410: SPECIAL CLINICAL SERVICES****Service Delivery Plan:** HIV/STD

**Program Outcome Statement:** To prevent occupational exposure to bloodborne pathogens, promote responsible sexual behavior, strengthen community health capacity and increase access to quality health services. The program provides services to adolescents, young adults and the general public to prevent

1. unintended pregnancy
2. sexually transmitted diseases (STDs)
3. premature death
4. HIV infection, AIDS and illnesses that may result from disease transmission

**Program:** HIV/STD**Services Delivered:**

1. HIV/STD Education
2. Counseling and testing for HIV/STDs
3. Community outreach
4. Bloodborne Pathogen Training
5. Hepatitis B screening
6. Occupational Exposure investigation

**Goals:**

- I. Essential Services of Public Health
  1. Monitor health status of the community
  2. Diagnose and investigate health problems in the community
  3. Inform, educate and empower people about health issues
  4. Mobilize community partnerships
  6. Enforce laws and regulations that protect health and safety
  7. Link People to needed health services
  9. Evaluate quality of programs and services

II. Healthy People 2010

- 13-13 Increase the proportion of people who receive counseling, testing, treatment and prophylaxis consistent with current public health guidelines
- 14-3 Increase the proportion of people (TOG employees) with potential risk to infectious materials who are screened for immunity to Hepatitis B**
- 13-12 Increase the proportion of people who receive risk reduction counseling
- 20-2/20-10 Reduce work related injuries resulting in medical treatment, lost time from work or work-restricted activity**
- 9-7/9-8/9-10/9-11 Increase the proportion of people who receive instruction about reproductive health behaviors, pregnancy, prevention and transmission of sexual diseases**

**Outcome:**

The transmission of sexually transmitted diseases (STDs), HIV and unintended pregnancies will be prevented and/or reduced in adolescents and the general public

Protection for TOG employees with potential risk to infectious materials will be increased

Assessment, counseling and treatment for TOG employees who are exposed to potential bloodborne diseases will be increased

**Indicators of Outcome Achievement:**

If 65% of the total number of eligible public and private school students find the health education lesson useful in preventing sexually transmitted diseases and pregnancy

If 95% of the total number of eligible public school students participate in the HIV/STD education program

If 20% of the number of clients served in the HIV/STD clinic are counseled or treated only once within a 12-month period

If 60% of the total number of eligible TOG employees receive the Hepatitis B vaccine

If at least 95% of TOG employees exposed to a potential bloodborne pathogen received assessment and counseling within 2 hours of exposure

If at least 50% of the total number of eligible TOG employees who have received the Hepatitis B vaccine are screened for immunity

If at least 2 public health education sessions are offered yearly to the Hispanic community

**Population Served:**

Town of Greenwich employees, students in grades 8 and 10 within the public school system, students in grades 8, 9 and 10 in the private school adolescents 12–17 years of age in non-profit service programs, senior citizens, patients in recovery programs, HIV/STD clinic patients, citizens at large and adolescents enrolled in programs offered by the Town of Greenwich

**Process Strategies:**

Collaborate with the Board of Education (educators) in program implementation

Evaluate the public, emphasizing the importance of sexually transmitted disease prevention

Collaborate with Town departments and community agencies in program implementation

Collect and maintain of pertinent data for tracking confidential information

Recruit and utilize volunteers to implement program objectives

**Process Measures:**

Significant number of students participate in the education sessions

Collaboration with Town departments and community agencies enabling program participants to receive counseling, testing and treatment

Collaboration with Greenwich Hospital enabling needed sexually transmitted disease treatment and prevention of unwanted pregnancies.

Collaboration with community agencies, health treatment providers and school personnel to enable at-risk sub-populations to be identified and counseled

The % of students that find the program beneficial

The % of the total number of eligible students that opt out of the program

The % of eligible employees that receive Hepatitis B vaccine

The % of employees that receive Hepatitis B immunity screenings

### **Impact Objectives:**

After two HIV/STD education sessions, 8<sup>th</sup> and 9<sup>th</sup> grade students will know how to prevent the transmission of disease and skills to use in communicating information to a partner

After one HIV/STD education session, 10<sup>th</sup> grade students will be able to identify skills they can use to prevent unwanted pregnancy and transmission of disease. Students will also be able to identify community resources for counselors/testing, etc. At the conclusion of a HIV/STD counseling session and/or education session, participants will know how to reduce their risky behavior and identify community resources for counseling, testing, psychological services and medical care.

At the conclusion of a clinic visit, clients will know how to:

1. reduce their risky behavior
2. communicate with their partner about their medical condition
3. obtain treatment and prophylaxis if needed
4. obtain information about additional services

Employees participating in the Hepatitis B vaccine program will learn the importance of being protected against bloodborne diseases, the steps to take to reduce their exposure and obtain the results of their Hepatitis B titer.

Employees involved in an occupational exposure will be offered a post-exposure evaluation and follow-up, steps to reduce/prevent further transmission and testing to document their disease status at the time of exposure. If possible, the source will be identified and tested. All results will be shared with the exposed employee.

**Outcome Objectives:**

Participants will understand their risk of HIV/STD transmission

Participants will know how to reduce exposures to bloodborne diseases and know their Hepatitis B immune status

Participants will learn how to reduce future exposures to bloodborne pathogens

Students will demonstrate knowledge obtained from educational sessions

Clinic participants will obtain their test results

Counseled participants will develop a course of action to identify their risky behavior

**Program Outputs: (Based upon 2006/2007 FY)**

695 clinical samples collected and processed from at-risk individuals

187 education sessions provided to 1,200 students

40 titers collected and tested for the Hepatitis B program

11 occupational exposure investigations conducted for TOG employees

38 bloodborne pathogen training sessions conducted for 877 TOG employees

236 phone counseling sessions conducted for at-risk individuals

43 clients referred for additional medical, psychological and social services

319 risk assessments and counseling sessions, tests and treatments were conducted for at-risk individuals

\$7,115.00 provided to Greenwich clients through cooperative partnerships

**\* Program Inputs:**

Total Funding: \$96,873

Staff funding: \$80,773      Number of staff: 1 full-time position

Temporary staff funding: \$13,000      Number of Permanent Part-time staff: 1 position and Temporary Counseling staff: 1 position

Equipment and Maintenance: Examination light, microscope, examination table and hot water pump for sink

Supplies: \$2,000 - syringe, vacutainers, blood collection tube, alcohol wipes, and aids, cotton, gloves, lab coat, telephone, assessment record, genital swabs, slide sets, KY jelly, cups, urine cups, paper bags, plastic bags, speculums, exam table paper, hazardous waste disposal bags, sharps containers, alcohol, soap and disinfectant

Medical volunteers: 1      Volunteer time: 188 hours/annually

**Constraints on Program:**

Number of staff conducting the program

Manual recordkeeping, not automated for confidential information

\* Program input and output statistics are based upon fiscal year 2006/2007

Note: Currently there is no data system that tracks hours, program/activity costs, customer satisfaction, referral rates or health records.

## PROGRAM 410: SPECIAL CLINICAL SERVICES

**Program Service Delivery Plan:** Dental Health

**Program Outcome Statement:**

To prevent and control oral and craniofacial diseases, conditions and injuries while improving access to related services through a comprehensive oral health program, mainly to children in the public school system. Other populations served by the program include, but are not limited to, senior citizens, children of Head Start Center and preschool programs and participants of the Department's Maternal and Child Health Clinic.

**Services Delivered:**

Oral health screening and referral  
Oral health education  
Preventive treatment for oral health  
Access to dental health care

**Goals:**

- I. Essential Services of Public Health
  1. Monitor health status of the community
  2. Diagnose and investigate health problems in the community
  3. Inform, educate and empower people about health issues
  4. Mobilize community partnerships
  5. Link people to needed health services
  6. Evaluate quality of programs and services



II. Healthy People 2010

- 21-2 Reduce untreated dental disease
- 21-3 No permanent tooth loss
- 21-5 Reduce periodontal disease
- 21-10 Promote use of oral health care system

**Outcome:**

Oral health disease will be prevented and/or reduced

**Indicators of Outcome Achievement:**

- If at least 50% of the incoming kindergarten students receive a dental exam prior to starting school
- If at least 85% of the total number of eligible students participate in the oral health screening program
- If at least 15% of the total number of screened students referred to a dentist receive examinations
- If at least 70% of the total number of eligible students participate in the fluoride mouthrinse initiative
- If at least 1% of the total number of students identified as in need of dental care receive affordable dental services
- If at least 15% percent of the total number of eligible second and seventh graders receive referral for dental sealants on their teeth
- If at least 90% of the total number of oral health education classes are taught
- If at least 1% of the eligible students referred apply for and receive HUSKY insurance

**Population Served:**

Mainly children in the public school system, which includes 11 elementary schools, 3 middle schools, 7 pre-schools and 2 Head Start programs

**Process Strategies:**

Public education stressing the importance of oral disease prevention

Community participation in program implementation

Partnering with community health service organizations

Sharing information and resources through conferences (consultations) with parents, teachers, nurses and dental professionals

Collection and maintenance of pertinent data for tracking purposes

**Process Measures:**

Parent volunteers are eager to participate in assisting the dental hygienists in program implementation

At least 90% of the students associated with oral health education classes participate in discussions

Collaboration with the Hospital's dental clinic and other outside community resources, enabling eligible participants to apply and obtain needed health insurance

Collaboration with the Hospital's dental clinic, enabling at least 10% of those referred to receive timely flexible appointments

Collaboration with community dentists, enabling persons in need to receive oral health care services

The % of referred students who actually see a dentist

The % of students who show improved screening results the following year

The % of students who opt-out of the program

**Impact Objectives:**

Children report that they are brushing and flossing more

Children participate in program activities more readily

More students continue to participate in the fluoride rinse program yearly, thus reducing tooth decay rate by 20 to 40%

**Outcome Objectives:**

Students will adopt good oral hygiene practices and implement safety measures, thus reducing their risk of dental disease and injury

Parents will recognize the benefit of fluoride, good dietary practices and regular dental check-ups

Health disparities in accessing adequate dental health care will be reduced

The prevalence of oral health disease will decline by 10% among program participants

**\* Program Outputs:**

5,932 Children examined for oral health conditions in public schools  
221 Health education sessions taught in public schools

**1,309 Conferences (consultations) performed with parents, education staff and other health professionals as needed in public schools**

2,836 Students treated with fluoride supplements in public schools

1,0201 Students referred to a dentist for dental care in public schools

**\* Program Inputs:**

Total Budget: \$127,117.00

Staff funding: \$118,967      Number of staff: 2 full-time positions

Equipment and maintenance: Dental light; dental chair; screening tools, autoclave sterilizer;

Supplies: \$5,000 – gloves, toothbrushes, masks, dental floss, public education materials, office supplies, lab coats, fluoride rinse

Mileage & Travel: \$1,500 [\$150/month/10 months]

Volunteers: 100      Volunteer time: 280 hours in the school year

**Constraints on Program:**

Number of staff conducting the program

Manual recordkeeping, not automated

Inadequate facilities to work in and for equipment storage [work area shared with school nurse]

Inadequate supply of equipment for each school

\* Program Input and Output statistics are based upon fiscal year 2006/2007

Note: Currently there is no data system that tracks hours, program/activity costs, customer satisfaction, referral rates or health records.

# Greenwich Department of Health's Proposed Balanced Scorecard

**Vision:** Healthy people in a healthy and safe community

**Mission:** To protect and improve the health of Greenwich residents

**Value and Benefit Perspective:**

- Productivity
- Health Status
- Quality of Life
- Cost Savings

**Financial and Social Cost:**

- Programs
- Funding/Outcomes
- Performance

**Internal Perspectives:**

- Monitoring
- Investigation
- Policy
- Cost Recovery

**Customer Perspectives:**

- Cultural Competence
- Quality
- Convenience or Price

**Learning and Growth  
Perspective:**

- Competency
- Intellectual Assets
- Continuous improvement

# How the Greenwich Department of Health Plans to Use the Balanced Scorecard

**Mission:** To protect and improve the health of residents in Greenwich

## Value & Benefit Perspective:

- Knowledge and understanding of the agency's mission, vision, key approaches and results
- Health outcomes

## Financial and Social Cost:

- Alignment of program and project funding with health outcomes and performance targets

## Customer Perspectives:

- Use of customer needs and satisfaction data to influence agency priorities and operations
- Strategic partnerships and collaborative relationships

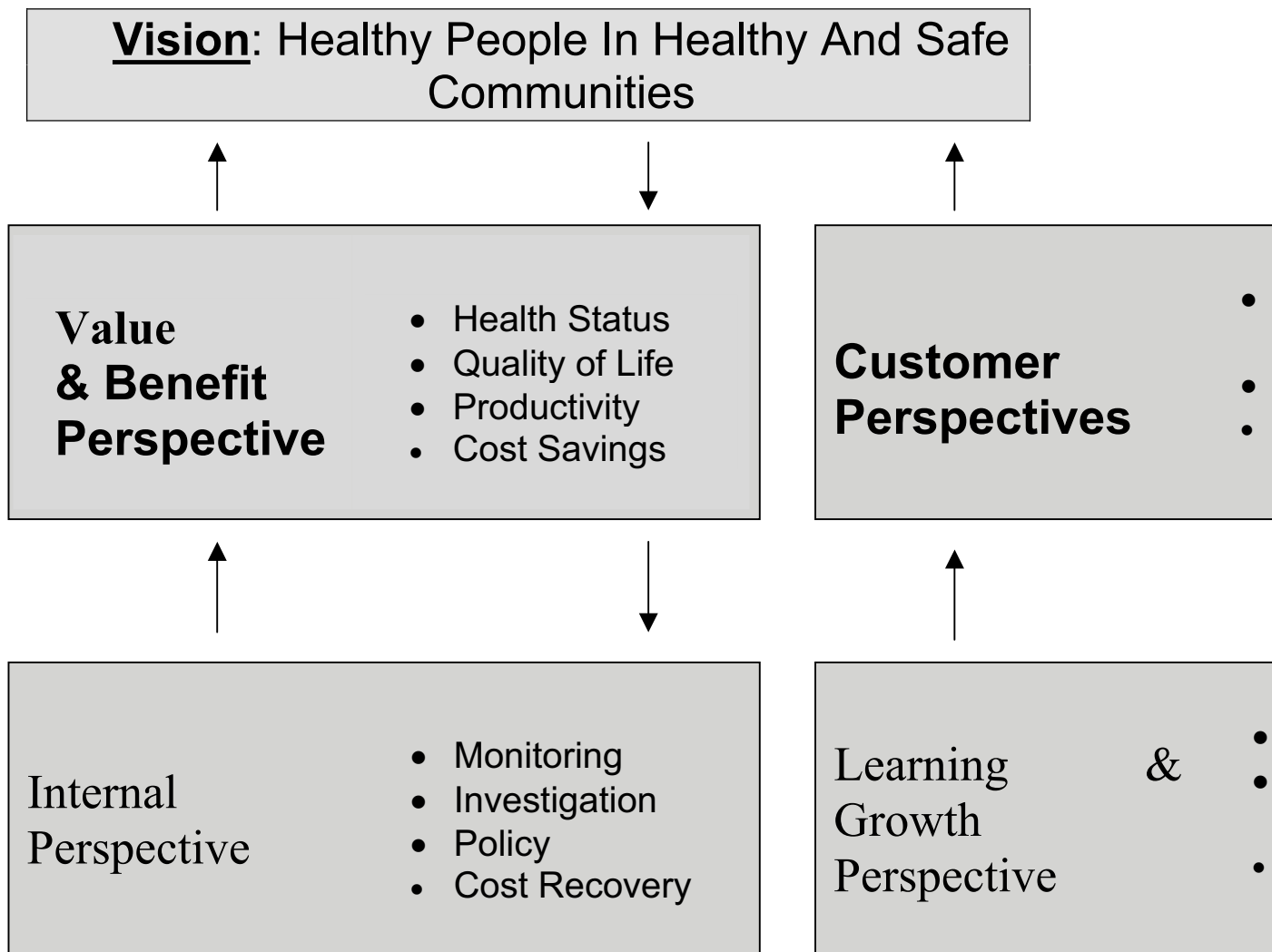
## Internal Perspective:

- Data collection and analysis
- Effectiveness and timeliness of internal and external communications
- Effectiveness and efficiency of programs and services

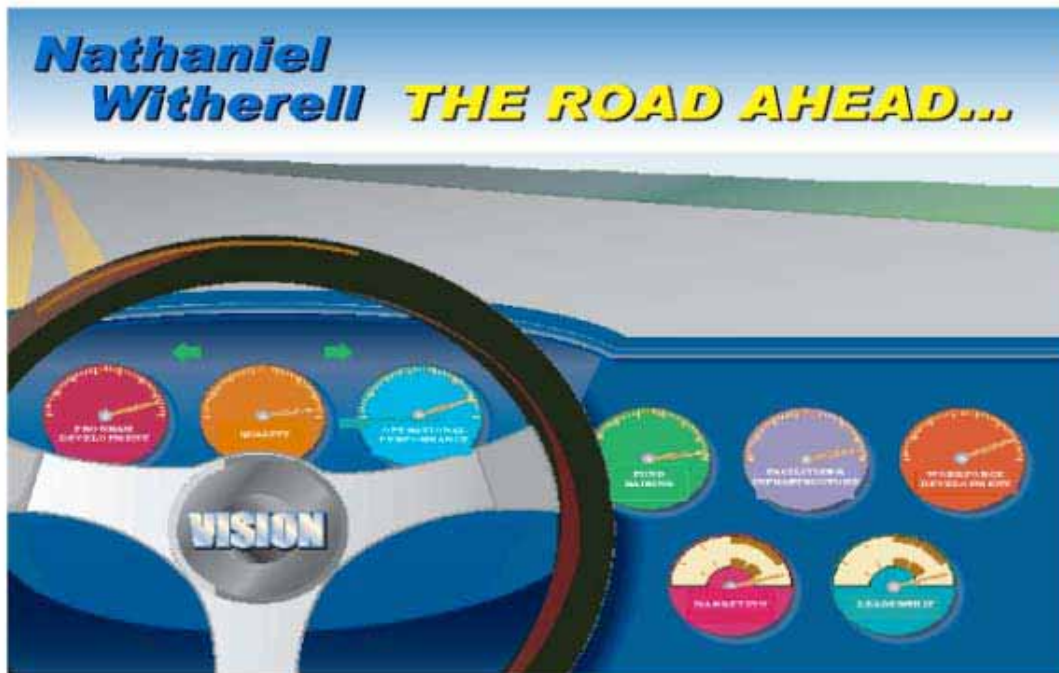
## Learning & Growth:

- Competent and committed workforce
- Employee satisfaction and retention

# **Adaptation of Balanced Scorecard for Public Health**



**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**





**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

1. Department: \_\_\_\_\_ The Nathaniel Witherell

1/11/08

2. Divisions: \_\_\_\_\_ The Nathaniel Witherell  
The Pavilion

3. Department Mission Statement \_\_\_\_\_ the Mission of The Nathaniel Witherell is to:

• **Provide with dignity and care superior nursing services in a well-maintained and attractive environment**

- Provide access primarily to Greenwich families
- Maintain a fiscally responsible organization
- Assure its ability to serve the future needs of the Town of Greenwich

**4. Department Key Services** – ALL WITHERELL DEPARTMENTS ARE KEY SERVICES AND AS SUCH ARE PRIORITY LEVEL “M” MUST, AS MANDATED BY THE FEDERAL AND STATE GOVERNMENTS AND CODES AND/OR ARE INTEGRAL TO THE PROGRAM OF THE NATHANIEL WITHERELL

- 1 Medical Care
- 2 Skilled Nursing Care
- 3 Rehabilitation Therapy
- 4 Social Services / Discharge Planning
- 5 Dining Services
- 6 Therapeutic Recreation
- 7 Housekeeping
- 8 Laundry
- 9 Plant Operations
- 10 Maintenance
- 11 Pastoral Care
- 12 Banking and Financial Services
- 13 Admissions and Marketing
- 14 Volunteer Coordination
- 15 Development
- 16 Accounting and Bookkeeping

## **5. Department Goals for Fiscal 08-09**

The Nathaniel Witherell has the following eight Dash Board Goal Areas as part of its Strategic Plan and as part of its 2008/2009 Annual Implementation Plan:

- A) Quality
  - B) Program Development
  - C) Operational (Financial) Performance
  - D) Leadership
  - E) Marketing
  - F) Workforce Development
  - G) Fund Raising
  - H) Facilities and Infrastructure
- Please refer to the Diagram attached

### **A) QUALITY**

Nathaniel Witherell measures Quality outcomes by using both (1) traditional post-acute Skilled Nursing Facility industry standard indicators developed by the two major third party payors, Medicare and Medicaid and (2) Witherell generated quality indicators that are determined and set by Witherell's Quality Assurance Committee. Both sources of quality assurance targets and goals were used to compile the following Quality Indicator goals:

- a) Physical Restraints
  - i. TNW current score 0.6 %
  - ii. Federal current score 5.0 %
  - iii. State current score 4.0 %
  - iv. Goal is to remain below State and Federal levels
- b) Pressure Ulcers
  - i. TNW current score 2.0 %
  - ii. State current score 12.0 %
  - iii. Federal current score 12.0 %
  - iv. Goal is to remain below State and Federal levels
- c) Depression
  - i. TNW current score 14.2%
  - ii. State current score 13.0%
  - iii. Federal current score 14.0%
  - iv. Goal is to re-visit the issue of depression and either (1) re-confirm that TNW's Depression score is appropriate as it correlates to our resident mix OR (2) conduct a focused quality assurance assessment of psychiatric services with the goal being to lower TNW's as appropriate.
- d) Moderate to Severe Pain
  - i. TNW current score 1.5 %
  - ii. State current score 3.0 %
  - iii. Federal current score 4.0 %

- iv. Goal is to remain below State and Federal levels
- e) Accidents
  - a. Incidence of new fractures
    - i. TNW current score 2.9%
    - ii. State current score 1.9 %
    - iii. Federal current score 2.0 %
    - iv. Goal is a 10% reduction down to 2.6%
  - b. Prevalence of falls
    - i. TNW current score 11.2%
    - ii. State current score 12.1 %
    - iii. Federal current score 12.9 %
    - iv. Goal is to remain below the State and Federal levels
- f) Behavior/Emotional Patterns
  - a. Residents becoming more depressed or anxious
    - i. TNW current score 16.5%
    - ii. State current score 14.0%
    - iii. Federal current score 15.2 %
    - iv. Goal is to conduct a focused review
  - b. Prevalence of behavior symptoms affecting others – Overall
    - i. TNW current score 25.1 %
    - ii. State current score 11.1%
    - iii. Federal current score 17.6%
    - iv. Goal is to conduct a focused review
  - c. Prevalence of behavior symptoms affecting others-high risk
    - i. TNW current score 31.0%
    - ii. State current score 12.9%
    - iii. Federal current score 20.4%
    - iv. Goal is to conduct a focused review
  - d. Prevalence of behavior symptoms affecting others – low risk
    - i. TNW current score 8.7 %
    - ii. State current score 4.0%
    - iii. Federal current score 7.4%
    - iv. Goal is to conduct a focused review
  - e. Prevalence of symptoms of depression without antidepressant therapy
    - i. TNW current score 3.4 %
    - ii. State current score 2.9%
    - iii. Federal current score 4.8 %
    - iv. Goal is to conduct a focused review
- g) Clinical management
  - a. Use of 9 or more different medications
    - i. TNW current score 51.1 %
    - ii. State current score 65.5%
    - iii. Federal current score 66.0%
    - iv. Goal to remain below State and Federal levels

- h) Cognitive patterns
  - a. Incidence of cognitive impairment
    - i. TNW current score 10.2%
    - ii. State current score 13.4%
    - iii. Federal current score 12.5%
    - iv. Goal to remain below state and federal levels
- i) Elimination/Incontinence
  - a. Low risk residents who lost control of bladder or bowels
    - i. TNW current score 39.4%
    - ii. State current score 47.3%
    - iii. Federal current score 48.4%
    - iv. Goal is to remain below the State and Federal levels
  - b. Residents who have/had a catheter inserted and left in their bladder
    - i. TNW current score 2.2%
    - ii. State current score 5.7%
    - iii. Federal current score 7.2%
    - iv. Goal is to remain below the State and Federal levels
  - c. Prevalence of occasional or frequent bladder incontinence without a toileting plan
    - i. TNW current score 24.6%
    - ii. State current score 40.2%
    - iii. Federal current score 45.6%
    - iv. Goal is to remain below the State and Federal levels
  - d. Prevalence of fecal impaction
    - i. TNW current score 0.0%
    - ii. State current score 0.0%
    - iii. Federal current score 0.1%
    - iv. Goal is to remain at or below State and Federal levels
- j) Infection Control
  - a. Residents with Urinary Tract Infection (UTI)
    - i. TNW current score 2.2%
    - ii. State current score 8.6%
    - iii. Federal current score 9.8%
    - iv. Goal to remain below the state and federal levels
- k) Nutrition/Eating
  - a. Residents who loose too much weight
    - i. TNW current score 4.0%
    - ii. State current score 9.4%
    - iii. Federal current score 9.7%
    - iv. Goal is to remain below the State and Federal levels
  - b. Prevalence of tube feeding
    - i. TNW current score 4.5%
    - ii. State current score 3.5%

- iii. Federal current score 6.7%
    - iv. Goal is a 25% reduction for TNW so as to achieve the State level and remain below Federal level
  - c. Prevalence of dehydration
    - i. TNW current score 0.0%
    - ii. State current score 0.3%
    - iii. Federal current score 0.2%
    - iv. Goal is to remain below the State and Federal levels
- l) Pain management
  - a. Presence of moderate to severe pain in residents
    - i. TNW current level 0.0%
    - ii. State current level 4.2%
    - iii. Federal current level 5.6%
    - iv. Goal to remain below the state and federal levels
- m) Physical Functioning
  - a. Residents whose need for help with daily activities has increased
    - i. TNW current level 10.5%
    - ii. State current level 18.5%
    - iii. Federal current level 16.7%
    - iv. Goal is to remain below the State and federal levels
  - b. Residents who spend most of their time in bed or in a chair
    - i. TNW current level 2.3%
    - ii. State current level 2.6%
    - iii. Federal current level 5.1%
    - iv. Goal is to remain below the State and Federal levels
  - c. Residents whose ability to move in and around their room got worse
    - i. TNW current level 11.1%
    - ii. State current level 17.4%
    - iii. Federal current level 15.1%
    - iv. Goal is to remain below the State and Federal levels
  - d. Incidence of the decline in Range of Motion (ROM)
    - i. TNW current score 7.8%
    - ii. State current score 7.2%
    - iii. Federal current score 8.0%
    - 1. Goal is to reduce TNW score to equal State level and to remain below the Federal level
- n) Psychotropic Drugs
  - a. Prevalence of antipsychotic use, in the absence of psychotic or related conditions: Overall
    - i. TNW score 37.3%
    - ii. State score 26.3%
    - iii. Federal score 19.8%
    - iv. Goal is a focused review

- b. Prevalence of antipsychotic use, in the absence of psychotic or related conditions: High Risk
      - i. TNW current score 64.9%
      - ii. State current score 55.1%
      - iii. Federal current score 42.5%
      - iv. Goal is a focused review
    - c. Prevalence of antipsychotic use, in the absence of psychotic or related conditions: Low Risk
      - i. TNW current score 30.2%
      - ii. State current score 23.4%
      - iii. Federal current score 16.5%
      - iv. Goal is a focused review
    - d. Prevalence of antianxiety/hypnotic use
      - i. TNW current score 6.5%
      - ii. State current score 22.1%
      - iii. Federal current score 21.1%
      - iv. Goal is to remain below the state and federal levels
    - e. Prevalence of hypnotic use more than two times in the last week
      - i. TNW current score 2.2%
      - ii. State current score 5.8%
      - iii. Federal current score 5.9%
      - iv. Goal is to remain below the state and federal levels
  - o) Post Acute Care Measures
    - a. Short-stay residents with delirium
      - i. TNW current score 0.9%
      - ii. State current score 2.0%
      - iii. Federal current score 2.3%
      - iv. Goal is to remain below the state and federal levels
    - b. Short-stay residents who had moderate to severe pain
      - i. TNW current score 11.0%
      - ii. State current score 19.7%
      - iii. Federal current score 21.1%
      - iv. Goal is to remain below the state and federal levels
    - c. Short-stay residents with pressure ulcers
      - i. TNW current score 10.8%
      - ii. State current score 16.7%
      - iii. Federal current score 15.9%
      - iv. Goal is to remain below the state and federal levels
  - p) Residents given the Flu vaccine
    - i. TNW current score 99%
    - ii. State current score 87%
    - iii. Federal current score 88%
    - iv. Goal to remain above the state and federal levels
  - q) Residents given the Pneumococcal vaccine
    - i. TNW current score 100%

- ii. State current score 79%
  - iii. Federal current score 83%
  - iv. Goal to remain above the state and federal levels
- r) Witherell will also be creating new measurable departmental specific quality indicators as determined by the Center's Quality Assurance Committee in collaboration with individual department heads.
  - i. Goal – to identify the departmental indicators and to create outcome targets for those indicators.
- s) Quality of Life
  - a. Residents who were physically restrained
    - i. TNW current score 0.6%
    - ii. State current score 2.8%
    - iii. Federal current score 7.4%
    - iv. Goal is to remain below the state and federal levels
  - b. Prevalence of little or no activity
    - i. TNW current score 0.6%
    - ii. State current score 2.8%
    - iii. Federal current score 7.4%
    - iv. Goal is to remain below the state and federal levels

## **B) OPERATIONAL PERFORMANCE:**

The Nathaniel Witherell has the achieved the following Operating results in the past three years from FY 2005 thru FY 2007 inclusive, with estimates for four years thru FY08:

- 1) Revenue: FY 07 actual up 6.4% to \$19,524,029 when compared to the prior FY06 actual
- 2) Expense: FY 07 actual up 4.6% to \$15,774,228 when compared to the prior FY06 actual
- 3) Payroll Hours: FY 07 actual down 1.1% to 457,683 hours when compared to the FY05 actual two years prior and estimated to decline another 4% for FY 08 as compared to FY 07 actual
- 4) Full Time Positions: down 2.9% from 173 to 168, FY 05 compared to FY 07, with an estimated actual for FY08 of 158 – this represents a potential 8.7% reduction comparing actual FY05 to estimated actual FY 08 or 15 full time positions

Furthermore:

- 1) Total Admissions increased from 160 to 283, FY06 to FY 07, up 77%
- 2) Short Term Admissions increased from 137 to 269, FY06 to FY 07, up 96%
- 3) Average Length of Stay for Short term patients down 15.7%, from 36.3 days to 30.6 days, FY06 to FY07
- 4) Medicare days up 30% from 7370 to 9648 from FY06 to FY07

The Operational Performance Goals for TNW for FY 08 propose:



- 1) To continue to grow revenue at a pace faster than the growth of expenses in accord with the FY09 budget
- 2) To maintain authorized positions @ 156 with the conversion of one position from a CNA to a Rehab RN Case Manager
- 3) To continue an increase in Short-Term admissions in accord with the FY09 budget
- 4) To continue an increase in Medicare and Private Pay patient days in accord with the FY09 budget
- 5) To continue an increase in short-term patient days in accord with the FY09 budget
- 6) To conduct an audit of Witherell's ADL / MDS charting and documentation system with the goal of maximizing case mix index and income
- 7) To conduct an consulting analysis of the Housekeeping and Laundry departments in an effort to identify possible efficiency opportunities as to as to re-engineer both departments
- 8) To convert the Nursing Department from one "cost center" into six "cost centers" so as to better track Nursing expenses per floor and per unit of service
- 9) To create a departmental cost per unit of service tracking system so as to better identify fixed and variable costs and to identify possible variable cost savings
- 10) To create a departmental budget variance reporting system
- 11) To install the necessary systems and processes that will enable TNW to calculate Medicare and short-term rehab revenues and expenses to determine their contribution to Witherell's financial performance
- 12) To comply with and achieve the FY 09 budget
- 13) To comply with all regulatory requirements promulgated to nursing homes by all regulatory agencies at the federal, state and local levels

### **C) PROGRAM DEVELOPMENT:**

Both Short Term / Sub-Acute / Rehab Care and Person-Centered Care will continue to be the two primary program focal points for Nathaniel Witherell for the 08/09 budget year.

- A) Short Term / Sub Acute / Rehab Care – This has now become Witherell's 2<sup>nd</sup> "product" line. Witherell's 1<sup>st</sup> "product" line is chronic long-term care. The program focus for the coming fiscal year will be to continue to expand the volume and penetration of the "short-term" program into Witherell's overall volume according to our 08/09 budget volume targets and Witherell's Long Range Financial Plan
- B) Person-Centered Care – This "environments for the aging" concept will also further increase its penetration into the fabric of Witherell. This penetration is both programmatic and cultural. There continues to be a culture change happening at Witherell that is the foundation of all Witherell does – across all aspects of out operations. Each Department at Witherell will create departmental Person-Centered Care initiatives that are either departmental specific or span multiple departments
- C) Inpatient Respite and Hospice care are opportunities for Witherell to expand its Inpatient Product Lines with little or no additional expenses

since the base of operations of 202 beds remains constant. Witherell will author two Action Plans, one for each product line, the purpose of each is to formulate strategies to increase the Respite and Hospice volumes

- D) Witherell will “roll-out” those additional MDI soft-ware add-ons that currently do not function at Witherell:
  - i. Schedule Pro
  - ii. eCharting
  - iii. Inventory control
  - iv. Accounts Payable
- E) To introduce into Witherell a resident dog

#### D) LEADERSHIP:

- A) Leadership education will be conducted in the areas of:
  - i. Strategic Planning
  - ii. Quality Assurance
  - iii. Setting Goals and Objectives
  - iv. Budgeting and Budget Variance Reporting
  - v. Unit Pricing
  - vi. Resource Utilization Management
- B) Initiate one-on-one expectation sessions between the Executive Director and each individual Board member to enhance communications and identify opportunities for improvement
- C) To author both a facility-wide strategic plan and individual departmental strategic plans
- D) To re-visit and up-date Witherell’s long range business plan to review assumptions in light of changing conditions; to align the long range business plan with the strategic plan; to align both the strategic plan and the long range business plan with an updated Witherell Mission statement
- E) Board education in the area of strategic planning

#### E) MARKETING:

- A) To contract with an external satisfaction firm to conduct periodic satisfaction surveys that will track resident and family satisfaction when compared to a universe of providers and to identify opportunities for improvement
- B) To conduct joint venture programs with other long-term sub-acute care agencies and providers (such as the Alzheimer’s Association) so as to
  - a. Spread the word of Witherell in the community
  - b. Identify program opportunities for Witherell
  - c. Bring to Witherell the expertise of others

d. Identify opportunities for improvement

- C) To identify institutions of higher learning that Witherell can begin to dialogue with in the hope of establishing clinical affiliations that will bring to Witherell clinical knowledge and current trends in the long-term care and sub-acute care arenas

F) WORK-FORCE DEVELOPMENT:

- A) Managers and staff education in the areas of Customer Service and Person-Centered Care
- B) Individual departmental recognition as per the annual Healthcare calendar (e.g. Nursing week; Social Work week etc).
- C) To recruit and train additional volunteers
- D) To conduct a volunteer needs assessment

G) FUND RAISING:

- A) To identify and apply for grants appropriate to Witherell's Mission**
- B) To partner with The Friends of Witherell in their fund-raising efforts

H) FACILITIES AND INFRASTRUCTURE:

- A) PROJECT RENEW WITHERELL:
  - a. To assist the Town Building Committee in all aspects of Project Renew including but not limited to CON filing; phasing coordination; campus access
- B) CIP 08/09 Projects as follows:
  - a. Carpet shampoo/vacuum machine
  - b. Interior paint plan
  - c. Nurse Call Executive Information Module
  - d. Hill-Rom Electric Beds
  - e. Bladder Scan
  - f. Flat Screen TV's
  - g. Copier
  - h. MDI Clinical Support Wireless Network
  - i. Marisa resident Lift

## **6. Department Accomplishments**

- 1) Witherell remaining a Town Department overwhelmingly voted for by the RTM
- 2) Project Renew Witherell and \$7.3 million start-up appropriation funding by the RTM approved
- 3) Witherell reduces its authorized Full Time employee head count by 10 from 168 to 158
- 4) Witherell passed its annual unannounced four-day State of Connecticut DPH survey
- 5) Admissions up 77% from 160 to 283 in one year
- 6) Medicare Days up 30.4% from 7370 to 9648 days
- 7) Total Revenues up 6.4% to \$19, 524, 029 in FY07 compared to FY06
- 8) LIUNA and Teamsters contracts re-opened, negotiated and signed.
- 9) Number of Greenwich residents served increased 81%, going from 123 to 223, FY07 compared to FY 06
- 10) Three commercial insurance contracts establishing preferred provider status for Witherell signed
- 11) Bill's Backyard BBQ and Oktoberfest celebrates their 2<sup>nd</sup> year
- 12) Short-term Admissions up by 96% over the previous fiscal year, going from 137 to 269**
- 13) Short-term ALOS decreased by 15.7%, going from 36.3 to 30.6 days
- 14) TNW completes its 1<sup>st</sup> successful corporate sponsorship with the Alzheimer's Association and sends an 18 member Witherell Team to participate in the Memory Walk
- 15) TNW recruits a new Director of Rehabilitation Medicine
- 16) Witherell exceeds the State and the Federal averages in 24 of 34 measurable quality care outcome indicators**

17) Witherell employees receive TOG Manager of the Year and Employee of the Year for the 2<sup>nd</sup> year in a row and TOG Team of the year for the 3<sup>rd</sup> Year in a row

#### **7. Performance Measurements**

**Witherell will continue to use the Medicare, Medicaid and Qualidigm Quality Care Outcome indicators for measurements on clinical performance and use both Actual to Budget FY09 and use the three-year comparison of Actual FY07/Actual FY08/Actual FY09 to measure financial performance**

**For clinical performance, Witherell's goal is to remain below the Federal average in the 18 of 18 Quality indicator score areas that Witherell currently achieves and to remain below the 16 of 18 State of Connecticut Quality indicator score areas that Witherell currently achieves**

**In the two Connecticut State Quality score areas of Resident Depression and Resident Spending Most of Her Time in Bed or in a Chair, where TNW is 1% above the State average, TNW will instruct its multi-discipline Quality Assurance Committee to conduct an analysis to determine if a Quality Improvement Plan is indicated**

**The below link to Medicare Compare graphs the data for the 18 indicators.**

**<http://www.medicare.gov/NHCompare/include/DataSection/Quality/QualityMeasuresResults.asp>**

## **8. Other Key Department Issues**

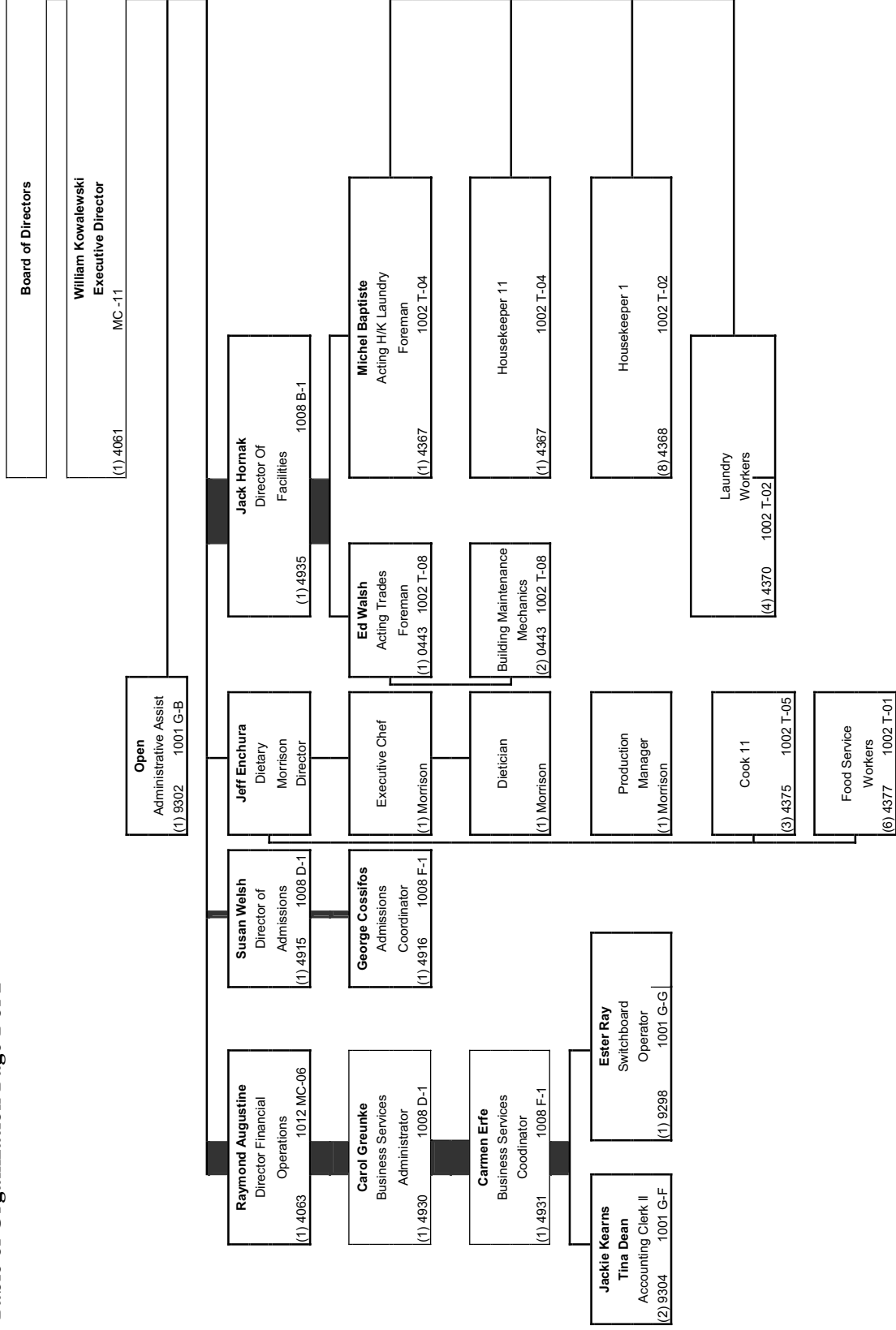
As Witherell continues to effectuate this turn-around and right size the organization, it is imperative that the effects of financial right sizing on quality outcomes be closely monitored

For this reason, ratio-monitoring tools that correlate resource allocation to clinical quality outcomes will be implemented – to track the impact resource allocation has on clinical outcome. We are fortunate in the long-term care healthcare industry to have well grounded valid and reliable clinical outcome measurement data. There is no experimentation here. The Medicare, Medicaid and Qualidigm comparative are sound and Witherell uses them and will continue to use them

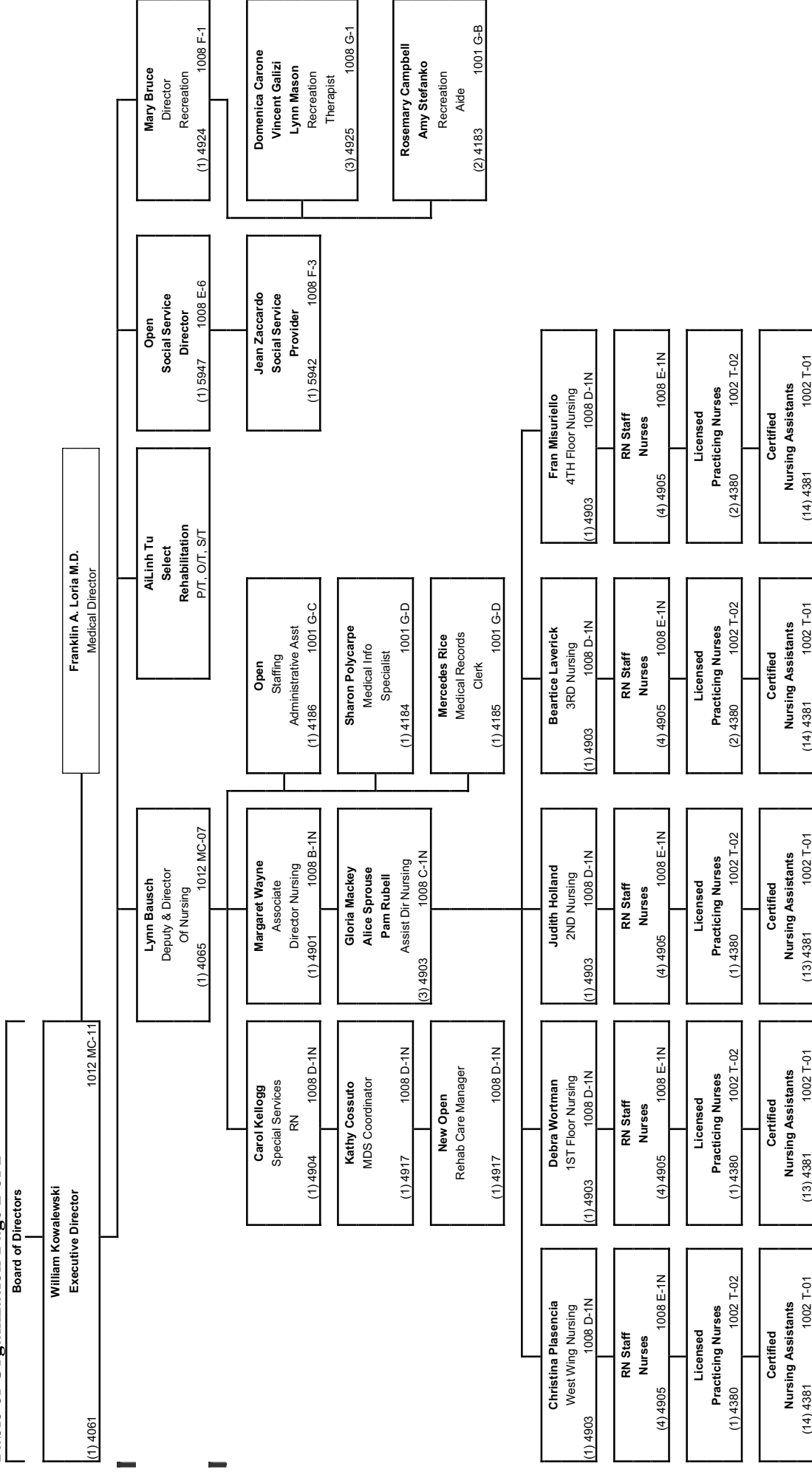
Additionally, the above will be rolled out side-by-side with Project Renew Witherell – Witherell's Building Project

These are simultaneous daunting tasks

Table of Organization Page 1 of 2



**Table of Organization Page 2 of 2**





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# **10. Actual /Proposed - Summary Personnel Staffing**

## **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	<u>173</u>	<u>56</u>	<u>0</u>	<u>115345</u>
<u>FY 05/06</u>	<u>172</u>	<u>55</u>	<u>0</u>	<u>114182</u>
<u>FY 06/07</u>	<u>168</u>	<u>54</u>	<u>0</u>	<u>112171</u>
<u>FY 07/08</u>	<u>158</u>	<u>50</u>	<u>0</u>	<u>103353</u>
<u>FY 08/09 Proposed</u>	<u>156</u>	<u>48</u>	<u>0</u>	<u>100104</u>

## **Summary Comments on Personnel Changes**

**Witherell continues to make significant progress in the reduction of Total Payroll Hours, both full time and part time.**

**11. Department Financial Summary****A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>\$14,838,850</b>	<b>\$14,044,910</b>
<b>FY 05/ 06</b>	<b>\$15,793,632</b>	<b>\$15,073,948</b>
<b>FY 06/ 07</b>	<b>\$16,586,417</b>	<b>\$15,774,228</b>
<b>FY 07/ 08</b>	<b>\$15,689,312</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>\$16,028,514</b>	<b>XXXXXXXXXX</b>

A – Summary Comment on Expenses – Witherell was below its expense budget for each of the three completed budget years listed above.

**B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>\$18,387,859</b>	<b>\$17,604,045</b>
<b>FY 05/06</b>	<b>\$18,209,920</b>	<b>\$18,354,989</b>
<b>FY 06/07</b>	<b>\$19,272,459</b>	<b>\$19,524,029</b>
<b>FY 07/08</b>	<b>\$20,394,000</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>\$21,117, 623</b>	<b>XXXXXXXXXX</b>

B – Summary Comment on Revenues – Witherell’s revenue was better than budget for two of three completed fiscal years listed above.

**Town Of Greenwich**  
**2008-2009 Operational Plan for the Greenwich Dept. of Social Services**

1. **Department:** Social Services
2. **Divisions:** Children, Youth and Family Services; Adults and Special Programs, including Mental Health; Senior Services for those age 65 and over; and Homemaker Services
3. **Department Mission Statement:** To protect and promote the welfare of the most vulnerable individuals in the community, through support and services of the highest quality, that maximize competency, independence, and quality of life.

Department goals are to provide for basic human needs; maintain the integrity of families; strengthen residents' self-reliance and self-sufficiency; and promote positive social development and emotional adjustment for residents unable to access these services elsewhere.

Department target populations include Greenwich's economically-disadvantaged residents; children and youth at risk of poor social or emotional adjustment; residents with confusion, dementia, and other declining abilities due to age and health conditions; those with intellectual disabilities and chronic mental illness; and those of limited income with physical and medical needs whose needs are not fully met by other agencies.

4. **Department Key Services:** Please provide a list of key departmental services in order of importance, as ranked by your Department, as relates to fulfilling your Department's Mission listed in (3) above. If applicable, the Division responsible for the service should be clearly identified. Services should be broken out into three categories and then prioritized within each category as coded below:

(M) Must do/Mandated (e.g., state/fed regulation)

(E) Should do/essential for achieving the Department's Mission

(N) Nice to do/will contribute to achieving the Department's Mission, but non-essential

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**The Department of Social Services provides some services directly, and outsources others**

I. **DIRECT SERVICES**

A. **Must do/Mandated (M)**

1. Provide casework, case management, and prevention services to elderly, handicapped, adults, and families with children.
2. Provide homemaker services for the elderly and disabled population
3. Provide supportive counseling services and case management services to the adult chronically mentally ill
4. Provide town financial aid and connection to applicable benefit programs
5. Provide protective services to the elderly and the handicapped, to ensure they obtain needed health care, and when indicated, institutional services; and to prevent abuse, exploitation, and neglect (including dangerous self-neglect)

6. Serve as formal Relocation Officers for the TOG
7. Work closely with the Salvation Army to distribute SA funds, gifts or services to needy Greenwich residents
8. Provide services for youth through direct services (BANC, GYCP) and in conjunction with TOG Youth Coordinator (summer work program)
9. Serve as a clearinghouse for the donations of the generous and caring Greenwich community.

B. Essential to Mission (E)

1. Maintain Department's infrastructure to ensure staff's understanding of expectations and smooth delivery of services
2. Interdepartmental communication and coordination to ensure effective delivery of services
3. Data input in new EVOLV system thus being able to track departmental services and adherence to mission
4. Skills training for employees to ensure use of best practices in programs, and in the delivery of services
5. Community outreach to educate and assess community needs

C. Nice to do (N)

1. Improve public relations through Community education
2. Staff retreat
3. Staff recognition

## II. **EXTERNAL/OUTSOURCES SERVICES**

A. **Must do/Mandated (M)**

1. Together with the Board of Social Services, develop and recommend criteria for funding external social services agencies
2. Together with the Board of Social Services, review requests for town funding from outside social services agencies and recommend organizations for funding to the BET
3. Monitor funded outside social services agencies (External Entities) to ensure compliance in programming and use of TOG funds

B. Essential to External Services ((E)

1. Maintain open line of communication with funded external entities

2. Executive staff involvement on Community Boards, etc.

C. Nice to do (E)

1. Provide technical assistance to External Entities on problems or issues that may arise from monitoring of agency
2. Collaborate with other providers in educating community on social problems relating to the town

5. Department Goals for Fiscal 08-09

**5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

**a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Goal/objective of project:** The BANC program is essential to the Byram community & could be clinically enhanced to serve both children & parents. GDSS will assess the BANC program against similar community programs to determine efficiency & effectiveness

**Strategy to progress and finish project:** Work with Youth Coordinator, Byram community, and community agencies that may provide similar programming; request agencies submit proposal for enhanced services through the BANC program

**Time frame for completion of overall project and each major project stage:** 11/08-8/09

**Risk to time frame – Greatest obstacle(s) to completing this project: community approval & coordinating outside agencies & obtaining proposals**

**Performance Measures & Frequency: number of meetings with number of agencies; adherence to timeline to be developed**

---

**b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**Goal 1:** Continued Provision of effective and efficient services to Greenwich residents

**Strategy:** Commissioner to continue to assess departmental services versus those provided by external entities in an effort to reduce any duplication of services that may exist, plan for the best modes of service delivery, & identify unmet social services needs

**Time frame:** continuous

**Risk to time frame - Greatest obstacle(s) to completing this project:**  
Administrative staff time.

**Performance Measures & Frequency:** ongoing involvement on community boards in an effort to identify entities & assess as needed

**Goal 2:** Get student interns to assist in the provision of casework services in exchange for training and supervision-to be done by deputy commissioner

**Strategy:** Contact Schools of Social Work and ensure completed applications

**Time frame:** 9/08 – 6/09

**Risk to time frame - Greatest obstacle(s) to completing this project:** availability of students

**Performance Measures & Frequency:** delivery of completed correspondence with schools & having students on Board

---

**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

**Goal :** Plan for celebration of GDSS' 100 year anniversary (October 2, 1909)

**Strategy:** create a committee to work on planning for the event

**Time frame:** Jan'08 -

**Risk to time frame - Greatest obstacle(s) to completing this project:** NONE

**Performance Measures & Frequency:** monthly report on process and progress

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

**Goal :** Explore formation of mentoring programs for youth to address low academics and career opportunities

**Strategy:** Coordinate with youth coordinator to organize meetings with youth providers, School Board, & the community

**Time frame:** December 2007- December 2008

**Risk to time frame - Greatest obstacle(s) to completing this project:** Coordinating agencies and getting buy-in for this idea



**Performance Measures & Frequency:** Ongoing dialogue and planning with agencies measured monthly

**Goal 2:** . Pursue stipends for student interns to increase probability in attracting them to the department

**Strategy:** proposed in next budget year

**Time frame:** July '08 - December '08

**Risk to time frame - Greatest obstacle(s) to completing this project:** Board & BET approval

**Performance Measures & Frequency:** Discussions with Board

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Goal 1:** Complete implementation of the EVOLV-CS software, including conversion of client data from old system to the new EVOLV-CS

**Strategy:** training of all staff on the new system

**Time frame:** 12/ 08

**Risk to time frame - Greatest obstacle(s) to completing this project:** vendor's limited ability to access database, support from vendor, and limitation on contract/systems manager's time who is a p/t employee with two very different job responsibilities

Performance Measures & Frequency: **data output pertaining to statistics and needed reports measured monthly**

**Goal 2:** Produce written departmental policy & procedures manual

**Strategy:** create a work plan with specific tasks outlined, time frames, & responsible individual

**Time frame:** 7/08 - 6/09

**Risk to time frame - Greatest obstacle(s) to completing this project:** administrative staff availability

Performance Measures & Frequency: **Delivery of complete manual to staff measured periodically by completion of individual policies-based on work plan**

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

**Goal 1:** establishment of goals and accountability for direct care staff

**Strategy:** Assess monthly statistical output

Time frame: **continuous**

Risk to time frame - Greatest obstacle(s) to completing this project: **establishing benchmarks to measure worker activity**

**Performance Measures & Frequency:** quarterly reports to Board on output & cost

**Goal 2:** Monitor performance of external entities and compliance with contract

**Strategy:** Institute some form of reporting (i.e., quarterly) from external entities

**Time frame:** quarterly

**Risk to time frame - Greatest obstacle(s) to completing this project:** Board endorsement

**Performance Measures & Frequency:** Board discussions

**Goal 3:** Monitor Contract/Systems manager's position to ensure ability to perform task of both EVOLV & monitoring of external entities

**Strategy:** Assess this worker's time devoted to each project, and use of overtime

**Time frame:** Monthly

**Risk to time frame - Greatest obstacle(s) to completing this project:** None

**Performance Measures & Frequency:** notes on monthly assessment

**Goal 4 :** Continued development and possibly beginning implementing strategic plan

**Strategy:** Form strategic planning committee; obtain expertise in strategic planning

**Time frame:** to be developed

**Risk to time frame - Greatest obstacle(s) to completing this project:** availability of Board & committee members; funds for expert

**Performance Measures & Frequency:** monthly progress notes

---

**c) Special Projects to be Planned in FY 08-09 (List in priority order. For each project note):**

**Goal :** In '08-'09, the department will assess and develop further, the formal role of Relocation Officers for the Town, under the Town's Relocation Assistance Advisory Plan.

**Strategy:** Create an ad-hoc committee who will develop a work plan outlining tasks & strategies

**Time frame:** December '07 – December '09

**Risk to time frame - Greatest obstacle(s) to completing this project:** as committee members include direct service providers, service delivery takes priority, and may thus take time away from that devoted to this project

**Performance Measures & Frequency:** adherence to work plan yet to be developed

---

**d) Special Projects to be Proposed in FY 08-09 (List in priority order. For each project note):**

Goal : NONE

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Project Name: NOT APPLICABLE  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Project Name: NOT APPLICABLE  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

**Project Name:** NONE AT THIS TIME  
**Project Number**  
**Time frame**  
**Risk to time frame**  
**Original cost**  
**Revised cost (if applicable)**  
**Risk to latest cost estimate**  
**Performance Measures & Frequency**

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

**Project Name:** NONE-AT THIS TIME. MAY CHANGE BASED ON STRATEGIC PLAN  
**Project Number**  
**Time frame**  
**Risk to time frame**  
**Original cost**  
**Revised cost (if applicable)**  
**Risk to latest cost estimate**  
**Performance Measures & Frequency**

---

**Section 5D – Brief Summary of Overall Capital Project Status**

NOT APPLICABLE

**6. Department Accomplishments**

1. Delivered key social services, as outlined in #4 above, to over 2000 clients measured by statistical data
2. Establishment of caseload goals and accountability for direct care staff measured by monthly statistical data prepared by direct care workers
3. Establishment of Board report on monthly activities and cost of delivery of services measured by monthly matrix
4. Began implementation of long awaited software program –EVOLV- to improve data collection, accountabilities for departmental activities, assess cost, and assist in program & long term planning
5. Together with the Board of Social Services, worked on developing a plan for evaluating external entities that request town funding for human service programs.

**7. Performance Measurements**

- Actual number of clients seen for casework & case management services on a monthly basis measured against projected numbers

- Actual number of units of service provided on a monthly basis measured against projections
- Actual direct hours spent on delivery of services measured against projected numbers
- Actual number of clients receiving homemaker services on a monthly basis measured against projected numbers
- Cost to deliver services on a quarterly basis
- Number of evictions & condemnations successfully resolved
- Client satisfaction survey measured annually-qualitative
- For external entities, the department is working with the Board on mandating quarterly reports on organization's performance, based on a standardized form created by GDSS

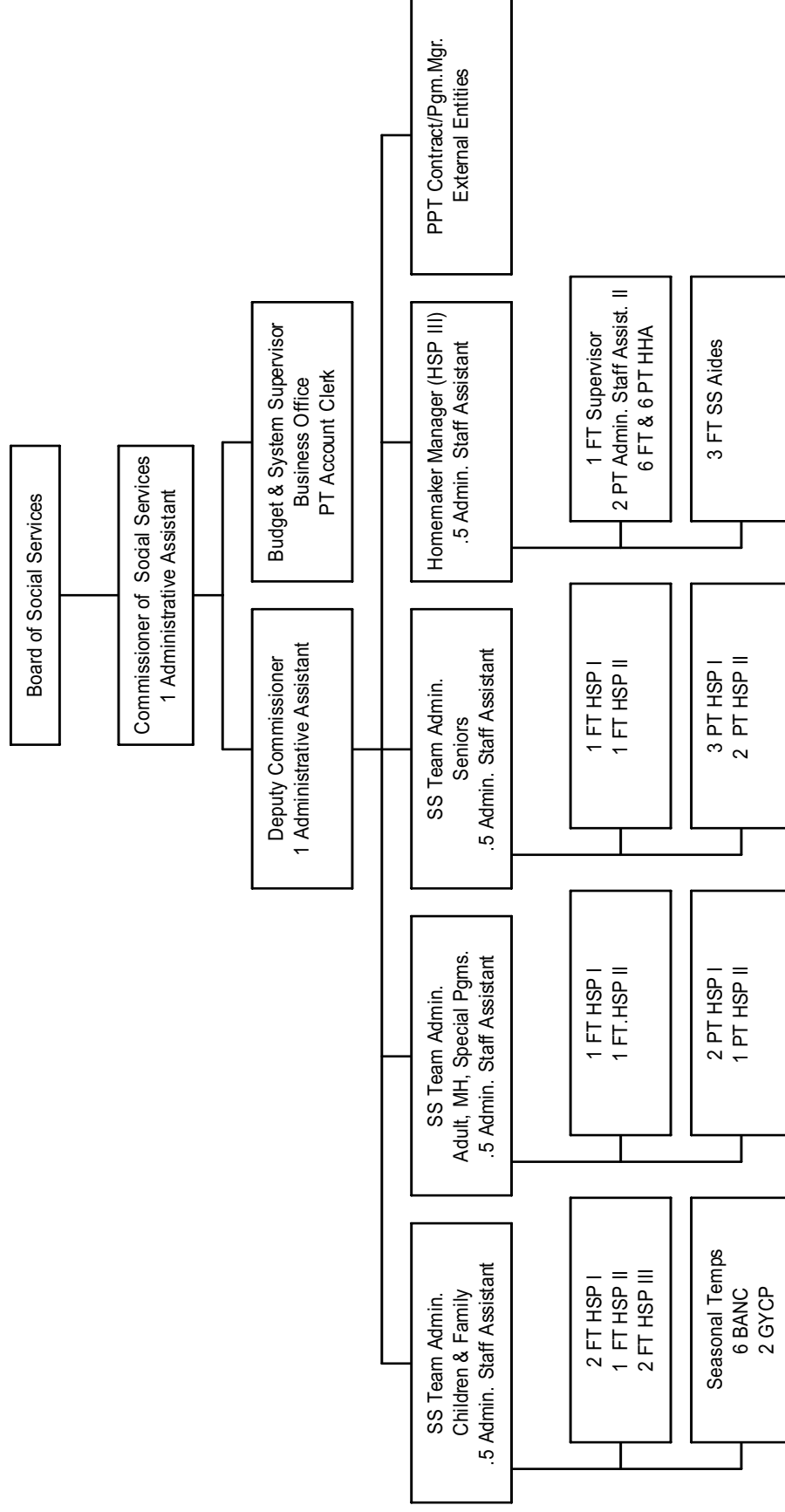
## **8. Other Key Department Issues**

The Department's responsibilities have been broadened beyond providing direct services, to include oversight of external entities receiving TOG funding to provide human service programs to Greenwich residents. This includes monitoring funded agencies to ensure compliance with plans to deliver services to populations within the department's mission.

The Department created a Contract/Systems Manager position whose responsibilities include the implementation and day-to-day use of the EVOLV software, and to monitor the performance of external entities receiving town funds. The adequacy of this 25-hour position will be reevaluated in the coming year.

**9. Department Table of Organization (In Word View in Print Layout View)**

FY 2006 - 2007  
(RESTRUCTURED - CURRENT VERSION)  
DEPARTMENT OF SOCIAL SERVICES



**0. Actual /Proposed - Summary Personnel Staffing****Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	36	27	8	71
<u>FY 05/06</u>	35	28	8	71
<u>FY 06/07</u>	35	27	8	70
<u>FY 07/08</u>	30	26	2	58
<u>FY 08/09 Proposed</u>	30	26	2	58

**Summary Comments on Personnel Changes**

**\*While the total number of employees remains constant, an additional 14 hours per week is added to temporary help for clerical/secretarial services.**

**11. Department Financial Summary****A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
FY 04/ 05	3,092,256	3,060,906
FY 05/ 06	3,087,822	3,026,776
FY 06/ 07	3,577,049	3,029,369
FY 07/ 08	3,361,637	XXXXXXXXXX



FY 08/ 09 Proposed	3,567,639	XXXXXXXXXX
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**A – Summary Comment on Expenses**

**B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
FY 04/05	140,320	92,716
FY 05/06	50,270	14,823
FY 06/07	48,550	28,092
FY 07/08	23,550	XXXXXXXXXX
FY 08/09 Proposed	23,100	XXXXXXXXXX

**B – Summary Comment on Revenues**

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

**Greenwich Library**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

NOTE: NEW Section with fiscal year 2008-2009 submission.

Performance Measures – Section 7

In past submissions, many departments have reported quantitative performance measurements and several have reported qualitative performance measurements. Section 7 addresses both types of measurements.

**Index by Section:**

- 1 & 2 - Department & Division Name
- 3 - Department Mission Statement
- 4 - Department Key Services
- 5 –Department Goals for Fiscal 08-09
- 6 - Department Accomplishments
- 7 –Performance Measurements
- 8 - Other Key Department Issues
- 9 - Department Table of Organization
- 10 - Actual /Proposed - Summary Personnel Staffing
- 11 - Department Financial Summary

Appendix – Definitions, Instructions and Examples

**1. Department**

*Greenwich Library*

**2. Divisions**

*Greenwich Library – Peterson Wing*

**3. Department Mission Statement**

*The mission of the Greenwich Library System is to provide free and convenient access to information and to promote the love of reading and research, the joy of lifelong learning and engagement with the arts, sciences and humanities.*

#### **4. Department Key Services**

- 1      *Accounts Payable*
- 2      *Budgeting*
- 3      *Facilities Management*
- 4      *Fundraising (privately funded)*
- 5      *Information Services*
- 6      *Information Technology*
- 7      *Lending Services*
- 8      *Payroll*
- 9      *Programming and Outreach (privately funded)*
- 10     *Public Relations*
- 11     *Resources Management / Acquisitions*
- 12     *Training (privately funded)*

## **5. Department Goals for Fiscal 08-09**

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal *Increase Circulation including database and web site visits.*

Strategy *Review and analyze database subscriptions and web site statistics.*

Time frame *Ongoing*

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

#### **b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Goal *Increase Circulation including database and web site visits.*

Strategy *Increase branch library hours and open the Main library on Sundays year-round*

Time frame *Completed*

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

Goal *Increase Reference Assistance*

Strategy *Implement Virtual Reference Assistance*

Time frame *Ongoing*

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

Goal *Increase staff and patron awareness of electronic resources and services at the Library*

Strategy *Develop and implement technology training programs for patrons and staff following the completion of the Technology Training Center.*

Time frame *Ongoing*

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

Goal *Increase Greenwich Library's Book Van service to the community.*

Strategy *Promote and enhance library borrowing service at current facilities and market service to other local senior residencies.*

Time frame *Ongoing*

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

Goal *Enhance the library's Public Relations activities*

Strategy *Streamline the activities of the office*

Time frame *Ongoing*

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

Goal *Recruit new library patrons*

Strategy *Provide online registration for patrons wishing to apply for a Greenwich Library card*

Time frame *Ongoing*

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

Goal *Greenwich Library's Reserve/Hold service*

Strategy *Adding the Priority Paging function in Millennium will enable more efficient processing of Hold requests.*

Time frame *Ongoing*

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

Goal *Enhance patron's online management of their library account by adding the "Freeze Hold" circulation function.*

Strategy *"Freeze Hold" will provide patrons with the ability to "freeze" their place in line for Reserves/Holds while they are away.*

Time frame *Ongoing*

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

Goal *Expand access to resources (books) not available at Greenwich Library.*

Strategy *Eliminate fee for requesting books via the library's Inter-Library Loans Service.*

Time frame *Ongoing*

Risk to time frame – Greatest obstacle(s) to completing this project

Performance Measures & Frequency

**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---



**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

Goal *Improve efficiency of materials acquisition and payment of invoices*

Strategy *Install and implement Edifact electronic ordering and invoicing for Baker and Taylor, Inc. Identify other vendors compatible with Edifact electronic ordering and invoicing and set up Edifact accounts with them.*

Timeframe *Baker and Taylor (Books) completed as of as of November 2007. Identification of other vendors is ongoing with at least one other vendor selected by June 30, 2007.*

Risk to time frame *Difficulties encountered in coordinating the various vendors software.*

Performance Measures & Frequency *Anecdotal measures of success includes a very positive response from staff who do the data entry and staff who process the invoices. After six months of continual operation, a group of invoices will be tracked and timed to measure how long it is taking to process our invoices.*

Goal *Improve library website, which also serves as a portal to the online catalog and electronic services*

Strategy *Upgrade the Library Online Public Access Catalog (OPAC); RS feed of daily library events made accessible throughout website.*

Timeframe *Ongoing*

Risk to time frame - *Greatest obstacle(s) to completing this project*

Performance Measures & Frequency

---

**c) Special Projects to be Planned (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**note):** **d) Special Projects to be Proposed (List in priority order. For each project**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Project Name *Byram Branch Expansion*

Project Number

Time frame *2008*

Risk to time frame

Original cost *\$25,000*

Revised cost (if applicable)

Risk to latest cost estimate

Performance Measures & Frequency

Project Name *Restroom Renovation, Main Library*

Project Number

Time frame *2008*

Risk to time frame

Original cost *\$25,000*

Revised cost (if applicable)

Risk to latest cost estimate  
Performance Measures & Frequency

Project Name *Electronic Access System, Main Library*  
Project Number  
Time frame *2008*  
Risk to time frame  
Original cost *\$60,000*  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**Project Name**  
**Project Number**  
**Time frame**  
**Risk to time frame**  
**Original cost**  
**Revised cost (if applicable)**  
**Risk to latest cost estimate**  
**Performance Measures & Frequency**

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

Project Name *RFID (Radio Frequency Identification), Byram Branch*  
Project Number  
Time frame *2008*  
Risk to time frame  
Original cost *\$26,000*  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

Project Name *Replace Front Steps, Cos Cob Branch*  
Project Number  
Time frame *2008*  
Risk to time frame  
Original cost *\$43,000*  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

Project Name *Window replacement, Main Library*  
Project Number  
Time frame *2008*  
Risk to time frame  
Original cost *\$154,000*  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

Project Name *Roof Repair, Main Library*  
Project Number  
Time frame *2008*  
Risk to time frame  
Original cost *\$27,000*  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

## **Section 5D – Brief Summary of Overall Capital Project Status**

- *Byram branch renovation and expansion project is on budget. Goal is to reopen the branch in September 200*
- *Reviewing RFID vendor presentations and analyzing impact on branch service.*

## **6. Department Accomplishments**

- 1 *The expansion and renovation of the Byram Shubert branch from 5,000 to 10,000 square feet is well underway. The goal is to reopen the Library in September 2008. Branch library services are temporarily housed at the community building of St. Paul Lutheran Evangelical Church adjacent to the library grounds.*

## 7. Performance Measurements

### GREENWICH LIBRARY PROFILE

	<b>FY 2006-2007</b>	<b>FY 2005-2006</b>	<b>%</b>
<b>Reference Assistance</b>	<b>Jul 06 - Jun 07</b>	<b>Jul 05 - Jun 06</b>	<b>Change</b>
<b>Main Library Reference</b>	<b>100,758</b>	<b>102,070</b>	<b>-1%</b>
<i>In Person, 1st &amp; 2nd Floor</i>	63,311	65,586	-3%
<i>By Telephone, 1st &amp; 2nd Floor</i>	34,177	33,714	1%
<i>Foundation Center Questions</i>	267	258	3%
<i>Database Instruction/Assistance</i>	1,604	1,357	18%
<i>Assisting Community Answers when Closed</i>	830	745	11%
<i>Virtual Library (giving information via the Internet)</i>	569	410	39%
<b>Children's Room Reference</b>	<b>40,058</b>	<b>38,930</b>	<b>3%</b>
<i>In Person</i>	33,427	32,009	4%
<i>By Telephone</i>	4,293	4,826	-11%
<i>Database Instruction/Assistance</i>	2,338	2,095	12%
<b>Byram Branch</b>	<b>9,342</b>	<b>27,713</b>	<b>-66%</b>
<i>Adult In Person</i>	3,362	11,104	-70%
<i>Adult By Telephone</i>	3,245	6,919	-53%
<i>Children In Person</i>	2,314	7,859	-71%
<i>Children By Telephone</i>	54	328	-84%
<i>Database Instruction/Assistance</i>	367	1,503	-76%
<b>Cos Cob Branch</b>	<b>32,725</b>	<b>30,424</b>	<b>8%</b>
<i>Adult In Person</i>	14,344	12,954	11%
<i>Adult By Telephone</i>	11,529	10,631	8%
<i>Children In Person</i>	3,769	3,690	2%
<i>Children By Telephone</i>	969	1,037	-7%
<i>Database Instruction/Assistance</i>	2,114	2,112	0%
<b>Directional Assistance - Main Library</b>	<b>69,430</b>	<b>79,241</b>	<b>-12%</b>
<i>Directional Questions</i>	37,513	42,523	-12%
<i>Allocation of Word Processors</i>	751	2,734	-73%
<i>Allocation of Quiet Study Rooms</i>	5,535	4,695	18%
<b>Switchboard</b>			
<i>Calls Transferred</i>	23,270	24,956	-7%
<i>All Other Questions</i>	2,361	4,333	-46%
<b>Technical/Troubleshooting</b>			
<i>Main Library</i>	8,682	9,390	-8%
<i>Byram</i>	507	2,411	-79%
<i>Cos Cob</i>	2,163	2,449	-12%
<i>Tech Team Help Requests</i>	1,091	1,116	-2%

**Programs and Attendance**

<b>Reference Assistance</b>	<b>FY 2006-2007 Jul 06 - Jun 07</b>	<b>FY 2005-2006 Jul 05 - Jun 06</b>	<b>% Change</b>
<b>Main Library, Adult</b>			
<i>Number of Programs</i>	288	304	-5%
<i>Number of Attendees</i>	20,874	19,573	7%
<b>Main Library, Juvenile</b>			
<i>Number of Programs</i>	381	422	-10%
<i>Number of Attendees</i>	12,699	14,843	-14%
<b>Byram Branch, Adult</b>			
<i>Number of Programs</i>	34	182	-81%
<i>Number of Attendees</i>	597	3,798	-84%
<b>Byram Branch, Juvenile</b>			
<i>Number of Programs</i>	22	298	-93%
<i>Number of Attendees</i>	1,357	7,225	-81%
<b>Cos Cob, Adult</b>			
<i>Number of Programs</i>	172	159	8%
<i>Number of Attendees</i>	3,114	3,012	3%
<b>Cos Cob, Juvenile</b>			
<i>Number of Programs</i>	233	171	36%
<i>Number of Attendees</i>	7,197	5,259	37%

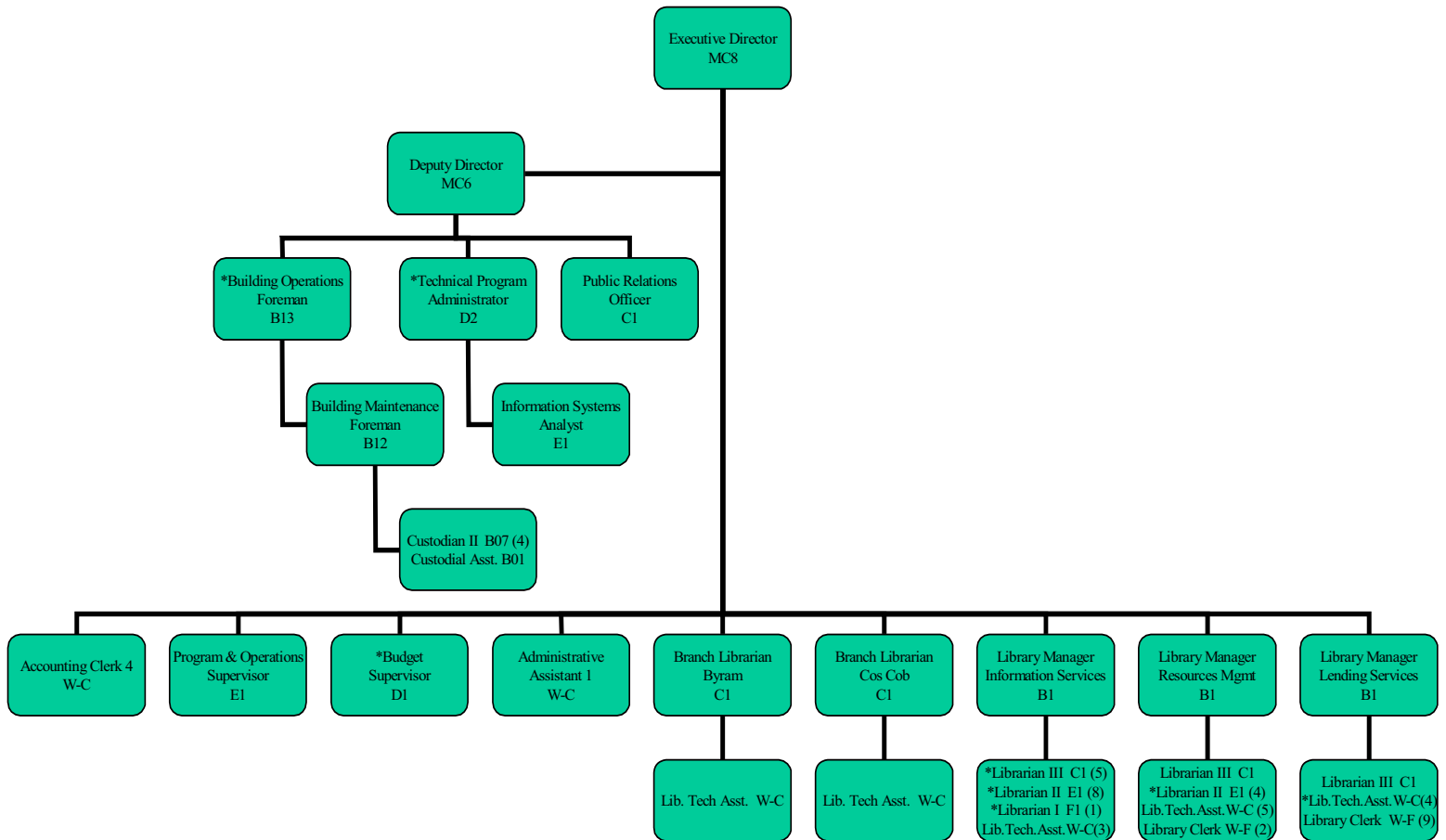


## **8. Other Key Department Issues**

- *Impact of loss of Peterson private revenue supplement to be determined*
- *Open additional day at branches increased hours and resulting level of staffing*
- *Impact of Byram branch expansion*

# GREENWICH LIBRARY

FY 2008-2009



\*Peterson Position.

Administration (1) Building Operations Foreman ; (1) Technical Program Administrator ; ( 1/2 ) Budget Supervisor

Resources Management (1) Librarian II

Information Services (1) Librarian I ; (1) Librarian II ; (2) Librarian III

Lending Services (1) Library Technical Assistant

11/21/07

## 10. Actual /Proposed - Summary Personnel Staffing

### Authorized/Proposed Number of Positions

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	67	96		96 / 55,414
<u>FY 05/06</u>	67	98		98 / 57,832
<u>FY 06/07</u>	66	98		98 / 57,832
<u>FY 07/08</u>	66	98		98 / 57,832
<u>FY 08/09 Proposed</u>	66	98		98 / 57,832

### Summary Comments on Personnel Changes

*The Library had a number of retirements and other vacancies. Kryssey Egnor retired after 41 years of service; Susan Ferris, Public Information Officer, retired after 26 years in that position; and Mary Curley retired from Lending after working for the Town for 20 years. The coordinative process to fill vacancies—with coordination between department, HR and unions to revise job descriptions--has significantly extended the amount of time that vacancies are open, placing considerable pressure on existing staff.*

## **11. Department Financial Summary**

### **A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	<b>\$7,038,784</b>	<b>\$7,032,127</b>
<b>FY 05/ 06</b>	<b>\$7,692,642</b>	<b>\$7,403,564</b>
<b>FY 06/ 07</b>	<b>\$8,718,422</b>	<b>\$8,154,878</b>
<b>FY 07/ 08</b>	<b>\$8,562,770</b>	<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>	<b>\$8,885,804</b>	<b>XXXXXXXXXX</b>

### **A – Summary Comment on Expenses**

### **B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>\$1,337,961</b>	<b>\$1,378,918</b>
<b>FY 05/06</b>	<b>\$1,317,419</b>	<b>\$1,428,715</b>
<b>FY 06/07</b>	<b>\$1,391,368</b>	<b>\$1,403,996</b>
<b>FY 07/08</b>	<b>\$1,417,697</b>	<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>	<b>\$1,472,740</b>	<b>XXXXXXXXXX</b>

### **B – Summary Comment on Revenues**

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

**Perrot Library**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, and strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

## **Index by Section:**

- 1 & 2 - Department & Division Name**
- 3 - Department Mission Statement**
- 4 - Department Key Services**
- 5 –Department Goals for Fiscal 08-09**
- 6 - Department Accomplishments**
- 7 –Performance Measurements**
- 8 - Other Key Department Issues**
- 9 - Department Table of Organization**
- 10 - Actual /Proposed - Summary Personnel Staffing**
- 11 - Department Financial Summary**

## **Appendix – Definitions, Instructions and Examples**

### **1. Department).**

Perrot Memorial Library

### **2. Divisions**

Not Applicable

### **3. Department Mission Statement**

Perrot Memorial Library is committed to providing the community with access to information and materials in all formats. Supported by friendly and professional service, the Library shall encourage and satisfy the community's quest for information and life-long learning and its love of books and reading.

#### **4. Department Key Services**

1. Library Services for Children
2. Library Services for Adults
3. Library Services for Teens
4. Growth and Maintenance of the Library's collection of books, movies and magazines serving all ages and interests in multiple formats.
5. Provide open access to the collections and Library services in a modern, well-maintained facility.
6. Provide Library cultural and educational programs for children, adults and teens.
7. Provide open access to shared resources with the Greenwich Library, in both print and electronic formats.
8. Provide open access to Internet-based information resources and services.
9. Provide Library services 24/7/365 through our web site.
10. Continuously evaluate and improve Library services to the community.

## **5. Department Goals for Fiscal 08-09**

Continue providing exceptional quality Library Services to our community.

### **5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

#### **a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Goal/objective of project**

**Strategy to progress and finish project**

**Time frame for completion of overall project and each major project stage**

**Risk to time frame – Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

#### **b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

#### **c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**



**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**c) Special Projects to be Planned (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**d) Special Projects to be Proposed (List in priority order. For each project note):**

Goal

Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Project Name	Re-carpet the Library
Project Number	
Time frame	4-6 months
Risk to time frame	Availability of material
Original cost	\$50 K
Revised cost (if applicable)	
Risk to latest cost estimate	
Performance Measures & Frequency	

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

	None
Project Name	

Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

## **Section 5D – Brief Summary of Overall Capital Project Status**

No summary comment submitted

### **6. Department Accomplishments**

1. A commercial grade high-speed wireless Internet service was installed in FY 06/07 utilizing our free Cablevision Internet Service and a one-time grant of \$10,000 from a local family.
2. The cap on the chimney of our 75-year-old building was replaced with funds from the Perrot Memorial Library Association.
3. Our Assistant Director and Head of Youth Services, Kate McClelland, was recognized for her career achievements by receiving the prestigious “New York Times Outstanding Librarian Award.”

## **7. Performance Measurements**

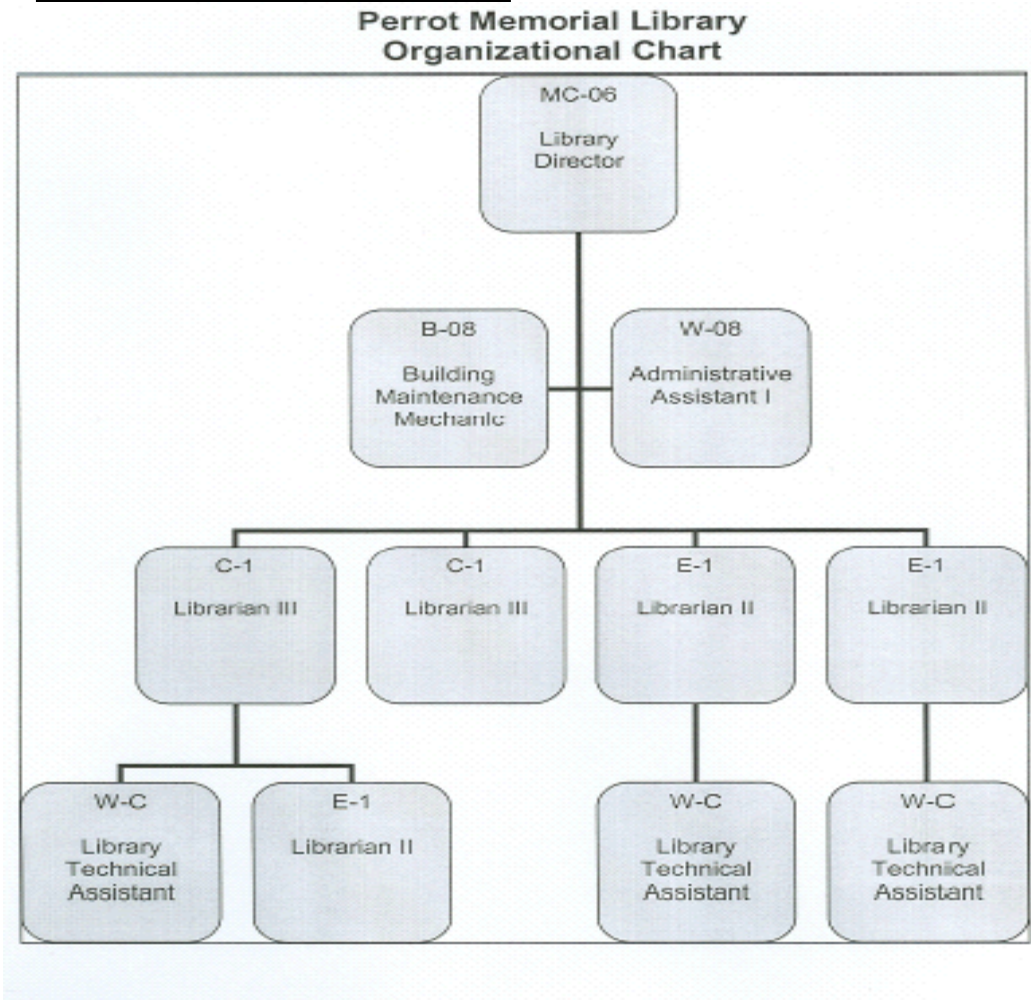
### **Library Statistics for FY 06/07**

Library visits:	186,310
Items borrowed:	239,323
Days open:	336
Reference questions:	21,015
Public Internet use:	20,184
Program attendance:	10,811
Items in the collection:	
Adult Books:	25,548
Children's Books:	31,025
Music CD's:	2,006
DVD's and Videos:	4,928
Periodical Subscriptions:	119
Serial Volumes (back issues):	1,962

## **8. Other Key Department Issues**

None noted

9. Department Table of Organization



- Library Director
- Head of Information Services - Librarian III
- Head of Youth Services - Librarian III
- Head of Circulation Services - Librarian II
- Youth Services Librarian - Librarian I/II
- Administrative Assistant
- Building Services Mechanic
- Library Technical Assistant, Youth Services
- Library Technical Assistant, Circulation Services
- Library Technical Assistant, Technical Services

33 Part-Time positions	=	14 FTE
Total FTE Perrot Memorial Library	=	25



## **10. Actual /Proposed - Summary Personnel Staffing**

### **Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>	11	33	0	14 FTE
<u>FY 05/06</u>	11	33	0	14 FTE
<u>FY 06/07</u>	11	33	0	14 FTE
<u>FY 07/08</u>	11	33	0	14 FTE
<u>FY 08/09 Proposed</u>	11	33	0	14 FTE

### **Summary Comments on Personnel Changes**

On August 1, 2007, our Assistant Director and Head of Youth Services, Kate McClelland, retired. The title of Assistant Director was eliminated and her position was reclassified from Librarian IV to Librarian III resulting in a salary savings of approximately \$10,000 to the Town of Greenwich.

## 11. Department Financial Summary

### A - Expenses

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>	1,244,274	1,244,274
<b>FY 05/ 06</b>	1,311,119	1,311,119
<b>FY 06/ 07</b>	1,401,006	1,401,006
<b>FY 07/ 08</b>	1,447,687	XXXXXXXXXX
<b>FY 08/ 09 Proposed</b>	1,505,559	XXXXXXXXXX

### A – Summary Comment on Expenses

### B - Revenues

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	10,000	14,025
<b>FY 05/06</b>	10,000	19,246
<b>FY 06/07</b>	10,000	17,735
<b>FY 07/08</b>	10,000	XXXXXXXXXX
<b>FY 08/09 Proposed</b>	10,000	XXXXXXXXXX

### B – Summary Comment on Revenues

Our fine income and collections for lost items have been higher than anticipated. As a general rule, we underestimate revenue expecting that borrowers will return items on time, which the majority does.

Town of Greenwich  
**Annual Department Operational Plan**  
**(FY 2008-2009)**

**Department** Department of Parks and Recreation

**Divisions** The Department is comprised of the following divisions:

- Marine and Facilities Operations Division
- Parks and Trees Division
- Recreation Division
- Griffith E Harris Golf Course

**Mission Statement**

The Department of Parks and Recreation consists of a team of Recreation Professionals who provide high quality leisure opportunities within a healthy and attractive environment. 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.

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

**Key Services**

Summary of Essential Services - 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, Bruce Museum, waters of Long Island Sound subject to the jurisdiction of the Town, and all other recreational places.

**A. Mandated Services:**

**B. Essential Services:**

1. Provide activities that are safe for use by participants and employees.
2. Provide safe, clean and secure facilities for residents and their guests.
3. Management and safe operation of specialized recreation facilities.

4. Management of Town-Wide field allocation and scheduling.
5. Safe 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).
6. Continual training for employees and volunteers (coach screening), Blood Borne Pathogens, basic First Aid and AED Training.
7. Communication Functions (Press, Radio Ads, inter-agency, promotion).
8. Provide maintenance for all outside structures under control of the department with a combination of town workforces and outside contractors. Examples include but not limited to floats, docks, piers, launching ramps, bridges, navigational aids, ferries, swimming pool, paddle courts, park marina and beach lighting, water lines and electrical lines, island generators and work boats.
9. Provide maintenance for beaches by cleaning, grading and replenishment of sand.
10. Provide maintenance of marinas by through periodical dredging.
11. Provide set up and take down for all recreation special events with staging, lighting and other activities as needed. Examples include fireworks, parades and concerts.
12. Operation of a beach program for Greenwich Point, Byram Beach and Pool, Island Beach and Great Captain Island. Operation includes 100 seasonal employees including Lifeguards, Beach Crew, Ticket takers, and Gatekeepers who provide a safe, clean and secure environment residents, guests and visitors.
13. 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 pre employment and random drug screening.
14. Operation of a marina program for Greenwich Point, Byram Park, Grass Island and Cos Cob. Operation includes full-time, part-time and seasonal dock masters who manage and provide services to residents, guests and visitors. The services provided for boat boaters include managed mooring fields, dock slips, dry sailing, rack storage, winter storage and trailer storage.
15. Perform continuous maintenance to Griffith E Harris Golf Course
16. Perform rigorous maintenance of course equipment and replace when necessary
17. Continue the maintenance and improvement of course infrastructure
18. Continue course operation in a fiscally sound manner
19. Maintain high degree of golfer customer service
20. Maintain high standard for well trained, efficient course maintenance crew
21. Test water wells on a regular basis
22. Continue conducting golf user group meetings
23. Continue annual membership surveys to solicit ideas and customer satisfaction levels
24. Continue to conduct town-wide golf championships

**C. Non-essential Services:**

1. Community Outreach and Assistance, Scholarships for those in need.
2. Employee and Volunteer Recognition
3. Analysis of other area public golf courses
4. Hold employee golf day
5. Participate in employee recognition program
6. Attend public golf forums

## **Goals**

### **A. Service Delivery Projects**

- a. Service Delivery Projects to be completed during FY 2008-2009:

#### **I. Building Safety**

Goal	Install AED equipment at the Skating Rink, and Civic Centers. Establish staff certification training program. Each location to have at least one certified staff member on site at all times.
Strategy	Purchase equipment, setup training certification program
Time Frame	Equipment installed – August 2008, certification completed – November, 2008
Risk	On going training
Performance Measures	Equipment purchased – July 2008. Certification program including trainer commitment and staff training schedule in place July - 2008

#### **II. Evaluate Recreation Program Participation**

Goal	Develop and analyze program participation and trend data
Strategy	Track and analyze interest and participation levels evaluating trends and future needs, gauging probability of expansion and providing baseline data supporting requests for refunds, recommending program adjustments in terms of expansion, modification or moth balling.
Time Frame	Evaluate and prepare written report within 2 months after the end of each program end and composite results within 3 months of fiscal year end.
Risk	This is a new endeavor. Ability to adjust workload of recreation staff to perform this analysis and evaluation.
Performance Measures	Timely completion of end of program / end of fiscal year reports.

#### **III. Develop Composite Field Usage Report**

Goal	Generate comprehensive report of field usage overlaying Board of Education usage / needs with Recreation Division customer information.
Strategy	Collect and integrate these two major field usage demand streams into a comprehensive schedule for field usage. Detail information to include hours per field and customer data
Time Frame	Field schedules to be produced three times per year - spring, summer and fall
Risk	Major field renovations. Repairs due to damage

Performance Measures	Report completed on a timely basis
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#### IV. Building Usage

Goal	Usage of RecTrac system to track all facility rentals (including “in kind services”)
Strategy	Convert remaining manually tracked facility usage so that we have a single comprehensive database of rentals/usage for each facility
Time Frame	End of fiscal year 2008-2009
Risk	Details of entry of rental / usage may not be compatible with RecTrac system. May require additional training from software vendor.
Performance Measures	Monthly comprehensive report of rental / usage information (hours, customer) classifying Recreation Division sponsored programs and “in kind services” – hours booked without charge for community groups etc.

#### V. Special Event Application Process

Goal	To have special event applications fully completed 90 days prior to event thereby providing for proper planning, coordination and support.
Strategy	Review and reengineer the application process improving and simplifying to the extent possible. Create customer oriented application guideline documenting clearly identifying customer requirements and town actions removing any and all ambiguities that may exist.
Time Frame	First quarter FY 2008 - 2009
Risk	Agreement by other town agencies in terms of turn around times
Performance Measures	Publication of application guideline document.

#### VI. Pass Ferry Dry Dock Coast Guard Inspection

Goal	Pass dry dock inspection for the Island Beach, Islander II and Indian Harbor ferry boats
Strategy	Both vessels will be dry-docked and Coast Guard inspected. The Coast Guard issues Form 835 listing any maintenance required to be performed in order to pass inspection prior to launching.
Time Frame	Vessels must be repaired, inspected and launched by April
Risk	Volume of work and available funding to complete repairs
Performance Measures	Weekly visits to the shipyard to inspect work, evaluate cost

## VII. Pass Ferry In-water Coast Guard Inspection

Goal	Pass in-water inspection by the US Coast Guard of the Island Beach, Islander II and Indian Harbor ferry boats
Strategy	In-water inspection focuses on vessel safety aspects. Town staff will prepare vessels checking and replacing as needed all safety equipment, amending Homeland Security Program and training staff, pre-employment drug testing, pre-drill preparation, fire inspection, painting, check engines and pumps and certify lifejackets.
Time Frame	Mid March until first week of June
Risk	Delays in shipyard projects, lack of temporary staffing, weather
Performance Measures	Supervisor will meet weekly or as needed to confirm progress of work leading up to inspection.

## VIII. Rebuild Byram Marina

Goal	Rebuild Byram marine with 2 new floats, 59 docks and a launching ramp to comply with EPA mandated standards. Replace outdated equipment.
Strategy	Town staff will remove old docks and floats. Carpenter and mechanics will build new ones as old ones are being demolished.
Time Frame	Old docks removed by December 1 <sup>st</sup> . Rebuilding new docks and demolishing old ones to be completed by the third week in March. Launching ramp completed by start of boating season.
Risk	Weather - A very cold winter requires marine staff to break ice in the marinas and harbors, which will reduce the number of staff available for the dock building program. Cost of materials - marine lumber and hardware costs have been rising due to increased fuel costs.
Performance Measures	Carpenter foreman will establish a building time line and monitor weekly

## IX. Create added value to recreation division customers

Goal	Installation of WI-FI internet access in the Skating Rink and Civic Centers
Strategy	Expand the existing computer network providing wireless internet connectivity to as much floor area as reasonably possible
Time Frame	End of fiscal year 2008 - 2009
Risk	Network and building logistics
Performance Measures	WI-FI connectivity availability

#### X. Work Order System

Goal	Improve ability to track customer requests. Improve interdivisional support for events and programs.
Strategy	Installation of computer system to manage work orders from inception to completion
Time Frame	June 2009
Risk	N/A
Performance Measures	Provide management oversight to project from bid process to award to contract to completion. Improved customer satisfaction



b. Service Delivery Projects to be continued in FY 2008 – 2009

I. Revenue Stream

Goal	Increase recreation program revenue stream by 5% over prior year
Strategy	Review participation, adjust fees, where possible adopt outdoor programs for indoor use.
Time Frame	Fiscal year end 2008 - 2009
Risk	Increasing fees can have a negative impact on participation
Performance Measures	MUNIS report of revenue

II. Partnership with Private Groups

Goal	Continue partnership with private interest groups in the effort to raise funds for overhauling and upgrading of Byram School 90 ft baseball diamond
Strategy	Team with baseball foundation to raise funds for amenities to be added to the approved field reconstruction capital project (Z823-59830-28077). The scope includes bleachers, scoreboard, fencing, dugouts, bullpens.
Time Frame	Installation of the amenities targeted for 2010 – 2011
Risk	Many other fund raising projects currently underway around town
Performance Measures	Continue to meet with group, review updated plans and meeting minutes.

c. Service Delivery Projects to be planned in 2008 – 2009

Goal	Renovation / Expansion of Clubhouse/Restaurant Building at the Golf Course
Strategy	In response to recent survey feedback, the potential exists to form a committee to examine the feasibility for renovating / expanding the building and its operation. The rationale behind this is to upgrade the facility as well as to expand it to better accommodate golf outing dining requirements and the increased non-golf patrons of the restaurant.
Time Frame	TBA
Risk	TBA
Performance Measures	TBA

Goal	Upgrade of Golf Course Practice Facility
Strategy	Another potential exists to examine the feasibility to upgrade the practice facility at the golf course
Time Frame	TBA
Risk	TBA
Performance Measures	TBA

## **Special Projects**

### a. Special Projects to be completed in 2008 – 2009

#### I. Customer Complaint Management System

Goal	Improve customer service / relationship by providing ability to capture customer issues and tracking feedback and responses.
Strategy	Installation of computer system to manage customer issues
Time Frame	June 2009
Risk	With open access to “residents” it is possible that the inputs may be inundated with “irrelevant” diatribe flooding the database
Performance Measures	Provide management oversight to project from bid process to award to contract to completion. Improved customer satisfaction

b. Special Projects to be continued in 2008 – 2009

I. None noted

Goal	
Strategy	
Time Frame	
Risk	
Performance Measures	

c. Special Projects to be planned in 2008 – 2009

I. Field Reservations (permits) Enhancement

Goal	Streamline existing processes by providing our established sports teams with the ability to make field reservations using electronic mail.
Strategy	Collect and maintain e-mail addresses within RecTrac. Use RecTrac to communicate schedules /reservations using the electronic mail interfaces in the software.
Time Frame	Spring 2009
Risk	There may be some established sports teams without computer capabilities.
Performance Measures	Number of field permits issued per season electronically.

II. Recreation Customer Satisfaction Survey

Goal	Solicit customer experience feedback resulting from participation in recreation program.
Strategy	Provide questionnaire and survey forms at conclusion of program. Analyze results and taking corrective actions if necessary and adjust program where warranted.
Time Frame	Spring 2009
Risk	Development of meaningful questionnaire. Number of participant responses
Performance Measures	Increased customer satisfaction over time.

### **C. Capital Projects**

#### **a. Capital Projects to be completed during FY 2008-2009:**

Project Name	Waterline replacement at Greenwich Point
Project Number	23024
Time Frame	Finish by Spring 2009
Risk to time frame	P&Z permit, Inland Wetlands Permit and Contract
Original Cost	100,000
Revised Cost	68,975 remaining
Risk to latest cost estimate	Construction costs
Performance Measures	Obtained Permits from EPA, DOACOE, CTDEP, Shellfish COM., and Indian Artifacts Council. Monitor the progress of the permits identified in RTTF

Project Name	Replace Teufel Field Lighting System
Project Number	N/A
Time Frame	Beginning October 2008, complete January 2009
Risk to time frame	Lengthy purchasing process, weather
Original Cost	\$160,000
Revised Cost	N/A
Risk to latest cost estimate	N/A
Performance Measures	Provide management oversight to project from bid process to award to contract to completion

Project Name	Beach Fence Replacement Program
Project Number	N/A
Time Frame	July to Dec. 2008
Risk to time frame	None
Original Cost	\$50,000
Revised Cost	None
Risk to latest cost estimate	None, Town has fence contract.
Performance Measures	Estimate work, schedule work follow up and complete.

Project Name	Docking system for Grass Island Launching Ramp
Project Number	N/A
Time Frame	Dec 2008 April 2009
Risk to time frame	Availability of contractor, permit already in place, weather
Original Cost	\$50,000
Revised Cost	None
Risk to latest cost estimate	None
Performance Measures	Scheduling contractor, work start and complete date.

Project Name	Marina Pier and Bulkhead Rebuilding Program
Project Number	N/A
Time Frame	Dec. 2008 to April 2009
Risk to time frame	Permit process, DOACOE, CTDEP, and P&Z
Original Cost	\$100,000
Revised Cost	None
Risk to latest cost estimate	None
Performance Measures	Track permit process, hire contractor, contractor start date and complete date.

Project Name	Portable Resistive Load Bank
Project Number	N/A
Time Frame	November 2008 – April 2009
Risk to time frame	None
Original Cost	\$10,000
Revised Cost	None
Risk to latest cost estimate	None
Performance Measures	Purchase and installation process.

Project Name	Marina Safety Ladder Program
Project Number	N/A
Time Frame	July 2008 – April 2009
Risk to time frame	None
Original Cost	\$10,000
Revised Cost	None
Risk to latest cost estimate	None
Performance Measures	Purchase and installation process.

Project Name	Replace Teufel Field Lighting System
Project Number	N/A
Time Frame	April 2009
Risk to time frame	Drilling of rock, weather, purchasing process
Original Cost	\$160,000
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project from bid process to award to contract to completion.

Project Name	Bruce Museum - Science Gallery Light Replacement
Project Number	N/A
Time Frame	October 2008
Risk to time frame	None
Original Cost	\$ 31,000
Revised Cost	N/A
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project from bid process to award to contract to completion.



Project Name	Bruce Park - walking / jogging path
Project Number	N/A
Time Frame	To be completed by Spring of 2009
Risk to time frame	Delays due to weather during construction, job shut down during winter months.
Original Cost	\$30,000
Revised Cost	
Risk to latest cost estimate	Low: Contractors currently on Service Agreement for installation of sidewalks.
Performance Measures	Installation of 4,600 feet of additional asphalt sidewalk / trail.

Project Name	Open Space Management Program
Project Number	N/A
Time Frame	To be completed by Spring of 2009
Risk to time frame	
Original Cost	\$75,000
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Completed plans for 3 major Open Space / Natural Parks; Babcock, Mianus River preserves and the combined Pomerance/Pinetum/Tuchman properties.

Project Name	Park Lighting Upgrade
Project Number	N/A
Time Frame	To be completed in late Spring of 2009
Risk to time frame	
Original Cost	\$200,000
Revised Cost	
Risk to latest cost estimate	Delays due to weather during construction, job shut down during winter months.
Performance Measures	Completed installation of 2 park lighting systems at Byram and Pinetum Parks.

Project Name	Playground Replacement Program
Project Number	N/A
Time Frame	Island Beach playscape to be completed by late spring 2009 (\$100,000); Bruce Park playscape to be built as part of a larger

	project with Greenwich Junior League as partner. Completion date projected to be FY 09-10.
Risk to time frame	Collaborating with Junior League for completion of an expanded project scope of a Boundless Playground.
Original Cost	\$250,000
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Completion of a 'Boundless Playground'.

Project Name	Playground Upgrade Program
Project Number	N/A
Time Frame	To be completed by late spring 2009
Risk to time frame	Low: Playscape inspector and maintainer will be on Service Agreement.
Original Cost	\$56,175
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Playscapes at 24 locations will be inspected and brought up to code.

Project Name	Tennis & Basketball Maintenance Program
Project Number	N/A
Time Frame	To be completed by late spring 2009.
Risk to time frame	Low: Tennis court maintenance contractor is on Service Agreement. However, maintenance can only be done in good weather and not in the playing season.
Original Cost	\$104,580
Revised Cost	
Risk to latest cost estimate	
Performance Measures	The 08-09 portion of the long term court upgrade plan will be completed

Project Name	Renovation & Maint Pgrogram for Athletic Field
Project Number	N/A
Time Frame	To be completed by late spring 2009
Risk to time frame	Athletic field maintenance contractor is on Service Agreement. However, maintenance can only be done in good weather and generally not during the playing season.
Original Cost	\$180,000
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Completion of all projects identified in the Athletic Field Management Plan for calendar year 2009.

b. Capital Projects to be continued during FY 2008-2009:

Project Name	Grass Island Dredge
Project Number	25080
Time Frame	Unknown
Risk to time frame	All required permits have been in place since October 2006. The removal of 24,000 cubic yards of material requires the site be capped with 35,200 cubic yards of clean material if the dredged material is to be disposed of at one of the approved sites in Long Island Sound. To date only 19,000 cubic yards of capping material is available.  Capping material is extremely difficult to acquire. There are 26 dredge projects on the Connecticut shoreline in the Western end of Long Island Sound that are being held up due to lack of capping material.
Original Cost	\$1,300,000
Revised Cost	
Risk to latest cost estimate	If the only resolution requires "upland disposal" then additional funding will be required to complete the project
Performance Measures	Continue to search for new sources of capping material.

Project Name	Grass Island Dock Rebuilding
Project Number	28041
Time Frame	Unknown
Risk to time frame	Contract for project design prepared. Project must move through the permitting process, DACOE and the CTDEP. Project is contingent upon permit approvals and completion of Grass Island dredge.
Original Cost	\$450,000
Revised Cost	N/A
Risk to latest cost estimate	Most significant risk is associated with completion of Grass Island Dredge
Performance Measures	Provide management oversight to project from design and permit process to completion

Project Name	Master Plan Study
Project Number	27094
Time Frame	Fall 2008
Risk to time frame	Revenue stream to support spending
Original Cost	\$10,900 total remains from prior years
Revised Cost	N/A
Risk to latest cost estimate	\$5,730 spent in 2007-2008 leaving balance of \$5,170

Performance Measures	See Master Plan Implementation
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Project Name	Master Plan Implementation
Project Number	27095
Time Frame	Last project is expected to be completed during 2007-2008
Risk to time frame	Weather and completion of purchasing / award process
Original Cost	\$231,996 total remaining from prior year
Revised Cost	N/A
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project / process

Project Name	Woodland Preservation
Project Number	23105
Time Frame	June 2008
Risk to time frame	N/A
Original Cost	\$3,861 total remains from prior years
Revised Cost	N/A
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project / process

Project Name	Master Plan Implementation (Driving Range Netting)
Project Number	28081
Time Frame	June 2008
Risk to time frame	Weather
Original Cost	\$25,000
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project / process

Project Name	Landscaping and Turf Equipment
Project Number	28082
Time Frame	June 2008
Risk to time frame	N/A
Original Cost	\$6,662 total remains from prior years
Revised Cost	
Risk to latest cost estimate	
Performance Measures	

Project Name	Cart Path Renovations
Project Number	28083
Time Frame	June 2008
Risk to time frame	Weather and completion of purchasing / award process
Original Cost	\$16,214 total remains from prior years
Revised Cost	N/A
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project / process

Project Name	Modular Concrete Storage
Project Number	N/A
Time Frame	June 2009
Risk to time frame	N/A
Original Cost	\$35,000
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project / purchasing process

Project Name	Master Plan Projects (Annual upkeep caused by weather)
Project Number	N/A
Time Frame	June 2009
Risk to time frame	N/A
Original Cost	\$35,000
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project / purchasing process

Project Name	Landscape Turf Equipment
Project Number	N/A
Time Frame	June 2009
Risk to time frame	N/A
Original Cost	\$74,000
Revised Cost	
Risk to latest cost estimate	
Performance Measures	Provide management oversight to purchasing process

c. Capital Projects to be planned during FY 2008-2009:

Project Name	Administration Building and Pro Shop
Project Number	28084
Time Frame	2009-2010
Risk to time frame	Weather, Permitting, MI, and purchasing delays
Original Cost	\$1,560,000
Revised Cost	N/A
Risk to latest cost estimate	
Performance Measures	Provide management oversight to project / process

Project Name	Great Captain Island Dock Extension
Project Number	N/A
Time Frame	July 08 until unknown
Risk to time frame	Permitting process, DOACOE, CTDEP, USCG, permits required
Original Cost	\$50,000
Revised Cost	None
Risk to latest cost estimate	None
Performance Measures	Design extension and track permitting process

Project Name	Replace launching ramp & docking system at Gr Point Marina
Project Number	N/A
Time Frame	Dec. 2008 to Nov. 2010
Risk to time frame	Permit process, DOACOE, CTDEP and contract process.
Original Cost	\$235,000
Revised Cost	None
Risk to latest cost estimate	Rise in construction pricing to lengthily permit process.
Performance Measures	Contract for professional services for design and permits, secure permits, bid project, prepare contract, start project and finish.



Project Name	Replace Indian Harbor Ferryboat
Project Number	N/A
Time Frame	July 2008 – May 2110
Risk to time frame	USCG change orders throughout building of vessel.
Original Cost	\$1,800,000
Revised Cost	None
Risk to latest cost estimate	N/A
Performance Measures	Hire marine architect to design vessel, request for bid, prepare contract, starting building, town & USCG inspections during building process

#### **D. Summary of Overall Capital Project Status**

Many of the capital projects targeted for completion during current fiscal year are impacted by weather conditions and ability to navigate the purchasing process within the required timeframe. The window of opportunity for work on fields lies between season shutdown and new season startup.

## Department Accomplishments

1. The renovated Bendheim Western Greenwich Civic Center opened in March after a \$7.5 million renovation.
2. Tennis and basketball court repairs – Crack repairs at Pemberwick Park, Christiano Park, Bible Street Park and Binney Park.
3. A new tennis crack repair system was used at Bruce Park, Loughlin Ave. Park and Eastern Greenwich Civic Center. This repair is a more permanent system and is expected to last for a minimum of three (3) years. These 7 courts were also painted.
4. Tennis Courts at Western Middle School had 6 posts replaced while Central Middle School had one post reset.
5. Playground improvements were made at the following locations: North Street School (\$150,000) and Parkway School (\$150,000).
6. For the second consecutive year, two additional artificial turf fields were opened at Greenwich High School, bringing the total to five (5) fields and completing the project. This provided extended use for G.H.S. Athletics and other Town seasonal sports programs.
7. This year featured the Independence Day Fireworks Celebrations featuring displays at both Greenwich Point Park and Binney Park. The 2006 display marked the first time this event was held at Greenwich Point Park.
8. Two (2) new hockey scoreboards were installed at the Dorothy Hamill Skating Rink, including one with a message center.
9. A number of amenities, such as backstops, player benches and safety fencing were added or upgraded to a number of athletic fields this past year.
10. Background screening was utilized for the first time in hiring volunteer coaches.
11. D.P.W. completed a new low-e ceiling, lighting upgrade and sandblasting and painting of ceiling joists at the Dorothy Hamill Skating Rink.
12. A partnership of the Greenwich Police, United Way, Boys and Girls Club and Parks and Recreation produced “Saturday Night Lites” as a teen alternative to loitering on the Avenue.
13. Raised over \$6,000 for the Parks and Recreation Scholarship Fund with a Fall Concert.
14. Halloween Happenings and Lunch With Santa were very successful.
15. Established a boater user group consisting of representatives of each public marina to create open dialogue between management and boaters to identify boaters’ concerns and issues.
16. Completed the construction of the capital project (\$175,000) to replace the launching ramp at the Grass Island Marina.
17. Completed the building of a new ice breaking boat (\$55,000).
18. Completed the replacement of the steel deck of the MV Islander II (\$75,000 06/07 and \$75,000 07/08).
19. Built floats (2), docks (39) and new fingers (20) complete the total replacement of the Cos Cob Marina. Work was preformed by town labor force and without capital funding.
20. Completed the capital project installation of electrical service to the docks at the Cos Cob Marina to provide safety lighting, outlets for boaters and below deck power for deicing units (\$70,000).
21. By following the Master Plan the Griffith E Harris Golf course is being upgraded and well maintained. A number of improvements were completed with the most notable being the reshaping and renovation of the 16<sup>th</sup> green, green-side bunkers and the surrounding area.
22. Woodlands continue to be cleared following the USGA Report suggestions for course improvement.
23. New pace of play procedures were introduced which improved the length of time it takes to play making it more enjoyable for all golfers.

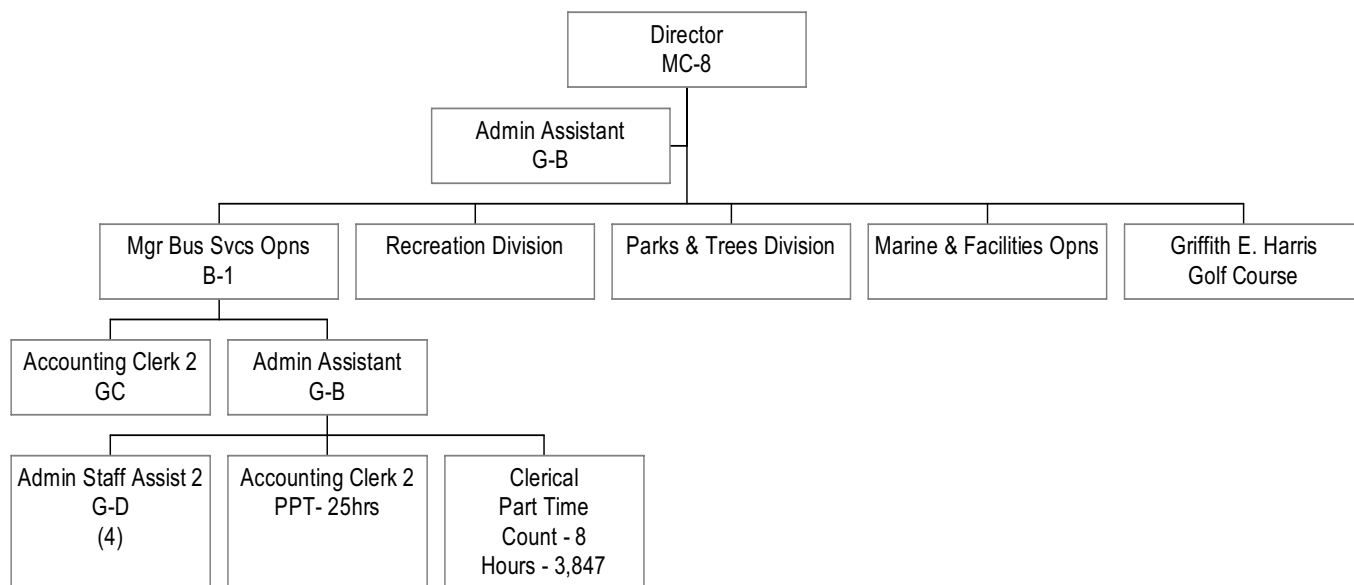
24. The new Golf Center Building has been planned and designed. The surveying work has been accomplished and permitting process has begun.
25. The golf Annual User Survey was completed with all aspects of the course and its amenities (restaurant, pro shop, etc.) scoring high marks.

**Other Key Department Issues:**

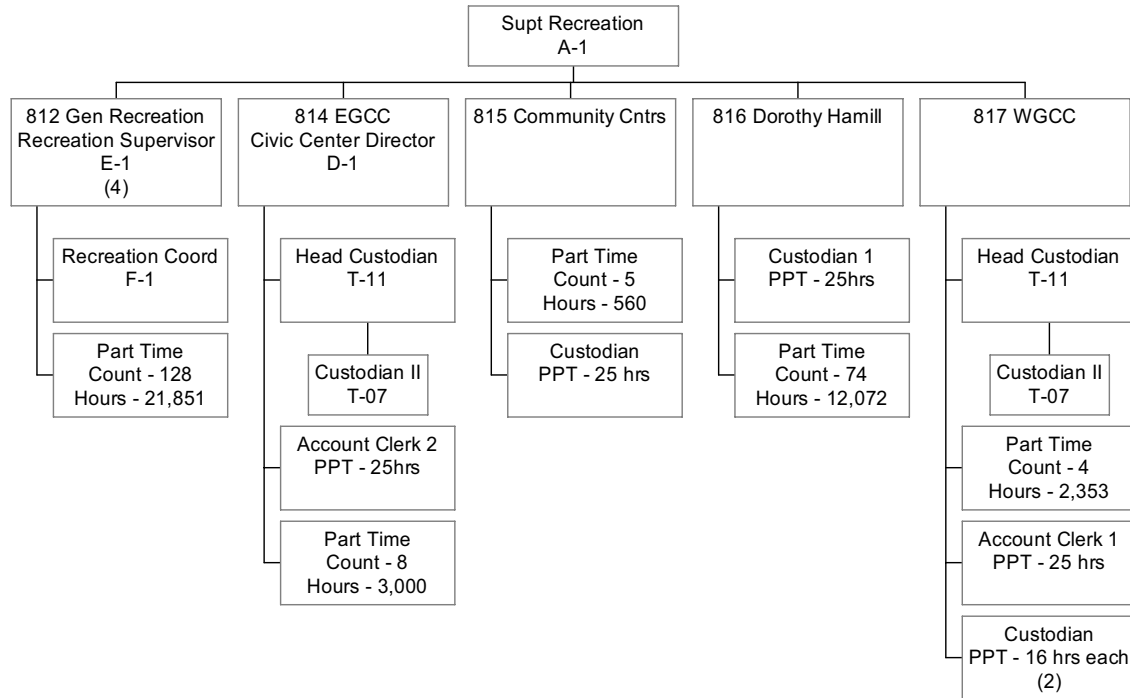
1. Department of Parks and Recreation Management Plan.
2. A significant barrier to our departmental project and operating plans is the amount time it takes to bring a project from inception to the point of being able to execute. From our vantage point we are concerned that past experience demonstrates that many projects for requires bidding, vendor award and contract development can span many months. In order for us to be more responsive to our customers through the delivery of approved projects and operating plans we should attempt to identify and install a more streamlined and responsive business process.

**Department Table of Organization: (In Word View Chart in Print Layout View)**

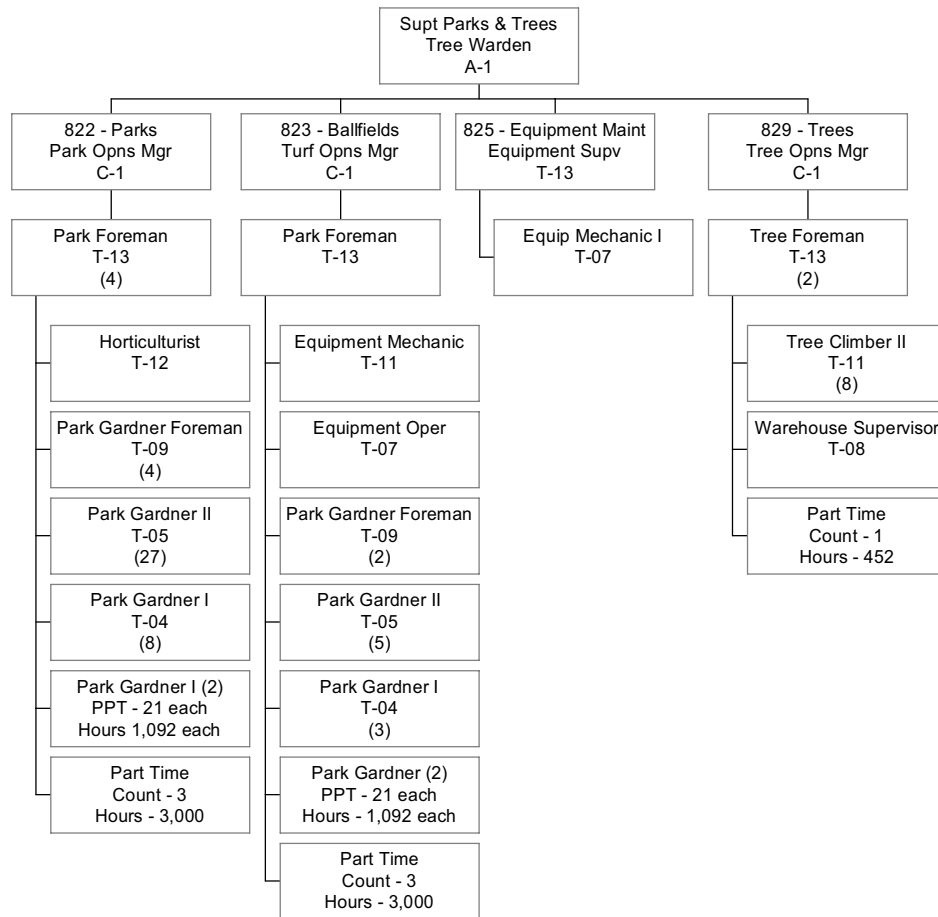
## Department of Parks and Recreation



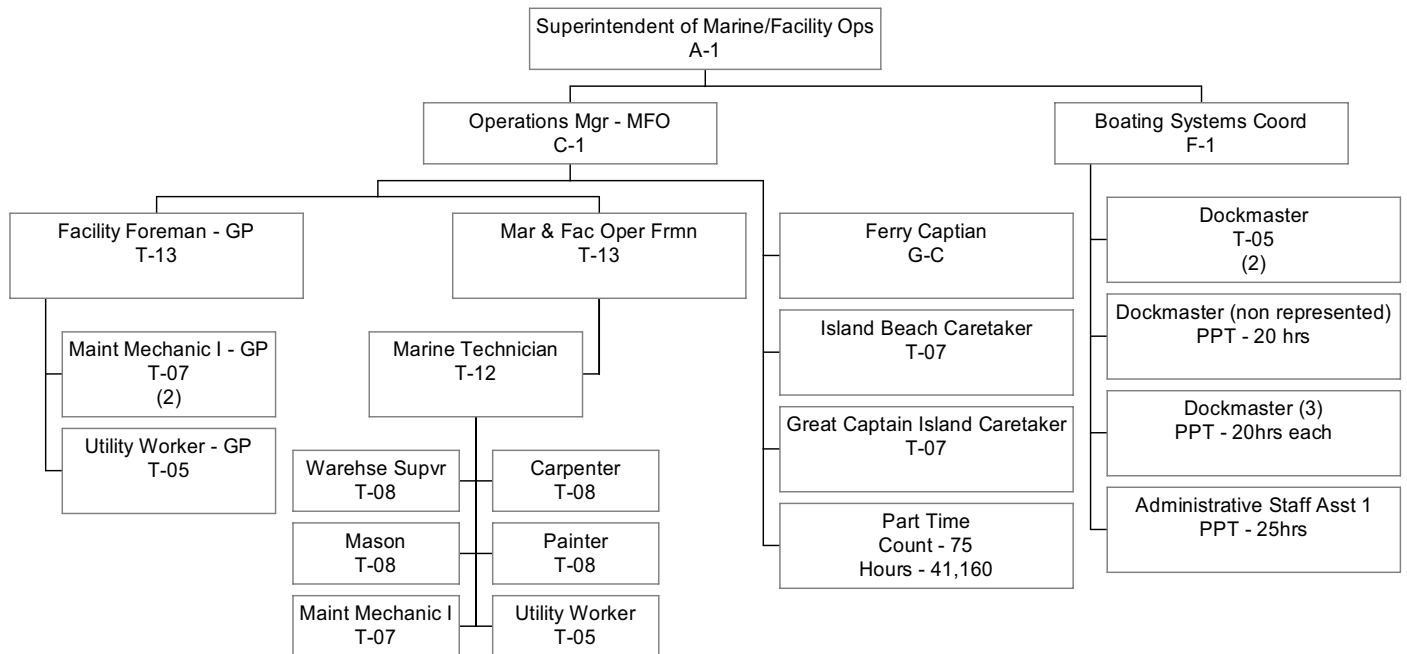
# Recreation Division



# Parks and Trees Division

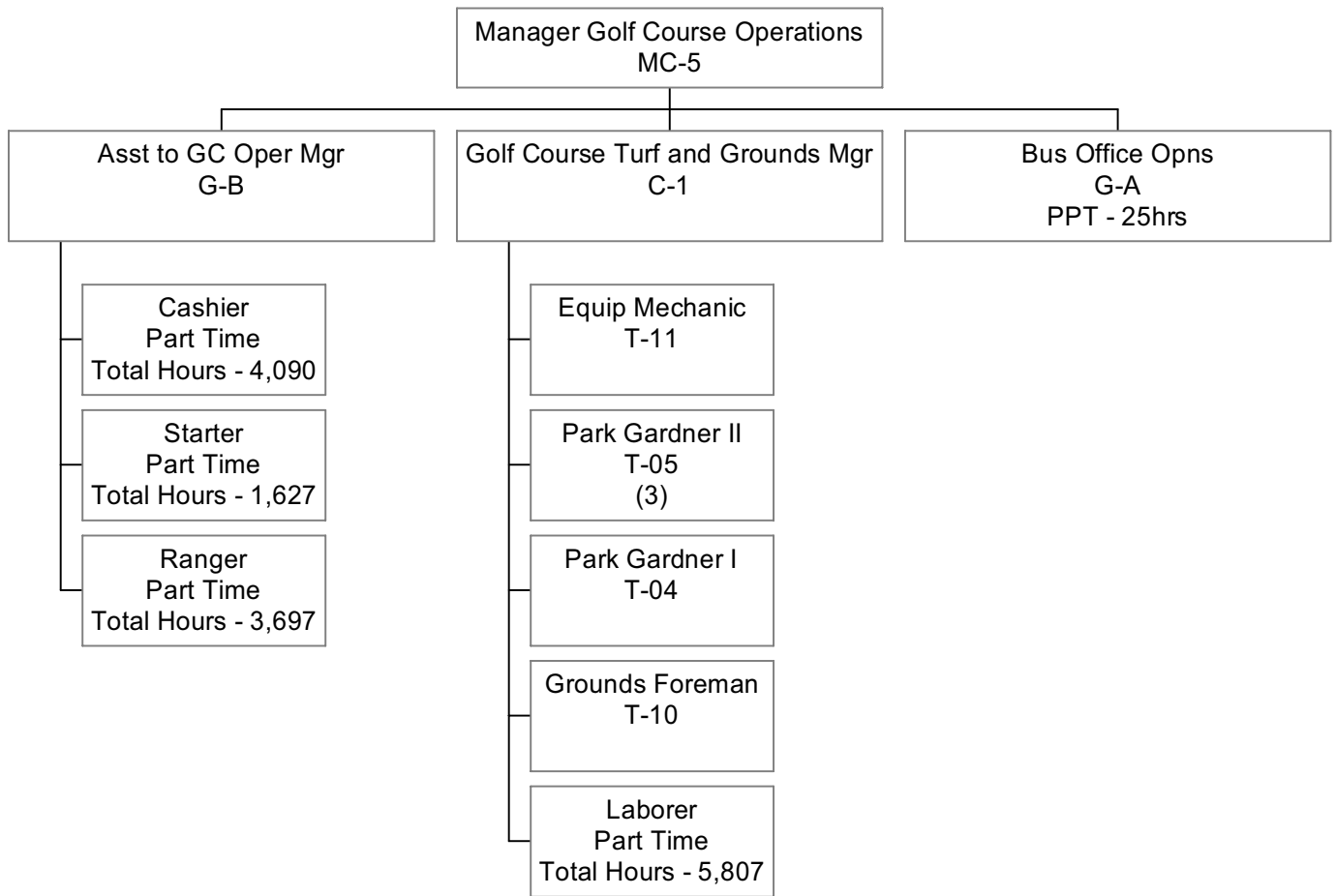


# Marine & Facilities Operations





# Griffith E. Harris Golf Course



Authorized / Proposed Number of Positions

<b>Fiscal Year</b>	<b>Number FT Employees</b>	<b>Number PPT Employees</b>	<b>Number Temp Employees</b>	<b>Number PPT &amp; Temp Hours (Annual)</b>
2003-2004	135	11	341	128,890
2004-2005	135	11	350	158,057
2005-2006	132	11	349	128,397
2006-2007	131	21	310	132,454
2007-2008	114	14	339	127,546
2008-2009	114	17	309	137,439
Proposed				

**Department Financial Summary:**

**Expenses:**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
FY 2004 - 2005	11,575,268	11,256,324
FY 2005 - 2006	11,867,765	11,611,188
FY 2006 - 2007	12,402,951	12,299,835
FY 2007 - 2008	12,426,045	XXXXXXXXXX
FY 2008 - 2009 Proposed	12,864,005	XXXXXXXXXX

**Revenue:**

<b>Fiscal Year</b>		<b>Budget</b>	<b>Actual</b>
FY 2004 - 2005		4,661,346	4,801,572
FY 2005 - 2006	Note 1	5,856,399	4,919,364
FY 2006 - 2007		5,193,506	5,197,841
FY 2007 - 2008	Note 2	7,058,240	XXXXXXXXXX
FY 2008 - 2009 Proposed		5,448,552	XXXXXXXXXX

Note 1 – Includes \$500,000 loan, \$500,000 gift from the Parks & Recreation Foundation. **This was never executed due to insufficient funds raised for gifting.**

Note 2 - Includes \$1,500,000 loan, \$60,000 gift from the Parks & Recreation Foundation

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**

**1. Department.**                      Parking Services

**2. Divisions.**                      Parking Enforcement, Meter Maintenance

**3. Department Mission Statement** - *The Town of Greenwich's on and off street parking shall support existing land uses, help sustain the Town's economic vitality and preserve sufficient parking for its residents, by providing adequate and high quality parking resources and related services for all user groups that need to park within the Town.*

**4. Department Key Services.**

- Maintaining a high level of parking service to the citizenry and revenue generation by enforcing and managing the town's parking.
- Manage and assigns parking permits for the commuter parking lots/garage.
- Ensure parking areas are identified and proper signs are installed to include handicapped spaces.
- Inspect all parking areas for cleanliness and security
- Perform consistent parking enforcement of a routine nature ensuring that the driving public properly observes parking regulations. Working independently patrols on foot or in a Parking Services Department vehicle, at assigned area in order to observe and issue tickets for parking violations. Dispenses information to the public, requiring considerable tact and courtesy in dealing with the public.
- Search for scofflaw vehicles with outstanding parking citations totaling in excess of \$150. Install vehicle immobilizers/boots on these vehicles until payment of outstanding fines are paid.
- Collect revenue/coins from parking meters daily. Process the coins for daily pickup and deposit by Dunbar Armored Car Service.

**5. Department Goals for Fiscal 08-09**

**5A. Goals – Service Delivery Projects to be a) Completed, b Continued, c) Planned, or d) Proposed during Fiscal 08-09**

**a) Service Delivery Projects to be Completed FY 08-09**

Goal - Upgrade parking meters from mechanical to electronic

Strategy – Complete phase 2 of the meter replacement and installation

Time Frame - Estimated to be completed by 11/09

Risk to time frame – obstacle – Weather conditions

Performance Measures & frequency – Will be able to develop an audit trail from each meter location.

**Goal** – Installation of 4 Parking Pay-On- Foot stations with dollar bill and credit card capability.

**Strategy** – Install the pay stations in selected parking lot locations in the local business areas.

**Time Frame** – Estimated completion by 10/09

**Risk to time frame – obstacle** – Utility access (AC)

**Performance Measures & frequency** – Install the pay stations to reduce the quarter requirement and collections. Provide a convenient source of payment for consumer. Will be able to develop an audit trail and identify problems from office PC.

**Goal – Phase II of the Town Hall garage restoration**

**Strategy** – Apply sealant and membrane on the upper level of the garage. Paint the ceiling white in the lower level and upgrade the lighting to increase the illumination.

**Time Frame** – Estimated completion is 12/09

**Risk to time frame – obstacle** – Extreme cold temperature

**Performance Measures & frequency** – Prevent deterioration and leakage of the parking structure.

**Goal - Develop** and enforce a residential parking program.

**Strategy** – implement the program in residential communities that are experiencing commuter and commercial parking problems.

**Time Frame** – On going implementation when and where required.

**Risk to time frame – obstacle - None**

#### **b) Service Delivery Projects to be Continued FY 08-09**

**Goal** – Continue upgrading all mechanical parking meters to electronic with Smart Card access and card reloading machines in the Central Business District.

**Strategy** – Replace the mechanical meters with electronic meters and install 2 Smart Card fund-reloading machines at selected central location.

**Time Frame** – **Estimated completion by 11/09**

**Risk to time frame – obstacle -** Inclement weather

**Performance Measures & frequency** - Scheduled collections and auditing

#### **c) Service Delivery Projects to be Planned FY 08-09**

**Goal – Lighting upgrade in the Plaza parking garage**

**Strategy** – Assess the lighting in the Plaza garage for upgrade.

**Time Frame** – **Estimated completion date is 11/10**

**Risk to time frame – obstacle** – Funding of \$80,000.00

**Performance Measures & frequency** – To increase security presence.

#### **d) Service Delivery Projects to be Proposed FY 08-09**

**Goal - 10 % increase to the parking permit fee**  
**Strategy - Present** the 10% proposal to the Board of Selectmen  
**Time Frame** – Fee increase to be implemented 10/10  
**Risk to time frame – obstacle - BOS** disapproval  
**Performance Measures & frequency** – Increased parking fund revenue.

**5C Goals – Capital Projects to be (a Completed, b)Continued, c)Planned or d)Proposed during FY 08-09**

**a) Capital project to be completed FY 08-09**

**Project Name** – Upgrade of mechanical parking meters to electronic  
**Project Number** – RFB 6451  
**Time Frame** – 12/09  
**Risk to time frame** – Inclement weather conditions  
**Original cost** \$295,000.00  
**Risk to latest cost estimate**  
**Performance Measures & Frequency** –

**b) Capital project to be continued FY 08-09**

**Project Name** – Parking Multi-Space Pay on Foot Stations  
**Project Number** –  
**Time Frame** – **Estimated to be completed 11/09**  
**Risk to time frame** – Accessible AC utility  
**Original cost** - \$60,000.00  
**Risk to latest cost estimate** - Installation of electrical AC source  
**Performance Measures & Frequency** –  
  
**Project Name** – Continued Repair and Restoration of the Town Hall Garage  
**Project Number** –  
**Time Frame** – Estimated completion by 12/08  
**Risk to time frame** –  
**Original cost** - \$15,000  
**Risk to latest cost estimate**  
**Performance Measures & Frequency** -

**5D -Brief Summary of Overall Capital Project Status**

Additional post tension tendons and concrete anchors were found to be broken or corroded during the first phase of the repairs and restoration of the Town Hall. These repairs extended this phase estimated completion date. These additional repairs also increased the project cost from \$272,720 to \$346,531. Phase II and III should be completed by 11/09.

The installation of the electronic parking meters and pay on foot multi-space stations are on schedule and will be completed by 11/09.

## **6. Department Accomplishments**

1. Phase one of the Town Hall parking garage restoration
2. Installation of the parking pay station in the Sound View parking lot that accepts dollar bills and credit cards
3. Installation of electronic parking meters
4. Residential parking established
5. Established permit parking in the Sound View parking lot for local employees
6. Upgraded ASA4 staff position to Business Operations Supervisor

## **7. Performance Measurements**

1. Booting operation and collections increased. FY 07 \$48,095. FY 08 YTD \$54,190.
2. FY Parking Citation revenue increased by \$317,875 from last year due to consistent enforcement and implementation of a scofflaw-booting program.
3. Parking permit and rental revenue projection for FY 08-09 is \$3,165,964.00, an increase of \$407,664.00

## **8. Other Key Department Issues**

None noted

## 9. Department Table of Organization.

VACANT	2144	PRK EN OFF	105 G-E /33
	2144	PRK EN OFF	105 G-E /33
	9290	ACCT CLK I	105 G-F /33
	2301	PARK METER	105 T-09/ 2
	2301	PARK METER	105 T-09/ 2
	9260	BUSINESS OPS SUPR	100 W-A
	2144	PRK EN OFF	105 G-E /33
	2144	PRK EN OFF	105 G-E /33
	2144	PRK EN OFF	105 G-E /33
	2145	ENFORCEMENT SUPR	105 G-C
	9290	ACCT CLK I	105 G-F /33
	2144	PRK EN OFF	105 G-E /33
	1008	DIRECTOR PARKING SERV	100 MC-6

## 10. Actual /Proposed - Summary Personnel Staffing

### Authorized/Proposed Number of Positions

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>				
<u>FY 05/06</u>	13	1	1	1550
<u>FY 06/07</u>	13	2	1	2750
<u>FY 07/08</u>	13	2	1	2750
<u>FY 08/09 Proposed</u>	13	2	1	2750

### Summary Comments on Personnel Changes

Upgraded Administrative Staff Assistant II position to Business Operations Supervisor. When the Parking Services Department was formed the need for a Business Manager/Supervisor was over looked. This department is responsible for approximately \$4,000,000.00 annually. A Business Manager is required to manage the administration and revenue operation.



**11. Department Financial Summary****A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>		
<b>FY 05/ 06</b>	<b>2,302,397.00</b>	<b>2,377,242.00</b>
<b>FY 06/ 07</b>	<b>2,452,167.00</b>	<b>2,206,616.00</b>
<b>FY 07/ 08</b>	<b>3,577,196.00</b>	<b>2,206,616.00 (as of 11/28/07)</b>
<b>FY 08/ 09 Proposed</b>	<b>2,275,157.00</b>	<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses**

The office supply budget amount is divided into two primary components. (1) The cost of parking permits (plastic rearview mirror hangtags) issued for Commuter Parking Lots and the Town Hall Parking Garage. The estimated annual permit cost is \$9,000. (2) General Expense for Office supplies based on spending thus far in the fiscal cycle.

The Telephone, Telegraph and Radio budget amount is based on the four (4) newly installed emergency, blue light phones placed in the Town Hall parking garage. The estimated annual cost for this service is \$10,000.00.

The electric utility (52240) until last year was budgeted in the 52920- Work Transfer from DPW at the end of the year. Now a journal voucher is prepared monthly to better track the expenditure. The estimated annual cost for this utility is \$42,000.00.

**B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>	<b>2,888,850.00</b>	<b>2,227,072</b>
<b>FY 05/06</b>	<b>2,787,000.00</b>	<b>2,455,775.21</b>
<b>FY 06/07</b>	<b>2,909,000.00</b>	<b>2,763,457.95</b>
<b>FY 07/08</b>	<b>2,858,300.00</b>	<b>1,790,576.23 (as of 11/28/07)</b>
<b>FY 08/09 Proposed</b>	<b>3,165,964.00</b>	<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

1. The proposed FY 08/09 revenue is based on the increase in the parking meter rate per hour and the 10% increase of parking permit fee. Also the conversion of 50 unused metered spaces in the Island beach lot to parking permit spaces.

2. Raising the short term (2 hour) on-street parking meter rates from .50 to .75 per hour on Greenwich Ave. has increased the parking meter revenue and enhances the ability to acquire the updated parking equipment, and has discouraged meter feeding at the short term meters on Greenwich Avenue by those who require long term parking.
3. The parking permit fee increase of 10% will gradually replenish the parking fund over a period of time.

**TOWN OF GREENWICH**  
**Annual Department Operational Plan**  
**(FY 2008 – 2009)**

**Objective of this Plan Document**

The Town of Greenwich requires that an Operations Plan be submitted with the annual Budget Submission. This requirement has been vested in the First Selectman and the BET through Town Charter Section 21. In addition, the Budget Overview Committee (BOC) of the RTM, as specified in the Rules to the RTM, Appendix B, is tasked to (1) report on the development of the budget, (2) coordinate the analysis of the budget for the coming year with the budget sub-committees of each of the other standing committees, (3) study and recommend potential improvements in departmental organization or methods of operation working in conjunction with Town Departments and the BET and (4) monitor implementation of existing and new programs and capital improvements. Thus, we have revised this year's Operations Plan Template to incorporate many of the questions previously asked by the BOC during their departmental review process in order to streamline the efforts of all parties and eliminate redundancy.

No doubt the Operations Plan and Financial Budget Submission are inseparably linked and can be thought of as being two halves of the same coin. Simply stated, a well-thought out budget must take into account the goals to be achieved within the context of available resources, which since they are limited necessitates prioritization. In order to do this, we recommend taking a strategic approach that encompasses nine key elements: (1) a documented, clear mission or statement of purpose; (2) the specific outcomes or goals of that mission; (3) a process for prioritizing goals over specific time frames; (4) specific performance measures for each goal to track progress; (5) specific activities/projects (i.e., "the work") that must be conducted to achieve the goals; (6) established roles, responsibilities and accountabilities (i.e., who will do what work); (7) a process for how the work is to be performed most efficiently and effectively; (8) a process by which resource requirements are determined, prioritized and translated into a financial budget on both a current and outer years' basis for both operating and capital expenditures; and finally, (9) comparative analyses to ensure optimum performance is identified and achieved over time.

This document will serve as a guide for thinking through the above elements and will assist you in the required reporting. You will note we have formatted this document in specific sections to aide reporting on goals, objectives, strategies, completed accomplishments and continuing and proposed projects required to accomplish your Department's Strategic Mission.

In summary form, besides routine disclosures, this document focuses on completed departmental achievements, departmental key services, current and proposed service delivery projects, current and proposed special projects, current and proposed capital projects (along with a status summary), current and proposed personnel changes, and summary disclosure and comments on financial data. As detailed in this document's Appendix, definitions, instructions and examples are provided for each section of this document.

**NOTE: NEW Section with fiscal year 2008-2009 submission.**  
**Performance Measures – Section 7**

In past submissions, many departments have reported quantitative performance measurements and several have reported qualitative performance measurements. Section 7 addresses both types of measurements.

**Index by Section:**

- 1 & 2 - Department & Division Name**
- 3 - Department Mission Statement**
- 4 - Department Key Services**
- 5 –Department Goals for Fiscal 08-09**
- 6 - Department Accomplishments**
- 7 –Performance Measurements**
- 8 - Other Key Department Issues**
- 9 - Department Table of Organization**
- 10 - Actual /Proposed - Summary Personnel Staffing**
- 11 - Department Financial Summary**

**Appendix – Definitions, Instructions and Examples**

**1. Department ([See Appendix for Instructions](#)).**

**2. Divisions ([See Appendix for Instructions](#)).**

**3. Department Mission Statement ([See Appendix for Instructions](#))**

**4. Department Key Services** [\(See Appendix for Instructions\)](#)

**1**

**2**

**3**

**4**

**5**

**6**

**7**

**8**

**9**

**10**

**5. Department Goals for Fiscal 08-09 ([See Instructions in Appendix Sections 5 & 7](#))**

**5A. Goals - Service Delivery Projects to be a) Completed, b) Continued, c) Planned, or d) Proposed during Fiscal 08-09:**

**a) Service Delivery Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Goal/objective of project**

**Strategy to progress and finish project**

**Time frame for completion of overall project and each major project stage**

**Risk to time frame – Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**b) Service Delivery Projects to be Continued FY 08-09 (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**c) Service Delivery Projects to be Planned (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**d) Service Delivery Projects to be Proposed (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**5B. Goals - Special Projects to be (a) Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Special Projects to be Completed FY 08-09 (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**b) Special Projects to be Continued in FY 08-09 (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**c) Special Projects to be Planned (List in priority order. For each project note):**

**Goal**

**Strategy**

**Time frame**

**Risk to time frame - Greatest obstacle(s) to completing this project**

**Performance Measures & Frequency**

---

**d) Special Projects to be Proposed (List in priority order. For each project note):**

**Goal**



Strategy

Time frame

Risk to time frame - Greatest obstacle(s) to completing this project

Performance Measures & Frequency

---

**5C Goals - Capital Projects to be (a Completed, b) Continued, c) Planned or d) Proposed during Fiscal 08-09:**

**a) Capital Projects to be Completed FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**b) Capital Projects to be Continued FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame  
Original cost  
Revised cost (if applicable)  
Risk to latest cost estimate  
Performance Measures & Frequency

---

**c) Capital Projects to be Planned FY 08-09 (List in priority order. For each project note):**

Project Name  
Project Number  
Time frame  
Risk to time frame

**Original cost**  
**Revised cost (if applicable)**  
**Risk to latest cost estimate**  
**Performance Measures & Frequency**

---

**d) Capital Projects to be Proposed FY 08-09 (List in priority order. For each project note):**

**Project Name**  
**Project Number**  
**Time frame**  
**Risk to time frame**  
**Original cost**  
**Revised cost (if applicable)**  
**Risk to latest cost estimate**  
**Performance Measures & Frequency**

---

**Section 5D – Brief Summary of Overall Capital Project Status ([See Appendix Instructions](#))**

**6. Department Accomplishments ([See Appendix Instructions](#))**

**1**

**2**

**3**

**4**

**5**

**6**

**7**

**8**

**9**

**10**

## **7. Performance Measurements** [\(See Appendix Instructions\)](#)

**8. Other Key Department Issues ([See Appendix Instructions](#))**

**9. Department Table of Organization ([See Appendix Instructions](#))**

**10. Actual /Proposed - Summary Personnel Staffing ([See Appendix Instructions](#))**

**Authorized/Proposed Number of Positions**

<u>Fiscal Year</u>	<u>Number of Full Time Employees</u>	<u>Number of Part Time Employees</u>	<u>Number of Temporary Employees</u>	<u>Total # of Annual Part Time &amp; Temp Hours</u>
<u>FY 04/05</u>				
<u>FY 05/06</u>				
<u>FY 06/07</u>				
<u>FY 07/08</u>				
<u>FY 08/09 Proposed</u>				

**Summary Comments on Personnel Changes**



**11. Department Financial Summary** ([See Appendix Instructions](#))

**A - Expenses**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/ 05</b>		
<b>FY 05/ 06</b>		
<b>FY 06/ 07</b>		
<b>FY 07/ 08</b>		<b>XXXXXXXXXX</b>
<b>FY 08/ 09 Proposed</b>		<b>XXXXXXXXXX</b>

**A – Summary Comment on Expenses**

**B - Revenues**

<b>Fiscal Year</b>	<b>Budget</b>	<b>Actual</b>
<b>FY 04/05</b>		
<b>FY 05/06</b>		
<b>FY 06/07</b>		
<b>FY 07/08</b>		<b>XXXXXXXXXX</b>
<b>FY 08/09 Proposed</b>		<b>XXXXXXXXXX</b>

**B – Summary Comment on Revenues**

## **APPENDIX**

**The following instructions reference each section of this document and are provided as an aide for its completion. Key word definitions and examples are also provided.**

**1. Department**    State formal name of Department ([Back to Section](#))

**2. Divisions**        if multiple Divisions list formal name here ([Back to Section](#))

**3. Department Mission Statement** ([Back to Section](#))

Please list your Department's Mission. If applicable, please provide a separate mission statement for each division listed under (2) above. A mission statement is a comprehensive statement of purpose and should describe what the Department does and whom it serves. Good mission statements should be clear and specific, provide direction to the department's employees, and be actionable. An example of a good mission statement for a fictitious airline would be:

*Airco, Inc. will be the 'guaranteed' on-time airline. Maintaining the most efficient equipment in the industry, we will target a customer base of mainly young businessmen and offer them the lowest cost service on the west coast, with an objective of a 20% profit before tax and a 30% per year revenue growth. (Source: [www.businessplans.org](http://www.businessplans.org))*

#### **4. Department Key Services** ([Back to Section](#))

Please provide a list of key departmental services in order of importance, as ranked by your Department, as relates to fulfilling your Department's Mission listed in (3) above. If applicable, the Division responsible for the service should be clearly identified. Services should be broken out into three categories and then prioritized within each category as coded below:

**(M) Must do/Mandated** (e.g., state/fed regulation)

**(E) Should do/essential for achieving the Department's Mission**

**(N) Nice to do/will contribute to achieving the Department's Mission, but non-essential**

Examples of Key Services: (Not listed in order of importance nor as a complete list, but to serve as thought starters to aide in the completion of this document).

##### **(M) Must do/Mandated Services (no priority order for these, all are priority by definition):**

1. Protection of citizens
  2. Regulation and Code enforcement
  3. Protection of natural resources
- 

##### **(E) Should do/Essential for achieving the Department's Mission (list in priority order)**

1. Services to targeted groups (e.g., nursing and rehab services for elderly, handicapped)
  2. Maintenance of infrastructure (physical plant, computer/telecom)
  3. Litigation management
  4. Business operations (Payroll, Account Payable, Procurement, Benefits Administration, Records Retention, Budgeting)
  5. Inter-departmental communication & coordination
  6. Skills training for employees
- 

##### **(N) Nice to do/will contribute to achieving the Department's Mission, but non-essential (list in priority order)**

1. Community outreach programs
  2. Technical assistance and counseling (e.g., personal computer training for seniors)
  3. Public relations campaigns (e.g., How are Department is helping our citizens)
  4. Special recognition bonuses for employees
  5. Employee activity days
-

## 5. Department Goals ([Back to Section](#))

Please provide a general comment for each of your Department's key goals for the Fiscal Year. If the goal is a specific Service Delivery Project, please provide the information requested in Section 5A. If the goal is a specific Special Project, please provide the information requested in Section 5B. If the goal is a Capital Project, please provide the information requested in Section 5C.

Please specify the time frame for overall completion of each project, as well as for each major project stage. It is also important to note the department's strategy for completing the project in the time frame listed. In many cases the goal of the project will be self evident, but to ensure clarity of objective, please disclose the specific departmental project goal.

Also include any comments related to obstacles to fulfilling those goals. Obstacles might include: lack of qualified personnel, inadequate infrastructure (e.g., IT systems, facilities, equipment, etc.)

**To aid in the completion of Sections 5, 6 and 7, we have answered the following most frequently asked questions:**

### **How do you define a "Goal" and a "Measure"?**

Key goals can be characterized as major objectives that are directly related to advancing your Department's Mission. Goals constitute the "whats" we want to achieve. In addition, each project should have an explicit goal or outcome. Goals should be (1) specific, (2) prioritized, (3) observable, and (4) measurable.

Measures are linked to goals and should be established for each goal to measure progress. Performance measures answer the question, "how are we doing?" Measures can be quantitative or qualitative, but they must be specific and meaningful to have value. The frequency of measurement should also be determined so that progress can be assessed over time and corrective action taken as needed in mid-course. Obviously, one can construct countless measures, which can be costly, if not impractical to implement such as the number of feet it takes a parking officer to walk from their car to a parking meter each time a parking ticket is issued. Such a measure provides little or no value and thus does not meet the criteria of "meaningful." Conversely, a measure of how many parking tickets are issued by each parking officer per day (and in aggregate over defined periods of time) does provide meaningful insight into the efficiency of that person, and on the aggregate level provides an indication of whether parking violations are going up or down. The point here is to measure only that which is meaningful. Having three to five good measures per goal is a general rule.

As an aside, sometimes goal or outcome-based budgeting is given a bad name because it has been inappropriately implemented at such an incremental level of minutia-type activity that it becomes meaningless. It is important to remember that the concept of linking outcomes to budget is sound. Please see Section 7 in this Appendix for more information on developing a performance goal and measurement process.

### **Having defined Mission as being the Department's Statement of Purpose, how would you define "Strategy" and "Tactics"?**

Strategy is the overall master plan for achieving one's mission whereas tactics are the executional steps or operational activities that make up the master plan. For example, Wal-Mart's Mission Statement is, "*To give ordinary folk the chance to buy the same thing as rich people.*" Wal-Mart advances its Mission through a "cost leadership" strategy based on the concept that it can procure and market a good quality product or service at a lower cost than its competitors. This strategy involves a number of

operational tactics such as offering the broadest merchandise selection at an everyday low price, providing knowledgeable, friendly customer service, and possessing superior inventory management capability.

### **What do you mean by having a Process for doing something and why is it important?**

A well-defined process is simply a set of discrete steps or activities conducted in a prescribed order (i.e., according to a defined procedure) for the most efficient and effective delivery of a product or service. Process engineering initiatives attempt to map the activities or steps of how something is done today (i.e., “current state”) for the purpose of identifying and eliminating redundancies, process loops and multiple sign-offs that breed inefficiency. The resulting re-engineered process is often referred to as the “future state” design. Processes are often shown graphically in the form of flow charts or process diagrams or “maps” or can be as simple as a list of chronological steps. A well thought-out process indicates who (e.g., individual, division, department) should perform what activity so that accountabilities can be assigned and performance measured.

### **What is needed to be included for time frame and risk to time frame?**

Time frame is the expected completion dates of the project. Risk to time frame is the department’s reporting on perceived risk to the completion dates listed. Risk can be totally non-controllable to the department, such as, weather, required completion of earlier stages by a different department, vendor, etc. Risk can also be somewhat controllable, such as, the requirement to fill a vacancy before a project can be completed. Use judgment when reporting risk to inform the reader of the most likely scenarios where the time frame or cost elements of the project will be exceeded.

### **What is a Service Delivery Project?**

Service Delivery Projects are those that have a direct or quasi-direct impact on services to the public and employees. The definition of Service Delivery Projects is broad, but in general, Service Delivery Projects are externally focused (see definition of Special Projects for comparison). The following examples are general category examples, which involve many of the projects undertaken by the Town.

Provision or direct improvement of services to citizens  
Provision or direct improvement of service to employees  
Interaction with bargaining units  
Interaction with other departments

## **What is a Special Project?**

For the purpose of this document, we define “Special Projects” as those that promote the efficient and effective management of Department/Town resources. In general, Special Projects are internally focused vs. Service Delivery Projects which are externally focused.

Examples of Special Projects: (Not listed in order of importance nor as a complete list, but to aide in the completion of this form)

Establishment of specific goals and accountabilities for staff members

Objective to obtain complete compliance with H.R policy regarding completion of annual performance reviews

Cost reduction projects

Process re-engineering and efficiency studies

Reorganization of staffing

Improved accounting procedures

Improved inventory procedures

Implementation of new software

Assistance in implementing new Town policies

Written departmental procedures and policies

Financial analyst projects

Formal quality assurance policy and process

Improved reporting

Improved scheduling mechanism

Research to find best alternative vendors

Consulting studies not part of a Capital Project

Outsourcing projects

Various skills seminars (e.g., vendor negotiations, performance management)

Career pathing, job rotations and succession planning

Improved relocations policy

Audit examinations

**If a Project is a Capital Project, but has elements of either a Service Delivery or Special Project where should it be reported?**

Simply list any project that is an approved capital project in the capital projects section. Any remaining “non-capital” projects are either service delivery or special projects. Use your judgment, within the definitions above, to classify the remaining projects as service delivery or special projects.

**Where should a project be classified if it is completed, or is expected to be substantially completed before Fiscal 08-09?**

It is important to distinguish between projects that will be completed before Fiscal 08-09 and those projects that will be completed, continued, planned or proposed during Fiscal 08-09 as specified in Sections 5A, 5B and 5C. If a project is expected to be substantially complete before Fiscal 08-09, simply list it as a departmental accomplishment in Section 6. If a project is not anticipated to be completed before the beginning of Fiscal 08-09, please list the project in the appropriate classification in Section 5.

**Section 5D – Brief Summary of Overall Capital Project Status ([Back to Section](#))**

This Section requires a summary report on the overall progress of your Department’s Capital Projects as detailed in Section 5C. If projects are being completed at a slower or faster than anticipated pace this should be reported here. Please explain the net effect this has or may have as relates to adjustments that need to be made to the time frame for completing, planning or proposing future capital projects.

## **6. Department Accomplishments** [\(Back to Section\)](#)

**This section deals with the significant achievements of your Department as relates to accomplishing your Department's Mission. Please list in rank order those significant achievements by your Department that have been completed or are expected to be substantially completed prior to the start of Fiscal 08-09. Also list the specific measures you used to assess performance for each accomplishment.**



## **7. Performance Goals and Measurements ([Back to Section](#))**

The Town needs to be more accountable for the budget requests that are made each fiscal year. One way to accomplish this objective is through departmental submission of performance goals and measurements. Of course, the first step is to define your key Departmental Goals as detailed in Section 5. For each goal, as a general rule three to five measures should be developed. As mentioned, measures can be quantitative or qualitative, but they must be specific and meaningful to have value. The frequency of measurement should also be determined so that progress can be assessed along the way and corrective action taken as needed

For a hypothetical service delivery project three typical measures might be: (1) % of completion according to schedule (quantitative measure, with a frequency of measurement for each major stage or quarterly time period), (2) % over/under budget (quantitative measure with a frequency of measurement for each major stage or quarterly time period), and (3) effectiveness of project per customer satisfaction survey (qualitative measure with one time frequency at end of project).

Many departments already have operated with different types of performance measures. We are requesting that existing performance measurements be reported. If your Department has not developed performance measures, we request that you begin the process of clearly identifying them for each of your key departmental goals and projects.

Oftentimes, staff members are apprehensive about setting performance goals and measures, Therefore, we strongly recommend you involve them in determining key goals (i.e., what do we want to achieve?) and accompanying measures (i.e., how are we progressing?) for each goal. If you are collecting data, staff should be involved there too. It is important to dispel the myth that results may be used against them in some covert way. Thus, it is important that your goal setting and performance measurement process be transparent. It should be emphasized that the purpose of any performance measurement process is to help figure out where you are and where you want to go, and to provide an indication as to how to do things better. Any performance measurement process gains usefulness as data is collected over established time periods so as to compare quarter-to-quarter and year-over-year results for example.

Since as has been pointed out in this Appendix, Section 5, there are an endless number of measures that one can identify. A good process is to brainstorm with staff all the measures that could be associated with a given goal/project. Once you have a good list, then go back and discuss and rate each measure against the criteria of whether the measure is specific (i.e., can actually be measured reliably and accurately), and most importantly, is it meaningful. This may take several passes to get down to the three to five essential measures that you should implement. Once these are determined, identify the frequency (e.g., once per quarter) and means (e.g., customer satisfaction survey) by which each measurement is to be implemented, by whom and in what form.

As a first step for completing this section, list all of the performance measurements that your Department has identified for the Fiscal 08-09 budget cycle.

To aid in the development of this list we have provided a boilerplate of potential performance measurements by department (Please note these measurements are examples taken from other municipalities designed to serve as thought starters to encourage the concept). Many of the listed measurements are probably not quantifiable with the Town's collection process. They also do not specify frequency of measurement, as would normally be the case. Please do not hesitate to include performance measurements that are not on this list, or modify those that are. Over time, this process will gain greater definition in future budget cycles.

### **Parks & Recreation:**

Number of participants registered in recreation programs  
Operating cost per program  
Operating cost per program participant  
Number of Town wide special events  
Number of attendees at special events  
Operating cost per event attendee  
Number of playgrounds inspected for safety  
Percentage of playgrounds inspected for safety  
Percentage of parks inspected for safety  
Number of trees planted  
Number of dead trees removed  
Frequency of park acres mowed within established targets  
Operating cost per acre, facility or other available measurement.  
Park acres maintained per maintenance employee  
Number of user surveys conducted  
Results of user surveys conducted

**Law Department:**

Number of days to provide written opinion on non-routine matters  
Number of days to provide written opinion on routine matters  
Percentage of cases settled by negotiation

**Information Technology:**

Percentage of service request completed within a targeted time frame  
Percentage of network problems completed within targeted time frame  
Percentage of system availability

**Development:**

Review of site development plans, multifamily projects, rezoning applications, special use permits, land use applications, etc. within a targeted time frame.  
Review time for residential building permits within targeted time frame  
Review time for commercial buildings within targeted time frame.  
Number of days to issue a building permit  
Response time to request for a building inspection  
Response time to request for a HVAC inspection  
Response time to request for electrical  
Response time for plumbing inspection  
Average time spent on an inspection of almost any type

**Financial:**

Almost any ratio that monitors financial activity. Several related to debt service levels compared to operating revenues, liquidity ratios, expenditures per capita, fringe benefit rates, targeted percentages of unrestricted fund balance contingencies, etc.  
Timely issuance of CAFR  
Timely payment of invoices  
Timely deposit of revenues  
Percentage of funds invested  
Portfolio yields – Portfolio yields targeted to benchmarks –

**Investment administration cost as a percentage of total revenue**  
**Collection rates on real estate taxes, personal property taxes, etc.**

**Fire:**

**Response times**  
**Staffing levels as a percentage population**  
**Number of reported injuries – fire-fighting force**  
**Number of reported injuries – civilian**  
**Fire incidents per capita**  
**Property loss valuations**  
**Training targets – fire fighting force – certifications obtained, etc.**  
**Number of fire prevention programs conducted**  
**Inspections conducted**  
**Fire insurance ratings**

**Police:**

**Number of reported crimes**  
**Number/percentage of households victimized**  
**Number/percentage of businesses victimized**  
**Percentage of reported crimes solved or cleared**  
**Response times**  
**Surveys on appropriateness of response times, fairness, helpfulness, overall performance and safety**  
**Response time on complaints versus police officers**

**Library:**

**Percentage of households using a public library**  
**Percentage of users who rate the library service as satisfactory**  
**Number of visits to library per capita**  
**Percentage of citizens who rate the library services as satisfactory**  
**Percentage of requests available within a measured time period**  
**Percentage of users who rate library users as satisfactory**  
**Percentage of users who rate hours of operation satisfactory**  
**Percentage of users who rate the comfort and noise level satisfactory**

**Personnel:**

**Employee turnover rates**  
**Annual sick leave days**  
**Referral of applications within a measured time period after cutoff date**  
**Number of days to establish eligibility list**

**Health:**

**Number of food service inspections conducted**  
**Percentage of immunizations**  
**Number of public clinics conducted**

**Number of screenings conducted**

**Percentage of incidence of disease, death rates or other attribute present in the general population.**

**Survey information on performance of department**

**Public Works:**

**Statistics on prompt completion of projects**

**Percentage of engineering cost as a percentage of projects engaged**

**Number of applications processed**

**Number of permits issued**

**Number of inspections conducted**

**Repairs of any type**

**Miles of street sweeping performed**

**Miles of road paved per year**

**Investigation of traffic issues**

**Accident rates**

**Response times to damaged traffic control signs**

**Assessor:**

**Percentage of appraisals upheld at Board of Assessment reviews**

**Number of inspections conducted**

**Ratios of assessment data to sales data**

**Time periods to issue CO's**

## **8. Other Key Department Issues** [\(Back to Section\)](#)

Use this Section to explain any issues the department wants to disclose. Examples of comment disclosures in this Section are:

The adequacy of resources needed to achieve stated goals

The availability and quality of communication with other Departments

The adequacy of infrastructure

The adequacy of available technology

Any other key disclosure that should be brought to the attention of the reviewer

## **9. Department Table of Organization.** [\(Back to Section\)](#)

**A - This Section requires submission of an updated Organization Chart that matches the employment request that is submitted through MUNIS for Fiscal 08-09.**

**B - If a change in organizational structure is requested, this Table of Organization should clearly indicate the change. An explanation for the proposed change should be included in the Section 10, which addresses personnel staffing.**

**C - It is required to list all administrative staff positions in the Organization Chart. Part-time and temporary employees must be included. Part-time and temporary positions should be disclosed by planned budgeted hours e.g., PPT 15 hours PPT 25 hours. If many part-time employees are planned, it is permissible to list by chart section, the total number of part-timers and aggregate hours as one entry. This will enable the reader to quickly determine the full time equivalencies and the areas of emphasis of total work effort. This information will also be requested in cumulative chart form in Section 10.**

**D - Some Departments' charts contain subsections that do not contain a clear delineation of activities. Please use a common sense approach to mark the component pieces clearly, or provide brief narrative to explain responsibilities by major section. If acronyms are used, a legend key of acronyms should be supplied to aide the reviewer of the department's chart.**

## **10. Actual /Proposed - Summary Personnel Staffing ([Back to Section](#))**

### **Summary Comments on Personnel Changes**

**A - Use this section to report on the affect of personnel changes, vacancies, etc.**

**B - The proposed full time and part time employee head count for the New Budget Fiscal Year should equal the MUNIS submission.**

**C - Total number of part time and temp hours should equal the submission made in MUNIS for Fiscal Year 08-09. The 'Total # of Part Time & Temp Hours' should be expressed in terms of cumulative aggregate annual hours. This is to help the reader of the document determine total hours expended as not all part timers are budgeted for the same amount of weekly hours.**

**D - If the head count or total hours are influenced by a realignment of the department's authority (e.g. transfer of an org code to another dept) a brief note should be included indicating the variation caused by that effect. The true net decrease/increase should be readily discernible for the reader.**

**E - Justification for increase in head count should be included in this section. When the need for additional head count is critical to the department, some departments have listed the request in this Section and Section 8 'Other Key Department Issues'. To aide the reader, available statistical data and/or estimates should be included to justify the new position(s). Without a comprehensive analysis a request for additional personnel will not be considered.**

## **11. Department Financial Summary** [\(Back to Section\)](#)

### **A – Summary Comment on Operating Expenses**

Fill in the grid with the appropriate information. In this Section explain material trends in operating expenses. Do not report on capital items or normally recurring changes, such as salary increases. However, nonrecurring or significant impact items should be disclosed. The proposed Fiscal 08-09 Year should equal the Fiscal 08-09 MUNIS submission.

### **B – Summary Comment on Revenues**

Fill in the grid with the appropriate information. In this Section explain material trends in revenues. Do not report on capital items or normally recurring changes, such as salary increases. Nonrecurring or significant impact items would be disclosed. The proposed Fiscal 08-09 Year should equal the Fiscal 08-09 MUNIS submission.

Newer projects (Service, Special or Capital) that are to be proposed, planned, or have not reached a major stage of achievement in the current Fiscal Year, should normally be reported in the sections that follow.

While the Town has not formalized standard performance indicators, it is useful if relative industry performance indicators are disclosed when available. Statistical data has most relevance when compared to prior periods, such as, a percentage increase versus a prior period.