



# TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway  
Ledyard, Connecticut 06339

## Finance Committee

### ~ AGENDA ~

Chairman Gary St. Vil

Budget Work Session FY 26 / 27 - Hybrid Format

**Thursday, March 5, 2026**

**2:00 PM**

**Town Hall Annex Building - Hybrid  
Format**

In -Person: Council Chambers, Town hall Annex Building

Remote Participation: Information Noted Below:

**Join Zoom Meeting from your Computer, Smart Phone or Tablet:**

**<https://ledyardct.zoom.us/j/84498702812?pwd=bYBjtjaAZ5olO54BYMq1olOCxhof8w.1>**

**Or by Audio Only: Telephone: +1 646 558 8656; Meeting ID: 844 9870 2812; Passcode: 991465**

- I CALL TO ORDER
- II. ROLL CALL
- III. PRESENTATIONS

#### DEPARTMENTS' PROPOSED FISCAL YEAR 2026/2027 BUDGET

(Please Note: Scheduled times are tentative - The Finance Committee intends to adhere to the schedule as noted below)

2:00 p.m. Land Use Departments - Director Elizabeth Burdick

- Ø Economic Development
- Ø Building Department
- Ø Planning & Zoning
- Ø Inland Wetland & Water Courses

2:30 p.m. Mayor Fred Allyn, III

3:00 p.m. Finance Department - Finance Director Matthew Bonin

3:15 p.m. Administrator of Human Resources Christine Dias

3:30 p.m. Public Works Director/Town Engineer - Steve Masalin

3:45 p.m. Capital Improvement Plan (CIP)

4:00 p.m. Budget Work

Board of Education Fiscal Year 2026/2027 Budget

**Attachments:** [BOE-FY26-27 Budget-2026-02-25](#)  
[BOE-TC Capital Plan Presentation2026-02-11](#)  
[BOE FY 2026-2027-BUDGET-2026-02-10-FREQUENTLY ASKED QUESTIONS](#)

IV ADJOURNMENT

DISCLAIMER: Although we try to be timely and accurate these are not official records of the Town.



# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

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**File #:** 26-0257

**Agenda Date:** 3/5/2026

**Agenda #:**

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AGENDA REQUEST  
GENERAL DISCUSSION ITEM

**Subject:**

DEPARTMENTS' PROPOSED FISCAL YEAR 2026/2027 BUDGET

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**Background:**

(type text here)

**Department Comment/Recommendation:**

(type text here)



# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

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**File #:** 26-0260

**Agenda Date:** 3/5/2026

**Agenda #:**

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AGENDA REQUEST  
GENERAL DISCUSSION ITEM

**Subject:**

Board of Education Fiscal Year 2026/2027 Budget

**Background:**

(type text here)

**Department Comment/Recommendation:**

(type text here)



# Board of Education Adopted Budget

Ledyard Public Schools | February 2026



LEDYARD



# Mission Statement

Ledyard Public Schools provides every child with the experiences, supports, and opportunities necessary for life and success in our diverse and evolving world.

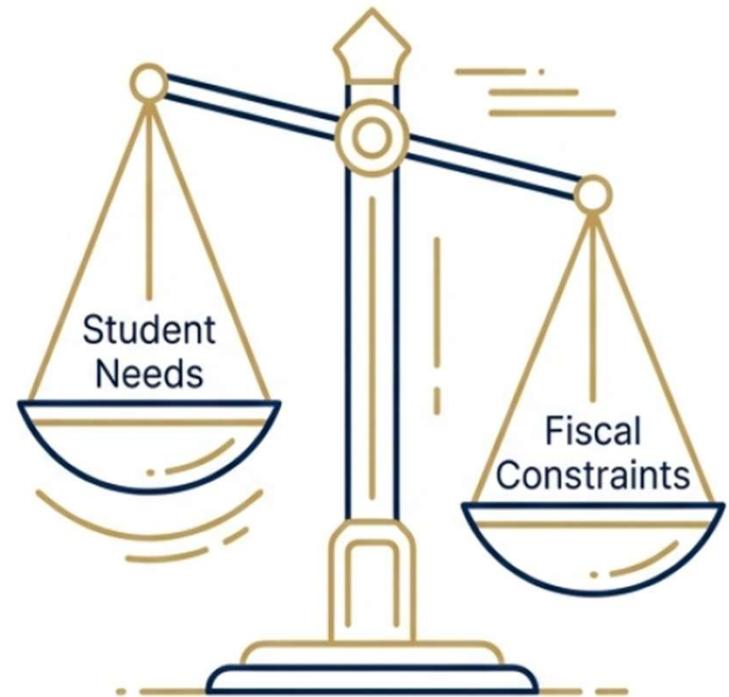


# A Budget for Stability and Stewardship

Our Mission: To deliver on the promises of the District Strategic Plan while maintaining fiscal responsibility.

The Context:

- Navigating contractual wage obligations.
- Absorbing inflationary pressures on operations.
- Strategically reallocating resources (funding new needs by reducing old costs).



# FY27 Financial Overview

**\$41,932,335**

Proposed FY27 Budget

**+\$1,470,093**  
Increase over FY26

**3.63%**  
Increase



# Driving the 2026–2027 Budget: Contracts & Inflation

The 2026–2027 Ledyard Board of Education budget is primarily focused on maintaining required services while addressing unavoidable external financial pressures, with nearly the entire proposed increase tied to existing legal contracts and the rising cost of goods and services.

## THE DRIVERS OF GROWTH

**77.3%**

### Attributable to Contracts

Largest portion of the budget increase is mandated by existing collective bargaining agreements.

**22.2%**

### Driven by Inflation

Rising costs for utilities, supplies, and external services represent nearly a quarter of the increase.



### KEY FINDING: Strategic Neutrality

Targeted strategic investments (20.7%) are almost entirely offset by line-item reductions (20.2%).

## INFLATIONARY PRESSURE POINTS



### Rising Special Education Costs

A limited pool of external providers continues to drive up tuition and service costs.

**\$210,703** Tuition and Programming Costs



### Transportation Adjustment

**\$115,678**

Reflects the specific inflationary increase for daily bus services and student conveyance.

**\$5,278** Misc. Supplies Inflation  
(Districtwide: Nursing, Art, Textbooks)



**\$27,339** Utilities Inflation Adjustment  
(Maintenance: Electricity, Sewer, Water)

# Ledyard Public Schools: 2026-2027 Budget Balancing Act

The proposed \$41.9M budget represents a 3.63% increase, strategically aligning resources to fund new investments (\$304,487) with targeted reductions (\$297,123) to maintain fiscal stewardship.

## INVESTMENTS vs. REDUCTIONS



### Strategic Investments (Program Enhancements)



#### Strengthening Academic & Operational Support

Funding a 1.0 FTE Math Instructional Coach and 1.0 FTE Facilities Department support.



#### \$40,802 for Operational Efficiency

Investment in a new districtwide timekeeping system to improve administrative reliability.



#### Modernizing Classroom Tools

Allocation for 100 graphing calculators and updated math and science textbooks.

### Targeted Reductions (Cost Savings)



#### \$297,123 in Line-Item Offsets

Reductions made to equipment, software, and tuition to fund new priorities.



#### Streamlining Technology & Curriculum

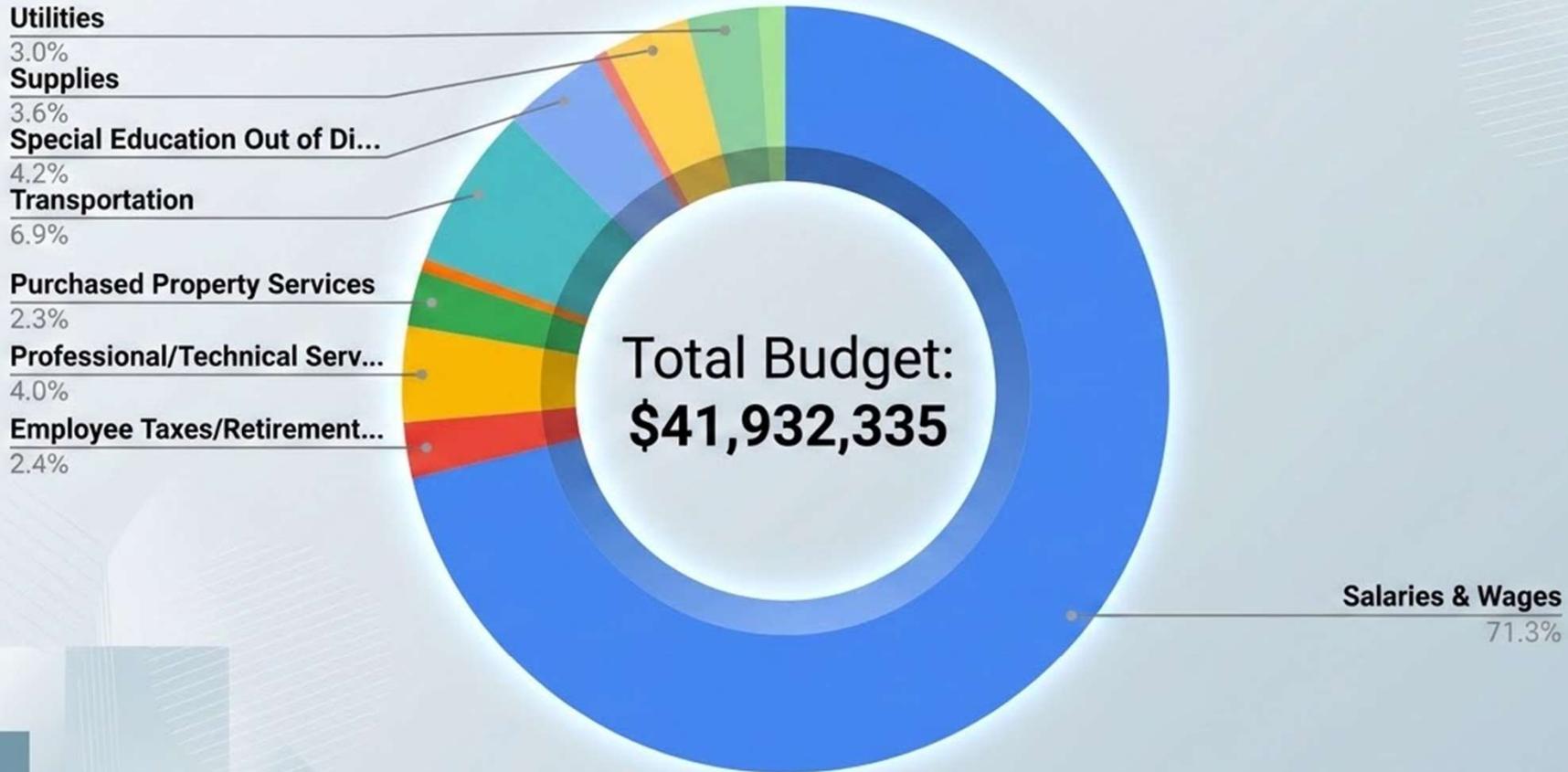
Discontinuing Dreambox software and replacing iReady with STARS assessment to save costs.



#### \$62,473 Savings in Tuition

Significant reduction in Magnet School Tuition costs based on current enrollment trends.

# 2026-2027 Budget Breakdown



2026-2027 Proposed Budget: \$41,932,335

# Budget Reductions

2026-2027

Request	Estimated Cost	Location	Type
BLUE - Reduction to budget	-\$297,123		
Testing Supplies - iReady	-\$44,266	Curriculum	Supplies
Testing Supplies - Curriculum Assoc	-\$21,095	Curriculum	Supplies
Wit & Wisdom Training	-\$5,000	Curriculum	Professional Serv
Curriculum Software - Dreambox, net of adj	-\$20,821	Curriculum	Other
Other Supplies - Athletics	-\$10,000	LMS	Supplies
Magnet School Tuition	-\$62,473	Curriculum	Other
Ignite Tutoring Services	-\$25,000	Elementary Schools	Professional Serv
Historic paraprofessional spending/turnover adjustment	-\$36,468	Districtwide	Salary
Equipment - Security	-\$52,000	Districtwide	Equipment
Teacher Retirement	-\$20,000	Districtwide	Salary

# Budget Additions

**2026-2027**

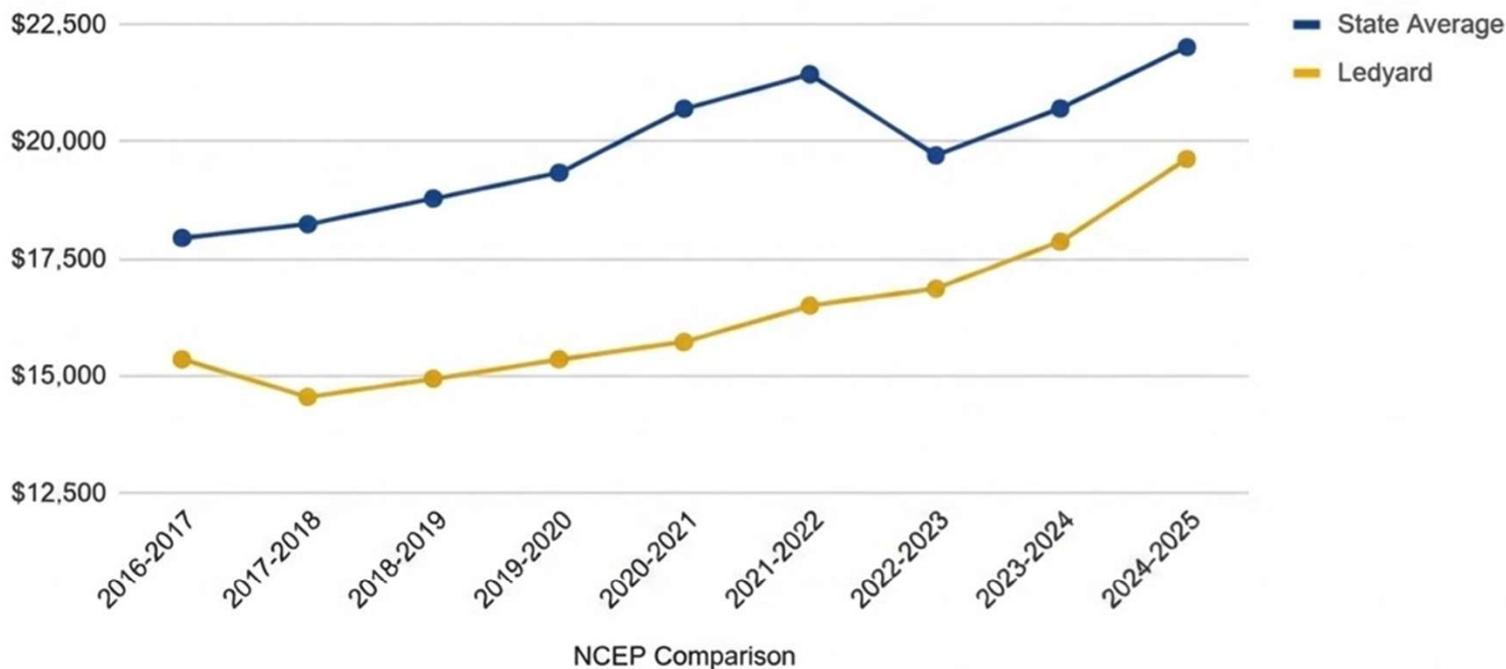
Request	Strategic Plan Alignment	Estimated Cost	Location	Type
STAR Assessment for grades 4-8/ Offset with cut to Iready	Provide Opportunities	\$15,000	Curriculum	Supplies
Additional Seats mClass/Forefront	Provide Opportunities	\$8,362	Curriculum	Supplies
100 Ti84 graphing calculators	Program Maintenance	\$15,200	LHS	Supplies
Textbooks - General/Math Instruction	Program Maintenance	\$24,243	Districtwide	Supplies
Timekeeping system	Operational Efficiency	\$40,802	Districtwide	Equipment
1.0 FTE Elementary Math Coach (1 of 2 for full complement)	Active Engaged Learning	\$81,200	Elementary Schools	Salary
Afterschool Activities Director	Operational Efficiency	\$4,500	LMS	Salary
Marching Band	Excellence	\$12,180	LHS	Salary
District data dashboard engagement - year 1	Active Engaged Learning	\$10,000	Districtwide	Professional Serv
NEASC District accreditation - year 1	Excellence	\$8,000	Districtwide	Professional Serv
Professional Development - Teachers	Active Engaged Learning	\$5,000	LHS	Professional Serv
1.0 FTE Facilities Dept	Operational Efficiency	\$80,000	Maintenance	Salary

GREEN - Recommend for inclusion in budget

\$304,487

# Per Pupil Expenditure: Comparison to State Average

NCEP Comparison

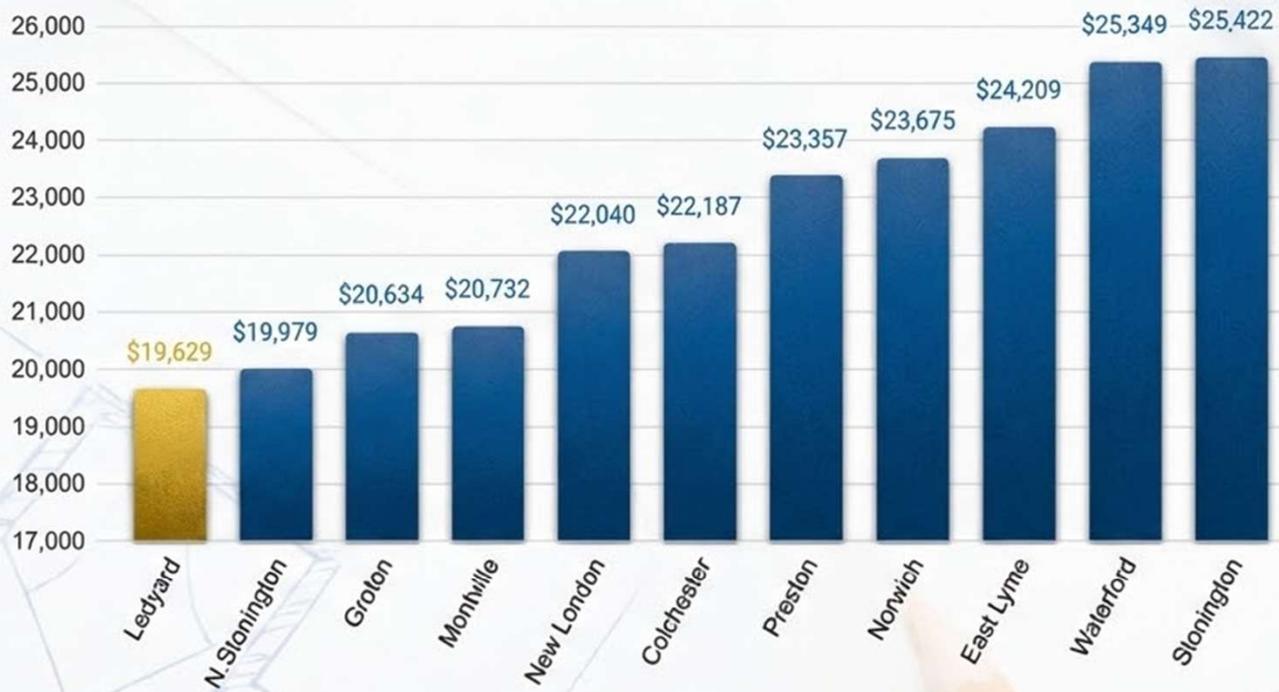


CT state average is \$22,029 versus \$19,629 for Ledyard, \$2400/student variance, \$2400 x 2296 students, \$5,510,400



# Per Pupil Expenditure: New London County

## Areas Towns in NL County 2024-2025 NCEP

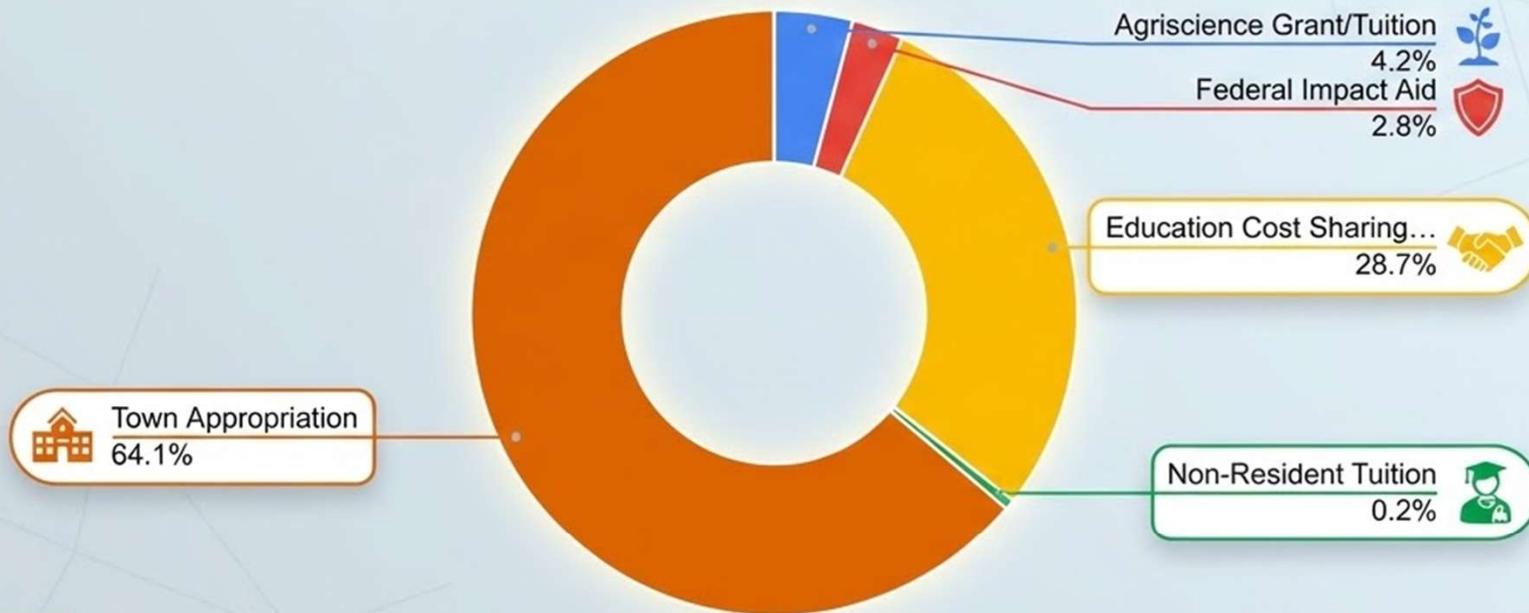


October 2025 per CSDE



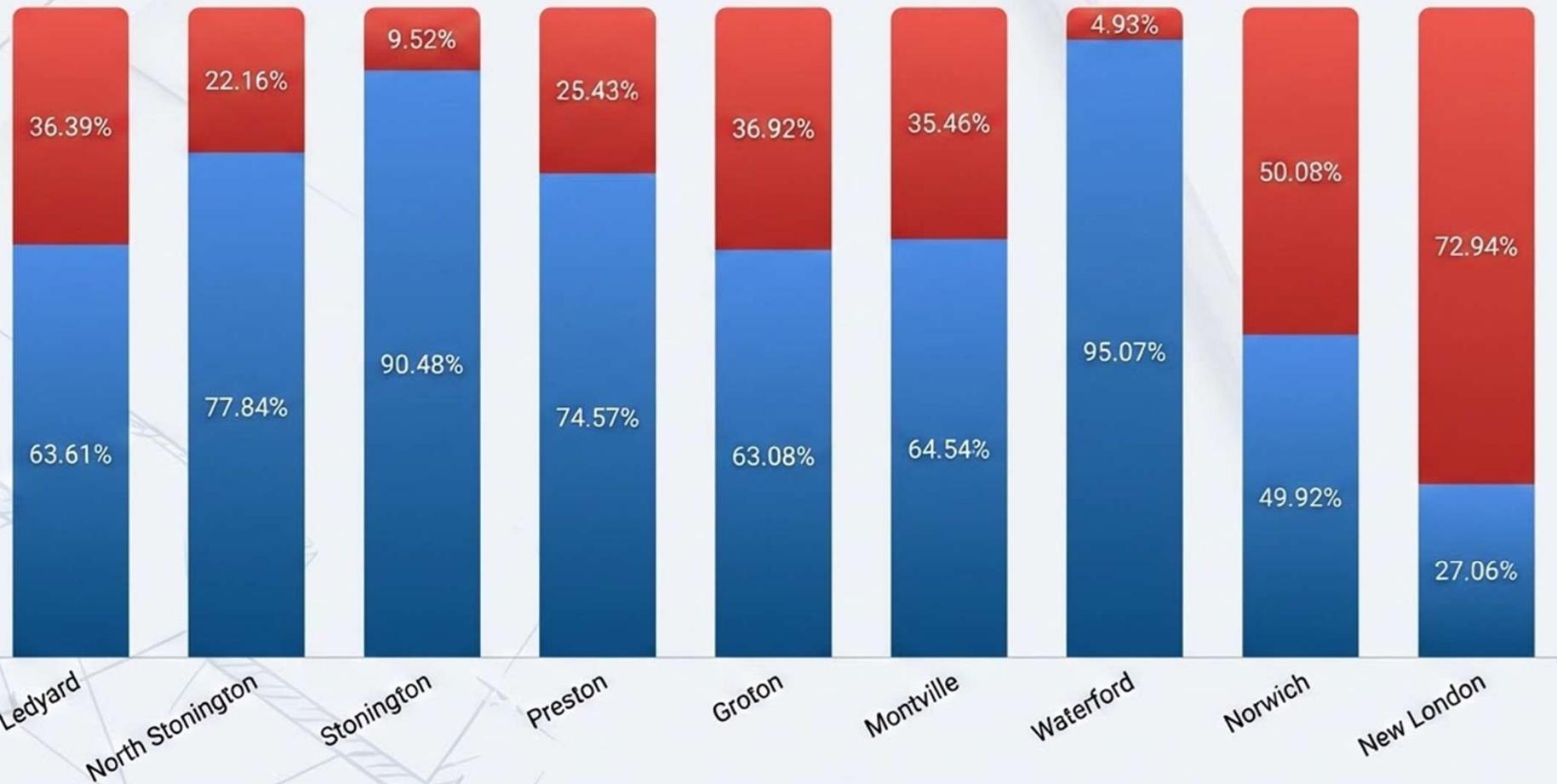
# Funding Sources

Town of Ledyard Proposed 2026-27 Estimated BOE Funding Source



# Funding by Source\* - Local Districts (2023-2024 School year)

● State/Federal/Other ● Local



# Questions & Discussion



# Ledyard Public Schools: Capital Improvement Plan FY 2027

**A Strategic Investment in Infrastructure, Safety, and Fiscal Responsibility**

Ledyard Board of Education  
Superintendent Jay Hartling  
Director of Facilities Wayne Donaldson  
January 2026

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*Focusing on the preservation of six municipal buildings and the prioritization of Ledyard High School modernization.*



# Why Facilities Matter

Schools are the town's largest long-term capital assets. Protecting them is a matter of safety, reliability, and law.



## Statutory Obligation

Compliance with CGS § 10-220(a) mandates the Board of Education to provide "safe and properly maintained" learning environments. This is a legal requirement, not a choice.



## Operational Reliability

A breakdown in HVAC, plumbing, or power stops the school day. We focus on preventing catastrophic system failures that disrupt learning and force emergency closures.



## Asset Preservation

Shifting from reactive emergency repairs (expensive) to proactive lifecycle management (predictable). This strategy extends the useful life of the Town's infrastructure.

# Financial Stewardship & Funding Sources

Matching the right funding mechanism to the project scope.

## Bondable Projects

Large-scale infrastructure (Boilers, Windows, Roofs). Eligible for State Reimbursement.

## Capital Non-Recurring (CNR)

Medium-scale projects exceeding annual operating capacity (Gym upgrades, Vehicles).

## Operating Budget

Routine maintenance preventing decay. HVAC service contracts (\$140k/yr), Curbing repairs (\$4k/yr).

## Ag Science (ASTI) Fund

Restricted State funds for the Ag Science program.  
No impact to Town tax levy.

# Current State of District Facilities

Condition assessment based on age of infrastructure and date of last major renovation.



## **Ledyard High School (LHS)**

Status: Critical. Built 1962/1966. Major mechanical systems (Boilers, Windows, Roof) are at end-of-life. 90% of current capital needs are concentrated here.

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## **Gales Ferry / Juliet Long School**

Status: Aging. Built 2001 / 1961. Finishes reaching 26+ years. Specific system replacements needed (PA systems, Playground surfaces, Windows).

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## **Ledyard Middle School / Gallup Hill School**

Status: Good. Renovated 2019. Limited capital needs; currently in maintenance mode.

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## **Board of Education / District**

Status: Operational. Routine maintenance only.

# The Primary Challenge: Ledyard High School

Infrastructure from the 1960s is reaching total system failure.

## Main Roof

Reaches end of life in 2032. Media Center roof currently leaking.

## Original Windows

Inefficient single-pane. Drafty, difficult to operate. Prerequisite for HVAC upgrade.

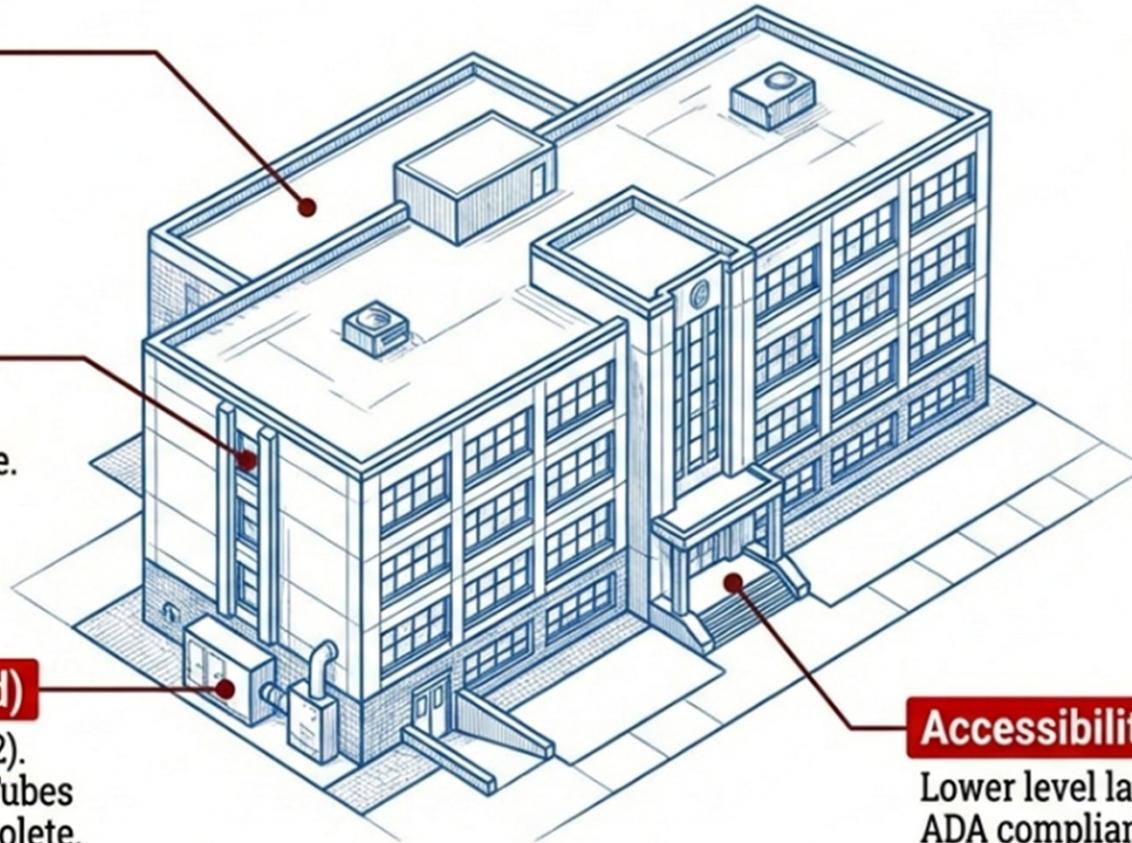
## Boilers (63 Years Old)

Original to building (1962). Metal pitting observed. Tubes failing. Service parts obsolete.

## Accessibility

Lower level lacks elevator access. ADA compliance risk.

90% of major capital needs are concentrated at LHS due to infrastructure age and deferred modernization.



# The Facilities Conditions Assessment (FCA): A Physical Exam for Our School

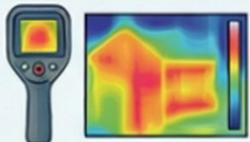
## THE FOUNDATION OF THE FCA



**An Expert Observational Audit**  
Licensed architects perform a non-invasive "deep dive" into the existing physical plant.



**Purely Physical Evaluation**  
Focuses on identifying structural deficiencies rather than programmatic or educational layouts.



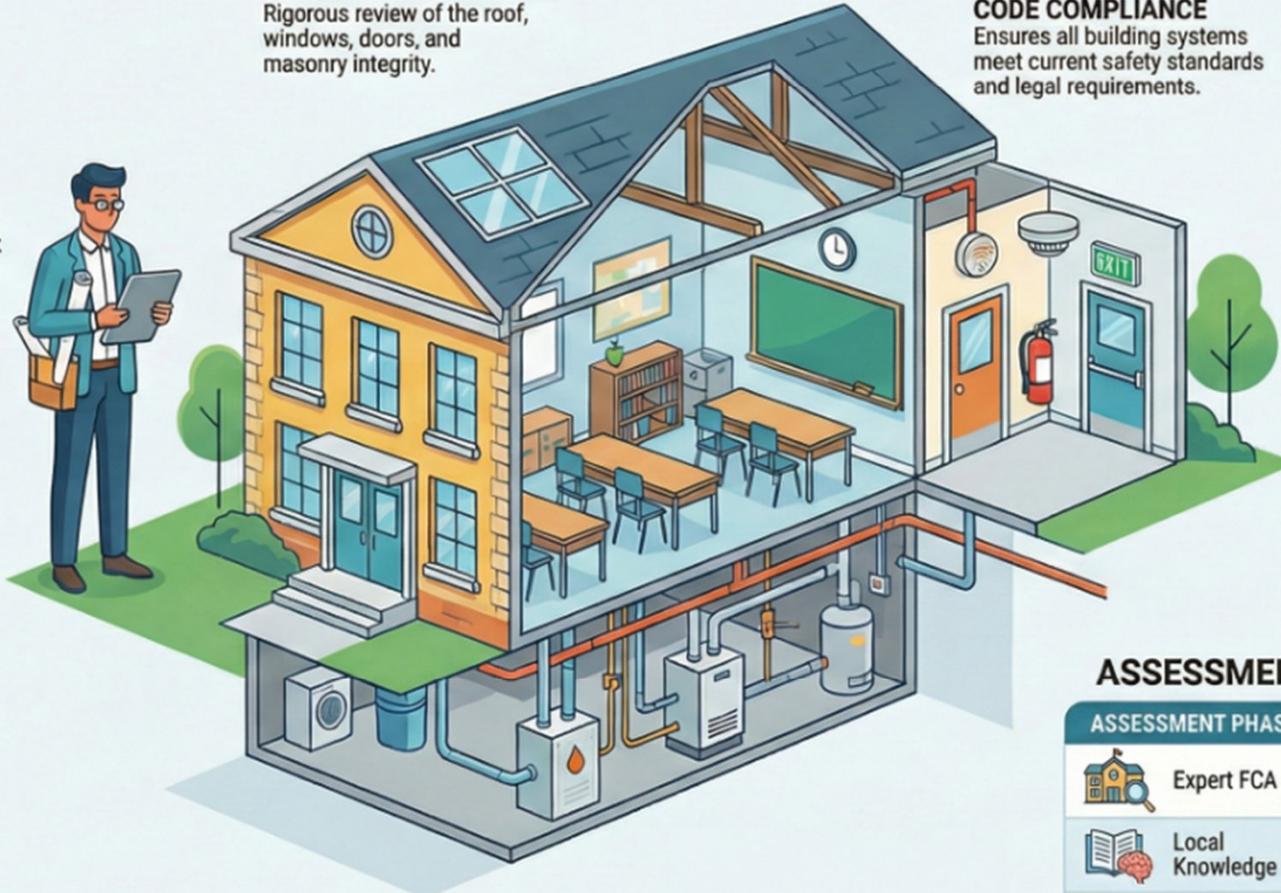
**Thermal Scanning for Efficiency**  
Includes infrared scanning of the building envelope to detect air, heat, and cooling leakage.

## THE BUILDING ENVELOPE

Rigorous review of the roof, windows, doors, and masonry integrity.

## LIFE SAFETY & CODE COMPLIANCE

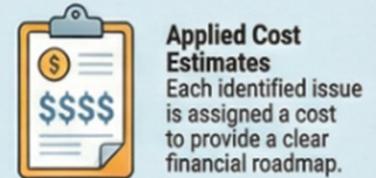
Ensures all building systems meet current safety standards and legal requirements.



## OUTCOMES & PRIORITIZATION



**Severity-Based Ranking**  
Deficiencies are prioritized based on the urgency of physical repair.



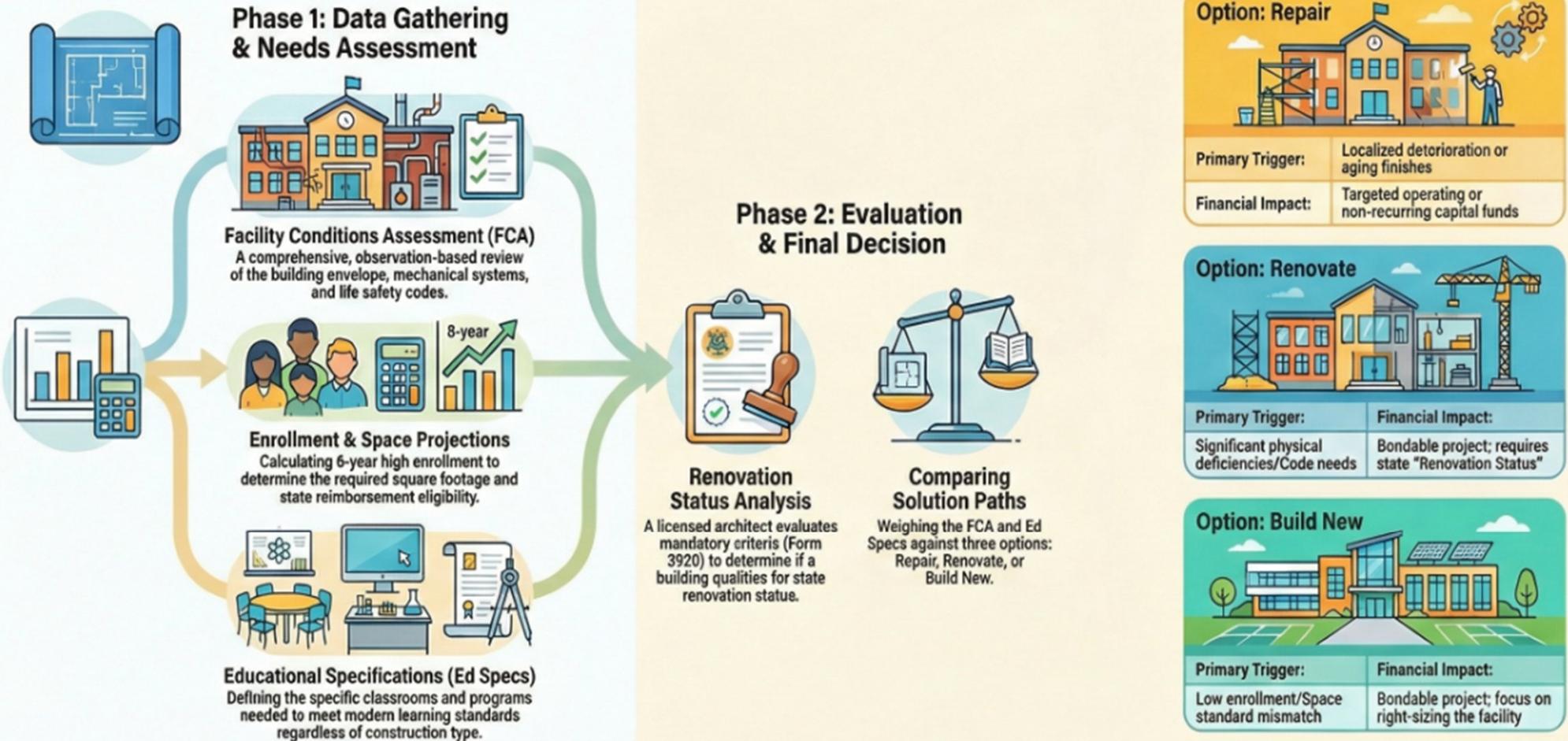
**Applied Cost Estimates**  
Each identified issue is assigned a cost to provide a clear financial roadmap.

## ASSESSMENT & APPLICATION ROLES

ASSESSMENT PHASE	PRIMARY FOCUS	EVALUATED BY
Expert FCA	Physical Condition & Code	Professional Consultants
Local Knowledge	Educational Needs & Programs	District Administrators
Financial Plan	Cost Application & Scheduling	Town & Board of Education

# The Road to Renewal: Ledyard Public Schools Facility Decision Process

Structured assessment framework to move from initial building observations to final infrastructure decisions, ensuring facility improvements align with physical plant requirements and modern educational standards.





# Ledyard Public Schools: Long-Term Bondable Projects & Infrastructure Plan

Outlining non-high school capital projects requiring bond funding and the shift towards strategic future planning



## LMS Cafeteria Expansion



Expanding the Middle School cafeteria to accommodate entire grade levels and alleviate overcrowding.

Total Estimated Cost:

**\$600,000**

Net Cost to Ledyard (Est.):

**\$227,160**



## JWL Window Replacement



Replacing aged windows at Juliet W. Long to meet energy standards and reduce heat loss.

Total Estimated Cost:

**\$1,200,000**

Net Cost to Ledyard (Est.):

**\$454,320**



## JWL Parking Lot Repave

**\$500,000**

**\$500,000**

No Grant



## FY2027 Critical Capital Priorities



### Emergency Communication Overhaul

Critical PA system replacements at LHS (\$10k), JWL (\$6k), and GFS (\$6k) for emergency safety.



### LHS Modernization Foundation

\$75,000 allocated for a comprehensive modernization study to plan the high school's future.



### Classroom Renewal (\$140,000)

Continuing renovations at Jullet W. Long School to meet modern learning environment standards.

### High-Priority Non-Recurring FY27 Requests

	Replacement Maintenance Truck	<b>\$80,000</b> District-Wide
	GHS Turf Playground Installation	<b>\$47,000</b> Gallup Hill School
	Ag-Science Restroom Upgrades	<b>\$20,000</b> Ledyard High School



## Ledyard Board of Education Budget Frequently Asked Questions

Thank you for visiting the Ledyard Board of Education Budget FAQ page for the 2026-2027 budget development process. Each year elected officials, team members, and members of our community present questions related to our budget. These questions can be financial in nature, or related to policy or operations. It is our goal to respond in a public forum, as transparently, and comprehensively as possible. If at any time the budget information or this FAQ document does not answer your questions, or if you have feedback, please feel free to contact me at [jhartling@ledyard.net](mailto:jhartling@ledyard.net) or our Director of Finance, Ken Knight at [kknight@ledyard.net](mailto:kknight@ledyard.net).

This document will be updated as new questions of public value are presented, with revision dates recorded in the document header.

Sincerely,  
Jason S. Hartling  
Superintendent

### Questions:

**1. We continue to hear about declining enrollment, is the district reducing staff to meet this decline?**

Prior to 2018, like most districts across the State, Ledyard saw a steeper enrollment decline. However, in the past several school years the district has seen a general stabilization and at times an increase in our enrollment. Our total “in-district” enrollment as of Dec 1, was 2273. It should be noted that this year’s enrollment was also impacted by the State’s change for Kindergarten eligibility.

**2. What are we doing to reduce our outgoing magnet numbers and increase the incoming?**

School choice is an option in Southeastern CT as part of the effort to reduce racial isolation in New London. There is no specific effort to reduce participation. Generally the numbers of out of district students per grade K-8 are in the single digits, with higher

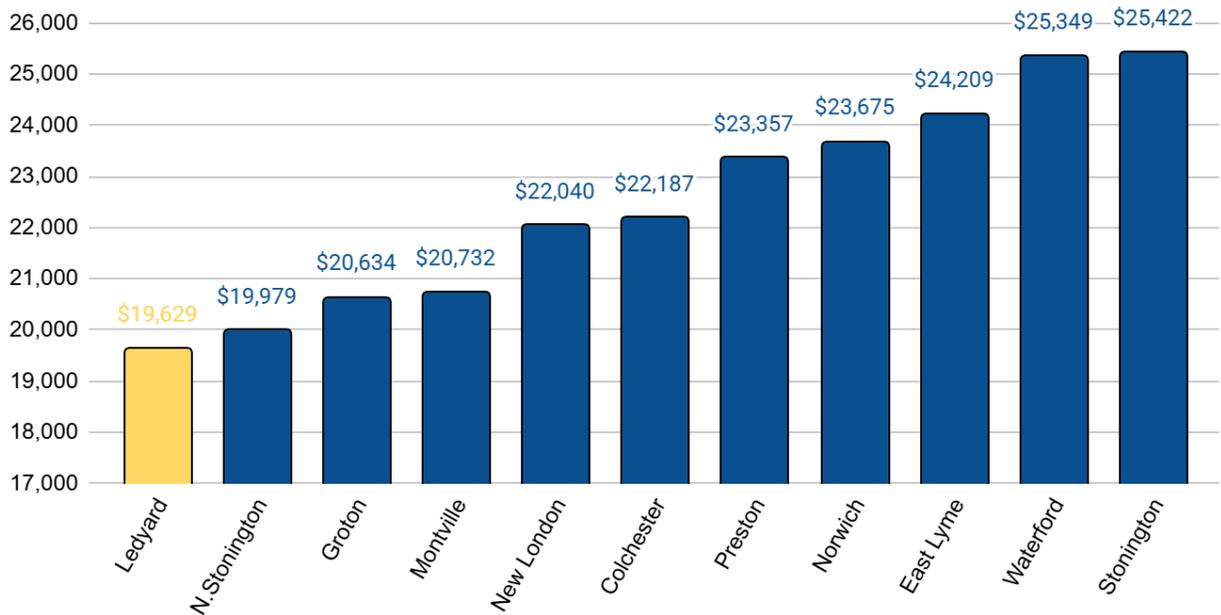
numbers of students at the high school level accessing the State Technical Schools or MSHS.

Enrollment in Ledyard Public Schools Pre-K through Eighth Grade is based on verified residency of the student within the Town of Ledyard. Ledyard High School offers a Regional Agricultural Science Program that students of 12 different communities outside of Ledyard are eligible to attend. Additionally, Ledyard has general tuition agreements with communities that do not have a local high school.

**3 How does per pupil spending in Ledyard compare to the surrounding communities in New London County?**

Ledyard operates a program at a cost significantly lower than the surrounding communities. As a community Ledyard currently ranks 144 out of 165 for funding per student. Recent analysis of CT SDE data shows the following comparisons:

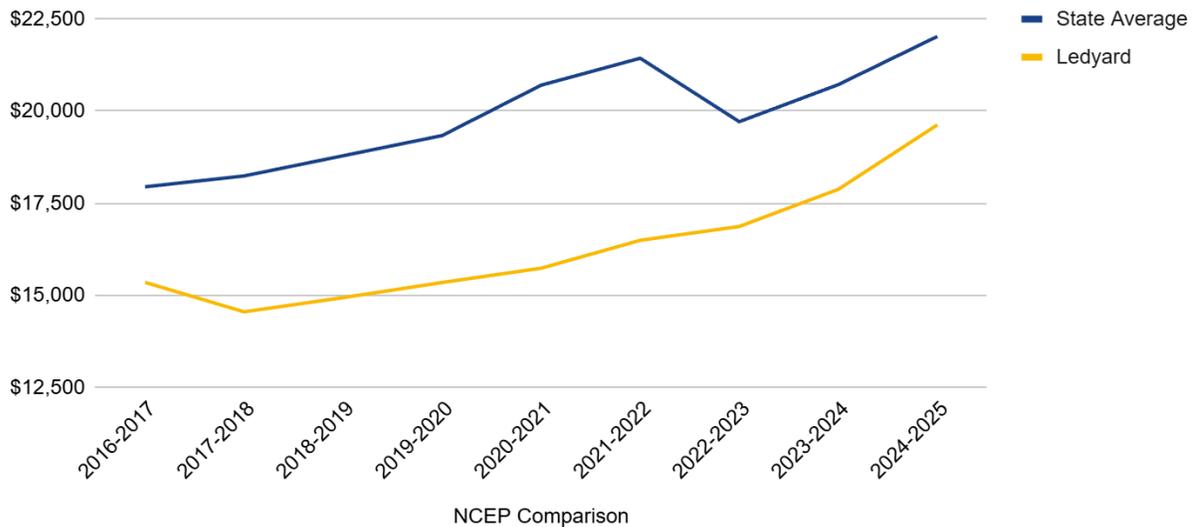
**Areas Towns in NL County 2024-2025 NCEP**



October 2025 per CSDE

A comparison with the State:

### NCEP Comparison



**4. Does the proposed budget include increases due to inflation for transportation and energy costs in our facilities? Is a COLA provided for employees?**

The district transportation contract was negotiated two years ago. The increase in this budget for general education transportation is \$80,682 for level service. Costs for special education transportation are based on forecasted student enrollment and student need; special education costs are highly volatile.

Utility costs continue to be potential areas of risk and are a combined increase of \$27,339 in this budget. This includes offsets for the anticipated saving from adding solar to GFS and JWL in the Summer of 2026..

Increases for employees are provided based on contractual agreements; agreements are available at [Ledyard Public Schools website](#) on the employment agreements page.

**5. What are the “In Kind” expenses from the Town of Ledyard that are billed to the BOE? Is it true that the numbers don’t include the building project expense or healthcare?**

Costs incurred by the town to support the Board of Education are reported as In Kind expenses. These expenses **are included** in the Net Current Expenditures per Pupil (NCEP) that is tracked by the State and reported by the district during the budget process. Those expenses for School Year 2024-2025 are outlined below:

BOE In-Kinds Paid by General Government  
 FY 2025 Actual FINAL (modified by KK 10.14.2025)

Description	Org	Object	Gross Expense	Adjustments	BOE Share %	Total BOE Amount
Director of Finance	10112101	51600	111,939		20.00%	22,388
Assistant Finance Director	10112101	51603	71,784		20.00%	14,357
Treasurer	10110101	51601	19,082		20.00%	3,816
School Nurses Salary	10130103	51645	289,586		100.00%	289,586
School Nurses Aides	10130103	51646	67,806		100.00%	67,806
School Nurse - Administrative Wages (Karen)	10130103	51700	55,438		100.00%	55,438
School Nurse - Other Wages	10130103	51710	29,739		100.00%	29,739
School Nurse - Clothing Allowance	10130103	52610	-		100.00%	-
School Nurses Operating	10130103	56100	258		100.00%	258
School Nurses - Training	10130103	58110	1,060		100.00%	1,060
Police Officer -- DARE Program (133 hours per Chief Rich)			7,904		100.00%	7,904
Debt P&I on School Buildings	See below		2,333,778		100.00%	2,333,778
Employer Contr to Health Ins--School Nurses			80,832		100.00%	80,832
In-lieu of healthcare payment for school nurses			7,143		100.00%	7,143
Employer Contr Health Ins--BOE	10110253	52100	5,403,215		100.00%	5,403,215
Retiree Health - BOE	10110253	52106	470,868		100.00%	470,868
Workers' Compensation, BOE	10110253	52910	298,271		100.00%	298,271
Social Security for in-kind salaries			491,034		7.65%	37,564
Property Insurance, BOE	10110209	55241	83,426		100.00%	83,426
School Leaders Liability Insurance	10110209	55234	14,975		100.00%	14,975
General Liability	10110209	55232	165,031		50.00%	82,516
Public Officials Liability	10110209	55233	40,646		50.00%	20,323
Defined Contribution Employer Contr BOE Employees			57,538		100.00%	57,538
Defined Contribution Employer Contr School Nurses			15,093		100.00%	15,093
Financial Software	10112151		58,156		50.00%	29,078
<b>Total Education Expenses</b>						<b>9,426,971</b>
Retiree Health - BOE co-premiums	1011401	47041	(478,229)		100.00%	(478,229)
<b>Net Education Expenses</b>						<b>8,948,742</b>
Debt for school projects:						
			57,237			2013 bond issue
			89,260			2016 Refunding Issue
			1,151,075			2017 bond issue
			494,550			2019 bond issue
			302,000			2021 bond issue
			239,656			2022 bond issue
			2,333,778			

The estimated In Kind for School Year 2025-2026 is as follows:

**BOE In-Kinds Paid by General Government  
FY 2025-26 Projected**

Description	Gross Expense	Revenue Reduction	Net Expense	BOE Share %	Total BOE Amount
Director of Finance	\$ 133,000		\$ 133,000	20.00%	\$ 26,600
Assistant Finance Director	73,548		73,548	20.00%	14,710
Treasurer	19,551		19,551	20.00%	3,910
			-		
School Nurses Salary	332,940		332,940	100.00%	332,940
School Nurses Aides	80,129		80,129	100.00%	80,129
School Nurse - Admin Wages	49,321		49,321	100.00%	49,321
School Nurse - Other Wages	38,100		38,100	100.00%	38,100
School Nurse - Clothing Allowance	1,500		1,500	100.00%	1,500
School Nurses Operating	700		700	100.00%	700
School Nurses - Training	1,500		1,500	100.00%	1,500
Police Officer -- DARE Program	10,000		10,000	100.00%	10,000
Debt P&I on School Buildings	2,255,751		2,255,751	100.00%	2,255,751
Employer Contr to Health Ins--School Nurses	77,000		77,000	100.00%	77,000
In-lieu of healthcare payment for school nurses	7,700		7,700	100.00%	7,700
Employer Contr Health Ins--BOE	6,069,790	-	6,069,790	100.00%	6,069,790
Retiree Health - BOE	525,000	(525,000)	-	100.00%	-
Workers' Compensation, BOE	313,183		313,183	100.00%	313,183
Social Security for In-kind salaries	555,710		555,710	7.65%	42,512
Property Insurance, BOE	92,250		92,250	100.00%	92,250
School Leaders Liability Insurance	16,555		16,555	100.00%	16,555
General Liability	177,870		177,870	50.00%	88,935
Public Officials Liability	44,945		44,945	50.00%	22,473
Defined Contribution Employer Contr BOE Employees	55,000		55,000	100.00%	55,000
Defined Contribution Employer Contr School Nurses	10,000		10,000	100.00%	10,000
Financial Software	65,000		65,000	50.00%	32,500
<b>Total In-Kind Education Expenses included in the General Government Budget</b>					<b>\$ 9,643,058</b>