



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, CT 06339
<http://www.ledyardct.org>

Administration Committee ~ AMENDED AGENDA ~

Chairman Kevin J.
Dombrowski

Regular Meeting

Wednesday, March 8, 2023

5:30 PM

Town Hall Annex- Hybrid Format

In -Person Council Chambers - Town Hall Annex Building

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

<https://us06web.zoom.us/j/84893533664?pwd=c0ZRS2hOUklwamMzOWpUL0J3eFIVUT09>

Or by Audio Only: Telephone: +1 646 558 8656; Meeting ID: 848 9353 3664 Passcode: 758868

- I CALL TO ORDER
- II. ROLL CALL
- III. RESIDENTS & PROPERTY OWNERS COMMENTS
- IV. PRESENTATIONS / INFORMATIONAL ITEMS
- V. APPROVAL OF MINUTES

MOTION to approve the Administration Committee Regular Meeting Minutes of February 8, 2023

Attachments: [ADMIN-MIN-2022-02-08.pdf](#)

VI. OLD BUSINESS

- 1. Any other Old Business proper to come before the Committee

VII. NEW BUSINESS

- 1. MOTION to approve a revised job description for Management Information Systems Director as contained in the draft dated February 15, 2023.

Attachments: [MIS Director-DRAFT-2023-02.pdf](#)
[MIS Director1999-06-23.pdf](#)

- 2. MOTION to approve a revised job description for Management Information Systems Technician as contained in the draft dated February 15, 2023.

Attachments: [MIS JOB DESCRIPTION-DRAFT -2023-02-15x.pdf](#)
[MIS Technician OLD.doc](#)

- 3. MOTION to approve a revised job description for Administrative Assistant - Library as presented in the draft dated February 15, 2023.

Attachments: [2023.02 Library Administrative Assistant-2023-02-15.pdf](#)
[Library Secretary-Technical Services Assistant 12-2017.pdf](#)

4. MOTION to approve a revised job description for Library Technician II - Youth Services as presented in the draft dated February 15, 2023.

Attachments: [Library Technication- Youth Servcies-DRAFT-2023-02-15.pdf](#)
[Head of Technical Services 2017-12-13.pdf](#)
[Library Assistant I - Childrens 2017-12-13.pdf](#)

5. MOTION to appoint Mr. Earl Lamb (D) 95 Lambtown Road, Ledyard as a Regular Member on the Historic District Commission to complete a five (5) year term ending December 6, 2027 filling a vacancy left by Mr. Pealer.

Attachments: [Appointment -Historic Commission-Request Lamb to Regulat Member-e-mail-2023-02-14.pdf](#)
[HISTORIC DISTRICT COMMISSION-2023-02-21.pdf](#)

6. MOTION to Ms. Sheila Vincent (D) 19 Friar Tuck Drive, Gales Ferry, to the Ledyard Beautification Committee to complete a three (3) year term ending October 26, 2023 filling a vacancy left by Ms. Harris.

Attachments: [DTC Appointment Application -Vincent - Beautification Cmt-2023-02-23.pdf](#)
[LEDYARD BEAUTIFICATION COMMITTEE.-2023-02-23docx.pdf](#)

7. MOTION to reappoint the following members to the Cemetery Committee for a three (3) year term ending April 26, 2026:

- Mrs. Sheila Godino (D) 1906 Center Groton Road
- Mr. Vincent Godino (D) 1906 Center Groton Road.

Attachments: [Reappointment Endorsement- Cemetery Cmt0DTC-RTC-2023-02-21.pdf](#)

8. MOTION to appoint the following to the Cemetery Committee:

- Ms. Kimlyn Marshall (R) 987R Long Cove Road, as an Alternate Member to complete a three (3) year term ending April 26, 2025 to fill Mr. Krug's seat.

- Mr. Paul Krug (U) 67 Pheasant Drive, Gales Ferry, as a Regular Member to complete a three (3) year term ending April 26, 2026 to fill Ms. Marshall's seat.

Attachments: [Reappointment Endorsement- Cemetery Cmt0DTC-RTC-2023-02-21.pdf](#)

9. MOTION to reappoint the following members to the Permanent Municipal Building Committee for a three (3) year term ending March 26, 2026:

- Mr. Gary Schneider (D) 101 Inchcliffe Drive, Gales Ferry
- Ms. Elizabeth Peterson (D) 15 Browns Crossing Road, Gales Ferry.

Attachments: [Reappointment Endorsement- Permanent Municipal Buildign Cmt-DTC-RTC-2023-02-21.pdf](#)

10. MOTION to reappoint the following members to the Water Pollution Control Authority for a three (3) year term ending April 11, 2026:

- Mr. Stanley Juber (R) 13 Iron Street, Ledyard (Regular Member)
- Mr. Terry Jones, 27 Monticello Drive, Gales Ferry (Regular Member)
- Mr. Jeremy Norris (D) 12 Old Fort Lane, Ledyard (Alternate Member).

Attachments: [Reappointment Endorsement- Water Pollution Control Authority -DTC-RTC-2023-02-21.pdf](#)

11. MOTION to adopt a proposed “Resolution Establishing A Committee To Transform The Budget Process” as contained in the draft dated February 28, 2023.

Attachments: [Resolution Transform Budget Process Cmt--DRAFT-2023-02-28.pdf](#)
[Budget Transformation Committee 2016 Recommendations and Progress-2023-02-23.pdf](#)
[Budget Transformation Cmt Final Report-2016-10-16-3-FINAL.pdf](#)

12. Any other New Business proper to come before the Committee.

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

File #: 23-1193

Agenda Date: 3/8/2023

Agenda #:

MINUTES

Minutes:

MOTION to approve the Administration Committee Regular Meeting Minutes of February 8, 2023



TOWN OF LEDYARD
 CONNECTICUT
 TOWN COUNCIL
 HYBRID FORMAT

741 Colonel Ledyard Highway
 Ledyard, CT 06339
<http://www.ledyardct.org>
 Roxanne M. Maher
 860 464-3203

Chairman Kevin J. Dombrowski

MINUTES
ADMINISTRATION COMMITTEE
REGULAR MEETING

Wednesday, February 8, 2023

5:30 PM

Town Hall Annex Building

- I. CALL TO ORDER – The Meeting was called to order by Councilor Ingalls at 5:35 p.m. at the Council Chambers Town Hall Annex Building.

Councilor Ingalls welcomed all to the Hybrid Meeting. She stated for the Town Council Administration Committee and members of the Public who were participating via video conference that the remote meeting information was available on the Agenda that was posted on the Town’s Website – Granicus-Legistar Meeting Portal.

- II. ROLL CALL-

Attendee Name	Title	Status	Location	Arrived	Departed
Andra Ingalls	Committee Chairman	Present	In-Person	5:35 pm	5:59 pm
Whit Irwin	Town Councilor	Present	In-Person	5:36 pm	5:59 pm
Mary McGrattan	Town Councilor	Present	In-Person	5:35 pm	5:59 pm
Kevin Dombrowski	Chairman	Present	In-Person	5:35 pm	5:59 pm
S. Naomi Rodriguez	Town Councilor	Present	In-Person	5:35 pm	5:59 pm
Scott Johnson, Jr.	Director of Parks & Recreation and Senior Citizens	Present	In-Person	5:35 pm	5:59 pm
Kenneth DiRicco	Parks & Recreation Chairman	Present	In-Person	5:35 pm	5:59 pm
Eric Treaster	Resident	Present	Remote	5:35 pm	5:37 pm
Roxanne Maher	Administrative Assistant	Present	In-Person	5:35 pm	5:59 pm

- III. CITIZENS' COMMENTS

Mr. Eric Treaster, 10 Huntington Way, Ledyard, attending remotely, stated that he was present this evening to address the proposed amendments to Ordinance #100-016 (rev 1) “*An Ordinance Combining Parks And Recreation Commission and Senior Citizens Commission for the Town of Ledyard*”. He stated he was opposed to combining the two Commissions for the following reasons:

- Benefits do not justify the disadvantages.
- Not sufficient commonality between the needs of the Senior Citizens and the Parks and Recreation. He was not a fan of single entities having conflicting missions.

Mr. Treaster questioned whether the fees collected for programs for each of the two Groups would be kept separate or whether they would all be deposited into the same account.

Mr. Treaster left the meeting at 5:37 p.m.

Councilor Ingalls asked Director of Parks and Recreation and Senior Citizens Scott Johnson, Jr. or Parks and Recreation Commission Chairman Kenneth DiRicco if they would like to address Mr. Treaster's question regarding the accounting for the Program Fees that were collected for each of the Groups (Parks & Recreation or the Senior Citizens)

Director of Parks and Recreation and Senior Citizens Scott Johnson, Jr. explained that currently each Group (Parks and Recreation and the Senior Citizens) had their own Special Revenue Accounts. He stated that currently the Senior Citizens Program Fees collected go into the General Fund; and the Program Fees collected for the Parks and Recreation go into their Special Revenue Account. However, he stated currently the Senior Citizens Programs were not self-sufficient explaining that the Senior Citizens programs were subsidized by taxpayers' dollars (budget was reduced from \$14,000 to \$10,000 per year); and therefore, they did not have the means to expand their programming. The cost of the Senior Citizens programs cost about \$14,000 per year.

Mr. Johnson continued to explain that the Parks & Recreation's programs were self-sufficient, with 80% of the program fees going to the instructor and 20% going to the Parks & Recreation. The 20% of the program fees had been being used to pay for the quarterly magazine that advertised their Programs. He explained because the quarterly magazine (Events Magazine) was now being paid for by the advertisements, that he proposed using the 20% collected from the Parks & Recreation programs to off-set the cost of the Senior Citizens programs that were currently not breaking even. Therefore, he stated that his thought was to keep the food separate, but to move the Senior Citizens Program Fee Revenues from the General Fund to the Parks and Recreation Special Revenue Account. He stated by doing this that it would hopefully make the Senior Citizens Programs self-sufficient. He stated some programs such as Soccer was a separate Organization from the Parks and Recreation Programs, explaining that the town was not involved with those types of organizations, and therefore, they do not collect the money for those organizations.

Chairman Dombrowski addressed the quarterly magazine, and he stated when the town decided to use the Events Magazine Publication that they removed the funding from all of the Department Budget's that were printing and mailing their own newsletters. Therefore, he questioned the funding that Mr. Johnson mentioned which was previously used for their newsletter and would now like to use to off-set the short-fall for the Senior Citizens Programs. Mr. Johnson stated the funding that he was referring to was not in the General Fund, and he explained that their Program Revenues go into the Parks and Recreation Special Revenue Account.

IV. INFORMATIONAL ITEMS

V. REVIEW AND APPROVAL OF PRIOR MEETING MINUTES

MOTION to approve the Regular Meeting Minutes of January 11, 2023

Moved by Councilor McGrattan, seconded by Councilor Irwin

VOTE: 3 – 0 Approved and so declared

VI. OLD BUSINESS

1. MOTION to recommend the Town Council adopt proposed amendments to Ordinance #100-016 (rev 1) “An Ordinance Combining Parks And Recreation Commission and Senior Citizens Commission for the Town of Ledyard” as contained in the draft dated ~~January 11,~~ **February, 8,** 2023 .

DRAFT: ~~January 11~~ **2/8/2023**

Ordinance: # 100-016 (*rev 1*)

AN ORDINANCE COMBINING
PARKS AND RECREATION COMMISSION AND
SENIOR CITIZENS COMMISSION
FOR THE TOWN OF LEDYARD

Be it ordained by the Town Council of the Town of Ledyard there is hereby established a “Parks, ~~and~~ Recreation, and **Senior Citizens Commission.**”

Section 1. Purpose

(a) The purpose of this Ordinance is to formally combine the Senior Citizens Commission with the Parks and Recreation Commission in the Town of Ledyard. herein, to be known as Ledyard Parks, ~~and~~ Recreation, and Senior Citizens Commission.

Combining the duties of the Town Committees/Commissions/Boards that have similar interests into a single commission will provide a financial benefit to the town as it will minimize administrative support by reducing the number of Committees/Commissions/Boards in town and provide services more effectively.

Combining the two Commissions will provide a financial benefit for Senior Citizens programs because they would be eligible for funding under the Parks & Recreation Capital Account Fund 203 (formerly Fund 8) established by Ordinance #200-009 “An Ordinance Providing for Transfer of Certain Revenue from Real Estate conveyance Tax to Special Town of Ledyard Funds; and in accordance with Ordinance #200-012 “An Ordinance Creating a Municipal Parks and Recreation Capital and Non Non-Recuring Expense Fund for the Town of Ledyard.

(b) The purpose of Ledyard Parks, Recreation, and Senior Citizens Commission is to provide services for the senior citizens within budgetary limits; and to provide recreational programs for the general population and manage properties under the administrative control of the Parks and Recreation Department.

Section 2. Authority and Establishment of Commissions

(a) Parks and Recreation Commission

Pursuant to the authority contained in Section 7-148, General Statutes of Connecticut, there is hereby created a Parks and Recreation Commission for the Town of Ledyard.

(b) Senior Citizens Commission

Pursuant to Chapter III, Section 4 of the Charter of the Town Ledyard, there is hereby established a Senior Citizens Commission.

Pursuant to Chapter III, Section 4, of the Town Charter, commencing on the nineteenth day after the effective date of this ordinance, the duties of the Senior Citizens Commission of the Town of Ledyard as set forth in Ordinance #100-016, shall be discharged in accordance with this Ordinance; and shall hereafter be known as the Ledyard Parks, Recreation, and Senior Citizens Commission.

Section 3. Membership

The *Ledyard Parks, Recreation, and Senior Citizens Commission* shall consist of ***seven (7) regular members and two (2) alternate*** members who shall be electors of the Town of Ledyard and who shall hold no salaried municipal office.

Membership on any other Board, Commission or Committee of the Town of Ledyard shall not preclude membership on the *Ledyard Parks and Recreation and Senior Citizens Commission*.

In making the original appointments under this ordinance, the Town Council shall designate ***three (3) members to serve for three (3) years, three (3) members to serve for two (2) years; three (3) members to serve for one (1) year.*** Thereafter, vacancies shall be filled for a three (3) year term.

Section 4. Terms of Appointment

The members of the *Ledyard Parks, Recreation, and Senior Citizens Commission* shall be appointed for a three (3) year term by the Town Council.

Members shall commence to serve their terms immediately upon appointment and shall serve until their successor has qualified or they have been reappointed or removed by the Town Council.

As each of the terms of the members expire, the Town Council shall appoint a successor for a term of three (3) years to fill each vacant position.

Any vacancy on the Commission other than by expiration of term shall be filled for the unexpired portion of the term by the Town Council.

The Commission shall annually elect a Chairman and Secretary from its members. ***In accordance with General State Statutes of Connecticut Section-1-225 a Regular Meeting schedule shall be set and filed with the Town Clerk before January 31st of the coming year, and shall be a thirteen (13) month calendar; inclusive of January of the***

following year. Special meetings may be called by a majority of the members of said Commission.

Any member of the Commission who is absent from three (3) consecutive regular meetings and any intervening duly called special meetings shall be considered to have resigned from the Commission and the vacancy shall be filled as hereinbefore provided, except that the Commission may vote to waive the requirements of the section in each case where illness or other extenuating circumstances make it impossible for a member to meet the attendance requirements of this section.

It shall be the responsibility of the Chairman of the Commission to notify the Town Council when a member has not properly performed his/her duties.

Appointment and removal of any member of the *Ledyard Parks and Recreation and Commission Senior Citizens* shall be as provided for in Chapter IV, Section 9, of the Town Charter.

Section 5. Implementation

Within two weeks after the adoption date of this ordinance, all current members of the Parks and Recreation Commission of the Town of Ledyard and the current members of the Senior Citizens Commission for the Town of Ledyard shall indicate to their respective chairman their desire to serve on the Ledyard Parks, ~~and~~ Recreation and Senior Citizens Commission.

The respective chairman shall thereafter report to the Town Council the desires of their members. In addition, the respective chairman shall make recommendations to the Town Council regarding present members to serve on the combined commission.

The Town Council shall appoint members to the Ledyard Parks, Recreation, and Senior Citizens Commission no later than the effective date of the Ordinance.

Section 6 Responsibilities and Duties

1. To annually prepare a budget containing its estimates of expenses and revenues to carry out its programs and the purposes of this Ordinance; and to submit the same to the Mayor for inclusion in the annual budget of the Town of Ledyard. When requested, and at least annually, *the Ledyard Parks, Recreation, and Senior Citizens Commission* shall make reports to the Town Council.
2. Shall adopt Rules of Procedure, and establish policies for programs and the operation and use of facilities under the Commission's jurisdiction.
3. To plan the development, improvement and expansion of park lands and recreation facilities and other facilities under the Commission's jurisdiction, including the acquisition, erection, installation, improvement, and replacement of park or recreation facilities and equipment.

4. To develop, establish, improve and coordinate *recreational* programs to benefit the *general* population in the Town of Ledyard. *Including* nutrition, health, social services, transportation and other concerns of Ledyard’s senior citizens.
5. To seek federal, state and private funds and may accept any money, gifts or endowment and expend the same for its designated purpose, provided such conditions does not remove any portion of the Commission from the control of the facilities or programs; or in any manner limit the use of the facility or programs to further the purpose of the Commission.
6. To engage such employees as assigned by the Mayor and other contractors hired by the Town of Ledyard to provide programs and services, and to maintain facilities under the Ledyard Parks, ~~and~~ Recreation, *and Senior Citizens Commission’s* administrative control and oversight within the budgetary limits of said Commission.
7. The *Ledyard Parks, Recreation, and Senior Citizens Commission* shall serve to represent *senior citizens* at town meetings, before the Town Council or before its committees, and if required before other organizations.

Section 7. Severability

If any section, or part of a section, of this Ordinance shall be held by a court of competent jurisdiction to be invalid, such holding shall not be deemed to invalidate the remaining provisions hereof.

Section 8. *Cancellation and Amendment of Previous Ordinances*

- *This Ordinance cancels and supersedes Ordinance #100-016 “An Ordinance Establishing a Senior Citizens Commission for the Town of Ledyard”.*
- *This Ordinance amends Ordinance #100-014 “An Ordinance Creating A Parks and Recreation Commission for the Town of Ledyard”.*

Section 9. Effective Date

In accordance with the Town Charter this ordinance shall become effective on the twenty-first (21st) day after such publication following its final passage.

Adopted by the Ledyard Town Council on: _____

Kevin J. Dombrowski, Chairman

Approved / Disapproved on: _____

Fred Allyn, III, Mayor

Revisions:

Parks and Recreation Commission

Ordinance #12 “*Ordinance Creating a Parks and Recreation Commission for the Town of Ledyard*” Adopted by Town Meeting December 11, 1967; Ordinance #12 “*Ordinance Creating a Parks and Recreation Commission for the Town of Ledyard*” Amended and Adopted December 22, 1972; Ordinance # 137 “*An Ordinance Amending an Ordinance Creating A Parks and Recreation Commission for the Town of Ledyard*” adopted on October 22, 2014; **Renumbered Ordinance #137 to #100-014 on September 25, 2019 as part of the Twenty-fourth Town Council 2017-2019 Ordinance Update Initiative Project.**

Senior Citizens Commission

Ordinance #58 “*An Ordinance Establishing a Permanent Commission for Senior Citizens for the Town of Ledyard,*” adopted on September 28, 2011 and overrode the Mayor’s disapproval/veto on October 12, 2011.–Ordinance #147 “*An Ordinance Amending an Ordinance Establishing a Senior Citizens Commission in the Town of Ledyard*” adopted December 13, 2017; **Renumbered Ordinance #134 to #100-016 on September 25, 2019 as part of the Twenty-fourth Town Council’s 2017-2019 Ordinance Update Initiative Project.**

History:

2022: Ordinance #100-014 “*An Ordinance Creating A Parks and Recreation Commission for the Town of Ledyard*” adopted on October 22, 2014; and Ordinance #100-106 “*An Ordinance Establishing a Senior Citizens Commission for the Town of Ledyard*” were combined. The duties of both Commissions remained in place and some minor editorials were made throughout the document creating a *Parks and Recreation and Senior Citizens Commission*.

Moved by Councilor McGrattan, seconded by Councilor Irwin

Discussion: Councilor Ingalls stated at the Administration Committee’s January 11, 2023 meeting that clarifying language was added to the proposed Ordinance #100-016 (rev 1) “*An Ordinance Combining (or Merging) Parks And Recreation Commission and Senior Citizens Commission for the Town of Ledyard*” as presented in the draft this evening.

Councilor Ingalls noted Senior Citizens Commission Chairman Norma Sokolski responded to the Administration Committee’s January 12, 2023 e-mail in which both the Parks and Recreation Commission and the Senior Citizens Commission were asked for their input on the proposed Ordinance itself; and asked to provide suggestions for the title of the combined commissions.

The Administration Committee reviewed and considered the concerns provided in Ms. Sokolski’s letter as follows:

- ***Members of the Senior Commission recognize the financial benefits of the merger. However, we have some concerns that need to be addressed.***
- ***Equal representation on the new Commission.***

The Administration Committee noted that they understood the Senior Citizens concerns. However, they agreed that the intent was for all residents to be fairly

represented. Councilor Ingalls stated past experience found that the town has had difficulty filling positions on Commissions when they had too many restrictions on who could serve. Councilor McGrattan stated the current Ordinance establishing the Senior Citizens Commission did not require members to be a senior citizen or to be of a certain age to serve. It was also cautioned that requiring members to be of a certain age to serve could be viewed as discriminatory. The Committee noted Section 5 of the proposed Ordinance relative to both Commissions being represented on the Combined Commission as follows:

“Section 5. Implementation

Within two weeks after the adoption date of this ordinance, all current members of the Parks and Recreation Commission of the Town of Ledyard and the current members of the Senior Citizens Commission for the Town of Ledyard shall indicate to their respective chairman their desire to serve on the Ledyard Parks, Recreation and Senior Citizens Commission.

The respective chairman shall thereafter report to the Town Council the desires of their members. In addition, the respective chairman shall make recommendations to the Town Council regarding present members to serve on the combined commission.

The Town Council shall appoint members to the Ledyard Parks, Recreation, and Senior Citizens Commission no later than the effective date of the Ordinance.

- ***Commission should meet during the day as most Seniors are reluctant to drive at night.***

The Administration Committee noted that the Ordinance did not speak to the meeting time, location, etc. The Combined Commission would set their meeting schedule at their Organizational Meeting; at which time they would choose the dates and times they would like to meet. It was also noted that with technology and hybrid meetings that members could attend meetings remotely, if they did not want to drive at night.

Councilor Rodriguez, Senior Citizens Liaison, stated some seniors did not have the capability to attend meetings remotely. The Administration Committee noted that during the summer months it stayed light outside until 7:00 p.m. - 8:00 p.m. Also, the Commission could choose to set their schedule to meet earlier in the day during the winter months and later in the day during the summer months.

- ***Meetings should be held at the Senior Center so Seniors can advise the Commissioners of any concerns.***

The Administration Committee stated the Ordinance did not speak to meeting time, location, etc. It was noted that both the Senior Citizens Commission and Parks and Recreation Commission currently meet at the Facility on Van Tassell Drive (Senior Citizens Center). However, the Combined Commission would decide on their meeting location when they set their annual meeting schedule at their Organizational Meeting.

- ***Establish a Senior Advisory Board that reports to the Commission.***

Councilor Rodriguez, Senior Citizens Liaison, stated the Senior Citizens wanted to have more than two members represent the seniors on the Combined Commission. Therefore, she explained that their idea of having an Advisory Board was that they could meet quarterly and then report to the Combined Commission.

The Administration Committee stated establishing an Advisory Board would require additional administrative support, for the posting of the agendas and minutes, etc. noting that one of the purposes for combining the two Commission was to minimize the administrative work. It was also mentioned that all town committee/commission/board meetings were open to the public and that residents could attend meetings or write a letter or an e-mail to propose an idea or to voice a concern to a Commission. Senior Citizens views, comments, ideas, etc. could be brought to the Combined Commission anytime, without having an Advisory Board.

- ***Request a 9-Person Commission with 2 Alternates verse a 7-Person Commission with 2 Alternates.***

Councilor Ingalls stated both the Senior Citizens Commission and the Parks and Recreation Commission currently had 9 members for a total of 18-members between the two Commissions. Councilor Rodriguez stated that the Senior Citizens Commission currently had one vacancy.

The Administration Committee noted the challenge in filling Commissions, noting that an 11-member commission would be quite large (9-regular members and 2-alterante members). They also discussed that the larger the Commission the more difficult it was to ensure that they would meet a quorum. They stated by having a total of 9-members (7-regular members and 2-alternate members) that should someone be absent from a meeting that one of the alternates would be seated.

Councilor Rodriguez, Senior Citizens Liaison, suggested they try starting off with 9-regular members and 2-alternate members (total of 11 members); and if they found in a year or two that it was not working that they could change the Ordinance to scale the membership back to 7-regular members and 2-alternate members.

Councilor Irwin responded to Councilor Rodriguez's suggestion regarding the proposed number of members, and he suggested that they could start with 7-regular members and 2-alternate members; and if they found that it untenable that they could then increase the number of members. He stated his experience has been that the more people you have the less that gets done. He stated he would prefer to have a smaller Commission rather than larger, from a sense of a quorum, getting things done, and in filling the seats, etc.

Councilor McGrattan stated that she understood the Senior Citizens Commission's concern. However, she stated that once the Combined Commission gets up and operating that she believed that most of their concerns would be addressed, once the Seniors see that they were welcome to attend the meetings, they could have input, like Mr. Treaster did earlier tonight, and that their opinions were listened too.

The Administration Committee also discussed "Ex-Officio Members" and agreed that although they were welcome to participate in the discussions that unless specified they carried no weight; and therefore, Ex-Officio Members were not needed. Parks and

Recreation Director Scott Johnson, Jr. questioned whether staff could be included in executive sessions if they were not an Ex-Officio Member. It was explained that the Commission could invite anyone into their executive session, as long as they name them in the minutes as participating in the executive session. The following example was noted: “*Motion to enter into executive session, to include all Commission members present, and Director Scott Johnson, Jr.*”

The Administration Committee stated that the name of the Combined Commission in the proposed Ordinance was quite lengthy, however, neither the Senior Citizens Commission or the Parks and Recreation Commission provided any suggestions for the name of the Combined Commission. The Administration Committee edited the title of the Combined Commission as follows: “... *to be known as **Ledyard Parks, and Recreation, and Senior Citizens Commission***”. Councilor McGrattan stated that they were looking for a title that was a little Jazzy, but that this would work.

The Administration Committee agreed to update the title of the Commission throughout the draft Ordinance as noted above as a “*friendly amendment*”. It was noted that they would be acting on the updated draft dated **February 8, 2023** this evening.

VOTE: 3 – 0 Approved and so declared

RESULT:	3– 0 APPROVED TO RECOMMEND
MOVER:	Mary McGrattan, Committee Member
SECONDER:	Whit Irwin, Committee Member
AYES:	Andra Ingalls, Whit Irwin, Mary McGrattan

2. Any Old Business proper to come before the Committee. – None.

VII. NEW BUSINESS

1. MOTION to set a Hybrid (In-Person & Video Conference) Public Hearing date on April 12, 2023 at 6:30 p.m. to be held in the Council Chambers, 741 Colonel Ledyard Highway, to receive comments and recommendations regarding a proposed amendments to Ordinance #100-016 (rev 1) *An Ordinance Combining Parks And Recreation Commission and Senior Citizens Commission for the Town of Ledyard*” as contained in draft dated ~~January 11~~ **February 8,** 2023.

Moved by Councilor Irwin, seconded by Councilor McGrattan

Discussion: Councilor Ingalls provided an overview of the process, noting that in accordance with Chapter III, Section 5 “*Public Hearing on and Passage of Ordinances*” of the Town Charter; a public hearing was required to be held prior to the adoption of an Ordinance/Ordinance Amendments.

VOTE: 3 – 0 Approved and so declared

RESULT:	3– 0 APPROVED TO RECOMMEND
MOVER:	Whit Irwin, Committee Member
SECONDER:	Mary McGrattan, Committee Member
AYES:	Andra Ingalls, Whit Irwin, Mary McGrattan

2. Any New Business proper to come before the Committee. – None.

VIII. ADJOURNMENT

VOTE: Councilor Ingalls moved the meeting be adjourned, seconded by Councilor Irwin
3 - 0 Approved and so declared, the meeting was adjourned at 5:51 p.m.

Respectfully submitted,

Andra Ingalls
Committee Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-089

Agenda Date: 3/8/2023

Agenda #: 1.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Any other Old Business proper to come before the Committee

Background:

(type text here)

Department Comment/Recommendation:

(type text here)



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1310

Agenda Date: 3/22/2023

Agenda #: 1.

JOB DESCRIPTION

Motion/Request:

MOTION to approve a revised job description for *Management Information Systems Director* as contained in the draft dated February 15, 2023.

Background:

With MIS Director Regina Brulotte's retirement the Job Description has been totally rewritten.

The old job description was titled: "Management Information Systems Coordinator".

(Please see attached new draft Job Description dated 2/15/2023 and for reference the old Job Description dated 6/23/1999).

Department Comment/Recommendation:

(type text here)

Human Resources Comment/Recommendation:

This position is in the Supervisor's Union Local 818-45.

Financial Information:

(type text here)

Mayor Comment/Recommendation:

(type text here)

TOWN OF LEDYARD

Management Information Services (MIS) Director

NATURE OF WORK:

Performs highly responsible administrative and complex technical work in developing, planning, coordinating, directing, and maintaining secure and efficient data systems and applications for the Town of Ledyard. Work includes setting Town-wide IT policies and procedures, analyzing needs, procuring hardware, and software applications, and working with users to resolve operational problems.

SUPERVISION RECEIVED:

Works under the general direction of the Mayor

SUPERVISION EXERCISED:

Supervises the MIS Technician

EXAMPLES OF ESSENTIAL JOB FUNCTIONS:

Must possess strong leadership, attention to detail, written and verbal communication, analytical and problem-solving skills. Must be highly motivated and service minded.

Duties include but are not limited to:

- Planning computer and network operations
- Analyzing user requirements
- Monitoring and diagnosing network and hardware problems
- Developing project plans
- System testing and user support
- Developing and purchasing new applications
- Improving existing applications
- Installing hardware and software upgrades
- Designing and maintaining Town's website and Town Facebook pages
- Managing, developing, implementing, planning, organizing, monitoring, and directing multiple projects and initiatives
- Vendor management including contract negotiation
- Leading MIS department operational planning
- Organizing and negotiating allocation of MIS resources

- Working alongside other departments to identify, recommend, and develop system requirements for new technology as well as implementing and supporting cost-effective technology solutions
- Overseeing all reports and documentation related to network and system operations
- Developing maintenance schedules for network and systems equipment upgrade and replacement
- Developing and managing Disaster Preparedness Plan, Disaster Recovery Plan and Backup Policies, Social Media Policy, Mobile Device Policy and Technology Use Policy
- Preparing department budget, purchasing and payment processing
- Performs related duties as required

REQUIREMENTS:

- Graduation from an accredited college or university with a Bachelor's degree or an Associate's degree plus ten (10) years of professional IT experience
- Strong technical knowledge of HyperV virtualization, Windows servers, Active Directory, DHCP, DNS, and group policies
- Extensive application support experience with Microsoft servers/desktops and Office 365
- Extensive hardware and software support experience with switches and routers
- Understanding or experience in .NET, HTML, MS SQL, ASP, SharePoint, VBscript and project management
- Proven experience in IT infrastructure design, planning and development
- Ability to effectively prioritize and execute tasks in a high-pressure environment

ADDITIONAL REQUIREMENTS:

- Physical and/or psychological examinations as may be required during employment
- Drug screening both pre-employment and as may be required during employment
- Criminal background and driving record checks are required prior to employment
- Means of transportation
- Means of contact

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

While performing the duties of this job, the employee is frequently required to speak and hear, walk, sit, stand, bend, stoop, kneel, use hands and fingers to handle, feel or operate objects, tools or controls, reach with hands and arms, use wrists for repetitive motions. The employee must occasionally lift and/or move up to 40 pounds. Specific vision abilities required by the job include

close vision and the ability to adjust focus. Hand/eye coordination is necessary to operate computer and various pieces of office equipment of repetitive motion.

The employee must be free from mental and/or physical disorders which would interfere with the performance of duties as described and have the ability to maintain his/her composure with the public and co-workers in every day stressful emergency situations. Employee may occasionally have to function in situations where subjected to aggressive verbal behavior.

LICENSE OR CERTIFICATE:

Valid Motor Vehicle Operator's License

***** This job description does not constitute an employment agreement or contract between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.*****

Adopted by Ledyard Town Council on _____

Chairman

TOWN OF LEDYARD
JOB DESCRIPTION
Management Information Sciences Coordinator (MIS)

NATURE OF WORK: Performs highly responsible administrative and complex technical work in developing planning, coordinating, directing, and maintaining a secure and efficient data processing system and service for the Town of Ledyard. Work includes setting Town-wide policies and procedures, analyzing needs, procuring hardware, and software, establishing training requirements, and working with users to resolve operational problems.

SUPERVISION RECEIVED: Works under the general direction of the Director of Finance.

SUPERVISION EXERCISED: Not applicable.

EXAMPLES OF ESSENTIAL JOB FUNCTIONS:

Plan, design, implement, and oversee the development of the data processing system within an integrated software package. Responsible for operating a minicomputer, developing data systems and subsystems, and developing data formats within an established computer program. As the primary contact, review with the Director of Finance the data processing function, its resources, and its direction, as well as current project status.

Serve as the primary contact and in-house technical resource to all Town departments. Train employees in the use of the network and its integral hardware and software components, including personal computers, monitors and peripherals. Schedule, coordinate, and assign data processing tasks and equipment to meet the needs of each department. Work cooperatively with user departments, help ascertain their automation needs, and take steps to resolve them.

Serves as the primary contact and works cooperatively with the Board of Education in areas pertaining to the operation of the mini computer hardware and software components.

Provide guidance and direction for the efficient and secure installation and operation of computer hardware and software systems, recommend improvements to meet the needs of the Town of Ledyard and make budget recommendations for all data processing requirements.

Establish controls to coordinate and support PC hardware and software. Maintain a technology vision and keep abreast of emerging technology.

Exercise line responsibility for computer operations, including the computer data center, data input, and input/output control.

Maintain data bases and backups as primary support for the Finance Department and Board of Education.

Assist, plan, and organize workloads for offices within Department of Finance including backup support for data entry for accounts payable, payroll, assessment and tax collection applications. Operate data processing equipment to produce reports and other outputs.

Place and follow up on service calls to outside hardware/software vendors to assure prompt and appropriate repair of hardware and software.

Maintain Local Area Network (LAN)

OTHER JOB FUNCTIONS:

Perform related work as required.

DATA PROCESSING COORDINATOR

QUALIFICATIONS PROFILE:

KNOWLEDGE SKILLS AND ABILITY

Graduation from a college or university with a Bachelor's Degree in computer science, business administration or related field or four (4) years of experience in all phases of data processing for business or municipal government applications.

Thorough knowledge of user applications, including work processing, databases and spreadsheets.

Knowledge of business English, grammar, punctuation and arithmetic and the ability to organize and express thoughts and ideas through written and oral communication.

Knowledge of the functions, laws, rules, regulations and policies of municipalities, or the ability to acquire such knowledge during a reasonable period of training.

Considerable knowledge of advanced data processing technology. Operations, systems, modern office procedures, office equipment, and administration.

Ability to plan, prioritize, organize, and direct a data processing operations and staff/users.

Ability to establish and maintain effective and courteous working relationships with other Town Officials, the public, other departments and agencies, and office staff.

Knowledge of the special laws, regulations and technical terminology pertaining to assigned work.

Excellent ability to monitor progress, and adjust resources to accomplish work objectives.

Ability to follow oral and written instructions.

Ability to maintain complex and confidential records and prepare accurate reports.

Ability to exercise mature judgment, maintain confidentiality, and make responsible decisions in accordance with established policies and procedures.

Ability to prioritize, organize and perform work independently.

Leadership and managerial skills.

DATA PROCESSING COORDINATOR

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individual with disabilities to perform the essential function.

While performing the duties of this job, the employee is frequently required to sit and talk or hear. Employees occasionally require to walk, use hands, finger, handle or feel objects, tools or controls; and reach with hands and arms. The employee must occasionally lift and/or move up to 15 pounds. Specific vision abilities required by the job include close vision and the ability to adjust focus.

Hand-eye coordination is necessary to operate computer and various pieces of office equipment.

Freedom from mental or physical disorders which would interfere with the performance of duties as described.

Adopted by the Ledyard Town Council on June 23, 1999



John Rodolico, Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1233

Agenda Date: 3/8/2023

Agenda #: 2.

JOB DESCRIPTION

Motion/Request:

MOTION to approve a revised job description for Management Information Systems Technician as contained in the draft dated February 15, 2023.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)

Human Resources Comment/Recommendation:

Revise a 11 year old job description. Recommend approval.

Financial Information:

(type text here)

Mayor Comment/Recommendation:

(type text here)

TOWN OF LEDYARD
MIS DEPARTMENT

MIS TECHNICIAN

NATURE OF WORK:

The work involves responsibility for the installation and maintenance of Town-wide computers and software as well as related peripheral equipment. This position is responsible for providing a variety of staff support pertaining to the operation of computer equipment throughout the Town of Ledyard. The position requires frequent contact with computer users to identify problems and explain equipment use.

SUPERVISION RECEIVED:

Under the direct supervision of the Management Information Systems Director, the work will be assigned in terms of general instruction.

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SUPERVISION EXCERCISED:

None.

ESSENTIAL JOB FUNCTIONS:

- Install, maintain, troubleshoot, and repair Town-wide computers, network equipment, printer, modems, scanners, digital cameras, and other related peripheral equipment.
- Installs, configures, updates, and troubleshoot all software; trains computer users in the new software application where applicable.
- Performs help desk responsibilities as needed; responds to computer user request concerning hardware or software problems.
- Troubleshoot problems by communicating with computer users and vendors to gather supporting details in order to identify a problem and recommend a solution.
- Relocates computers and related peripheral equipment for organizational moves.
- Assists in updating and maintaining the Town's websites as necessary.
- Performs other related duties as assigned by the Management Information Systems Director.

Deleted: Department

QUALIFICATIONS PROFILE:

Knowledge, Skills and Ability

- Knowledge and skill in the installation, maintenance, troubleshooting, diagnosing, and repairing of computer hardware and related equipment, and software problems.
- Knowledge of basic computer networking (TCP/IP, Routing, Switching, VPNs, etc.)
- Knowledge of Apple iPad OS, Office 365, Azure, and A+ Certification a plus
- Ability to install computers and servers on networks such as Windows 2019 and Windows 10, Ability to install various software packages such as Microsoft, Adobe, and Symantec products.

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Deleted: Ability to install computers on networks such as Windows 2003 and Novell.¶

DRAFT 2/15/2023

- Maintain and update Active Directory Infrastructure including but not limited to: Users, Computers, and Servers.
- Ability to train computer users in various basic software operation.
- Excellent oral and written communication skills.
- Ability to work independently with little supervision.
- Ability to show an interest in developing further personal, interpersonal, and work skills which would enhance the function of the department.

Experience and Training

Graduation from an accredited college or university with an Associates Degree in computer science, computer technology, computer repair or a closely related field; or high school diploma or GED and two (2) years of experience in the installation and maintenance of computers and related peripheral equipment and software.

Additional Requirements:

- Physical and/or psychological examinations as may be required during employment.
- Drug screening both pre-employment and as may be required during employment.
- Criminal background and driving record checks are required prior to employment.
- Means of transportation.
- Means of contact.

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PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to hear, speak, stand, sit, walk, bend, twist, stoop, kneel, crouch or crawl; climb stairs to various levels; use hands to finger, feel or operate objects, tools or controls; use wrists for repetitive motion; reach with hands and arms; drive, tolerate exposure to environmental allergens.

The employee must occasionally lift and/or move up to 40 pounds. Specific abilities required by the job include normal audio ability, close vision, distant vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Hand-eye coordination is necessary to operate computers and various pieces of equipment.

Employee must be free from mental and physical disorders which would interfere with performance of duties as described, and have the ability to maintain composure with the public and co-workers in every day stressful and emergency situations. Employee may occasionally be required to function in situations where he/she is subjected to aggressive verbal behavior.

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LICENSE OR CERTIFICATE:

Valid Motor Vehicle Operator's License

DRAFT 2/15/2023

***** This job description does not constitute an employment agreement or contract between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change.*****

Adopted by Ledyard Town Council on _____.

Chair

DRAFT 2/15/2023

TOWN OF LEDYARD
MIS DEPARTMENT

MIS TECHNICIAN

NATURE OF WORK:

The work involves responsibility for the installation and maintenance of Town-wide computers and software as well as related peripheral equipment. This position is responsible for providing a variety of staff support pertaining to the operation of computer equipment throughout the Town of Ledyard. The position requires frequent contact with computer users to identify problems and explain equipment use.

SUPERVISION RECEIVED:

Under the direct supervision of the Management Information Systems Department, the work will be assigned in terms of general instruction. The Department spot-checks completed work for proper and thorough completion of the assign work.

SUPERVISION EXCERCISED:

None.

ESSENTIAL JOB FUNCTIONS:

- Install, maintain, troubleshoot, and repair Town-wide computers, network equipment, printer, modems, scanners, digital cameras, and other related peripheral equipment.
- Installs, configures, updates, and troubleshoot all software; trains computer users in the new software application where applicable.
- Performs help desk responsibilities as needed; responds to computer user request concerning hardware or software problems.
- Troubleshoot problems by communicating with computer users and vendors to gather supporting details in order to identify a problem and recommend a solution.
- Relocates computers and related peripheral equipment for organizational moves.
- Assists in updating and maintaining the Town's websites as necessary.
- Performs other related duties as assigned by the Management Information Systems Department.

QUALIFICATIONS PROFILE:

Knowledge, Skills and Ability

- Knowledge and skill in the installation, maintenance, troubleshooting, diagnosing, and repairing of computer hardware and related equipment, and software problems.
- Knowledge of Macintosh computers and A+ Certification a plus.
- Ability to install computers on networks such as Windows 2003 and Novell.
- Ability to install various software packages such as Microsoft, Adobe, and Symantec products.
- Ability to train computer users in various basic software operation.
- Excellent oral and written communication skills.
- Ability to work independently with little supervision.
- Ability to show an interest in developing further personal, interpersonal and work skills which would enhance the function of the department.

Experience and Training

Graduation from an accredited college or university with an Associates Degree in computer science, computer technology, computer repair or a closely related field; or high school diploma or GED and two (2) years of experience in the installation and maintenance of computers and related peripheral equipment and software.

Additional Requirements:

- Physical and/or psychological examinations as may be required during employment.
- Drug screening both pre-employment and as may be required during employment.
- Criminal background and driving record checks are required prior to employment.
- Means of transportation.
- Means of contact.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this job, the employee is frequently required to hear, speak, stand, sit, walk, bend, twist, stoop, kneel, crouch or crawl; climb stairs to various levels; use hands to finger, feel or operate objects, tools or controls; use wrists for repetitive motion; reach with hands and arms; drive, tolerate exposure to environmental allergens.

The employee must occasionally lift and/or move up to 40 pounds. Specific abilities required by the job include normal audio ability, close vision, distant vision, color vision, peripheral vision, depth perception, and the ability to adjust focus. Hand-eye coordination is necessary to operate computers and various pieces of equipment.

Employee must be free from mental and physical disorders which would interfere with performance of duties as described, and have the ability to maintain composure with the public and co-workers in every day stressful and emergency situations. Employee may occasionally be required to function in situations where he/she is subjected to aggressive verbal behavior.

LICENSE OR CERTIFICATE:

Valid Motor Vehicle Operator's License

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Adopted by Ledyard Town Council on August 27, 2008

John A. Rodolico, Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1311

Agenda Date: 3/22/2023

Agenda #: 3.

JOB DESCRIPTION

Motion/Request:

MOTION to approve a revised job description for Administrative Assistant - Library as presented in the draft dated February 15, 2023.

Background:

The Library Secretary - Technician job description was last updated and approved on December 13, 2017.

The job description was being revised/updated to the Administrative Assistant to more accurately reflect the current duties and responsibilities of the position.

The work to update to this job description has been in-process for sometime, and began under the former Library Director Gale Bradbury.

(Please see attached new draft Job Description dated 2/15/2023 and for reference the old Job Description dated 12/13/2017).

Department Comment/Recommendation:

(type text here)

Human Resources Comment/Recommendation:

This position is in the Town Hall and Library Union - Local 1303-184.

Financial Information:

(type text here)

Mayor Comment/Recommendation:

(type text here)

**TOWN OF LEDYARD
ADMINISTRATIVE ASSISTANT
LIBRARY**

NATURE OF WORK:

This position provides administrative support to ensure efficient operation of the Library and provides technical service functions for the Library professional staff. manages the daily business affairs of the library; serves as Director's Admin Assistant; maintains library records; creates statistical, financial, and other reports; performs secretarial duties for Department Heads and other library staff; compiles informational materials; and generates reports for Library Commission.

SUPERVISION RECEIVED:

The Administrative Assistant is supervised by the Library Director.

SUPERVISION EXERCISED:

The Administrative Assistant supervises Library staff and volunteers who assist with technical services (e.g., processing of materials for circulation).

ESSENTIAL JOB FUNCTIONS:

- Maintain records of all financial transactions including preparing invoices for payment, recording payments, balancing accounts, and banking.
- Compile data and prepare financial and statistical reports for Director.
- Understand and oversee the proper operation of library equipment.
- Assist with staff training, preventive maintenance, troubleshooting, and arrange for repairs as needed for said equipment.
- Assist the Director with grant applications, including product and pricing research.
- Assist the Director and Public Works with building maintenance issues that arise.
- Work with outside I.T. vendors to coordinate computer equipment/software updates and other issues.
- Handle routine correspondence for the Director and other staff as needed.
- Facilitate processing of library materials for circulation including book covering, labeling, property marking, repackaging, and other tasks.
- Maintain records of all donations including memorial and gift book donations.
- Maintain office and building supply inventory, place orders as needed, and verify receipt.
- Anticipate supply needs, research vendors for the best price, and keep up with the bid/contract pricing lists from various sources.
- Maintain Safety Data Sheet (SDS) notebook as required by OSHA and train staff on its use.
- Distribute daily mail.
- Assist with circulation duties as needed, including checking items out to patrons, discharging returned materials, entering patron data, collecting fines, and clearing patron records.
- Work in other library departments when assigned.

ADDITIONAL DUTIES:

- Recruit, train, and supervise library employees and volunteers who assist in technical services.
- Run errands for the library.
- Organize supplies, other library items, and storage areas for all staff.
- Collaborate with staff on projects as needed.
- Perform a variety of library clerical tasks as assigned.

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- Other duties as required

****The duties listed above are intended only as illustrative of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.****

QUALIFICATIONS PROFILE:

Knowledge, Skills, and Ability:

- Knowledge of and skills in utilizing computers and general office machines
- Knowledge of modern office practices and procedures
- Knowledge of library policies, procedures, and administrative practices
- Detail-oriented with good problem-solving skills
- Excellent organizational, planning, and time management skills
- Proficiency in MS Office
- Ability to establish and maintain effective working relationships with vendors and co-workers

Education, Experience, and Training:

Two years of appropriate formal post-secondary school courses preferred and two years of experience in a clerical position or the equivalent in practical experience. Library experience preferred.

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to talk; sit; bend or twist; stoop or crouch; use hands, fingers, wrists, or perform repetitive motions; handle/feel objects or controls; and reach with hands and arms. The employee must occasionally walk, climb stairs to various levels, and lift and/or move up to 25 pounds. The employee must maintain continuous visual acuity including close vision, the ability to focus, and hand-eye coordination. The employee must maintain normal auditory ability and the ability to communicate conversationally and by phone.

The employee must be free from mental and physical disorders which would interfere with performance of duties as described and have the ability to maintain composure with the public and coworkers in everyday stressful and emergency situations.

****This job description does not constitute an employment agreement or contract between the employer and the employee and is subject to change by the employer as the needs of the employer and job requirements change.****

Adopted at Ledyard Town Council meeting on

Revised 2/2023, Chairman

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Administrative & Tech Services Assistant Page 2 of 2

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Page 2: [23] Deleted Heather Doughty 2/2/2023 11:41:00 AM

**TOWN OF LEDYARD
LIBRARY SECRETARY/TECHNICAL SERVICES ASSISTANT**

GENERAL STATEMENT OF DUTIES: The Secretary provides supportive clerical/secretarial services and performs technical services functions for the Library professional staff.

SUPERVISION RECEIVED: The Secretary is supervised by the Library Director .

SUPERVISION EXERCISED: The Library Secretary supervises library volunteers who help out in technical services (ie. Preparation of new books for circulation, mending damaged books, discarding books).

ESSENTIAL DUTIES:

- Process all new library materials for circulation
- Handle correspondence for the Director Co-ordinate the library's co-operatives including delivery and pick-up of "Packets" and processing of the items
- Perform elementary descriptive cataloging using automated bibliographic database
- Responsible for knowledge of all book and gift accounts
- Withdraw library materials; delete titles from data base and prepare items for disposal (recycling or book sale when appropriate).
- Order all library, office and janitorial supplies and maintain an inventory of them.
- Unpack, receive and route all supplies as needed and sort mail daily
- Resolve routine problems in book or supply orders
- Assist with circulation duties including checking books out to patrons, discharging returned materials, entering patron data into the computer, collecting fines and clearing the patron's record
- Work in other library departments when assigned

ADDITIONAL DUTIES:

- Supervise library volunteers who assist in technical services.
- Run errands for the library ie. delivering materials to and from branch library and picking up daily mail and newspapers.
- Perform a variety of library clerical tasks as assigned.
- Other duties as required

*******The duties listed above are intended only as illustrative of the various types of work that may be performed. The omission of specific statements does not exclude them from the position if the work is similar, related or a logical assignment to the position. ******

QUALIFICATIONS PROFILE:

Education, Experience and Training: Two years of appropriate formal post-secondary school courses preferred and two years' experience in a clerical position or the equivalent in practical experience. Library experience preferred.

Knowledge, skills and ability:

- Knowledge of, and skill in utilizing computers and general office machines
- Knowledge of modern office practices and procedures
- Knowledge of library policies, procedures and administrative practices.
- Ability to establish and maintain effective working relationships with vendors and co-workers.

Physical Demands:

The physical demands are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable an individual with a disability to perform the essential functions.

While performing the duties of this job, the employee is frequently required to: talk, sit, bend, stoop or crouch, bend, twist, use hands, fingers, wrists or perform repetitive motion; handle/feel objects or controls, and reach with hands and arms. The employee must occasionally walk, climb stairs to various levels, lift and/or move up to 25 pounds. Must maintain continuous visual acuity including close vision and ability to focus, and hand-eye coordination. Employee must maintain normal auditory ability and the ability to communicate conversationally and by phone.

The employee must be free from mental and physical disorders which would interfere with performance of duties as described, and have the ability to maintain his/her composure with the public and coworkers in everyday stressful and emergency situations.

*******This job description does not constitute an employment agreement or contract between the employer and the employee and is subject to change by the employer as the needs of the employer and requirements of the job change. *******

Adopted at Ledyard Town Council meeting on December 13, 2017.

Revised 6/2017

Linda Davis
Linda Davis, Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1208

Agenda Date: 3/22/2023

Agenda #: 4.

JOB DESCRIPTION

Motion/Request:

MOTION to approve a revised job description for Library Technician II - Youth Services as presented in the draft dated February 15, 2023.

Background:

The Head of Technical Services position and the vacant Library Assistant I/Children's position were being combined.

Both positions were a 20-hour a week unionized positions filled by separate employees and were being combined into one 30-hour a week unionized position, filled by one individual.

The updated/revised job description will take on the new title of Library Technician II - Youth Services which combines most of the Head of Technical Services responsibilities along with the Library Assistant I/Children's responsibilities.

Both the job descriptions for the old Head of Technical Services, old Library Assistant I/Children's are attached for reference.

The 20-hour per week Library Assistant I/Children's position has been vacant since 2017/2018 budget cuts and has remained unfilled since then.

With the recent retirement of the Head of Technical Services these job descriptions were being combined/updated to more effectively utilize staff, the needs of the Library and better serve the community.

(Please see attached job descriptions)

Department Comment/Recommendation:

(type text here)

Human Resources Comment/Recommendation:

This position is in the Town Hall Library Union Local 1303-184

Financial Information:

(type text here)

Mayor Comment/Recommendation:

I support the updated job description as presented.

TOWN OF LEDYARD
Library Technician II – Youth Services

GENERAL STATEMENT OF DUTIES:

The Library Technician II – Youth Services works in conjunction with the Assistant Librarian I – Youth Services and the Administrative Assistant.

SUPERVISION RECEIVED:

The Library Technician II – Youth Services is supervised by the Assistant Librarian I – Youth Services and/or The Administrative Assistant.

SUPERVISION EXERCISED:

None.

ESSENTIAL JOB FUNCTIONS:

- Provide reference and reader advisory services to children, teens, parents, caregivers, teachers, and adults in person and over the phone.
- Assist patrons in the children’s room in locating materials, using the online catalog, accessing library databases, and using library mobile applications.
- Plan and perform story times and other programs as assigned.
- Assist in preparing materials and activities for programs along with bibliographies, fliers, displays, and publicity for youth services.
- Catalog, classify, and process materials.
- Understand and able to perform all jobs related to circulation including checking out books to patrons, discharging returned materials, entering patron data into the computer, collecting fines, clearing patron records, placing holds, and renewing items.
- Operate equipment as needed.
- Interpret library rules and policies.
- Work with staff and volunteers to shelve, shelf read, and shift in the children’s room as needed.

ADDITIONAL DUTIES:

- Attend continuing education workshops and conferences as needed
- May be assigned Sunday work responsibilities.
- Perform other duties as required

*****The duties listed above are intended only as illustrative of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position. *****

QUALIFICATIONS PROFILE:
Knowledge, Skills, and Ability:

DRAFT 2/15/2023

Library Technician II – Youth Services Page 1 of 2

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- Knowledge of the principles and practices of public library functions
- Knowledge of youth literature
- Knowledge of the use of computers in libraries
- Knowledge of the bibliographic standards of cataloging
- At ease working with youth
- Ability to relate in a friendly and open manner with youth and caregivers
- Ability to establish and maintain effective working relationships with coworkers

Education and Experience:

Bachelor's degree preferred along with a minimum of one year library experience and the ability to work with youth

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to talk, sit, bend or twist, stoop or crouch, use hands, fingers, wrists, or perform repetitive motions, handle/feel objects or controls, and reach with hands and arms. The employee must occasionally walk, climb stairs to various levels, and lift and/or move up to 25 pounds. The employee must maintain continuous visual acuity including close vision, the ability to focus, and hand-eye coordination. The employee must maintain normal auditory ability and the ability to communicate conversationally and by phone.

The employee must be free from mental and physical disorders which would interfere with performance of duties as described, and have the ability to maintain composure with the public and coworkers in everyday stressful and emergency situations.

******This job description does not constitute an employment agreement or contract between the employer and the employee and is subject to change by the employer as the needs of the employer and job requirements change. ******

Adopted at Ledyard Town Council Meeting on _____

Chair

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**TOWN OF LEDYARD
HEAD OF TECHNICAL SERVICES**

General Statement of Duties:

Responsible for all activities related to materials acquisition, processing and classification.

Supervision Received: The Head of Technical Services is supervised by the Library Director.

Essential Duties:

- Catalog all library materials
- Responsible for on-line cataloging using LION standards and criteria
- Update holdings records; attach holdings records
- Coordinate cataloging activities with adult and children's services. Decide if gift material meets library standards for inclusion into the collection
- Represent the library at LION, operating as Project Manager.
- Set up and maintain parameters for the library's computer system
- Attend LION Bibliographic Committee meetings and work with LION regarding cataloging issues and incorrect records
- Select adult materials in cooperation with the Library Director
- Order library materials and interface with materials vendors
- Prepare Technical Services reports for the Director

Additional Duties:

-
- Assist with circulation duties as needed including checking books out to patrons, discharging returned materials, entering patron data into the computer, collecting fines and clearing the patron's record, placing holds and renewing items.
- Attend continuing education workshops and conferences
- Other duties as required

*****The duties listed above are intended only as illustrative of the various types of work that may be performed. The omission of specific statements does not exclude them from the position if the work is similar, related or a logical assignment to the position. ******

QUALIFICATIONS PROFILE:

Knowledge, Skill and Ability:

- Knowledge of library policies, procedures and administrative practices
- Knowledge of the bibliographic standards of cataloging
- Knowledge and experience in data entry, and on-line computer systems
- Knowledge of print and online resources
- Knowledge of a broad variety of topics
- Ability to communicate orally and in writing

- Ability to establish and maintain an effective working relationship with superiors, subordinates and the general public
- Ability to understand the needs of the community

Education, Experience and Training:

Four-year college degree preferred plus 2 years' experience in library work to include technical services as well as library automation. Supervisory experience preferred.

Physical Demands:

The physical demands are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable an individual with a disability to perform the essential functions.

While performing the duties of this job, the employee is frequently required to: talk, sit, bend, stoop or crouch, bend, twist, use hands, fingers, wrists or perform repetitive motion; handle/feel objects or controls, and reach with hands and arms. The employee must occasionally walk, climb stairs to various levels, lift and/or move up to 25 pounds. Must maintain continuous visual acuity including close vision and ability to focus, and hand-eye coordination. Employee must maintain normal auditory ability and the ability to communicate conversationally and by phone.

The employee must be free from mental and physical disorders which would interfere with performance of duties as described, and have the ability to maintain his/her composure with the public and coworkers in everyday stressful and emergency situations.

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Adopted at Ledyard Town Council meeting on December 13, 2017.



Linda Davis, Chairman

Revised 6/17

**TOWN OF LEDYARD
LIBRARY ASSISTANT I/CHILDREN'S**

GENERAL STATEMENT OF DUTIES:

The Library Assistant I / Children's works in conjunction with the Children's Librarian

SUPERVISION RECEIVED:

The Library Assistant I is supervised by the Children's Librarian and/or – an Assistant Librarian.

SUPERVISION EXERCISED:

The Library Assistant I/Children's may supervise the Library Assistant and Page in the Assistant Librarian's absence.

ESSENTIAL JOB FUNCTIONS:

- Understands and is able to perform all jobs related to circulation including checking books out to patrons, discharging returned materials, entering patron data into the computer, collecting fines and clearing the patron's record, placing holds and renewing items.
- Assist the Children's Librarian in providing reader's advisory service to children and answering their reference and informational questions.
- Assist in planning and conducting story hours and other children's programs.
- Operate equipment as needed.
- Supervise children in regular visits to the library.
- Interpret library rules and policies
- Assist in the selection of new and replacement Children's books and non-print materials for library acquisition.
- Assist in preparing bibliographies, flyers, bulletin boards, displays and publicity for the children's room.
- Work with staff and volunteers to shelve, shelf read and shift in the children's room as needed.
- Assist with circulation and reference in the adult department as needed

ADDITIONAL DUTIES:

- Attend continuing education workshops and conferences as needed.
- Assist with conducting programs and workshops in the community
- Other duties as required

******The duties listed above are intended only as illustrative of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. ******

QUALIFICATIONS PROFILE:

Knowledge, Skills and Ability:

- Knowledge of the principles and practices of public library functions
- Knowledge of Children's Literature
- Knowledge of the use of computers in libraries
- Comfortable working with children
- Ability to relate in a friendly and open manner with children and parents
- Ability to establish and maintain effective working relationships with co-workers
- Must provide own transportation in the conduct of duties

Education and Experience: Two years of appropriate formal post-secondary school courses preferred and a minimum of one year of library experience. A Library Technology Certificate a plus.

Physical Demands:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to: talk, sit, bend, stoop or crouch, bend, twist, use hands, fingers, wrists or perform repetitive motion; handle/feel objects or controls, and reach with hands and arms. The employee must occasionally walk, climb stairs to various levels, lift and/or move up to 25 pounds. Must maintain continuous visual acuity including close vision and ability to focus, and hand-eye coordination. Employee must maintain normal auditory ability and the ability to communicate conversationally and by phone.

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Adopted at Ledyard Town Council Meeting on December 13, 2017

06/2017

Linda Davis

Linda Davis, Chairman



File #: 23-1265

Agenda Date: 3/8/2023

Agenda #: 5.

APPOINTMENT

Motion/Request:

MOTION to appoint Mr. Earl Lamb (D) 95 Lambtown Road, Ledyard as a Regular Member on the Historic District Commission to complete a five (5) year term ending December 6, 2027 filling a vacancy left by Mr. Pealer.

Background:

Mr. Lamb has been serving as an Alternate Member on the Historic District Commission.

The Commission has requested that Mr. Lamb be moved to a Regular Members status to fill a vacancy left by Mr. Pealer. (Please see attached request dated 2/14/2023)

Administrative Notes:

(type text here)

Nominating Committee Recommendation:

(type text here)

Minority Representation - CGS 9-167a:

In accordance with Chapter IV; Section 8 of the Town Charter “Except as otherwise provided for in this Charter, the Town Council may appoint members to fill vacancies in other offices, boards, and commissions established by this Charter and by ordinance as vacancies may occur, and appointing members to such offices, boards, and commissions as may be created in the future. Such appointments shall be made by the Town Council for such terms and upon such conditions as provided in the respective ordinance”.

Chapter IV, Section 9: “In making appointments and removals, the Town Council shall act by the affirmative votes of at least a majority of all its members.

All members of boards, commissions, and committees contained in this Charter, or subsequently created under this Charter, except members of the Building Code Board of Appeals, the Fire Marshal, and the Deputy Fire Marshal(s), shall be electors of the Town at the time of their appointment and during their terms of office.”

Connecticut General Statutes

Sec. 9-167a. Minority representation. (a) (1) Except as provided in subdivision (2) of this subsection, the maximum number of members of any board, commission, legislative body, committee or similar body of the

state or any political subdivision thereof, whether elective or appointive, who may be members of the same political party, shall be as specified in the following table:

Total Membership	Maximum from One Party
3	2
4	3
5	4
6	4
7	5
8	5
9	6
More than 9 Two-thirds of total membership	

(2) The provisions of this section shall not apply (A) to any such board, commission, committee or body whose members are elected wholly or partially on the basis of a geographical division of the state or political subdivision, (B) to a legislative body of a municipality (i) having a town meeting as its legislative body or (ii) for which the charter or a special act, on January 1, 1987, provided otherwise or (C) to the city council of an unconsolidated city within a town and the town council of such town if the town has a town council and a representative town meeting, the town charter provides for some form of minority representation in the election of members of the representative town meeting, and the city has a city council and a body having the attributes of a town meeting or (D) to the board of directors and other officers of any district, as defined in section 7-324, having annual receipts from all sources not in excess of two hundred fifty Thousand dollars.

(b) Prior to any election for or appointment to any such body, the municipal clerk, in cases of elections, and the appointing authority, in cases of appointments, shall determine the maximum number of members of any political party who may be elected or appointed to such body at such election or appointment. Such maximum number shall be determined for each political party in the following manner: From the number of members of one political party who are members of such body at the time of the election or appointment, subtract the number of members of such political party whose terms expire prior to the commencement of the terms for which such election or appointment is being held or made and subtract the balance thus arrived at from the appropriate number specified in column II of subsection (a) of this section.

Roxanne Maher

From: Sheila Godino <sgodino@snet.net>
Sent: Tuesday, February 14, 2023 5:12 PM
To: Roxanne Maher
Cc: Earl Lamb
Subject: Promoting Ty Lamb

Good Morning Roxanne,

I would like to promote Ty from Alternate to full Member. He is in charge of Preservation and Research and has recently been elected to Vice Chair of the Commission.

Thank you,

Vin

HISTORIC DISTRICT COMMISSION

	Name	Term Expiration
R	Barnes, William 1 Spruce Street Ledyard, Connecticut 06339	12/ 04/ 2026
D	Dyson, Melissa 31 Hurlbutt Road Gales Ferry, Connecticut 06339	12/ 06/ 2023
R	Vacant (Pealer)	12/ 06/2027
D	Kelley, Douglas 40 Pinelock Drive Gales Ferry, Connecticut 06335	12/ 03/2025
D	Godino, Vincent (Chairman) 1906 Center Groton Road Ledyard, Connecticut 06339	12/ 06/ 2024

ALTERNATES

IT	Geer, Kenneth 23 Thomas Road Ledyard, Connecticut 06339	12/ 03 /2025
D	Lamb, Earl 95 Lambtown Road Ledyard, Connecticut 06339	12/ 06/ 2024
D	Vacant (Mayer)	12/ 06/ 2023

Town Council Appointment 5 Year Term 3 Alt. Members 5 Reg. Members



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1281

Agenda Date: 3/8/2023

Agenda #: 6.

APPOINTMENT

Motion/Request:

MOTION to Ms. Sheila Vincent (D) 19 Friar Tuck Drive, Gales Ferry, to the Ledyard Beautification Committee to complete a three (3) year term ending October 26, 2023 filling a vacancy left by Ms. Harris.

Background:

Ms. Vincent served on the Ledyard Beautification Committee and chose not to continue to serve when her term expired on October 26, 2022. However, she has reconsidered and has requested that she be appointed to the Committee. Her past experience on the Committee would be beneficial. (Please see attached Application).

Administrative Notes:

The Ledyard Beautification currently had three vacancies.

(Please see attached Roster)

Nominating Committee Recommendation:

2/23/2023: The DTC has put forward and endorsed Ms. Vincent's Appointment Application for the Ledyard Beautification Cmt.

Minority Representation - CGS 9-167a:

In accordance with Chapter IV; Section 8 of the Town Charter "Except as otherwise provided for in this Charter, the Town Council may appoint members to fill vacancies in other offices, boards, and commissions established by this Charter and by ordinance as vacancies may occur, and appointing members to such offices, boards, and commissions as may be created in the future. Such appointments shall be made by the Town Council for such terms and upon such conditions as provided in the respective ordinance".

Chapter IV, Section 9: "In making appointments and removals, the Town Council shall act by the affirmative votes of at least a majority of all its members.

All members of boards, commissions, and committees contained in this Charter, or subsequently created under this Charter, except members of the Building Code Board of Appeals, the Fire Marshal, and the Deputy Fire Marshal(s), shall be electors of the Town at the time of their appointment and during their terms of office."

Connecticut General Statutes

Sec. 9-167a. Minority representation. (a) (1) Except as provided in subdivision (2) of this subsection, the maximum number of members of any board, commission, legislative body, committee or similar body of the

state or any political subdivision thereof, whether elective or appointive, who may be members of the same political party, shall be as specified in the following table:

Total Membership	Maximum from One Party
3	2
4	3
5	4
6	4
7	5
8	5
9	6
More than 9 Two-thirds of total membership	

(2) The provisions of this section shall not apply (A) to any such board, commission, committee or body whose members are elected wholly or partially on the basis of a geographical division of the state or political subdivision, (B) to a legislative body of a municipality (i) having a town meeting as its legislative body or (ii) for which the charter or a special act, on January 1, 1987, provided otherwise or (C) to the city council of an unconsolidated city within a town and the town council of such town if the town has a town council and a representative town meeting, the town charter provides for some form of minority representation in the election of members of the representative town meeting, and the city has a city council and a body having the attributes of a town meeting or (D) to the board of directors and other officers of any district, as defined in section 7-324, having annual receipts from all sources not in excess of two hundred fifty Thousand dollars.

(b) Prior to any election for or appointment to any such body, the municipal clerk, in cases of elections, and the appointing authority, in cases of appointments, shall determine the maximum number of members of any political party who may be elected or appointed to such body at such election or appointment. Such maximum number shall be determined for each political party in the following manner: From the number of members of one political party who are members of such body at the time of the election or appointment, subtract the number of members of such political party whose terms expire prior to the commencement of the terms for which such election or appointment is being held or made and subtract the balance thus arrived at from the appropriate number specified in column II of subsection (a) of this section.

LEDYARD TOWN COMMITTEE APPLICATION

FROM: DTC RTC OTHER

NAME OF COMMITTEE TO BE APPOINTED TO:

Ledyard Beautification Committee

APPLICANT'S NAME: Sheila Vincent

ADDRESS: 19 Friar Tuck Drive, Gales Ferry

HOW LONG - YEARS: 30

TELEPHONE/CELL PHONE: (860) 608-5184

E-MAIL ADDRESS: sdvincent19@comcast.net

PARTY AFFILIATION: D R U (CIRCLE ONE)

BACKGROUND/QUALIFICATIONS:

(Type Here) was originally on the Beautification Committee and left when my term expired on 10/26/2022. Now I would like to return and I feel that my past experience will be beneficial to the current committee.

The Bottom of Form to be completed by Nominating Committee/Office Use

TO FILL VACANY LEFT BY: Bonnie Harris

FOR A PERIOD ENDING: 10/26/25

INTERVIEWED BY: Naomi Rodriguez

DATE: 2/22/23

RESUME ATTACHED: YES NO

LETTER RECOMMENDATION ATTACHED: YES NO

LEDYARD BEAUTIFICATION COMMITTEE

	Name	Term Expiration
R	Vacant (Maugle)	10/26/2023
R	Christiansen, Carol 29 Quakertown Road Ledyard, Connecticut 06339	10/26/2025
R	Brousseau, Julie 1649 Route 12 Gales Ferry, Connecticut 06335	10/26/2025
R	Vacant (Levandoski)	10/26/2023
U	Eastbourne, Jennifer 4 Glenwoods Court Gales Ferry, Connecticut 06335	10/26/2024
R	Vacant (Harris)	10/26/2023
D	Schneider, Carol Ann 101 Inchcliffe Drive Gales Ferry, Connecticut 06335	10/26/2025
D	Holdsworth, Jennifer 3 Spruce Street Ledyard, Connecticut 06339	10/26/2024
D	Kohrs, Kathrine 65 Pheasant Run Drive Gales Ferry, Connecticut 06335	10/26/2024

Appointed by Town Council

3 Year Term

9 Members



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1292

Agenda Date: 3/8/2023

Agenda #: 7.

APPOINTMENT

Motion/Request:

MOTION to reappoint the following members to the Cemetery Committee for a three (3) year term ending April 26, 2026:

- Mrs. Sheila Godino (D) 1906 Center Groton Road
- Mr. Vincent Godino (D) 1906 Center Groton Road.

Background:

Mr. and Mrs. Godino were both interested in continuing to serve on the Cemetery Committee and their reappointments have been endorsed by the Committee and their respective party.

(Please see attached recommendations)

Administrative Notes:

As Committee members terms come due to expire the Committee and the members respective parties are asked to provide a recommendation regarding their reappointment.

Nominating Committee Recommendation:

(type text here)

Minority Representation - CGS 9-167a:

In accordance with Chapter IV; Section 8 of the Town Charter "Except as otherwise provided for in this Charter, the Town Council may appoint members to fill vacancies in other offices, boards, and commissions established by this Charter and by ordinance as vacancies may occur, and appointing members to such offices, boards, and commissions as may be created in the future. Such appointments shall be made by the Town Council for such terms and upon such conditions as provided in the respective ordinance".

Chapter IV, Section 9: "In making appointments and removals, the Town Council shall act by the affirmative votes of at least a majority of all its members.

All members of boards, commissions, and committees contained in this Charter, or subsequently created under this Charter, except members of the Building Code Board of Appeals, the Fire Marshal, and the Deputy Fire Marshal(s), shall be electors of the Town at the time of their appointment and during their terms of office."

Connecticut General Statutes

Sec. 9-167a. Minority representation. (a) (1) Except as provided in subdivision (2) of this subsection, the maximum number of members of any board, commission, legislative body, committee or similar body of the

state or any political subdivision thereof, whether elective or appointive, who may be members of the same political party, shall be as specified in the following table:

Total Membership	Maximum from One Party
3	2
4	3
5	4
6	4
7	5
8	5
9	6
More than 9 Two-thirds of total membership	

(2) The provisions of this section shall not apply (A) to any such board, commission, committee or body whose members are elected wholly or partially on the basis of a geographical division of the state or political subdivision, (B) to a legislative body of a municipality (i) having a town meeting as its legislative body or (ii) for which the charter or a special act, on January 1, 1987, provided otherwise or (C) to the city council of an unconsolidated city within a town and the town council of such town if the town has a town council and a representative town meeting, the town charter provides for some form of minority representation in the election of members of the representative town meeting, and the city has a city council and a body having the attributes of a town meeting or (D) to the board of directors and other officers of any district, as defined in section 7-324, having annual receipts from all sources not in excess of two hundred fifty Thousand dollars.

(b) Prior to any election for or appointment to any such body, the municipal clerk, in cases of elections, and the appointing authority, in cases of appointments, shall determine the maximum number of members of any political party who may be elected or appointed to such body at such election or appointment. Such maximum number shall be determined for each political party in the following manner: From the number of members of one political party who are members of such body at the time of the election or appointment, subtract the number of members of such political party whose terms expire prior to the commencement of the terms for which such election or appointment is being held or made and subtract the balance thus arrived at from the appropriate number specified in column II of subsection (a) of this section.



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203
E-Mail Address:
council@ledyardct.org

Chairman Kevin J. Dombrowski

January 9, 2023

Mrs. Sheila M. Godino, Chairman
Cemetery Committee
1906 Center Groton Road
Ledyard, Connecticut 06339

Members of the Cemetery Committee are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission members block and kindly return in the self-addressed, return envelope.

Cemetery Commission				3 Year Term	
Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Ms. Kimlyn Marshall 987 R Long Cove Road Gales Ferry CT 06335	R	4/26/2023	Y <input checked="" type="radio"/> N	Y N	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input checked="" type="checkbox"/> Poor
Mrs. Sheila Godino 1906 Center Groton Road Ledyard, CT 06339	D	4/26/2023	<input checked="" type="radio"/> Y N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
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Committee Comments:

*Request switching Kimberly Marshall to alternate
and Paul Krug to regular member. Thank you.*

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,
Roxanne M. Maher
Roxanne M. Maher
Administrative Assistant



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Chairman Kevin J. Dombrowski

January 9, 2023

Ms. S. Naomi Rodriguez, Chairman
Democratic Nominating Town Committee
6 Saint Peters Court
Ledyard, Connecticut 06339

Dear Chairman Rodriguez:

Members of the Cemetery Committee are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission members block and kindly return in the self-addressed, return envelope.

Cemetery Commission

3 Year Term

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Ms. Kimlyn Marshall 987R Long Cove Road Gales Ferry, CT 06335	R	4/26/2023	Y N	Y N	{ } Excellent { } Good { } Fair { } Poor
Mrs. Sheila Godino 1906 Center Groton Road Ledyard, CT 06339	D	4/26/2023	Y N	(Y) N	{X} Excellent { } Good { } Fair { } Poor
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Committee Comments:

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Sincerely,
Roxanne M. Maher
Roxanne M. Maher
Administrative Assistant

Roxanne Maher

From: Mike France <mikefrance@alumni.usc.edu>
Sent: Tuesday, February 21, 2023 10:29 PM
To: Roxanne Maher
Cc: mikefrance17@comcast.net; Andra Ingalls
Subject: Re: FW: Reappointment Request -RTC Recommendation/Endorsement

Roxanne,

The Nominating Committee has met and approved making the endorsement of the individuals named in the attached documents. I will get them to you this week so that the Administration Committee may take action at their next meeting.

Regards,
Mike

On Tue, Feb 21, 2023 at 12:43 PM Roxanne Maher <council@ledyardct.org> wrote:

Good Afternoon Mike:

Just wanted to check on the status of the RTC endorsement/recommendation regarding members of these committees.

The next Administration Cmt meeting is scheduled for March 8, 2023.

If you can send me the RTC recommendations on these requests by next Week I can include them on the Agenda.

Please feel free to contact me if you have any questions or I

Can be of any assistance.

Thank you,

Roxanne

To: Roxanne Maher <council@ledyardct.org>

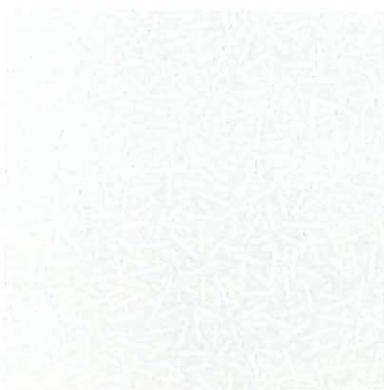
Subject: Re: Reappointment Request -RTC Recommendation/Endorsement

Thanks, Roxanne.

Regards,

Mike

On Mon, Jan 9, 2023 at 8:58 AM Roxanne Maher <council@ledyardct.org> wrote:



Good Morning Chairman France:

Please find attach a request for the Republican

Nominating Committee's recommendation regarding the reappointment

of members to the following Committees:

- Cemetery Committee
- Permanent Municipal Building Committee
- Water Pollution Control Authority

Also, I will be updating and providing you with a copy of the



File #: 23-1293

Agenda Date: 3/8/2023

Agenda #: 8.

APPOINTMENT

Motion/Request:

MOTION to appoint the following to the Cemetery Committee:

- Ms. Kimlyn Marshall (R) 987R Long Cove Road, as an Alternate Member to complete a three (3) year term ending April 26, 2025 to fill Mr. Krug’s seat.
- Mr. Paul Krug (U) 67 Pheasant Drive, Gales Ferry, as a Regular Member to complete a three (3) year term ending April 26, 2026 to fill Ms. Marshall’s seat.

Background:

Mrs. Marshall term is due to expire on April 26, 2023.

In requesting reappointment recommendations the Cemetery Committee has recommended that these two members be switched so that Mr. Krug, who has been an Alternate Member for many years would now be serving as a Regular Member and Mrs. Marshall who has been serving as a Regular Member would now be serving as an Alternate Member. This request was based on members availability.

Administrative Notes:

As Committee members terms come due to expire the Committee and the members respective parties are asked to provide a recommendation regarding their reappointment.

Nominating Committee Recommendation:

(type text here)

Minority Representation - CGS 9-167a:

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Chairman Kevin J. Dombrowski

January 9, 2023

Mrs. Sheila M. Godino, Chairman
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1906 Center Groton Road
Ledyard, Connecticut 06339

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Cemetery Commission					3 Year Term
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Committee Comments:

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and Paul Krug to regular member. Thank you.*

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Sincerely,
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Roxanne M. Maher
Administrative Assistant



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Chairman Kevin J. Dombrowski

January 9, 2023

Ms. S. Naomi Rodriguez, Chairman
Democratic Nominating Town Committee
6 Saint Peters Court
Ledyard, Connecticut 06339

Dear Chairman Rodriguez:

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Cemetery Commission

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Committee Comments:

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Sincerely,

Roxanne M. Maher
Administrative Assistant

Roxanne Maher

From: Mike France <mikefrance@alumni.usc.edu>
Sent: Tuesday, February 21, 2023 10:29 PM
To: Roxanne Maher
Cc: mikefrance17@comcast.net; Andra Ingalls
Subject: Re: FW: Reappointment Request -RTC Recommendation/Endorsement

Roxanne,

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Regards,
Mike

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Nominating Committee's recommendation regarding the reappointment

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- Permanent Municipal Building Committee
- Water Pollution Control Authority

Also, I will be updating and providing you with a copy of the



File #: 23-1294

Agenda Date: 3/8/2023

Agenda #: 9.

APPOINTMENT

Motion/Request:

MOTION to reappoint the following members to the Permanent Municipal Building Committee for a three (3) year term ending March 26, 2026:

- Mr. Gary Schneider (D) 101 Inchcliffe Drive, Gales Ferry
- Ms. Elizabeth Peterson (D) 15 Browns Crossing Road, Gales Ferry.

Background:

Both Mr. Schneider and Ms. Peterson are interested in continuing to serve on the Permanent Municipal Building Committee. The PMBC and their respective parties have endorsed their reappointments. (Please see attached reappointment recommendations)

Administrative Notes:

As Committee members terms come due to expire the Committee and the members respective parties are asked to provide a recommendation regarding their reappointment.

Nominating Committee Recommendation:

(type text here)

Minority Representation - CGS 9-167a:

In accordance with Chapter IV; Section 8 of the Town Charter “Except as otherwise provided for in this Charter, the Town Council may appoint members to fill vacancies in other offices, boards, and commissions established by this Charter and by ordinance as vacancies may occur, and appointing members to such offices, boards, and commissions as may be created in the future. Such appointments shall be made by the Town Council for such terms and upon such conditions as provided in the respective ordinance”.

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TOWN OF LEDYARD CONNECTICUT OWN COUNCIL

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Ledyard, CT 06339-1551
(860) 464-3203
FAX (860) 464-1485
E-Mail Address:
council@ledyardct.org

Chairman Kevin J. Dombrowski

January 9, 2023

Mr. Gary Schneider, Chairman
Permanent Municipal Building Committee
101 Inchcliffe Drive
Gales Ferry, Connecticut 06335

Dear Mr. Schneider:

A Member of the Permanent Municipal Building Committee are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission member's block and kindly return to the Town Council Office. .

Permanent Municipal Building Committee

3 Year Term

Member's Name	Party Affilia	Term Expirat	Commission Recommendat	Town Commit Endorsement	Attendance
Mr. Gary Schneider 101 Inchcliffe Drive Gales Ferry, CT 06335	D	3/26/2023	<input checked="" type="radio"/> Y N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Ms. Elizabeth Peterson 15 Browns Crossing Road Gales Ferry, CT 06335	R	3/26/2023	<input checked="" type="radio"/> Y N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Committee Comments:

None /

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council



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Chairman Kevin J. Dombrowski

January 9, 2023

Ms. S. Naomi Rodriguez, Chairman
Democratic Nominating Town Committee
6 Saint Peters Court
Ledyard, Connecticut 06339

Dear Chairman Rodriguez:

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Committee Comments:

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Roxanne M. Maher

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

Roxanne Maher

From: Mike France <mikefrance@alumni.usc.edu>
Sent: Tuesday, February 21, 2023 10:29 PM
To: Roxanne Maher
Cc: mikefrance17@comcast.net; Andra Ingalls
Subject: Re: FW: Reappointment Request -RTC Recommendation/Endorsement

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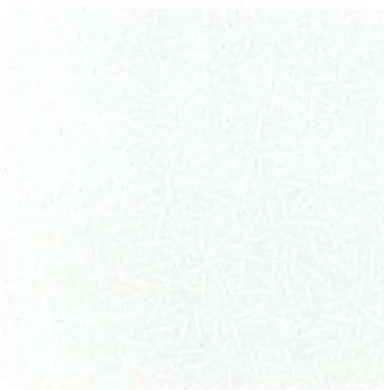
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TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1305

Agenda Date: 3/8/2023

Agenda #: 10.

APPOINTMENT

Motion/Request:

MOTION to reappoint the following members to the Water Pollution Control Authority for a three (3) year term ending April 11, 2026:

- Mr. Stanley Juber (R) 13 Iron Street, Ledyard (Regular Member)
- Mr. Terry Jones, 27 Monticello Drive, Gales Ferry (Regular Member)
- Mr. Jeremy Norris (D) 12 Old Fort Lane, Ledyard (Alternate Member).

Background:

Mr. Juber, Mr. Jones and Mr. Norris interested in continuing to serve on the Water Pollution Control Authority.

The WPCA and their respective parties have endorsed their reappointments. (Please see attached reappointment recommendations)

Administrative Notes:

As Committee members terms come due to expire the Committee and the members respective parties are asked to provide a recommendation regarding their reappointment.

Nominating Committee Recommendation:

(type text here)

Minority Representation - CGS 9-167a:

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Chairman Kevin J. Dombrowski

January 9, 2023

Mr. Edmond Lynch, Chairman
Water Pollution Control Authority
11 Red Brook Lane
Ledyard, Connecticut 06339

Dear Mr. Lynch:

Members of the Water Pollution Control Authority are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office. .

Water Pollution Control Authority

3 Year Term

Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Commit Endorsement	Attendance
Mr. Stanley Juber 13 Iron Street Ledyard, CT 06339	R	4/11/2023	(Y) N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Mr. Terry Jones 27 Monticello Drive Gales Ferry, CT 06335	R	4/11/2023	(Y) N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Mr. Jeremy Norris (Alternate Member) 12 Old Fort Lane Ledyard, CT 06339	D	4/11/2023	(Y) N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Committee Comments:

Excellent commission

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council



TOWN OF LEDYARD CONNECTICUT OWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203
FAX (860) 464-1485
E-Mail Address:
council@ledyardct.org

Chairman Kevin J. Dombrowski

January 9, 2023

Ms. S. Naomi Rodriguez, Chairman
Democratic Nominating Town Committee
6 Saint Peters Court
Ledyard, Connecticut 06339

Dear Chairman Rodriguez: :

Members of the Water Pollution Control Authority are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office. .

Water Pollution Control Authority

3 Year Term

Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Commit Endorsement	Attendance
Mr. Stanley Juber 13 Iron Street Ledyard, CT 06339	R	4/11/2023	Y N	Y N	{ } Excellent { } Good { } Fair { } Poor
Mr. Terry Jones 27 Monticello Drive Gales Ferry, CT 06335	R	4/11/2023	Y N	Y N	{ } Excellent { } Good { } Fair { } Poor
Mr. Jeremey Norris (Alternate Member) 12 Old Fort Lane Ledyard, CT 06339	D	4/11/2023	Y N	(Y) N	{X} Excellent { } Good { } Fair { } Poor

Committee Comments:

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,
Roxanne M. Maher

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

Roxanne Maher

From: Mike France <mikefrance@alumni.usc.edu>
Sent: Tuesday, February 21, 2023 10:29 PM
To: Roxanne Maher
Cc: mikefrance17@comcast.net; Andra Ingalls
Subject: Re: FW: Reappointment Request -RTC Recommendation/Endorsement

Roxanne,

The Nominating Committee has met and approved making the endorsement of the individuals named in the attached documents. I will get them to you this week so that the Administration Committee may take action at their next meeting.

Regards,
Mike

On Tue, Feb 21, 2023 at 12:43 PM Roxanne Maher <council@ledyardct.org> wrote:

Good Afternoon Mike:

Just wanted to check on the status of the RTC endorsement/recommendation regarding members of these committees.

The next Administration Cmt meeting is scheduled for March 8, 2023.

If you can send me the RTC recommendations on these requests by next Week I can include them on the Agenda.

Please feel free to contact me if you have any questions or I

Can be of any assistance.

Thank you,

Roxanne

To: Roxanne Maher <council@ledyardct.org>

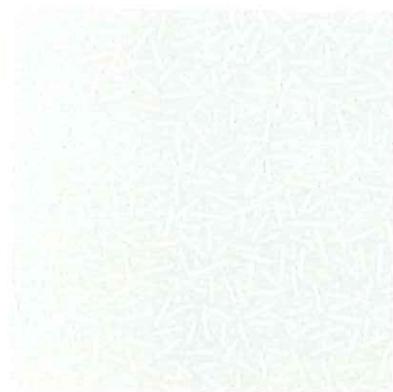
Subject: Re: Reappointment Request -RTC Recommendation/Endorsement

Thanks, Roxanne.

Regards,

Mike

On Mon, Jan 9, 2023 at 8:58 AM Roxanne Maher <council@ledyardct.org> wrote:



Good Morning Chairman France:

Please find attach a request for the Republican

Nominating Committee's recommendation regarding the reappointment

of members to the following Committees:

- Cemetery Committee
- Permanent Municipal Building Committee
- Water Pollution Control Authority

Also, I will be updating and providing you with a copy of the



File #: 23-1306

Agenda Date: 3/8/2023

Agenda #: 11.

APPOINTMENT

Motion/Request:

MOTION to adopt a proposed “*Resolution Establishing A Committee To Transform The Budget Process*” as contained in the draft dated February 28, 2023.

Background:

The last Budget Transformation exercise was completed in October 2016. (Please see attached Final Report and Progress to Date)

During the last eight years much as changed including the rate of inflation.

The Town Council is considering standing this Committee up again to review the Goals and Objectives that were recommended in 2016 relative to the actions the Town has taken to implement the suggestions and to reevaluate the town’s needs and budget process.

Resolution:

DRAFT: 2/28/2023

RESOLUTION
ESTABLISHING A COMMITTEE TO
TRANSFORM THE BUDGET PROCESS

WHEREAS: The Town Council recognizes the burden that the State’s level funding has imposed on municipal budgets and its taxpayers by not keeping up with the rate of inflationary costs and by imposing unfunded mandates on cities and towns.

WHEREAS: The Town Council recognizes the need to examine alternative budgeting methods such as a Zero Based Budget Practice for the implementation of the Fiscal Year 2024/2025 Budget preparation.

NOW, THEREFORE, BE IT RESOLVED: That there is hereby established a Committee to Transform the Budget Process to be comprised of nine (9) regular members. All members shall be appointed by the Town Council with the following representation:

- Town Council Finance Committee Chairman
- Town Council Chairman

One additional Member of the Town Council
Two Members from the Board of Education
Four Members from the Community-at-Large

In addition, the Mayor and Superintendent of Schools or their designee serve as ex-officio members.

Regular members shall be appointed by the Town Council for a term of four months. Members shall commence to serve their terms immediately upon appointment and shall serve until their successor has qualified or are removed by the Town Council.

Any vacancy on the Committee, other than by expiration of term, shall be filled for the unexpired portion of the term by the Town Council with priority given to maintain the structure above.

The Town Council may remove members for cause and fill the vacancy per Chapter IV, Section 6 of the Town Charter. Cause for removal shall include, but is not limited to, unexcused absence from three (3) consecutive regular meetings and any intervening duly called special meeting. It shall be the responsibility of the Chairman of the Committee to notify the Town Council when a member has not properly performed his duties.

The regular members of the *Committee to Transform the Budget Process* shall elect a Chairman, Vice Chairman and Secretary. Any vacancy in any such office shall be filled by from its regular membership.

BE IT FURTHER RESOLVED: That the *Committee to Transform the Budget Process* shall be authorized to:

- a) To review, research, and determine the following:
 - (1) The services the Town and Board of Education provides to its residents.
 - (2) Whether the services/programs are mandatory relative to the role of local government.
 - (3) How effectively the Town and Board of Education provides its services/programs to its residents.
 - (4) The funding sources(s) that pay for services/programs the community provides to its residents.
 - (5) Review all contracted services.
- b) To review all department operations, all municipal and school buildings and grounds, the purchase of commodities, and the utilization of staffing/cross training in order to promote municipal consolidation efforts and provide recommendations;
- c) To provide guidance and recommendations relative to the negotiation and execution of contracts related to municipal consolidation of departments, services and/or shared services to meet the General Government and Board of Education's operational and mandated requirements;
- d) To recommend a budget process, format and outline for the General Government and Board of Education to consider for implementation with the development of the Fiscal Year 2024/2025 Budget that would include detail data such as:

- (1) Projected line item cost estimates for Fiscal Year 2024/2025;
- (2) Capital Improvement Plan/Initiatives/Funding Sources;
- (3) Trends in salaries, maintenance and operational costs;
- (4) Demonstrated efforts for efficiencies and reductions;
- (5) Plans to address the increase in student population/enrollment and space needs
- (6) Recommendations to address anticipated loss of Municipal Aid Revenues due to the State's finance crisis and projected budget deficits.
- (7) Ways to address current and anticipated future State mandates.

BE IT FURTHER RESOLVED: That within thirty (30) days of the appointment of this Committee that an Organization Meeting of said Committee shall be held at which members shall choose a Chairman, Vice-Chairman and a Secretary;

BE IT FURTHER RESOLVED: That said Committee shall submit recommendations to the Town Council, Mayor and Board of Education no later than September October 27, 2023 for consideration for the fiscal year budget preparation.

Adopted by the Ledyard Town Council on: _____

Kevin J. Dombrowski, Chairman

Mayor's Recommendation:

The last committee made good recommendations and many of the items identified have been addressed. I support this once again.

RESOLUTION
ESTABLISHING A COMMITTEE TO
TRANSFORM THE BUDGET PROCESS

WHEREAS: The Town Council recognizes the burden that the State's level funding has imposed on municipal budgets and its taxpayers by not keeping up with the rate of inflationary costs and by imposing unfunded mandates on cities and towns.

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Town Council Finance Committee Chairman
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One additional Member of the Town Council
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The regular members of the *Committee to Transform the Budget Process* shall elect a Chairman, Vice Chairman and Secretary. Any vacancy in any such office shall be filled by from its regular membership.

BE IT FURTHER RESOLVED: That the *Committee to Transform the Budget Process* shall be authorized to:

- a) To review the Budget Transformation Committee Final Report dated October 16, 2016 along with the goals and objectives that have been implemented to-date.
- b) To review, research, and determine the following:
 - (1) The services the Town and Board of Education provides to its residents.
 - (2) Whether the services/programs are mandatory relative to the role of local government.
 - (3) How effectively the Town and Board of Education provides its services/programs to its residents.
 - (4) The funding sources(s) that pay for services/programs the community provides to its residents.
 - (5) Review all contracted services.
- c) To review all department operations, all municipal and school buildings and grounds, the purchase of commodities, and the utilization of staffing/cross training in order to promote municipal consolidation efforts and provide recommendations;
- d) To provide guidance and recommendations relative to the negotiation and execution of contracts related to municipal consolidation of departments, services and/or shared services to meet the General Government and Board of Education's operational and mandated requirements;
- e) To recommend a budget process, format and outline for the General Government and Board of Education to consider for implementation with the development of the Fiscal Year 2024/2025 Budget that would include detail data such as:
 - (1) Projected line item cost estimates for Fiscal Year 2024/2025;
 - (2) Capital Improvement Plan/Initiatives/Funding Sources;
 - (3) Trends in salaries, maintenance and operational costs;
 - (4) Demonstrated efforts for efficiencies and reductions;
 - (5) Plans to address the increase in student population/enrollment and space needs
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BE IT FURTHER RESOLVED: That within thirty (30) days of the appointment of this Committee that an Organization Meeting of said Committee shall be held at which members shall choose a Chairman, Vice-Chairman and a Secretary;

BE IT FURTHER RESOLVED: That said Committee shall submit recommendations to the Town Council, Mayor and Board of Education no later than September October 27, 2023 for consideration for the fiscal year budget preparation.

Adopted by the Ledyard Town Council on: _____

Kevin J. Dombrowski, Chairman

DRAFT

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.

- X **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.

- X **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. (7-8th 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

REPORT TO THE LEDYARD TOWN COUNCIL

OF THE

**COMMITTEE TO TRANSFORM THE
BUDGET PROCESS**

OCTOBER 3, 2016

Chairman

Vice-Chairman

Table of Contents

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Appendices

- A. Town Council Resolution Establishing a Committee to Transform the Budget Process, dated June 8, 2016
- B. Sub-Committee A Spreadsheet of Functions and Priorities
- C. Sub-Committee B Spreadsheet of Operations, Buildings, Purchasing, and Responsibilities
- D. Sub-Committee D Template for the Submission of the Annual Budget

I. Introduction

The Ledyard Town Council recognizes the burden that the State's financial crisis has imposed on municipal budgets and its taxpayers by reducing municipal aid funding and by imposing mandates on cities and towns. The Town Council recognizes the need to examine alternative budgeting methods such as a Zero Based Budget Practice for the implementation of the Fiscal Year 2017/2018 Budget preparation.

In response to this concern, the Town Council established a Committee to Transform the Budget Process (CTBP) to be comprised of nine (9) regular members. All members were appointed by the Town Council with the following representation:

- Town Council Finance Committee Chairman
- Town Council Chairperson
- One additional Member of the Town Council
- Two Members from the Board of Education
- Four Members from the Community-at-Large

In addition, the Mayor and Superintendent of Schools, or their designees, served as ex-officio members.

II. Committee Charter

The CTBP was chartered to perform the following tasks:

- a) To review, research and determine the following:
 - (1) the services the community provides to its residents;
 - (2) whether the services/programs are mandatory; and
 - (3) how effectively the community provides its services/programs to its residents.

In addition, the CTBP was tasked to review all currently contracted services in the context of (1) through (3) above.
- b) To review all department operations, all municipal and school buildings and grounds, the purchase of commodities, and the utilization of staffing/cross training in order to promote municipal consolidation efforts and provide recommendations;
- c) To provide guidance and recommendations relative to the negotiation and execution of contracts related to municipal consolidation of departments, services and/or shared services to meet the General Government and Board of Education's operational and mandated requirements;
- d) To recommend a budget process, format and outline for the General Government and Board of Education to consider for implementation with the development of the Fiscal Year 2017/2018 Budget that would include detailed data such as:
 - (1) Projected line item cost estimates for Fiscal Year 2017/2018;
 - (2) Capital Improvement Plan/Initiatives/Funding Sources;
 - (3) Trends in salaries, maintenance and operational costs;
 - (4) Demonstrated efforts for efficiencies and reductions;
 - (5) Plans to address the decrease in student population/enrollment;
 - (6) Recommendations to address anticipated loss of Municipal Aid Revenues due to the State's finance crisis and projected budget deficits; and
 - (7) Ways to address current and anticipated future State mandates.

A copy of the Town Council Resolution establishing the Committee to Transform the Budget Process is provided as Appendix A.

III. Committee Composition

The appointed members were as follows:

<u>Name - CTBP Office</u>	<u>Affiliation</u>
Fred Allyn III	Town Council, Finance Comm. Chairman
Michael Brawner – Vice Chairman	Board of Education, Finance Comm. Chairman
Stephanie Calhoun	Board of Education
Linda Davis	Town Council, Chairperson
Terry Jones – Chairman	Member at Large
Patrick Kelly	Member at Large
John Rodolico – Secretary	Member at Large
William Saums	Town Council
Sharon Wadecki	Member at Large

IV. Timeline

The Town Council made the formal appointments to the CTBP at its June 8, 2016 meeting, and the appointees were notified by letters dated June 9, 2016 of their appointments that were to be for a four-month term ending October 12, 2016.

An organizational meeting was conducted on June 16, 2016. The CTBP members agreed to begin the following week, June 23rd, and to meet at least every two weeks through the summer. That permitted at least eight meetings before the end of the term of appointment on October 12th.

V. Process for Execution

At the organizational meeting, the CTBP reviewed the four main tasks they had been assigned. (Refer to Section II, Committee Charter, and Appendix A.) The Commissioners decided that the emphasis needed to be on the “a” (review of services for savings and efficiency) and “b” (study of operations for consolidation opportunities) tasks. It was felt that the “c” task (guidance for negotiation and execution of contracts) would be a product of the first two tasks, and it was felt that the “d” task (budget process and outline) would be illuminated by the first two tasks, especially where improved data would be necessary to permit informed decisions between options.

Based on the above, work began in two smaller groups. Sub-Committee A, led by Fred Allyn and staffed by Stephanie Calhoun, Terry Jones, Patrick Kelly, and William Saums, addressed the “a” task (review of services for savings and efficiency). By doing a line-item review of the General Government and Board of Education budgets, a detailed list of services provided was created. (In other words, “What are we paying for?”) That list of services was then evaluated for importance on a scale of 1 (vital) to 5 (non-essential). The group members all answered the following questions regarding each of the services:

1. Do you feel that this is a service or program we need to provide?
2. Is this service/program something we can live without the government providing?
3. Is this a service/program we can continue to provide, but at a lesser level?
4. Could this service/program be privatized?
5. Could this service/program be shared with an adjacent municipality or with another agency within Town?

6. How could this service/program be provided more efficiently/effectively?

In addition, the sub-committee attempted to determine the total amount of resources expended on each of the services identified on an annual basis. The efforts of Sub-Committee A were captured in an Excel spreadsheet.

Sub-Committee B, led by Michael Brawner and staffed by Linda Davis, John Rodolico, and Sharon Wadecki, addressed the “b” task (study of operations for consolidation opportunities). In order to determine if there were any operations, services, and products that could be considered for sharing and/or consolidation, the sub-committee performed a detailed review of all department operations; municipal and school buildings and grounds; the purchase of commodities; and the utilization of staffing/cross training in order to promote consolidation efforts and provide recommendations. A multiple page Excel Spreadsheet was developed to manage the information as obtained and processed. The pages (Tabs) were labeled as follows:

- Buildings and Facilities
- Operations and Staff (*Who is responsible for operation and maintenance and what specific skills and certifications are required?*)
- Purchasing (*Which organization purchases what types of items for each building/facility?*)

In addition, a Questions and Recommendations tab was created to capture questions and ideas that might not have been needed for the task at hand but would aid in the execution of any recommendations that were approved for further action.

The sub-committee researched and documented all Ledyard buildings and facilities belonging to the General Government, Parks and Recreation, and the Board of Education (BoE). For each location, the sub-committee researched and documented the various functions required for maintenance, services, and supply:

- Required certifications
- Special skills
- Training
- Dependencies (schedules, existing shared services, etc)

The sub-committee also compiled all available information on what items are purchased for normal office/building operations:

- Office supplies (paper, printer toner, etc)

- Cleaning supplies (mops, detergent, disinfectant, etc)
- Sanitary supplies (soap, paper goods, etc)
- Uniforms

Once all the required information was obtained and compiled, the sub-committee created a 3-tier ranking system for each change that should be considered:

1. Recommend pursuing for next budget cycle;
2. Recommend pursuing for near future budget cycle following investigation into details and "long poles"; and
3. No action recommended at the present time due to complexity of work, dependencies on other efforts, and/or low potential savings.

Sub-Committee B briefed its report to the full committee on August 11, 2016.

All committee members contributed to the coverage of the “c” task. During the work of the committee and the sub-groups, members were aware that the outcome of discussions regarding consolidation of work, workflows, and tasks would have an impact on contracts for services, employees, and bargaining units.

Sub-Committee B finished their task first and, acting as Sub-Committee D, went on to look at budget submission format issues (the “d” task). The Town Charter requires that the General Government and Board of Education budgets be in a format as specified by the Town Council. The sub-committee looked at best practices from other states and worked to specify a budget format that was both clear and concise without being so detailed that the format would be cumbersome and difficult to understand for the citizens.

The output of the sub-committees is discussed in the next section (VI Results).

VI. Results

The output of Sub-Committee A, a comprehensive listing of the services and functions provided by both the General Government and the Board of Education, is provided as Appendix B. These are ranked by order of essentiality (on a scale of 1-5). Services and functions that could or should be eliminated were identified. Comments are included regarding the potential for sharing or consolidating these functions, either between Ledyard agencies or with other municipalities. Where possible, the cost of providing the service for a year is included as well.

Sub-Committee B, following debate and reach-back to Town and BoE staff, identified and prioritized potential areas for sharing/privatizing of services. (See Appendix C.) As a result of this process, the following items were selected and ranked:

- Lawn/grounds maintenance (mowing/grooming)
- Purchasing of paper and supplies
- Technology (computers, copiers, cell phones, etc)
- Snow removal
- School/Town building maintenance and repair
- Uniforms

The sub-committee was not in full agreement on options for shared professional services for Financial Management and Legal Services. This will require additional discussion in the future.

Regarding the “c” task, committee members did not feel that additional measures were required. The Town and the Board of Education are accustomed to meeting with unions prior to making staffing decisions that affect the employment of bargained-for employees. Such Impact Bargaining sessions are initiated to involve and inform the affected union’s leadership early in the process, to seek their input, and to discuss both union and management rights, as well as alternate options and proposed solutions with all parties.

Sub-Committee D produced a template for the submission of the General Government and Board of Education budgets. That template can be found as Appendix D. Additionally, suggestions for added clarity and preparation of plans for future eventualities are provided in Section VII, Recommendations.

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.

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.

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.

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.

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.

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. (7-8th 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

school, charter school, technical school, and SPED transportation. Lead: BoE Business Manager, Superintendent.

Plans should be developed for the recommendations that are considered to have a desirable outcome for the Town, even when the time is not optimum for implementation. For example, transition plans for consolidation of positions should be developed so that when an opportunity presents itself, the plan is already in place for what a combined / consolidated function might look like.

The CTBP understands that additional work will be required in vetting some of these recommendations and providing further expense detail, while others may be implemented fairly easily.

Sub-Committee B Recommendations (Task B, Review of Operations)

The following is a summary of the recommendations and areas that should be explored for potential savings. The timeframe to implement ranged from the next budget cycle (2017-2018) to near term (potentially 2019-2010) to long term (post 2020 budget cycles).

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 a recommendation has a proposed implementation timeframe of the 2017-2018 budget cycle, but contract renewal dates do not support cost effective changes, then this item could be delayed to accommodate the contract period of performance. A detailed breakdown of the findings and recommendations is included as Appendix C.

Potential items for sharing and/or consolidation have been identified. Three items could be pursued for the budget year 2017-2018:

- Lawn Care
- Snow Removal
- Office Supplies Procurement

The Lawn Care item is already a topic of discussion between the Town, Parks & Recreation and Ledyard Public Schools.

The technology area has potential for real savings and could help enable Ledyard Public School education improvements (increased computer based learning and digital content).

The subcommittee recommends that the items identified be added to the existing Joint TC-BoE Finance Meeting agendas for action and continued attention.

Sub-Committee C Recommendations (Task C, Guidance for Negotiation and Execution of Contracts)

Regarding the negotiation and execution of contracts related to municipal consolidation of departments and services, the committee recommends continuing the practice of conducting Impact Bargaining sessions when the implementation of its recommendations will have an impact on employees. Impact Bargaining sessions should be held either during normally scheduled contract negotiations or as special negotiations if the contract for affected union members is not immediately due to terminate. In addition, the General Government and the Board of Education should be ever-mindful of the cost of benefits and related personnel costs.

Sub-Committee D Recommendations (Task D, Budget Format and Process)

It is recommended that budget line items be reported at reasonable dollar levels, be clearly defined, and be understandable for the average taxpayer. For the General Government budget, the data should be displayed on a department basis, and for the Board of Education (BoE) it is recommended that the data be presented by school building.

The format and line items should be consistent each year to allow a multi-year comparison in order to track trends in each budget line item. A three year history should be provided.

Each line item should include a projection of expenditures to the end of fiscal year rather than the current practice of showing mid-year actual expenditures.

The budget should contain a summary of all actions taken to reduce expenses by both the Town and BoE.

The BoE budget submission should include a section that addresses the steps taken to deal with changing enrollment.

Items such as fuel and electricity should be broken out to show totals, in addition to being reported by location.

The budget submission should include plans for coping with additional reductions in State funding that might occur after the Town's budget is prepared.

The budget submission should include a description of the process used by the Town and BoE to anticipate future state and federal mandates and the strategy that will be employed to manage directed increases in spending.

To provide further guidance to the Town Council in reviewing and modifying the budget, it is recommended that the Mayor and the Board of Education provide prioritized lists of potential areas of reduction, including the magnitude of savings, and also lists of desired additions with potential costs. This would allow for knowledgeable decisions in the event of either increases or decreases in State municipal aid. These prioritized lists should consider the Sub-Committee A evaluation and rating of services provided by the Town.

During discussions within the CTBP, it was recognized that there are issues regarding the budget process and timeline that result from items specified in the Town Charter. Without making a recommendation regarding whether or how the following should be modified, it is recommended that the following should be investigated and considered for revision, which would require a charter revision:

1. Budget timeline and number of referenda;
2. Absentee balloting for the budget referendum;
3. Separate budget approval for the General Government and Board of Education;
4. The continuance of advisory questions; and
5. A Mayoral recommendation regarding the Board of Education budget when passing it to the Town Council.

VIII. Conclusions

It was the conclusion of the CTBP that, after so many years of trimming costs from the Ledyard budget, there is no “fat” left to trim when looking for future reductions in municipal costs. As can be seen in Appendix B, starting from the bottom of the list with the lowest priority functions and services, there are not enough non-essential or “nice-to-have” functions to eliminate in order to equal a significant reduction in the budget.

If the trend continues of the State Legislature shifting costs to the municipalities, Ledyard will be required to pursue the consolidation and sharing of functions and services. With other municipalities being faced with the same problem, the neighboring communities may be coming to the same conclusion and be looking for partners. It is also possible that the Council of Governments (COG) will be promoting consolidation and providing assistance to municipalities that are beginning to feel their way into joint ventures.

This approach should not be limited to the General Government. If the priority of the Board of Education is to maintain small class sizes, then personnel reductions will not be the answer to cost reduction. The elimination of sports and music programs will only serve to make Ledyard schools less competitive in the region, causing a drop in property values, so that option is not a viable long-term solution. The Connecticut Association of Boards of Education (CABE) should continue to promote the collaboration of school districts or the forming of larger, consolidated districts.

Appendix A
Town Council Resolution Establishing a Committee to
Transform the Budget Process,
Dated June 8, 2016

RESOLUTION
ESTABLISHING A COMMITTEE TO
TRANSFORM THE BUDGET PROCESS

WHEREAS: The Town Council recognizes the burden that the State's financial crisis has imposed on municipal budgets and its taxpayers by reducing municipal aid funding and by imposing mandates on cities and towns.

WHEREAS: The Town Council recognizes the need to examine alternative budgeting methods such as a Zero Based Budget Practice for the implementation of the Fiscal Year 2017/2018 Budget preparation.

NOW, THEREFORE, BE IT RESOLVED: That there is hereby established a Committee to Transform the Budget Process to be comprised of nine (9) regular members. All members shall be appointed by the Town Council with the following representation:

Town Council Finance Committee Chairman
Town Council Chairman
One additional Member of the Town Council
Two Members from the Board of Education
Four Members from the Community-at-Large

In addition, the Mayor and Superintendent of Schools or their designee serve as ex-officio members.

Regular members shall be appointed by the Town Council for a term of four months. Members shall commence to serve their terms immediately upon appointment and shall serve until their successor has qualified or are removed by the Town Council.

Any vacancy on the Committee, other than by expiration of term, shall be filled for the unexpired portion of the term by the Town Council with priority given to maintain the structure above.

The Town Council may remove members for cause and fill the vacancy per Chapter IV, Section 6 of the Town Charter. Cause for removal shall include, but is not limited to, unexcused absence from three (3) consecutive regular meetings and any intervening duly called special meeting. It shall be the responsibility of the Chairman of the Committee to notify the Town Council when a member has not properly performed his duties.

The regular members of the *Committee to Transform the Budget Process* shall elect a Chairman, Vice Chairman and Secretary. Any vacancy in any such office shall be filled by from its regular membership.

BE IT FURTHER RESOLVED: That the *Committee to Transform the Budget Process* shall be authorized to:

- e) To review, research and determine the following:
 - (1) The services the Town and Board of Education provides to its residents.
 - (2) Whether the services/programs are mandatory.
 - (3) How effectively the Town and Board of Education provides its services/programs to its residents.
 - (4) The funding sources that pay for services/programs the community provides to its residents.
 - (5) Review all contracted services

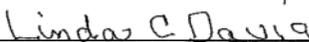
To review all department operations, all municipal and school buildings and grounds, the purchase of commodities, and the utilization of staffing/cross training in order to promote municipal consolidation efforts and provide recommendations;

- f) To provide guidance and recommendations relative to the negotiation and execution of contracts related to municipal consolidation of departments, services and/or shared services to meet the General Government and Board of Education's operational and mandated requirements;
- g) To recommend a budget process, format and outline for the General Government and Board of Education to consider for implementation with the development of the Fiscal Year 2017/2018 Budget that would include detail data such as:
 - (1) Projected line item cost estimates for Fiscal Year 2017/2018
 - (2) Capital Improvement Plan/Initiatives/Funding Sources
 - (3) Trends in salaries, maintenance and operational costs;
 - (4) Demonstrated efforts for efficiencies and reductions;
 - (5) Plans to address the decrease in student population/enrollment
 - (6) Recommendations to address anticipated loss of Municipal Aid Revenues due to the State's finance crisis and projected budget deficits.
 - (7) Ways to address current and anticipated future State mandates.

BE IT FURTHER RESOLVED: That within thirty (30) days of the appointment of this Committee that an Organization Meeting of said Committee shall be held at which members shall choose a Chairman, Vice-Chairman and a Secretary;

BE IT FURTHER RESOLVED: That said Committee shall submit recommendations to the Town Council, Mayor and Board of Education no later than October 12, 2016 for consideration for the fiscal year budget preparation.

Adopted by the Ledyard Town Council on: June 8, 2016



Linda C. Davis, Chairman

Appendix B Sub-Committee A, Spreadsheet of Functions and Priorities

Town Services	Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY 16	Is this a service we need to provide?	Can we live w/out gov't providing?	Continue to provide at lesser level?	Can this be privatized?	Share regionally? BoE?	Ideas to provide more efficient/effective?
Dispatch services	1			Possible regional opportunity	(\$326,836)	YES	NO	NO	YES	YES- regional	currently regional w/Preston. More? Quinebaug
Police protection	1			Could regionalize with Preston	(\$1,973,628)	YES	NO	NO	NO	YES- regional	negotiate w/ Preston, N. Stonington?
Fire protection	1	NO		Two departments: Gales Ferry and Ledyard	(\$577,908)	YES	NO	NO	NO	YES	reduce apparatus. Share LFD, GFFD?
Ambulance service	1				(\$32,308)	NO	NO	YES	YES	YES	house one unit in GF, at least during storms? Add a driver?
Fire Marshal inspections	1				(\$82,852)	YES	NO	NO	NO	YES- regional	share with Preston?
School nurses	1	YES			(\$331,449)	YES	NO	YES	YES	CURRENTLY SHARED	1 nurse to handle GFS/JWL (is this being done?) School health aids? Contracted service?
Road maintenance	1					YES	NO	NO	YES	QUESTIONABLE	privatize guard rails, asphalt, sign repair/replace
Snow removal	1			Full or partial privatization possible?	(\$466,896)	YES	NO	NO	YES	YES- BoE	single plowing operation, OR partially, then fully privatize. Plow Preston?
Registering voters	1	YES			(\$37,242)	YES	NO	NO	NO	NO	part-time registrars serving both towns?
Operating polling places	1	YES		cost higher in Presidential years	(\$33,800)	YES	NO	NO	NO	NO	??
Ledge Light Health District	1	NO		Currently part of a six town district	(\$110,232)	YES	NO	NO	YES	YES	Is there a more efficient system?
Tax assessments	1				(\$124,128)	YES	NO	YES	NO	YES	Seasonal P/T? Make asst. P/T? Share w/ Preston?
Tax collection	1				(\$122,995)	YES	NO	YES	YES	YES- REGIONAL	Share with Preston? N. Stonington? (Online, banks)
Building inspections and permits	1	YES		Administer and enforce State building codes	(\$15,484)	YES	NO	YES	YES	YES- REGIONAL	Share with Preston? N. Stonington?
Emergency Planning (e.g., natural disasters)	1			Nuclear Grant pays for director	(\$27,386)	YES	NO	NO	YES	YES- REGIONAL	Share with Preston? N. Stonington?
Fiscal control of public funds	1			Town Treasurer/ Finance Director		YES	NO	NO	NO	YES- BoE	Director and Two Asst. directors?
Parks and Recreation programs	2					NO	YES	YES	YES	YES	Corporate sponsorships? Unified grounds maintenance? JV w/Preston
Animal Control	2			Possible regional opportunity	(\$65,554)	YES	NO	YES	YES	YES-REGIONAL	Joint facility with Preston?
Maintenance of historic buildings/properties	2			Sawmill, Nathan Lester, etc	(\$18,620)	YES	YES	NO	YES	NO	??
IQM2	2			Meets FOI compliance requirements		YES	NO	NO	YES	YES	Updated platform for both BoE/ GG, +design
Water service	2			Could be sold to Groton Utilities		YES	NO	NO	YES	YES	Convey service and infrastructure to GPU
Sewer service	2			Could be sold to Groton Utilities		YES	NO	NO	YES	NO	Convey service and infrastructure to GPU
Fire hydrant maintenance	2			Maintained by Groton Utilities		YES	NO	NO	YES	YES- SHARED	Contract with GPU to maintain, R&R
Custodial care of public buildings / grounds	2					YES	NO	NO	YES	YES- Boe	
Grass cutting of public properties	2			Possible shared service		YES	NO	NO	YES	YES- REGIONAL, BoE	Overlay contract for all mowing, define areas
Maintenance of public buildings	2					YES	NO	NO	YES	YES- BoE	Combine GG/BoE for all facilities, add asst.
Human resources	2		NO	Previously a shared position	(\$108,347)	YES	NO	NO	NO	YES-BoE	Combine position
Planning	2				(\$74,193)	YES	NO	POSSIBLY	NO	YES- REGIONAL	Share with Preston? N. Stonington?
Enforcement of planning and zoning regs	2			CGS 124, Sec 8-1-8-13		YES	NO	NO	NO	YES-REGIONAL	Share with Preston? N. Stonington?
Visiting nurses	2				\$122,762	NO	YES	YES	NO	YES- REGIONAL	Share with Preston? N. Stonington?
Purchasing	2					YES	NO	NO	NO	YES- REGIONAL, BoE	Immediate change to shared position with BoE
Probate services	2	YES		Part of SE regional court 30	(\$5,172)	YES	NO	NO	NO	YES- is currently	??
Garbage / Recycling collection	2			No ability to take trash to dump anymore		YES	YES	NO	YES, IS NOW	NO	Add roll-off at landfill for recycling only, add carts, add commercial collection?
Social services	2			Food pantry is quasi- private. Can Ledyard residents get these services in Norwich?	(\$105,005)	NO	YES	YES	YES	YES- REGIONAL	??
MIS	2			Possible sharing with other towns? Outsource?	(\$251,895)	YES	NO	NO	YES	YES- REGIONAL, BoE	combine staffing position
Roadside mowing	#2			Privatized? Shared?	(\$29,857)	YES	NO	NO	YES	YES- REGIONAL	Contract roadside mowing, sell mower
Maintenance of Town vehicles	2			Could be outsourced? Share with BoE?		YES	NO	NO	YES	YES-REGIONAL, BoE	Contract with nearby shop(s) to maintain, repair
Senior transportation	2			Alternatives? Two vans, one car- who maintains? (salary for driver)	(\$32,535)	NO	YES	POSSIBLY	YES	YES-REGIONAL	Schedule trips, use bus for 4+ users only

Appendix B (continued)

Town Services	Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY 16	Is this a service we need to provide?	Can we live w/out gov't providing?	Continue to provide at lesser level?	Can this be privatized?	Share regionally? BoE?	Ideas to provide more efficient/effective?
Services by Town Clerk	2			more services becoming available online	(\$33,226)	YES	NO	NO	NO	NO	Increase on-line offerings, reducing in-house
Library programs	3			Two libraries in Town	(\$585,068)	NO	YES	YES	NO	POSSIBLY	Reduce hours of both, sharing staff between. Move to close GF?
Parks and Recreation facilities	3				(\$433,931)	NO	YES	YES	NO	NO	??
Conservation of public lands	3				(\$3,050)	YES	NO	NO	NO	NO	Sell select parcels to create dedicated maintenance acct?
Tree removal / pruning	3				(\$4,000)	YES	NO	NO	YES	NO	When needed, contract local tree service for work
Catch basin cleaning	3			Possible outsource or share with Preston, etc	(\$24,225)	YES	NO	NO	YES	YES-REGIONAL, BoE	Contract to do for Preston? Sell truck and outsource?
Oversight of IWWC	3			Per State of CT CGS 22a-45	(\$45,020)	YES	NO	YES	NO	POSSIBLY	P/T IWWC official, share with Preston?
Senior Housing	3			60 Kings Highway		NO	YES	YES	YES	NO	Can this be outsourced?
Senior Center	3.5			underutilized, regionalize?	(\$109,005)	NO	YES	YES	YES	YES- REGIONAL	Share with Preston, Groton? Use in off-hours for fee for use?
Street Lighting	3	NO	NO	Town savings of \$680,000 over 20 yrs with LED's		YES	NO	YES	NO	YES- REGIONAL, BoE	LED program to save \$680,000+ over 20 years, reduce repairs
Street sweeping	4			Selective sweeping? Share with nearby towns?	(\$29,882)	NO	NO	YES	YES	YES- REGIONAL, BoE	Sell Broom Bear? Keep and contract for service?
Economic development	4				(\$6,600)	NO	YES	YES	YES	NO	Ineffective. Let private enterprise make it happen
Senior programs	4			how well attended? Could Parks and Rec schedule events?		NO	YES	YES	YES	YES- REGIONAL	Share programs with Preston, Groton Seniors
Cemetery oversight	5				(\$2,000)	NO	YES	YES	NO	NO	Mostly volunteer work on historic cemeteries
Providing space for business incubator	5			Actively seek sale and put back on Grand List?	\$26,043	NO	YES	YES	YES	YES	Sell facility and recapture funds for future capital needs, ask for cash flow projection
SEAT public transportation	5			Ledyard terminated membership 7/1/16	*(\$9,773)	NO	YES	NO	NO	NO	Ledyard is out. Less than 2 on and just over 2 off per day
Board of Education Services											
Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY 16	Is this a service we need to provide?	Can we live w/out gov't providing?	Continue to provide at lesser level?	Can this be privatized?	Share regionally? BoE?	Ideas to provide more efficient/effective?	
Transportation	1	YES		CGS 10-220(a)	\$1,968,203	YES	NO	NO	CURRENTLY IS	NO	If add another town to district, regional bussing?
In-district students (non-SPED)	1	YES	NO		\$1,050,346	YES	NO	NO	YES- is	POSSIBLY	
SPED transportation	1	YES	NO		\$811,351	YES	NO	NO	YES- is	YES	
Out of District (Magnet/Charter)	2	NO	YES	Fully funded by Grant funding	\$103,964	NO	YES	YES	YES	YES	Magnet Trans. Grant funds are \$111,800 per year currently
Out of District (Tech schools)	1	YES			\$51,882	YES	NO	NO	YES	YES	
Vo Ag education	1	YES			\$547,287	NO	YES	YES	NO	CURRENTLY IS	Offset by tuition and State AGSCI grant
PD for certified staff	1	YES			\$90,453	YES	NO	NOT SURE	YES	YES	
Education in core courses	1	YES		Elementary, Middle, High	\$8,090,224	YES	NO	NO	NO	YES	
Education in elective courses	1			Mandates around certain elective courses	\$3,109,114	YES	NO	YES	NO	YES	Discontinue classes with enrollments under "X"
Grounds keeping services	1		NO	Some mandates regarding materials and services	\$48,057	YES	NO	NO	YES	YES- WITH TOWN	These costs are a subset of the custodial and maintenance costs below
Food service	1	NO		CGS 10-215(a) Apply if district provides. Minor amount from Repairs and Maintenance Most expenses from Food Service Fund	\$1,200	NO	YES	MAYBE	CURRENTLY IS	DOUBTFUL	
Purchasing	1	YES	NO	Bids/Purchasing	\$6,000	YES	NO	NO	NO	YES- WITH TOWN	
Guidance	1				\$613,237	YES	NO	NO	NO	NO	
Fiscal control of public funds	1		NO		\$266,300	YES	NO	NO	YES	YES- WITH TOWN	
Afterschool clubs	2				\$85,157	NO	YES	YES	NO	POSSIBLY	Focus on enrollment
Special education	2	YES			\$6,581,837	YES	NO	NO	NO	POSSIBLY	Bill insurance for PT, etc.
Sports programs	2			Includes stipends, rentals, repairs, etc.	\$331,135	YES	NO	YES	NO	YES	Corporate sponsorships, booster clubs to help maintain
Music programs	2				\$621,035	YES	NO	YES	NO	YES	Allow donations to be directed solely to music?
Curriculum development	2	NO		Subset of professional development above	\$51,855	YES	NO	NO	NO	YES- REGIONALLY	Shared position with adjacent town or towns?
Building Maintenance	2	NO	NO	Could combine with rest of town buildings	\$504,069	YES	NO	NO	YES	YES- WITH TOWN	See Line 28 above. Contractual/sub contracted fees, repair supplies, for in house maintenance staff
Resource center/library	2				\$371,094	YES	NO	NO	NO	NO	
Late buses (currently not budgeted)	2			From last 2016-2017 budget estimate	\$62,383	NO	YES	NO	YES	NO	Cut in 2016-2017 budget
Custodial service of school buildings	3	NO			\$1,046,570	YES	NO	NO	YES	YES- TOWN	Includes all contractual obligations. OT primarily building usage, weekend usage, or substitute custodians. Supplies including both cleaning and paper supplies.
Tutoring	3			Homebound/Mandated SPED	\$47,280	YES	NO	NO	YES	NO	Co-pay for tutoring?

Appendix C

Sub-Committee B, Spreadsheet of Operations, Buildings, Purchasing, and Responsibilities

Potential Opportunity	Description	Rationale for Pursuing	Ranking	Basis of Ranking	Next Steps	Potential Lead
Lawn Care Services	Consolidation of services for Grass Mowing and Grounds Maintenance	Consolidate services, minimize duplication of effort and equipment, and obtain labor efficiencies	1	Low complexity efforts that do not require special skills or training Potential cost savings in equipment maintenance and overtime, and staff tasking efficiency	Schedule meeting between BoE and Town to determine scope and to identify potential challenges that need to be addressed	Town
Snow Removal Services	Consolidation of services for Plowing of Building Parking Lots, access areas, etc.	To consolidate services, minimize duplication of effort and equipment, and obtain labor efficiencies	1	Potential cost savings in equipment maintenance and overtime, and staff tasking efficiency	Schedule meeting between BoE and Town to determine scope and to identify potential challenges that need to be addressed	Town
Potential Opportunity	Description	Rationale for Pursuing	Ranking	Basis of Ranking	Next Steps	Potential Lead
Procurement of Office Supplies	Consolidation of services for procurement of office supplies such as paper, toner, staple, tape, etc.	To obtain group pricing and streamline purchasing overhead	1	Low complexity efforts that do not require special skills or training Potential cost savings in quantity of scale and staff tasking efficiency	Schedule meeting between BoE and Town to determine scope and to identify potential challenges that need to be addressed	BoE

Appendix C (Continued)

Potential Opportunity	Description	Rationale for Pursuing	Ranking	Basis of Ranking	Next Steps	Potential Lead
Procurement of Office Supplies	Consolidation of services for procurement of office supplies such as paper, toner, staple, tape, etc.	To obtain group pricing and streamline purchasing overhead	1	Low complexity efforts that do not require special skills or training Potential cost savings in quantity of scale and staff tasking efficiency	Schedule meeting between BoE and Town to determine scope and to identify potential challenges that need to be addressed	BoE
Technology Procurement and Maintenance	Consolidation of services for procurement, management and maintenance of Town and BoE Computers, Copiers and Mobile Devices	To consolidate services, obtain potential savings and labor efficiencies	2	Complex to address but has potential for high return in both direct costs as well as enabling BoE savings on legacy textbooks (digital learning)	Establish Joint Committee (Town and BoE) to document all needs, current sources and how funded Options for Leasing vs Buying should be investigated	
Potential Opportunity	Description	Rationale for Pursuing	Ranking	Basis of Ranking	Next Steps	Potential Lead
Building Cleaning and Maintenance	Consolidation of services for normal, daily cleaning and maintenance of buildings and facilities	To consolidate services, remove overlap/conflicts of roles and obtain labor efficiencies	3	Each building and facility has unique characteristics that result in some levels of specialized services School custodians support school operations in addition to just maintaining the buildings	Re-Address in 2017	
Uniform Purchasing	Consolidation of services for procurement and maintenance for all town/BoE Uniforms	To obtain group pricing and streamline purchasing overhead	3	Low potential savings other than staff efficiencies Multiple different needs and sources to evaluation and assess	Re-Address in 2017	
1 = Recommend pursuing for next budget cycle						
2 = Recommend pursuing for near future budget cycle following investigation into details and "long poles"						
3 = No action recommended at the present time due to complexity of work, dependencies on other efforts and/or low potential savings						

Appendix D

Sub-Committee D, Template for Submission of the Annual Budget

	Board of Education				
	2014/2015 Approved	2014/2015 Actual	2015/2016 Approved	2015/2016 Actual	2016/2017 Approved
Central Office					
Salaries					
Superintendents					
Superintendent Stipends					
Administrators					
Supt/Admin Retirement Payments					
Clerical					
Human Resources					
Overtime					
Travel					
Soc Sec and Medicare					
Tuition					
Dues and Fees					
Transportation					
Utilities					
Special Ed					
Supplies					
Technology					
Special Ed					
Prof and Tech Services					
Legal					
Special Ed					
Maintenance					
High School					
Salaries					
Administrators					
Teachers					
Custordians					
Paras					
Extra Curricular Stipends					
Textbooks					
Instructional Supplies					
Special Ed					
Maintenance					

Appendix D (continued)

		Board of Education			
Middle School					
Salaries					
	Administrators				
	Teachers				
	Custordians				
	Paras				
Textbooks					
Instructional Supplies					
Special Ed					
Maintenance					
Gales Ferry School					
Salaries					
	Administrators				
	Teachers				
	Custordians				
	Paras				
Textbooks					
Instructional Supplies					
Special Ed					
Maintenance					
Juliet Long					
Salaries					
	Administrators				
	Teachers				
	Custordians				
	Paras				
Textbooks					
Instructional Supplies					
Special Ed					
Maintenance					

Appendix D (continued)

Board of Education					
Ledyard Center					
Salaries					
Administrators					
Teachers					
Custordians					
Paras					
Textbooks					
Instructional Supplies					
Special Ed					
Maintenance					
Gallup Hill School					
Salaries					
Administrators					
Teachers					
Custordians					
Paras					
Textbooks					
Instructional Supplies					
Special Ed					
Maintenance					
General Government					
	2014/2015 Approved	2014/2015 Actual	2015/2016 Approved	2015/2016 Actual	2016/2017 Approved
Use line Items from FY 2016/2017 Budget					



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-090

Agenda Date: 3/8/2023

Agenda #: 12.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Any other New Business proper to come before the Committee.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)