

JULIE D. KOHLER

PLEASE REPLY TO: Bridgeport
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February 16, 2016

VIA ELECTRONIC AND OVERNIGHT MAIL

Chairman Robert Stein
Connecticut Siting Council
Ten Franklin Square
New Britain, CT 06051

Re: *Docket No. 461 - Eversource Energy application for a Certificate of Environmental Compatibility and Public Need for the construction, maintenance, and operation of a 115-kilovolt (kV) bulk substation located at 290 Railroad Avenue, Greenwich, Connecticut, and two 115-kV underground transmission circuits extending approximately 2.3 miles between the proposed substation and the existing Cos Cob Substation, Greenwich, Connecticut, and related substation improvements.*

Dear Chairman Stein:

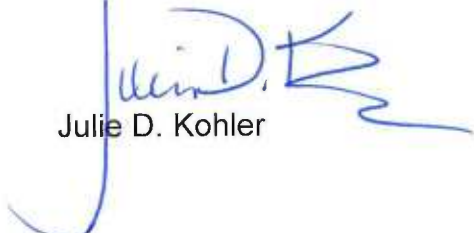
Enclosed please find one original and fifteen copies of the Town of Greenwich's Responses to the Council's Interrogatories and the Town's Pre-Hearing Submission, both dated February 16, 2016.

I certify that a copy has been sent on this date to all participants of record as reflected on the Council's service list dated February 1, 2016.

Chairman Stein
February 16, 2016
Page 2

Please do not hesitate to contact me if you have any questions regarding this filing.

Very truly yours,


Julie D. Kohler

JDK/lcc

cc: Service List (*Via Electronic Mail*)
Honorable Peter J. Tesei, Town of Greenwich (*Via Electronic Mail*)
John Wayne Fox, Esq., Town of Greenwich (*Via Electronic Mail*)
John Wetmore, Esq., Town of Greenwich (*Via Electronic Mail*)
Katie Deluca, Town of Greenwich (*Via Electronic Mail*)

**STATE OF CONNECTICUT
CONNECTICUT SITING COUNCIL**

EVERSOURCE ENERGY APPLICATION FOR
A CERTIFICATE OF ENVIRONMENTAL
COMPATIBILITY AND PUBLIC NEED FOR
THE CONSTRUCTION, MAINTENANCE,
AND OPERATION OF A 115-KILOVOLT (KV)
BULK SUBSTATION LOCATED AT
290 RAILROAD AVENUE, GREENWICH,
CONNECTICUT, AND TWO 115-KV
UNDERGROUND TRANSMISSION CIRCUITS
EXTENDING APPROXIMATELY 2.3 MILES
BETWEEN THE PROPOSED SUBSTATION
AND THE EXISTING COS COB SUBSTATION,
GREENWICH, CONNECTICUT, AND RELATED
SUBSTATION IMPROVEMENTS.

DOCKET NO. 461

DATE: FEBRUARY 16, 2016

**PRE-HEARING SUBMISSION OF
TOWN OF GREENWICH**

The Town of Greenwich ("Town") provides the following hearing information in the above captioned proceeding:

List of Witnesses

1. Katharine DeLuca, AICP, Director of Planning and Zoning;
2. Denise Savageau, Conservation Director;
3. Amy Siebert, P.E., Commissioner of Public Works; and
4. Bruce Spaman, Parks and Recreation Director.

Resumes/professional biographies are provided as Attachment 1.

Exhibits to be Offered

1. Comments from Greenwich Planning & Zoning dated 4/6/15;
2. Comments from Greenwich Planning & Zoning dated 9/1/15;

3. Comments from the Greenwich Selectman's Office and Greenwich Planning & Zoning dated 11/23/15; and
4. Town of Greenwich Responses to CSC Interrogatories, dated February 16, 2016.

Administrative Notice:

The Town respectfully requests that the Council takes administrative notice of the following:

1. 2014 State of Connecticut Integrated Water Quality Report – Final dated October 1, 2014:
http://www.ct.gov/deep/lib/deep/water/water_quality_management/305b/2014_iwqr_305b_303d_final.pdf

The Town reserves the right to offer additional exhibits, witnesses, testimony, and administratively noticed materials as may be necessary when new information comes to its attention during the hearing process or in rebuttal to positions taken by the Siting Council, parties or intervenors.

Dated at Bridgeport, Connecticut, this 16th day of February, 2016.

Respectfully submitted,

By: 

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CERTIFICATE OF SERVICE

I hereby certify that on this day a copy of the foregoing was delivered by electronic mail to all parties and intervenors of record, as follows:

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Julie D. Kohler, Esq.

ATTACHMENT 1

Katharine A. DeLuca, AICP
Greenwich Town Hall
101 Field Point Road
Greenwich, Connecticut 06830
(203)622-7894

Employment

Town of Greenwich (Planning and Zoning Department)

Greenwich, Connecticut

September 2014 - Present

Director of Planning and Zoning/Zoning Enforcement Officer/Town Planner

- Provide technical guidance, advice and assistance to the P&Z Commission, zoning enforcement staff, elected officials, Town Departments and Boards, and the general public on the Town's physical development and on matters of regulation enforcement, violations, interpretation of the Building Zone and Subdivision Regulations, conditions of approvals and a broad range of planning, zoning, enforcement, nuisance and land use activities.
- Recommend new or modifications to the Town's Building Zone and Subdivision Regulations and oversees the enforcement of the Zoning Regulations and conditions of application approvals.
- Review Town-wide development proposals, and works with the town's boards and Departments in the implementation of the goals and policies of the Plan of Conservation and Development. Exercises considerable latitude for independent initiative and action within the scope of department programs and policies.
- Make public presentations of technical analyses, proposed amendments to the Building Zone and Subdivision Regulations, and planning studies for various audiences including the P&Z Commission, the Board of Selectman and Representative Town Meeting, real estate firms, and community stakeholders.
- Manage and develop policies and procedures of the department, appropriate delegation of the work flow to staff and implementation of an efficient office organization. Demonstrate continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality seamless customer service.
- Supervise, manage and coordinate the department assignments, daily operations and office activities of a 17 member professional and administrative team comprising the Planning and Zoning (P&Z) and Zoning Enforcement Department. Handle all personnel actions such as hiring, termination, staff training and development, assignment, and performance evaluations.
- Represent the Planning and Zoning Commission to the public, the media and outside groups and agencies. Testify on Commission actions, and coordinate the preparation of materials for presentation in court.
- Prepare the Department budget and attend all applicable meetings with the Board of Estimation and Taxation (BET) and Representative Town Meeting (RTM) Committees to defend budget, demonstrate control over expenditures and assure consistency and conformance with established goals and objectives.
- Provide analytical reviews of applications for Commission public meetings; attend the P&Z Commission meetings and explain written positions in meetings. Coordinate and maintain

flow of information among Town agencies and departments regarding application reviews from each Commission meeting. Conduct field inspections.

- Provide advice and guidance on the production and implementation of planning studies that guide development and establish the framework for regulations.

Town of Greenwich (Planning and Zoning Department)

Greenwich, Connecticut

October 2005 – 2014

Deputy Director of Planning and Zoning

- Worked under the general direction of the Planning and Zoning Director/Zoning Enforcement Coordinator (Town Planner) and assumed the duties, responsibilities and authority of the Director in her absence.

Town of Greenwich (Planning and Zoning Department)

Greenwich, Connecticut

August 2000 - 2005

Planner II

- Coordinated and managed the work flow to ensure an efficient schedule and time-line on items from everyday office function to complex projects.
- Supported the Greenwich Planning and Zoning Commission through the application review process of public hearing and administrative level applications by preparing staff reports, maps and graphics to illustrate findings, summarizing proposals and comments solicited from other departments, and drafting decision letters, building permit and Certificate of Occupancy sign-offs.
- Assisted the public and answer questions related to application procedures, reading, analyzing, and interpreting engineering and architectural plans submitted in support of zoning applications in addition to providing demographic data from the U.S. Census Bureau.
- Used GIS for several Town-wise projects the R-6 Zone Study, the Town-wide Floor Area Ratio Analysis, and the inventory and mapping of Town-owned properties.

Town of Greenwich (Planning and Zoning Department)

Greenwich, Connecticut

August 1999 - 2000

Planner I

- Critiqued and assembled documents from site plan or subdivision files to create a Return of Record which is used by the Law Department and the Town Planner in litigation with the Town.
- Analyzed site plan and subdivision applications for Commission action including writing staff reports, decision letters, and Planning and Zoning sign-off letters to the Building Department.
- Reviewed applications for the Architectural Review Committee (an advisory board to the Planning and Zoning Commission) for zoning compliance in addition to preparing agendas, minutes, and assisting the Committee at regularly scheduled meetings.

- Worked closely with other Town of Greenwich Departments to collect, present, and analyze information for the Planning and Zoning Commission in order to facilitate their decision making on pending applications.
- Responsible for routing pending applications to other Town of Greenwich Departments for their comments.
- Assisted the public in answering questions about the Town of Greenwich zoning and subdivision regulations.
- Created GIS data layers for Town-wide use including the newly adopted Sewer Boundary Map and the Open Space Map.

Capitol Region Council of Governments

Hartford, Connecticut

January 1999 – May 1999

Intern

- Developed a methodology to illustrate the encouragement of smart growth as supported by the town's Zoning and Subdivision Regulations.

UCONN Center for Geographic Information and Analysis

Storrs, Connecticut

January 1999 – May 1999

ESRI Site License Manager and GIS Analyst

Research Assistant for the Department of Geography

- Distributed and installed ESRI Software at Public Education Institutions in Connecticut. Required written and verbal communication with individuals from technical and non-technical backgrounds. Assisted in the creation and maintenance of an Access 97 database of the participants.
- Created and presented several ArcView workshops for faculty and students at the University of Connecticut.
- Responsible for the correspondence between the editor and the authors of potential publications in the journal *Cartography and Geographic Information Systems*.
- Integral part of a team that created Federal Geographic Data Commission compliant metadata for Connecticut geospatial data.

Department of Geography

University of Connecticut, Storrs, Connecticut

August 1997 – May 1999

Teaching Assistant

- Assisted the Professor in teaching a graduate level course in NT ARC/INFO.
- Taught ArcView and Idrisi in the laboratory component of an undergraduate course entitled "Introduction to GIS".

Education

University of Connecticut

Storrs, Connecticut

M.A. awarded 2003 (Major: Geography)

Specialization in land use planning and GIS.

Thesis titled, Using a Geographic Information System to Model Alternative Land Use Scenarios at the Watershed Scale

University of New Hampshire

Durham, New Hampshire

B.A. awarded 1996 (Major: Geography; Minor: Spanish)

Skills

ArcGIS, Idrisi, Microsoft Word, Excel, Access, PowerPoint, CityView, OnBase

Awards

Town of Greenwich Award of Excellence, 2001

Town of Greenwich Personal Achievement Award, 2003

Town of Greenwich Manager of the Year, 2011

Denise M. Savageau
Conservation Director, Town of Greenwich
101 Field Point Road, Greenwich, CT 06830
203-622-6461 denise.savageau@greenwichct.org

Professional Profile

- Senior environmental professional with over 27 years of public sector experience working with local, state, and federal government.
- Diverse experience integrating natural resource management, land use planning, environmental regulation, resource economics, and related public policy matters.
- Visionary leader with demonstrated success in program development, administration, and implementation.
- Solid experience in inter and intra-governmental coordination and public/private partnerships.
- Skilled communicator with proven ability in public speaking, media relations, public outreach, and sustainable literacy.

Education

University of Connecticut, Storrs, Connecticut

Bachelor of Science in Agricultural Economics – 1985

Concentration in Resource Economics and Natural Resource Management – Magna Cum Laude

University of Massachusetts, Amherst, Massachusetts – 1972-1974

Salaried Positions

Conservation Director, Town of Greenwich, CT – November 1997 to present

Overall tasks: Serves as department head for the Conservation Department. Responsibilities include managing the day-to-day operations of the Commission and providing recommendations to all Town departments on conservation/environmental matters including, but not limited to, drinking water supply protection, watershed management, flood protection, open space protection, Brownfield redevelopment, wildlife management, fisheries restoration, and community resiliency/sustainability initiatives. Serve as part of the Town's Emergency Operations Team providing GIS and real time water data support in the local EOC. Work extensively in public relations and outreach with excellent speaking and media relations skills. Experience and workload includes:

- 1) **Drinking Water Supply Protection/Drought Response** – both surface and groundwater
 - a) Lead staff on water supply team and liaison to water company and State agencies
 - b) Continual monitoring of water supply for early signs of drought using real time data from various sites including USGS
 - c) Coordinates Town response during water supply emergencies

- 2) **Open space protection and management**
 - a) Oversees open space protection of Town of Greenwich including the development and implementation of the Open Space Plan. Coordinated protection of over 311 acres of open space providing administrative and technical support including preparation of natural resource inventories of sites, GIS mapping, formulation of cost-benefit analysis,

and coordination with. Properties included Pomerance/Tuchman, Blake/Colman, Treetops and Calf Island.

- b) Oversees inventory of open space both public and private using GIS.
- c) Coordinated the creation of new GIS layers for open space including links to deeds/land records.
- d) Developing recommendations for use of town-owned open space and on parcels for acquisition/protection and coordinates implementation with other departments
- e) Serve as liaison to the Greenwich Land Trust and other groups working on open space providing resources (e.g. GIS assistance) to accomplish common open space goals
- f) Lead staff on open space special projects, including acquisition, easements, enhancement, and restoration and natural resource inventories.

3) **Watershed Planning and Management**

- a) Coordinates watershed planning and protection throughout Town of Greenwich
- b) Led the development and EPA approval of the Mianus River Watershed Plan.
- c) Assisted SWRPA with the develop and EPA approval of the Byram River Watershed Management Plan
- d) Serves as liaison between community watershed groups and other town departments
- e) Performs technical review of land use applications and field inspections for E&S controls and storm water management. Overhauled E&S review procedures for Planning and Zoning. Coordinates E&S controls during construction with post construction BMP implementation.
- f) Serves on storm water management team that developed and now implements the MS4 storm water management program.

4) **Technical Assistance to Planning and Zoning**

- a) Review P&Z applications for conservation concerns including, but not limited to, impact on water resources including drinking water supplies and coastal resources, open space, tree protection, wildlife/ habitat, and cultural resources.
- b) Technical advisor for archaeological sites
- c) Lead for Conservation Commission on the development of the Plan of Conservation and Development and implementation of assigned tasks to the Commission including the Open Space Plan and Natural Resource Inventory.

5) **Wildlife/Fish and Habitat Management**

- a) Directs surveys and provides technical assistance on key wildlife issues and habitat protection/restoration efforts on both public and private lands.
- b) Coordinates with P&R on management of open space parks including critical habitats and invasive species control.
 - i) Manages survey of mile-a-minute weed and participates in biological control monitoring for CT Invasive Plant Working Group
 - ii) Oversees the protection and management of the two Important Bird Areas in Greenwich (Greenwich Point Park and Great Captains Island) and serves as liaison with Audubon CT.
- c) Supports Shellfish Commission with protection and enhancement of shellfishery in Greenwich waters.

- d) Coordinates with state and federal programs including CT DEEP, NOAA, USFWS, and EPA LISS.
 - e) Established Habitat Volunteer Program that includes but is not limited to:
 - i) Vernal pool surveys and monitoring on town owned land and participation in Frogwatch monitoring program. Conducts training for Greenwich and other local conservation and inland wetland commissions on vernal pools.
 - ii) Horseshoe crab monitoring and tagging program in coordination with CT DEEP and Project Limulus
 - iii) Operation and management of Mianus River Fishway, a diadromous fishway that supports the migration of alewives, blueback herring, and American eel. Includes twice daily monitoring/data collection during spring migration to support CT DEEP program.
 - iv) Installation and management of purple martin houses at Greenwich Point. Conducts survey and bird banding in coordination with CT DEEP.
 - v) Participation in state and federal shore bird surveys including piping plover, American oyster catcher, and osprey.
 - vi) Establishment of eBird (Cornell University) hotspots at Town parks to harness citizen science monitoring
 - f) Nuisance Wildlife/people conflicts - provide technical support to First Selectman and all Town departments, and residents.
 - i) Developed and directs the Town's resident Canada goose management program focusing on population stabilization through a coordinated egg oiling program using the USFWS Resident goose registration program. Provides training to staff and residents on humane egg oiling protocol.
 - ii) Promotes and directs the Conservation Commissions deer management plan on public and private lands to reduce impact of deer on biodiversity, reduce incident of Lyme disease, and reduce the number of deer/vehicle accidents. Coordinates survey of deer population and herd reduction strategies with CT DEEP and the Fairfield County Deer Management Alliance.
 - iii) Coordinates education and outreach on wildlife/human interactions including development of "Living with Wildlife" factsheets for Coyotes and Black Bear. Handles media and serves as liaison to Police Department and CT DEEP.
 - iv) Supports Health Department with implementation of vector disease prevention including using best management practices for mosquito controls
- 6) Community Resilience Planning/Emergency Preparedness**
- a) Guided successful inclusion of climate change into the Town's planning process including the Plan of Conservation and Development.
 - b) Coordinate with P&Z and other departments on planning for coastal resiliency and flood plain management and serve as part of the Town's Emergency Operations Center Team providing technical support on tidal and stream gages, GIS mapping, etc.
 - c) Coordinate/facilitate outreach efforts on flood protection and management working with EMOC, DPW, P&Z, and local neighborhood groups
 - d) Initiated the use of real time water data into emergency operations on the local level in 2006. Expanded work to include GIS applications in correlation with the real time

data. Featured in NOAA Coastal Service magazine May/June 2013 issue.

<http://csc.noaa.gov/digitalcoast/publications/coastal-services-may-and-june-2013>

- e) Prepared maps and property lists for Emergency Operations Center beginning in 2011 using Town GIS data. Incorporated 2 foot contours to better predict targeted areas in correlation with SLOSH maps. Collected post storm data of wrack lines for storms Irene and Sandy and incorporated into GIS. Directed creation of new GIS layers using post-Sandy LIDAR that include 1 foot contours and catch basin elevation data.
- f) Coordinated installation and maintenance of stream flow gage on Byram River with USGS and Emergency Operations team in Greenwich. Have now correlated gage readings with actual water elevations in field for use by emergency operations. Use this gage and surrounding gages to monitor water conditions year round for drought and flooding applications.
- g) Coordinated installation and maintenance of tidal gage at Grass Island with USGS. Have now correlated gage reading with water elevations in coastal flood areas in Greenwich for use in field by emergency operations. Use this and NOAA gages during coastal storm events.
- h) Prepared and presented post-Sandy information to numerous local audiences now available on town website.
http://www.greenwichct.org/upload/medialibrary/d01/Sandy-A_Look_at_Coastal_Flooding.pdf
- i) Coordination of Hazard Mitigation Grant program in 2013 to elevate homes in flood prone areas. As of 2/12/2015, 14 homes have been approved by FEMA and are in various stages of project completion.
- j) Secured Coastal Resiliency grant for P&Z and Conservation to begin development of database on base flood elevations for all residential homes in Greenwich's coastal flood zones.
- k) Serving on advisory committee for Coastal Storm Awareness Program (CSAP) for tri-state Cooperative Extension effort looking at human behavior/response to major storm events including pre-storm warnings. Coordinated focus local focus groups with researchers looking at resident evacuation decisions.

7) Sustainable Community Programs

- a) Liaison to CT Green Bank and the CT Clean Energy Community including participation in the CT Solarize and CT C-Pace programs.
- b) Coordinated energy efficient block grant program resulting in 90+kW PV installation at the Glenville School
- c) Oversees the development and implementation Leaf Recycling Program involving residential and school facilities.
- d) Initiated Brownfield to Greenfield project at the former Cos Cob Power Plant including succeeding in an EPA Targeted Brownfield Assessment and following up with writing an EPA Brownfield Clean Grant, which resulted in the opening of the Cos Cob Park in 2015.

8) Cultural Resource Conservation

- a) Directs inventory of historical and archaeological resources on public and private properties including the recently completed historic survey of Old Greenwich and the ongoing archaeology surveys at Greenwich Point.
 - b) Provide support for Certified Local Government program in coordination with Historic District Commission and Planning and Zoning
 - c) Promotes the adaptive reuse of historic buildings through public/private partnerships – recent successes include the Cos Cob Pump Station redevelopment by Greenwich Adult Day Care and the restoration of the Innis Arden Cottage as in Environmental Center at Greenwich Point.
 - d) Supervised the Byram Cemetery corrective actions and historic resource report in coordination with the State Archaeologist.
 - e) Serve as Town liaison to State Archaeologist office
- 9) **Public Outreach and Education**
- a) Created and now directs networking exchange with all environmental organizations in Town including a yearly roundtable and listserv.
 - b) Oversees environmental programming at Innis Arden Cottage
 - c) Coordinates numerous lectures and programs annually with local NGO's.
 - d) Develops and presents series of lectures/programs on myriad of environmental topics.
 - e) Supports environmental education in local public and private schools through teacher training, direct programming, and support of PTAC Green Schools Committee. This includes assisting schools achieve Green Leaf/Green Ribbon status.

District Manager - Hartford County Soil and Water Conservation District - Oct. 1986 to Nov. 1997

Responsibilities included managing day-to-day operations, administration, budgeting, staff supervision, technical programming, and interagency coordination. Program provided technical assistance and technology transfer to municipalities and farmers/land owners in Hartford County with emphasis on soil conservation, watershed management, wetland protection, flood plain protection, non-point source pollution prevention, best management practices, and farmland preservation.

1. Provided site plan reviews, erosion and sediment control inspections, and wetland delineation field confirmations to local inland wetland and watercourse agencies
2. Developed proto-type for the CT Inland Wetland Commissioners Training program and worked on the program for over 10 years.
3. Participated as resource professional in the CT DEEP/RC&D Environmental Review Team.
4. Conducted flood audits for Hartford County residents on the Connecticut River and coordinated several stream bank stabilization and flood control projects with USDA-NRCS
5. Coordinated training for professional engineers on USDA-NRCS TR-55 and TR-20 hydrologic modeling programs.
6. Directed Sustainable Agriculture Research grant focused on nutrient management through composting of dairy manure with municipal leaves collected.
7. Secured and supervised over \$500K in 319 grants focused on reducing nonpoint source pollution including the Ketch Brook restoration project.

Other Experience

Current

- **CT's Water Planning Council Advisory Group** – municipal representative. Co-chair of workgroup updating Connecticut's Drought Preparedness and Response Plan.
- **USDA Natural Resource Conservation Service State Technical Committee** - member
- **CT Council on Soil and Water Conservation** – board member
As a member of the CT Council on Soil and Water Conservation, secured \$10 million grant in 2015 to improve water quality in the Long Island Sound working on a landscape scale initiative within the entire watershed. Grant is part of the USDA NRCS Regional Conservation Partnership Program.
- **National Association of Conservation Districts** – board member
- **Connecticut Association of Conservation Districts** - President
- **Southwest (CT) Soil and Water Conservation District** –Secretary
- **Coastal Storm Awareness Program (tri-state Cooperative Extension)** – advisory board member
- **Environmental Education Facilitator for Connecticut Department of Energy and Environmental Protection (DEEP)** – trained facilitator for environmental education programs including Project WET, Project Wild, Project Learning Tree and Project Food, Land and People.

Past

- **CT Hazard Mitigation Plan Update** – workgroup member
- **Governor's Permitting Task Force** – served as municipal representative to this task force set up to review environmental permitting for efficiencies but maintain the integrity of the program.
Link to report:
http://www.ct.gov/deep/lib/deep/permits_and_licenses/assessment/finalreportpermittaskforce.pdf
- **Governor's Climate Change Adaptation Subcommittee** – municipal representative appointed to the committee charged with looking at how changing conditions are/will impact our state. Co-chaired of Infrastructure Workgroup with CT DEEP water quality professional Paul Stacey. Link to report: <http://www.ct.gov/deep/lib/deep/climatechange/impactsofclimatechange.pdf>
- **Dept. of Environmental Protection (DEP) Vernal Pool Task Force** – represented local municipalities on task force charged with the development of a working definition of vernal pools for inclusion in DEP's Model Inland Wetlands and Watercourses Regulations.
- **Soundwaters, Inc.** – board member
- **Audubon Greenwich** – science committee member
- **Bruce Museum** – science committee member

Recent Training

- Hazard Mitigation Planning Training – FEMA – March 5-6, 2013
- Climate Adaptation Training For Coastal Communities – NOAA and CT Sea Grant 2013

Amy J. Siebert, P.E.

Education:

Bachelor of Science in Environmental Technology, Cornell University
Masters of Science in Environmental Engineering, The University of Texas at Austin
Masters in Public Affairs, The Lyndon Baines Johnson School of Public Affairs at UT Austin

Employment:

Town of Greenwich, Department of Public Works, Commissioner, September 2008 to present

Responsible for overall management of Building Construction and Maintenance, Building Inspection, Engineering, Highway, Waste Disposal, and Wastewater Divisions, as well as overall business administration. Infrastructure managed includes over 120 buildings, 75 bridges, 185 miles of sanitary sewer, a 12.5 million gallon per day wastewater treatment plant and 28 pump stations, 265 miles of roadway and related structures, over 10,000 stormwater structures and associated piping network, and a waste transfer station and recycling center.

Town of Greenwich, Department of Public Works, Deputy Commissioner, July 2007 to August 2008

Worked with Commissioner to manage the divisions comprising the DPW. Initiatives included moving forward the townwide stormwater master planning, work on business process improvements, budget and capital project planning, and improving division coordination and cooperation.

Town of Greenwich, Department of Public Works, Sewer Division Manager, Jan 2004 to June 2007

Manage Sewer Division activities and staff, including:

- Day to day operations including customer service, permit delivery, overall operations and maintenance, interdepartmental coordination, safety programs, regulatory compliance.
- Capital project delivery, including engineering and construction contract management, and overall program development.
- Consent order response and management, addressing both operations and capital projects to meet the order's goals and deadlines.
- Asset management plan delivery, including computerized maintenance management system implementation and coordination of activities and capital projects in support of plan goals.
- Budgeting - preparing, tracking and forecasting both operations and capital budgets.

Malcolm Pirnie 1990 – 2003

Managed and participated in a broad range of public utility projects nationwide, related to the capital delivery process and overall utility management and improvement initiatives. Example project types include:

- Facility planning and operability reviews, providing operations perspective to the capital project planning and design process.
- Operations liaison on capital projects, including startup planning and operator training, and coordination with construction services, design and client staff.

- Operations and maintenance plan development, including web-based manuals, documenting operating strategies, design criteria, standard operating procedures, troubleshooting, equipment and controls descriptions, etc.
- Maintenance program development, including computerized maintenance management program implementation.
- Health and safety program development and training, with an emphasis on process safety management and process hazard analysis.
- Best practices assessments, for water and wastewater plants, and collection systems, reviewing roles and responsibilities, communication, procedures in place to support program goals, and opportunities to streamline and improve current practices.
- Operations planning, including staffing, information management, and performance measure development.
- General operations support, including process and operability reviews, pretreatment program support, emergency response planning, and other as needed services.
- Collection system capacity, management, operations and maintenance program assessment and development, emphasizing policies and procedures to improve overall system management.

United States Environmental Protection Agency, 1988

Research Grant: Analysis of the effects of RCRA third party liability insurance requirements on municipal solid waste disposal.

The University of Texas at Austin / L.B.J. School 1986-1989

Research Assistant, College of Engineering: Degradation of Chlorinated Phenols
Teaching Assistant, LBJ School: Statistics and Operations Research

Cornell University 1984-1986

Research Assistant, Agricultural Waste Management Laboratory: Supported various research projects in the waste treatment field.

Sample Consulting Project List

Mobile Area Water and Sewer System, Mobile, Alabama

Part of a team reviewing the overall utility's organizational structure and current business practices. Recommendations ranged from consolidating field crews in particular divisions to modifying the governance structure of the current Board. Managed a project to help the utility address its consent order issues resulting from collection system capacity issues. Elements included documenting treatment plant wet weather operating procedures, operations and maintenance program workflows, and evaluating budgeting and cost tracking practices.

Department of Special Services, New Castle County, Delaware

Managed an assessment of the Department's sewer system management program, developing a prioritized list of recommended steps to improve its program while meeting anticipated capacity, management, operation, and maintenance regulation requirements. Findings ranged from the need to implement a well defined capital project prioritization process to documenting work flows across departments to improve communication and cooperation.

Bergen County Utilities Authority, Little Ferry, New Jersey

Managing various projects in support of utility operations. Updated confined space entry program to reflect change in New Jersey regulations, moving to a one permit system. Updated the Authority's emergency response plan to reflect current organizational changes and facility modifications. Performed an operational and financial analysis for sludge handling facilities recommissioning, to support the Authority's sludge disposal planning.

City of Atlanta Dept. of Public Works, Atlanta, Georgia

Part of team performing condition assessments for the City of Atlanta's biosolids treatment facilities, as part of their turnover to private operation. Managed additional work creating the protocols to develop adjusted remaining service lives for assets based on condition and age to populate asset database.

City of Atlanta Bureau of Water, Atlanta Georgia

Part of a team performing condition assessment for the City of Atlanta's water treatment facilities as part of their return to public operation.

Nassau County Department of Public Works, Nassau County, New York

Managed team efforts to review wastewater treatment facility and distribution system condition, related operations practices, and capital planning in support of a project to prepare for potential formation of an independent utility.

North Jersey District Water Supply Commission, Wanaque, New Jersey

Managed startup and operations services for three corrosion control facilities being placed into service to serve the distribution system for lead and copper control. Coordinated work with contractor, construction administration, designer, and client staff.

New York City Department of Environmental Protection, New York, New York

Managing and participating in a range of projects, from operability reviews for the large Wards Island Water Pollution Control Plant to startup planning and operations and maintenance documentation for wells within the Brooklyn Queens Aquifer system.

Bruce Spaman
Superintendent
Parks & Trees Division
Tree Warden



Administration.....622-6472
Griffith E. Harris Golf Course....531-7200
Information/Programs.....622-7830
Marine & Facility Operations.....618-7651
Parks & Trees.....622-7824
Recreation.....622-6478

**DEPARTMENT OF PARKS AND RECREATION
Parks & Trees Division**

February 16, 2016

BRUCE SPAMAN: PROFESSIONAL RESUME

PROFESSIONAL EXPERIENCE:

- Timberline Land Management Co. 1982 - 1993
Timberline Land Management Co. was established to provide land management consulting and technical services to private landowners, government, businesses, and organizations.
- Bartlett Tree Experts July 1993 - March 1994
Position; Arborist/Sales Representative: Hartford area representative coordinating arboricultural services and forestry operations.
- Bartlett Tree Experts March 1994 - November 1995
Position; Local Office Manager & Arborist/Sales Representative : Supervise sales representatives, production, and clerical personnel to provide a complete range of tree care services for residential, commercial, institutional, and municipal clients.
- Forest Management Services: November 1995 – September 2002
Owner and Consulting Forester/Arborist. Independent Consultant in the fields of Urban Forestry, Rural Forestry, Arboriculture and Parkland Management.
- City Forester (Consultant); Middletown, Connecticut: 1990 - 2002
Street tree, shade tree and forest land management for the City of Middletown as a consultant to the City's Urban Forestry Commission.
- Tree Warden, Town of Madison, CT: 1997 – 2003
Oversee the care management of town-owned trees. Contract and supervise tree pruning, removals and planting.
- Tree Warden, Town of Guilford, CT: 1997 – 2001
Oversee the care management of town-owned trees. Contract and supervise tree pruning, removals and planting.
- Superintendent of Parks & Trees, Town of Greenwich, CT September 2002 - Present
The Parks and Trees Division is responsible for the maintenance of all parks, playgrounds, school

campuses, athletic fields, passive recreation areas, beach parks, traffic circles, public cemeteries, shade trees, roadside trees, and public grounds.

EDUCATION:

Paul Smith's College: School of Forestry
Paul Smiths, NY 12970
Degree: Associates in Applied Sciences (A.A.S.) 1974
Minor concentrations in Surveying & Forest Recreation

CERTIFICATES & LICENSES:

Licensed Arborist, State of Connecticut (#61770);
Former Certified Forester; State of Connecticut, Dept. of Environmental Protection (#F107);
expired 2004;
Certified Tree Warden 2003 - Present
Commercial Pesticide Applicator; Supervisory License

PROFESSIONAL AFFILIATIONS:

Forest Practices Advisory Board, Connecticut Dept. of Environmental Protection, Division
of Forestry January 2007

PROFESSIONAL AWARDS:

Connecticut Urban Forestry Council; Outstanding Urban Forestry Professional, 1994

PROFESSIONAL ORGANIZATIONS:

Middletown Urban Forestry Commission
The Connecticut Urban Forestry Council, Board of Directors
The Connecticut Tree Warden's Association; served as Board Member/Secretary
Forest Practices Advisory Board, Connecticut Dept. of Environmental Protection, Division
of Forestry
The International Society of Arboriculture; Member
The International Society of Arboriculture; Member, New England Chapter,
Past Connecticut Representative
Society of Municipal Arborists
The Connecticut Tree Protective Association
The Society of American Foresters

ASSOCIATION MEMBERSHIPS:

The Greenwich Garden Education Center, Advisory Council
Greenwich Tree Conservancy, Ex Officio Board Member
Greenwich Green & Clean, Board of Directors
The Connecticut Forest & Park Association
The American Forestry Association