

## VII. Recommendations

### Sub-Committee A Recommendations (Task A, Review of Services)

The following is a summary of the recommendations that should be explored immediately for efficiencies and/or savings. Time to implement varies, shown as “immediate” action items, identified by green text (within the next 12 months), “near-term” items, identified by blue text (12-18 months), and “mid-range” items, identified by red text (18-36 months). The department or parties to secure implementation are also noted.

It is recognized that the recommended time frames provided by the CTBP may need to change because of a change in circumstances. For example, if an action that has a recommended implementation time frame of 12-18 months involved a position that unexpectedly became vacant, then the recommendation should be considered for implementation as part of the process of filling that vacancy. This would require expedited development of implementation plans for shared or combined positions.

#### **General Government:**

##### **Immediate:**

 **Police:** Actively seek police service agreements for Preston and possibly N. Stonington. Lead: Mayor and Chief of Police. **PRESTON CAN'T COMMIT NOW.**

 **Tax Assessor:** Move to part-time Assistant Tax Assessor (seek shared service with neighboring municipalities). Lead: Mayor to seek part-time asst. assessor in other municipality. **(LEDYARD PROVIDES ASSESSOR TO PRESTON FOR FEE)**

 **Trash/Recycling:** Offer blue recycling carts to those with legitimate need, add roll-off dumpster at transfer station for cans and bottles. Make this site known to the public, especially during holidays as alternate drop off. Lead: Mayor's Asst., PW Director, Willimantic Waste.

 **Library Programs:** Reduce hours of both facilities, alternate schedules to close on alternating days. Same staff, reduced hours. Define library services versus Parks and Recreation program. Lead: Mayor, Library Commission.

**Parks and Recreation:** Define Library Services versus Parks and Recreation programs. Investigate the possibility of Groton and Ledyard allowing residents to cross-enroll at resident fee schedule. Lead: Parks and Recreation Director.

 **Street Lighting:** Move to LED lighting ASAP. Savings of \$680,000 projected over twenty years. Lead: Mayor, TC Finance Committee.

- ✓ **Business Incubator:** List Gales Ferry Landing (Former Gales Ferry School) for sale immediately. Recapture funds for future capital needs. Lead: Mayor, Town Council.
- ✓ **Senior Transportation:** Trips with three or fewer guests to take car; van for 4+ travelers only or ADA required use. Lead: Senior Center Director.
- ✓ **Public Works Road Service:** Contract for guard rail and sign repair/replacement. Lead: Public Works Director, Mayor.

**Near Term:**

- ✓ **Fire Companies:** Reduce fleet of apparatus, share select equipment between the two departments. Lead: Emergency Services Director, Mayor.
- ✗ **Ledyard Volunteer Emergency Services (LVES):** House one vehicle in GFFD during major storms. Possibly add a driver to cover more calls. Lead: Mayor, Public Safety.
- Emergency Planning:** Seek shared position with neighboring municipalities. Lead: Mayor, Emergency Services Director.
- Animal Control:** Operate joint facility with Preston, Montville. Lead: Chief of Police.
- Planning and Zoning Enforcement:** Share with adjacent municipalities. Lead: P&Z commission, Mayor.
- Visiting Nurses:** Share / Expand with adjacent municipalities. Add nurse(s) if revenue positive. Lead: Director of Nursing. **WORKING ON THIS**
- Roadside Mowing:** Seek privatization, sell roadside mower (single function machine). Lead: PW Director.
- ✓ **Street Sweeping:** Keep machine and contract with other towns OR sell and privatize. Lead: PW Director
- Economic Development:** Consider canceling EDC ordinance and dissolving the commission. Utilize Planner, Mayor, and Town Council. Let the private sector make this happen. Lead: Town Council.
- ✓ **Ledyard Center School:** List property for sale immediately. Recapture funds for future capital needs. Lead: Mayor, Town Council.
- ✓ **Town Clerk Services:** Increase on-line offerings, further reducing Town Hall visits. Lead: Town Clerk.
- Conservation of Public Lands:** Sell select parcels (single building lots) to fund "public land maintenance account". Lead: Town Council, Land Use, Planning and Public Works Committee.
- ✗ **Planning:** Consider moving to part-time position. Seek partnership with adjacent municipality. Lead: Mayor.
- Senior Programs:** Share with Groton, Preston. Conduct scheduling through Parks and Recreation. Lead: Senior Center Director, Parks and Recreation.
- ✓ **Senior Center:** Share with Preston? Groton? Offer facility for rent in "off hours" and weekends. Lead: Mayor, Senior Center Director, Senior Commission, Parks and Recreation Director. **COMBINE w/ PARKS & REC**



**Building Permits and Inspections:** Seek shared position with neighboring municipalities. Lead: Mayor and Council of Governments.

**Mid-Range:**



**Catch Basin Cleaning:** Contract to do work for adjacent municipalities, or sell truck and privatize. Lead: PW Director.



**Inland Wetlands Watercourses Official:** Share with adjacent municipalities? This position should remain a part-time position. Lead: Mayor.



**Senior Housing:** Investigate sale of facility, with deed restriction to only permit senior housing. Lead: Mayor, Senior Housing Authority.

**Water/Sewer Services:** Investigate the feasibility of conveying both services, infrastructure, including hydrants to Groton Public Utilities. Lead: WPCA, Groton Utilities. *BEING CONSIDERED*

**Dispatch:** Seek additional regionalization opportunities with other municipalities, including outsourcing to Quinnebaug Valley or similar. Lead: Mayor and Public Safety.

**Fire Marshal:** Seek to share the position with other municipalities. Lead: Town Council.

**Health District:** Is there a more efficient system than LLHD? Lead: Town Council to explore options every 3-5 years.

**General Government and Board of Education:**

**Immediate:**

**Purchasing:** Immediately change to single source purchasing (So-called "P-card system") for all utilities, consumables, cleaning products, etc. Look at Purchasing Ordinance. Move to Purchasing Agent and Master Buyer for all supplies. Solicit and secure new copier leases Town wide, for purchasing power. Lead: Mayor, Finance Director, Superintendent, BoE Business Manager.

**Parks and Recreation:** Participate in master grounds contract with Town, BoE (in-kind); seek corporate partners/sponsors. Lead: Parks and Recreation Director.

**Public Grounds Maintenance:** Consider the use of a master contract for all grounds. Define responsible party (in-kind). Lead: Mayor, PW Director, BoE

**Near Term:**

**Management Information Systems (MIS):** Seek a combined position with BoE. Lead: Mayor and Superintendent.

**Human Resources:** This was previously a shared position and could be in the future. Lead: Mayor, Superintendent.



**Fiscal Control of Public Funds:** Seek combined Finance Director position with BoE, with two assistants. Lead: Mayor and Superintendent

**Snow Removal:** Investigate treating this as a single function for Town, BoE, Parks and Recreation. Additionally, prepare an RFP to plow portion of Town for 2-3 years (as pilot project), with ability to expand contract if overall satisfaction with private contractor is high. Lead: PW Director, Mayor, Superintendent, HR Director.

**Mid-Range:**

**Maintenance of Public Buildings:** Consider the use of one facilities director for the Town and BoE, hiring assistants to cover all buildings. Lead: PW Director, BoE facilities director, HR director.

**Board of Education:**

**Immediate:**

**Education for Elective Courses:** Consider discontinuing offering classes with low enrollments (online alternatives?). Lead: Asst. Superintendent.

**Special Education:** Where permitted by policy and statute, the Central Office should seek insurance reimbursement for students receiving Physical Therapy. Such reimbursement will only be secured with parental permission. Lead: Superintendent

**Sports Programs:** Recommend seeking corporate sponsorships for teams and facilities. Ask Boosters to help maintain. Lead: BoE.

**Music Programs:** Allow donations to be directed to music-specific accounts for improvements, instruments, music purchases. Ask Boosters to help support. Lead: BoE, Business Manager.

**Near Term:**

**Agri-Science:** In an effort to increase enrollment, contract professional to create a recruiting video, posting to YouTube, etc. (7-8<sup>th</sup> graders aren't reading the newspaper). Lead BoE Central Office staff.

**Legal Fees:** Recommend seeking one law firm to handle both divisions of town government under one firm, seeking an economy of scale. Lead: Mayor, BoE.

**Curriculum Development:** Seek to make this a shared position with adjacent municipalities. Lead: Superintendent.

**Mid-Range:**

**Transportation:** Investigate regional busing if school district area increases (Ledyard, Preston, N. Stonington, etc). Further define transportation to include breakout of magnet