

TOWN OF GREENWICH  
BOARD OF ESTIMATE AND TAXATION  
HUMAN RESOURCES COMMITTEE  
SPECIAL MEETING

MINUTES – Parks and Recreation Conference Room (2<sup>nd</sup> Fl.)  
9:00 A.M.

Thursday, February 21, 2008

Present:

Committee: Leslie Tarkington, Chairman  
Nancy Barton, Michael Mason, William Kelly

Other: Peter Mynarski, Comptroller,  
Maureen Kast, Human Resources Director  
Al Cava, Director of Labor Relations  
Dr. Ellen Flanagan, BOE, Human Resources Director  
Dr. Susan Wallerstein, BOE, Assistant Superintendent Business  
Leslie Moriarty, Member Board of Education  
Peter Siecienski, Fire Chief; Robert Kick, Assistant Fire Chief  
Thomas Byrne, RTM Moderator; Erford Porter, RTM Member

The meeting was called to order at 9:09 A.M.

**Discussion of HR Committee recommendations to Budget Committee including HR Department training and policy manual budgets, human resources TOO by departments including BOE, and changes in grade classifications and vacancies where it impacts department organizations.**

The meeting began with Maureen Kast's presentation of the proposed Human Resources Department budget, which includes increased emphasis on work force training, performance evaluation, and preparation of an updated human resources policy manual. The training budget will be increased to \$150,000. The personnel policy manual would be re-written, with assistance from outside consultants and a team of writers. An estimate of \$60,000 was included in the budget to complete this project.

In response to a question from Mr. Kelly, Ellen Flanagan added that the Board of Education is currently working with Ms. Kast in regard to their employees and training. Also, the BOE has special needs aside from the needs of Town Hall employees.

Upon a motion by William Kelly, seconded by Mr. Mason, the Committee voted 4-0-0 to approve the HR Department budget.

Leslie Tarkington initiated a discussion of the human resources issues arising out of the Town budget proposed by Peter Tesei, regarding the overall TOO – full time employees. The First Selectman's proposed human resources budget for FY 2008-2009 calls for a net reduction of 9 positions in the General Fund, and no changes in positions in the Other Funds. The First Selectman presented a human resources budget that will

produce efficiencies through reorganization of the work force, and reduces full time positions by 9 employees. His proposed budget exceeds the Budget Guidelines goal of no new net positions.

Ms. Tarkington suggested the insertion of a footnote on the TOO to state that the position of Emergency Operations Coordinator, which is a contract position, is not included.

A conversation followed regarding workers compensation. Ms. Barton reminded the committee that if the position is indeed an independent contractor, then the Town is not responsible for this benefit. The group agreed that clarification of this matter is needed. Ms. Tarkington then suggested a second footnote, stating that the position of Town Attorney is clearly defined in the Town Charter as a Town employee and should be included in the TOO. A contractor is currently filling this position.

At this time, Roland Gieger briefly entered the meeting to distribute an updated TOO, which he proposed to distribute to the Budget Committee later that day. This TOO included both the Town Attorney as well as BOE and Town grant employees in the total TOO count as previously discussed by the Committee.

Michael Mason noted that many positions within Social Services and Parks & Recreation are funded by the Town but are not listed on the TOO. Maureen Kast provided definitions for specific groups of employees:

Temporary employees - are employed no longer than six months, are full time or part time.

Regular part time employees - work twenty-five hours a week maximum, are in unions, but are declined health care, receive vacation and sick time, are eligible for unemployment and receive worker's compensation.

Seasonal workers – are employed at the ice skating rink, tennis, beaches, etc., and are eligible for unemployment.

A discussion followed regarding the advantages of the electronic payroll system currently utilized by Nathaniel Witherell. As an example, all Witherell's employees, both full and part time, are paid in one payroll. Using this type of system would provide the potential for future implementation of combined payroll periods for both full and part time employees for other Town departments.

Ellen Flanagan excused herself from the meeting at 9:45 a.m.

Upon a motion by Nancy Barton, seconded by Mr. Mason, the Committee voted 4-0-0 to approve the TOO to include the BOE and Town grant employees in the total count and footnote the positions of Emergency Operations Coordinator and Town Attorney.

Peter Siecienski, Fire Chief presented the Fire Department's budget. Mr. Siecienski informed the committee that the budget included an upgrade of eight firefighters to lieutenant status at the Byram and Cos Cob Firehouses.

Thomas Byrne asked to be recognized. He said that this issue is a complex one and the committee should also examine the volunteer firemen's concerns. Mr. Mason concurred.

Mr. Siecienski and Robert Kick, Assistant Fire Chief left at 10:10 am to attend a prior meeting commitment with First Selectman Peter Tesei.

Mr. Al Cava also left temporarily at 10:12 a.m.

Susan Wallerstein, BOE, Assistant Superintendent Business, addressed the committee regarding Mr. Mason's request for information on the square footage versus staff ratio for BOE maintenance. Ms. Wallerstein stated that square footage of the BOE buildings (1,429,110 square feet, not including the Havemeyer Building), as well as national standards were compared for staffing. The BOE monitors overtime, as well as performance and cleanliness at each school. They are also initiating training sessions, holding employees more accountable, and listening to parent recommendations.

Michael Mason requested that this information be compared to Town Hall maintenance staffing and asked for the BOE information to be forwarded to the HR Committee members for examination. Nancy Barton suggested that this should be a project for the upcoming year and not part of the budget recommendations.

The discussion turned to the BOE's proposed human resources budget. It calls for an increase of 16 positions, which relate to the BOE's projected student population (14.6 instructional teachers and aides positions) which in the current year exceeded the current year's budget, as well as dedicated central personnel in the areas of residency (.4) and curriculum (1). Leslie Tarkington asked for the BOE to clarify their total entries in the TOO especially in regard to full time employees paid by grants.

The next topic addressed was the proposed establishment of a child care program for instructional staff based at Parkway School, which would add 2 full time teachers and a part time staff. These positions are not found in the TOO accompanying the budget because they are proposed to be funded by related student revenues.

Ms. Barton stated that child care is a viable program and worthwhile. The Committee discussion recognized the merits of a day care program. However, as presented the program is premature.

Ms. Kast stated that any increase in employee benefits or funded employees should be appropriately evaluated. Also, while there should be input and support by the BOE, any child care program should be under appropriate leadership of the First Selectman. This type of program might be more appropriately outsourced.

Michael Mason advised the Committee to delete the child care from the proposed budget (it is included by a resolution) and for it to be returned to the First Selectman's attention for further analysis.

Upon a motion by William Kelly, seconded by Nancy Barton, the Committee voted 4-0-0 to approve the BOE Human Resources Budget as proposed in the TOO including the increases for

instructional employees and the curriculum and residency analysis, but to delete the child care resolution.

The committee reviewed the remaining TOO and made recommended changes to the chart to be included with the budget. The committee deleted the Town Attorney position and added a footnote that this position is not included since a contractor is currently filling it. Law Department positions would then drop from 11 to 10. Michael Mason said the Town Attorney's position should be included as it is required by the Charter. In light of the further discussion, the Committee determined to vote a second time on the TOO.

Upon a motion by Nancy Barton to approve the TOO with the changes made by the Committee. The motion was seconded by William Kelly, the Committee voted 3-1-0. Michael Mason voted against.

Since Al Cava had rejoined the meeting the discussion turned again to the Fire Department's proposal for promotion of eight lieutenants for the Byram and Cos Cob fire stations. Mr. Cava spoke regarding the eight upgrades. Bill Kelly said that the fire department, volunteers, and the First Selectman need to explore this issue and possible benchmarks are needed from other municipalities. Discussion included the need for a comprehensive strategic plan for the Department, and that the Fire Chief and the First Selectman should be invited to a HR Committee meeting during the upcoming fiscal year to discuss their plans.

Upon a motion by Nancy Barton to delete the Fire Department promotion recommendation, seconded by William Kelly, the Committee voted 4-0.

After the motion by William Kelly, seconded by Michael Mason, the Committee voted 4-0 to adjourn the meeting at 11:36 A.M.

---

Leslie Tarkington, HR Committee Chairman

---

Elaine JV Brown, Recording Secretary