



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3203
council@ledyardct.org

Town Council ~ AGENDA ~

Chairman S. Naomi
Rodriguez

Regular Meeting

Wednesday, January 24, 2024

7:00 PM

Town Hall Council Chambers

In-Person: Council Chambers Town Hall Annex

Remote: Information noted below:

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

<https://us06web.zoom.us/j/81844224986?pwd=YHsswcsqJVgxC9rCnUjbi4fN137b9s.1>

Audio Only: Telephone: +1 646 558 8656; Meeting ID: 818 4422 4986; Passcode: 408498

- I. CALL TO ORDER
- II. PLEDGE OF ALLEGIANCE
- III. ROLL CALL
- IV. PRESENTATIONS
- V. RESIDENT & PROPERTY OWNERS (COMMENTS LIMITED TO THREE (3) MINUTES)
- VI. COMMITTEE COMMISSION AND BOARD REPORTS
- VII. COMMENTS OF TOWN COUNCILORS
- VIII. REVIEW AND APPROVAL OF MINUTES

MOTION to approve the Town Council Regular Meeting Minutes of January 10, 2024

Attachments: [TC-MIN-2024-01-10.pdf](#)

- IX. COMMUNICATIONS

Communications List - January 24, 2024

Attachments: [C-LIST-2024-01-24.pdf](#)
[Beautification Cmt-Holdsworth-Vacancy-ltr-2024-01-19.pdf](#)
[DTC Appoint Application-Chittim-Historic District Commission-2023-12-28.pdf](#)
[ACTION LTR-TOWN COUNCIL MTG-2024-01-10.pdf](#)
[Appoint Ltr- Cobb-Planning & Zoning-2024-01-10.pdf](#)
[Appoint Ltr- DeGaetano-Retirement Board-2024-01-10.pdf](#)
[HOME REHABILITATION PROGRAM-PROCTOR-LTR-2024-10-18.pdf](#)

X. REFERRALS

XI. COUNCIL SUB COMMITTEE, LIAISON REPORTS

1. Administration Committee
2. Community Relations Committee
3. Finance Committee
4. Land Use/Planning/Public Works Committee

5. Liaison Reports

XII. REPORT OF THE MAYOR:

XIII. OLD BUSINESS

XIV. NEW BUSINESS

Administration Committee

1. MOTION to appoint Mr. Ethan Foltz (D) 894 Colonel Ledyard Highway, Ledyard, to the Ledyard Farmers' Market Committee to complete a three (3) year term ending May 9, 2027; filling a vacancy left by Ms. Brunelle.

Attachments: [Appoint Application Foltz-Farmers Market Cmt-2023-12-13.pdf](#)
[Farmers Market Roster](#)
[Appointment](#)

2. MOTION to appoint the following Temporary Members to the Permanent Municipal Building Committee (PMBC) to serve as Representatives for Board of Education Projects in accordance with Ordinance #100-015 "An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard:

- Ms. Kate DiPalma-Herb (D) 19 Meadow Drive Gales Ferry
- Ms. Jennifer Reguin (D) 6, Mill Cove Road, Gales Ferry

Attachments: [Appoint Board of Education Members to Permanent Municipal Building Cmt email-2023-12-27e.pdf](#)
[Ordinance #001-015 "An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard"](#)

Finance Committee

3. MOTION to authorize the Mayor to submit a 2024 High Risk Rural Road Speed Enforcement Grant Application in the amount of up-to \$60,000 funded through the Federal Highway Safety Administration (FHWA).

Attachments: [Police Highway Safety Grant -Eligibility Letter2024-01-10.pdf Grant](#)

4. MOTION to transfer funding to Account 21020103-57300 (Dispatch - New Equipment) for the purchase of communications equipment to accommodate emergency radio communications for Ledyard Police Department, Ledyard Fire Company, and Gales Ferry Fire Company on the Connecticut Land Mobile Radio Network (CLMRN) as follows:

- Up to \$14,513.00 from Account 21020103-57300 G0014 (Dispatch - New Equipment - AARPA Funds); and
- Up to \$30,000.00 from Account 21020401-57300 (AES - New Equipment).

Attachments: [Quote for Dispatch Upgrade CLMRN](#)

5. MOTION to authorize the expenditure of up to \$30,000 from Account #0210-21020401-54325 (AES - CNR -Fire Apparatus) for the purchase of a used Fire Command Vehicle and to grant a bid waiver for the same amount for the purchase.

Attachments: [AES Apparatus Replacement Matrix_Draft Inc Chief Vehicles Vehicle Listings](#)

6. MOTION to approve a revised Appendix A- Qualifying Income Schedule in accordance with Ordinance #200-005 (rev. 1) “An Ordinance to Provide Property Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled (rev.1)” for the filing period of February 1, 2024 - May 15, 2024.

Attachments: [ORD-#200-005-An Ordinance Tax Relief Elderly\(Rev-1\) -Appendix A 2024-01-08.docx](#)
[ORD-#200-005 \(rev 1\) -An Ordinance Tax Relief Elderly-2019-12-11.docx](#)
[State of CT - Qualifying Income Limits 2023-Ordinance #200-.005 \(rev 1\)pdf.pdf](#)
[Ordinance](#)

General Items

7. MOTION to accept and refer the Committee to Review the Budget Process Final Report dated October 31, 2023 to the Finance Committee.

In addition, disband the Committee to Review the Budget Process.

Attachments: [Cmt to Review Budget Process Final Report-2023-10-31.pdf](#)

XV. ADJOURNMENT

DISCLAIMER:

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

The Town Council's Official Agenda and final Minutes will be on file in the Town Clerk's Office.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 24-0054

Agenda Date: 1/24/2024

Agenda #:

MINUTES

Minutes:

MOTION to approve the Town Council Regular Meeting Minutes of January 10, 2024



TOWN OF LEDYARD

CONNECTICUT
TOWN COUNCIL

Chairman S. Naomi Rodriguez

MINUTES
LEDARD TOWN COUNCIL – REGULAR MEETING
WEDNESDAY, JANUARY 10, 2024; 7:00 PM
HYBRID FORMAT
VIDEO CONFERENCE VIA ZOOM

- I. CALL TO ORDER – Chairman Rodriguez called the meeting to order at 7:00 p.m. at the Council Chambers, Town Hall Annex Building.

Chairman Rodriguez welcomed all to the Hybrid Meeting. She stated for the members of the Town Council and 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. PLEDGE OF ALLEGIANCE

- III. ROLL CALL –

Attendee Name	Title	Status	Location
April Brunelle	Town Councilor	Present	In-Person
Jessica Buhle	Town Councilor	Present	In-Person
Carmen Garcia-Irizarry	Town Councilor	Present	In-Person
Kevin Dombrowski	Town Councilor	Present	In-Person
Gary Paul	Town Councilor	Present	In-Person
S. Naomi Rodriguez	Town Councilor	Present	In-Person
Tim Ryan	Town Councilor	Present	In-Person
Tony Saccone	Town Councilor	Present	In-Person
Gary St. Vil	Town Councilor	Present	In-Person

- IV. INFORMATIONAL ITEMS/PRESENTATIONS – None.

- V. RESIDENTS AND PROPERTY OWNERS

Ms. Sheri Fernandez, 60 Kings Highway, Gales Ferry, Kings Corner Manor Senior Citizens Housing Facility, stated when she attended the Town Council’s December 13, 2023 meeting she requested an addendum to the Kings Corner Manor Lease to reinstate the Smoking Area, based on the Kings Corner Manor Senior Citizens Housing Facility being a subsidized public housing facility, which was therefore owned by the State. She stated the Housing Authority had no legal right to force the tenants off the property to smoke. She stated she has not had a response to her request in four-weeks, noting that the Housing Authority cancelled their December and January meetings. Therefore, she was present this evening to request the Lease Addendum be made available to the Tenants immediately, noting that six-months was long enough to illegally be forced off the property.

- IV. COMMITTEE COMMISSION AND BOARD REPORTS

Committee to Review the Budget Process Final Report Dated October 31, 2023

Councilor Ryan, Chairman of the Committee to Review the Budget Process, provided some background noting the Town Council appointed the Committee on June 28, 2023 as a successor to the 2016 Committee to Transform the Budget. He stated the assignment of the 2023 Committee to Review the Budget Process was to audit, track the status of what had been accomplished since the 2016 Report, and to review services. He stated the Committee decided to break their work out into the following four Working Groups:

- a) **Working Group A** - Services and Funding - Mandatory Services/Programs and Cost Per User/Cost Per Capita; for potential savings and efficiency.
- b) **Working Group B** - Operations, Buildings, Grounds, Purchasing, and Staffing. Review operations for consolidation opportunities.
- c) **Working Group C** - Guidance for Negotiation and Execution of Contracts.
- d) **Working Group D** -Budget Format Development and Communication.

Councilor Ryan noted the Committee’s Membership was comprised of the following: Vice Chairman Mr. Michael Brawner - Board of Education Representative, Ms. Minna DeGaetano - Community Member at Large Representative; Mr. Kevin Dombrowski- Town Council Chairman, Mr. Terry Jones - Community Member at Large Representative; Ms. Joanne Kelley - Board of Education Representative, Recording Secretary Mr. Earl (Ty) Lamb – Community Member at Large Representative; Ms. Beth Ribe - Community Member at Large Representative; Mr. Bill Saums - Town Council Finance Committee Chairman; and himself serving as the Committee Chairman. He noted that Mayor Fred Allyn, III, and Superintendent of Schools Jason Hartling were Ex-Officio Members.

Councilor Ryan continued by stating at the Town Council’s November 8, 2023 meeting he read into the record the Transmittal Letter dated October 31, 2023 which delivered the 2023 *Committee to Review the Budget Process* Final Report. He stated his letter and the complete 97-page Report, including the Appendices, was available on the Granicus-Legistar Meeting Portal and was attached to tonight’s agenda packet on the portal, for anyone who would like to read it. He stated this evening he would provide an overview of the results of each of the Working Groups.

Councilor Ryan deferred to Mr. Saums and Ms. DeGaetano to present Working Group A Reports.

Working Group A - Services and Funding - Mandatory Services/Programs and Cost Per User/Cost Per Capita; for potential savings and efficiency.

Mr. Bill Saums, 333 Pumpkin Hill Road, Ledyard, former Town Councilor and Finance Committee Chairman stated *Working Group A* did not recommend anything be cut from the annual budget. He stated for years many Town Councils and many Mayors have worked to cut the budget and to make it as lean as possible. Therefore, he stated the 2023 *Committee to Review the Budget Process - Working Group A* felt that if they were to recommend any further cuts to the budget that they would be cutting programs, which would affect quality of life and the value of services the residents and taxpayers received. However, he stated the Committee continued to look for other ways to save money, noting that they looked at services such as trash and recycling, which the town has been looking at for years, and did not find any savings, stating that in fact the trash and recycling was going to cost the town more.

Mr. Saums explained that Ledyard managed its Capital Purchases/Expenses differently than any other town that Finance Director Matthew Bonin was aware of. He stated prior to becoming Ledyard’s Finance Director that Mr. Bonin worked for an Auditing Firm and performed audits for many municipalities including Ledyard. Mr. Saums explained that Ledyard sets aside funding on an annual basis to purchase large pieces of equipment such as fire trucks, which cost about \$1 million, as well as public works heavy equipment, etc., so that when those pieces of equipment/apparatus reached the end of its lifecycle the town had the funding available to replace them. He stated other towns were still borrowing (bonding) the funding to make these types of CAPITAL purchases. He stated because Ledyard paid cash to purchase these types of large capital items they have one of the lowest Debt Service Ratios of any town in the State.

Mr. Saums continued to explain that based on Ledyard’s Capital Replacement/Funding Schedule for the replacement/purchase of heavy equipment that *Working Group A* decided to look at the benefits of setting aside funding annually for Capital Improvement Projects (CIP) such as the replacement of the school roof projects. He noted the funding that was set aside each year to purchase large equipment was earning about \$300,000 per year in interest while it was sitting in the bank. Therefore, he stated because they knew that the lifecycle of School Roofs were about twenty-five years that *Working Group A* looked at two scenarios using a *Comparison of the Use of Reserve Accounts versus Bonding*. He noted that Ms. Minna DeGaetano created a tool to analyze

the cost difference between bonding vs. capital reserve funding for long-term projects; and he deferred to Ms. DeGaetano to demonstrate the two options using an Excel Spreadsheet.

Ms. Minna DeGaetano, 10 Marla Avenue, Ledyard, stated for the examples she would be presenting this evening that she created a model to calculate a hypothetical project costing \$10M to examine different payment options. She noted the examples were regarding projects that were completely funded by taxpayers; and projects that were partially reimbursed by the State of Connecticut.

Ms. DeGaetano noted following:

Assumptions using current estimates:

- 1 mil = \$1,264,000 *
- Interest on deposits was 3% compounded monthly.
- Short term funding or Bond Anticipation Notes (BAN) would be issued at 7% interest.
- Long term funding or Bonds would be issued at 5.5% interest for a period of 20 years.
- If applicable, State review/approval of the project and release of reimbursement funding would take up-to 10 years creating the need for BAN funding.
- State reimbursement rate was 62% for necessary school projects.
- The need for the project was foreseeable, and the asset had a 20-year economic life. For this example, school roofs hypothetically installed in 2005 need to be replaced in 2025.

* Mil Rate explanation: The mil rate was calculated by taking the budgeted tax revenue, dividing it by the grand list amount, and multiplying by 1,000. $(\$43M/\$1.263B*1000)=34.56$.

Or, expressed differently, one mil (\$1,264,000 above) was the tax revenue divided by the mil rate.

Grand list: The total amount of real property in Ledyard (homes, cars, businesses, etc. that will be taxed). Assessed values of properties are utilized, which were 70% of the property evaluation.

To figure out what a change in the mill rate would cost you, multiply your property value times .7 or 70%.

Example: 70% of a \$142,857 home would be \$100,000. Multiply 100,000 times the mil increase/decrease and divide by 1,000. This would tell you the change in your personal tax burden. $(100,000 \times 0.5000 \text{ mil} / 1000 = \$50 \text{ increase})$

Formula: Property value x .7 x mil rate / 1000 = Cost to taxpayer

Example: \$450,000 home x .7 x 0.2859 mil increase / 1000 = \$90.06 tax increase

- **Option 1:**

Example: Use of Reserve Account without any Municipal Borrowing

An annual contribution to the reserve account would be made so that the balance in the account was \$10M at the end of the 20-year life of the asset. With 3% interest compounded annually, a deposit of \$361,318 annually would produce a balance of \$10M in 2025, the 20th year. *This represented a 0.2859 mil tax increase burden* for each taxpayer, but this option would avoid the need to borrow or delay projects and it would also avoid the annual payment to service future debt.

100% Reserve Funding

	Reserve	BAN	1st Progress Pmt	2nd Progress Pmt	3rd Progress Pmt	Long-Term Bond
Starting Year	2005	2025	2027	2029	2031	2033
Ending Year	2024	2026	2028	2030	2032	2053
Number of Years	20	2	2	2	2	20
Percentage Funded	100%	0%				
Interest Rate Earned or Paid	3.000%	7.000%	7.000%	7.000%	7.000%	5.500%
BAN/Bond Principal Balance		-	-	-	-	-
Annual Cost to Taxpayers	361,318	-	-	-	-	-
Mil Burden to Taxpayers	0.2859	-	-	-	-	-
Total Cost Over Time	7,226,351	-	-	-	-	-
Total Interest Earned/(Paid)	2,773,649	-	-	-	-	-
State Funding			1,550,000	1,550,000	1,550,000	1,550,000
Return to Reserve Fund			(1,550,000)	(1,550,000)	(1,550,000)	(1,550,000)

Over 20 years the town would have funded \$7.2M and earned \$2.8M interest and would have the funding to complete the project without relying on any debt funding. Assuming the State would still provide a reimbursement of 62% for necessary school projects, the town would be able to reinvest the State funds into the Reserve Fund and the taxpayer’s burden for future projects would be much less if not needed at all. This option would ensure that projects were funded with or without any grants or State funding but would require a consistent long-term commitment from the town.

100% Reserve Funding	7,226,351
State Funding Returned to Reserve Fund	6,200,000
Total Cost	1,026,351

Mr. Saums stated by setting aside money in advance in accordance with a consistent long-term funding plan for known Capital Improvement Projects (CIP) such as roof replacements that the annual mil rate increase would be between 0.28 mils to 0.55 mils, noting that they would see a ten-fold savings. He noted under their current process of Bonding the full cost of the project that the town was paying about \$4 million dollars or 4 mils per year (Interest and Principal). He stated by having a long-term funding plan that they could lower the mil rate by about 4 mils.

- Option 2:**

No money being set aside during the life of the asset. When replacement was required, the project must be financed through a combination of short-term financing and municipal bonds.

No money was deposited in a reserve account for the 20-year life of the asset. When the project was approved by the taxpayers, the project would be financed through bonding, and the taxpayers must approve a bond issue for the entire \$10M project cost. Typically, there would be a need for short-term financing or Bond Anticipation Notes (BANs) until the State reviewed the project documentation and released the funding. The State funding would be released to the town in progress payments.

Ms. DeGaetano noted in the example below 8 years of short-term BAN (Bond Anticipation Notes) was figured, with progress payments being received every two years.

Mr. Saums noted the State still has not provided the full Grant Reimbursement to the town for the School Improvement/Consolidation Projects (Middle School and Gallup Hill School) that were completed in 2019. Therefore, he stated because of the delay in Grant Reimbursement Funding from the State that it was costing the town about \$350,000 in financing costs for short-term borrowing (BANs) each year that the State’s Grant Reimbursement was delayed.

Ms. DeGaetano explained that short term financing or BANs were used to finance the start of the \$10M project. From 2025 to 2032, annual payments equaling the 7% interest of the BAN amounts would be made. She stated in the example below, the annual payments would be between \$700,000 and \$317,500 based on progress payments of 25% being made every two years. At the end of the 8 years, the State would provide the final payment and it would be paid towards the BANs. The remaining BAN amount would be \$3.8M.

Example: In 2033, the town issues long-term bonds for \$3.8M and the town begins 20 years of payments at a 5.5% interest rate. Bond payments are \$317,981 annually or a 0.3345 mil tax burden for taxpayers each year until 2053.

100% BAN/Bond Funding						
	Reserve	BAN	1st Progress Pmt	2nd Progress Pmt	3rd Progress Pmt	Long-Term Bond
Starting Year	2005	2025	2027	2029	2031	2033
Ending Year	2024	2026	2028	2030	2032	2053
Number of Years	20	2	2	2	2	20
Percentage Funded	0%	100%				
Interest Rate Earned or Paid	3.000%	7.000%	7.000%	7.000%	7.000%	5.500%
BAN/Bond Principal Balance		10,000,000	8,450,000	6,900,000	5,350,000	3,800,000
Annual Cost to Taxpayers	-	700,000	591,500	483,000	374,500	317,981
Mil Burden to Taxpayers	-	0.5538	0.4680	0.3821	0.2963	0.2516
Total Cost Over Time	-	1,400,000	1,183,000	966,000	749,000	6,404,628
Total Interest Earned/(Paid)	-	(1,400,000)	(1,183,000)	(966,000)	(749,000)	(2,559,629)
State Funding			1,550,000	1,550,000	1,550,000	1,550,000
Return to Reserve Fund			-	-	-	-

Total project costs to taxpayers from 2025 to 2053 would be \$10.7M for BANs and bonds, even with the 62% State funding. The 62% State funding does not cover the \$6.9M in interest cost over that time, and there was no State funding available to add to the reserve fund for future projects. On average, interest alone would be \$127,981 or 40% of the long-term bond annual payment of \$317,981 from 2033 to 2053.

100% BAN/Bond After Grants/State Funding	10,702,628
Return to Reserve Fund	-
Total Cost	10,702,628

Ms. DeGaetano stated by developing and funding a robust long-term Capital Improvement Plan (CIP) that the Town could take advantage of interest earned vs. paying interest for its taxpayers. She encouraged the Town Council to read Appendix C in the *Committee to Review the Budget Process Report*. She stated that she would be willing to do a workshop to demonstrate how to use this Spreadsheet as a tool to assist the town in planning/budgeting for Capital Improvement Projects (CIP).

Councilor Buhle questioned whether the spreadsheet could be adjusted to plan for a project that was coming due in five years. Ms. DeGaetano stated that the spreadsheet could be adjusted to plan for various scenarios. She stated any advanced planning was better than no financial planning.

Councilor Dombrowski stated that there were a number of Capital Improvement Projects that were not surprises such as roof replacements, or the replacement of the artificial turf at the High School Football Field, etc. He stated the town has not been setting funding aside for the larger Capital Improvement Projects, such as the new Police Facility that was constructed in 2015. He stated the town talked about the new Police Facility for many years, however, they did not set funding aside annually to plan for it, noting that entire construction project was bonded, noting that there was no State Grant Reimbursement available for the Police Facility. He stated had the town set funding aside to construct the new Police Facility that they would have saved money with regard to the interest payments.

Mayor Allyn, III, stated the town was currently using this exact model for the Replacement Schedule for large equipment, such as the fire trucks and public works equipment, as Mr. Saums and many others have mentioned this evening. Therefore, he stated they could begin to include the long-term facility improvement projects and construction projects in the Annual Budget Capital Improvement Plan (CIP), noting that the CIP Spreadsheet would show how much funding was coming from the tax levy, bonding, grants, etc. when it was presented to the taxpayers.

Mr. Saums thanked Ms. DeGaetano for her participation on the *Committee to Review the Budget Process* noting that her financial skills in developing the model to calculate project costs using different payment options was a significant contribution to their work and the Report.

Councilor Ryan thanked Mr. Saums and Ms. DeGaetano for their Report and he continued by providing an overview of the remaining three Working Groups as follows:

Working Group B - Operations, Buildings, Grounds, Purchasing, and Staffing. Review operations for consolidation opportunities.

Councilor Ryan stated Working Group B recommended the following three areas should be further explored for sharing between the General Government and Board of Education and/or for privatization: (1) Office Supplies and General Purchasing – Councilor Ryan explained that the thought was that there may be some saving through the bulk purchase of supplies that were used by both the General Government and the Board of Education; (2) Human Resources and Finance Staffing – Councilor Ryan stated although there were a number of differences between how the General Government and Board of Education work, the thought was that there were also a number of commonalities that included some types of joint oversight; (3) Information Technology (Privatization for the Town) - Councilor Ryan noted that the Board of Education was, already currently privatizing their Information Technology Support.

Working Group C - Negotiations and Execution on Contracts Process for Execution

Councilor Ryan stated with regard to the negotiation and execution of contracts, *Working Group C* recommended tightening up Policies and Procedures for both the General Government and Board of Education; and strengthening controls over contracts, in the following areas.

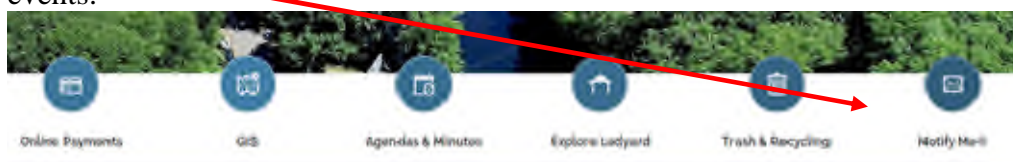
- (1) Develop a policy for negotiating collective bargaining agreements requiring that specific representation be present during negotiations. The Town and Board of Education *shall* be represented by an Attorney.
- (2) Amend Purchasing policies to include the following:
 - (a) Clearly defined policy for Competitive Bid process;
 - (b) Requirements for requesting and approving a Bid Waiver;
 - (c) Requirements governing the use of Attorneys for both the General Government and the Board of Education.

Working Group D - Budget Format Development and Communication.

Councilor Ryan stated in general *Working Group D* did not identify a lot of changes to the overall budget presentation. He stated there was some documentation on Board of Education’s website that was thought to be good additions to the Budget Booklet Handout for the Public Hearing and Annual Town Meeting. He stated *Working Group D* did not find any reason to separate the General Government and the Board of Education’s Budgets in presenting them to the townspeople for a vote; and that they did not recommend any changes to the Budget Preparation Timeline.

Councilor Ryan noted *Working Group D* reviewed the many ways the General Government and Board of Education communicated with its residents regarding the budget, which included the following:

- ✓ Town and Board of Education Websites;
- ✓ Meeting Portals;
- ✓ Quarterly Events Magazine that were delivered to every household;
- ✓ Legal Notices published in the newspaper;
- ✓ Legal Notices published on the front page of the Town’s website;
- ✓ ***Notify Me*** tab available on the town's website that will notify residents of all meetings and events.



Councilor Ryan stated *Working Group D* discussed other potential options that could be used to communicate with residents, which included physical digital signage boards in two location in town soon. One sign would be located by the Gales Ferry Fire Department on Route 12 in Gales Ferry and the other sign would be located in Ledyard Center which were both high traffic areas. He stated they also discussed the use of social media more effectively.

Councilor Ryan stated for tracking purposes the *Committee to Review the Budget Process* suggested these items be included on the Agenda for the Joint Finance Committees of Town Council and Board of Education. He stated that this was a high-level summary of the work that was done by the Committee; and he offered to meet with anyone who would like to discuss the Committee's Report and Recommendations. He stated the initiative involved a lot of work, time, and effort spent both at the meetings and outside of the meetings by the Committee Members, Mayor Allyn, III, Superintendent of Schools Mr. Hartling and Administrative Assistant Roxanne Maher. He concluded by stating the Final Report was available on tonight's Agenda.

Chairman Rodriguez opened the floor for questions or comments from the Town Council.

Councilor Paul thanked the Committee to Review the Budget Process for their awesome work.

Chairman Rodriguez thanked Councilor Ryan for presenting the *Committee to Review the Budget Process Final Report dated October 31, 2023*; and she also acknowledged and thanked the Committee Members for their work as follows:

- ✓ Former Town Council Chairman Kevin Dombrowski
- ✓ Former Town Council Finance Committee Chairman Bill Saums
- ✓ Councilor Tim Ryan, Committee Chairman
- ✓ Board of Education Member Michael Brawner, Committee Vice Chairman
- ✓ Community Member at Large Minna DeGaetano, was present this evening
- ✓ Terry Jones Community Member at Large, former Town Council Chairman
- ✓ Board of Education Member Joanne Kelley, was present this evening
- ✓ Community Member at Large Earl (Ty) Lamb, Recording Secretary, was present this evening
- ✓ Community Member at Large Beth Ribe

Ex-Officio Members:

- ✓ Mayor Fred Allyn, III
- ✓ Superintendent of Schools Jason Hartling

VI. COMMENTS OF TOWN COUNCILORS

Councilor Brunelle stated that she attended the Planning & Zoning Commission's December 21, 2023 Public Hearing that was held at the Ledyard Middle School. She stated the Public Hearing was held in a Hybrid Format and that she attended remotely via Zoom. She stated although the residents comments were very impassioned, that she was impressed with how polite and professional everyone who was attending in person were, noting that it was a long meeting.

Chairman Rodriguez reported the following: (1) National Law Enforcement Day - January 9, 2024 - Chairman Rodriguez stated on behalf of the Town Council that she wanted to thank the Ledyard Police Department for all that they do to keep their residents safe and for their service, noting that they do so much for our community; (2) Ledyard High School Martin Luther King Day Concert – January 15, 2024 at 6:00 p.m.

Councilor Saccone stated on January 1, 2024 he was involved in a motor vehicle accident with a motorcyclist. He stated he was impressed with how the town's Volunteer First Responders came together, with professionalism, keeping the public safe and away from the accident itself on Route 12. He noted that these volunteers were always out there assisting the residents, day-in and day-out; at mid-night; at 2:00 am in the morning, for water emergencies, etc. He stated that he wanted to publicly thank all of their Volunteer First Responders for the great job they did in assisting the motorcycle driver who was in serious condition, and in assisting one of their own.

Councilor Garcia-Irizarry addressed the *Committee to Review the Budget Process Final Report* that was presented earlier this evening. She stated that she read the Report noting that it was very enlightening, and that she appreciated the work that they did. She stated that she has often heard residents say that they do not know where their tax dollars were going, and she encouraged residents to read the Report, noting that it would tell them where their money was going, stating that Ledyard's budget was very lean.

Councilor Garcia-Irizarry continued by stating that she has also heard residents complain that they did not know that there was a budget vote or other votes that were happening. She stated that she has seen the big Budget Banners in front of the Gales Ferry School on Route 12 and in Ledyard Center on Route 117. She suggested the town work to figure out ways to keep residents informed noting that there were some residents such as Senior Citizens and others who do not have access to social media or they do not drive. She stated the digital signage that would be installed soon would be a good addition.

VII. REVIEW AND APPROVAL OF PRIOR MEETING MINUTES

MOTION to approve the following:

Special Meeting Minutes of December 13 2023; and

Public Hearing Minutes of December 13, 2023

Regular Meeting Minutes of December 13, 2023

Moved by Councilor Buhle, seconded by Councilor Saccone

VOTE: 9 – 0 Approved and so declared

IX. COMMUNICATIONS

Chairman Rodriguez stated a Communications List has been provided on the meeting portal for tonight's meeting and she noted the referral listed.

COMMUNICATIONS LISTING FOR JANUARY 10, 2024

INCOMING CORRESPONDENCE

1. Retirement Board ltr dated 12/21/2023 Action ltr Meeting of December 19, 2023
2. WPCA ltr dated 12/21/2023 re: Action ltr Meeting of December 19, 2023
3. DTC Appointment Endorsement dated 12/17/2023 re: Foltz to Farmers Market Cmt
4. Board of Education email dated 12/27/2023 re: Endorse Appointment of Temporary Members for Board of Education Projects to the Permanent Municipal Building Cmt (PMBC)
5. Historic District Commission email dated 12/28/2023 re: Request changes to Members' Status
6. Mr. Foster email dated 1/3/2024 re: Support Mult-Use Pathway – High School – Ledyard Center
7. Mr. Hering email dated 1/3/2024 re: Support Mult-Use Pathway – High School – Ledyard – Cross Walks etc.
8. Farmers Market Cmt Memo dated 1/8/2024 re: 2024 Meeting Schedule

OUT GOING CORRESPONDENCE

1. Admin Asst ltr to Mayor dated 12/14/2023 re: Action ltr. Town Council Regular Meeting of December 13, 2023.
2. Admin Asst ltr to Mayor dated 12/14/2023 re: Action ltr. Town Council Special Meeting of December 13, 2023 (Contracts – Dispatch & Police)
3. LTC ltr. Mayor & Board of Education dated 12/14/2024 re: Fiscal Year 2024/2025 Budget Letter of Directive.
4. Chairman Rodriguez Memo dated 12/18/2023 re: Out of Town Assignment of Duties – Councilor Ryan
5. Admin Assist Memo to Town Clerk dated 12/21/2023 re: Town Council & Sub Committees 2024 Meeting Schedules
6. Admin Assist ltr to Retirement Board dated 1/10/2024 re: Request Reappointment Recommendation

7. Admin Assist ltr to Housing Authority dated 1/10/2024 re: Request Reappointment Recommendation
8. Admin Assist ltr to Water Pollution Control Authority dated 1/10/2024 re: Request Reappointment Recommendation
9. Admin Assist ltr to Republican Nominating Cmt dated 1/10/2024 re: Request Reappointment Recommendation – Retirement Board
10. Admin Assist ltr to Republican Nominating Cmt dated 1/10/2024 re: Request Reappointment Recommendation – Housing Authority
11. Admin Assist ltr to Democratic Nominating Cmt dated 1/10/2024 re: Request Reappointment Recommendation – Water Pollution Control Authority

NOTICE OF AGENDAS

1. Historic District Commission Agenda 12/18/2023
2. Retirement Board Agenda 12/19/2023
3. Parks, Recreation & Senior Citizens Agenda 11/21/2023
4. Agricultural Commission Agenda 12/19/2023
5. Water Pollution Control Authority Agenda 12/19//2023
6. Permanent Municipal Building Cmt Agenda 1/2/2024 – Cancelled
7. Economic Development Commission Agenda 1/2/2024 Cancelled
8. Inland Wetland & Water Courses Commission Agenda 1/2/2024- Cancelled
9. Farmers Market Committee Agenda 1/4/2024
10. Conservation Commission Agenda 1/9/2024
11. Finance Cmt Agenda 1/3/2023
12. LUPPW Cmt 1/8/2024
13. Admin Cmt Agenda 1/10/2024
14. Town Council Agenda 1/10/2024

MINUTES

1. Retirement Board Minutes 11/21/2023
2. Parks, Recreation & Senior Citizens Minutes 11/21/2023
3. Agricultural Commission Minutes 11/21/2023
4. Water Pollution Control Authority Minutes 11/21/2023
5. Farmers Market Committee Minutes 9/7/2023; 11/1/2023; 12/6/2023 12/6/2023
6. Conservation Commission Minutes 12/12/2023
7. Finance Cmt Minutes Organizational Mtg 12/6/2023; Regular Meeting 12/6/2023
8. LUPPW Cmt Minutes Organizational Mtg 12/11/2023' Special Meeting 12/11/2023
9. Admin Cmt Minutes Organizational Mtg 12/13/2023; Regular Meeting 12/13/2023
10. Admin Cmt Agenda 12/13/2023
11. Public Hearing Minutes 12/13/2023
12. Town Council Sp. Minutes 12/13/2023
13. Town Council Minutes 12/13/2023

REFERRALS

Administration Committee

1. DTC Appointment Endorsement dated 12/17/2023 re: Foltz to Farmers Market Cmt
2. Historic District Commission email dated 12/28/2023 re: Request changes to Members' Status

X. COUNCIL SUB COMMITTEE, LIAISON REPORTS

Administration Committee

Councilor Garcia-Irizarry stated the Administration Committee met earlier this evening and addressed the following: (1) Appointments to the Planning & Zoning Commission and the Ledyard Farmers' Market Committee; and (2) Reviewed and forwarded to the Finance Committee a proposed "An Ordinance Establishing a Farmers Market for the Town of Ledyard".

Community Relations Committee

Councilor Brunelle stated the Community Relations Committee held their Organizational Meeting on December 20, 2023 that was followed by their Regular Meeting that same evening. She noted the Committee set their 2024 Meeting schedule for the third Wednesday of each month at 6:30 p.m. and also agreed to continue to work on the following: (1) Black History Month; (2) Develop a schedule to host Informational Forums; and (3) Communication with residents. She noted the Committee's next meeting was scheduled for Wednesday, January 17, 2024 at 6:30 p.m.

Finance Committee

Councilor Saccone stated the Finance Committee met on January 3, 2024 and in addition to the items on tonight's Agenda the Committee discussed the following: (1) Fiscal Year Audit Ending June 30, 2023 – Councilor Saccone stated Auditor's CliftonLarsonAllen, LLC have provided the completed Annual Audit Report which was distributed to the Town Council earlier this week. He stated the Auditors would present the Final Report at the Finance Committee's February 7, 2024 meeting; (2) American Rescue Plan Act (ARPA) Funding Project List – Councilor Saccone stated the Committee reviewed the most recent update regarding the status of the ARPA Projects List. He noted the number of projects completed had not changed since the last Report. He stated the Committee also discussed the importance of having a plan to reallocate funds remaining from completed project that have come in under budget, otherwise they would have to be returned to the US Treasury. He stated a potential project that was discussed was the replacement of the Guiderails on Sandy Hollow Road; (3) Public Act No.21-58 "*An Act Concerning Solid Waste Management*" in accordance with "*Resolution Regarding Revenues Received from Beverage Container Surcharges*"- Councilor Saccone stated the Finance Committee continued to discuss the Surcharge Revenues the Town has been and would continue to receive from the State and a potential plan to implement a Town-wide Clean-up Program working with the Ledyard Beautification Committee and Non-Profit Organizations as one of the uses for the funding. He stated the Committee also discussed developing a *Rubric* to prioritize the use of the funds. He stated to-date the Town had a balance in the Surcharge Beverage Account in the amount of \$48,000 and that it would continue to grow.

Land Use/Planning/Public Works Committee

Councilor St. Vil stated the LUPPW Committee met on January 8, 2024 and discussed the following on-going topics: (1) Effectiveness of Ordinance #300-012 (rev 1) 300-012 "*An Ordinance Concerning Blight and Public Nuisance for the Town of Ledyard*". -Councilor St. Vil noted that the Committee found that Ordinance was effective; (2) Spicer Homestead Ruins - Historic Preservation – Councilor St. Vil stated Historic District Commission Member Earl (Ty) Lamb reported that the Commission concurred to proactively develop a Plan to seek a Historic Designation from the State. He stated the LUPPW Committee and the Historic District Commission agreed on the following: (a) Develop a *Roles and Responsibilities Document* that they would work to draft and agree on; (b) The Historic District Commission would develop a *Plan of Action - Milestone Road Map* for moving forward. Councilor St. Vil stated the LUPPW Committee would continue to discuss this topic.

Planning & Zoning Commission

Councilor St. Vil noted the Planning & Zoning Commission held two Public Hearings regarding a Petition for work on the former Dow Chemical/Styrenics Site on Route 12 in Gales Ferry. He noted the residents were impassioned in their opinions, yet they were respectful. He stated a subsequent Public Hearing would be held at the Ledyard Middle School on January 11, 2024 at 6:00 p.m. Councilor St. Vil stated as a past member of the Planning & Zoning Commission that he had confidence that the Commission would review the facts equitability and take the residents views into consideration.

Board of Education

Councilor Garcia-Irizarry stated the Board of Education met on December 19, 2023 and discussed the following: (1) Substitute Teachers – Councilor Garcia-Irizarry stated residents expressed concerns regarding the need to combine classrooms at the Gallup Hill School due to the lack of substitute teachers. She noted a resident stated that substitute teachers were paid \$100.00 per day, which was less than minimum wage if they were working eight hours

each day; (2) Magnet School Students – Residents expressed support to allow Magnet School Students to participation in extra curriculum activities, beyond sports; (3) Spotlight Kids – Superintendent of Schools Jason Hartling would include funding in the upcoming Fiscal Year 2024/2025 Budget to restore the music/drama Spotlight Kids program; (4) Kindergarten School Age – Children will have to be five-years old by September 1st to enter Kindergarten. In years past the children had to be five years old by January 1st of the school year; (5) Unified Arts Music Course was approved for the High School; and would be implemented during the Fiscal Year 2024/2025 Budget; (6) Study Skills Course was approved for the Middle School; (7) Kindergarten thru Grade Three Screening Test Results for the 2022-2023 School Year showed the number of students who were performing at the benchmark or performing above had increased by the end of the school year, compared to results of the previous year; (8) Extracurricular Activities Policy #6145.1 was not approved; (9) New Covid Guidelines – The Medical Advisor reported that the Covid Pandemic Requirements (quarantine) have become Accommodations. Students and Staff were advised to consult with their Primary Physicians and to leave decisions to their Guardians and their medical health advisors. The Medical Advisor reported that most Health Care Providers were treating and managing COVID like other viral respiratory infections, including influenza and RSV. Students with fever or significant symptoms would continue to be excluded from school as with other viral respiratory infections.

XI. MAYOR'S REPORT

Mayor Allyn, III, reported on the following: (1) High School Civics in Action – Mayor Allyn stated he participated in the Civic in Action Program at the High School, as Chairman Rodriguez did. He stated the kids had some great topics this year, noting that they enjoyed interacting with the students; (2) Nursing Clerical Assistant Jean Dutton retired after twenty-seven years at the end of December, 2023. Mayor Allyn stated the Ledyard Visiting Nurse Agency discontinued its operations on June 30, 2023. However, he stated Ms. Dutton stayed on staff to assist with close out Department. He stated Ms. Dutton would be moving to Florida; (3) Motor Vehicle Accident on January 1, 2024 – Mayor Allyn joined Councilor Saccone in thanking both the Gales Ferry Fire Department and the Ledyard Center Fire Department for their quick response to an accident involving a motorcyclist and Fire Chief Saccone on Route 12. He stated the driver of the motorcycle was fortunate that Chief Saccone was able to get out of his vehicle and was immediately able to administer first aid. He thanked Chief Saccone for his efforts as well; (4) Norwich Chamber Economic Summit December 19, 2023 – Mayor Allyn stated the Norwich Chamber was meeting with the Leaders of several towns to address the resources the towns currently had available, along with the towns needs, challenges and opportunities. The next meeting would be held in about two-months; (5) Southeastern Connecticut Council of Government (SCCOG) Annual Meeting – Mayor Allyn stated he attended the Annual Meeting in December, 2023. He noted at their Annual Meeting SCCOG would be making changes to the Leadership Team, noting that he would no longer be serving on the SCCOG Executive Board; (6) Nathan Lester House Revenues – Mayor Allyn stated they recently completed the filming of a movie titled “*The Fox Sisters*”. He stated the film was about three Hydesville, New York sisters from the mid 1800’s who claimed to be *mediums*, noting that they interacted with ghosts or spirits. He stated these sisters were believed to be the front runners to the birth of spiritualism. He thanked Historic District Commission Member Doug Kelley for his time and efforts in coordinating and working with the film crews, etc., who were on-site for about a week. He stated the use of the Nathan Lester House for the movie generated some revenue for the Nathan Lester House which would be used for maintenance and upkeep of the historic home; (7) Connecticut Conference of Municipalities (CCM) Legislative Committee January 9, 2024 Meeting – Mayor Allyn stated he attended the meeting noting that CCM as well as Southeastern Connecticut Council of Governments (SCCOG) and the Council of Small Towns (COST) would all be lobbying the State Legislature in the upcoming Session to have the issues that affect their communities addressed; (8) Southeastern Connecticut Council of Governments (SCCOG) Solid Waste Committee and Legislative Committee Meeting – Mayor Allyn stated due to the heavy rain, wind, flooding, and power outages in Norwich that the Solid Waste Committee’s final meeting and Legislative Committee Meeting which would have been held today was rescheduled to next week; (9) Department of Defense (DOD) Meeting – Mayor Allyn stated he along with Leaders from New London and Groton met with six DOD Officials earlier today at the New London – Groton US Naval Subbase to discuss the

following: (a) Growth of General Dynamics/Electric Boat (EB); (b) Columbia Class Submarine; and (c) Community Growth that the DOD foresees for the area. He stated noted although the Columbia Class submarines would not be birthed at the Groton Subbase; there would be significant growth in the area, and that the DOD has offered to assist the town's needs relative to things such as public utilities, etc.; (10) Southeastern CT Enterprise Region (seCTer) – Mayor Allyn explained that seCTer serves as the region's designated private, non-profit Economic Development Organization and that they worked to provide services and resources to stimulate and support economic development and diversification within Southeastern Connecticut. He stated that he completed his orientation as a Board Member, and that he attended the seCTer meeting earlier today, (11) Connecticut Interlocal Risk Management Agency (CIRMA) – Mayor Allyn that Ledyard obtains its insurance through CIRMA. He explained in years past when there were not a lot of insurance claims the member towns would receive a dividend check, which was great, because the town would add those funds to their Undesignated Fund. However, he stated because CIRMA had a \$10 million policy payout this year that the towns would not be receiving a dividend check; (12) Fiscal Year 2024/2025 Budget Preparation – Mayor Allyn stated Staff were preparing their draft budgets for the upcoming year. He stated Town Department Budgets were due to his Office by January 16, 2024 and that the Board of Education's proposed was due to his Office by February 26, 2024. He stated the town was transitioning back from ClearGov to the Excel Spreadsheet format using the Munis Financial System. He stated the budget format would provide data from the three prior budget years, the year-to-date numbers, and the Mayor's proposed budget all in one format. He stated he would assemble the Board of Education's proposed budget along with his proposed Fiscal Year 2024/2025 Budget to deliver to the Town Council on March 4, 2024 (first Monday in March); in accordance with Chapter VII, of the Town Charter. He stated at that point the budget would become the Town Council's budget to work with.

Questions to the Mayor

Councilor Saccone noted that although he did not have a question for Mayor Allyn, that he wanted to commend the Emergency Dispatchers for their actions related to the motor vehicle accident that involved a motorcyclist on January 1, 2024. He explained the process when an Emergency-911-Call comes in. He stated when he called in the accident on his walkie-talkie that Dispatch responded instantaneously. He thanked Dispatchers Whaley and Wadecki for their outstanding job.

XII. OLD BUSINESS – None.

XI. NEW BUSINESS

Administration Committee

1. MOTION to appoint Ms. Jessica Cobb (D) 7 Whipoorwill Drive, Gales Ferry, as a Regular Member to the Planning & Zoning Commission to complete a three (3) year term ending October 31, 2026; filling a vacancy left by Mr. St. Vil.

Moved by Councilor Garcia-Irizarry, seconded by Councilor Ryan

Discussion: None.

VOTE: 9 – 0 Approved and so declared

RESULT: APPROVED 9 - 0

MOVER: Carmen Garcia-Irizarry, Town Councilor

SECONDER Tim Ryan, Town Councilor

AYES: Brunelle, Buhle, Garcia-Irizarry, Dombrowski, Paul, Rodriguez, Ryan, Saccone, St. Vil

2. MOTION to appoint Ms. Minna DeGaetano, (D) 10 Marla Avenue, Ledyard, as an Alternate Member to the Retirement Board for a three-year term ending August 26, 2026.

Moved by Councilor Garcia-Irizarry, seconded by Councilor Dombrowski

Discussion: None.

VOTE: 9 – 0 Approved and so declared

RESULT: APPROVED 9 - 0
 MOVER: Carmen Garcia-Irizarry, Town Councilor
 SECONDER Kevin Dombrowski, Town Councilor
 AYES: Brunelle, Buhle, Garcia-Irizarry, Dombrowski, Paul, Rodriguez, Ryan, Saccone, St. Vil

Finance Committee

- 3. MOTION to authorize overspending Account #10110205-53610 (Specialty Approved Counsel) through June, 30, 2023.

Moved by Councilor Buhle, seconded by Councilor Ryan

Discussion: Councilor Ryan stated although they have been working to increase the legal expenses budget each year, that almost every budget cycle the Town Council has been requested to authorize overspending the Specialty Approved Counsel Account because of unforeseen circumstances or because of legal matters that were carried over from a previous year. He stated this authorization to over expend was routinely done, and he explained that each year they try to recalibrate the new budget for Specialty Approved Counsel Account so that it was closer to their actual expenses.

Mayor Allyn, III explained the reason for the request to over expend the Specialty Approved Counsel Account this year was to address a lawsuit regarding a land use matter. He stated the town had to hire Special Counsel to litigate the matter. He noted that the town does not know when lawsuits were going to arise or how much money would be needed.

VOTE: 9 – 0 Approved and so declared

RESULT: APPROVED 9 - 0
 MOVER: Jessica Buhle, Town Councilor
 SECONDER Tim Ryan, Town Councilor
 AYES: Brunelle, Buhle, Garcia-Irizarry, Dombrowski, Paul, Rodriguez, Ryan, Saccone, St. Vil

- 4. MOTION to appropriate the Connecticut Secretary of the State Early Voting Grant in the amount of \$10,500 to Account# 21010301-56100-G0015 entitled “Registrar – Operating Expenses – Misc. Grants”.

In addition, authorize the Registrar of Voters to expend the Early Voting Grant in the amount of \$10,500 to pay for expenses associated with Early Voting provisions in accordance with Public Act 23-5.

Moved by Councilor Saccone, seconded by Councilor Buhle

Discussion: Registrar of Voters Claudia Sweeney stated that she and Registrar Diana Mann attended the Finance Committee’s January 3, 2024 meeting to review the Early Voting process and the costs associated which were mostly for staff and for some equipment that would be needed. She stated the Secretary of State would be giving each town \$10,500 to start and implement the new Early Voting provisions as required by Public Act 23-5.

Councilor Ryan stated the cost to facilitate Early Voting was going to be about \$30,000 for Ledyard. He stated the \$10,500 Grant funding was welcome, however, he stated that it would only cover about one-third of the town’s cost. He stated during the Finance Committee meeting that Councilor Buhle suggested looking at other ways that could streamline the costs of Early Voting to reduce costs. However, he stated this would be a learning process as the town worked its way through the Early Voting requirements.

Councilor Buhle noted during the Finance Committee meeting that Registrar Ms. Sweeny explained that this coming year would be more costly because it was a Presidential Election year; and because they may need to also have Primary Elections this year as well. She stated during an ordinary year that the Early Voting expenses should not be as high.

Councilor Ryan noted that it was uncertain as to whether the Early Voting Grant was a one-time grant or whether the Secretary of State would provide funding to the municipalities going forward. Ms. Sweeney noted that the State could also decide to change the number of hours/days required for Early Voting in the Public Act which could reduce or increase the costs for Early Voting.

Councilor Ryan noted that during the Finance Committee meeting that the Registrars indicated that beginning with their proposed Fiscal Year 2024/2025 budget and going forward that they would include funding for the Early Voting based on the type of election year.

VOTE: 9 – 0 Approved and so declared

RESULT: APPROVED 9 - 0
MOVER: Tony Saccone, Town Councilor
SECONDER Jessica Buhle, Town Councilor
AYES: Brunelle, Buhle, Garcia-Irizarry, Dombrowski, Paul, Rodriguez, Ryan, Saccone, St. Vil

5. MOTION to approve the Master Municipal Agreement for Construction Projects between the State of Connecticut Department of Transportation (DOT) and the Town of Ledyard.

Moved by Councilor Ryan, seconded by Councilor Buhle

Discussion: Mayor Allyn, III, explained that every ten years the Connecticut Department of Transportation (CTDOT) required Municipalities to sign a new Master Municipal Agreement for Construction (MMAC) Projects between the State of Connecticut Department of Transportation (CTDOT) and Municipalities. He stated Ledyard received the 130-page Agreement in late December, 2023, noting that they need to have it signed and back to the State by January 21, 2024. He stated the document identified all the terms that Municipalities had to follow when they accepted either Federal or State dollars for construction projects. He stated the revised ten-year term MMAC identified the procurement process, for both municipally advertised construction projects, as well as projects advertised by the CTDOT on behalf of municipalities.

Councilor Ryan noted that there were no substantive changes to the Master Municipal Agreement. Mayor Allyn went on to note that the updated MMAC included standard terms, conditions, and contracting “boiler plate” language that should generally govern all municipal construction projects involving the CTDOT, which were undertaken throughout the ten-year term and addressed things such as Title Six in that they would not be discriminatory in their hiring of sub-contractors, as well as reporting and auditing requirements, etc.

VOTE: 9 - 0 Approved and so declared

RESULT: APPROVED 9 - 0
MOVER: Tim Ryan, Town Councilor
SECONDER Jessica Buhle, Town Councilor
AYES: Brunelle, Buhle, Garcia-Irizarry, Dombrowski, Paul, Rodriguez, Ryan, Saccone, St. Vil

6. MOTION to appropriate the proceeds in the amount of \$260,895 from the sale of 332 Colonel Ledyard Highway to the following Accounts:

- \$95,500.00 to Account #21040111-58240 (Building Renovations - Public Works)
- \$110,000.00 to Account #21040101-57315 (Pooled Vehicles - Public Works)
- \$3,193.85 to Account #10110203-56900 (Other Supplies - Administrative Support)
- \$2,201.15 to Account #10110201-58790 (Contingency - Mayor’s Office)
- \$50,000 to CNR Account #21090305-68290 (Open Space)

Moved by Councilor Buhle, seconded by Councilor Ryan

Discussion: Mayor Allyn, III, provided some background stating that 332 Colonel Ledyard Highway was part of a larger property explaining in 2007 a Developer purchased the 96 ± acre Founders Preserve Property along with some other small adjacent properties. He stated in working to make a residential sub-division the Developer changed the original boundary lines, which put the detached garage that belonged to the house at 332 Colonel Ledyard Highway into the Founders Preserve property. However, he stated the Developer never moved forward with the planned sub-division; and because the Developer did not pay the taxes on the properties, which was about \$277,000, the Town foreclosed on the properties.

Mayor Allyn went on to explain that because there was a title issue when the town acquired 332 Colonel Ledyard Highway property thru the foreclosure, the town could not sell property at that time, and so they rented-out the home out of necessity for nearly five years. He stated Avalonia Land Conservancy paid for the A2 Survey of the property, which resolved the title boundary issues for the property located at 332 Colonel Ledyard Highway, which put the detached garage back on the property with the house. He stated once the property boundaries were corrected the Town held a Public Hearing and at a Special Town Meeting that was held on September 27, 2023 the Townspeople approved to sell 332 Colonel Ledyard Highway to Leonard D. Sherman for Two Hundred and Eighty Thousand Dollars (\$280,000).

Mayor Allyn continued by noting the Real Estate Closing was held at the end of November, 2023 and after expenses the proceeds of the sale was \$260,895. He reviewed the allocation of the \$260,895 as follows:

- **\$95,500.00 to Account #21040111-58240 (Building Renovations - Public Works)**
Mayor Allyn noted Public Works Director/Town Engineer Steve Masalin oversees this Account which was used for maintenance projects for all town buildings except the school facilities.
- **\$110,000.00 to Account #21040101-57315 (Pooled Vehicles - Public Works)**
Mayor Allyn stated the town recently lost seven of their pooled vehicles within a matter of a couple of months, noting that the vehicles had high mileage, structural issues and were not safe for the road. He explained in years past the Town was able to purchase used State vehicles with low mileage directly from the State's assets that had been retired to surplus for a very low cost (between \$1,000 - \$1,500). However, he stated because the State changed to a third-party auction site to sell their surplus vehicles the town now had to purchase used vehicles at a higher cost.

Councilor Saccone questioned whether the town planned to sell the old vehicles on GovDeals.com. Mayor Allyn stated that they would be selling the vehicles using the on-line GovDeals.com auction site.

- **\$3,193.85 to Account #10110203-56900 (Other Supplies - Administrative Support)**
Mayor Allyn stated these funds would be used to purchase filing cabinets and other items required for the Tax Collectors Office.
- **\$2,201.15 to Account #10110201-58790 (Contingency - Mayor's Office)**
Mayor Allyn explained that 334 Colonel Ledyard Highway had been a blighted property for many years. He stated the last time the town placed a Blight Lien (4th blight lien) on the property to pay a third party to clean up the property (mow grass, etc.) that the owner offered the town the deed in lieu of foreclosure, because he did not want to pay the lien. He stated after acquiring the property the town obtained a Demolition Permit for the house that had been condemned by the Building Department. He stated the structure had a small amount of asbestos in the roofing mastic which was removed; and they obtained a Permit to Abandon the Well from Ledge Light Health District, which involved filling the well with gravel. He stated these expenses totaled \$2,201.15 and were paid from the Mayor's Office Contingency Budget. Therefore, he stated this allocation was to reimburse the Account.
- **\$50,000 to CNR Account #21090305-68290 (Open Space)**
Mayor Allyn stated the Open Space Account had a balance of about \$360,000. He stated because the town would be involved with a co-share with Avalonia Land Conservancy to acquire a parcel on Stoddards Wharf Road that putting some funding in the Open Space Account would be a good use of the funds. He stated open space acquisition was good for the town and its residents.

VOTE: 9 - 0 Approved and so declared

RESULT: ADOPTED 9 – 0
MOVER: Jessica Buhle, Town Councilor
SECONDER: Tim Ryan, Town Councilor
AYES: Brunelle, Buhle, Garcia-Irizarry, Dombrowski, Paul, Rodriguez, Ryan, Saccone, St. Vil

XV. ADJOURNMENT

VOTE: Councilor Buhle moved to adjourn, seconded by Councilor Paul
9- 0 Approved and so declared. The meeting adjourned at 8:04 p.m.

Transcribed by Roxanne M. Maher
Administrative Assistant to the Town Council

I, S. Naomi Rodriguez, Chairman of the Ledyard Town Council,
hereby certify that the above and foregoing is a true and
correct copy of the minutes of the Regular Town Council
Meeting held on January 10, 2024.

S. Naomi Rodriguez, Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 24-0011

Agenda Date: 1/24/2024

Agenda #:

AGENDA ITEM
CORRESPONDENCE

Subject:

Communications List - January 24, 2024

Correspondence List:

COMMUNICATIONS LISTING FOR JANUARY B24, 2024

INCOMING CORRESPONDENCE

1. Beautification Cmt ltr dated 1/19/2024 re: J. Holdsworth Vacancy per Ordinance 100-008 “An Ordinance Establishing a Beautification Committee for the Town of Ledyard”
2. DTC Appoint Appl dated 12/28/2023 re: Chittim to Historic District Commission

OUT GOING CORRESPONDENCE

1. Admin Asst ltr to Mayor dated 1/11/2024 re: Action ltr. Town Council Regular Meeting of January 10, 2024.
2. LTC ltr to Cobb dated 1/11/2024 re: Appointment to Planning & Zoning
3. LTC ltr to DeGaetano dated 1/11/2024 re: Appointment to Retirement Board
4. Finance Cmt ltr dated 1/18/2024 to Proctor re: Denied request to Subordinate Home Rehabilitation Loan

NOTICE OF AGENDAS

1. Retirement Board Agenda 1/16/2024- Cancelled
2. Retirement Board Sp. Agenda 1/23/2024
3. Parks, Recreation & Senior Citizens Agenda 1/16/2024– Cancelled
4. Parks, Recreation & Senior Citizens Sp. Agenda 1/18/2024 – Cancelled
5. Agricultural Commission Agenda 1/16/2024 - Cancelled
6. Public Safety Commission Agenda 1/22/2024
7. Historic District Commission Agenda 1/22/2024
8. Water Pollution Control Authority Agenda 1/23/2024
9. Youth & Social Services Agenda 1/16/2024 - Cancelled
10. Public Safety Commission 12/11/2023 – Cancelled
11. Library Commission Agenda 1/22/2024
12. Finance Cmt Agenda 1/17/2024
13. Community Relations Cmt Agenda 1/17/2024
14. Finance Cmt Sp. Joint TC & BOE Work Session Agenda 1/18/2024
15. Town Council Agenda 1/17/2024

MINUTES

1. Retirement Board Sp. Agenda 12/17/2024
2. Parks, Recreation & Senior Citizens 10/17/2023
3. Public Safety Commission Minutes 9/11/2023
4. Agricultural Commission Minutes 12/17/2024
5. Library Commission Minutes 12/11/2023
6. Historic District Commission Minutes 12/17/2023
7. Water Pollution Control Authority Minutes 12/19/2023
8. Finance Cmt Minutes 1/3/2024
9. Community Relations Organizational Minutes 12/20/2023
10. Community Relations Minutes 12/20/2024
11. Town Council Minutes 1/10/2024

REFERRALS

Administration Committee

1. Beautification Cmt ltr dated 1/19/2024 re: J. Holdsworth Vacancy per Ordinance 100-008
“An Ordinance Establishing a Beautification Committee for the Town of Ledyard”
2. DTC Appoint Appl dated 12/28/2023 re: Chittim to Historic District Commission

January 19, 2024

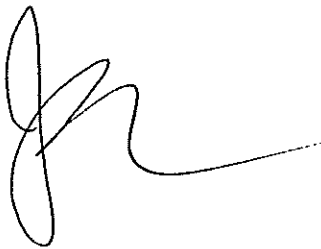
Roxanne Maher
Town Council Administrative Assistant
741 Colonel Ledyard Highway
Ledyard, CT 06339-1511

RE: Jennifer Holdsworth

Roxanne,

member Jennifer Holdsworth has missed more than three beautification committee meetings and should now be considered resigned. Please open her position so we may fill the vacancy. She should be removed from the roster.

Thank you,

A handwritten signature in black ink, appearing to be 'JE', with a long horizontal line extending to the right.

Jennifer Eastbourne, Chairman LBC
4 Glenwoods Court
Gales Ferry, CT 06335



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-2358

Agenda Date: 1/10/2024

Agenda #:

APPOINTMENT

Motion/Request:

MOTION to appoint Ms. Ammie M. Chittim (D) 972 Shewville Road, Ledyard, as a Regular Member to the Historic District Commission to complete a five (5) year term ending December 6, 2028, filling a vacancy left by Ms. Dyson.

Background:

Ms. Chittim is a College Professor and because she no longer has the ability to work in preservation full-time, she has expressed an interest to serve on the Historic District Commission.

Ms. Chittim has indicated that she was available to volunteer on weekends and was interested in assisting with archaeological/site assessments, grant writing, technical reports, and public outreach events for the Town of Ledyard.

Ms. Chittim moved to Ledyard about 18 months ago and has created a free-to-the-public archaeology program, that she hosted at her a1780 Era Colonial property in Ledyard. The purpose of the program was to teach historic archaeology and historic preservation to kids, high-school and college-level students, as well as adults. Ms. Chittim has a passion to increase knowledge regarding the importance of preservation. (Please see attached Resume')

Administrative Notes:

The Historic District Commission currently has the following vacancies:

- 1 - Regular Member
 - 1 - Alternate Member
- (See attached Roster)

Nominating Committee Recommendation:

The DTC endorsed Ms. Ammie Chittim's appointment to the Historic Commission on December 28, 2023. She is highly qualified for this appointment and her background would make her an asset to the Historic Commission.

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
council@ledyardct.org

Chairman S. Naomi Rodriguez

January 11, 2024

Mayor Fred Allyn, III
Town of Ledyard
741 Colonel Ledyard Highway
Ledyard, Connecticut 06339

Dear Mayor Allyn:

At its Regular Meeting held on January 10, 2024 the Town Council took the following actions

- Appointed Ms. Jessica Cobb (D) 7 Whippoorwill Drive, Gales Ferry, as a Regular Member to the Planning & Zoning Commission to complete a three (3) year term ending October 31, 2026; filling a vacancy left by Mr. St. Vil.
- Appointed Ms. Minna DeGaetano, (D) 10 Marla Avenue, Ledyard, as an Alternate Member to the Retirement Board as an Alternate Member to Retirement Board for a three-year term ending August 26, 2026.
- Authorized overspending Account #10110205-53610 (Specialty Approved Counsel) through June, 30, 2023.
- Appropriated the Connecticut Secretary of the State Early Voting Grant in the amount of \$10,500 to Account# 21010301-56100-G0015 entitled "Registrar – Operating Expenses – Misc. Grants".

In addition, authorized the Registrar of Voters to expend the Early Voting Grant in the amount of \$10,500 to pay for expenses associated with Early Voting provisions in accordance with Public Act 23-5.

- Approved the Master Municipal Agreement for Construction Projects between the State of Connecticut Department of Transportation (DOT) and the Town of Ledyard.
- Appropriated the proceeds in the amount of \$260,895 from the sale of 332 Colonel Ledyard Highway to the following Accounts:
 - \$95,500.00 to Account #21040111-58240 (Building Renovations - Public Works)
 - \$110,000.00 to Account #21040101-57315 (Pooled Vehicles - Public Works)
 - \$3,193.85 to Account #10110203-56900 (Other Supplies - Administrative Support)
 - \$2,201.15 to Account #10110201-58790 (Contingency - Mayor's Office)
 - \$50,000 to CNR Account #21090305-68290 (Open Space)

Please feel free to contact Chairman Rodriguez should you have any questions regarding this meeting.

Respectfully submitted,



Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

cc: Director of Finance
Treasurer
Public Works Director/Town Engineer
Registrars of Voters



TOWN OF LEDYARD

CONNECTICUT

TOWN COUNCIL

Chairman S. Naomi Rodriguez

741 Colonel Ledyard Highway
Ledyard, CT 06339
(860) 464-3203
council@ledyardct.org

January 11, 2024

Ms. Jessica Cobb
7 Whippoorwill Drive
Gales Ferry, Connecticut 06335

Dear Ms. Cobb:

CONGRATULATIONS! The Town Council, at its meeting on January 10, 2024 appointed you as a regular member of the Planning and Zoning Commission, to complete a three (3) year term ending October 31, 2026, filling a vacancy left by Mr. St. Vil.

As you are aware, the Town's Meeting Portal (Granicus-Legistar) will aid you in preparation for the Planning and Zoning Commission meetings by providing materials and supporting documentation, and other reference information. This technology has enabled the town to streamline processes and implement paperless meetings. Each month you will be electronically notified of the Planning and Zoning Commission scheduled meeting. You can access this information by visiting the Town of Ledyard Website at: <https://www.ledyardct.org/> clicking on the "Agendas & Minutes" tab.

It is customary and traditional to be sworn-in by the Town Clerk prior to assuming your duties. Please bring a copy of this letter with you and try to have this accomplished as soon as possible.

Town Hall business hours are Monday through Thursday, 7:30 a.m. to 4:45 p.m. Should your schedule conflict with regular business hours, please call the Town Clerk's Office at 860.464.3257 to arrange a time to be sworn-in.

Thank you for your willingness to serve the Town of Ledyard.

Sincerely,

S. Naomi Rodriguez
S. Naomi Rodriguez
Chairman

cc: Town Clerk
Planning and Zoning Commission



TOWN OF LEDYARD

CONNECTICUT

TOWN COUNCIL

Chairman S. Naomi Rodriguez

741 Colonel Ledyard Highway
Ledyard, CT 06339
(860) 464-3203
council@ledyardct.org

January 11, 2024

Ms. Minna DeGaetano
10 Marla Avenue
Ledyard, Connecticut 06339

Dear Ms. DeGaetano:

CONGRATULATIONS! The Town Council, at its meeting on January 10, 2024 appointed you as an Alternate Member of the Retirement Board to complete a three (3) term ending January 26, 2026.

The Town's Meeting Portal (Granicus-Legistar) will aid you in preparation for the Retirement Board meetings by providing materials and supporting documentation, and other reference information. This technology has enabled the town to streamline processes and implement paperless meetings. Each month you will be electronically notified of the Retirement (Pension) Board (Alternate Member) scheduled meeting. You can access this information by visiting the Town of Ledyard Website at: <https://www.ledyardct.org/> clicking on the "Agendas & Minutes" tab.

It is customary and traditional to be sworn-in by the Town Clerk prior to assuming your duties. Please bring a copy of this letter with you and try to have this accomplished as soon as possible.

Town Hall business hours are Monday through Thursday, 7:30 a.m. to 4:45 p.m. Should your schedule conflict with regular business hours, please call the Town Clerk's Office at 860.464.3257 to arrange a time to be sworn-in.

Thank you for your willingness to serve the Town of Ledyard.

Sincerely,

S. Naomi Rodriguez
Chairman

cc: Town Clerk
Retirement Board



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3203
towncouncil@ledyardct.org

Chairman S. Naomi Rodriguez

January 18, 2024

Mr. and Mrs. Matthew Proctor
33 Highland Drive
Ledyard, Connecticut 06339

Dear Mr. and Mrs. Proctor:

The Town Council Finance Committee would like to thank you for attending our January 3 and 17, 2024 meetings; and for providing the additional information requested with regard to your letter dated November 22, 2023, requesting the Town subordinate your no interest Rehabilitation Loan in the amount of approximately \$32,820.40+/- you received in 2017 to help your family address home improvements.

We were pleased to learn from your Appeal Letter and from the Appraisal Documentation that your home value has increased, and you are now in a position to refinance your home to consolidate debt and to pay off high interest credit cards.

As you are aware, the purpose of the Housing Rehabilitation Program is to provide no interest loans to qualified residents who meet the income limits for much needed critical home improvements such as heating system, septic system replacements, and roof replacements, etc.

The provisions of the *Housing Rehabilitation Program/ Small Cities Promissory Note* require the loan to be paid back to the Town of Ledyard when the property is sold, changes title, or the property is remortgaged/refinanced, to enable the Town to loan those funds to another qualifying family in-need of assistance on a revolving basis.

While the Finance Committee understands your appeal, our decisions must be based on the intent of the Housing Rehabilitation Program, which is to help as many income qualifying families in our community as we can, with critical home improvements.

After much discussion and further deliberation, it is with regret that the Finance Committee denied your request for the Town to subordinate your no interest Rehabilitation Loan as part of your application to remortgage your home and asks that the Rehabilitation Loan be paid back in-full, should you proceed with your Remortgage Application, in accordance with the provisions of the *Housing Rehabilitation Program/Small Cities Promissory Note*.

The Finance Committee trusts that you understand the reasons for our decision, which included the importance to comply with the *Housing Rehabilitation Program*, as we continue our efforts to help our community's families in-need with critical home repairs.

Should you have any questions or would like to discuss the Finance Committee's decision regarding your request; or if we can assist you with any other matters of concern, please do not hesitate to contact me at (860) 625-6239 or e-mail: tsac@ledyardct.org

Sincerely,

Anthony Saccone, Sr.
Committee Chairman
Finance Committee

cc: Mayor Allyn, III, Tax Collector, Timios Closing Specialist Michael Martinez, Mr. Peter Testa-A&E Services

AS/rm



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1861

Agenda Date: 1/24/2024

Agenda #: 1.

REPORT
ADMINISTRATION COMMITTEE

Fiscal Year 2023/2024 Report:
Administration Committee

Meeting Action Detail:

Town Council Meeting 07/26/2023

File #: [23-1861](#) Version: 1

Type: Report

Title: Administration Committee Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1862

Agenda Date: 1/24/2024

Agenda #: 2.

REPORT
COMMUNITY RELATIONS COMMITTEE

Fiscal Year 2023/2024 Report:
Community Relations Committee

Meeting Action Detail:

Town Council Meeting 07/26/2023

File #: [22-1862](#) Version: 11

Type: Report

Title: Community Relations Committee Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1863

Agenda Date: 1/24/2024

Agenda #: 3.

REPORT
FINANCE COMMITTEE

Fiscal Year 2023/2024 Report:
Finance Committee

Meeting Action Detail:

Town Council Meeting 07/29/2023:

File #: [23-1864](#) Version: 1

Type: Report

Title: Finance Committee Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1864

Agenda Date: 1/24/2024

Agenda #: 4.

REPORT
LAND USE/PLANNING/PUBLIC WORKS COMMITTEE

Fiscal Year 2023/2024 Report:

Land Use/Planning/Public Works Committee

Meeting Action Detail:

Town Council Meeting 07/26/2023:

File #: [23-1864](#) Version: 1

Type: Report

Title: Land Use/Planning/Public Works Committee Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1882

Agenda Date: 1/24/2024

Agenda #: XII.

REPORT

REPORT OF THE MAYOR: REPORT OF THE MAYOR

Mayor Report Fiscal Year 2023/2024:

Meeting Action Detail:

Town Council Meeting 07/26/2023:

File #: [23-1882](#) Version: 1

Type: Report

Title: Mayor's Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-2345

Agenda Date: 1/24/2024

Agenda #: 1.

APPOINTMENT

Motion/Request:

MOTION to appoint Mr. Ethan Foltz (D) 894 Colonel Ledyard Highway, Ledyard, to the Ledyard Farmers' Market Committee to complete a three (3) year term ending May 9, 2027; filling a vacancy left by Ms. Brunelle.

Background:

Mr. Foltz has expressed an interest in assisting the community with supporting the Ledyard Farmer's Market. He believes the Farmers' Market was an important event to maintain because it provides the general enrichment of the citizens, and promotes small local farmers and businesses.

Mr. Foltz is a 2017 Ledyard High School Graduate, and attended Three Rivers Community College; and later graduated from the Norwich American Professional Education Services for Emergency Medical Technician (EMT) in May, 2023. He is currently working through the steps to register with the National Registry of Emergency Medical Technicians (NREMT).

Mr. Foltz has been involved in the community in the past working Jim Sorensen to help move the Food Pantry from the Lower Level of the Town Hall to the Congregational Church which was later moved to its current location in the Red Barn, now known as the Linda C. Davis Food Pantry. (Please see attached Appointment Application)

Administrative Notes:

The Farmers' Market Committee currently has nine Regular Members with four vacancies. (Please see attached Roster)

Nominating Committee Recommendation:

DTC Nominating Committee approved on 12/17/23. SNR (see attached email)

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.

Application Form**Profile**

Ethan

First Name

D

Middle Initial

Foltz

Last Name

foltzethanlhs@gmail.com

Email Address

894 Colonel Ledyard Hwy

Home Address

Suite or Apt

Ledyard

City

CT

State

06339

Postal Code

Home: (860) 501-5261

Primary Phone

Alternate Phone

Which Boards would you like to apply for?

Ledyard Farmers Market Committee: Submitted

Education & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

I'm interested in assisting the community with supporting the Ledyard Farmer's Market. I think it's an important event to maintain and provide for the general enrichment of the citizens, as well as the promotion of small local businesses.

Community Involvement

My only previous community involvement is the initial setup for the Ledyard Food Pantry, I assisted Jim Sorensen in moving the first wave of donations into the temporary home for the food pantry in front of the Ledyard Congregational Church.

Educational Background

I graduated from Ledyard High School in 2017, and attended courses at Three Rivers Community College over the course of 2019-2022, changing majors and focuses a few times before deciding to turn my attention towards becoming an EMT. I graduated from the Norwich American Professional Education Services course for EMTs in May of this year (2023) and am currently progressing through the steps to register with the NREMT.

860Kombucha

Employer

Brewer

Job Title

Party Affiliation

Party Affiliation *

Democrat

Disclaimer & FOIA Information

Your attendance and active participation is important for the Committee to conduct its business. Any member of a Committee/Commission/Board who is absent from three (3) consecutive regular meetings and any intervening duly called special meetings shall be considered to have resigned from the Committee and the vacancy shall be filled, except that the Committee may vote to waive attendance requirements in each case where illness or other extenuating circumstances make it impossible for a member to meet the attendance requirements. It shall be the responsibility of the Chairman of the Committee to notify the Town Council or Mayor's office when a member has not properly performed his/her duties.

Please Agree with the Following Statement

If selected as a board member, I understand that information on this application is subject to the Freedom of Information Act (FOIA) and may be disclosed to anyone requesting this information.

I Agree

Signature (type full name below)

Ethan David Foltz

LEDYARD FARMERS' MARKET COMMITTEE

	Name	Term Expiration
R	Martic, Sarah 59R Long Pond Road, South Ledyard, Connecticut 06339	5/9/2024
D	Vacant (Brunelle)	5/9/2024
D	Ball, Pamela 674 Shewville Road Ledyard, Connecticut 06339	5/9/2024
R	Vacant (Favry)	5/9/2024
D	Grenger, Ellin 15 Bittersweet Drive Gales Ferry, Connecticut 06335	5/9/2024
D	Troy, Allison 548 Pumpkin Hill Road Ledyard, Connecticut 06339	5/9/2024
U	Vacant (Hary, Lauriann)	5/9/2024
R	Thorne, William 3 Adios Lane Ledyard, Connecticut 06339	2/26/2026
U	Vacant (Hary, Peter)	2/26/2026

Appointed by Town Council

3 Year Term

9 Members

Roxanne Maher

From: Roxanne Maher
Sent: Sunday, December 17, 2023 1:44 PM
To: So Rodriguez
Subject: Re: Vacancy - Ledyard Farmers Market

Hi Naomi:

I will include on the Admin Cmt's January Agenda.

Roxanne
Sent from my iPhone

On Dec 17, 2023, at 1:40 PM, So Rodriguez <ledyarddtdcnnaomi@comcast.net> wrote:

Hello Roxanne,

The DTC Nominating Committee has voted on 12/17/23 to forward/recommend Mr. Ethan Foltz to fill the open vacancy on the Ledyard Farmers Market Committee left by April Brunelle. Thank you.

Respectfully,

Naomi Rodriguez, Chair
DTC Nominating Committee



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 24-0009

Agenda Date: 1/24/2024

Agenda #: 2.

APPOINTMENT

Motion/Request:

MOTION to appoint the following Temporary Members to the Permanent Municipal Building Committee (PMBC) to serve as Representatives for Board of Education Projects in accordance with Ordinance #100-015 “*An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard:*”

- Ms. Kate DiPalma-Herb (D) 19 Meadow Drive Gales Ferry
- Ms. Jennifer Reguin (D) 6, Mill Cove Road, Gales Ferry

Background:

In accordance with Ordinance #100-015 “*An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard*” (Section 3)

“Temporary Members: *For each municipal project, up to two (2) temporary members who are a member or representative of the Proposing Body shall be appointed by the Town Council.*

For Board of Education projects, at least one temporary member shall be a Board of Education member. Temporary members shall have the right to vote on the activities of the Permanent Municipal Building Committee only with respect to the particular project for which such members were appointed.” (please see attached)

The Board of Education has selected and forwarded for appointment Ms. Reguin and Ms. DiPalma-Herb to serve as their Representatives. (Please see attached)

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: Roxanne Maher
Sent: Wednesday, December 27, 2023 1:28 PM
To: Jay Hartling
Cc: arode@ledyard.net; Naomi Rodriguez; Lisa Sartori; garyjonschneider@comcast.net; Roxanne Maher; Carmen Garcia Irizarry
Subject: RE: Members on the Permanent Municipal Building Committee **Please Provide Names**
Attachments: ORD-#100-015-An Ordinance Establishing Permanent Municipal Building Committee for the Town of Leydard-2019-09-25-Highlighted.pdf

Good Morning Mr. Hartling:

Thank you for forwarding the names that the Board of Education would like to have appointed to serve as their Representatives on the PMBC

I will forward your email to the Administration Cmt and the Town Council for appointment in accordance with Ordinance #100-015 *"An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard"* (Section 3) which states:

"Temporary Members: *For each municipal project, up to two (2) temporary members who are a member or representative of the Proposing Body shall be appointed by the Town Council. For Board of Education projects, at least one temporary member shall be a Board of Education member. Temporary members shall have the right to vote on the activities of the Permanent Municipal Building Committee only with respect to the particular project for which such members were appointed."* (please see attached)

I appreciate your help,

Wishing you a Happy New Year!
Roxanne

Roxanne M. Maher



Administrative Assistant to

the Ledyard Town Council
(860) 464-3203
council@ledyardct.org

Town Hall Hours:
Monday – Thursday 7:30 a.m. to 4:45 p.m.
CLOSED FRIDAYS

From: Jay Hartling <jhartling@ledyard.net>
Sent: Wednesday, December 27, 2023 11:56 AM
To: Roxanne Maher <council@ledyardct.org>
Cc: arode@ledyard.net; Naomi Rodriguez <NaomiR@ledyardct.org>; Lisa Sartori <town.clerk.asst@ledyardct.org>; garyjonschneider@comcast.net
Subject: Re: Members on the Permanent Municipal Building Committee ****Please Provide Names****

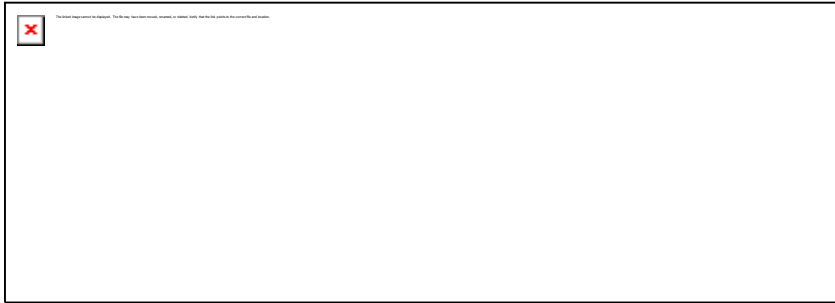
Roxanne,

I believe names were provided several weeks ago. Mr. Rode appointed Jennifer Reguin and reappointed Kate DiPalma-Herb.

Please let me know if I can be of further assistance. -Jay

Jason S. Hartling
Superintendent
Ledyard Public Schools

“Believing in the unlimited potential of every student”



On Wed, Dec 27, 2023 at 9:18 AM Roxanne Maher <council@ledyardct.org> wrote:

Good Morning Chairman Rode:

Please see messages below from the Permanent Municipal Building Committee Admin Assistant Lisa Sartori and

Town Council Chairman Rodriguez.

With both Ms. Kate DePalma-Herb and Mr. Stephen Munger no longer serving on the Board of Education, your assistance in providing the names to two residents (at least one Board of Education Member) to be appointed by the Town Council to Represent the Board of Education on the Permanent Municipal Building Committee would be greatly appreciated.

In speaking with Ms. Sartori this morning, the PMBC will need to cancel need to cancel their January meeting because they currently do not have any BOE Representatives.

Please see attached Ordinance #100-015 *An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard*

Should you have any questions, please do not hesitate to contact Chairman Rodriguez or myself.

Thank you,

Roxanne

Roxanne M. Maher



*Administrative Assistant to
the Ledyard Town Council*

(860) 464-3203

council@ledyardct.org

Town Hall Hours:

Monday - Thursday 7:30 a.m. to 4:45 p.m.

CLOSED FRIDAYS

From: Lisa Sartori <town.clerk.asst@ledyardct.org>

Sent: Tuesday, December 26, 2023 8:16 AM

To: Roxanne Maher <council@ledyardct.org>

Subject: Board of Ed members for PMBC

Good morning Roxanne – has the Town Council appointed new Board of Ed Members to PMBC?

Both of our BOE members are no longer BOE members, and we have a meeting on Tues 1/2/2023.

Lisa

Lisa D. Sartori
Assistant Town Clerk, Town of Ledyard
741 Colonel Ledyard Hwy.
Ledyard, CT 06339
Office: (860) 464-3257

From: Naomi Rodriguez <NaomiR@ledyardct.org>

Sent: Tuesday, December 05, 2023 2:12 PM

To: arode@ledyard.net

Cc: Roxanne Maher <council@ledyardct.org>; jhartling@ledyard.net

Subject: Members on the Permanent Municipal Building Committee

Good Afternoon Chairman Rode,

Congratulations on your election as Board of Education Chairman!

With Ms. DiPalma-Herb and Mr. Munger not seeing re-election to the Board of Education their term as Temporary Members on the Permanent Municipal Building Committee has come to an end.

In accordance with Ordinance #100-015 “*An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard*” (Section 3)

“Temporary Members: *For each municipal project, up to two (2) temporary members who are a member or representative of the Proposing Body **shall be appointed by the Town Council.***

*For Board of Education projects, at least one **temporary member** shall be a Board of Education member. Temporary members shall have the right to vote on the activities of the*

Permanent Municipal Building Committee only with respect to the particular project for which such members were appointed.” (please see attached)

Please forward the names of two individuals that the Board of Education would like to represent their interest regarding the School Projects to the Town Council for consideration and appointment.

Should you have any questions, please do not hesitate to contact me at (860) 910-9918.

I look forward to working with you.

Respectfully,

S. Naomi Rodriguez, Chairman

Ledyard Town Council

AN ORDINANCE ESTABLISHING
A PERMANENT MUNICIPAL BUILDING COMMITTEE
FOR THE TOWN OF LEDYARD

Be it ordained by the Town Council of the Town of Ledyard

Section 1. Authority

Pursuant to Chapter IV, Section 5 of the Town Charter, a Permanent Municipal Building Committee is hereby established.

Section 2. Purpose

The Permanent Municipal Building Committee shall have continuing responsibility for the execution of major construction and maintenance projects for the Town of Ledyard. The Permanent Municipal Building Committee will oversee and supervise the design, construction, renovation, demolition and removal of Town and Board of Education buildings, as well as any significant installation, renovation or upgrade of service equipment and major systems as provided herein.

The Permanent Municipal Building Committee may have responsibility for the execution of buildings or infrastructure projects associated with the provisions of water and sewer, if deemed appropriate by the Town Council.

From time to time, the Permanent Municipal Building Committee may be asked to undertake certain studies or projects by the Town Council. In case of multiple projects, the Town Council may form a separate building committee for a particular project.

Section 3. Membership

The Permanent Municipal Building Committee shall consist of the following members appointed by the Town Council:

Regular Members: Five (5). These members, to the extent possible, shall include those with experience in finance, engineering, architecture, project management, or the building trades. They shall be appointed for a term of three (3) years.

Temporary Members: For each municipal project, up to two (2) temporary members who are a member or representative of the Proposing Body shall be appointed by the Town Council. **For Board of Education projects, at least one temporary member shall be a Board of Education member.** Temporary members shall have the right to vote on the activities of the Permanent Municipal Building Committee only with respect to the particular project for which such members were appointed.

Ex-Officio Members: The Town Finance Director, Board of Education Business Manager and/or his designee, Town Engineering Technician, Town Planner and the Permanent Municipal Building Committee's Town Council Liaison shall be non-voting ex-officio members. The Board of Education member and the Board of Education Business Manager may be excused from participating in non-Board of Education related matters.

Quorum: A quorum shall consist of a majority of voting members.

Section 4. Terms of appointment

Regular members shall be appointed by the Town Council for a term of three (3) years. 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.

Any vacancy in the Permanent Municipal Building Committee other than by expiration of term shall be filled for the unexpired portion of the term by the Town Council. 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.

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

It shall be the responsibility of the Chairman of the Permanent Municipal Building Committee to notify the Town Council when a member has not properly performed his duties.

Annually, the regular members of the Permanent Municipal Building Committee shall elect a Chairman, Vice Chairman and Secretary. Any vacancy in any such office shall be filled by the Permanent Municipal Building Committee from its regular membership.

Section 5. Powers and Duties

The Permanent Municipal Building Committee is authorized to develop design plans and drawings for municipal building projects directed by the Town Council, primarily in accordance with the Town's Capital Improvements Projects List.

The Permanent Municipal Building Committee is authorized to interview architects and/or engineers for the purpose of planning, building and completing municipal building projects, and based on said interviews hire suitable candidates.

The Permanent Municipal Building Committee is authorized to develop schedules and cost estimates for municipal building projects.

The Permanent Municipal Building Committee is authorized to recommend to the Mayor the execution of municipal building project contracts as may be approved by the Town Council.

The Permanent Municipal Building Committee shall have authority over all change order requests. The Permanent Municipal Building Committee shall also coordinate all applications for grants and other financial assistance documents. The Permanent Municipal Building Committee shall submit change orders and grants/financial assistance documentation to the appropriate authority in a timely manner and with timely notification to the Town Council. The Town Council is the authority to modify or change the scope of the project.

The Permanent Municipal Building Committee shall at least quarterly report its activity to the Town Council and to the Proposing Body, if applicable; and shall submit a final report upon completion of each project.

The Permanent Municipal Building Committee is also authorized to conduct periodic reviews and audits of the physical condition of all municipal and school buildings and grounds, including service equipment and major systems and make recommendations to the Town Council for inclusion into the Town's Capital Improvements Projects List and should work with the Mayor's Office and the appropriate boards and commissions and agencies.

It is understood that the agencies assigned responsibility for specific buildings, grounds, capital, and facilities shall assess, prioritize, seek funding and actively support administration of projects assigned to the Permanent Municipal Building Committee.

The Permanent Municipal Building Committee shall, with assistance from the Proposing Body ensure that projects are completed, including close-out of required reports, in a timely manner.

Section 6. Spending Funds

The Permanent Municipal Building Committee may expend such funds as the Town Council, or if required the Town Meeting, may appropriate to carry out its duties as described herein. There shall be no intermingling of funding between projects.

Section 7. Definitions:

For the purpose of this Ordinance, the following definitions shall apply:

- 1) "Major maintenance" shall include capital building/improvement projects and projects that are capital in nature; that is, having a useful life of five or more years.

"Major maintenance" shall not include routine maintenance and upkeep of a building or other structures, or its service equipment, which is performed on a regular basis.

- 2) "Service equipment and major systems" shall include boilers, elevators, generators, HVAC systems, septic systems, fire alarms, electrical service including wiring and fixtures, major plumbing service, building skin (roofs, gutters, masonry, windows, exterior paint, floor covering, etc.) It shall not include information system technology (computers and computer systems).

- 3). "Proposing Body" means the Town of Ledyard appointed or elected board or commission sponsoring or requesting a construction or major maintenance project or for a project initiated by the Permanent Building Committee itself, the board or commission whose facility would be the recipient thereof.

Section 7. Severability

If any provision of this Ordinance shall be held invalid by a court having competent jurisdiction, such invalidity shall not affect any of the other provisions of this Ordinance that can be given effect without the invalid provision and for this purpose the provisions of the Ordinance are hereby declared severable.

Section 8. 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.

Amended, Adopted and Renumbered by the Ledyard Town Council on: September 25, 2019

Linda C. Davis, Chairman

Approved/Disapproved on: _____

Fred B. Allyn, III, Mayor

Published on:

Effective Date:

Patricia A. Riley, Town Clerk

Revisions: Ordinance #119 *“An Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard”* Adopted March 26, 2008; Ordinance #138 *“An Ordinance Amending an Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard: Adopted June 24, 2015; Effective: July 31, 2015.*

History:

The Twenty-fourth Town Council (2017- 2019) Ordinance Update Initiative: Renumbered Ordinance #138 to Ordinance #100-015.

2015: Removed the project threshold of \$25,000 requiring all capital building/improvement projects and projects that are capital in nature; that is, having a useful life of five or more years be assigned to the Permanent Municipal Building Committee.

2019: Title – Removed *“Ordinance Amending”* – Per Town Attorney not required. Section 4 added language regarding members attendance relative to resignation/replacement. Removed Section 9 *“Cancellation”* - Per Town Attorney the *“Cancellation Section”* was not needed. The *“Revisions”* and *“History”* paragraph indicates that the previous ordinance has been updated and replaced. Added new Section 9 *“Effective Date”* to be consistent with Town Ordinance format



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 24-0048

Agenda Date: 1/24/2024

Agenda #: 3.

GRANT REQUEST

Type Motion/Request here and complete the Grant Request Form Below:

MOTION to authorize the Mayor to submit a **2024 High Risk Rural Road Speed Enforcement** Grant Application in the amount of up-to \$60,000 funded through the Federal Highway Safety Administration (FHWA).

Background:

Ledyard Police Department has been informed (letter dated January 10, 2024) that they were eligible to apply for a **2024 High Risk Rural Road Speed Enforcement**. (please see attached letter)

This opportunity will utilize Connecticut's grant monies funded through the Federal Highway Safety Administration (FHWA) aimed to significantly reducing the amount of speed related fatalities and injuries on Connecticut's High Risk Rural Roads.

Eligible Municipalities could receive a total of \$60,000 through this 100% Reimbursable Grant Program.

Eligible expenses include the following:

- 4 speed measuring devices not to exceed a maximum of \$4,900 per device.
- Overtime wages and overtime fringe benefits.

A Statement of Interest must be submitted by January 31, 2024

Department Comments/Recommendation:

(Type text here)

Finance Director Comments/Recommendation:

(Type text here)

Mayor Comments/Recommendation:

(Type text here)

Please Complete the Grant Request Form Below:

TOWN OF LEDYARD
GENERAL GOVERNMENT
GRANT APPLICATION POLICY AND PROCESS

The Ledyard Town Council will approve all grant applications submitted by the Town to any governmental agency or private foundation on behalf of the Town; and any items that are offered to the Town by any entity, and items taken in forfeiture by the Town. Every department, commission, or board acting on behalf of the Town of Ledyard when seeking grants or responding to an offer to the Town of grant funds or items must follow this policy and process.

Grants, for these purposes include:

1. Grants that require a Town match -- whether the match is a dollar figure, an in-kind contribution, or a combination thereof
2. Grants that are 100% funded
3. Items or services that are offered (“gifted”) to the Town such as land, equipment, buildings, or vehicles
4. Items that are taken by forfeiture and intended to be retained by the Town
5. Items granted to a fire company’s 501(c)3 organization but expected to be maintained and/or insured by Town operating dollars

When applying for any grant, the grant seeker will create a legislative file and attach a completed GRANT REQUEST FORM and any pertinent information about the grant and grantor. The legislative file will be set up to go to the Town Council using the Finance Committee workflow.

When applying for Federal funding, the grant seeker must include acknowledgement in the GRANT REQUEST FORM that they have read and understand the Federal Government procurement standards for federal funding in 2 CFR 200.318 through 200.325 (See Attachment 1).

Amended and Approved by the Town Council: on: July 22, 2020

Linda C Davis

Linda C. Davis, Chairman

Revisions: “General Government Grant Application Policy and Process” Adopted: May 8, 2018.

History: Paragraph 5 added the following: *“When applying for Federal funding, the grant seeker must include acknowledgement in the GRANT REQUEST FORM that they have read and understand the Federal Government procurement standards for federal funding in 2 CFR 200.318 through 200.325 (See Attachment 1).”*

Below the Form added: *FOR FEDERAL GRANTS: “I confirm that I have read and understand the federal general procurement standards in 2 CFR § 200.318 through 200.325”*

Added to the Policy Attachment 1 *“Code of Federal Regulations: 2 CFR”* to Policy.

GRANT REQUEST FORM

Requestor Chief Joh Rich Date: January 17, 2024

Dept/Commission/Board Ledyard Police Department

Name of Grant 2024 High Risk Rural Road Speed Enforcement

Type of Grant (State of CT, Federal, Private Foundation, Individual - if combination, explain)

State of Connecticut through the Federal Highway Safety Administration (FHWA)

Reason for Applying for this Grant

To reduce speed related fatalities and injuries on Connecticut’s High Risk Rural Roads

Amount of Town Match No Match - 100% Reimbursable Grant

Source of Town Match

In-Kind Match - Explain
N/A

FOR FEDERAL GRANTS: I confirm that I have read and understand the federal general procurement standards in 2 CFR § 200.318 through 200.325 (Appendix 1)

Signed Name Printed Name Date

ATTACHMENT 1

Code of Federal Regulations: 2 CFR

§200.318 General procurement standards.

(a) The non-Federal entity must use its own documented procurement procedures which reflect applicable State, local, and tribal laws and regulations, provided that the procurements conform to applicable Federal law and the standards identified in this part.

(b) Non-Federal entities must maintain oversight to ensure that contractors perform in accordance with the

terms, conditions, and specifications of their contracts or purchase orders.

(c)(1) The non-Federal entity must maintain written standards of conduct covering conflicts of interest and governing the actions of its employees engaged in the selection, award and administration of contracts. No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the non-Federal entity may neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts. However, non-Federal entities may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the non-Federal entity.

(2) If the non-Federal entity has a parent, affiliate, or subsidiary organization that is not a state, local government, or Indian tribe, the non-Federal entity must also maintain written standards of conduct covering organizational conflicts of interest. Organizational conflicts of interest means that because of relationships with a parent company, affiliate, or subsidiary organization, the non-Federal entity is unable or appears to be unable to be impartial in conducting a procurement action involving a related organization.

(d) The non-Federal entity's procedures must avoid acquisition of unnecessary or duplicative items. Consideration should be given to consolidating or breaking out procurements to obtain a more economical purchase. Where appropriate, an analysis will be made of lease versus purchase alternatives, and any other appropriate analysis to determine the most economical approach.

(e) To foster greater economy and efficiency, and in accordance with efforts to promote cost-effective use of shared services across the Federal Government, the non-Federal entity is encouraged to enter into state and local intergovernmental agreements or inter-entity agreements where appropriate for procurement or use of common or shared goods and services.

(f) The non-Federal entity is encouraged to use Federal excess and surplus property in lieu of purchasing new equipment and property whenever such use is feasible and reduces project costs.

(g) The non-Federal entity is encouraged to use value engineering clauses in contracts for construction projects of sufficient size to offer reasonable opportunities for cost reductions. Value engineering is a systematic and creative analysis of each contract item or task to ensure that its essential function is provided at the overall lower cost.

(h) The non-Federal entity must award contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration will be given to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources. See also §200.213 Suspension and debarment.

(i) The non-Federal entity must maintain records sufficient to detail the history of procurement. These records will include, but are not necessarily limited to the following: rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.

(j)(1) The non-Federal entity may use a time and materials type contract only after a determination that no other contract is suitable and if the contract includes a ceiling price that the contractor exceeds at its own risk.

Time and materials type contract means a contract whose cost to a non-Federal entity is the sum of:

- (i) The actual cost of materials; and
- (ii) Direct labor hours charged at fixed hourly rates that reflect wages, general and administrative expenses, and profit.

(2) Since this formula generates an open-ended contract price, a time-and-materials contract provides no positive profit incentive to the contractor for cost control or labor efficiency. Therefore, each contract must set a ceiling price that the contractor exceeds at its own risk. Further, the non-Federal entity awarding such a contract must assert a high degree of oversight in order to obtain reasonable assurance that the contractor is using efficient methods and effective cost controls.

(k) The non-Federal entity alone must be responsible, in accordance with good administrative practice and sound business judgment, for the settlement of all contractual and administrative issues arising out of procurements. These issues include, but are not limited to, source evaluation, protests, disputes, and claims. These standards do not relieve the non-Federal entity of any contractual responsibilities under its contracts. The Federal awarding agency will not substitute its judgment for that of the non-Federal entity unless the matter is primarily a Federal concern. Violations of law will be referred to the local, state, or Federal authority having proper jurisdiction.

[78 FR 78608, Dec. 26, 2013, as amended at 79 FR 75885, Dec. 19, 2014; 80 FR 43309, July 22, 2015]

§200.319 Competition.

(a) All procurement transactions must be conducted in a manner providing full and open competition consistent with the standards of this section. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors that develop or draft specifications, requirements, statements of work, or invitations for bids or requests for proposals must be excluded from competing for such procurements. Some of the situations considered to be restrictive of competition include but are not limited to:

- (1) Placing unreasonable requirements on firms in order for them to qualify to do business;
- (2) Requiring unnecessary experience and excessive bonding;
- (3) Noncompetitive pricing practices between firms or between affiliated companies;
- (4) Noncompetitive contracts to consultants that are on retainer contracts;
- (5) Organizational conflicts of interest;
- (6) Specifying only a “brand name” product instead of allowing “an equal” product to be offered and describing the performance or other relevant requirements of the procurement; and
- (7) Any arbitrary action in the procurement process.

(b) The non-Federal entity must conduct procurements in a manner that prohibits the use of statutorily or administratively imposed state, local, or tribal geographical preferences in the evaluation of bids or proposals, except in those cases where applicable Federal statutes expressly mandate or encourage geographic preference. Nothing in this section preempts state licensing laws. When contracting for architectural and engineering (A/E) services, geographic location may be a selection criterion provided its application leaves an appropriate number

of qualified firms, given the nature and size of the project, to compete for the contract.

(c) The non-Federal entity must have written procedures for procurement transactions. These procedures must ensure that all solicitations:

(1) Incorporate a clear and accurate description of the technical requirements for the material, product, or service to be procured. Such description must not, in competitive procurements, contain features which unduly restrict competition. The description may include a statement of the qualitative nature of the material, product or service to be procured and, when necessary, must set forth those minimum essential characteristics and standards to which it must conform if it is to satisfy its intended use. Detailed product specifications should be avoided if at all possible. When it is impractical or uneconomical to make a clear and accurate description of the technical requirements, a “brand name or equivalent” description may be used as a means to define the performance or other salient requirements of procurement. The specific features of the named brand which must be met by offers must be clearly stated; and

(2) Identify all requirements which the offerors must fulfill and all other factors to be used in evaluating bids or proposals.

(d) The non-Federal entity must ensure that all prequalified lists of persons, firms, or products which are used in acquiring goods and services are current and include enough qualified sources to ensure maximum open and free competition. Also, the non-Federal entity must not preclude potential bidders from qualifying during the solicitation period.

[78 FR 78608, Dec. 26, 2013, as amended at 79 FR 75885, Dec. 19, 2014]

§200.320 Methods of procurement to be followed.

The non-Federal entity must use one of the following methods of procurement.

(a) Procurement by micro-purchases. Procurement by micro-purchase is the acquisition of supplies or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold (§200.67 Micro-purchase). To the extent practicable, the non-Federal entity must distribute micro-purchases equitably among qualified suppliers. Micro-purchases may be awarded without soliciting competitive quotations if the non-Federal entity considers the price to be reasonable.

(b) Procurement by small purchase procedures. Small purchase procedures are those relatively simple and informal procurement methods for securing services, supplies, or other property that do not cost more than the Simplified Acquisition Threshold. If small purchase procedures are used, price or rate quotations must be obtained from an adequate number of qualified sources.

(c) Procurement by sealed bids (formal advertising). Bids are publicly solicited and a firm fixed price contract (lump sum or unit price) is awarded to the responsible bidder whose bid, conforming with all the material terms and conditions of the invitation for bids, is the lowest in price. The sealed bid method is the preferred method for procuring construction, if the conditions in paragraph (c)(1) of this section apply.

(1) In order for sealed bidding to be feasible, the following conditions should be present:

(i) A complete, adequate, and realistic specification or purchase description is available;

(ii) Two or more responsible bidders are willing and able to compete effectively for the business; and

(iii) The procurement lends itself to a firm fixed price contract and the selection of the successful bidder can be made principally on the basis of price.

(2) If sealed bids are used, the following requirements apply:

(i) Bids must be solicited from an adequate number of known suppliers, providing them sufficient response time prior to the date set for opening the bids, for local, and tribal governments, the invitation for bids must be publicly advertised;

(ii) The invitation for bids, which will include any specifications and pertinent attachments, must define the items or services in order for the bidder to properly respond;

(iii) All bids will be opened at the time and place prescribed in the invitation for bids, and for local and tribal governments, the bids must be opened publicly;

(iv) A firm fixed price contract award will be made in writing to the lowest responsive and responsible bidder. Where specified in bidding documents, factors such as discounts, transportation cost, and life cycle costs must be considered in determining which bid is lowest. Payment discounts will only be used to determine the low bid when prior experience indicates that such discounts are usually taken advantage of; and

(v) Any or all bids may be rejected if there is a sound documented reason.

(d) Procurement by competitive proposals. The technique of competitive proposals is normally conducted with more than one source submitting an offer, and either a fixed price or cost-reimbursement type contract is awarded. It is generally used when conditions are not appropriate for the use of sealed bids. If this method is used, the following requirements apply:

(1) Requests for proposals must be publicized and identify all evaluation factors and their relative importance. Any response to publicized requests for proposals must be considered to the maximum extent practical;

(2) Proposals must be solicited from an adequate number of qualified sources;

(3) The non-Federal entity must have a written method for conducting technical evaluations of the proposals received and for selecting recipients;

(4) Contracts must be awarded to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered; and

(5) The non-Federal entity may use competitive proposal procedures for qualifications-based procurement of architectural/engineering (A/E) professional services whereby competitors' qualifications are evaluated and the most qualified competitor is selected, subject to negotiation of fair and reasonable compensation. The method, where price is not used as a selection factor, can only be used in procurement of A/E professional services. It cannot be used to purchase other types of services though A/E firms are a potential source to perform the proposed effort.

(e) [Reserved]

(f) Procurement by noncompetitive proposals. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:

(1) The item is available only from a single source;

(2) The public exigency or emergency for the requirement will not permit a delay resulting from competitive solicitation;

(3) The Federal awarding agency or pass-through entity expressly authorizes noncompetitive proposals in response to a written request from the non-Federal entity; or

(4) After solicitation of a number of sources, competition is determined inadequate.

[78 FR 78608, Dec. 26, 2013, as amended at 79 FR 75885, Dec. 19, 2014; 80 FR 54409, Sept. 10, 2015]

§200.321 Contracting with small and minority businesses, women's business enterprises, and labor surplus area firms.

(a) The non-Federal entity must take all necessary affirmative steps to assure that minority businesses, women's business enterprises, and labor surplus area firms are used when possible.

(b) Affirmative steps must include:

(1) Placing qualified small and minority businesses and women's business enterprises on solicitation lists;

(2) Assuring that small and minority businesses, and women's business enterprises are solicited whenever they are potential sources;

(3) Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by small and minority businesses, and women's business enterprises;

(4) Establishing delivery schedules, where the requirement permits, which encourage participation by small and minority businesses, and women's business enterprises;

(5) Using the services and assistance, as appropriate, of such organizations as the Small Business Administration and the Minority Business Development Agency of the Department of Commerce; and

(6) Requiring the prime contractor, if subcontracts are to be let, to take the affirmative steps listed in paragraphs (1) through (5) of this section.

§200.322 Procurement of recovered materials.

A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds \$10,000 or the value of the quantity acquired during the preceding fiscal year exceeded \$10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

[78 FR 78608, Dec. 26, 2013, as amended at 79 FR 75885, Dec. 19, 2014]

§200.323 Contract cost and price.

(a) The non-Federal entity must perform a cost or price analysis in connection with every procurement action in excess of the Simplified Acquisition Threshold including contract modifications. The method and degree of analysis is dependent on the facts surrounding the particular procurement situation, but as a starting point, the non-Federal entity must make independent estimates before receiving bids or proposals.

(b) The non-Federal entity must negotiate profit as a separate element of the price for each contract in which there is no price competition and in all cases where cost analysis is performed. To establish a fair and reasonable profit, consideration must be given to the complexity of the work to be performed, the risk borne by the contractor, the contractor's investment, the amount of subcontracting, the quality of its record of past performance, and industry profit rates in the surrounding geographical area for similar work.

(c) Costs or prices based on estimated costs for contracts under the Federal award are allowable only to the extent that costs incurred or cost estimates included in negotiated prices would be allowable for the non-Federal entity under Subpart E-Cost Principles of this part. The non-Federal entity may reference its own cost principles that comply with the Federal cost principles.

(d) The cost plus a percentage of cost and percentage of construction cost methods of contracting must not be used.

§200.324 Federal awarding agency or pass-through entity review.

(a) The non-Federal entity must make available, upon request of the Federal awarding agency or pass-through entity, technical specifications on proposed procurements where the Federal awarding agency or pass-through entity believes such review is needed to ensure that the item or service specified is the one being proposed for acquisition. This review generally will take place prior to the time the specification is incorporated into a solicitation document. However, if the non-Federal entity desires to have the review accomplished after a solicitation has been developed, the Federal awarding agency or pass-through entity may still review the specifications, with such review usually limited to the technical aspects of the proposed purchase.

(b) The non-Federal entity must make available upon request, for the Federal awarding agency or pass-through entity pre-procurement review, procurement documents, such as requests for proposals or invitations for bids, or independent cost estimates, when:

(1) The non-Federal entity's procurement procedures or operation fails to comply with the procurement standards in this part;

(2) The procurement is expected to exceed the Simplified Acquisition Threshold and is to be awarded without competition or only one bid or offer is received in response to a solicitation;

(3) The procurement, which is expected to exceed the Simplified Acquisition Threshold, specifies a "brand name" product;

(4) The proposed contract is more than the Simplified Acquisition Threshold and is to be awarded to other than the apparent low bidder under a sealed bid procurement; or

(5) A proposed contract modification changes the scope of a contract or increases the contract amount by more than the Simplified Acquisition Threshold.

(c) The non-Federal entity is exempt from the pre-procurement review in paragraph (b) of this section if the Federal awarding agency or pass-through entity determines that its procurement systems comply with the standards of this part.

(1) The non-Federal entity may request that its procurement system be reviewed by the Federal awarding agency or pass-through entity to determine whether its system meets these standards in order for its system to be certified. Generally, these reviews must occur where there is continuous high-dollar funding, and third party contracts are awarded on a regular basis;

(2) The non-Federal entity may self-certify its procurement system. Such self-certification must not limit the Federal awarding agency's right to survey the system. Under a self-certification procedure, the Federal awarding agency may rely on written assurances from the non-Federal entity that it is complying with these standards. The non-Federal entity must cite specific policies, procedures, regulations, or standards as being in compliance with these requirements and have its system available for review.

§200.325 Bonding requirements.

For construction or facility improvement contracts or subcontracts exceeding the Simplified Acquisition Threshold, the Federal awarding agency or pass-through entity may accept the bonding policy and requirements of the non-Federal entity provided that the Federal awarding agency or pass-through entity has made a determination that the Federal interest is adequately protected. If such a determination has not been made, the minimum requirements must be as follows:

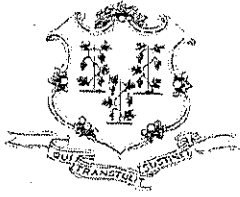
(a) A bid guarantee from each bidder equivalent to five percent of the bid price. The “bid guarantee” must consist of a firm commitment such as a bid bond, certified check, or other negotiable instrument accompanying a bid as assurance that the bidder will, upon acceptance of the bid, execute such contractual documents as may be required within the time specified.

(b) A performance bond on the part of the contractor for 100 percent of the contract price. A “performance bond” is one executed in connection with a contract to secure fulfillment of all the contractor's obligations under such contract.

(c) A payment bond on the part of the contractor for 100 percent of the contract price. A “payment bond” is one executed in connection with a contract to assure payment as required by law of all persons supplying labor and material in the execution of the work provided for in the contract.

§200.326 Contract provisions.

The non-Federal entity's contracts must contain the applicable provisions described in Appendix II to Part 200-Contract Provisions for non-Federal Entity Contracts Under Federal Awards.



STATE OF CONNECTICUT
DEPARTMENT OF TRANSPORTATION
 2800 BERLIN TURNPIKE, P.O. BOX 317546
 NEWINGTON, CONNECTICUT 06131-7546



January 10, 2024

Dear Chief of Police/Resident Trooper:

Subject: Highway Safety Grant Application
 2024 High Risk Rural Roads Speed Enforcement Program

The purpose of this letter is to inform you that your agency is eligible to apply for High Risk Rural Roads Speed Enforcement funding. This opportunity will utilize Connecticut's grant monies funded through the Federal Highway Safety Administration (FHWA). This designated FHWA funding source will allow Connecticut to participate in grant funded overtime enforcement through the use of dedicated speed overtime enforcement patrols. The goals of the program are to significantly reduce the amount of speed related fatalities and injuries on Connecticut's High Risk Rural Roads.

This enforcement effort will run from March 1st to May 31st, 2024, in areas where speeding may occur more frequently in your specific municipality. Eligible expenses for this activity are limited to overtime wages and overtime fringe benefits, as well as the purchase of up to 4 speed measuring devices not to exceed a maximum of \$4,900 per device. Equipment may be purchased any time after the grant is approved. This grant is designed for specialized speed enforcement operations beyond your agency's routine patrol activities. We have allocated a total of \$60,000 for this enforcement activity, which includes the purchase of equipment.

If you are interested in partnering with the Highway Safety Office (HSO) for this High Risk Rural Roads Speed Enforcement grant, please send a statement of interest (SOI) to StopSpeedingDOT@ct.gov by January 31, 2024, including the direct point of contact. Failure to send this notification will result in non-approval of applications for this program.

The HSO will allocate these federal funds to awarded law enforcement agencies on a reimbursement basis for 100 percent of allowable operational expenses. **Please do not begin any enforcement or equipment purchases until you have received an approved grant. Any activity without an approved grant will not be reimbursed.** Required backup documentation must accompany each reimbursement for the claim to be processed. All documentation must be submitted **no later than 30 days** from the grant completion date.

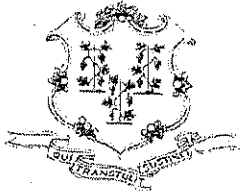
If you have any questions or require additional information regarding these grants, please contact Keven McNeill at 860-594-2358 or keven.mcneill@ct.gov or Briany Bridges at 860-594-2411 or briany.bridges@ct.gov.

Very truly yours,

Joseph T. Cristalli

Joseph T. Cristalli
 Transportation Assistant Planning Director
 Bureau of Policy and Planning

Digitally signed by Joseph T. Cristalli
 Date: 2024.01.10 12:11:27-05'00'



STATE OF CONNECTICUT
DEPARTMENT OF TRANSPORTATION
 2800 BERLIN TURNPIKE, P.O. BOX 317546
 NEWINGTON, CONNECTICUT 06131-7546



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Very truly yours,

Joseph T. Cristalli

Digitally signed by Joseph T. Cristalli

Date: 2024.01.10 12:11:27-05'00'

Joseph T. Cristalli
 Transportation Assistant Planning Director
 Bureau of Policy and Planning



File #: 23-2362

Agenda Date: 1/24/2024

Agenda #: 4.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to transfer funding to Account 21020103-57300 (Dispatch - New Equipment) for the purchase of communications equipment to accommodate emergency radio communications for Ledyard Police Department, Ledyard Fire Company, and Gales Ferry Fire Company on the Connecticut Land Mobile Radio Network (CLMRN) as follows:

- Up to \$14,513.00 from Account 21020103-57300 G0014 (Dispatch - New Equipment - AARPA Funds); and
- Up to \$30,000.00 from Account 21020401-57300 (AES - New Equipment).

Background:

Ledyard Police Department, Ledyard Fire Company, and Gales Ferry Fire Company are collectively engaged in a project to migrate all primary emergency radio communications to the Connecticut Land Mobile Radio Network. Through a combination of grant funding, ARPA funding and annual budgeting, the departments have obtained or will obtain the necessary mobile and portable radios for all town first responders to communicate on the state radio system.

This project has several benefits to the town, including the use of a robust and reliable state radio network which will enhance the safety of responders, interoperability with surrounding communities for mutual aid, and “over the air” updating of radios and software.

The attached quote from Communications Plus represents equipment upgrades in the Ledyard Emergency Communications Center to support communications for all three departments on the CLMRN.

Department Comment/Recommendation:

The department strongly recommends this transfer of funds to continue the implementation of this project for the safety of our community and all first responders who serve in Ledyard.

Finance Director Comment/Recommendation:

Account 21020103-57300 G0014 “Dispatch - New Equipment - AARPA Funds” has an unencumbered balance of \$14,513.02 as of January 8th, 2024. This account was originally funded with \$75,000 of ARPA funding in order to replace two dispatch stations at the EOC. The project came in under budget by the remaining amount noted.

Account 21020401-57300 “AES - New Equipment” has an unencumbered balance of \$48,592.89 as of January 8th, 2024.

It should be noted that all town ARPA funding needs to be obligated by December 31, 2024 and fully expended

by December 31, 2026.

Mayor Comment/Recommendation:

The ARPA Project approved list was completed by Council action. I believe underspent funds should also be viewed accordingly as there will be multiple projects seeking funding.

COMMUNICATIONS PLUS LLC

84 SALEM TURNPIKE
NORWICH, CT 06360

Telephone: (860) 886-4408
Fax: (860) 889-3016

November 30, 2023

Chief John Rich
Ledyard Police Department
737 Colonel Ledyard Hwy
Ledyard, CT 06339

re: Dispatch

QTY.	ITEM NO.	DESCRIPTION	PRICE EACH	TOTAL
4	F.01U.413.297	Csoft upgrade from 24-line to 50-line	\$3,995.00	\$15,980.00
4	F.01U.307.036	Per-Line Playback upgrade from 24-line to 50-line	\$995.00	\$3,980.00
3	F.01U.411.672	IP-224 Radio Gateway, Controls two radios	\$4,250.00	\$12,750.00
3	F.01U.411.642	IP224 rack mount bracket	\$75.00	\$225.00
1	TL-SG1048	48 port switch	\$275.00	\$275.00
1	CS7486-1605-SN	Control Station Combiner, 746-870 MHz, 16 Channel	\$16,995.00	\$16,995.00
5	Jumpers	Coax jumpers	\$20.00	\$100.00
2	WM-15-12	15ru wall mount cabinet	\$275.00	\$550.00
4	TM9400K5DA-T	762-870MHz MUHF 35Watts Body ExtAlm Only	\$870.84	\$3,483.36
4	T02-00071-AAAB	Primary Control Head Black	\$201.55	\$806.20
4	T02-00026-2001	Kit Mobile Mount U-Cradle	\$18.76	\$75.04
4	T02-00026-1004	Kit Mobile Cable MUHF 30-50Watts	\$56.30	\$225.20
4	TMAS152	SFE Key - P25 Trunking Services Phase 2	\$977.87	\$3,911.48
4	TMAS060	SFE Key - Tait Radio API	\$112.60	\$450.40
2	SEC1235M-R2	Rackmount power Supply	\$299.00	\$598.00
2	SECR2	Rack mount for radios	\$80.00	\$160.00
1	SERVICE	Labor to:	\$4,400.00	\$4,400.00
		:reprogram equipment as needed		
		:install control station combiner		
		:install IP224		
		:Install control stations		
		:Program dispatch consoles		
		Total		\$64,964.68

Notes:

- 1) Terms: 30 days. Invoices not paid in 45 days may be subject to 1 1/2% late fee
- 2) Quote good for 30 days

Thank You
Steven G. Goudreau



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-2344

Agenda Date: 1/24/2024

Agenda #: 5.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to authorize the expenditure of up to \$30,000 from Account #0210-21020401-54325 (AES - CNR - Fire Apparatus) for the purchase of a used Fire Command Vehicle and to grant a bid waiver for the same amount for the purchase.

Background:

Ledyard's Fire Chief's vehicle is out of service due to extensive repairs. The AES has revised the Fire Apparatus Fleet Replacement Plan to include the purchase of a used command vehicle and incorporated the Fire Chief vehicles into the replacement plan moving forward. Replacement of the Ledyard Fire Vehicle with a used vehicle will ensure the plan can move forward and provide a dependable vehicle until such time as a new vehicle can occur within the plan. Used vehicles move quickly on this market, however we located a broker on Long Island (Signal 5 Apparatus) that has a steady stream of vehicles available. The general range for used command vehicles is in two ranges; \$14,000-20,000 and \$33,000-45,000. It would be prudent to shop the lower range and locate a vehicle that suits the needs. This sort of a purchase becomes time sensitive and is nearly impossible to obtain the required competitive bids for. Supporting documentation includes several vehicle listings as well as the Kelly Blue Book Values. Actual brokered vehicle listings contain existing emergency lighting and sometimes command boxes, adding another \$5000-7000 value to the KBB price.

Department Comment/Recommendation:

Due to the used vehicle market, the bid waiver intentionally does not specify a vendor. We feel that Signal 5 Apparatus is a likely choice given their willingness to provide information and a recently steady stream of available vehicles. Final selection should be based upon value, extras, price, and visual inspection of the vehicle.

Finance Director Comment/Recommendation:

Account 0210-21020401-54325 AES - CNR -FIRE APPARATUS has a current, encumbered balance of \$1,073,577 as of December 20, 2023.

Mayor Comment/Recommendation:

I support this request.

Rev 11/14/2023 Current

4.5	% Increase in Value	1.045
3.5	% Increase in Value	1.035
3.75	% Increase in Value	1.0375
3.75	% Increase in Value	1.0375
4	% Increase in Value	1.04
4	% increase to reserve	1.04
5.5	% increase to reserve	1.055
6	% increase to reserve	1.06
4.5	% increase to reserve	1.045
3	% increase to reserve	1.03

Inflation Rate

Draft - Inclusive of Chief's vehicles

Added R-1 vehicle @ 20,000 for used vehicle acquisition
 Added R-2 vehicle @60,000 for new vehicle acquisition
 Increased replacement cost for R-24 based upon R-14 real cost in FY23

Item	Price New	Notes	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36	FY37	FY38	FY39	FY40	FY41	
Vehicles in Fleet			10	10	10	10	10	10	10	10	9	9	9	9	9	9	9	9	9	9	9	9	9	
Starting Reserve Balance			743,756	817,127	1,104,190	761,042	842,672	1,182,956	1,543,657	227,994	663,278	4,732	447,312	909,808	1,393,116	639,530	1,159,739	1,695,554	2,163,726	2,732,173	3,317,672	1,314,798.66	1,935,955.15	
Add to Reserve			200,000	287,063	302,851	321,023	340,284	360,701	382,343	405,284	423,521	442,580	462,496	483,308	505,057	520,209	535,815	551,890	568,446	585,500	603,065	621,156	639,791	
Additional CIP																								
Trade in Values						25,000				30,000														
R12 Reserve Engine (Ledyard)	207,000																							
R11 Engine (Ledyard)	560,000																							
R13 Engine (Ledyard)	560,000																							
R14 Tanker (Ledyard)		Eliminated																						
R17 Heavy Rescue (Ledyard)	620,000																							
Sale of R-25																								
R25 Ladder 25 (Gales Ferry)	800,000																							
R27 Rescue (Gales Ferry)	400,000	Combine																						
R24 Tanker (Gales Ferry)	340,000																							
R21 Engine (Gales Ferry)	560,000																							
R22 Forestry (Gales Ferry)	148,000																							
R26 Utility																								
R16 Utility																								
R2 Chief's Vehicle	Used																							
R1 Chief's Vehicle	Used																							
Year end Balance			817,127	1,104,190	761,042	842,672	1,182,956	1,543,657	227,994	663,278	4,732	447,312	909,808	1,393,116	639,530	1,159,739	1,695,554	2,163,726	2,732,173	3,317,672	1,314,799	1,935,955	2,575,746	
replacement																								
R12 Reserve Engine (Ledyard)	10000	old	NA	10,000	10,350	10,712																		
R11 Engine (Ledyard)	560000	2013	2033	765,015	791,791	819,504	850,235	882,119	915,198	949,518	985,125	1,022,067	1,060,395	1,100,160	1,141,416	1,184,219	1,231,587	1,280,851	1,332,085	1,385,368	1,440,783	1,498,414	1,558,351	1,620,685
R25 Ladder (Gales Ferry)	787000	2018	2039	1,330,461	1,377,028	1,425,224	1,478,669	1,534,120	1,591,649	1,651,336	1,713,261	1,777,508	1,844,165	1,913,321	1,985,071	2,059,511	2,141,891	2,227,567	2,316,669	2,409,336	2,505,710	2,605,938	2,710,176	2,818,583
R27 Rescue (Gales Ferry)	400000	1999	Combine	528,867	547,377	566,535	587,780	609,822	632,690	656,416	681,032	706,571												
R24 Tanker (Gales Ferry)	340000	2003	2024	490,905	508,087	525,870	545,590	566,050	587,277	609,300	632,148	655,854	680,448	705,965	732,439	759,905	790,301	821,914	854,790	888,982	924,541	961,523	999,984	1,054,983
R13 Engine (Ledyard)	560000	2003	2027	765,015	791,791	819,504	850,235	882,119	915,198	949,518	985,125	1,022,067	1,060,395	1,100,160	1,141,416	1,184,219	1,231,587	1,280,851	1,332,085	1,385,368	1,440,783	1,498,414	1,558,351	1,651,852
R21 Engine (Gales Ferry)	560,000	2009	2029	765,015	791,791	819,503	850,235	882,118	915,198	949,518	985,125	1,022,067	1,060,394	1,100,159	1,141,415	1,184,218	1,231,587	1,280,850	1,332,084	1,385,368	1,440,782	1,498,414	1,558,350	1,628,476
R22 Forestry (Gales Ferry)	148,000	2004	2025	219,896	227,593	235,559	244,392	253,557	263,065	272,930	283,165	293,784	304,800	316,231	328,089	340,392	354,008	368,169	382,895	398,211	414,140	430,705	447,933	461,371
R17 Heavy Rescue (Ledyard)	620,000	1997	2023	822,400	851,184	880,976	914,012	948,288	983,849	1,020,743	1,059,021	1,098,734	1,139,937	1,182,684	1,227,035	1,273,049	1,323,971	1,376,930	1,432,007	1,489,287	1,548,858	1,610,813	1,675,245	1,742,255
R-14 Engine Tanker (Ledyard)	580000	1991	Elim	-	-	646000	670225	695358	721434	748488	776556	805677	835890	867236	899757	933498	970838	1009672	1050059	1092061	1135744	1181173	1228420	1277557
R-16 Pickup	32000	2016	2036	48,079	49,762	51,503	53,435	55,438	57,517	59,674	61,912	64,234	66,642	69,142	71,734	74,424	77,401	80,497	83,717	87,066	90,549	94,171	97,937	101,855
R-26 Pickup	32000	2013	2033	48,079	49,762	51,503	53,435	55,438	57,517	59,674	61,912	64,234	66,642	69,142	71,734	74,424	77,401	80,497	83,717	86,857	90,331	93,944	97,702	101,610
R2 Chief	60000	2011																						
R1 Chief																								
Todays Fleet Value				5,264,867	5,449,137	5,639,857	5,840,238	6,059,246	6,286,468	6,522,211	6,766,794	7,020,548	8,181,959	8,488,783	8,807,112	9,137,379	9,502,874	9,882,989	10,278,308	10,689,232	11,116,801	11,561,473	12,023,932	12,554,368
Value /20		Value / 20		263,243	272,457	281,993	292,012	302,962	314,323	326,111	338,340	351,027	409,098	424,439	440,356	456,869	475,144	494,149	513,915	534,462	555,840	578,074	601,197	627,718

Thank you for reviewing our used fire trucks! Please call or email us with questions about these vehicles, and we will work hard to find you the right truck!

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Search Trucks!

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2014 Chevrolet Tahoe 4x4 Command Unit

\$22,000 - click [here](#) to inquire about this truck or call us at for more info



SPECIFICATIONS

DESCRIPTION

YES I'M INTERESTED

LINK TO SHARE

Stock # S5FA #23112

4x4, LED Lighting
2014 Chevrolet Tahoe 4x4 Command Unit
Tahoe LT Chevrolet Chassis
Chevrolet V-8 Gas Engine
Automatic Transmission
Air Conditioning
Backup Camera
Autoride Suspension
StabiliTrak
ABS (4-Wheel)
Power Steering
Tilt Wheel
AM/FM Stereo
Premium Sound
XM Satellite
Anti-Theft System
Air Conditioning, Rear
Power Windows
Power Door Locks
Power Seats
Cruise Control
Dual Air Bags
F&R Head Curtain Air Bags
Daytime Running Lights
Roof Rack
Towing Pkg
Privacy Glass
Dual batteries
Custom Radio Console
No Radios Included but harnesses still in place
Command box in rear

Truck is in good to very good condition

Exterior- in very good shape A few small scratches but no rust and the paint is in very good shape

Interior- in very good shape

Undercarriage-in good shape some very minor surface rust

Tires- in very good shape about 80%

All maintenance records available

Whelen LED light package

Front and rear strobes

LED's in the grill, front dash, intersection front and rear, back windows and running boards

Front & Rear Interior reading lamp

Mileage: 78,872

Additional equipment not included with purchase unless otherwise listed.

Options

Next Steps

Advertisement

My Car's Value

2014 Chevrolet Tahoe LT Sport Utility 4D



4.5 ★ (598 Ratings) [Write a review](#)

Save this car

Create a free account for quicker access to saved cars, recall alerts and more.



Recalls: **3 Recalls Found**
[Is my car affected?](#)



Repair Estimator: **See Pricing**
[What's a fair price?](#)



Your Options

Instant Cash Offer

Trade-in

Private Party

Donate Your Car

Save this car



Advertisement

\$14,964 - \$17,903

Private Party Value
\$16,434



[Important info & definitions](#)

Value valid as of **11/30/2023**

Factors That Impact Value

Check that yours are correct below.

Mileage: [✎](#) ZIP Code: **06340** [📍](#)

Condition
Good [▼](#)

[Edit Options](#)

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Filter Search Results

2012 Chevrolet Tahoe LS 4x4 Command Unit

\$17,000 - click [here](#) to inquire about this truck or call us at for more info



SPECIFICATIONS

DESCRIPTION

YES I'M INTERESTED

LINK TO SHARE

Stock # S5FA #23130

4x4, LED Lighting
 2012 Chevrolet Tahoe LS 4x4 Command Unit
 Tahoe LS 4x4 Chevrolet Chassis
 Chevrolet V-8 Gas Engine
 Automatic Transmission
 Cruise Control
 Power Windows
 Power Locks
 Power Steering
 Power Brakes
 Dual power seats
 Dual batteries
 Custom Radio Console
 (No Radios included but harnesses and antennas will all be in place)
 Command box in rear included

Truck is in good condition.
 Exterior- in good shape, no dents, dings or rust- some scuffs and some scratches and scrapes throughout
 Interior- in good shape
 Undercarriage-decent surface rust but no pitting or rot
 Tires- are in fair shape about 30-40%

Code 3 Light and Siren Controller
 Code 3 LED Light Package
 Front & Rear Strobes

Mileage: 91,155
 Additional equipment not included with purchase unless otherwise listed.



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Can't Find What You're Looking For?

[click here](#) for more information

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Advertisement

My Car's Value

2012 Chevrolet Tahoe LS Sport Utility 4D



4.5 (598 Ratings) [Write a review](#)

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Recalls: **3 Recalls Found**
[Is my car affected?](#)



Repair Estimator: **See Pricing**
[What's a fair price?](#)



Options Next Steps

1 Your Options

Instant Cash Offer

Trade-in

Private Party

Donate Your Car

Save this car



Advertisement

Private Party Range
\$10,016 - \$13,473
 Private Party Value
\$11,745



[Important info & definitions](#)

Value valid as of **11/30/2023**

Factors That Impact Value

Check that yours are correct below.

Mileage: [✎](#) ZIP Code: **06340** [📍](#)

Condition
 Good [▼](#)

[Edit Options](#)

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Thank you for reviewing our used fire trucks! Please call or email us with questions about these vehicles, and we will work hard to find you the right truck!

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Search Trucks!

Filter Search Results

2009 Chevrolet Tahoe LT 4x4 Command Unit

\$12,500 - click [here](#) to inquire about this truck or call us at for more info



SPECIFICATIONS

DESCRIPTION

YES I'M INTERESTED

LINK TO SHARE

Stock # 23162

- LED Lighting
- 2009 Chevrolet Tahoe LT 4x4 Command Unit
- Tahoe LT 4x4 Chevrolet Chassis
- Chevrolet V-8 Gas Engine
- Automatic Transmission
- Cruise Control
- Dual A/C
- Leather Seats
- Power Windows
- Power Locks
- Power Steering
- Power Brakes
- Dual power seats
- Dual batteries
- Custom Radio Console
- Radio Included
- Motorola CDM 1250

Truck is in excellent condition. Well cared for and has been garage kept for many years
 Exterior- in good shape, no dents or dings, no rust, except for one scuff on the right front bumper
 Interior- in good shape
 Undercarriage-does have some surface rust but no pitting or rot
 Tires- are in very good shape

Whelen Light and Siren Controller
 Whelen LED Light Package **All red and white**
 Front & Rear Strobes

Mileage: 131,187
 Additional equipment not included with purchase unless otherwise listed.



Selling A Used Fire Truck?

Call us at or [click here for more information](#)



Can't Find What You're Looking For?


[click here for more information](#)

Powered by the Fire Truck Finder ®

\$7,517 - \$9,260

Private Party Value
\$8,389



 Important info & definitions

Value valid as of **11/30/2023**

Factors That Impact Value

Check that yours are correct below.

Mileage:  ZIP Code: **06340** 

Condition
Good 

[Edit Options](#)

PRIVATE SELLER Exchange



Reach millions of buyers on Autotrader and KBB.com



Free vehicle history report



Secure transactions and financing



Verified buyers and sellers

Verified buyers get a clean title every time. Verified sellers get secure payment.

Options Next Steps

Advertisement

My Car's Value

2009 Chevrolet Tahoe LT Sport Utility 4D



4.5 ★ (598 Ratings) Write a review

♡ Save this car

Create a free account for quicker access to saved cars, recall alerts and more.



Recalls: **6 Recalls Found**
Is my car affected?



Repair Estimator: **See Pricing**
What's a fair price?



1 Your Options

Instant Cash Offer

Trade-in

Private Party

Donate Your Car

♡ Save this car



Advertisement



Signal 5 Fire Apparatus



Finding New Assignments for Apparatus with Experience

COMMAND/UTILITY



SPECIFICATIONS

DESCRIPTION

YES I'M INTERESTED

LINK TO SHARE

Stock # 23148

- LED Lighting
- 2014 Ford Expedition 4x4 Command Unit
- Expedition 4x4 Ford Chassis
- Ford V-8 Gas Engine
- Automatic Transmission
- Power Windows
- Power Locks
- Power Steering
- Power Brakes
- Power Drivers Seat
- Tilt/Cruise
- AM/FM Stereo CD
- Alloy Wheels
- Running Boards
- Back up camera
- Custom Radio Console-***Radios NOT included but all the harness and antennas will be in place
- Scanner included

Truck is in good condition
 Exterior- in good condition, no dents,dings or rust and the paint is in good condition
 Interior- upholstery is in good condition
 Undercarriage- Some surface rust.
 Tires- in good condition... 45% remaining

- Whelen LED Light Package
- Whelen light and siren controller
- Front & Rear Strobes

Mileage: 128,044
 Additional equipment not included with purchase unless otherwise listed.

Let's Chat!

Home > What's My Car Worth? > Category & Style > Options > Offer Options > Condition > XL Sport

Advertisement

My Car's Value

2014 Ford Expedition XL Sport Utility 4D



4.6 ★ (382 Ratings) Write a review

Save this car

Create a free account for quicker access to saved cars, recall alerts and more.



Can You Save on Car Insurance?
Compare rates on KBB.com



Repair Estimator: **See Pricing**
What's a fair price?



Options Next Steps

1 Your Options

Instant Cash Offer

Trade-in

Private Party

Donate Your Car


Save this car



Advertisement

Private Party Range
\$7,715 - \$11,156
 Private Party Value
\$9,436




 Important info & definitions

Value valid as of **11/30/2023**

Factors That Impact Value

Check that yours are correct below.

Mileage:  ZIP Code: **06340** 

Condition
 Good 

Edit Options

PRIVATE SELLER Exchange



Reach millions of buyers on Autotrader and KBB.com



Free vehicle history report



Secure transactions and financing



Verified buyers and sellers

Verified buyers get a clean title every time. Verified sellers get secure payment.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 24-0013

Agenda Date: 1/24/2024

Agenda #: 6.

ORDINANCE

Motion/Request:

MOTION to approve a revised Appendix A- *Qualifying Income Schedule* in accordance with Ordinance #200-005 (rev. 1) “*An Ordinance to Provide Property Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled (rev.1)*” for the filing period of February 1, 2024 - May 15, 2024.

Background:

In addition to the State, the town provides tax relief to qualifying homeowners thru the adoption of Ordinance #200-005 (rev. 1) “*An Ordinance to Provide Property Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled.*”

Provisions of the Ordinance required the town to annually update the “*Qualifying Income Schedule*” to be consistent with the State’s Qualifying Income, which was based on the United States Social Security Administration Program.

In accordance with Ordinance #200-005 (rev.1) Paragraph 3 “*Qualifications*”; paragraph (e) “*Persons qualified for tax credit or deferment benefits under this Ordinance are those whose maximum income during the calendar year preceding the year in which application is made for the tax credit does not exceed the Qualifying Income Schedule, as hereby incorporated in the ordinance as though fully set forth herein. A copy of the approved Qualifying Income Schedule shall be filed with the Town Clerk when established and when amended. The income guidelines provided in the Qualifying Income Schedule (Appendix A) shall be adjusted to reflect a cost of living increase issued by the United States Social Security Administration, pending the approval of the Town Council prior to the first of January of the year of application.*”

Because the “*Qualifying Income Schedule*” was an Appendix to the Ordinance, and because they were not changing the Ordinance itself, a public hearing was not required.

Annually updating the “*Qualifying Income Schedule*” for the town’s Tax Relief program was an administrative action.

Please see attached:

- State of Connecticut letter dated 12/1/2023 re: Qualifying Income for Filing Period of February 1, 2024 - May 14, 2024
- Ordinance #200-005 (rev. 1) “*An Ordinance to Provide Property Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*”
- Appendix A - Qualifying Income Table Draft dated 1/8/2024

Department Comment/Recommendation:
(type text here)

Mayor Comment/Recommendation:

(type text here)

Body:

Ordinance # 200-005 (rev.1)

DRAFT: 1/8/2024

Appendix A
Qualifying Income Schedule
Filing Period
February 1, 2024 - May 15, 2024

Qualifying Income		Tax Reduction As Percentage Of Property Tax	Tax Reduction For Any Year	
Over	Not Exceeding		Maximum	Minimum
Married Homeowners				
\$ 0	\$22,000 \$20,200	50%	\$1,250	\$400
\$22,000 \$20,200 -	\$29,500 \$27,100	40 %	\$1,000	\$350
\$29,500 \$27,100	\$36,700 \$33,800	30 %	\$750	\$250
\$36,700 \$33,800	\$43,800 \$40,300	20%	\$500	\$150
\$43,800 \$40,300	\$53,400 \$49,100	10%	\$250	\$150
Unmarried Homeowners				
\$ 0	\$22,000 \$20,200	40%	\$1,000	\$350
\$22,000 \$20,200 -	\$29,500 \$27,100	30%	\$750	\$250
\$29,500 \$27,100	\$36,700 \$33,800	20%	\$500	\$150
\$36,700 \$33,800	\$43,800 \$40,300	10%	\$250	\$150
\$43,800 \$40,300	\$53,400 \$49,100	None	-0-	-0-

Adopted by the Ledyard Town Council on: _____

S. Naomi Rodriguez, Chairman

Appendix A
 Qualifying Income Schedule
 Filing Period
 February 1, 2024 – May 15, 2024

Qualifying Income		Tax Reduction As Percentage Of Property Tax	Tax Reduction For Any Year	
Over	Not Exceeding			
Married Homeowners			Maximum	Minimum
\$ 0	\$20,200 \$22,000	50%	\$1,250	\$400
\$20,200 - \$22,000	\$27,100 \$29,500	40 %	\$1,000	\$350
\$27,100 \$29,500	\$33,800 \$36,700	30 %	\$750	\$250
\$33,800 \$36,700	\$40,300 \$43,800	20%	\$500	\$150
\$40,300 \$43,800	\$49,100 \$53,400	10%	\$250	\$150
Unmarried Homeowners				
\$ 0	\$20,200 \$22,000	40%	\$1,000	\$350
\$20,200 - \$22,000	\$27,100 \$29,500	30%	\$750	\$250
\$27,100 \$29,500	\$33,800 \$36,700	20%	\$500	\$150
\$33,800 \$36,700	\$40,300 \$43,800	10%	\$250	\$150
\$40,300 \$43,800	\$49,100 \$53,400	None	-0-	-0-

Adopted by the Ledyard Town Council on: _____

 S. Naomi Rodriguez, Chairman

An Ordinance to Provide Property Tax Relief for Certain Homeowners
 Age Sixty-Five or Over or Permanently and Totally Disabled

Appendix A
 Qualifying Income Schedule
 Filing Period
 February 1, 2024 – May 15, 2024

Submitted to T. Clerk's Office on:/rm

AN ORDINANCE
TO PROVIDE PROPERTY TAX RELIEF
FOR CERTAIN HOMEOWNERS AGE SIXTY-FIVE OR OVER
OR PERMANENTLY AND TOTALLY DISABLED

Be it ordained by the Town Council of the Town of Ledyard:

Section 1: Purpose

To amend an ordinance that provides property tax relief for residential property of certain homeowners age sixty-five or over or permanently and totally disabled under the provisions of Section 12-129n of the Connecticut General Statutes (General Statutes). Benefits under this Ordinance shall include either tax credits or tax deferrals, but not both. Each benefit is mutually exclusive and available only to qualified individuals.

Section 2: Effective Date

The effective date of this Ordinance shall be the Grand List of October 1, 2019.

Section 3: General Qualifications

Persons qualified for benefits under this Ordinance are those who own real property located in the Town of Ledyard, or who are liable for the payment of taxes thereon under Section 12-48 of the General Statutes, and who occupy that property as his or her principal residence at least 183 days of each year; such persons may be entitled to tax benefits in accordance with this Ordinance provided:

- a. Such person is sixty-five (65) years of age or over; or whose spouse, living with him or her is sixty-five (65) years of age or over, or who is sixty (60) years of age or over and the surviving spouse of a taxpayer qualified for relief under this ordinance at the time of his or her death, provided such spouse was domiciled with such qualifying taxpayer at the time of his or her death, or

Such person is under sixty-five (65) years of age and is eligible in accordance with applicable federal regulations to receive permanent total disability benefits under Social Security; or has not been engaged in employment covered by Social Security and, accordingly, has not qualified for benefits there under, but has become qualified for permanent total disability benefits under any federal, state or local government retirement or disability plan, including the Railroad Retirement Act and any government related teachers retirement plan, in which the requirements with respect to qualifications for such permanent total disability benefits are comparable to such requirements under Social Security Law;
- b. Such person or spouse has been a real property taxpayer of the Town of Ledyard for at least 5 years immediately preceding the receipt of tax benefits.
- c. No person who receives benefits from any other town or state, based on claimed principal residency in such other town or state, shall be eligible for benefits under this Ordinance. The Tax Assessor may require proof of residency as he or she deems appropriate.
- d. Such person must not be delinquent in the payment of real property taxes, personal property taxes, or motor vehicle taxes for any prior tax year or the current tax year under which the applicant is applying.

- e. Persons qualified for a tax credit or deferment benefits under this Ordinance are those whose maximum income during the calendar year preceding the year in which application is made for the tax credit does not exceed the -Qualifying Income Schedule, as hereby incorporated in the ordinance as though fully set forth herein. A copy of the approved *Qualifying Income Schedule* shall be filed with the Town Clerk when established and when amended. The income guidelines provided in the *Qualifying Income Schedule* (Appendix A) shall be adjusted to reflect a cost of living increase issued by the United States Social Security Administration, pending the approval of the Town Council Finance Committee prior to the first of January of the year of application.

The amount of reduction in property tax provided under this ordinance shall be determined in accordance with the *Qualifying Income Schedule*.

- f. Qualified individuals shall elect to receive either a tax credit under Section 4 of this Ordinance or a tax deferral under Section 5 of this Ordinance. Under no circumstances may qualified individuals receive both tax deferrals and tax credits.

Section 4: Tax Credit Requirements/Provisions

- a. The tax credit shall be limited to the principal residence of the taxpayer(s) as defined herein, and the standard minimum building lot for the zoning district in which the residence is located together with improvements, and shall not in any case be applied to taxes owed on excess acreage or other land beyond the aforementioned minimum building lot.
- b. The tax credit shall, in any case where title to real property is recorded in the name of the taxpayer or his/her spouse and any other person or persons, be prorated to reflect the fractional share of such taxpayer or spouse or, if such property is a multiple family dwelling, such relief shall be prorated to reflect the fractional portion of such property occupied by the taxpayer.
- c. Application for the tax credit shall be made on a form prescribed by the Tax Assessor, which shall be filed between February 1 and May 15 of the year as to which tax benefits are sought. Applications shall be re-filed biennially thereafter.
- d. In respect to such biennially required application after the filing and approval for the first year, the Tax Assessor shall notify each such homeowner concerning application requirements. In the year immediately following any year in which such property owner has submitted application and qualified for tax benefit, such property owners shall be presumed, without filing application therefore, to be qualified for tax benefit in the subsequent year; but if any property owner has qualified and received a tax credit under this section, and in that subsequent calendar year has qualifying income in excess of the maximum provided by this Ordinance, he or she shall notify the Tax Assessor on or before the filing date for the second year, and shall be denied tax reduction under this Ordinance for such assessment year and for any subsequent year until he or she has reapplied and again qualified for the tax credit.
- e. To the extent permitted by applicable State and federal law, applications filed under this Ordinance shall be afforded the same confidentiality by the Tax Assessor's office as is required under §1-210 of the General Statutes.
- f. No tax credit, taken together with any benefits under the General Statutes shall exceed in the aggregate 75% of the total amount of property tax for which such taxpayer would be liable in the absence of such benefits.
- g. The total abatement of property tax revenue, based on an estimate in any tax year by the Tax Assessor, which may be granted by the Town as a tax credit shall not exceed an amount equal to 10% of the total real property tax assessed by the town in the preceding tax year. If the total of all tax credits would exceed said limit, the tax credits shall be reduced and pro-rated so as not to exceed said limit.
- h. The tax credit shall not disqualify such taxpayer with respect to any benefit for which such taxpayer shall be eligible under the provisions of Sections 12-129b through 12-129d, inclusive, and Section 12-170aa of the General Statutes, and any tax credit shall be in addition to any benefits for which such taxpayer shall be eligible under provisions of the General

Statutes, including, but not limited to, Sections 12-129b through 12-129d, inclusive, and Section 12-170aa.;

In the event that the qualifying property is sold, assigned or the qualifying taxpayer otherwise transfers ownership, in whole or in part, or in the event of the death of the qualifying taxpayer in the absence of a qualifying spouse, the tax credit shall be pro-rated for that year in accordance with the following table:

Prorated Percentage					
Jan	25%	May	58.3%	Sept	91.7%
Feb	33.3%	Jun	66.7%	Oct	100%
Mar	41.7%	Jul	75%	Nov	8.3%
Apr	50%	Aug	83.3%	Dec	16.7%

- j. Any person who, for the purpose of obtaining a tax credit, willfully fails to disclose all matters related thereto or with intent to defraud makes a false statement, shall refund all property tax credits improperly taken, with interest at the rate applicable to unpaid taxes, and shall be fined not more than two hundred and fifty dollars (\$250.00).

Section 5: Tax Deferral Requirements/Provisions

- a. In order to qualify for a tax deferral, each household must certify that is has no more than \$75,000 in liquid assets, including cash, bank accounts and marketable securities but exclusive of IRS recognized retirement plans. Such certification shall be provided by affidavit on a form acceptable to the Tax Assessor.
- b. The applicant’s income must be at or below the maximum income standards set in *Qualifying Income Schedule* (Appendix).
- c. The tax deferral shall be limited to the principal residence of the taxpayer(s) as defined herein, and the standard minimum building lot for the zoning district in which the residence is located together with improvements, and shall not in any case be applied to taxes owed on excess acreage or other land beyond the minimum building lot.
- d. The tax deferral shall, in any case where title to real property is recorded in the name of the taxpayer or his/her spouse and any other person or persons, be prorated to reflect the fractional share of such taxpayer or spouse or, if such property is a multiple family dwelling, such relief shall be prorated to reflect the fractional portion of such property occupied by the taxpayer.
- e. Application for a tax deferral shall be made on a form prescribed by the Tax Assessor, which shall be filed between February 1 and May 15 of the year as to which tax benefits are sought and applications shall be re-filed annually thereafter.
- f. In respect to such annual application requirements, after the filing and approval for the first year, the Tax Assessor shall notify each homeowner by mail of the application period and documents needed to refile by February 1st each year. A second letter will be sent by certified mail by April 15th for applicants who have yet to comply with established application requirements.
- g. To the extent permitted by applicable State and federal law, applications filed under this Ordinance shall be afforded the same confidentiality by the Tax Assessor’s office as is required to be afforded to applications for tax benefits under §1-210 of the General Statutes.
- h. The tax deferral shall be 50 percent of the remaining taxes due after all credits under the General Statutes have been applied. No tax deferral shall exceed in the aggregate 75% of the total amount of property tax for which such taxpayer would be liable in the absence of such benefits.

- i. Interest on deferred taxes shall be accrued each tax year at a rate of 6%. Said interest rate shall remain constant throughout the duration of the lien.
- j. The principal amount of such tax deferral benefit, excluding interest, shall constitute a lien on the property. The Tax Collector shall, as soon as possible following January 1 each year, file a tax lien on the land records for each tax deferral granted.
- k. Tax deferral liens must be satisfied at any one of the following conditions: (i) upon the death of the applicant; (ii) upon conveyance of the property; or (iii) at such time that the subject property is no longer the applicant's primary residence.

In the case of joint ownership, if a surviving spouse does not continue to qualify for the tax deferral, repayment is due within 5 years of the spouse's date of death.

- l. The total amount of all tax deferrals allowed on a single property may not exceed the assessed value of the property at any time.
- m. Deferred taxes may be repaid at any time. A partial prepayment will be applied first to prepayment of interest on the oldest tax lien, then to principal on the oldest tax lien.
- n. Any person who, for the purpose of obtaining a tax deferral under this Ordinance, willfully fails to disclose all matters related thereto or with intent to defraud makes a false statement, shall immediately be removed from the program and all deferred taxes will be collectable with interest calculated at the same rate charged by the Town for delinquent taxes.

Section 6: Severability

If any provision of this Ordinance shall be held invalid by a court having competent jurisdiction, such invalidity shall not affect any of the other provisions of this Ordinance that can be given effect without the invalid provision and for this purpose the provisions of this Ordinance are hereby declared severable.

Section 7: Cancellation of previous Ordinances.

This ordinance cancels and supersedes Ordinance # 96 108 "*An Ordinance Amending an Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*" adopted on January 10, 2007 and repeals Ordinance # 110 "*An Ordinance To Provide a Property Tax Cap for Certain Homeowners Age Seventy or Over*" adopted on January 10, 2007.

Section 8. Effective Date

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

Adopted by the Ledyard Town Council on: December 11, 2019

Linda C. Davis, Chairman

Approved/Disapproved on: _____

Fred B. Allyn III, Mayor

Effective Date: _____

Patricia A. Riley, Town Clerk

Revisions: Ordinance #96 “*An Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*” Adopted October 26, 2005; Ordinance 108 “*An Ordinance Amending an Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*” adopted on January 10, 2007 and repeals Ordinance # 110 “*An Ordinance To Provide a Property Tax Cap for Certain Homeowners Age Seventy or Over*” adopted on January 10, 2007.

History: The Twenty-fourth Town Council (2017- 2019) Ordinance Update Initiative: renumbered Ordinance #108 “*An Ordinance Amending an Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*” to Ordinance #200-005.

2005: Ordinance #96 “*An Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*” was adopted to provide property tax abatement to homeowners age sixty-five years or older or permanently and totally disabled in accordance with some Connecticut laws.

2007: Ordinance #108 “*An Ordinance Amending An Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*”. Ordinance #96 was amended and took on a new number #110. The amendments were as follows: Section 3 Qualifications paragraph (d) deleted the following language “*The death of a property owner (unless survived by a qualified spouse as defined in paragraph 3.a) or the transfer by deed of the qualified person’s interest in the subject property, shall terminate the credit provided herein*” Section 3 paragraph (i) revised the paragraph to read as follows: “*Any person who, for the purpose of obtaining a ~~tax~~ exemption benefit under this Ordinance, willfully fails to disclose all matters related thereto or with intent to defraud makes false statement, shall refund the amount of all property tax loss related to the exemption credits improperly taken, with interest at the rate applicable to unpaid taxes, Any person knowingly making a false application for the purpose of claiming a tax benefit under this Ordinance and shall be fined not more than five hundred dollars (\$500)*”.

2019: Section 1 Purpose – Added: “*Benefits under this Ordinance shall include either tax credits or tax deferrals, but not both. Each benefit is mutually exclusive and available only to qualified individuals*”.

Section 3 General Qualifications – Paragraph (b) updated “1” to “5”.

Paragraph (c) Removed: “*Such person has maximum income during the calendar year preceding the year in which application is made for the tax benefit provided in this Ordinance in an amount not exceeding 1.25 times the annual income limit set by the State of Connecticut through its Office of Policy and Management for the application of tax credits under Section 12-170aa of the General Statutes*”

Replaced (paragraph (c)) with the following language: “*No person who receives benefits from any other town or state, based on claimed principal residency in such other town or state, shall be eligible for benefits under this Ordinance. The Tax Assessor may require proof of residency as he or she deems appropriate*”.

New Paragraph (d) was added as follows: “*Such person must not be delinquent in the payment of real property taxes, personal property taxes, or motor vehicle taxes for any prior tax year or the current tax year under which the applicant is applying*”.

New Paragraph (e) was added as follows: *Persons qualified for a tax credit or deferment benefits under this Ordinance are those whose maximum income during the calendar year preceding the year in which application is made for the tax credit does not exceed the –Qualifying Income Schedule, as hereby incorporated in the ordinance as though fully set forth herein. A copy of*

the approved Qualifying Income Schedule shall be filed with the Town Clerk when established and when amended. The income guidelines provided in the Qualifying Income Schedule (Appendix A) shall be adjusted to reflect a cost of living increase issued by the United States

Social Security Administration, pending the approval of the Town Council Finance Committee prior to the first of January of the year of application. The amount of reduction in property tax provided under this ordinance shall be determined in accordance with the Qualifying Income Schedule.”

New Paragraph (f) was added as follows: *“Qualified individuals shall elect to receive either a tax credit under Section 4 of this Ordinance or a tax deferral under Section 5 of this Ordinance. Under no circumstances may qualified individual receive both tax deferrals and tax credits”.*

Section 4 Tax Credit Requirements/Provisions

Paragraph (c) Added *“Applications shall be re-filed biennially thereafter.”* Removed: *“shall at a minimum include the information and be subject to the limitations set forth in Section 12-170aa(e) of the General Statutes, and if such an application for state relief is filed, shall be filed simultaneously with such application. In the case of an original application for the tax credit, if a property owner qualifies after having applied for the Section 12-170aa of the General Statutes benefit in the previous year, he or she may file such application in the year following the state application, but the application for the tax credit shall be re-filed in the following year to be then and thereafter reviewed in conjunction with the state application”.* Paragraph (d) removed: *“and conformity with the provisions of Section 12-170aa(e) of the General Statutes.”*

Paragraph (e) Added: *“ to be afforded to applications for tax benefits Section 12-170aa(f)”* and replaced the language with *“§1-210”.*

Paragraph (f) Removed: *“The tax benefit afforded by this Ordinance shall be equal to 50% of the total real property tax owed on the qualifying property if the taxpayer’s income does not exceed 1.00 times the annual income limit set by the State of Connecticut; or shall be equal to 25% of the total real property tax owed on the qualifying property if the taxpayer’s income is more than 1.00 times but not exceeding 1.25 times the annual income limit set by the State of Connecticut”. No property tax benefits afforded by this Ordinance, taken together with any benefits received by the provisions of Sections 12-129b through 12-129d, inclusive, and Section 12-170aa of the General Statutes, shall exceed in the aggregate 75% of the total amount of property tax for which such taxpayer would be liable in the absence of such benefits;”*

Paragraph (f) was replaced with the following language: *“No tax credit, taken together with any benefits under the General Statutes shall exceed in the aggregate 75% of the total amount of property tax for which such taxpayer would be liable in the absence of*

Paragraph (i) Removed paragraph.

New Paragraph (i) (previously paragraph (j) removed *“ provisions of Section 12-170aa of the General Statutes.”* Inserted *“following table:*

<i>Prorated Percentage</i>					
<i>Jan</i>	<i>25%</i>	<i>May</i>	<i>58.3%</i>	<i>Sept</i>	<i>91.7%</i>
<i>Feb</i>	<i>33.3%</i>	<i>Jun</i>	<i>66.7%</i>	<i>Oct</i>	<i>100%</i>
<i>Mar</i>	<i>41.7%</i>	<i>Jul</i>	<i>75%</i>	<i>Nov</i>	<i>8.3%</i>
<i>Apr</i>	<i>50%</i>	<i>Aug</i>	<i>83.3%</i>	<i>Dec</i>	<i>16.7%</i>

(NEW SECTION) Section 5 Tax Deferral Requirements/Provisions. With the addition of Section 5 the remaining Sections were renumbered accordingly.

Section 7 “Cancellation of Previous Ordinances” – Added language to repeal Ordinance #110 “An Ordinance to Provide Property Tax Cap for Certain Homeowners Age Seventy or Over” adopted on January 10, 2007.



STATE OF CONNECTICUT

*OFFICE OF POLICY AND MANAGEMENT
INTERGOVERNMENTAL POLICY and PLANNING DIVISION*

Date: December 1, 2023

To: Assessors and Municipal Agents

From: Patrick Sullivan, Assoc. Fiscal Administrative Officer

Subject: QUALIFYING INCOME FOR TAX RELIEF PROGRAM YEAR 2023

The following tables show the levels of qualifying income for the Elderly and Totally Disabled Tax Relief Program applications to be filed in the year 2024. These levels are to be used for the 2023 Grand List [Homeowners' - Elderly/Disabled \(Circuit Breaker\) Tax Relief Program](#) and [Renters' Rebate For Elderly/Disabled Renters Tax Relief Program](#) applications, 2024 Grand List [Veterans' Additional Exemption Tax Relief Program](#) applications and may be used for any local option programs.

PLEASE NOTE: Homeowner applications that were taken for the 2022 G/L (RENEWALS) are calculated for the 2023 G/L using the 2022 qualifying income schedule, NOT the schedule below.

Homeowners
Income and Grant Information –2023 Benefit Year
Filing period February 1 - May 15, 2024

Income		Tax Credit %		Tax Credit Maximum		Tax Credit Minimum	
<u>Over</u>	<u>To</u>	<u>Married</u>	<u>Unmarried</u>	<u>Married</u>	<u>Unmarried</u>	<u>Married</u>	<u>Unmarried</u>
\$-0-	\$22,000	50%	40%	\$1,250	\$1,000	\$400	\$350
22,000	29,500	40	30	1,000	750	350	250
29,500	36,700	30	20	750	500	250	150
36,700	43,800	20	10	500	250	150	150
43,800	53,400	10	-0-	250	-0-	150	-0-

Renters
Income and Grant Information – 2023 Benefit Year
Filing period April 1 – October 1, 2024

Income		Maximum Rebate		Minimum Rebate	
<u>Over</u>	<u>To</u>	<u>Married/Single</u>		<u>Married/Single</u>	
\$-0-	\$ 22,000	\$900	\$700	\$400	\$300
22,000	29,500	700	500	300	200
29,500	36,700	500	250	200	100
36,700	43,800	250	150	100	50
43,800	53,400	150	-0-	50	-0-

The standard monthly premium for Medicare Part B enrollees will be \$164.90 for 2023. Annual Medicare premiums for the year 2023 therefore, are \$1,978.80 for a single applicant and \$3,957.60 for married applicants. WE CONTINUE TO REQUIRE A FORM SSA1099, OR IT'S EQUIVALENT FOR EACH HOMEOWNER AND RENTER APPLICANT TO BE PROVIDED AT THE INTAKE SITE.

The Additional Veterans' exemption for income qualifying applicants for the 2024 G/L will be based on the following income maximums: The maximum for single applicants will be \$43,800.00; the maximum for married applicants will be \$53,400.00. Also, if applicable in your municipality, the LOCAL OPTION exemption for the Totally Disabled, Blind and Veterans' programs may use these income maximums.

100% V. A. determined Disabled Veterans will continue to use \$18,000.00 for single applicants and \$21,000.00 for married applicants (adjusted gross income only; non-taxable Social Security Income is not considered).

The FREEZE program income limit remains at \$6,000.00; adjusted gross income only. Social Security Income, United States Postal System and Railroad Retirement pensions are not counted as income towards the income limit for the FREEZE program.

If there are any questions regarding any of the income limits stated above, please call me at (860) 418-6406 or e-mail at patrick.j.sullivan@ct.gov

Cc: Martin Heft, OPM

Christine Goupil, OPM

Duke Chen, OLR, L.O.B., Room 5300 (860-240-8437)

Christopher Perillo and Robert Wysock, OFA, L.O.B., Room 5200 (860-240-0200)

Jennifer Bernier, CT Legislative Library, L.O.B., Room 5400 (860-240-8888)

AN ORDINANCE
TO PROVIDE PROPERTY TAX RELIEF
FOR CERTAIN HOMEOWNERS AGE SIXTY-FIVE OR OVER
OR PERMANENTLY AND TOTALLY DISABLED

Be it ordained by the Town Council of the Town of Ledyard:

Section 1: Purpose

To amend an ordinance that provides property tax relief for residential property of certain homeowners age sixty-five or over or permanently and totally disabled under the provisions of Section 12-129n of the Connecticut General Statutes (General Statutes). Benefits under this Ordinance shall include either tax credits or tax deferrals, but not both. Each benefit is mutually exclusive and available only to qualified individuals.

Section 2: Effective Date

The effective date of this Ordinance shall be the Grand List of October 1, 2019.

Section 3: General Qualifications

Persons qualified for benefits under this Ordinance are those who own real property located in the Town of Ledyard, or who are liable for the payment of taxes thereon under Section 12-48 of the General Statutes, and who occupy that property as his or her principal residence at least 183 days of each year; such persons may be entitled to tax benefits in accordance with this Ordinance provided:

- a. Such person is sixty-five (65) years of age or over; or whose spouse, living with him or her is sixty-five (65) years of age or over, or who is sixty (60) years of age or over and the surviving spouse of a taxpayer qualified for relief under this ordinance at the time of his or her death, provided such spouse was domiciled with such qualifying taxpayer at the time of his or her death, or

Such person is under sixty-five (65) years of age and is eligible in accordance with applicable federal regulations to receive permanent total disability benefits under Social Security; or has not been engaged in employment covered by Social Security and, accordingly, has not qualified for benefits there under, but has become qualified for permanent total disability benefits under any federal, state or local government retirement or disability plan, including the Railroad Retirement Act and any government related teachers retirement plan, in which the requirements with respect to qualifications for such permanent total disability benefits are comparable to such requirements under Social Security Law;
- b. Such person or spouse has been a real property taxpayer of the Town of Ledyard for at least 5 years immediately preceding the receipt of tax benefits.
- c. No person who receives benefits from any other town or state, based on claimed principal residency in such other town or state, shall be eligible for benefits under this Ordinance. The Tax Assessor may require proof of residency as he or she deems appropriate.
- d. Such person must not be delinquent in the payment of real property taxes, personal property taxes, or motor vehicle taxes for any prior tax year or the current tax year under which the applicant is applying.

- e. Persons qualified for a tax credit or deferment benefits under this Ordinance are those whose maximum income during the calendar year preceding the year in which application is made for the tax credit does not exceed the -Qualifying Income Schedule, as hereby incorporated in the ordinance as though fully set forth herein. A copy of the approved *Qualifying Income Schedule* shall be filed with the Town Clerk when established and when amended. The income guidelines provided in the *Qualifying Income Schedule* (Appendix A) shall be adjusted to reflect a cost of living increase issued by the United States Social Security Administration, pending the approval of the Town Council Finance Committee prior to the first of January of the year of application.

The amount of reduction in property tax provided under this ordinance shall be determined in accordance with the *Qualifying Income Schedule*.

- f. Qualified individuals shall elect to receive either a tax credit under Section 4 of this Ordinance or a tax deferral under Section 5 of this Ordinance. Under no circumstances may qualified individuals receive both tax deferrals and tax credits.

Section 4: Tax Credit Requirements/Provisions

- a. The tax credit shall be limited to the principal residence of the taxpayer(s) as defined herein, and the standard minimum building lot for the zoning district in which the residence is located together with improvements, and shall not in any case be applied to taxes owed on excess acreage or other land beyond the aforementioned minimum building lot.
- b. The tax credit shall, in any case where title to real property is recorded in the name of the taxpayer or his/her spouse and any other person or persons, be prorated to reflect the fractional share of such taxpayer or spouse or, if such property is a multiple family dwelling, such relief shall be prorated to reflect the fractional portion of such property occupied by the taxpayer.
- c. Application for the tax credit shall be made on a form prescribed by the Tax Assessor, which shall be filed between February 1 and May 15 of the year as to which tax benefits are sought. Applications shall be re-filed biennially thereafter.
- d. In respect to such biennially required application after the filing and approval for the first year, the Tax Assessor shall notify each such homeowner concerning application requirements. In the year immediately following any year in which such property owner has submitted application and qualified for tax benefit, such property owners shall be presumed, without filing application therefore, to be qualified for tax benefit in the subsequent year; but if any property owner has qualified and received a tax credit under this section, and in that subsequent calendar year has qualifying income in excess of the maximum provided by this Ordinance, he or she shall notify the Tax Assessor on or before the filing date for the second year, and shall be denied tax reduction under this Ordinance for such assessment year and for any subsequent year until he or she has reapplied and again qualified for the tax credit.
- e. To the extent permitted by applicable State and federal law, applications filed under this Ordinance shall be afforded the same confidentiality by the Tax Assessor's office as is required under §1-210 of the General Statutes.
- f. No tax credit, taken together with any benefits under the General Statutes shall exceed in the aggregate 75% of the total amount of property tax for which such taxpayer would be liable in the absence of such benefits.
- g. The total abatement of property tax revenue, based on an estimate in any tax year by the Tax Assessor, which may be granted by the Town as a tax credit shall not exceed an amount equal to 10% of the total real property tax assessed by the town in the preceding tax year. If the total of all tax credits would exceed said limit, the tax credits shall be reduced and pro-rated so as not to exceed said limit.
- h. The tax credit shall not disqualify such taxpayer with respect to any benefit for which such taxpayer shall be eligible under the provisions of Sections 12-129b through 12-129d, inclusive, and Section 12-170aa of the General Statutes, and any tax credit shall be in addition to any benefits for which such taxpayer shall be eligible under provisions of the General

Statutes, including, but not limited to, Sections 12-129b through 12-129d, inclusive, and Section 12-170aa.;

In the event that the qualifying property is sold, assigned or the qualifying taxpayer otherwise transfers ownership, in whole or in part, or in the event of the death of the qualifying taxpayer in the absence of a qualifying spouse, the tax credit shall be pro-rated for that year in accordance with the following table:

Prorated Percentage					
Jan	25%	May	58.3%	Sept	91.7%
Feb	33.3%	Jun	66.7%	Oct	100%
Mar	41.7%	Jul	75%	Nov	8.3%
Apr	50%	Aug	83.3%	Dec	16.7%

- j. Any person who, for the purpose of obtaining a tax credit, willfully fails to disclose all matters related thereto or with intent to defraud makes a false statement, shall refund all property tax credits improperly taken, with interest at the rate applicable to unpaid taxes, and shall be fined not more than two hundred and fifty dollars (\$250.00).

Section 5: Tax Deferral Requirements/Provisions

- a. In order to qualify for a tax deferral, each household must certify that is has no more than \$75,000 in liquid assets, including cash, bank accounts and marketable securities but exclusive of IRS recognized retirement plans. Such certification shall be provided by affidavit on a form acceptable to the Tax Assessor.
- b. The applicant’s income must be at or below the maximum income standards set in *Qualifying Income Schedule* (Appendix).
- c. The tax deferral shall be limited to the principal residence of the taxpayer(s) as defined herein, and the standard minimum building lot for the zoning district in which the residence is located together with improvements, and shall not in any case be applied to taxes owed on excess acreage or other land beyond the minimum building lot.
- d. The tax deferral shall, in any case where title to real property is recorded in the name of the taxpayer or his/her spouse and any other person or persons, be prorated to reflect the fractional share of such taxpayer or spouse or, if such property is a multiple family dwelling, such relief shall be prorated to reflect the fractional portion of such property occupied by the taxpayer.
- e. Application for a tax deferral shall be made on a form prescribed by the Tax Assessor, which shall be filed between February 1 and May 15 of the year as to which tax benefits are sought and applications shall be re-filed annually thereafter.
- f. In respect to such annual application requirements, after the filing and approval for the first year, the Tax Assessor shall notify each homeowner by mail of the application period and documents needed to refile by February 1st each year. A second letter will be sent by certified mail by April 15th for applicants who have yet to comply with established application requirements.
- g. To the extent permitted by applicable State and federal law, applications filed under this Ordinance shall be afforded the same confidentiality by the Tax Assessor’s office as is required to be afforded to applications for tax benefits under §1-210 of the General Statutes.
- h. The tax deferral shall be 50 percent of the remaining taxes due after all credits under the General Statutes have been applied. No tax deferral shall exceed in the aggregate 75% of the total amount of property tax for which such taxpayer would be liable in the absence of such benefits.

- i. Interest on deferred taxes shall be accrued each tax year at a rate of 6%. Said interest rate shall remain constant throughout the duration of the lien.
- j. The principal amount of such tax deferral benefit, excluding interest, shall constitute a lien on the property. The Tax Collector shall, as soon as possible following January 1 each year, file a tax lien on the land records for each tax deferral granted.
- k. Tax deferral liens must be satisfied at any one of the following conditions: (i) upon the death of the applicant; (ii) upon conveyance of the property; or (iii) at such time that the subject property is no longer the applicant's primary residence.

In the case of joint ownership, if a surviving spouse does not continue to qualify for the tax deferral, repayment is due within 5 years of the spouse's date of death.

- l. The total amount of all tax deferrals allowed on a single property may not exceed the assessed value of the property at any time.
- m. Deferred taxes may be repaid at any time. A partial prepayment will be applied first to prepayment of interest on the oldest tax lien, then to principal on the oldest tax lien.
- n. Any person who, for the purpose of obtaining a tax deferral under this Ordinance, willfully fails to disclose all matters related thereto or with intent to defraud makes a false statement, shall immediately be removed from the program and all deferred taxes will be collectable with interest calculated at the same rate charged by the Town for delinquent taxes.

Section 6: Severability

If any provision of this Ordinance shall be held invalid by a court having competent jurisdiction, such invalidity shall not affect any of the other provisions of this Ordinance that can be given effect without the invalid provision and for this purpose the provisions of this Ordinance are hereby declared severable.

Section 7: Cancellation of previous Ordinances.

This ordinance cancels and supersedes Ordinance # 96 108 "*An Ordinance Amending an Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*" adopted on January 10, 2007 and repeals Ordinance # 110 "*An Ordinance To Provide a Property Tax Cap for Certain Homeowners Age Seventy or Over*" adopted on January 10, 2007.

Section 8. Effective Date

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

Adopted by the Ledyard Town Council on: December 11, 2019

Linda C. Davis, Chairman

Approved/Disapproved on: _____
Fred B. Allyn III, Mayor

Effective Date: _____
Patricia A. Riley, Town Clerk

Revisions: Ordinance #96 “An Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled” Adopted October 26, 2005; Ordinance 108 “An Ordinance Amending an Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled” adopted on January 10, 2007 and repeals Ordinance # 110 “An Ordinance To Provide a Property Tax Cap for Certain Homeowners Age Seventy or Over” adopted on January 10, 2007.

History: The Twenty-fourth Town Council (2017- 2019) Ordinance Update Initiative: renumbered Ordinance #108 “An Ordinance Amending an Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled” to Ordinance #200-005.

2005: Ordinance #96 “An Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled” was adopted to provide property tax abatement to homeowners age sixty-five years or older or permanently and totally disabled in accordance with some Connecticut laws.

2007: Ordinance #108 “An Ordinance Amending An Ordinance to Provide Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled”. Ordinance #96 was amended and took on a new number #110. The amendments were as follows: Section 3 Qualifications paragraph (d) deleted the following language “ The death of a property owner (unless survived by a qualified spouse as defined in paragraph 3.a) or the transfer by deed of the qualified person’s interest in the subject property, shall terminate the credit provided herein ” Section 3 paragraph (i) revised the paragraph to read as follows: “ Any person who, for the purpose of obtaining a ~~tax~~ **exemption** benefit under this Ordinance, ~~willfully~~ fails to disclose all matters related thereto or with intent to defraud makes false statement, shall refund **the amount of all** property tax loss related to the exemption ~~credits~~ improperly taken, with interest at the rate applicable to unpaid taxes, Any person knowingly making a false application for the purpose of claiming a tax benefit under this Ordinance ~~and~~ shall be fined not more than five hundred dollars (\$500) ”.

2019: Section 1 Purpose – Added: “Benefits under this Ordinance shall include either tax credits or tax deferrals, but not both. Each benefit is mutually exclusive and available only to qualified individuals”.

Section 3 General Qualifications – Paragraph (b) updated “ 1” to “5”.

Paragraph (c) Removed: “Such person has maximum income during the calendar year preceding the year in which application is made for the tax benefit provided in this Ordinance in an amount not exceeding 1.25 times the annual income limit set by the State of Connecticut through its Office of Policy and Management for the application of tax credits under Section 12-170aa of the General Statutes ”

Replaced (paragraph (c)) with the following language: “No person who receives benefits from any other town or state, based on claimed principal residency in such other town or state, shall be eligible for benefits under this Ordinance. The Tax Assessor may require proof of residency as he or she deems appropriate”.

New Paragraph (d) was added as follows: “Such person must not be delinquent in the payment of real property taxes, personal property taxes, or motor vehicle taxes for any prior tax year or the current tax year under which the applicant is applying”.

New Paragraph (e) was added as follows: Persons qualified for a tax credit or deferment benefits under this Ordinance are those whose maximum income during the calendar year preceding the year in which application is made for the tax credit does not exceed the ~~Qualifying Income Schedule~~, as hereby incorporated in the ordinance as though fully set forth herein. A copy of

the approved Qualifying Income Schedule shall be filed with the Town Clerk when established and when amended. The income guidelines provided in the Qualifying Income Schedule (Appendix A) shall be adjusted to reflect a cost of living increase issued by the United States

Social Security Administration, pending the approval of the Town Council Finance Committee prior to the first of January of the year of application. The amount of reduction in property tax provided under this ordinance shall be determined in accordance with the Qualifying Income Schedule.”

New Paragraph (f) was added as follows: *“Qualified individuals shall elect to receive either a tax credit under Section 4 of this Ordinance or a tax deferral under Section 5 of this Ordinance. Under no circumstances may qualified individual receive both tax deferrals and tax credits”.*

Section 4 Tax Credit Requirements/Provisions

Paragraph (c) Added *“Applications shall be re-filed biennially thereafter.”* Removed: *“shall at a minimum include the information and be subject to the limitations set forth in Section 12-170aa(e) of the General Statutes, and if such an application for state relief is filed, shall be filed simultaneously with such application. In the case of an original application for the tax credit, if a property owner qualifies after having applied for the Section 12-170aa of the General Statutes benefit in the previous year, he or she may file such application in the year following the state application, but the application for the tax credit shall be re-filed in the following year to be then and thereafter reviewed in conjunction with the state application”.* Paragraph (d) removed: *“and conformity with the provisions of Section 12-170aa(e) of the General Statutes.”*

Paragraph (e) Added: *“ to be afforded to applications for tax benefits Section 12-170aa(f)”* and replaced the language with *“§1-210”.*

Paragraph (f) Removed: *“The tax benefit afforded by this Ordinance shall be equal to 50% of the total real property tax owed on the qualifying property if the taxpayer’s income does not exceed 1.00 times the annual income limit set by the State of Connecticut; or shall be equal to 25% of the total real property tax owed on the qualifying property if the taxpayer’s income is more than 1.00 times but not exceeding 1.25 times the annual income limit set by the State of Connecticut”. No property tax benefits afforded by this Ordinance, taken together with any benefits received by the provisions of Sections 12-129b through 12-129d, inclusive, and Section 12-170aa of the General Statutes, shall exceed in the aggregate 75% of the total amount of property tax for which such taxpayer would be liable in the absence of such benefits;”*

Paragraph (f) was replaced with the following language: *“No tax credit, taken together with any benefits under the General Statutes shall exceed in the aggregate 75% of the total amount of property tax for which such taxpayer would be liable in the absence of*

Paragraph (i) Removed paragraph.

New Paragraph (i) (previously paragraph (j) removed *“ provisions of Section 12-170aa of the General Statutes.”* Inserted *“following table:*

<i>Prorated Percentage</i>					
<i>Jan</i>	<i>25%</i>	<i>May</i>	<i>58.3%</i>	<i>Sept</i>	<i>91.7%</i>
<i>Feb</i>	<i>33.3%</i>	<i>Jun</i>	<i>66.7%</i>	<i>Oct</i>	<i>100%</i>
<i>Mar</i>	<i>41.7%</i>	<i>Jul</i>	<i>75%</i>	<i>Nov</i>	<i>8.3%</i>
<i>Apr</i>	<i>50%</i>	<i>Aug</i>	<i>83.3%</i>	<i>Dec</i>	<i>16.7%</i>

(NEW SECTION) Section 5 Tax Deferral Requirements/Provisions. With the addition of Section 5 the remaining Sections were renumbered accordingly.

Section 7 “Cancellation of Previous Ordinances” – Added language to repeal Ordinance #110 “An Ordinance to Provide Property Tax Cap for Certain Homeowners Age Seventy or Over” adopted on January 10, 2007.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 24-0055

Agenda Date: 1/24/2024

Agenda #: 7.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

MOTION to accept and refer the *Committee to Review the Budget Process Final Report* dated October 31, 2023 to the Finance Committee.

In addition, disband the Committee to Review the Budget Process.

Background:

Town Council Meeting 1/10/2024: The Committee to Review the Budget Process presented its Final Report dated October 31, 2023 to the Town Council. (Please see attached Final Report).

With the Final Report Committee's work has been completed and the Town Council disbands the Committee from their assignment. This is an administrative action.

Department Comment/Recommendation:

(type text here)



TOWN OF LEDYARD
CONNECTICUT

COMMITTEE TO REVIEW BUDGET PROCESS

Chairman Timothy Ryan

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

October 31, 2023

Chairman Kevin Dombrowski
Ledyard Town Council
741 Colonel Ledyard Highway
Ledyard, Connecticut 06339

Dear Chairman Dombrowski:

The Committee to Review the Budget Process (CRBP) has concluded its review of the Town of Ledyard's Budget Process. Our final report dated October 31, 2023 is provided for informational purposes and for consideration in preparing the Annual Budget going forward.

It should be noted that the 2023 CRBP Final Report builds upon the previous 2016 Report, and has provided new recommendations pertaining to Contract Negotiations, Budget Format – Communication; Increases in Control Practices, and the Consolidation and Sharing of Functions and Services where practical.

Our review found that from a financial perspective, Ledyard has done a great job ensuring the town's operations and services run in a lean and efficient manner. While there are opportunities to improve, they are evolutionary verses revolutionary in nature. In general, and absent of any significant changes to revenue or the tax base, the town should continue to be pragmatic and prudent in its financial decision making, especially given the current and expected continuing economic climate. Tough decisions have and will continue to need to be made to ensure that critical services are maintained, and Ledyard residents continue to receive good value for taxes paid.

In closing, I would like to address the make-up of the CRBP, specifically the residents who stepped forward to volunteer their time on this important assignment, Ms. Minna DeGaetano, Ms. Beth Ribe, and Mr. Earl (Ty) Lamb. It was enlightening and refreshing to have members of the community who have not been involved in local government and municipal budgeting participate in this process, as their perspective allowed us to see the town's budget process through the eyes of our residents. These individuals asked good questions, brought some interesting perspectives, and provided valuable work to this initiative. Their participation coupled with the important fundamental experience and historical knowledge of our elected and appointed officials, both past and current, resulted in achievable recommendations.

We look forward to discussing our Report with the Town Council. Should you have any questions feel free to contact me at 860-941-8257; or tryan@ledyardct.org.

Sincerely,

Timothy Ryan
Chairman

Committee to Review Budget Process

cc: Mayor Allyn, III, Superintendent Hartling


COMMITTEE TO REVIEW THE BUDGET PROCESS FINAL REPORT



OCTOBER 31, 2023



Timothy Ryan, Chairman



Michael Brawner, Vice-Chairman

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APPENDICES

- A. Town Council Resolution Establishing a Committee to Review the Budget Process (rev.1), dated June 28, 2023
- B. Working Group A - Ledyard Services Spreadsheet- Final (incl transportation breakout) Mayor edits 9-14-23- PW highlights (3)
- C. A1 - Comparison of Reserve Accounts vs Bonding 10-18-2023 at 1949pm
- D. A2 - Reserve Funding Comparison Tool
- E. Working Group C – Guidance for Negotiation and Execution of Contracts. CRBP Recommendations for Town Council Bargaining Procedures as of 10-23-2023
- F. Town Ordinance for Purchasing #200-001 (rev.1) effective 1/27/2022
- G. BOE Contract Policy #3324.1
- H. BOE Purchasing Policy # 3320
- I. BOE Purchasing Procedures Guidelines for Bids and Quotes Regulation #3320
- J. (J-1 –J-9) Working Group D - Template for Submission of the Annual Budget
- K. Report to the Town Council of the Committee to Transform the Budget Process; Dated October 3, 2016

1) INTRODUCTION

The Ledyard Town Council recognizes the burden that the State's financial situation 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.

In response to this concern, in 2016 the Town Council established a Committee to Transform the Budget Process (CTBP); comprised of nine (9) regular members, all were appointed by the Town Council with the following representation:

- a) Town Council Finance Committee Chairman
- b) Town Council Chairperson
- c) One additional Member of the Town Council
- d) Two Members from the Board of Education
- e) Four Members from the Community-at-Large

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

A copy of the report issued by the 2016 Committee is provided in Appendix K.

Since that time, extraordinary economic circumstances, partially triggered by the COVID-19 pandemic, have caused historic inflation and material shortages, further straining limited municipal resources.

In 2023, the Town Council decided to establish a new Committee to Review the Budget Process (CRBP) to not only audit progress on recommendations made in the 2016 report, but to also make further recommendations for improving the efficiency of municipal services and/or operations.

The CRBP is comprised of nine (9) regular members, and all were appointed by the Town Council with the following representation:

- a) Town Council Finance Committee Chairman
- b) Town Council Chairperson
- c) One additional Member of the Town Council
- d) Two Members from the Board of Education
- e) Four Members from the Community-at-Large

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

2) COMMITTEE CHARTER

The CRBP was chartered to perform the following tasks:

- a) To review, research and determine the following:
 - i) The services the community provides to its residents;
 - ii) Whether the services/programs are mandatory relative to the role of local government.
 - iii) How effectively the community provides its services/programs to its residents.
 - iv) The funding source(s) that pay for services/programs the community provides to its residents.

In addition, the CRBP 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 2024/2025 Budget that would include detailed data such as:
 - i) Projected line-item cost estimates for Fiscal Year 2024/2025;
 - ii) Capital Improvement Plan/Initiatives/Funding Sources;
 - iii) Trends in salaries, maintenance, and operational costs;
 - iv) Demonstrated efforts for efficiencies and reductions;
 - v) Plans to address the increase in student population/enrollment and space needs;
 - vi) Recommendations to address anticipated loss of Municipal Aid Revenues due to the State's finance crisis and projected budget deficits; and
 - vii) Ways to address current and anticipated future State mandates.

A copy of the Town Council Resolution Establishing the Committee to Review the Budget Process is provided in Appendix A.

3) COMMITTEE COMPOSITION

The appointed members were as follows:

<u>Name</u>	<u>Office</u>	<u>Affiliation</u>
Michael Brawner	Vice Chairman	Board of Education, Finance Committee, Chairman
Minna DeGaetano		Community Member at Large
Kevin Dombrowski		Town Council, Chairman
Terry Jones		Community Member at Large
Joanne Kelley		Board of Education
Earl (Ty) Lamb	Secretary	Community Member at Large
Beth Ribe		Community Member at Large
Bill Saums		Town Council, Finance Committee Chairman
Tim Ryan	Chairman	Town Council, Finance Committee Member

Ex-Officio Members:

Mayor Fred Allyn, III

Superintendent of Schools Jason Hartling

4) TIMELINE

The Town Council made the formal appointments to CRBP at its June 28, 2023 meeting, and the appointees were notified by letters dated June 29, 2023 of their appointments that were to be for a four-month term.

An organizational meeting was conducted on July 25, 2023. The CRBP members agreed to begin the following week, on August 8, 2023 and to meet at least every two weeks through the summer/fall. That permitted eight meetings before the end of the term of appointment on October 30, 2023.

5) PROCESS FOR EXECUTION

At their organizational meeting, the CRBP reviewed the four main tasks they had been assigned. (Refer to Section II, Committee Charter). Specific tasks included:

- 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:
 - i) The services the Town and Board of Education provide to residents
 - ii) Whether the services/programs are mandatory relative to the role of local government
 - iii) How effectively the Town and Board of Education provide services/programs to residents
 - iv) The funding sources(s) that pay for services/programs the community provides to its residents
 - v) 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's and Board of Education's operational and mandated requirements.

The Committee decided that to achieve the identified goals, the emphasis needed to be on the following four overarching areas, which would be executed by the following working groups:

- a) **Working Group A** - Services and Funding - Mandatory Services/Programs and Cost Per User/Cost Per Capita; for potential savings and efficiency.
- i) Mike Brawner
 - ii) Minna DeGaetano
 - iii) Terry Jones
 - iv) Beth Ribe
 - v) Bill Saums- Group Leader
- b) **Working Group B** - Operations, Buildings, Grounds, Purchasing, and Staffing. Review operations for consolidation opportunities.
- i) Kevin Dombrowski
 - ii) Joanne Kelley
 - iii) Earl (Ty) Lamb
 - iv) Tim Ryan- Group Leader
- c) **Working Group C** - Guidance for Negotiation and Execution of Contracts.
- i) Mike Brawner-Group Leader(?)
 - ii) Minna DeGaetano
 - iii) Kevin Dombrowski
 - iv) Tim Ryan
 - v) Bill Saums
- d) **Working Group D** -Budget Format Development and Communication.
- i) Kevin Dombrowski
 - ii) Terry Jones
 - iii) Joanne Kelley – Group Leader
 - iv) Earl (Ty) Lamb
 - v) Beth Ribe

Each member of the working groups took on assignments and shared their progress at each regular meeting.

6) WORKING GROUP REPORTS

a) Working Group A - Services and Funding - Mandatory Services/Programs and Cost Per User/Cost Per Capita; for potential savings and efficiency.

Working Group A, led by Bill Saums and staffed by Terry Jones, Beth Ribe, and Minna DeGaetano began by reviewing the list of services, costs, and recommendations from the 2016 Committee to Transform the Budget Process. The Mayor and Superintendent added columns with notes to update the committee on current cost and the status of previous recommendations and current updates relating to each line item. It was noted that Visiting Nurses and after school buses had been removed as the result of a budget reduction in previous cycles. Bill Saums identified and added the following services:

- i) Roadside mowing (seasonal)
- ii) Paving (contracted)
- iii) Tree removal (\$18,000)
- iv) Streetlight Maintenance (LEDs installed; \$1,500)
- v) Facilities upkeep (\$86,000)

Working Group A discussed briefly how to proceed. It was suggested to focus on “low hanging fruit” services/programs that would receive greater community acceptance/buy in, provide a reasonable argument for initiating changes/improvements to the program/services and, in so doing, provide tangible savings/benefits to taxpayers. Based on the input received by the committee, it was clear that ongoing work was already being done to find cost savings for services provided. It was decided to focus on the services the Town wasn't required to provide. The top three dollar amounts for services the Town does not have to provide are as follows:

- vi) Garbage / Recycling collection (\$1,130,500)
- vii) Library programs (\$596,808)
- viii) Parks and Recreation facilities (\$489,806)

Recognizing there were limited opportunities for cost savings without eliminating services the committee also decided to take a macro vs. micro approach and look at cost saving opportunities in the following areas:

- i) Garbage/Recycling
- ii) Housing/Open Space/Farming
- iii) Grants, specifically hiring of a grant writer
- iv) Capital Improvement Plan Funding

b) Working Group B - Operations, Buildings, Grounds, Purchasing, and Staffing. Review operations for consolidation opportunities.

Working Group B, with input from the Town and BoE staff, reviewed the potential to share (between the town and BoE) or privatize the following:

- i) **BoE Snow Removal (Privatization):** It was found that the BoE uses the same trucks and staff for snow removal (and other winter operations) that are used for their facilities and grounds maintenance during the rest of the year. As such, privatizing snow removal would not provide any economic benefit.
- ii) **BoE Grass cutting and Facilities Ground Maintenance (Privatization):** As discussed above, privatization of this area of responsibility would also necessitate privatization elsewhere, potentially negating any cost savings to be gained over what is already an efficiently sized operation.
- iii) **Office Supplies and General Purchasing (Sharing):** The committee learned that the BoE and Town have tried to implement Purchasing Plans in the past, but found that the savings were not significant in scope, due to the efficiency of today's logistics technology (ordering online and expedient delivery). However, the committee did think there may be some opportunity vis-a-vis the bulk purchase of standardized goods like printing paper in support of both the Town and BoE.
- iv) **Human Resources and Finance Staffing (Sharing):** The committee explored the idea of sharing responsibilities within these two administrative areas, and while there are a number of differences at the working level regarding these areas between the Town and Board of Education, there may be some joint type of oversight possible. Further investigation would be needed to determine whether this would provide an opportunity to reduce staff or for cost savings.
- v) **Information Technology (Sharing):** While the town maintains a small (3 FTE) staff for IT and Cyber-Security needs, the committee found the BoE currently outsources these efforts due to the scale of their operations (much larger than the town). There may be an opportunity for the Town to also outsource for IT and Cyber-Security needs, but it was not immediately apparent that there would be any cost savings by doing so. Related, it was found that the town has purchased Cyber-Security Insurance, which also covers the BoE.

In general, the efforts of Working Group B revealed that the current operations of the town and BoE were, in general, lean and efficient, while also managing to maintain an acceptable quality of service. As such, while there are areas to explore further as part of the initiatives of the respective finance committees, as well as Joint Town Council-Board of Education initiatives, the committee would not expect any potential opportunities to be lucrative in terms of cost savings.

c) **Working Group C: Negotiations and Execution on Contracts Process for Execution**

Working Group C began by discussing the current processes for negotiations and entering into contracts. They recognized that the General Government (GG) and the Board of Education (BOE) operate on extremely lean budgets, and there were limited opportunities for significant cost savings in services and operations changes. Taking a high-level approach, Working Group C felt the biggest risk to the budget was related to the **potential** “misappropriation” of funds when entering into high dollar contracts. Examples of misappropriation of funds could be entering into contracts that are written to protect the contractor/provider vs. the Town and end up costing the Town more than expected; fraud or abuse by entering into contracts with “favored” contractors or providers; or entering into contracts that have not been properly bid to ensure the lowest possible cost.

Working Group C began by inspecting the negotiation, contracting, and purchasing processes of the GG and BOE to identify internal controls that would ensure the GG and BOE were required to perform due diligence when entering into high dollar contracts.

- i) **Negotiations:** They found that the GG and the BOE had no formal written procedure for negotiating collective bargaining agreements. Although there is an informal process, there is not a formal written policy governing collective bargaining procedures. Bargaining strategy was not, and should not, be part of the procedure. However, requiring some key controls like Labor Attorney representation being present on behalf of the Town should be included. Recognizing that 80 percent of the budget is labor related, a single mistake or oversight in labor related contracts has the potential to materially affect the Town budget. Consequently, the current Town Council representative to bargaining practices wrote a draft of the current GG process and added a requirement that a Labor Attorney representing the Town shall be present at negotiations (Appendix E).

Working Group C inspected the GG Ordinance for Purchasing #200-001 (rev.1) effective 1/27/2022 (Appendix F) and noted there are key controls required, however, they are not clearly defined.

- ii) **Competitive Bid Process:** A competitive bid process is required for purchases over \$15,000. However, the “process” is only partially defined in the Town Charter, and there is no detailed policy definition of the competitive bid process. There is no requirement for what must be included in the Request for Proposal (RFP) or defined approval process, prior to it being posted, to ensure that a knowledgeable person has reviewed and approved the RFP. The Town Charter, Chapter VI, Section 4 (c) states, “*the Purchasing Agent, ...shall invite sealed bids or proposals, giving ten (10) days public notice thereof by publication at least once in a newspaper having circulation in the Town...All such sealed bids or proposals shall be opened publicly.*” In practice, the Town also posts bid proposals on the Town website but they are not required to do so by the Charter. The current requirements could be met in only six business days, less if there is a holiday, and only posted once in a newspaper. This may not be enough notice for multiple contractors or vendors to prepare an adequate proposal.

- iii) **Bid Waiver**: If fewer than three bids are received, a bid waiver approval by the Town Council shall be requested prior to award of the bid. Again, there is no detailed definition of what should be required to grant a bid waiver approval. There is no requirement that the Town Council conduct a review of the bid process to confirm it was followed or to inspect the contract to ensure it is in the best interest of the Town.
- iv) **Attorney Review**: While the Town does send contracts to the Town Attorney for review, it does not send ALL contracts for attorney review, for good reason. Some contracts are for small dollar amounts, but any contract can have terms and conditions that protect only the vendor, with the potential to expose the Town to liability and/or high legal costs. There are no clearly defined rules for which contracts should receive attorney review. Further, there is no written process for department heads, boards, commissions, committees, or authorities to sign off that they have reviewed the attorney's comments and agree, disagree, or recommend other changes the attorney may have missed. There is also no requirement for groups to request an attorney review, and their signing authority is not defined.

Working Group C reviewed the following Board of Education Policies and Procedures: Contract Policy #3324.1(Appendix G); Purchasing Policy #3320 (Appendix H); and Purchasing Procedures Guidelines for Bids and Quotes Regulation #3320 (Appendix I). As noted above, the BOE does not require Labor Attorney representation when negotiating collective bargaining. BOE Policy 3324.1 simply states, "*All contracts between the district and outside agencies shall be prepared under the supervision of the Superintendent or designee, and where appropriate, subject to approval of the legal adviser to the district.*"

BOE Policy 3320 – Purchasing, states, "*When procuring property and/or services under a Federal award, the Board will comply with relevant regulations in the Code of Federal Regulations, as described in 2 CFR § 200.318 through 2 CFR § 200.326*" but doesn't elaborate on key controls of the code. Some requirements mentioned in this section of code are:

- i) Avoiding conflicts of interest
- ii) Documenting rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price
- iii) Avoiding restrictive competition
- iv) Written procedures for procurement transactions
- v) Proposals must have a written method for conducting technical evaluations of the proposals received and for making selections

Policy 3320 – Purchasing, has a higher threshold than the GG for requiring a competitive bid process. Goods and services estimated to cost between \$15,000 and \$29,999 will be solicited from reasonable vendors, but legal advertising is not be required. Goods and services estimated to cost in excess of \$30,000 require formal bid procedures that include legal advertisements, solicitation from all reasonable vendors, sealed bids with a public opening, and evaluation of quotes/proposals.

BOE Purchasing Procedures Guidelines for Bids and Quotes Regulation #3320 has a defined bid process although it is vague. It doesn't require a minimum number of bids and doesn't mention anything about a Bid Waiver required when not enough bids are received.

d) Working Group D Budget Format Development and Communication.

Working group D, headed by Joanne Kelley and staffed by Terry Jones, Beth Ribe, Earl (Ty) Lamb and Kevin Dombrowski discussed and identified that the Budget information provided to the public needed to be understood by the average taxpayer. It was agreed that the Board of Education section of the Budget Booklet as currently constructed needs more data and narrative to achieve that goal. There were discussions about ClearGov and the lack of access and transparency to the public as well relative to the General Government budget.

Poor attendance at meetings and feedback from citizens did not indicate a lack of communication about budget matters to the public. We explored and documented all the methods of communication currently being utilized and explored ideas for additional avenues to keep the public informed in a timely manner.

Working Group D also discussed the separation of the BOE and Town Government budgets, sorting of the BOE expenses by building, and the budget timeline.

7) RESULTS AND RECOMMENDATIONS

a) Working Group A

Services and Funding - Mandatory Services/Programs and Cost Per User/Cost Per Capita; for potential savings and efficiency.

High-dollar services that the Town is not required to provide were identified as areas of potential savings. After discussing the Libraries and Parks & Recreation, the Working Group determined that there had already recently been cost saving changes and decided to only focus on the Trash and Recycling Program because of the opportunity it presented for cost savings and reduction of anticipated future increases. Working Group A also looked at additional areas in which they believed the town could have potential cost savings.

i) Garbage/Recycling

Working Group A researched and brainstormed how to address, initiate, and evaluate the service. A lot of history exists, and there are many ever-changing external factors that affect the cost of waste removal. Today's method of service is the culmination of years of evaluation and implementation on the part of the Town, and the committee supports the continued efforts of both the Mayor and the Public Works Director to

reduce our municipal waste stream. The Working Group found that the Town can provide Trash and Recycling services for less than it would cost individual households to contract for the same services, so removing it would not be an overall cost savings for tax payers. Reducing waste and getting higher quality recyclables is the focus for future cost reduction.

Currently the paper stream is one of the most valued recyclables, but it becomes contaminated in the single-stream recycling process with broken glass. Separating glass to enhance the value of the paper stream was identified as a possible area to save. It was estimated that shifting to weekly collection of recyclables alternating between paper/cardboard and everything else would cost approximately \$40K/year according to the most recent contract bid document. This increased fee would have to be evaluated against the potential for increased revenues from a more valuable recycling stream.

Organics account for approximately 25-27% of the waste stream. Working Group A discussed the viability of continuing discussions with the Southeastern Connecticut Regional Resource Recovery Authority (SCRRA) to contract with an outfit to compost organics and textiles and even discussed the possibility of hosting an organic composting facility, including the town impact (acres of land required, ability to produce high quality topsoil from recycling materials, eliminate town burden of handling, effect on the residents; odors, etc.). Further evaluation is required regarding the removal of organics and textiles from the waste stream.

ii) **Housing/Open Space/Farming**

Working Group A discussed the value of open space and how taxpayers might benefit from utilizing and expanding these spaces (open space costs taxpayers far less than residential or commercial uses. Increased home construction increases the burden on taxpayers to provide services. Providing age 55+ housing is an area of interest because that age group requires fewer services. The Town of East Lyme's Finance Department recently estimated that building 45 new houses on two properties would cost the town almost \$300,000 more in services than it would generate in property taxes each year. That finding was key in their decision to acquire property as open space.

A Penn State study in 2006/2007 surveyed selected towns in Pennsylvania and found that for each dollar of residential property taxes assessed annually, the municipalities spent between \$1.03 and \$1.48 for services, infrastructure, and education.

- *Pennsylvania State University College of Agricultural Sciences, Timothy Kelsey, Fiscal Impacts of Different Land Uses – The Pennsylvania Experience in 2006, 2007.*

In the 2010 Fact Sheet on Cost of Community Services Studies, American Farmland Trust compiled some nationwide figures from the past two decades showing an average cost of community services for residential land used to be \$1.16 for each dollar of revenue raised. This contrasts with \$.29 and \$.35 for commercial/ industrial uses and working/open lands, respectively.

- *Farmland Information Center, Cost of Community Services Studies Fact*

iii) Grant Writing

Working Group A discussed the benefit of increasing revenue and reducing cost by hiring a grant writer to target specific, town-wide, town-based projects, especially capital improvement projects, and felt this opportunity should be pursued further. A portion of the grant writer's compensation could be based upon the number of grants written, grants received, and savings achieved, or several other performance metrics. A grant writer could possibly be a part-time employee or be shared with another municipality.

iv) Capital Improvement Plan Funding

Working Group A noted that debt service in the current year is at \$4,403,850 of which \$1,138,382, or over 25%, is interest. While this is a large number, Ledyard is among the towns in Connecticut with the lowest amount of debt. The Town's capital plan outlines how large capital requests are funded, and how the town sets money aside each year to pay for future costs like fire apparatus and large trucks. Working Group A discussed how the town could further lower debt service by setting aside more funds for longer term projects like school roofs and building projects. If projects were funded with long-term future planning, Ledyard could reduce its annual debt service by approximately \$4 million, of which over \$1 million is interest. This is possibly the single largest tax reducing action the Town could take. On the other hand, to accomplish such a plan, taxpayers would have to pay off current debt services while at the same time funding future projects. This would mean an increase in the annual budget for several years prior to recognizing savings.

Working Group A performed a hypothetical cost analysis of a \$10 Million school project demonstrating the cost saving when using long-term capital planning vs. bonding. With bonding, the project would cost the Town \$10,702,628 even with 62% of the project cost reimbursed by the state due to the cost of interest charges borne by the taxpayers after short- and long-term bonding. The mil rate burden to the taxpayer would be between .5538 and .2963 for the short-term bonding and .2516 for the 20 years of long-term bonding.

If the same project were paid for with money set aside in capital reserves, the total cost to the taxpayer over the life of the project would be \$1,026,351. The mil rate burden each year to the taxpayers would be .2859 for 20 years prior to the project in this scenario but, because the Town would have funding allocated for the project, any State funding the Town received, the Town would get to keep. If reinvested in the reserve fund for the next project the mil rate for future projects would be close to nothing.

A summary of the findings and the full analysis detailing all of the assumptions is attached in Appendix C and a link to the Excel tool used to figure the difference is attached.

v) Working Group A Recommendations

Trash and Recycling: Develop a long-term strategy for implementation and return on investment in streamlining and enhancing the garbage and recycling.

(1) Evaluate whether a separate glass recycling stream would be cost effective.

- (2) Evaluate an organic composting facility and/or other opportunities for removing organics from the waste stream.
- (3) Educate residents on how they can keep costs low by separating and reducing trash.

Housing/Open Space/Farming: Evaluate and develop metrics for evaluation including population growth; costs of implementation; maintenance costs of programs; viability studies (either review existing or create new); taxpayer impact.

Grant Writer: Evaluate hiring a Grant Writer.

Capital Improvement Planning (CIP): Develop a strategy to reduce bonding and interest payments that are obligating funds that could otherwise be used to provide value to the Town.

- (1) Create a tool to analyze the cost difference between bonding vs. capital reserve funding for long-term projects (Appendix D-Titled: Excel: Reserving Funding Comparison Tool)
- (2) Develop and fund a robust long-term Capital plan to take advantage of interest vs. paying interest.

b) Working Group B

Operations, Buildings, Grounds, Purchasing, and Staffing. Review operations for consolidation opportunities.

i) Working Group B Recommendations

The following is a summary of the recommendations and areas that should be explored for potential savings. While the timeframe to implement any potential changes would be as soon as practical, it is recognized that the timeframe for implementation of some recommendations might need to accommodate specific circumstances, such as contract renewal dates.

In order of priority, the following three areas should be further explored for sharing and/or privatization:

- (1) Office Supplies and General Purchasing (Sharing)
- (2) Human Resources and Finance Staffing (Sharing)

(3) Information Technology (Privatization)

With regard to office supplies and general purchasing, there may be some opportunity vis-a-vis the bulk purchase of standardized goods like printing paper in support of both the Town and BoE.

While there are a number of differences at the working level regarding Human Resources and Finance Staffing between the Town and Board of Education, there may be some joint type of oversight possible. Further investigation would be needed to determine whether this would provide an opportunity to reduce staff or for cost savings.

With the BoE already outsourcing for IT and Cyber Security needs, there might be an opportunity for the town to follow suit, even though it was not immediately apparent that there would be any cost savings by doing so due to the relatively small size of the town operation.

The committee recommends that the items identified be added to the existing Joint TC-BoE Finance Meeting agendas for action and continued attention. It is recommended that the initial Joint Committee meeting be held in early December 2023 after the general elections are held.

c) Working Group C

Negotiations and Execution on Contracts Process for Execution

Working Group C felt there was opportunity to create or improve policies to better ensure that budgeted funds were contracted in the best interest of the Town and the BOE. The committee felt there should be clearly defined controls requiring that due diligence was performed at multiple levels prior to entering into high-dollar contracts. Clearly defined internal control processes will reduce the **potential** risk of misappropriating budgeted funds.

i) Working Group C Recommendations

Regarding the negotiation and execution of contracts, the committee recommends a “trust but verify” approach by amending and developing formal written policies for the GG and BOE to include clearly defined internal control requirements. The committee recommends strengthening controls over contracts, at minimum, in the following areas.

- (1) Develop a policy for negotiating collective bargaining agreements requiring that specific representation be present during negotiations. The Town and BOE SHALL be represented by an Attorney.
- (2) Amend Purchasing policies to include the following:
 - (a) Clearly defined policy for Competitive Bid process

- (b) Requirements for requesting and approving a Bid Waiver
- (c) Requirements governing the use of Attorneys

While it is expected that the GG and BOE are responsible stewards of budgeted funds, compliance with clearly defined policies will help to ensure due diligence has been performed. Contracts can be long, full of legal jargon, and confusing to individuals who are not proficient in specific topics. Policies with detailed internal control processes will reduce **potential** risk of costly mistakes or fraudulent activity.

The Town Council, Finance Committee, and Board of Education serve a key oversight function for operations of the Town and should adopt a “trust but verify” mentality.

d) Working Group D

Budget Format Development and Communication.

i) Budget Format Recommendations:

Working Group D found that the BOE Budget Document found on the BOE Website Ledyard.net already contains available narrative and info-graphics to achieve a clear and comprehensive explanation of the Board of Education Budget. The addition of these sections will provide a meaningful high-level summary document that could be provided to the public attending the Public Hearing in April, the Town Meeting in May, further dissemination to the town and on the town website.

The Committee was informed that the Town is already discussing changing from ClearGov as their preferred method of developing their budget for the reasons stated.

The Committee did not find a need to modify the budget timeline.

The Committee did not find any rationale for providing BOE financial data by building, considering we are a small district, none of our school buildings are alike, and the time and effort required to collect in this way would be cumbersome.

The Group also did not find any reason for the separation of the General Government and Board of Education Budgets.

Regarding the Budget document (Budget Booklet) that is annually disseminated to the public at the Public Hearing in April and at the Town Meeting in May the Group recommended that the following sections be added (Appendix J). This will ensure a meaningful, high-level summary document that is easily understood by the average taxpayer.

Page(s)	Section Title
5-9	Executive Summary
10-16	Expenditures Per Pupil
17-18	Budget Process
19-20	Budget Requests by Tier
21	Revenue
24-25	Projected Enrollment
27-29	Projected Staffing
52-57	Budget Details
3	Contingency Plan

Working Group D recommends the Budget timeline remain as is, and that the General Government and Board of Education Budgets remain as a combined budget.

ii) Communications Recommendations:

Working Group D addressed at length whether enough was being done to inform the public of budget hearings or the information on the voting on the budget. We found there are many platforms being utilized to communicate this information to the public such as:

- (1) The portals on the Town and BOE websites
- (2) EVENTS Magazine
- (3) Notice of Public Hearings
- (4) Public Hearings
- (5) Notification system available on Town Website (requires sign-up)

There was discussion about additional avenues to explore to advertise budget meeting and votes.

The working group recommends the addition of physical signage at prominent locations in Ledyard Center and at Route 12 in Gales Ferry. We also recommend the administrators of the Ledyard Community Resource Facebook group page be contacted and asked to allow, without comment, notices of public budget meetings, hearings and votes on this page which has over eight thousand members.

8) Conclusions

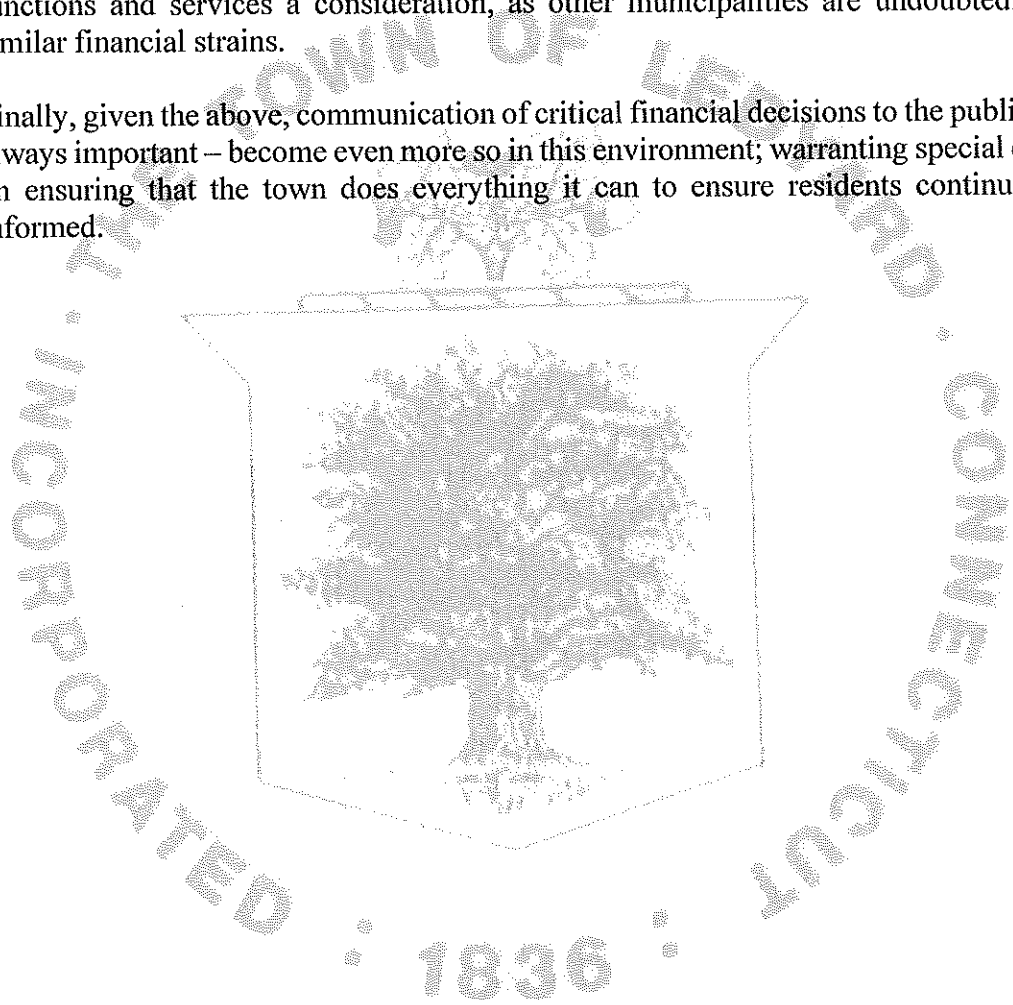
It is clear that, from a financial perspective, Ledyard has done a great job ensuring the town's operations and services are run in a lean and efficient manner. While there are opportunities to improve, they are evolutionary verses revolutionary in nature. In general, and absent of any significant changes to revenue or the tax base, the town should expect to

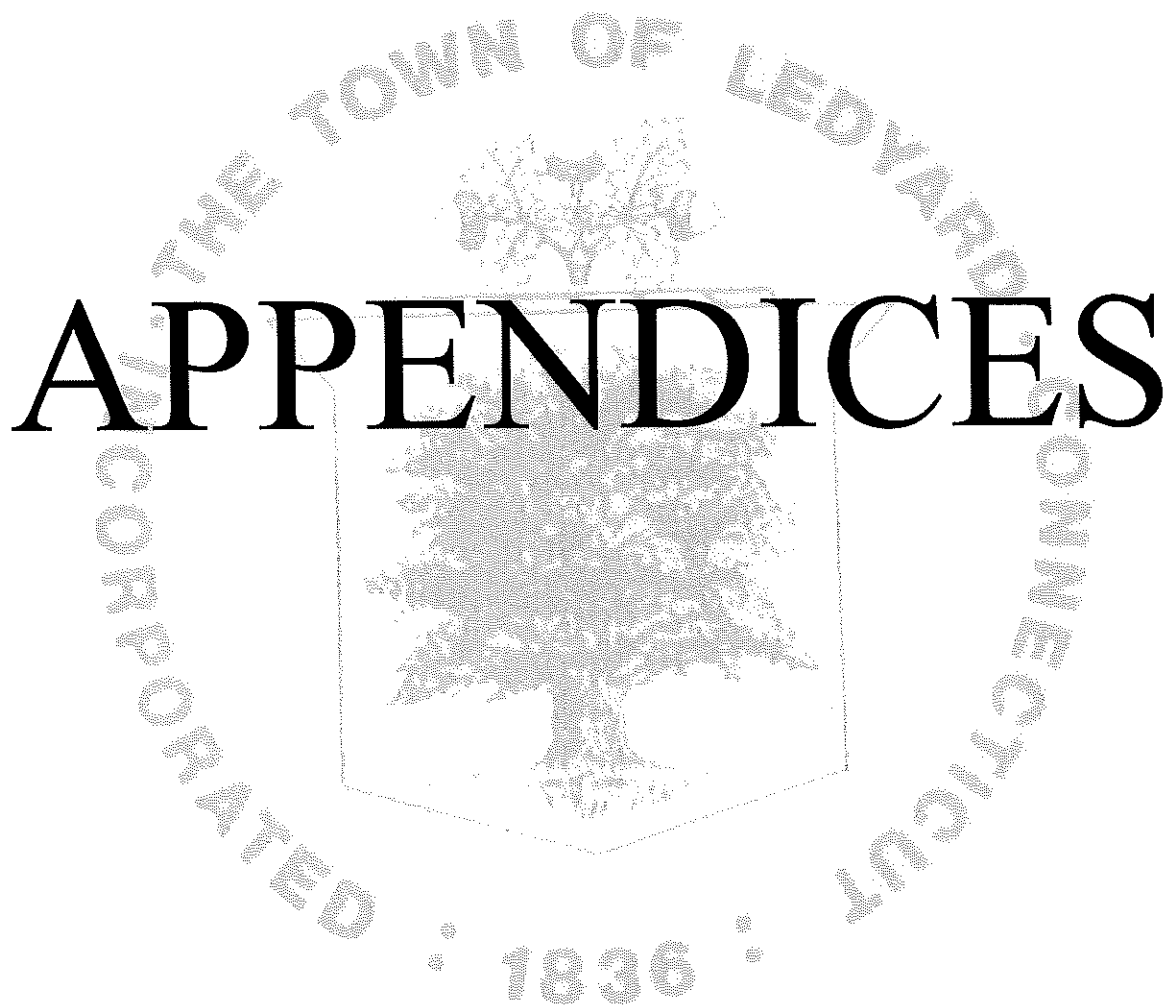
continue to need to be pragmatic and prudent in its financial decision making, especially given the current and expected continuing economic climate. Tough decisions have, and will continue to need to be made to ensure that critical services are maintained and Ledyard residents continue to receive good value for taxes paid.

Those tough decisions should, however, be subject to increased control practices to ensure every tax dollar is spent as wisely as possible, and in a manner that mitigates the town's exposure to potential fraudulent activity or activities that are not in the town's best interest.

Additionally, Ledyard will also need to continue making the consolidation and sharing of functions and services a consideration, as other municipalities are undoubtedly facing similar financial strains.

Finally, given the above, communication of critical financial decisions to the public – while always important – become even more so in this environment; warranting special emphasis on ensuring that the town does everything it can to ensure residents continue to stay informed.





APPENDICES

Appendix A

Res: 002-2023/Mar 22 (Rev. 1)

RESOLUTION ESTABLISHING A COMMITTEE TO REVIEW 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 Review 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 Review 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 Review the Budget Process* shall be authorized to:

- a) To review the Budget *Transform* 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
 - (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 27, 2023 for consideration for the fiscal year budget preparation.

Revised and Adopted by the Ledyard Town Council on June 28, 2023


 Kevin J. Dombrowski, Chairman

History: *Resolution Establishing a Committee To Transform The Budget Process*; Adopted June 8, 2016; Final Report submitted: October 16, 2016; Adopted: March 23, 2023.

2023:

June 28, 2023: Revised title of Committee to more accurately reflect the Committee's assignment as follows: " Committee to ~~Transform~~ *Review* the Budget Process"

Updated the 2016 Resolution "*Committee to Transform the Budget Process*" to include the following language: *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 town.*

The 2023 Committee's assignment includes a review of the October 16, 2016 Final Report and other assignments outlined in the Resolution above.

Appendix B Working Group A Mayor's Spreadsheet with Edits

Town Services	Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY 16	Cost in FY 24	Is this a service we need to provide?	Can we live w/out providing?	Continue to provide at lesser level?	Can this be privatized?	Share regionally? BoE?	Ideas to provide more efficient/effective?	NOTES 2023
Dispatch services	1			Possible regional opportunity	(\$326,836)	(\$634,801)	YES	NO	NO	YES	YES- regional	currently regional w/Preston. More? Quinebaug	Not included is \$86,500 for Regionalization plus Preston fees.
Police protection	1			Could regionalize with Preston	(\$1,973,628)	(\$2,751,520)	YES	NO	NO	NO	YES- regional	negotiate w/ Preston, N. Stonington?	We presented to Preston. Not interested at this time.
Fire protection	1	NO		Two departments: Gales Ferry and Ledyard	(\$577,908)	(\$788,793)	YES	NO	NO	NO	YES	reduce apparatus. Share LFD, GFFD?	We have shared fleet plan and following.
Ambulance service	1			LVES service incl. paid F/T shift	(\$32,308)	(\$75,000)	NO	NO	YES	YES	YES	house one unit in GF, at least during storms? Add a driver?	Moved to AASI for \$75,000 annually for 15 years, saving \$133,000 annually.
Fire Marshal inspections	1				(\$82,852)	(\$98,314)	YES	NO	NO	NO	YES- regional	share with Preston?	
School nurses	1	YES			(\$331,449)	(\$332,476)	YES	NO	YES	YES	CURRENTLY SHARED	1 nurse to handle GFS/JWL (is this being done?) School health aids? Contracted service?	Nursing moving to BoE effective July 1, 2024.
Road maintenance	1				(\$700,000)	(\$1,096,885)	YES	NO	NO	YES	QUESTIONABLE	privatize guard rails, asphalt, sign repair/replace	We now contract for guard rails, asphalt and signage.
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?	Not being considered at this time.
Registering voters	1	YES			(\$37,242)	(\$43,940)	YES	NO	NO	NO	NO	part-time registrars serving both towns?	
Operating polling places	1	YES		cost higher in Presidential years	(\$33,800)	(\$49,990)	YES	NO	NO	NO	NO	??	
Ledge Light Health District	1	NO		Currently part of a six town district	(\$110,232)	(\$116,400)	YES	NO	NO	YES	YES	Is there a more efficient system?	Choices are LLHD or Uncas Health. Both charge per capita
Tax assessments	1				(\$124,128)	(\$173,019)	YES	NO	YES	NO	YES	Seasonal P/T? Make asst. P/T? Share w/ Preston?	We now provide assessor services to Preston for a fee.
Tax collection	1				(\$122,995)	(\$144,648)	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)	(\$80,000)	YES	NO	YES	YES	YES- REGIONAL	Share with Preston? N. Stonington?	We tried a shared approach. Didn't work. Recently hired new, F/T inspector.
Emergency Planning (e.g., natural disaster)	1			Nuclear Grant pays for director	(\$27,386)	(\$20,450)	YES	NO	NO	YES	YES- REGIONAL	Share with Preston? N. Stonington?	
Fiscal control of public funds	1			Town Treasurer/ Finance Director	(\$101,462)	(\$87,760)	YES	NO	NO	NO	YES- BoE	Director and Two Asst. directors?	Not explored with BoE, combined Treasurer / Asst. Fin. Director
Parks and Recreation programs	2						NO	YES	YES	YES	YES	Corporate sponsorships? Unified grounds maintenance? JV w/Preston	Program fees flow through Internal Service Fund 8
Animal Control	2			Possible regional opportunity	(\$65,554)	(\$99,752)	YES	NO	YES	YES	YES-REGIONAL	Joint facility with Preston?	We explored regionalizing with Groton- cost was double what we pay.
Maintenance of historic buildings/properties	2			Sawmill, Nathan Lester, etc	(\$18,620)	(\$6,625)	YES	YES	NO	YES	NO	??	
IQM2	2			Meets FOI compliance requirements	(\$11,500)	(\$17,068)	YES	NO	NO	YES	YES	Updated platform for both BoE/ GG, +design	Now contracted with Legistar
Water service	2			Could be sold to Groton Utilities			YES	NO	NO	YES	YES	Convey service and infrastructure to GPU	Being considered by GU
Sewer service	2			Could be sold to Groton Utilities	(\$486,589)	(\$707,028)	YES	NO	NO	YES	NO	Convey service and infrastructure to GPU	Being considered by GU
Fire hydrant maintenance	2			Maintained by Groton Utilities		(\$14,400)	YES	NO	NO	YES	YES- SHARED	Contract with GPU to maintain, R&R	
Stodial 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 moving, define areas	BoE staff has down time if not mowing in summer.
Maintenance of public buildings	2				(\$89,738)	(\$86,050)	YES	NO	NO	YES	YES- BoE	Combine GG/BoE for all facilities, add asst.	DOES NOT INCLUDE SCHOOL BLDGS, GROUNDS, CENTRAL OFFICE.

Human resources	2		NO	Previously a shared position	(\$108,347)	(\$91,950)	YES	NO	NO	NO	YES-BoE	Combine position	Preston wants to do this. New H/R Director in Ledyard, not ready to commit.
Town Services	Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY 16	Cost in FY 24	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?	NOTES 2023
Planning	2				(\$74,193)	(\$95,270)	YES	NO	POSSIBLY	NO	YES- REGIONAL	Share with Preston? N. Stonington?	We don't have capacity for this due to work load.
enforcement of planning and zoning	2			CGS 124, Sec 8-1-813	(\$51,662)	(\$58,850)	YES	NO	NO	NO	YES-REGIONAL	Share with Preston? N. Stonington?	Preston and N. Stonington contracted with the COG for service (5-8 hrs/wk)
Visiting nurses	2				\$122,762	\$0	NO	YES	YES	NO	YES- REGIONAL	Share with Preston? N. Stonington?	Due to financial losses, VNA closed as of 7/1/23
Purchasing	2				0	0	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)	(\$10,575)	YES	NO	NO	NO	YES- is currently	??	Regional model per State.
Garbage / Recycling collection	2			No ability to take trash to dump anymore	(\$944,830)	(\$1,130,500)	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)	(\$103,971)	NO	YES	YES	YES	YES- REGIONAL	??	We currently provide building and \$3,500/yr for utilities. Balance is donations.
MIS	2			Possible sharing with other towns? Outsource?	(\$251,895)	(\$348,245)	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	We provide service for BoE vehicles. Shops provide high level service needs.
Senior transportation	2			Alternatives? Two vans, one car who maintains? (salary for driver)	(\$32,535)	(\$23,450)	NO	YES	POSSIBLY	YES	YES-REGIONAL	Schedule trips, use bus for 4+ users only	Following efficiency guidance
Services by Town Clerk	2			more services becoming available online	(\$33,226)		YES	NO	NO	NO	NO	Increase on-line offerings, reducing inhouse	Fee-based title searching online / Dog license renewals online.
Library programs	3			Two libraries in Town	(\$585,068)	(\$596,808)	NO	YES	YES	NO	POSSIBLY	Reduce hours of both, sharing staff between. Move to close GF?	Each library closed one day/ week
Parks and Recreation facilities	3				(\$433,931)	(\$489,806)	NO	YES	YES	NO	NO	??	Merged with Sr Center
Conservation of public lands	3				(\$3,050)	(\$3,575)	YES	NO	NO	NO	NO	Sell select parcels to create dedicated maintenance acct?	
Tree removal / pruning	3				(\$4,000)	(\$18,000)	YES	NO	NO	YES	NO	When needed, contract local tree service for work	Historically underbudgeted. Increased this FY
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?	Sold truck, contract service now.
Oversight of IWWC	3			Per State of CT CGS 22a-45	(\$45,020)	(\$26,800)	YES	NO	YES	NO	POSSIBLY	P/T IWWC official, share with Preston?	P/T shared position w/ Preston
Senior Housing	3			60 Kings Highway	0	0	NO	YES	YES	YES	NO	Can this be outsourced?	CHFA is oversight authority, Housing Authority CAN sell
Senior Center	3.5			underutilized, regionalize?	(\$109,005)	(\$106,736)	NO	YES	YES	YES	YES- REGIONAL	Share with Preston, Groton? Use in offhours for fee for use?	Merged with P&R, do share programs with Groton
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	LED Program completed.

Street sweeping	4			Selective sweeping? Share with nearby towns?	(\$29,882)		NO	NO	YES	YES	YES- BoE	REGIONAL	Sell Broom Bear? Keep and contract for service?	Sold sweeper. Purchased combo sweeper/CB Cleaner
Economic development	4				(\$6,600)	(\$8,461)	NO	YES	YES	YES	NO		Ineffective. Let private enterprise make it happen	
Town Services	Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY 16	Cost in FY 24	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?	NOTES 2023	
Senior programs	4			how well attended? Could Parks and Rec schedule events?			NO	YES	YES	YES	YES- REGIONAL	Share programs with Preston, Groton Seniors	We do piggyback on Groton programs as desired.	
Cemetery oversight	5				(\$2,000)	(\$2,000)	NO	YES	YES	NO	NO	Mostly volunteer work on historic cemeteries	Historic cemetery care must remain w/ volunteers	
Providing space for business incubato	5			Actively seek sale and put back on Grand List?	\$26,043	\$0	NO	YES	YES	YES	YES	Sell facility and recapture funds for future capital needs, ask for cash flow projection	Sold GF Landing, back on tax rolls as private biz incubator	
SEAT public transportation	5			Ledyard terminated membership 7/1/16	*(9,773)	0	NO	YES	NO	NO	NO	Ledyard is out. Less than 2 on and just over 2 off per day	Ledyard withdrew from SEAT	
Board of Education Service	Rank (1-5)	Mandated?	Shared?	Notes	Is this a service we need to provide or live w/out gov't providing? Can we privatize?						Share regionally? BoE?	Ideas to provide more efficient/effective?		
Transportation	1	YES		CGS 10-220(a)								If add another town to district, regional bussing?		
In-district students (non-SPED)	1	YES	No		\$1,968,203		YES	NO	NO	NO				
SPED transportation	1	YES	NO		\$1,050,346		YES	NO	NO	NO				
Out of District (Magnet/Charter)	2	NO	YES	Fully funded by Grant funding	\$811,351		YES	NO	NO	NO	NO POSSIBLY YES	Magnet Trans. Grant funds are \$111,800 per year currently		
Out of District (Tech schools)	1	YES			\$103,964	NO	YES	YES	YES	YES	YES			
Vo Ag education	1	YES			\$547,287		NO	YES	YES	NO	CURRENTLY IS	Offset by tuition and State AGSCL 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	YES	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			
					\$266,300		YES	NO	NO	YES				
Fiscal control of public funds	1		NO								YES- WITH TOWN			
Afterschool clubs	2				\$85,157		NO	YES	YES	YES	POSSIBLY	Focus on enrollment		
Special education	2	YES			NO									
					\$6,581,837			YES		NO	POSSIBLY	Bill insurance for PT, etc.		
Sports programs	2			Includes stipends, rentals, repairs, etc.			NO	YES	NO	\$331,135	YES	Corporate sponsorships, booster clubs to help maintain		
Music programs	2				\$621,035		YES	NO	YES	YES	YES	Allow donations to be directed solely to music?		
	2				NO									

APPENDIX C
Working Group A
A Comparison of the Use of Reserve Accounts vs. Bonding
for Long Term Capital Projects

In this example we created a model to calculate a hypothetical project costing \$10M to examine different payment options. Projects that are completely funded by tax payers and those that are partially reimbursed by the State of CT are addressed.

Assumptions using current estimates:

- 1 mil = \$1,264,000 *
- Interest on deposits is 3% compounded monthly.
- Short term funding or Bond Anticipation Notes (BAN) are issued at 7% interest.
- Long term funding or Bonds are issued at 5.5% interest for a period of 20 years.
- If applicable, State review/approval of the project and release of reimbursement funding takes up to 10 years creating the need for BAN funding.
- State reimbursement rate is 62% for necessary school projects.
- The need for the project is foreseeable, and the asset has a 20-year economic life. For this example, school roofs hypothetically installed in 2005 need to be replaced in 2025.

[Chapter 109 - Municipal Bond Issues \(ct.gov\)](#)

* Mil Rate explanation: The mil rate is calculated by taking the budgeted tax revenue, dividing it by the grand list amount, and multiplying by 1000. $(\$43M/\$1.263B*1000)=34.56$ Or, expressed differently, one mil (\$1,264,000 above) is the tax revenue divided by the mil rate.

Grand list: The total amount of real property in Ledyard (homes, cars, businesses, etc. that will be taxed). Assessed values of properties are utilized, which are 70% of the property evaluation.

To figure out what a change in mil rate would cost you, multiply your property value times .7 or 70%. Example: 70% of a \$142,857 home is \$100,000. Multiply 100,000 times the mil increase/decrease and divide by 1000. This will tell you the change in your personal tax burden. $(100,000 \times 0.5000 \text{ mil} / 1000 = \$50 \text{ increase})$

Formula: Property value x .7 x mil rate /1000 = Cost to taxpayer
 $\$450,000 \text{ home} \times .7 \times 0.2859 \text{ mil increase} / 1000 = \$90.06 \text{ tax increase}$

- **Option 1:**
Use of Reserve Account without any Municipal Borrowing

An annual contribution to the reserve account is made so that the balance in the account is \$10M at the end of the 20-year life of the asset. With 3% interest compounded annually, a deposit of \$361,318 annually will produce a balance of \$10M in 2025, the 20th year. This represents a 0.2859 mil tax burden for each taxpayer, but this option avoids the need to borrow or delay projects and avoids the annual payment to service future debt.

100% Reserve Funding

	Reserve	BAN	1st Progress Pmt	2nd Progress Pmt	3rd Progress Pmt	Long-Term Bond
Starting Year	2005	2025	2027	2029	2031	2033
Ending Year	2024	2026	2028	2030	2032	2053
Number of Years	20	2	2	2	2	20
Percentage Funded	100%	0%				
Interest Rate Earned or Paid	3.000%	7.000%	7.000%	7.000%	7.000%	5.500%
BAN/Bond Principal Balance		-	-	-	-	-
Annual Cost to Taxpayers	361,318	-	-	-	-	-
Mil Burden to Taxpayers	0.2859	-	-	-	-	-
Total Cost Over Time	7,226,351	-	-	-	-	-
Total Interest Earned/(Paid)	2,773,649	-	-	-	-	-
State Funding			1,550,000	1,550,000	1,550,000	1,550,000
Return to Reserve Fund			(1,550,000)	(1,550,000)	(1,550,000)	(1,550,000)

Over 20 years the town will have funded \$7.2M and earned \$2.8M interest and would have the cash to complete the project without relying on any debt funding. Assuming the State still reimburses 62% of necessary school projects, the town would be able to reinvest the State funds into the reserve fund and the taxpayer's burden for future projects would be much less if not needed at all. This option ensures projects are funded with or without any grants or State funding but requires a consistent long-term commitment from the town.

100% Reserve Funding	7,226,351
State Funding Returned to Reserve Fund	6,200,000
Total Cost	1,026,351

- Option 2:**

No money is set aside during the life of the asset. When replacement is required, the project must be financed through a combination of short-term financing and municipal bonds.

No money is deposited in a reserve account for the 20-year life of the asset. When the project is approved by the taxpayers, the project is financed through bonding, and the taxpayers must approve a bond issue for the entire \$10M project cost. Typically, there is a need for short-term financing or Bond Anticipation Notes (BANs) until the State reviews the project documentation and releases funding. State funding is made in progress payments. In our example we figured for 8 years of short-term BAN bonding with progress payments received every two years. (Fun fact, the recent School additions have not been fully State funded after 7 years.) This delays the determination of the total to be financed and the approval of the exact amount of the long-term bond financing. After the project is complete and the State has approved it, the remaining balance of the short-term BANs are converted to long-term bonds.

Short term financing or BANs are used to finance the start of the \$10M project. From 2025 to 2032, annual payments equaling the 7% interest of the BAN amounts are made. In this example, annual payments would be between \$700,000 and \$317,500 based on progress payments of 25% made every two years. At the end of the 8 years, the State provides the final payment and it is paid towards the BANs. The remaining BAN amount is \$3.8M.

In 2033, the town issues long-term bonds for \$3.8M and the town begins 20 years of payments at a 5.5% interest rate. Bond payments are \$317,981 annually or a 0.3345 mil tax burden for taxpayers each year until 2053.

100% BAN/Bond Funding						
	Reserve	BAN	1st Progress Pmt	2nd Progress Pmt	3rd Progress Pmt	Long-Term Bond
Starting Year	2005	2025	2027	2029	2031	2033
Ending Year	2024	2026	2028	2030	2032	2053
Number of Years	20	2	2	2	2	20
Percentage Funded	0%	100%				
Interest Rate Earned or Paid	3.000%	7.000%	7.000%	7.000%	7.000%	5.500%
BAN/Bond Principal Balance		10,000,000	8,450,000	6,900,000	5,350,000	3,800,000
Annual Cost to Taxpayers	-	700,000	591,500	483,000	374,500	317,981
Mil Burden to Taxpayers	-	0.5538	0.4680	0.3821	0.2963	0.2516
Total Cost Over Time	-	1,400,000	1,183,000	966,000	749,000	6,404,628
Total Interest Earned/(Paid)	-	(1,400,000)	(1,183,000)	(966,000)	(749,000)	(2,559,629)
State Funding			1,550,000	1,550,000	1,550,000	1,550,000
Return to Reserve Fund			-	-	-	-

Total project costs to taxpayers from 2025 to 2053 would be \$10.7M for BANs and bonds, even with the 62% State funding. The 62% State funding does not cover the \$6.9M in interest cost over that time, and there is no State funding available to add to the reserve fund for future projects. On average, interest alone is \$127,981 or 40% of the long-term bond annual payment of \$317,981 from 2033 to 2053.

100% BAN/Bond After Grants/State Funding	10,702,628
Return to Reserve Fund	-
Total Cost	10,702,628

• **Option 3:**

Anticipating State reimbursement, the Town puts away its anticipated share of the project in a Reserve Account.

For the years 2005 to 2024, the Town deposits enough in an interest-bearing reserve account to have a balance of \$3.8M in the account in 2025. With 3% interest compounded annually, the annual deposit required is \$137,301 representing a 0.1086 mil tax burden.

From 2025 to 2033, the short-term financing needs to cover the \$6.2M that remains of the project. In this example, the town pays between \$434,000 and 108,500 annually from 2025 to 2032 until the State approves the full funding. The last State progress payment pays off the BANs in 2033.

38% Reserve Funding vs. 62% BAN/Bond Funding

	Reserve	BAN	1st Progress Pmt	2nd Progress Pmt	3rd Progress Pmt	Long-Term Bond
Starting Year	2005	2025	2027	2029	2031	2033
Ending Year	2024	2026	2028	2030	2032	2053
Number of Years	20	2	2	2	2	20
Percentage Funded	38%	62%				
Interest Rate Earned or Paid	3.000%	7.000%	7.000%	7.000%	7.000%	5.500%
BAN/Bond Principal Balance		6,200,000	4,650,000	3,100,000	1,550,000	-
Annual Cost to Taxpayers	137,301	434,000	325,500	217,000	108,500	-
Mil Burden to Taxpayers	0.1086	0.3434	0.2575	0.1717	0.0858	-
Cost Over Time	2,746,013	868,000	651,000	434,000	217,000	-
Interest Earned/(Paid)	1,053,987	(868,000)	(651,000)	(434,000)	(217,000)	-
State Funding			1,550,000	1,550,000	1,550,000	1,550,000

Taxpayers fund a total of \$4.9M after State funding, and the town is not obligated to any long-term bonds.

38% Reserve, 62% BAN/Bond After Grants/State Funding	4,916,013
Return to Reserve Fund	-
Total Cost	4,916,013

For information, current 2023/2024 budget actuals are:

- Debt service for schools and police station: \$2.6M principal; \$1.1M interest.
- Clean water: \$86K principal; \$12K interest
- Debt transfer to WPCA: \$540K

Current debt for 2023/2024 is \$4,403,850 or 3.4841 mils.

A Concept for Wider Use of Reserve Accounts for Various Asset Classes to Reduce Taxes Through Compound Interest Accumulation and Reduction of Debt

All classes of assets could be grouped by service life expectancy and a payment made to an interest-bearing reserve account for them annually. For illustration purposes, several types of assets have been given a service life and an assumed replacement cost in order to calculate the annual contribution required to fund recapitalization of the assets.

- Computer System Components
5 year - \$100,000 - estimated future cost \$110,408
\$20,190 annually/ 0.0160 mil
- Police Vehicles
7 year – 25 vehicles @ \$50,000 each – \$1,435,857 estimated future cost
\$181,931 annually/ 0.1439 mil
- Town Vehicles (cars and light trucks)
10 year – 10@\$40,000 each - \$487,597 estimated future cost
\$41,295 annually/ 0.0327 mil
- Public Works Heavy Trucks
20 year – 8@\$150,000 each - \$1,405,991 estimated future cost
\$153,507 annually/ 0.1214 mil
- Fire Apparatus
20 year – 8@\$200,000 each - \$2,377,516 estimated future cost
\$85,904 annually/ 0.0680 mil
- School Projects
20 year – 4@\$5,000,000 each - \$29,718,948 total estimated future cost
Expecting 62% State funding, fund the reserve for 38%.
38% of \$20M is \$7.6M with a future estimated cost of \$11,293,200
\$408,043 annually/.3228 mil (*Funded at 38%)

Example of Asset Class Reserve Funding Savings (Interest GAINED)

Assumed Interest Rate	3.000%
Estimated Inflation	2.000%
One Mil	1,264,000

Asset Class	# Years	Current Estimated Cost	(Inflation) Future Estimated Cost	Annual Reserve to Fund Future Project	Current Mil Increase	Total Cost to Taxpayers Over Time	Total Interest GAINED for Project Cost (Savings to Taxpayers)
Computer Systems/Components	5	100,000	110,408	20,190	0.0160	100,951	9,457
Police Vehicles	7	1,250,000	1,435,857	181,931	0.1439	1,273,514	162,343
Town Vehicles	10	400,000	487,598	41,295	0.0327	412,946	74,652
Public Works Vehicles	8	1,200,000	1,405,991	153,507	0.1214	1,228,060	177,931
Fire Apparatus	20	1,600,000	2,377,516	85,904	0.0680	1,718,076	659,439
4 Schools @ \$5M each @ 38%	20	7,600,000	11,293,200	408,043	0.3228	8,160,863	3,132,337
Totals		12,150,000	17,110,570	890,870	0.7048	12,894,409	4,216,161

Keep in mind that typically, when inflation is high the opportunity to earn interest on reserve accounts is also high. Several different inflation and interest rate scenarios are illustrated below and the excel spreadsheet is [link to Appendix D. A2 - Reserve Funding Comparison Tool](#)

Example of Asset Class Reserve Funding Savings (Interest GAINED)

Assumed Interest Rate	0.250%
Estimated Inflation	2.000%
One Mil	1,264,000

Asset Class	# Years	Current Estimated Cost	(Inflation) Future Estimated Cost	Annual Reserve to Fund Future Project	Current Mil Increase	Total Cost to Taxpayers Over Time	Total Interest GAINED for Project Cost (Savings to Taxpayers)
Computer Systems/Components	5	100,000	110,408	21,917	0.0173	109,583	825
Police Vehicles	7	1,250,000	1,435,857	203,081	0.1607	1,421,570	14,287
Town Vehicles	10	400,000	487,598	48,094	0.0380	480,935	6,663
Public Works Vehicles	8	1,200,000	1,405,991	173,782	0.1375	1,390,259	15,732
Fire Apparatus	20	1,600,000	2,377,516	115,788	0.0916	2,315,754	61,762
4 Schools @ \$5M each @ 38%	20	7,600,000	11,293,200	549,992	0.4351	10,999,831	293,369
Totals		12,150,000	17,110,570	1,112,653	0.8803	16,717,933	392,638

Example of Asset Class Reserve Funding Savings (Interest GAINED)

Assumed Interest Rate	2.000%
Estimated Inflation	4.000%
One Mil	1,264,000

Asset Class	# Years	Current Estimated Cost	(Inflation) Future Estimated Cost	Annual Reserve to Fund Future Project	Current Mil Increase	Total Cost to Taxpayers Over Time	Total Interest GAINED for Project Cost (Savings to Taxpayers)
Computer Systems/Components	5	100,000	121,665	22,921	0.0181	114,603	7,062
Police Vehicles	7	1,250,000	1,644,915	216,922	0.1716	1,518,456	126,459
Town Vehicles	10	400,000	592,098	53,014	0.0419	530,139	61,958
Public Works Vehicles	8	1,200,000	1,642,283	187,590	0.1484	1,500,722	141,561
Fire Apparatus	20	1,600,000	3,505,797	141,458	0.1119	2,829,159	676,638
4 Schools @ \$5M each @ 38%	20	7,600,000	16,652,536	671,925	0.5316	13,438,504	3,214,031
Totals		12,150,000	24,159,294	1,293,830	1.0236	19,931,583	4,227,710

Example of Asset Class Reserve Funding Savings (Interest GAINED)

Assumed Interest Rate **2.000%**
 Estimated Inflation **6.000%**
 One Mil 1,264,000

Asset Class	# Years	Current Estimated Cost	(Inflation) Future Estimated Cost	Annual Reserve to Fund Future Project	Current Mil Increase	Total Cost to Taxpayers Over Time	Total Interest GAINED for Project Cost (Savings to Taxpayers)
Computer Systems/Components	5	100,000	133,823	25,211	0.0199	126,055	7,768
Police Vehicles	7	1,250,000	1,879,538	247,863	0.1961	1,735,041	144,496
Town Vehicles	10	400,000	716,339	64,138	0.0507	641,380	74,959
Public Works Vehicles	8	1,200,000	1,912,618	218,469	0.1728	1,747,755	164,863
Fire Apparatus	20	1,600,000	5,131,417	207,051	0.1638	4,141,025	990,392
4 Schools @ \$5M each @ 38%	20	7,600,000	24,374,230	983,493	0.7781	19,669,869	4,704,361
Totals		12,150,000	34,147,963	1,746,226	1.3815	28,061,124	6,086,840

Example of Asset Class Reserve Funding Savings (Interest GAINED)

Assumed Interest Rate **3.000%**
 Estimated Inflation **3.000%**
 One Mil 1,264,000

Asset Class	# Years	Current Estimated Cost	(Inflation) Future Estimated Cost	Annual Reserve to Fund Future Project	Current Mil Increase	Total Cost to Taxpayers Over Time	Total Interest GAINED for Project Cost (Savings to Taxpayers)
Computer Systems/Components	5	100,000	115,927	21,199	0.0168	105,997	9,930
Police Vehicles	7	1,250,000	1,537,342	194,789	0.1541	1,363,525	173,817
Town Vehicles	10	400,000	537,567	45,526	0.0360	455,264	82,302
Public Works Vehicles	8	1,200,000	1,520,124	165,969	0.1313	1,327,749	192,375
Fire Apparatus	20	1,600,000	2,889,778	104,413	0.0826	2,088,255	801,523
4 Schools @ \$5M each @ 38%	20	7,600,000	13,726,445	495,961	0.3924	9,919,211	3,807,234
Totals		12,150,000	20,327,184	1,027,857	0.8132	15,260,001	5,067,182

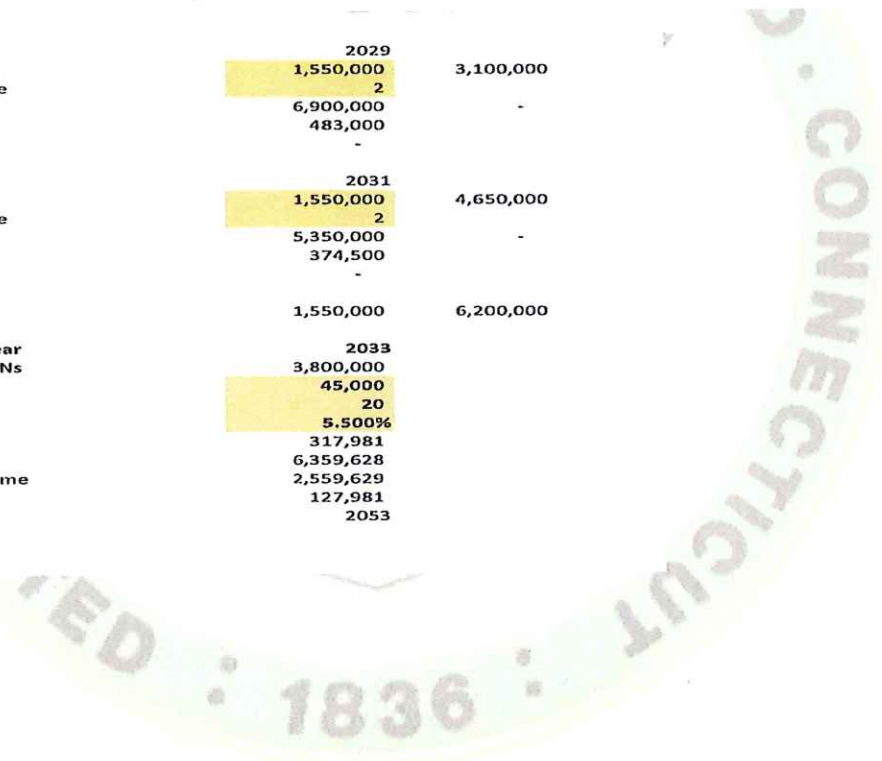
Example of Asset Class Reserve Funding Savings (Interest GAINED)

Assumed Interest Rate **1.000%**
 Estimated Inflation **3.000%**
 One Mil 1,264,000

Asset Class	# Years	Current Estimated Cost	(Inflation) Future Estimated Cost	Annual Reserve to Fund Future Project	Current Mil Increase	Total Cost to Taxpayers Over Time	Total Interest GAINED for Project Cost (Savings to Taxpayers)
Computer Systems/Components	5	100,000	115,927	22,501	0.0178	112,507	3,421
Police Vehicles	7	1,250,000	1,537,342	211,009	0.1669	1,477,063	60,279
Town Vehicles	10	400,000	537,567	50,873	0.0402	508,730	28,837
Public Works Vehicles	8	1,200,000	1,520,124	181,648	0.1437	1,453,182	66,942
Fire Apparatus	20	1,600,000	2,889,778	129,941	0.1028	2,598,815	290,963
4 Schools @ \$5M each @ 38%	20	7,600,000	13,726,445	617,219	0.4883	12,344,373	1,382,072
Totals		12,150,000	20,327,184	1,213,191	0.9598	18,494,670	1,832,513

In summary, a capital plan managing the town’s long term capital assets would have a relatively minimal annual tax impact without adding to the town’s future long-term debt. A long-term capital plan will take advantage of interest rather than paying interest. Even minimal amounts of interest earned is a cost savings in contrast to paying interest on long-term debt. Every effort should be made to reduce debt.

Percent of Total Cost to Bond	0%		38% Reserve, 62% BAN/Bond After Grants/State Funding	4,916,013
Starting Bond Balance	-		Return to Reserve Fund	-
Professional Fees	45,000		Total Cost	4,916,013
Number of Bond Years	20			
Bond Interest Rate (Premium)	5.500%		20% 1st Bond, 80% BAN/Bond After Grants/State Funding	9,627,628
Annual Bond Payment Amount	-		Return to Reserve Fund	-
Total Cost of Bonds Over Time	-		Total Cost	9,627,628
Total Interest Paid on Bonds Over Time	-			
Average Annual Interest	-		100% BAN/Bond After Grants/State Funding	10,702,628
Bond Payments Finished in In Year	2045		Return to Reserve Fund	-
			Total Cost	10,702,628
			Total Cost to Taxpayer	
Bond Anticipation Note (BAN) Starting In Year	2025		Return to Reserve Fund	-
Amount of BAN Funding	10,000,000		Total Cost	-
Percent of Project Cost to get BANs for	100%			
Number of BAN Years	2			
Percent of Project Cost to get BANs for	7.000%			
Annual Payments (Interest)	700,000			
Total Cost of BAN	11,399,999			
Total Interest Paid	1,400,000			
Remaining BAN Balance (Principal)	10,000,000			
Remaining BAN Balance after Grant/State Funding	3,800,000			
Bond Ending Year	2026			
Progress Payments				
1st Payment Year	2027			
Progress Payment Amount	1,550,000	1,550,000		
Number of BAN Years at this Balance	2			
Remaining BAN Balance (Principal)	8,450,000			
New BAN Payment	591,500			
2nd Payment Year	2029			
Progress Payment Amount	1,550,000	3,100,000		
Number of BAN Years at this Balance	2			
Remaining BAN Balance (Principal)	6,900,000			
New BAN Payment	483,000			
Money for Reserve Fund	-			
3rd Payment Year	2031			
Progress Payment Amount	1,550,000	4,650,000		
Number of BAN Years at this Balance	2			
Remaining BAN Balance (Principal)	5,350,000			
New BAN Payment	374,500			
Money for Reserve Fund	-			
Final Payment	1,550,000	6,200,000		
2nd Long Term Bonds Starting In Year	2033			
Starting Bond Balance to replace BANs	3,800,000			
Professional Fees	45,000			
Number of Bond Years	20			
Bond Interest Rate (Premium)	5.500%			
Annual Bond Payment Amount	317,981			
Total Cost of Bonds Over Time	6,359,628			
Total Interest Paid on Bonds Over Time	2,559,629			
Average Annual Interest	127,981			
Bond Payments Finished in In Year	2053			



APPENDIX E Working Group C

Proposed Draft:

Standard Operating Procedure for Labor Negotiations

A collective bargaining agreement (CBA) is a written legal contract between an employer and a union representing employees. The CBA is the result of an extensive negotiation process between the parties regarding topics such as wages, hours, and terms and conditions of employment.

In addition to [The Municipal Employee Relations Act](#) (MERA), the Town of Ledyard follows the following process and procedures in regard to Collective Bargaining.

Bargaining Process

The Town is represented during contract bargaining with Town employee unions by the Human Resources Director in consultation with the Town's labor attorney and a member of the Town Council designated by the chair. The Town must be represented by an attorney as the Town spokesperson.

The Town employee unions (Town Hall Employees, Town Hall Supervisors, Ledyard Dispatch, Ledyard Police, Teamsters (Public Works), Firefighters, Nurses, Nurses' Aides) are represented by members of each union as well as outside council.

The Town Council meets at least annually in executive session to discuss gross wage increases that the council believes will be fair to the employees and affordable for the taxpayers, providing guidance to the town council's representative for future negotiation sessions.

Negotiating sessions are held during the day for approximately two hours each, during which both parties may present their proposals. Proposals must be made within the first three sessions, after which no new proposals can be submitted.

The Town Council representative may confer with the Council Chair from time to time regarding the progress of negotiations and during executive sessions as deemed necessary.

All negotiations are private and held in confidence under rules set by the state labor board.

Council's Role

Once tentative agreement is reached on all terms of the new contract by the negotiating teams, union members vote to accept or reject the agreement. If accepted, the Town Council then discusses the proposed contract in executive session, and votes at a public meeting to accept or reject the contract. If the parties fail to reach agreement, they may also declare an impasse, at which point they can agree to bring in a State mediator or go directly to arbitration. Arbitration is conducted by the State Labor Board, and both parties are bound by the decisions of the arbitration panel.

The Town Council representative is also invited to attend and observe bargaining sessions between the Board of Education and the Connecticut Educators Association (teachers), and School Administrators' union, but is not a representative of the Board of Education and can only observe the negotiations. The Board of Education follows the same process (the Council does not vote on Board of Education contracts).

APPENDIX F

Ordinance # 200-001(rev.1)

AN ORDINANCE FOR PURCHASING

Be it ordained by the Town Council of the Town of Ledyard:

Section 1: Authority

Pursuant to Chapter VI, Section 4C of the Charter of the Town of Ledyard, as amended, there is hereby established a Purchasing Ordinance of and for the Town of Ledyard.

Section 2: Purpose

The Town of Ledyard, as a local government entity, needs to ensure that the expenditure of public funds occurs in a manner that balances the desire for lowest cost to the Town with an expectation of quality products and services. The purpose of this ordinance is to provide guidance to be followed for procurement of goods and services to achieve the most effective and efficient procurement and disposition of the Town's assets.

All purchases by any official, department, authority, agency, board, commission, or committee of the Town of Ledyard, except those purchases whose approval is derived from the Board of Education, shall adhere to the procedures herein, to ensure that appropriate procurement and accounting procedures are followed in the expenditure of Town funds.

Section 3: Competitive Bidding Process

The following cost ranges determine the action needed in regard to competitive bidding for proposed expenditures on construction projects, equipment, supplies, and professional services, with the exception of legal services. The dollar amounts refer to a total amount, per vendor, per fiscal year:

Less than \$4,999	No bids required; no quotes required; assumes buyers will seek lowest available cost.
\$5,000 - \$14,999	Three (3) quotes required or a bid waiver from Town Council. Written record of quotes or Town Council bid waiver action to be attached to electronic purchase order.
\$15,000 +	At least three (3) proposals required through an open and advertised competitive bid process for construction projects, equipment, supplies, and professional services other than legal services.

Bid awards shall be determined by assessing the best interest of the Town in terms of the scope of work, qualified bidders' overall approach to the project or service, past performance, and cost. The bid shall be awarded to the lowest qualified bidder if it is in the best interest of the Town.

If fewer than three bids are received, a bid waiver approved by the Town Council shall be requested prior to award of the bid.

The Town may use other entities' bid awards that were arrived at through a competitive bid process in lieu of the Town's own competitive bidding process. The Town Council shall, by resolution each year, determine the list of entities whose bid awards are eligible for use by the Town of Ledyard.

Section 4: Grant Funding Application Process

All applications for new grant funding shall be considered and approved by the Town Council prior to applying with the grantor. The grant seeker will create a legislative file and attach a completed Grant Request Form and other pertinent information about the grant, the grantor, and project for which the grant funds will be used.

When using State and Federal grants, the Town shall conform to all State and Federal grant procurement and project requirements including, but not limited to, the Federal requirements as stated in 2 CFR 200.318 through 200.325. The grant seeker shall attest to having read and understood these requirements by signing to that effect on the Grant Request Form. The requestor shall include the federal requirements language in the competitive bidding documents.

Grant-funded project and financial files shall be retained until such time as grantor agency audits of the grant-funded project are completed, or per State retention guidelines, whichever is longer.

Section 5: Purchase Orders and Payments

All purchases, except those made through the Direct Pay method, must have an open and approved purchase order in place prior to purchases being made or services being rendered.

The Director of Finance shall be responsible for all purchase orders issued by the Town of Ledyard, and shall insure that each purchase and payment meet the following conditions:

- A. Purchase order requisitions shall be complete, accurate, and properly approved by a department head and the Director of Finance.
- B. The item to be purchased shall be assigned to an appropriate general ledger account number by the originator of the purchase order request. The account line shall contain sufficient funding to cover the proposed expenditure.

- C. If the purchase order is for items that have gone through the competitive bid process, the RFP number shall be included on the purchase order request. If fewer than three bids were received, the Town Council action to approve a bid waiver shall be attached to the purchase order.
- D. If the purchase order is for items that require obtaining quotes, copies of the quotes, or town council action of a bid waiver for fewer than three quotes, shall be attached to the purchase order request.
- E. Payments are made in conformance with this ordinance and with Town, State, and Federal laws.
- F. All payments made by bank check shall be signed by the Director of Finance and co-signed by the Treasurer.

Section 6: Direct Pay Purchases and Payments

Certain payments such as fire volunteer incentive pays, poll worker stipends, and taxpayer refunds for duplicate payments may be paid without the requirement of a purchase order.

The Director of Finance shall be responsible for all payments made through the Direct Pay method, and shall ensure that each purchase made by Direct Pay meets the following conditions:

- A. The use of direct pay requisition shall be prepared and signed by the requestor.
- B. Direct pay requisitions for groups of people shall list the vendor(s), general ledger account numbers to charge, and payment amounts, and must be complete, accurate, and properly approved by the originator and the Director of Finance.
- C. Direct pay requisitions for items or services shall be accompanied by an itemized bill showing the items or services purchased, and approval by the originator indicating receipt of same.
- D. The general ledger account number to which the payment is to be charged shall contain sufficient funds to cover the expenditure.
- E. Payments shall be made in conformance to this ordinance and to Town, State, and Federal laws.
- F. All payments made by bank check shall be signed by the Director of Finance and co-signed by the Treasurer.

Section 7. Penalties for Violation

In accordance with Chapter VII, Section 11H of the Town Charter, as revised, every purchase order or payment made in violation of the provisions of this Ordinance shall be deemed illegal and every official authorizing or making such payment or taking part therein and every person receiving such payment or any part thereof shall be jointly and severally liable to the Town of Ledyard for the full amount so paid or received.

If any officer or employee of the Town shall knowingly incur any obligation or shall authorize or make any expenditure in violation of the provisions of this Ordinance or take any part therein, such action shall be cause for his/her removal.

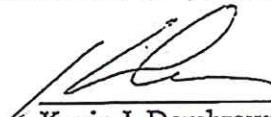
Section 8. Severability

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

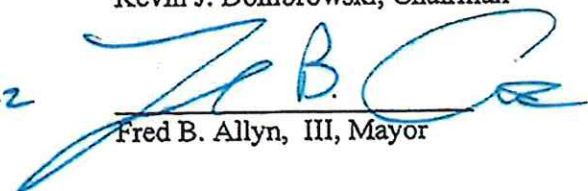
Section 9. Effective Date

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

Amended and Adopted by the Ledyard Town Council on: January 26, 2022


Kevin J. Dombrowski, Chairman

Approved / Disapproved on: 1/27/2022


Fred B. Allyn, III, Mayor

Published on: February 2, 2022

Effective Date: February 23, 2022


Patricia A. Riley, Town Clerk

Revision: Ordinance #50 "An Ordinance for Purchasing" adopted May 8, 1974 and amended on August 27, 1975; April 24, 1991; January 26, 2005; May 9, 2007; and Ordinance #50-1 "An Ordinance Amending An Ordinance for Purchasing" adopted September 26, 2012; Ordinance #133 "An Ordinance Amending an Ordinance for Purchasing" Adopted March 12, 2014; Ordinance #133 An Ordinance Amending an Ordinance for Purchasing" was amended, renumbered to Ordinance #200-001 and Adopted on September 25, 2019.

History:

2022: Per the Town’s Auditor’s Ordinance #200-001 has been updated to include the federal guidelines that are required to be followed when spending federal grant money. On July 22, 2020 the federal grant guidelines were incorporated into the “*Town of Ledyard General Government Grant Application Policy and Process*”.

2022: In addition, the Ordinance was totally rewritten to make the language more concise. The purchasing thresholds have not changed.

2019: The Twenty-fourth Town Council (2017- 2019) Ordinance Update Initiative: Renumbered Ordinance #133 ”*An Ordinance Amending an Ordinance for Purchasing*” to Ordinance #200-001.



APPENDIX G

Board of Education Contract Policy 3324.1

Guidance for Negotiation and Execution of Contracts

Contracts

All contracts between the district and outside agencies shall conform to prescribed standards as required by law.

All contracts between the district and outside agencies shall be prepared under the supervision of the Superintendent or designee, and where appropriate, subject to approval of the legal adviser to the district. The chairperson of the Board of Education will sign all contracts negotiated by the Board. The Superintendent or his/her designee shall assign all other contracts.

Affirmative Action

The school district shall not enter into any contract with a person, agency, or organization if it has knowledge that such person, agency or organization discriminates on the basis of race, color, national origin, sex, religion, marital status, sexual orientation, creed, or mental or physical disability or any other legally recognized classification, either in employment practices or in the provision of benefits or services to students or employees.

Legal Reference:

Title VII, Civil Rights Act, 42 U.S.C. 2000e et seq. as amended by Title IX, Equal Employment Opportunity Act

Title IX of the Education Amendments of 1972; 42 U.S.C. 1 134n et seq. (Higher Education Act)

Connecticut General Statutes

PA 91-58 An act concerning discrimination on the basis of sexual orientation.

Policy adopted: November 2, 1994

LEDYARD PUBLIC SCHOOLS

Policy revised: June 19, 2002

Ledyard, Connecticut

APPENDIX H

Board of Education Policy 3320

Purchasing Policy

Purchasing Procedures

Procurement is one of the major business responsibilities of the Ledyard Board of Education. The duties of purchasing for the Board of Education shall be centralized under the Director of Finance and Human Capital.

The Superintendent or designee shall conduct all purchase transactions for the district.

The Director of Finance and Human Capital shall be familiar with and perform all purchasing activities within the limitations prescribed by law, legal opinions, and in accordance with Board of Education policies.

Four fundamental functions for the purchasing personnel are as follows:

1. Buy the proper product for the purpose required.
2. Have the product available when needed.
3. Buy the proper amount of the product.
4. Pay the proper price.

Every transaction involving the transfer of property shall be by purchase order or formal contract. Purchase orders and other purchase obligations shall be signed by the Superintendent or designee prior to any commitment of purchase.

Specifications governing materials are a joint responsibility of the educational and business departments. In the procurement of materials, the authorized staff member shall ensure that all materials procured will meet the needs of the educational program.

When procuring property and/or services under a Federal award, the Board will comply with relevant regulations in the Code of Federal Regulations, as described in 2 CFR § 200.318 through 2 CFR § 200.326, as amended, from time to time, to the extent it is required to do so.

Policy adopted: November 2, 1994

LEDYARD
SCHOOLS

PUBLIC

Policy revised: January 7, 1998

Ledyard, Connecticut

Revised and adopted May 23, 2022

APPENDIX I

Board of Education Regulation 3320

Purchasing Procedures Guidelines for Bids and Quotes

1. Goods and Services Estimated to Cost between \$5,000 and \$14,999
The administrator in charge must obtain at least three (3) quotes from separate vendors. These quotes will be kept on file for a year after purchase.
2. Goods and Services Estimated to Cost between \$15,000 and \$29,999 The district will obtain written quotes for these items. General specifications will be drawn up, and quotes will be solicited from reasonable vendors, but legal advertising will not be required. The Superintendent shall award the bid.
3. Goods and Services Estimated to Cost in excess of \$30,000 These items will require formal bid procedures that include legal advertisements, solicitation from all reasonable vendors, sealed bids with a public opening, and evaluation of quotes/proposals. The Superintendent shall award the bid.
4. Professional Services Bids for professional services will be determined on price and scope of work following an assessment of the qualified bidder's overall approach to the project and past performance.
5. Exceptions
It will not be necessary to follow these procedures for "sole source" goods e.g., items on the State or other recognized bid lists, items purchased directly from the manufacturer, or for items that have the same price regardless of the vendor.

Any other exceptions to these regulations must have the Superintendent's prior approval. When it is deemed in the best interest of the school district more stringent bid procedures may be applied.

Bid Process

1. The Business Manager or designee shall periodically estimate requirements of standard items or classes of items and make quantity purchases, in order to save money. Whenever storage facilities or other conditions make it impractical to receive an entire order at one time, the total quantity should be bid and staggered delivery dates made a part of the bid specifications, or estimated quantities bid with deliveries to be made as requested.
2. Bid instructions and specifications should be clear and complete, setting forth all necessary conditions conducive to competitive bidding.
3. The Business Manager or designee shall seek bids from those sources able to offer the best prices, consistent with quality, delivery and service.

- 4. The sealed bids shall be opened in public at the prescribed time and place and tabulated for review. Whether or not bid opening occurs exactly at the time advertised, no bids may be accepted after said advertised time. The official time shall be the clock within the Board of Education's Superintendent's Office.
- 5. After the bids have been opened and tabulated, they will be available for those interested to copy or examine. Original documents shall not, however, be removed from the Board of Education office. Any reproduction charges shall be in accordance with Board policy and state statutes.

(Policy #3250 Materials/Services Fees, Charges) 10-241 Powers of School districts.

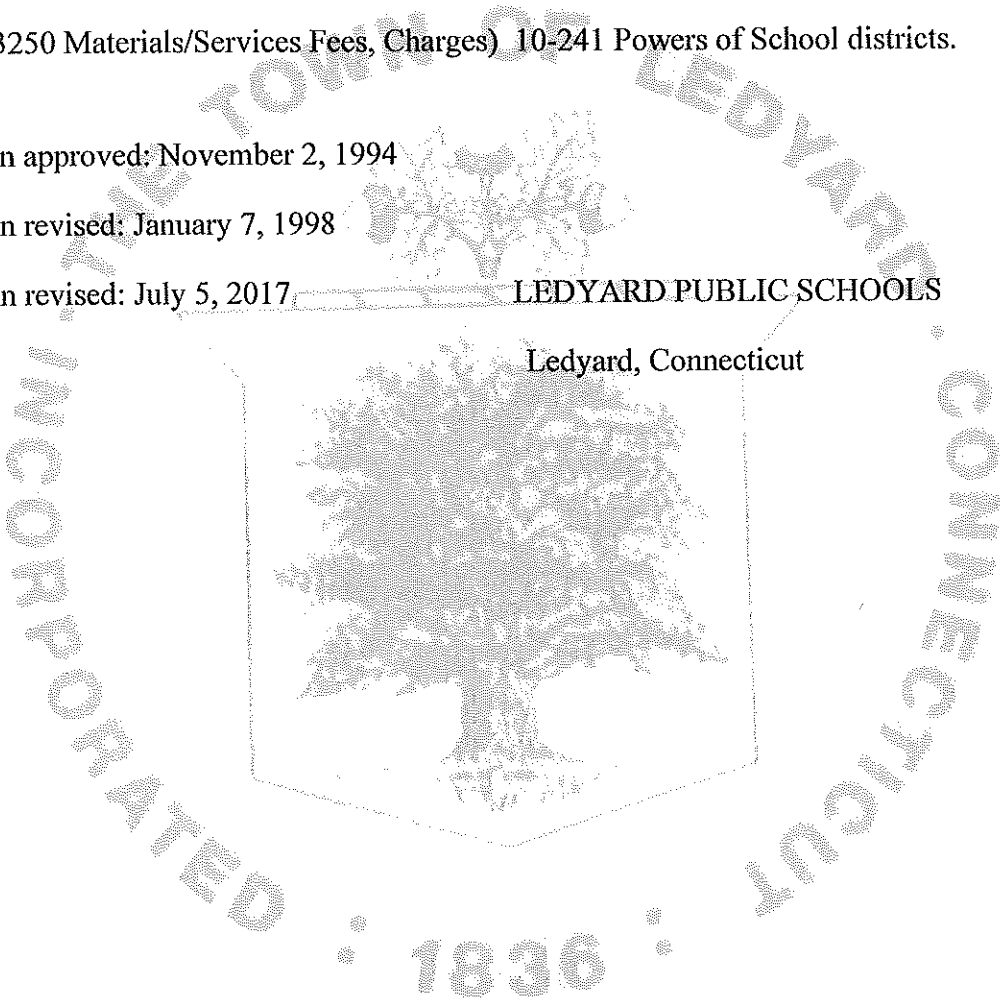
Regulation approved: November 2, 1994

Regulation revised: January 7, 1998

Regulation revised: July 5, 2017

LEDYARD PUBLIC SCHOOLS

Ledyard, Connecticut



APPENDIX J-1

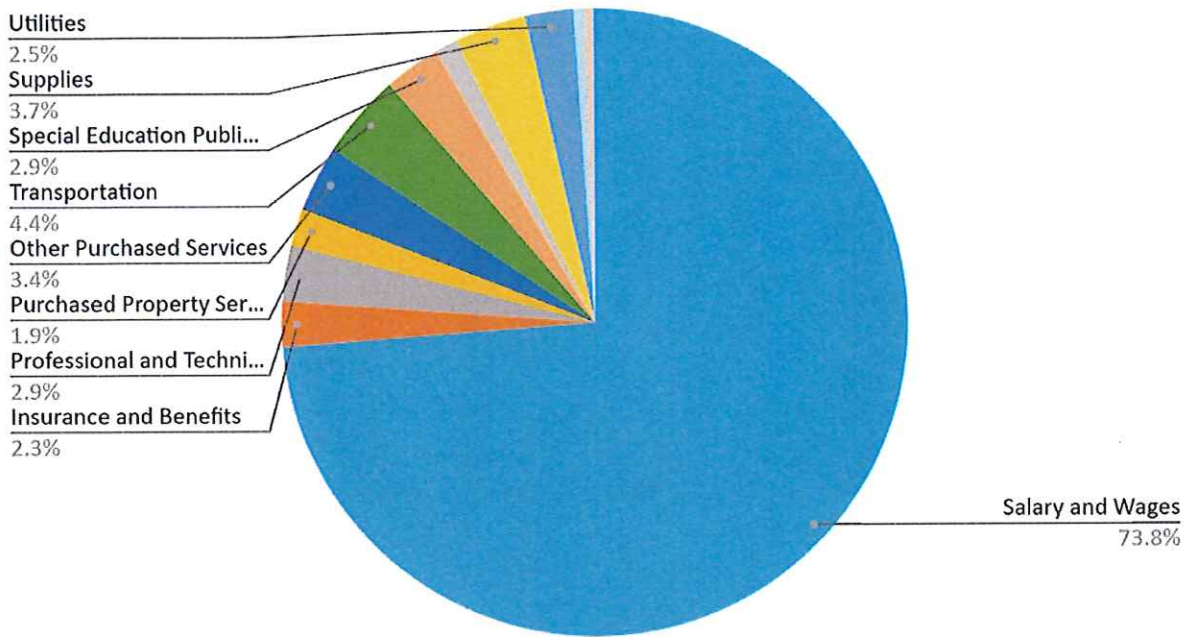
Working Group D

Additions to Annual Budget Booklet for Annual Town Meeting

From BOE Budget Full Budget

**BOE ADOPTED BUDGET
SECTION I: EXECUTIVE SUMMARY**

2023-2024 Budget Breakdown



Salaries and Wages (object codes 51010-51300) – Increase \$1,236,854 (4.89%)

Teacher salaries support regular education activities, library media services, the special education program, pre-kindergarten program, guidance and career services, intervention, social workers, and school psychologists. Teacher Salaries (51030-51050) increase overall by \$802,148.52. This increase includes the contractual gross wage increase plus step and six known retirements at an estimated savings of \$223,000. The 2023-2024 budget includes requests for 5.0 FTE new educators to align with our strategic plan. These requests include an instructional coach to bring best instructional practices to classrooms by working closely with teachers to support their professional learning and implementation of curriculum; three ELA interventionists to work directly with students needing tiered support; one EL teacher to instruct students who speak a language other than English. Currently the district has 45 English Language Learner (ELL) students who are served by one full time teacher and one grant funded tutor; current staffing is not adequate to provide required EL instruction to students.

Due to a statewide shortage of athletic trainers, we are requesting a part-time, 0.5 FTE staff position for an athletic trainer and have removed the athletic trainer stipend. The district is currently utilizing an EMT on a per diem basis for game coverage but needs a regularly staffed position to reduce liability, improve student safety and improve efficacy in the athletic program. This will also enhance communication, provide coverage at freshman and junior varsity athletic events, and assist coaching staff in evaluating and implementing sport specific conditioning programs and methods.

School Administration is involved in activities associated with directing and managing individual schools' operations following system-wide policies and standards. The administration is responsible for the supervision of all school operations, including oversight of curriculum and instruction, students' academic and extracurricular activities, assignment of duties and evaluation of staff members, and maintenance of educational records. Staff budgeted and assigned to this program includes four (4.0) Principals, five (5.0) Assistant Principals, and four (4.0) Special Education Administrators. The Ledyard Administrators Association (LAA) contract calls for a gross wage increase of 1.75%.

Salary objects additionally provide funding for the AFSCME Secretarial bargaining unit, the AFSCME Custodian/Maintenance bargaining unit, the AFSCME Information Technology bargaining unit, and the AFSCME Paraprofessional bargaining unit. These staff members are responsible for the oversight of critical district tasks that include administrative tasks for school building offices, the Central Office, student data, attendance data, purchasing, maintenance and cleaning of five building sites, maintenance of playing fields, maintenance of equipment, student information systems, information technology hardware used by staff and students, and assistance in oversight of students.

Employee Benefits (object codes 52200-52800) – No change (0.00%)

Unemployment Expense (52600), District Tuition Reimbursement (52350), and Social Security/Medicare Expense (52200) are flat-funded based on trends and previous fiscal year expenditures.

The Town historically funds medical expenses for school district personnel. The Ledyard Education Association, our largest bargaining unit, will increase from a 22% premium share in the 2022-2023 fiscal year to a 22.75% premium share in the 2023-2024 school year. In 2023-2024, the LAA Group will have a 20.5% premium share (increase of 0.5% over 2022-2023); the AFSCME Custodian/Maintenance group will have a 17.5% premium share (increase of 0.25% over 2022-2023); the AFSCME Secretary group continues at a 19% premium share, which is unchanged for the duration of agreement; the AFSCME Paraprofessional group has a 20% premium share (increase of 1% over 2022-2023). The AFSCME IT group has an 18% premium share in 2022-2023 and will enter into negotiations during this budget year.

Insurance costs typically increase annually; assuming a 9% increase to insurance rates and flat enrollment in the Connecticut Partnership Plan, the increases in employee percentage share represent a savings of approximately \$166,916 in the town's budget.

Professional/Technical Services (object codes 53210-53740) – Increase \$129,950 (14.27%)

Professional and Technical Services are forecasted to increase in 2023-2024. General education professional development has decreased by \$2,800 based on the professional development calendar and availability of grant funds.

We estimate an increase of \$90,000 in special education student services (2091260 53400), an increase of \$40,000 for occupational therapy (53440), and an increase of \$15,000 for physical therapy. This is related to mandatory services for special needs students including contracted registered behavior therapists, special education professional development, and an increase of students receiving occupational therapy and physical therapy services based on Individual Education Plans (IEPs) and 504 Plans.

Purchased Property Services (object codes 54100-54900) – Increase \$82,625 (13.88%) Most lines under purchased property services are flat funded. There is an increase in technology equipment maintenance in the amount of \$36,625 related to our fiber network, copier leases, K-12 technology services, and out of warranty and failing equipment repair. The increase in the purchased property services is directly offset by savings in technology staff salaries (2122230 51060). Our estimated impact of ERate grant opportunities offsetting costs in this line are \$105,676 based on our 2022-2023 award.

Technology repair (2122230 54320) is increased by \$46,000 for the replacement of out of warranty/failing projectors and SMART boards at Gallup Hill School and Ledyard Middle School.

Maintenance department repair costs (2112600 54300) are flat funded based on current fiscal year usage. There is a state mandated Building Management System (BMS) review in 2023-2024 at an estimated cost of \$18,500 but based on analysis the current budget should be able to accommodate this expense; this is an area of risk.

Other Purchased Services (object codes 55100-55900) – Decrease \$215,750 (-4.82%)

The budget for transportation (55100) is based on a contractual increase of 3%; at a cost of \$347.61 per day per full-sized bus. This budget line also includes the Magnet School Transportation Grant reimbursement from the State of Connecticut, estimated at \$130,000, which is reduced due to low enrollment/ridership.

Pupil Transportation services include conveying students to and from school as required by state and federal laws. In addition, the district provides transportation to school sponsored activities. Ledyard currently contracts for twenty-three (23) regular buses and six (6) special education buses. Other providers are utilized for specialized transportation for students, including but not limited to homelessness, DCF placement, IEP or 504 determination, or out of district placement.

Tuition costs are related to three areas: special education out-of-district programs, magnet schools, and adult education. Special Education outplacéd tuition is highly volatile and is an area of risk; special education is flat funded in this budget based on current year costs and Excess Cost grant projections. Due to enrollment forecasting, Magnet school tuition (55660) is reduced by \$31,000, and public special education tuition (55600) is reduced by \$265,000.

Rather than operating an independent program, Ledyard Public Schools participates in the Norwich Collaborative Adult Education Consortium. The consortium provides mandated courses in citizenship, English for those with limited proficiency, and courses leading to a graduate equivalency diploma (GED). A state grant partially funds this program, and Ledyard Public Schools is required to fund the balance. The adult education line (55900) is flat funded.

Supplies (object codes 56110-56900) – Increase \$120,120 (5.70%)

Electricity (56220) increases by \$40,000; flat-funded based on usage and an estimated increase during the second half of the 2023-2024 school year due to a new contract for supply in December 2023 and potentially volatile new rates. Natural gas (56210) is flat funded; we have a current agreement through September 2023, however we have historically underspent this budget line. Heating oil (56200) is increased by \$42,230 based on market fluctuation, and diesel (56260) is increased by \$20,000 based on market fluctuation. Heating oil and diesel are negotiated annually each spring. Due to fluctuating markets and increasing costs, our utility costs are areas of potential risk.

Maintenance supplies (56900) increased by \$20,000 due to rising supply costs and inflation. This budget line had increased for 2021-2022 for pandemic related supplies, then was decreased for 2022-2023.

While many instructional supply lines are flat funded based on previous fiscal year results and projected current fiscal year expenditures, we have included relatively small requests for a WorldLanguage Lab at Ledyard Middle School, a pilot program to allow enrichment opportunities for students to experience more foreign languages. Additionally, we have increased funding for supplies in the agriscience program by \$10,000 due to rising costs; this budget has been flat funded for several years.

Textbooks (56400) have been adjusted based on the curriculum cycle. General instruction textbooks decreased by \$58,310. Mathematics instruction textbooks decreased by \$15,600, foreign language textbooks increased by \$21,800, social studies textbooks increased by \$500, and reading instruction textbooks increased by \$1,500. Testing supplies and instructional supplies for curriculum initiatives increased by \$21,100 to support materials for foundations, purposeful play, and patterns of power.

Testing supplies for special education increased by \$5,000 based on current fiscal year needs and instructional supplies for special education increased by \$1,400 for Ledyard Transition Academy supplies.

Equipment (object codes 57300-57350) – Decrease \$10,000 (-4.59%)

Most equipment budget lines are flat funded based on a review of current fiscal year levels. District software lines are flat funded based on current usage, current fiscal year grant narratives, and projected usage. Maintenance replacement equipment (2112600-57310) has been decreased by \$10,000 due to no new equipment requests for 2023-2024.

Dues and Fees (object codes 58100-58120) - Increase \$9,250 (6.42%)

Most district fees (58100 and 58120) are unchanged based on current fiscal year levels and information from Project Oceanology, which has a \$0 increase for 2023-2024. Special education dues and fees (2091200 58100) are increased by \$9,250 for Thrively software, which provides assessment data for special education transition services.



APPENDIX J-2

Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting

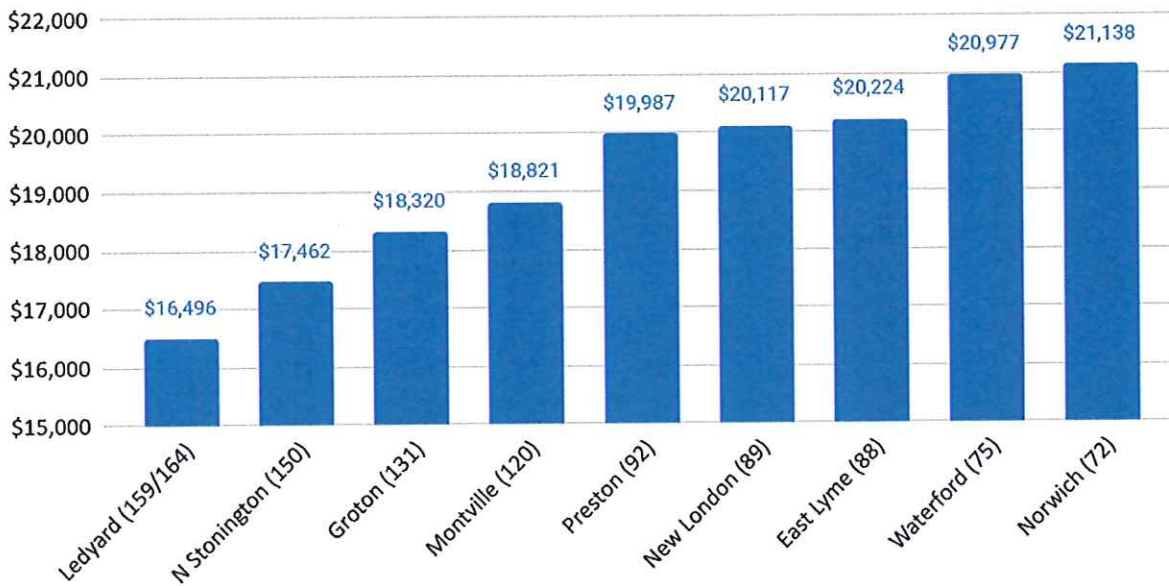
From BOE Budget Full Budget

NET CURRENT EXPENDITURES PER PUPIL

Connecticut State Department of Education Net Current Expenditures per Pupil					
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
State Average	\$18,243	\$18,791	\$19,339	\$20,707	\$21,438
Ledyard	\$14,556	\$14,940	\$15,351	\$15,739	\$16,496
Ledyard Rank	151	156	154	160	159*

*Note - two districts are under review and not included in the 2021-2022 rankings

New London County 2021-2022 Per Pupil Expenditure



As of October 2022 - unaudited

Net Current Expenditures per Pupil

Net Current Expenditures per Pupil (NCEP) has been a primary measure of per-pupil spending in Connecticut for more than three decades. NCEP measures all education expenditures with a couple of adjustments (as explained below) for all the students for which a town is fiscally responsible, regardless of whether the town operates its own school or tuitions its resident students to other districts/regions, magnet or private schools.

ADM

Under C.G.S. Section 10-261(a)(2), average daily membership (ADM) is calculated from the October Public School Information System (PSIS) and the Education Financial System (EFS).

ADM represents resident students educated in and out of the district, adjusted for school sessions in excess of the 180-day/900-hour minimum, tuition-free summer school, and Open Choice participation. Prekindergarten students are counted on a full-time equivalency basis.

NCE

Net current expenditures (NCE) are calculated as defined in Connecticut General Statutes (C.G.S.) Section 10-261(a)(3). **NCE includes all current public elementary and secondary expenditures from all sources, excluding reimbursable regular education transportation, tuition revenue, capital expenditures for land, buildings, equipment, and debt service.** The information for determining NCE is provided from the Education Financial System (EFS).

NCEP

Net current expenditures per pupil (NCEP) represent NCE divided by ADM.

NCEP Rank

Each town is ranked between 1 (highest) and 166 (lowest) in NCEP.

Rank	District Code	District	NCEP	Rank	District Code	District	NCEP
1	125	SHARON	\$52,502	19	24	CHAPLIN	\$25,834
2	212	DISTRICT NO. 12	\$35,689	20	106	OLD SAYBROOK	\$25,787
3	21	CANAAN	\$35,003	21	213	DISTRICT NO. 13	\$25,664
4	201	DISTRICT NO. 1	\$32,081	22	29	COLEBROOK	\$25,376
5	31	CORNWALL	\$31,309	23	50	ESSEX	\$25,055
6	98	NORFOLK	\$30,457	24	214	DISTRICT NO. 14	\$24,780
7	68	KENT	\$30,026	25	11	BLOOMFIELD	\$24,551
8	154	WESTBROOK	\$29,621	26	36	DEEP RIVER	\$24,460
9	63	HAMPTON	\$28,202	27	207	DISTRICT NO. 7	\$24,371
10	122	SALISBURY	\$28,069	28	157	WESTON	\$24,262
11	100	NORTH CANAAN	\$27,320	29	127	SHERMAN	\$24,170
12	123	SCOTLAND	\$27,104	30	158	WESTPORT	\$24,149
13	145	UNION	\$26,791	31	39	EASTFORD	\$24,032
14	206	DISTRICT NO. 6	\$26,730	32	47	EAST WINDSOR	\$23,953
15	117	REDDING	\$26,621	33	65	HARTLAND	\$23,916
16	211	DISTRICT NO. 11	\$26,470	34	64	HARTFORD	\$23,783
17	209	DISTRICT NO. 9	\$26,336	35	5	BARKHAMSTED	\$23,376
18	57	GREENWICH	\$26,311	36	13	BOZRAH	\$23,329

Rank	District Code	District	NCEP		Rank	District Code	District	NCEP
37	204	DISTRICT NO. 4	\$23,313		76	205	DISTRICT NO. 5	\$20,958
38	26	CHESTER	\$23,289		77	148	WALLINGFORD	\$20,917
39	35	DARIEN	\$23,180		78	93	NEW HAVEN	\$20,838
40	165	WINDSOR LOCKS	\$23,113		79	164	WINDSOR	\$20,713
41	40	EAST GRANBY	\$23,019		80	135	STAMFORD	\$20,679
42	218	DISTRICT NO. 18	\$22,995		81	215	DISTRICT NO. 15	\$20,621
43	161	WILTON	\$22,980		82	219	DISTRICT NO. 19	\$20,617
44	76	MADISON	\$22,882		83	143	TORRINGTON	\$20,474
45	78	MANSFIELD	\$22,758		84	67	HEBRON	\$20,395
46	84	MILFORD	\$22,591		85	94	NEWINGTON	\$20,382
47	1	ANDOVER	\$22,574		86	7	BERLIN	\$20,322
48	74	LITCHFIELD	\$22,494		87	116	PUTNAM	\$20,301
49	41	EAST HADDAM	\$22,438		88	45	EAST LYME	\$20,224
50	118	RIDGEFIELD	\$22,394		89	95	NEW LONDON	\$20,117
51	160	WILLINGTON	\$22,383		90	12	BOLTON	\$20,051
52	217	DISTRICT NO. 17	\$22,350		91	97	NEWTOWN	\$20,035
53	14	BRANFORD	\$22,294		92	114	PRESTON	\$19,987
54	90	NEW CANAAN	\$22,164		93	8	BETHANY	\$19,955
55	71	LEBANON	\$22,125		94	155	WEST HARTFORD	\$19,915
56	3	ASHFORD	\$22,104		95	111	PLYMOUTH	\$19,865
57	92	NEW HARTFORD	\$22,007		96	60	GUILFORD	\$19,795
58	141	THOMPSON	\$22,004		97	30	COLUMBIA	\$19,770
59	162	WINCHESTER	\$21,959		98	23	CANTON	\$19,696
60	46	EASTON	\$21,953		99	54	GLASTONBURY	\$19,655
61	62	HAMDEN	\$21,848		100	167	WOODBIDGE	\$19,638
62	147	VOLUNTOWN	\$21,755		101	99	N BRANFORD	\$19,636
63	27	CLINTON	\$21,739		102	79	MARLBOROUGH	\$19,617
64	83	MIDDLETOWN	\$21,736		103	107	ORANGE	\$19,530
65	51	FAIRFIELD	\$21,581		104	110	PLAINVILLE	\$19,324
66	134	STAFFORD	\$21,529		105	77	MANCHESTER	\$19,315
67	103	NORWALK	\$21,396		106	4	AVON	\$19,225
68	91	NEW FAIRFIELD	\$21,314		107	113	PORTLAND	\$19,180
69	137	STONINGTON	\$21,216		108	121	SALEM	\$19,163
70	53	FRANKLIN	\$21,208		109	42	EAST HAMPTON	\$19,146
71	163	WINDHAM	\$21,162		110	128	SIMSBURY	\$19,123
72	104	NORWICH	\$21,138		111	153	WATERTOWN	\$19,122
73	208	DISTRICT NO. 8	\$21,127		112	101	NORTH HAVEN	\$19,120
74	37	DERBY	\$20,996		113	129	SOMERS	\$19,087
75	152	WATERFORD	\$20,977		114	69	KILLINGLY	\$19,056

Rank	District Code	District	NCEP		Rank	District Code	District	NCEP
115	22	CANTERBURY	\$18,929		139	58	GRISWOLD	\$18,067
116	139	SUFFIELD	\$18,895		140	146	VERNON	\$17,969
117	56	GRANBY	\$18,880		141	32	COVENTRY	\$17,938
118	52	FARMINGTON	\$18,849		142	49	ENFIELD	\$17,872
119	28	COLCHESTER	\$18,838		143	159	WETHERSFIELD	\$17,864
120	86	MONTVILLE	\$18,821		144	85	MONROE	\$17,837
121	25	CHESHIRE	\$18,809		145	210	DISTRICT NO. 10	\$17,704
122	15	BRIDGEPORT	\$18,748		146	144	TRUMBULL	\$17,628
123	138	STRATFORD	\$18,721		147	124	SEYMOUR	\$17,582
124	133	SPRAGUE	\$18,695		148	89	NEW BRITAIN	\$17,525
125	119	ROCKY HILL	\$18,690		149	9	BETHEL	\$17,507
126	216	DISTRICT NO. 16	\$18,647		150	102	N STONINGTON	\$17,462
127	108	OXFORD	\$18,615		151	140	THOMASTON	\$17,401
128	73	LISBON	\$18,456		152	156	WEST HAVEN	\$17,262
129	17	BRISTOL	\$18,405		153	131	SOUTHINGTON	\$17,102
130	112	POMFRET	\$18,347		154	19	BROOKLYN	\$17,097
131	59	GROTON	\$18,320		155	96	NEW MILFORD	\$16,975
132	142	TOLLAND	\$18,267		156	88	NAUGATUCK	\$16,841
133	109	PLAINFIELD	\$18,266		157	151	WATERBURY	\$16,780
134	18	BROOKFIELD	\$18,209		158	169	WOODSTOCK	\$16,702
135	136	STERLING	\$18,203		159	72	LEDYARD	\$16,496
136	44	EAST HAVEN	\$18,176		160	132	SOUTH WINDSOR	\$16,423
137	33	CROMWELL	\$18,134		161	43	EAST HARTFORD	\$16,164
138	2	ANSONIA	\$18,106		162	48	ELLINGTON	\$16,162



APPENDIX J-3

Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting

From BOE Budget Full Budget

THE BUDGET PROCESS

The Ledyard Public School District annual operating budget is developed each year through numerous school and central office staff members' collaborative efforts in conjunction with the Superintendent and Board of Education. The timeline for the process begins in August with a review of system objectives for the year, throughout fall with discussions of staffing and school budgets, and through to the Town Meeting held in May.

Over the past five years, with the support of the Board of Education, the district has shifted its process of allocating resources and has focused on developing coherence as an organization. Budget requests are now based on the district's Strategic Plan and focus priorities, rather than isolating choices simply to specific school or department requests. This approach allows for more directed systemic improvements and shifting of resources to improve outcomes for all students. Budget decisions impact educational programs for students as well as the broad range of operations and services within the schools, all of which are designated to support the learning experience and well-being of our students. Our holistic approach works to ensure facilities management, human resources and personnel, transportation, special services, curriculum development, programs of studies, curricular, co-curricular and extra-curricular activities, pupil services, special education, food services, supplies and materials, equipment, and other essential features are all aligned into a cohesive, efficient and effective system.

Budget requests reflecting the district's Strategic Plan priorities are initially developed at the schools and departments. Proposed budget changes are discussed with the Superintendent during school and department budget consultations. Each recommendation is carefully evaluated by the Superintendent and district leadership team for its alignment and coherence to the district's Strategic Plan, improvement of student success/equity, and addressing clearly identified critical needs.

Process:

1. Superintendent briefs the Board of Education on current and anticipated student needs.
2. Special Board of Education Meeting to discuss district plans, Board Member suggestions and areas for suggested consideration.

3. BoE receives Town Council Budget Directive Letter, BoE issues guidance to the Superintendent.
4. Superintendent provides a budget overview and reviews priorities with the leadership team.
5. Budget requests are reviewed by the Directors, Instructional Leaders, and Principals who make adjustments as necessary to meet overall goals for the department, school, and district as outlined in the Superintendent's guidance.
6. School/program budgets are submitted to the Director of Finance for preliminary review to ensure the proposals are accurate.
7. Budget discussions on changes are held with administrators, the Director of Finance and Superintendent. This iterative process is designed to discuss and determine priorities for the overall district budget request.
8. Superintendent presents the budget to the Board of Education for review in early January.
9. Board of Education reviews, modifies, and adopts the Board's budget, typically by mid-February.
10. The Board of Education Budget is provided to the Mayor and Town Council for their consideration and eventual adoption by the community.

APPENDIX J-4

Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting

From BOE Budget Full Budget

Budget Request by Tier

2023-2024 Budget Requests by Tier			
	(1) GREEN - Recommended for inclusion in budget		
	(2) YELLOW - Considered for inclusion in budget		
	(3) RED - Considered for future inclusion in budget		
Building Department	or Request, Narrative	Amount	Type
GFS/JWL, GHS	Instructional Coach (1)	\$85,000	Salary
District Wide	ELA Interventionists (3)	\$255,000	Salary
District Wide	EL Teacher (1)	\$75,000	Salary
GFS/JWL	Data team workshop	\$8,400	Salary
GFS	Kindergarten paraprofessional	\$16,115	Salary
GHS	Kindergarten paraprofessional	\$16,115	Salary
GHS	Summer Safety Care training	\$3,600	Salary
LMS	World language lab licenses	\$4,000	Prof Service
LHS	Athletic trainer	\$30,000	Salary
IT, LMS, GHS	Projectors/SMART Boards - out of warranty replacements -LMS/GHS	\$46,000	Equipment
Special Education	Increased required special education services	\$90,000	Prof Service
LHS	Increase agriscience supplies	\$10,000	Supplies
GFS/JWL, GHS	Elementary after school program stipends	\$6,000	Salary
Special District	Education, Behavior interventionist (2)	\$72,772	Salary
Special District	Education, BCBA	\$85,000	Salary

District Wide	MTSS Coordinator (1)	\$95,000	Salary
GFS/JWL, GHS	Instructional Coach (1)	\$85,000	Salary
LMS	Grade level field experience	\$15,500	Prof Service
District Wide	ELA Interventionists (2)	\$170,000	Salary
District Wide	Math Interventionist (1)	\$85,000	Salary
GFS/JWL	Increase art supplies	\$1,600	Supplies
Special District Education	Behavior interventionist (2)	\$72,772	Salary
Special District Education	BCBA	\$85,000	Salary
LMS	General interventionist, est MA3	\$57,520	Salary

Special Education	Increase preschool supply budget	\$1,000	Supplies
GFS	Transition Kindergarten teacher, est MA3	\$57,520	Salary
GHS	Transition Kindergarten teacher, est MA3	\$57,520	Salary
GHS/GFS/JWL	Math Coach (2)	\$190,000	Salary
Special Education	Increase SES Staffing (2)	\$150,000	Salary
Special Education	Inclusion training professional development	\$30,000	Prof Service
District Wide	Cross bridge magnet school bus reduction	-\$26,000	Prof Service
District Wide	Assistive Technology Coordinator	\$75,000	Salary
District Wide	Director of Curriculum	\$140,000	Salary
District Wide	Increase substitutes by 20%	\$56,362	Salary
District Wide	Increase paras by 20%	\$245,319	Salary
LHS	Increase 0.5 FTE counselor to 1.0 FTE	\$48,203	Salary
GFS, GHS	State Mandated Reading Program K-3 software (state mandated)	\$270,000	Supplies
GFS, GHS	Elementary instrumental music teacher	\$65,000	Salary
GFS, GHS	World language teacher (2)	\$130,000	Salary
District Wide	Late bus	\$65,000	Prof Service
District Wide	Musical instrument updates	\$75,000	Equipment
District Wide	Expanded PreK; 3 teachers and 6 paraprofessionals	\$345,000	Salary
LHS	Virtual learning proctor	\$65,000	Salary

APPENDIX J-5

Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting

From BOE Budget Full Budget

REVENUES

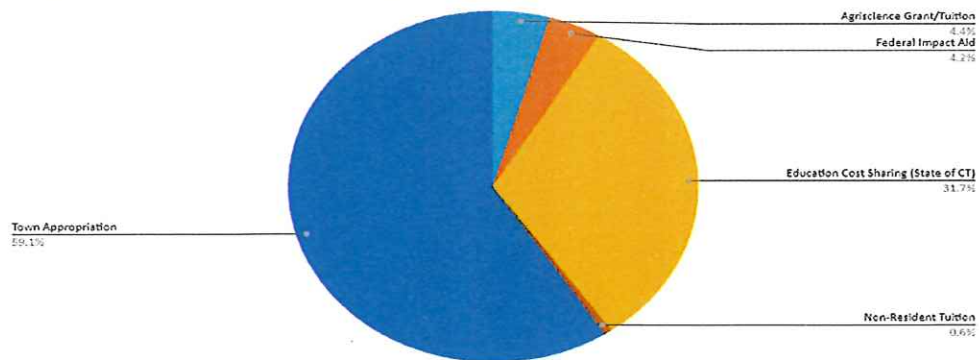
State of Connecticut/Federal Revenues

	Town's Budget 2020-21 (MUNIS)	Actual 2020- 21	Town's Budget 2021-22 (MUNIS)	Actual 2021- 22	Town's Budget 2022-23 (MUNIS)	BOE ADOPTED 2023-24
FPL 503	\$ 1,300,000.00	\$ 1,535,296.64	\$1,500,000.00	\$1,387,081.87	\$1,500,000.00	\$1,500,000.00
Agriscience Operating	\$ 695,736.00	\$ 855,464.00	\$695,736.00	\$997,429.00	\$850,000.00	\$850,000.00
Education Cost Sharing	\$ 11,492,516.00	\$ 11,458,704.00	\$11,492,516.00	\$11,438,366.00	\$11,492,516.00	\$11,382,427.00
Total	\$ 13,488,252.00	\$ 13,849,464.64	\$ 13,688,252.00	\$13,822,876.87	\$13,842,516.00	\$13,732,427.00

Tuition Based Revenue

	Actual 2020- 21	Actual 2021-22	Town's Budget 2022-23 (MUNIS)	BOE ADOPTED 2023-24
Non-Resident Tuition	\$97,013.00	\$34,647.50	\$138,590.00	\$57,960.00
Non-Resident Tuition(S)	\$122,405.36	\$82,089.00	\$97,013.00	\$37,437.00
Agriscience Tuition	\$736,831.50	\$717,109.79	\$736,832.00	\$764,176.00
Total	\$956,249.86	\$833,846.29	\$972,435.00	\$859,573.00

Town of Ledyard 2023-2024 Estimated BoE Budget Funding Sources



APPENDIX J-6

Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting

From BOE Budget Full Budget

Projected Enrollment



School District: Ledyard, CT

12/16/2022

Enrollment Projections By Grade*																			
Birth Year	Births*	School Year	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	UNGR	K-12	PK-12
2017	170	2022-23	92	165	190	159	187	184	195	175	191	182	208	195	213	203	0	2447	2539
2018	164	2023-24	92	175	159	192	165	191	188	199	172	198	200	208	195	207	0	2449	2541
2019	148	2024-25	92	158	169	161	200	169	195	192	196	178	218	200	208	189	0	2433	2525
2020	146	2025-26	92	156	152	171	168	205	172	199	189	203	196	218	200	202	0	2431	2523
2021	177	(prov) 2026-27	92	189	151	154	178	172	209	175	196	196	223	196	218	194	0	2451	2543
2022	161	(est.) 2027-28	92	172	182	153	160	182	175	213	172	203	216	223	196	211	0	2458	2550
2023	159	(est.) 2028-29	93	170	166	184	159	164	186	179	210	178	223	216	223	190	0	2448	2541
2024	158	(est.) 2029-30	93	169	164	168	192	163	167	190	176	217	196	223	216	216	0	2457	2550
2025	160	(est.) 2030-31	93	171	163	166	175	196	166	170	187	182	239	196	223	210	0	2444	2537
2026	163	(est.) 2031-32	93	174	165	165	173	179	200	169	167	194	200	239	196	216	0	2437	2530
2027	160	(est.) 2032-33	93	171	168	167	172	177	183	204	166	173	213	200	239	190	0	2423	2516

Note: Ungraded students (UNGR) often are high school students whose anticipated years of graduation are unknown, or students with special needs - UNGR not included in Grade Combinations for 7-12, 9-12, etc.
Based on an estimate of births
 Based on children already born
 Based on students already enrolled

*Birth data provided by Public Health Vital Records Departments in each state.

Projected Enrollment in Grade Combinations*									
Year	PK-5	K-5	PK-8	K-8	5-8	6-8	7-8	6-12	9-12
2022-23	1172	1080	1720	1628	743	548	373	1367	819
2023-24	1162	1070	1731	1639	757	569	370	1379	810
2024-25	1144	1052	1710	1618	761	566	374	1381	815
2025-26	1116	1024	1707	1615	763	591	392	1407	816
2026-27	1145	1053	1712	1620	776	567	392	1398	831
2027-28	1116	1024	1704	1612	763	588	375	1434	846
2028-29	1122	1029	1689	1596	753	567	388	1419	852
2029-30	1116	1023	1699	1606	750	583	393	1434	851
2030-31	1130	1037	1669	1576	705	539	369	1407	868
2031-32	1149	1056	1679	1586	730	530	361	1381	851
2032-33	1131	1038	1674	1581	726	543	339	1385	842

Projected Percentage Changes			
Year	K-12	Diff.	%
2022-23	2447	0	0.0%
2023-24	2449	2	0.1%
2024-25	2433	-16	-0.7%
2025-26	2431	-2	-0.1%
2026-27	2451	20	0.8%
2027-28	2458	7	0.3%
2028-29	2448	-10	-0.4%
2029-30	2457	9	0.4%
2030-31	2444	-13	-0.5%
2031-32	2437	-7	-0.3%
2032-33	2423	-14	-0.6%
Change		-24	-1.0%

*Projections should be updated annually to reflect changes in in/out-migration of families, real estate sales, residential construction, births, and similar factors.

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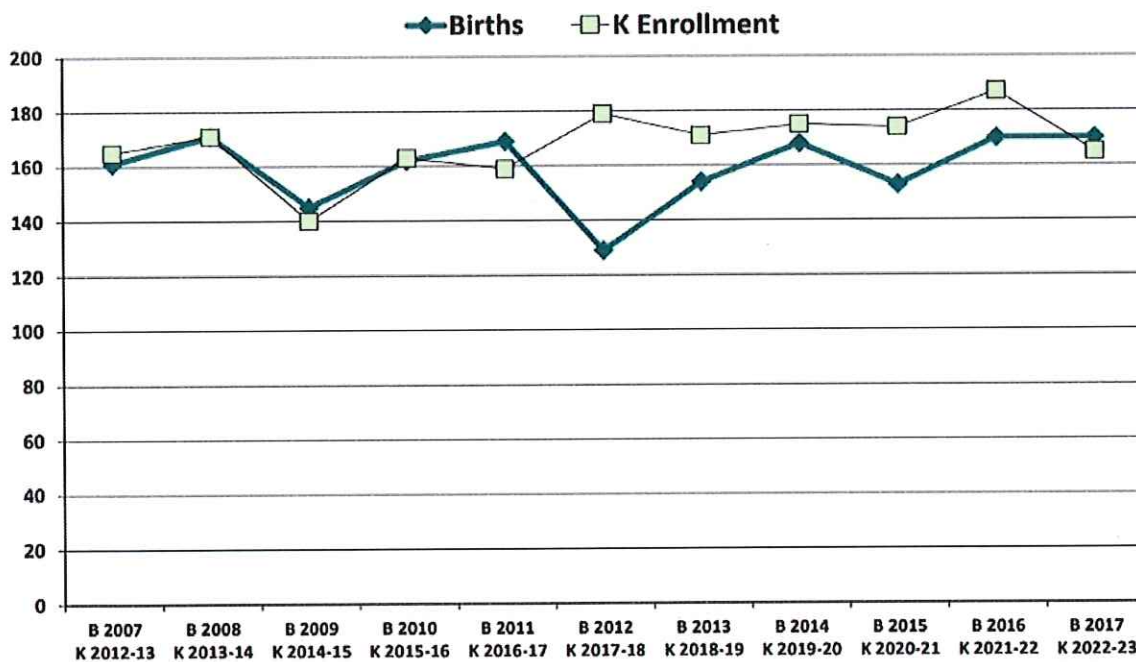
APPENDIX J-6 (Continued)

Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting

From BOE Budget Full Budget

Projected Enrollment



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APPENDIX J-7

Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting
PROJECTED STAFFING

CERTIFIED STAFF							
Position	Level	Actual 19-20	Actual 20-21	Actual 21-22	Actual 22-23	Proposed 23-24	Additions 23-24
Superintendent	PK-12	1	1	1	1	1	0
Assistant Superintendent	PK-12	1	1	1	1	1	0
Director of Finance	PK-12	1	1	1	1	1	0
PPS Director	PK-12	1	1	1	1	1	0
Principal	PK-12	4	4	4	4	4	0
Assistant Principal	PK-12	5	5	5	5	5	0
Sped Coordinator	9-12	1	1	1	1	1	0
Student Svc, Engagement, PK Admin	PK-5	0	0	1	1	1	0
Student Svc, Engagement, OOD Admin	PK-5	0	0	1	1	1	0
Pre-K Coordinator	PK	1	1	0	0	0	0
Sped OOD Coordinator	PK-12	0.5	0.5	0	0	0	0
Kindergarten	PK-5	9	9	10	10	9	-1
Grade 1	PK-5	9	9	9	9	9	0
Grade 2	PK-5	8	8	9	9	9	0
Grade 3	PK-5	8	8	8	8	8	0
Grade 4	PK-5	8	8	8	8	8	0
Grade 5	PK-5	9	9	8	8	8	0
Grade 6*	PK-5	0	0	0	0	0	0
Art	PK-12	6	6	6.8	6.8	6.8	0
Business	9-12	1	1	1	1	1	0
English/Language Arts	PK-12	13	13.5	14	14	15	1

APPENDIX J-7 (Continued)

Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting
PROJECTED STAFFING

World Language	6-12	7	6.7	6.67	7	7	0
Health	6-12	2	3	2	3	3	0
Agriscience	9-12	5	5	5	5	5	0
Family/Consumer Sci	9-12	1	1	1	1	1	0
TechEd/Computer	6-12	4	4	4	4	4	0
Math	6-12	13	13	14	14	14	0
Science	6-12	14	14	13.67	14.67	14.67	0
Music	PK-12	7	7	7.5	7	7	0
Social Studies	6-12	11	11	11	11	11	0
Physical Education	PK-12	8	8	9	9	9	0
Literacy Specialist	PK-8	1	1	1	1	1	0
Mathematics Specialist	PK-8	1	1	1	1	1	0
Literacy Teacher	PK-5	5	5	5	5	5	0
BCBA	PK-12	2	2	1	1	1	0
Sped Pre-K	PK	2	2	4	4	4	0
Sped K-12	K-12	25	26	30	30	30	0
School Readiness Pre-K	PK	2	2	2	2	2	0
Sped Transition	12+	1	1	0	0	0	0
Sped Medically Fragile	PK-8	1	1	1	1	1	0
Guidance	6-12	7	7	7	8	8	0
Psychologist	PK-12	6	6	5	5	5	0
Social Worker	PK-12	2	2	4	4	4	0
Speech	PK-12	6	6	6	6	6	0
Media Specialist	PK-12	3	3	3	4	4	0
Interventionist	PK-8	0	2	6	7	10	3
		222.5	226.7	239.6	244.5	248.5	4.0

NON-CERTIFIED STAFF						
Position	Actual 19-20	Actual 20-21	Actual 21-22	Actual 22-23	Proposed 23-24	Additions 23-24
PreK	6.35	7.14	7.92	8.1	8.1	0
Kindergarten	3.65	4.69	4.05	5.67	6.87	1.2
Regular Program	5.32	5.32	5.32	5.1	5.1	0
Reading Instruction	4.04	3.08	3.54	3.21	3.21	0
Library/Media Support	3.23	2.7	4.05	3.24	3.24	0
Technology	7.98	7.98	6.84	5.67	5.67	0
Other Student Support	3.35	2.7	5.49	2.16	2.16	0
Professional Admin	1.14	1.14	3.42	6.84	6.84	0
Auxiliary Admin	23.1	23.1	21.39	20.96	20.96	0
Maintenance	9.12	9.12	4.56	5.7	5.7	0
Custodial	17.67	17.67	19.95	20.52	20.52	0
Other	1.07	1.07	4.27	1.06	1.56	0.5
Special Education	55.01	54.65	43.19	44.59	45.99	1.4
	141.03	140.36	133.99	132.82	135.92	3.10

NON-INSTRUCTIONAL STAFF (SUBCONTRACTED EMPLOYEES)	
Service	Provider
Food Service	Chartwells
School Nurses	Ledyard VNA
Transportation	Student Transportation of America
Special Education	Bloom, Community Therapeutic

APPENDIX J-8
Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting
Budget Detail

2023-2024 Budget Including \$ Inc/Dec and % Inc/Dec							
ORG	OBJ	ACCOUNT	ACCOUNT DESCRIPTION	FY23 BUD	FY24 PROP	\$ Inc/Dec	% Inc/Dec
2021000	51040	0150-70-0002-01000-51040 -	TEACHER SALARY	\$2,073,345	\$2,317,898	\$244,553	11.80%
2021000	51140	0150-70-0002-01000-51140 -	PARAPROFESSIONAL SALARIES	\$76,407	\$67,193	-\$9,214	-12.06%
2021000	56110	0150-70-0002-01000-56110 -	INSTRUCTIONAL SUPPLIES	\$38,500	\$38,500	\$0	0.00%
2021000	56890	0150-70-0002-01000-56890 -	TECHNOLOGY SUPPLIES	\$12,000	\$12,000	\$0	0.00%
2021000	57310	0150-70-0002-01000-57310 -	REPLACEMENT EQUIPMENT	\$950	\$950	\$0	0.00%
2021002	51040	0150-70-0002-01002-51040 -	TEACHER SALARY	\$94,701	\$96,405	\$1,704	1.80%
2021002	56110	0150-70-0002-01002-56110 -	INSTR SUPPLIES-ART INSTR	\$2,400	\$2,400	\$0	0.00%
2021005	56110	0150-70-0002-01005-56110 -	INSTR SUPPLIES-LA INSTR	\$4,300	\$4,300	\$0	0.00%
2021007	56110	0150-70-0002-01007-56110 -	INSTR SUPPLIES-KG INSTR	\$750	\$750	\$0	0.00%
2021011	56110	0150-70-0002-01011-56110 -	INSTR SUPPLIES-MATH INSTR	\$1,500	\$1,500	\$0	0.00%
2021012	51040	0150-70-0002-01012-51040 -	TEACHER SALARY	\$70,493	\$74,082	\$3,589	5.09%
2021012	54300	0150-70-0002-01012-54300 -	REPAIRS & MAINT-MUSIC INST	\$1,000	\$1,000	\$0	0.00%
2021012	56110	0150-70-0002-01012-56110 -	INSTR SUPPLIES-MUSIC INST	\$2,200	\$2,200	\$0	0.00%
2021013	56110	0150-70-0002-01013-56110 -	INSTR SUPPLIES-SCI INSTR	\$2,200	\$2,200	\$0	0.00%
2021015	56110	0150-70-0002-01015-56110 -	INSTR SUPPLIES-SS INST	\$4,200	\$4,200	\$0	0.00%
2021051	56110	0150-70-0002-01051-56110 -	INSTR SUPPLIES-READ INSTR	\$4,500	\$4,500	\$0	0.00%
2021081	51040	0150-70-0002-01081-51040 -	TEACHER SALARY	\$62,777	\$65,676	\$2,899	4.62%
2021081	56110	0150-70-0002-01081-56110 -	INSTR SUPPLIES-PHYS ED	\$1,500	\$1,500	\$0	0.00%
2021085	51140	0150-70-0002-01085-51140 -	PARAPROFESSIONAL SALARIES	\$33,857	\$0	-\$33,857	-100.00%
2021085	56110	0150-70-0002-01085-56110 -	INSTR SUPPLIES-REMEDIATION INST	\$1,900	\$1,900	\$0	0.00%
2021200	51140	0150-70-0002-01200-51140 -	PARAPROFESSIONAL SALARIES	\$257,190	\$201,387	-\$55,803	-21.70%
2021260	56110	0150-70-0002-01260-56110 -	INSTR SUPPLIES-LRN DISAB	\$3,600	\$3,600	\$0	0.00%
2022140	56110	0150-70-0002-02140-56110 -	INSTR SUPPLIES-PSYCHOLOGY	\$500	\$500	\$0	0.00%
2022140	56800	0150-70-0002-02140-56800 -	TESTING SUPPLIES-PSYCHOLOGY	\$250	\$250	\$0	0.00%
2022150	56110	0150-70-0002-02150-56110 -	INSTR SUPPLIES-SPCH LANG	\$800	\$800	\$0	0.00%
2022150	56800	0150-70-0002-02150-56800 -	TESTING SUPPLIES-SPCH LANG	\$650	\$650	\$0	0.00%
2022210	53300	0150-70-0002-02210-53300 -	PROF/TECH SERVICES-PROF DEV	\$3,500	\$3,500	\$0	0.00%
2022220	51050	0150-70-0002-02220-51050 -	MEDIA SALARIES-MEDIA CTR	\$63,096	\$71,022	\$7,926	12.56%
2022220	51140	0150-70-0002-02220-51140 -	PARA SALARIES-MEDIA CTR	\$17,236	\$17,769	\$533	3.09%
2022220	56110	0150-70-0002-02220-56110 -	INSTR SUPPLIES-MEDIA CTR	\$5,400	\$5,400	\$0	0.00%
2022220	56900	0150-70-0002-02220-56900 -	OTHER SUPPLIES-MEDIA CTR	\$800	\$800	\$0	0.00%
2022230	56890	0150-70-0002-02230-56890 -	TECHNOLOGY SUPPLIES-INSTR TECH	\$2,000	\$2,000	\$0	0.00%
2022400	51020	0150-70-0002-02400-51020 -	ADMIN SALARIES-GEN ADM	\$285,247	\$285,768	\$521	0.18%
2022400	51100	0150-70-0002-02400-51100 -	SEC/CLERICAL SALARIES-GEN ADM	\$98,762	\$112,081	\$13,319	13.49%
2022400	55300	0150-70-0002-02400-55300 -	COMMUNICATIONS-GEN ADM	\$1,300	\$1,300	\$0	0.00%
2022400	56900	0150-70-0002-02400-56900 -	OTHER SUPPLIES-GEN ADM	\$1,300	\$1,300	\$0	0.00%
2041000	51040	0150-70-0004-01000-51040 -	TEACHER SALARY-GEN INSTR	\$2,360,091	\$2,628,322	\$268,231	11.37%
2041000	51140	0150-70-0004-01000-51140 -	PARA SALARIES-GEN INSTR	\$62,428	\$69,581	\$7,153	11.46%
2041000	56110	0150-70-0004-01000-56110 -	INSTR SUPPLIES-GEN INSTR	\$38,805	\$38,805	\$0	0.00%

ORG	OBJ	ACCOUNT	ACCOUNT DESCRIPTION	FY23 BUD	FY24 PROP	\$ Inc/Dec	% Inc/Dec
2041000	56890	0150-70-0004-01000-56890 -	TECHNOLOGY SUPPLIES-GEN INSTR	\$12,000	\$12,000	\$0	0.00%
2041000	57310	0150-70-0004-01000-57310 -	REPLACEMENT EQUIPMENT	\$4,500	\$4,500	\$0	0.00%
2041002	51040	0150-70-0004-01002-51040 -	TEACHER SALARY	\$164,335	\$151,468	-\$12,867	-7.83%
2041002	56110	0150-70-0004-01002-56110 -	INSTR SUPPLIES-ART INSTR	\$4,200	\$4,200	\$0	0.00%
2041005	56110	0150-70-0004-01005-56110 -	INSTR SUPPLIES-LA INSTR	\$7,160	\$7,160	\$0	0.00%
2041007	56110	0150-70-0004-01007-56110 -	INSTR SUPPLIES-KG INSTR	\$3,100	\$3,100	\$0	0.00%
2041011	56110	0150-70-0004-01011-56110 -	INSTR SUPPLIES-MATH INSTR	\$2,495	\$2,495	\$0	0.00%
2041012	51040	0150-70-0004-01012-51040 -	TEACHER SALARY	\$150,767	\$107,530	-\$43,237	-28.68%
2041012	54300	0150-70-0004-01012-54300 -	REPAIRS & MAINT-MUSIC INST	\$850	\$850	\$0	0.00%
2041012	56110	0150-70-0004-01012-56110 -	INSTR SUPPLIES-MUSIC INST	\$3,650	\$3,650	\$0	0.00%
2041013	56110	0150-70-0004-01013-56110 -	INSTR SUPPLIES-SCI INSTR	\$2,000	\$2,000	\$0	0.00%
2041015	56110	0150-70-0004-01015-56110 -	INSTR SUPPLIES-SS INST	\$4,500	\$4,500	\$0	0.00%
2041051	56110	0150-70-0004-01051-56110 -	INSTR SUPPLIES-READ INSTR	\$10,600	\$10,600	\$0	0.00%
2041081	51040	0150-70-0004-01081-51040 -	TEACHER SALARY	\$159,493	\$125,609	-\$33,884	-21.24%
2041081	56110	0150-70-0004-01081-56110 -	INSTR SUPPLIES-PHYS ED	\$3,600	\$3,600	\$0	0.00%
2041085	51140	0150-70-0004-01085-51140 -	PARAPROFESSIONAL SALARIES	\$47,227	\$51,745	\$4,519	9.57%
2041085	56110	0150-70-0004-01085-56110 -	INSTR SUPPLIES-REMEDIATION INST	\$3,100	\$3,100	\$0	0.00%
2041200	51140	0150-70-0004-01200-51140 -	PARAPROFESSIONAL SALARIES	\$395,149	\$341,080	-\$54,069	-13.68%
2041260	56110	0150-70-0004-01260-56110 -	INSTR SUPPLIES-LRN DISAB	\$4,600	\$4,600	\$0	0.00%
2042140	56110	0150-70-0004-02140-56110 -	INSTR SUPPLIES-PSYCHOLOGY	\$600	\$600	\$0	0.00%
2042140	56800	0150-70-0004-02140-56800 -	TESTING SUPPLIES-PSYCHOLOGY	\$800	\$800	\$0	0.00%
2042150	56110	0150-70-0004-02150-56110 -	INSTR SUPPLIES-SPCH LANG	\$1,000	\$1,000	\$0	0.00%
2042150	56800	0150-70-0004-02150-56800 -	TESTING SUPPLIES-SPCH LANG	\$700	\$700	\$0	0.00%
2042210	53300	0150-70-0004-02210-53300 -	PROF/TECH SERVICES-PROF DEV	\$9,350	\$9,350	\$0	0.00%
2042220	51050	0150-70-0004-02220-51050 -	MEDIA SALARIES-MEDIA CTR	\$67,582	\$101,092	\$33,510	49.58%
2042220	56110	0150-70-0004-02220-56110 -	INSTR SUPPLIES-MEDIA CTR	\$9,850	\$9,850	\$0	0.00%
2042220	56900	0150-70-0004-02220-56900 -	OTHER SUPPLIES-MEDIA CTR	\$550	\$550	\$0	0.00%
2042230	56890	0150-70-0004-02230-56890 -	TECHNOLOGY SUPPLIES	\$2,000	\$2,000	\$0	0.00%
2042400	51020	0150-70-0004-02400-51020 -	ADMIN SALARIES-GEN ADM	\$272,117	\$290,239	\$18,122	6.66%
2042400	51100	0150-70-0004-02400-51100 -	SEC/CLERICAL SALARIES-GEN ADM	\$98,464	\$125,494	\$27,030	27.45%
2042400	55300	0150-70-0004-02400-55300 -	COMMUNICATIONS-GEN ADM	\$1,000	\$1,000	\$0	0.00%
2042400	56900	0150-70-0004-02400-56900 -	OTHER SUPPLIES-GEN ADM	\$2,300	\$2,300	\$0	0.00%
2042700	51140	0150-70-0004-02700-51140 -	PARA SALARIES-TRANS	\$5,560	\$5,700	\$140	2.52%
2051000	56110	0150-70-0005-01000-56110 -	INSTRUCTIONAL SUPPLIES	\$29,700	\$29,700	\$0	0.00%
2051000	56890	0150-70-0005-01000-56890 -	TECHNOLOGY SUPPLIES	\$2,500	\$2,500	\$0	0.00%
2051002	51040	0150-70-0005-01002-51040 -	TEACHER SALARY-ART INSTR	\$94,701	\$96,405	\$1,704	1.80%
2051002	56110	0150-70-0005-01002-56110 -	INSTR SUPPLIES-ART INSTR	\$6,400	\$6,400	\$0	0.00%
2051005	51040	0150-70-0005-01005-51040 -	TEACHER SALARY-LA INSTR	\$326,603	\$341,104	\$14,501	4.44%
2051005	56110	0150-70-0005-01005-56110 -	INSTR SUPPLIES-LA INSTR	\$7,400	\$9,900	\$2,500	33.78%
2051006	51040	0150-70-0005-01006-51040 -	TEACHER SALARY-FLANG INST	\$154,252	\$158,986	\$4,734	3.07%
2051006	56110	0150-70-0005-01006-56110 -	INSTR SUPPLIES-FLANG INST	\$100	\$4,100	\$4,000	4000.00%
2051008	51040	0150-70-0005-01008-51040 -	TEACHER SALARY-HLTH INSTR	\$144,782	\$152,892	\$8,110	5.60%
2051008	56110	0150-70-0005-01008-56110 -	INSTR SUPPLIES-HLTH INSTR	\$1,150	\$1,150	\$0	0.00%
2051010	51040	0150-70-0005-01010-51040 -	TEACHER SALARY-INDUS INST	\$174,793	\$207,289	\$32,496	18.59%
2051010	56110	0150-70-0005-01010-56110 -	INSTR SUPPLIES-INDUS INST	\$3,000	\$3,000	\$0	0.00%
2051011	51040	0150-70-0005-01011-51040 -	TEACHER SALARY-MATH INSTR	\$479,401	\$472,935	-\$6,466	-1.35%
2051011	56110	0150-70-0005-01011-56110 -	INSTR SUPPLIES-MATH INSTR	\$1,200	\$1,200	\$0	0.00%

ORG	OBJ	ACCOUNT	ACCOUNT DESCRIPTION	FY23 BUD	FY24 PROP	\$ Inc/Dec	% Inc/Dec
2051012	51040	0150-70-0005-01012-51040 -	TEACHER SALARY-MUSIC INST	\$125,227	\$131,602	\$6,375	5.09%
2051012	54300	0150-70-0005-01012-54300 -	REPAIRS & MAINT-MUSIC INST	\$1,400	\$1,400	\$0	0.00%
2051012	56110	0150-70-0005-01012-56110 -	INSTR SUPPLIES-MUSIC INST	\$2,350	\$2,350	\$0	0.00%
2051012	57310	0150-70-0005-01012-57310 -	REPL EQUIPMENT-MUSIC INST	\$2,770	\$2,770	\$0	0.00%
2051012	58100	0150-70-0005-01012-58100 -	DUES & FEES-MUSIC INST	\$275	\$275	\$0	0.00%
2051013	51040	0150-70-0005-01013-51040 -	TEACHER SALARY-SCI INSTR	\$526,702	\$523,800	-\$2,902	-0.55%
2051013	56110	0150-70-0005-01013-56110 -	INSTR SUPPLIES-SCI INSTR	\$7,500	\$10,000	\$2,500	33.33%
2051013	58120	0150-70-0005-01013-58120 -	PROJECT DUES & FEES-SCI INSTR	\$8,500	\$8,500	\$0	0.00%
2051014	56890	0150-70-0005-01014-56890 -	TECHNOLOGY SUPPLIES-COMP INSTR	\$6,500	\$6,500	\$0	0.00%
2051015	51040	0150-70-0005-01015-51040 -	TEACHER SALARY-SS INST	\$284,103	\$289,215	\$5,112	1.80%
2051015	56110	0150-70-0005-01015-56110 -	INSTR SUPPLIES-SS INST	\$4,750	\$4,750	\$0	0.00%
2051051	51040	0150-70-0005-01051-51040 -	TEACHER SALARY-READ INSTR	\$138,994	\$163,673	\$24,679	17.76%
2051051	56110	0150-70-0005-01051-56110 -	INSTRUCTIONAL SUPPLIES	\$2,900	\$2,900	\$0	0.00%
2051081	51040	0150-70-0005-01081-51040 -	TEACHER SALARY-PHYS ED	\$195,865	\$139,220	-\$56,645	-28.92%
2051081	56110	0150-70-0005-01081-56110 -	INSTR SUPPLIES-PHYS ED	\$2,100	\$2,100	\$0	0.00%
2051115	51040	0150-70-0005-01115-51040 -	TEACHER SALARY-EXTRA CUR	\$22,227	\$22,894	\$667	3.00%
2051115	55100	0150-70-0005-01115-55100 -	TRANSPORTATION-EXTRA CUR	\$2,950	\$2,950	\$0	0.00%
2051115	56900	0150-70-0005-01115-56900 -	OTHER SUPPLIES-EXTRA CUR	\$2,150	\$2,150	\$0	0.00%
2051200	51140	0150-70-0005-01200-51140 -	PARAPROFESSIONAL SALARIES	\$171,780	\$186,209	\$14,429	8.40%
2051200	56110	0150-70-0005-01200-56110 -	INSTRUCTIONAL SUPPLIES	\$2,900	\$2,900	\$0	0.00%
2051200	56800	0150-70-0005-01200-56800 -	TESTING SUPPLIES	\$300	\$300	\$0	0.00%
2052120	51030	0150-70-0005-02120-51030 -	GUIDANCE SALARIES-GUIDANCE	\$226,415	\$251,080	\$24,665	10.89%
2052120	56110	0150-70-0005-02120-56110 -	INSTR SUPPLIES-GUIDANCE	\$650	\$650	\$0	0.00%
2052140	56110	0150-70-0005-02140-56110 -	INSTR SUPPLIES-PSYCHOLOGY	\$350	\$350	\$0	0.00%
2052150	56110	0150-70-0005-02150-56110 -	INSTR SUPPLIES-SPCH LANG	\$750	\$750	\$0	0.00%
2052210	53300	0150-70-0005-02210-53300 -	PROF/TECH SERVICES-PROF DEV	\$3,350	\$3,350	\$0	0.00%
2052220	51050	0150-70-0005-02220-51050 -	MEDIA SALARIES-MEDIA CTR	\$94,701	\$96,405	\$1,704	1.80%
2052220	51140	0150-70-0005-02220-51140 -	PARA SALARIES-MEDIA CTR	\$22,000	\$0	-\$22,000	-100.00%
2052220	56110	0150-70-0005-02220-56110 -	INSTR SUPPLIES-MEDIA CTR	\$9,650	\$9,650	\$0	0.00%
2052400	51020	0150-70-0005-02400-51020 -	ADMIN SALARIES-GEN ADM	\$302,758	\$308,056	\$5,298	1.75%
2052400	51100	0150-70-0005-02400-51100 -	SEC/CLERICAL SALARIES-GEN ADM	\$97,133	\$120,931	\$23,798	24.50%
2052400	51140	0150-70-0005-02400-51140 -	PARA SALARIES-GEN ADM	\$31,553	\$17,145	-\$14,408	-45.66%
2052400	55300	0150-70-0005-02400-55300 -	COMMUNICATIONS-GEN ADM	\$5,950	\$5,950	\$0	0.00%
2052400	56900	0150-70-0005-02400-56900 -	OTHER SUPPLIES-GEN ADM	\$2,000	\$4,000	\$2,000	100.00%
2052400	58100	0150-70-0005-02400-58100 -	DUES & FEES-GEN ADM	\$1,200	\$1,200	\$0	0.00%
2053200	51040	0150-70-0005-03200-51040 -	TEACHER SALARY-ATHLETICS	\$24,752	\$25,494	\$743	3.00%
2053200	53400	0150-70-0005-03200-53400 -	OTHER PROF/TECH SVCS-ATHLETICS	\$4,800	\$4,800	\$0	0.00%
2053200	55100	0150-70-0005-03200-55100 -	TRANSPORTATION-ATHLETICS	\$5,800	\$5,800	\$0	0.00%
2053200	56900	0150-70-0005-03200-56900 -	OTHER SUPPLIES-ATHLETICS	\$4,000	\$4,000	\$0	0.00%
2061000	56110	0150-70-0006-01000-56110 -	INSTR SUPPLIES-GEN INSTR	\$13,200	\$13,200	\$0	0.00%
2061002	51040	0150-70-0006-01002-51040 -	TEACHER SALARY-ART INSTR	\$155,401	\$162,939	\$7,538	4.85%
2061002	56110	0150-70-0006-01002-56110 -	INSTR SUPPLIES-ART INSTR	\$11,200	\$11,200	\$0	0.00%
2061003	51040	0150-70-0006-01003-51040 -	TEACHER SALARY-BUS INSTR	\$84,762	\$88,846	\$4,084	4.82%
2061003	56110	0150-70-0006-01003-56110 -	INSTR SUPPLIES-BUS INSTR	\$1,900	\$1,900	\$0	0.00%
2061005	51040	0150-70-0006-01005-51040 -	TEACHER SALARY-LA INSTR	\$594,149	\$534,353	-\$59,796	-10.06%
2061005	56110	0150-70-0006-01005-56110 -	INSTR SUPPLIES-LA INSTR	\$1,000	\$1,000	\$0	0.00%
2061005	58100	0150-70-0006-01005-58100 -	DUES & FEES-LA INSTR	\$500	\$500	\$0	0.00%

ORG	OBJ	ACCOUNT	ACCOUNT DESCRIPTION	FY23 BUD	FY24 PROP	\$ Inc/Dec	% Inc/Dec
2061006	51040	0150-70-0006-01006-51040 -	TEACHER SALARY-FLANG INST	\$401,211	\$404,364	\$3,153	0.79%
2061006	56110	0150-70-0006-01006-56110 -	INSTR SUPPLIES-FLANG INST	\$800	\$800	\$0	0.00%
2061006	58100	0150-70-0006-01006-58100 -	DUES & FEES-FLANG INST	\$200	\$200	\$0	0.00%
2061008	51040	0150-70-0006-01008-51040 -	TEACHER SALARY-HLTH INSTR	\$99,304	\$101,092	\$1,788	1.80%
2061008	56110	0150-70-0006-01008-56110 -	INSTR SUPPLIES-HLTH INSTR	\$900	\$900	\$0	0.00%
2061009	51040	0150-70-0006-01009-51040 -	TEACHER SALARY-LIFE INSTR	\$94,701	\$96,405	\$1,704	1.80%
2061009	56110	0150-70-0006-01009-56110 -	INSTR SUPPLIES-LIFE INSTR	\$8,500	\$8,500	\$0	0.00%
2061010	51040	0150-70-0006-01010-51040 -	TEACHER SALARY-INDUS INST	\$265,492	\$276,882	\$11,390	4.29%
2061010	54300	0150-70-0006-01010-54300 -	REPAIRS & MAINT-INDUS INST	\$1,000	\$1,000	\$0	0.00%
2061010	54400	0150-70-0006-01010-54400 -	RENTALS-INDUS INST	\$1,200	\$1,200	\$0	0.00%
2061010	56110	0150-70-0006-01010-56110 -	INSTR SUPPLIES-INDUS INST	\$24,500	\$24,500	\$0	0.00%
2061011	51040	0150-70-0006-01011-51040 -	TEACHER SALARY-MATH INSTR	\$730,606	\$611,577	-\$119,029	-16.29%
2061011	56110	0150-70-0006-01011-56110 -	INSTR SUPPLIES-MATH INSTR	\$1,500	\$1,500	\$0	0.00%
2061011	58100	0150-70-0006-01011-58100 -	DUES & FEES-MATH INSTR	\$100	\$100	\$0	0.00%
2061012	51040	0150-70-0006-01012-51040 -	TEACHER SALARY-MUSIC INST	\$155,401	\$162,939	\$7,538	4.85%
2061012	53400	0150-70-0006-01012-53400 -	OTR PROF/TECH SVCS-MUSIC INST	\$5,000	\$5,000	\$0	0.00%
2061012	54300	0150-70-0006-01012-54300 -	REPAIRS & MAINT-MUSIC INST	\$1,500	\$1,500	\$0	0.00%
2061012	56110	0150-70-0006-01012-56110 -	INSTR SUPPLIES-MUSIC INST	\$4,600	\$4,600	\$0	0.00%
2061012	57310	0150-70-0006-01012-57310 -	REPL EQUIPMENT-MUSIC INST	\$2,500	\$2,500	\$0	0.00%
2061013	51040	0150-70-0006-01013-51040 -	TEACHER SALARY-SCI INSTR	\$787,891	\$806,393	\$18,503	2.35%
2061013	56110	0150-70-0006-01013-56110 -	INSTR SUPPLIES-SCI INSTR	\$16,000	\$16,000	\$0	0.00%
2061013	57310	0150-70-0006-01013-57310 -	REPL EQUIPMENT-SCI INSTR	\$3,600	\$3,600	\$0	0.00%
2061013	58120	0150-70-0006-01013-58120 -	PROJECT DUES & FEES-SCI INSTR	\$28,319	\$28,319	\$0	0.00%
2061014	56890	0150-70-0006-01014-56890 -	TECHNOLOGY SUPPLIES	\$5,500	\$5,500	\$0	0.00%
2061015	51040	0150-70-0006-01015-51040 -	TEACHER SALARY-SS INST	\$681,280	\$653,081	-\$28,199	-4.14%
2061015	56110	0150-70-0006-01015-56110 -	INSTR SUPPLIES-SS INST	\$1,000	\$1,000	\$0	0.00%
2061081	51040	0150-70-0006-01081-51040 -	TEACHER SALARY-PHYS ED	\$268,359	\$275,028	\$6,669	2.49%
2061081	56110	0150-70-0006-01081-56110 -	INSTR SUPPLIES-PHYS ED	\$6,000	\$6,000	\$0	0.00%
2061115	51040	0150-70-0006-01115-51040 -	TEACHER SALARY-EXTRA CUR	\$78,988	\$81,358	\$2,370	3.00%
2061200	51140	0150-70-0006-01200-51140 -	PARAPROFESSIONAL SALARIES	\$164,537	\$123,443	-\$41,094	-24.98%
2061300	53210	0150-70-0006-01300-53210 -	TUTORS-EXT DAY	\$4,500	\$4,500	\$0	0.00%
2062120	51030	0150-70-0006-02120-51030 -	GUIDANCE SALARIES-GUIDANCE	\$437,689	\$430,625	-\$7,063	-1.61%
2062120	55300	0150-70-0006-02120-55300 -	COMMUNICATIONS-GUIDANCE	\$8,000	\$8,000	\$0	0.00%
2062120	56900	0150-70-0006-02120-56900 -	OTHER SUPPLIES-GUIDANCE	\$2,000	\$2,000	\$0	0.00%
2062140	56110	0150-70-0006-02140-56110 -	INSTR SUPPLIES-PSYCHOLOGY	\$2,100	\$2,100	\$0	0.00%
2062140	56900	0150-70-0006-02140-56900 -	NON INSTRUCTIONAL SUPPLIES	\$5,250	\$5,250	\$0	0.00%
2062200	51200	0150-70-0006-02200-51200 -	OTHER SALARY-SCH CARER	\$35,845	\$36,920	\$1,075	3.00%
2062210	53300	0150-70-0006-02210-53300 -	PROF/TECH SERVICES-PROF DEV	\$3,500	\$3,500	\$0	0.00%
2062220	51050	0150-70-0006-02220-51050 -	MEDIA SALARIES-MEDIA CTR	\$99,304	\$101,092	\$1,788	1.80%
2062220	51140	0150-70-0006-02220-51140 -	PARA SALARIES-MEDIA CTR	\$22,326	\$18,035	-\$4,291	-19.22%
2062220	51200	0150-70-0006-02220-51200 -	OTHER SALARY	\$27,321	\$0	-\$27,321	-100.00%
2062220	56110	0150-70-0006-02220-56110 -	INSTR SUPPLIES-MEDIA CTR	\$25,950	\$25,950	\$0	0.00%
2062220	57300	0150-70-0006-02220-57300 -	NEW EQUIPMENT-MEDIA CTR	\$1,100	\$1,100	\$0	0.00%
2062220	58100	0150-70-0006-02220-58100 -	DUES & FEES-MEDIA CTR	\$250	\$250	\$0	0.00%
2062223	56900	0150-70-0006-02223-56900 -	OTHER SUPPLIES-AUDIO/VIS	\$1,500	\$1,500	\$0	0.00%
2062400	51020	0150-70-0006-02400-51020 -	ADMIN SALARIES-GEN ADM	\$474,275	\$482,329	\$8,054	1.70%
2062400	51100	0150-70-0006-02400-51100 -	SEC/CLERICAL SALARIES-GEN ADM	\$237,642	\$238,965	\$1,323	0.56%

ORG	OBJ	ACCOUNT	ACCOUNT DESCRIPTION	FY23 BUD	FY24 PROP	\$ Inc/Dec	% Inc/Dec
2062400	51140	0150-70-0006-02400-51140 -	PARA SALARIES-GEN ADM	\$71,372	\$78,588	\$7,215	10.11%
2062400	53400	0150-70-0006-02400-53400 -	OTR PROFESS/TECH SVCS-GEN ADM	\$5,500	\$5,500	\$0	0.00%
2062400	54300	0150-70-0006-02400-54300 -	REPAIRS & MAINT-GEN ADM	\$2,500	\$2,500	\$0	0.00%
2062400	54400	0150-70-0006-02400-54400 -	RENTALS-GEN ADM	\$1,200	\$1,200	\$0	0.00%
2062400	55300	0150-70-0006-02400-55300 -	COMMUNICATIONS-GEN ADM	\$15,500	\$15,500	\$0	0.00%
2062400	56900	0150-70-0006-02400-56900 -	OTHER SUPPLIES-GEN ADM	\$19,150	\$19,150	\$0	0.00%
2062400	58100	0150-70-0006-02400-58100 -	DUES & FEES-GEN ADM	\$16,000	\$16,000	\$0	0.00%
2062500	53400	0150-70-0006-02500-53400 -	OTR PROF/TECH SVCS ATHLETICS	\$2,700	\$2,700	\$0	0.00%
2063200	51040	0150-70-0006-03200-51040 -	TEACHER SALARY-ATHLETICS	\$240,632	\$277,851	\$37,219	15.47%
2063200	54300	0150-70-0006-03200-54300 -	REPAIRS & MAINT-ATHLETICS	\$14,000	\$14,000	\$0	0.00%
2063200	54400	0150-70-0006-03200-54400 -	RENTALS-ATHLETICS	\$5,000	\$5,000	\$0	0.00%
2063200	56900	0150-70-0006-03200-56900 -	OTHER SUPPLIES-ATHLETICS	\$17,500	\$17,500	\$0	0.00%
2063200	57300	0150-70-0006-03200-57300 -	NEW EQUIPMENT-ATHLETICS	\$5,600	\$5,600	\$0	0.00%
2063200	57310	0150-70-0006-03200-57310 -	REPL EQUIPMENT-ATHLETICS	\$17,000	\$17,000	\$0	0.00%
2071001	51040	0150-70-0007-01001-51040 -	TEACHER SALARY-AGRI INSTR	\$522,413	\$537,167	\$14,755	2.82%
2071001	53400	0150-70-0007-01001-53400 -	OTHER PRO/TECH SVCS-AGRI INSTR	\$14,000	\$14,000	\$0	0.00%
2071001	54300	0150-70-0007-01001-54300 -	REPAIRS & MAINT-AGRI INSTR	\$7,500	\$7,500	\$0	0.00%
2071001	55800	0150-70-0007-01001-55800 -	TRAVEL-AGRI INSTR	\$2,000	\$2,000	\$0	0.00%
2071001	56110	0150-70-0007-01001-56110 -	INSTR SUPPLIES-AGRI INSTR	\$27,000	\$37,000	\$10,000	37.04%
2071001	56890	0150-70-0007-01001-56890 -	TECHNOLOGY SUPPLIES-AGRI INSTR	\$1,000	\$1,000	\$0	0.00%
2071001	56900	0150-70-0007-01001-56900 -	OTHER SUPPLIES-AGRI INSTR	\$1,600	\$1,600	\$0	0.00%
2071001	58100	0150-70-0007-01001-58100 -	DUES & FEES-AGRI INSTR	\$4,000	\$4,000	\$0	0.00%
2081000	51040	0150-70-0008-01000-51040 -	TEACHER SALARY-GEN INSTR	\$504,373	\$818,342	\$313,970	62.25%
2081000	51210	0150-70-0008-01000-51210 -	SUB TEACHER SALARIES-GEN INSTR	\$281,808	\$290,262	\$8,454	3.00%
2081000	56110	0150-70-0008-01000-56110 -	INSTRUCTIONAL SUPPLIES	\$6,100	\$6,100	\$0	0.00%
2081000	56400	0150-70-0008-01000-56400 -	TEXTBOOKS-GEN INSTR	\$103,310	\$45,000	-\$58,310	-56.44%
2081000	56900	0150-70-0008-01000-56900 -	NON INSTRUCTIONAL SUPPLIES	\$6,000	\$6,000	\$0	0.00%
2081006	56400	0150-70-0008-01006-56400 -	TEXTBOOKS-FLANG INST	\$3,000	\$24,800	\$21,800	726.67%
2081011	56110	0150-70-0008-01011-56110 -	INSTR SUPPLIES-MATH INSTR	\$3,000	\$4,500	\$1,500	50.00%
2081011	56400	0150-70-0008-01011-56400 -	TEXTBOOKS-MATH INSTR	\$18,600	\$3,000	-\$15,600	-83.87%
2081013	56110	0150-70-0008-01013-56110 -	INSTR SUPPLIES-SCI INSTR	\$1,500	\$1,500	\$0	0.00%
2081015	56400	0150-70-0008-01015-56400 -	TEXTBOOKS-SS INST	\$0	\$500	\$500	
2081051	56110	0150-70-0008-01051-56110 -	INSTRUCTIONAL SUPPLIES	\$0	\$16,800	\$16,800	
2081051	56400	0150-70-0008-01051-56400 -	TEXTBOOKS-READ INSTR	\$0	\$1,500	\$1,500	
2081085	51040	0150-70-0008-01085-51040 -	TEACHER SALARY-REMEDIATION INST	\$101,438	\$128,542	\$27,104	26.72%
2081280	53210	0150-70-0008-01280-53210 -	TUTORS-LITERACY	\$5,000	\$5,000	\$0	0.00%
2082210	53500	0150-70-0008-02210-53500 -	DIST CURR DEVELOP-PROF DEV	\$7,200	\$8,400	\$1,200	16.67%
2082213	53300	0150-70-0008-02213-53300 -	PROF/TECH SERVICES-STAFF PD	\$40,000	\$36,000	-\$4,000	-10.00%
2082230	56800	0150-70-0008-02230-56800 -	TESTING SUPPLIES-INSTR TECH	\$30,400	\$34,700	\$4,300	14.14%
2082305	55900	0150-70-0008-02305-55900 -	ADULT EDUCATION-ADULT ED	\$32,725	\$32,725	\$0	0.00%
2082310	53400	0150-70-0008-02310-53400 -	OTHER PROF/TECH SERVICES-BOE	\$5,000	\$5,000	\$0	0.00%
2082320	51010	0150-70-0008-02320-51010 -	DIST ADMIN SALARIES-DIST ADM	\$493,250	\$601,653	\$108,403	21.98%
2082320	51100	0150-70-0008-02320-51100 -	SEC/CLERICAL SALARIES-DIST ADM	\$60,628	\$63,345	\$2,717	4.48%
2082320	53400	0150-70-0008-02320-53400 -	OTR PROF/TECH SVCS-DIST ADM	\$109,750	\$109,750	\$0	0.00%
2082400	51100	0150-70-0008-02400-51100 -	SEC/CLERICAL SALARIES-GEN ADM	\$158,228	\$144,955	-\$13,273	-8.39%
2082400	51300	0150-70-0008-02400-51300 -	SEASONAL HELP-GEN ADM	\$9,320	\$9,320	\$0	0.00%

ORG	OBJ	ACCOUNT	ACCOUNT DESCRIPTION	FY23 BUD	FY24 PROP	\$ Inc/Dec	% Inc/Dec
2082410	51100	0150-70-0008-02410-51100 -	SEC/CLER SALARIES-DW SEC LON	\$2,650	\$2,650	\$0	0.00%
2082500	51100	0150-70-0008-02500-51100 -	SEC/CLER SALARIES-DIST COMM	\$135,333	\$157,742	\$22,409	16.56%
2082500	52200	0150-70-0008-02500-52200 -	SS AND MEDICARE	\$515,000	\$515,000	\$0	0.00%
2082500	52300	0150-70-0008-02500-52300 -	RETIREMENT & HEALTH REIMB	\$124,460	\$124,460	\$0	0.00%
2082500	52350	0150-70-0008-02500-52350 -	DIST TUITION REIMB-DIST COMM	\$31,700	\$31,700	\$0	0.00%
2082500	52600	0150-70-0008-02500-52600 -	DISTRICT UNEMP COMP-DIST COMM	\$65,950	\$65,950	\$0	0.00%
2082500	52800	0150-70-0008-02500-52800 -	DISTRICT INSURANCE-DIST COMM	\$100,000	\$100,000	\$0	0.00%
2082500	55200	0150-70-0008-02500-55200 -	STUDENT ACCIDENT INS-DIST COMM	\$9,950	\$9,950	\$0	0.00%
2082500	55300	0150-70-0008-02500-55300 -	COMMUNICATIONS-DIST COMM	\$107,950	\$107,950	\$0	0.00%
2082500	55400	0150-70-0008-02500-55400 -	DISTRICT ADVERTISING-DIST COMM	\$2,300	\$2,300	\$0	0.00%
2082500	55800	0150-70-0008-02500-55800 -	TRAVEL-DIST COMM	\$10,700	\$10,700	\$0	0.00%
2082500	56890	0150-70-0008-02500-56890 -	TECHNOLOGY SUPPLIES-DIST COMM	\$2,800	\$2,800	\$0	0.00%
2082500	56900	0150-70-0008-02500-56900 -	OTHER SUPPLIES-DIST COMM	\$10,580	\$10,580	\$0	0.00%
2082500	57350	0150-70-0008-02500-57350 -	SOFTWARE-DIST COMM	\$96,800	\$96,800	\$0	0.00%
2082500	58100	0150-70-0008-02500-58100 -	DUES & FEES-DIST COMM	\$63,761	\$63,761	\$0	0.00%
2086110	55660	0150-70-0008-06110-55660 -	MAGNET SCHOOL TUITION	\$451,000	\$420,000	-\$31,000	-6.87%
2091200	51020	0150-70-0009-01200-51020 -	ADMINISTRATIVE SALARIES-SPED	\$393,926	\$573,393	\$179,467	45.56%
2091200	51200	0150-70-0009-01200-51200 -	OTHER SALARY-SPED	\$112,830	\$400,161	\$287,331	254.66%
2091200	54900	0150-70-0009-01200-54900 -	OTHER PURCHASED SERVICES-SPED	\$8,000	\$8,000	\$0	0.00%
2091200	55300	0150-70-0009-01200-55300 -	COMMUNICATIONS-SPED	\$1,000	\$1,000	\$0	0.00%
2091200	55800	0150-70-0009-01200-55800 -	TRAVEL-SPED	\$3,000	\$3,000	\$0	0.00%
2091200	56800	0150-70-0009-01200-56800 -	TESTING SUPPLIES-SPED	\$10,000	\$15,000	\$5,000	50.00%
2091200	56900	0150-70-0009-01200-56900 -	OTHER SUPPLIES-SPED	\$8,400	\$8,400	\$0	0.00%
2091200	57300	0150-70-0009-01200-57300 -	NEW EQUIPMENT-SPED	\$10,000	\$10,000	\$0	0.00%
2091200	58100	0150-70-0009-01200-58100 -	DUES & FEES-SPED	\$1,000	\$10,250	\$9,250	925.00%
2091230	51040	0150-70-0009-01230-51040 -	TEACHER SALARY-SPED	\$2,214,832	\$2,278,272	\$63,440	2.86%
2091260	51040	0150-70-0009-01260-51040 -	TEACHER SALARY-LRN DISAB	\$80,001	\$84,072	\$4,071	5.09%
2091260	51140	0150-70-0009-01260-51140 -	PARAPROFESSIONAL SALARIES	\$43,931	\$46,376	\$2,445	5.57%
2091260	53400	0150-70-0009-01260-53400 -	OTHER PROFESS/TECH SERVICES	\$31,650	\$121,650	\$90,000	284.36%
2091260	53410	0150-70-0009-01260-53410 -	SPEC ED DOCTORS	\$2,000	\$4,000	\$2,000	100.00%
2091260	55300	0150-70-0009-01260-55300 -	COMMUNICATIONS	\$500	\$500	\$0	0.00%
2091260	55800	0150-70-0009-01260-55800 -	TRAVEL	\$1,500	\$1,500	\$0	0.00%
2091260	56110	0150-70-0009-01260-56110 -	INSTRUCTIONAL SUPPLIES	\$5,000	\$6,400	\$1,400	28.00%
2091260	57300	0150-70-0009-01260-57300 -	NEW EQUIPMENT	\$3,000	\$3,000	\$0	0.00%
2091270	51040	0150-70-0009-01270-51040 -	TEACHER SALARY-MULTHAND	\$94,701	\$96,405	\$1,704	1.80%
2091270	51140	0150-70-0009-01270-51140 -	PARAPROFESSIONAL SALARIES	\$17,502	\$18,035	\$533	3.05%
2091280	53210	0150-70-0009-01280-53210 -	TUTORS-HOMEBOUND	\$20,000	\$20,000	\$0	0.00%
2091400	51040	0150-70-0009-01400-51040 -	TEACHER SALARY-SUMMER	\$35,000	\$35,000	\$0	0.00%
2091400	51100	0150-70-0009-01400-51100 -	SECRETARY SALARY-SUMMER	\$2,500	\$2,500	\$0	0.00%
2091400	51140	0150-70-0009-01400-51140 -	PARA SALARIES-SUMMER	\$17,980	\$17,980	\$0	0.00%
2091400	56900	0150-70-0009-01400-56900 -	OTHER SUPPLIES-SUMMER	\$2,500	\$2,500	\$0	0.00%
2092140	51040	0150-70-0009-02140-51040 -	TEACHER SALARY-PSYCHOLOGY	\$699,239	\$660,003	-\$39,236	-5.61%
2092150	51040	0150-70-0009-02150-51040 -	TEACHER SALARY-SPCH LANG	\$543,018	\$537,802	-\$5,216	-0.96%
2092190	53400	0150-70-0009-02190-53400 -	OTHER PROF/TECH SVCS-OTR SUPP	\$180,137	\$180,137	\$0	0.00%
2092190	53410	0150-70-0009-02190-53410 -	SPEC ED DOCTORS-OTR SUPP	\$80,000	\$80,000	\$0	0.00%
2092190	53440	0150-70-0009-02190-53440 -	SPEC ED OT-OTR SUPP	\$220,000	\$260,000	\$40,000	18.18%
2092190	53460	0150-70-0009-02190-53460 -	SPEC ED PT-OTR SUPP	\$125,000	\$140,000	\$15,000	12.00%

ORG	OBJ	ACCOUNT	ACCOUNT DESCRIPTION	FY23 BUD	FY24 PROP	\$ Inc/Dec	% Inc/Dec
2092400	51100	0150-70-0009-02400-51100 -	SEC/CLERICAL SALARIES-GEN ADM	\$159,661	\$182,914	\$23,253	14.56%
2096110	55600	0150-70-0009-06110-55600 -	SPED TUITION PUBLIC	\$611,511	\$346,511	-\$265,000	-43.34%
2096130	55700	0150-70-0009-06130-55700 -	SPED TUIT-NON-PUBLIC-TUIT-NP	\$1,036,423	\$1,036,423	\$0	0.00%
2102130	54900	0150-70-0010-02130-54900 -	OTHER PURCH SERVICES-HEALTH	\$2,500	\$2,500	\$0	0.00%
2102130	56900	0150-70-0010-02130-56900 -	OTHER SUPPLIES-HEALTH	\$7,778	\$7,778	\$0	0.00%
2112600	51130	0150-70-0011-02600-51130 -	OVERTIME/SEASONAL HELP	\$15,000	\$15,000	\$0	0.00%
2112600	51160	0150-70-0011-02600-51160 -	HEAD CUST SALARIES-MAINTENANC	\$1,027,986	\$1,058,491	\$30,505	2.97%
2112600	51300	0150-70-0011-02600-51300 -	SEASONAL HELP-MAINTENANC	\$45,000	\$55,000	\$10,000	22.22%
2112600	54100	0150-70-0011-02600-54100 -	WATER & SEWER-MAINTENANC	\$71,200	\$71,200	\$0	0.00%
2112600	54210	0150-70-0011-02600-54210 -	DISPOSAL SERVICE-MAINTENANC	\$13,200	\$13,200	\$0	0.00%
2112600	54300	0150-70-0011-02600-54300 -	REPAIRS & MAINTENANCE-MAINT	\$293,100	\$293,100	\$0	0.00%
2112600	55800	0150-70-0011-02600-55800 -	TRAVEL-MAINTENANC	\$460	\$460	\$0	0.00%
2112600	56200	0150-70-0011-02600-56200 -	HEATING OIL/PROPANE-MAINTENANC	\$267,770	\$310,000	\$42,230	15.77%
2112600	56210	0150-70-0011-02600-56210 -	NATURAL GAS	\$106,400	\$106,400	\$0	0.00%
2112600	56220	0150-70-0011-02600-56220 -	ELECTRICITY-MAINTENANC	\$541,500	\$581,500	\$40,000	7.39%
2112600	56900	0150-70-0011-02600-56900 -	OTHER SUPPLIES-MAINTENANC	\$200,000	\$220,000	\$20,000	10.00%
2112600	57310	0150-70-0011-02600-57310 -	REPL EQUIPMENT-MAINTENANC	\$10,000	\$0	-\$10,000	-100.00%
2112610	51160	0150-70-0011-02610-51160 -	HEAD CUST SALARIES-DIR SAL	\$100,696	\$106,828	\$6,132	6.09%
2112630	51160	0150-70-0011-02630-51160 -	HEAD CUST SALARIES-MAINT WAGE	\$237,889	\$251,638	\$13,750	5.78%
2112640	51160	0150-70-0011-02640-51160 -	HEAD CUST SALARIES-MTCUST LON	\$6,800	\$6,800	\$0	0.00%
2122230	51060	0150-70-0012-02230-51060 -	TECHNOLOGY SALARIES-INSTR TECH	\$384,154	\$266,261	-\$117,893	-30.69%
2122230	53400	0150-70-0012-02230-53400 -	OTR PROF/TECH SVCS-INSTR TECH	\$5,250	\$0	-\$5,250	-100.00%
2122230	53740	0150-70-0012-02230-53740 -	TECH REL CLASS SVC-INSTR TECH	\$23,500	\$14,500	-\$9,000	-38.30%
2122230	54310	0150-70-0012-02230-54310 -	EQUIPMENT MAINTENANCE	\$165,000	\$201,625	\$36,625	22.20%
2122230	54320	0150-70-0012-02230-54320 -	TECH REL REPAIR-INSTR TECH	\$5,200	\$51,200	\$46,000	884.62%
2122230	55800	0150-70-0012-02230-55800 -	TRAVEL-INSTR TECH	\$3,750	\$2,000	-\$1,750	-46.67%
2122230	56890	0150-70-0012-02230-56890 -	TECHNOLOGY SUPPLIES-INSTR TECH	\$63,500	\$63,500	\$0	0.00%
2131200	55110	0150-70-0013-01200-55110 -	SPECIAL ED TRANSPORTATION-SPED	\$881,500	\$881,500	\$0	0.00%
2132700	55100	0150-70-0013-02700-55100 -	TRANSPORTATION-TRANS	\$1,227,193	\$1,309,193	\$82,000	6.68%
2132700	56260	0150-70-0013-02700-56260 -	DIESEL/GASOLINE-TRANS	\$176,700	\$196,700	\$20,000	11.32%
2133200	55100	0150-70-0013-03200-55100 -	TRANSPORTATION-ATHLETICS	\$51,000	\$51,000	\$0	0.00%
2772213	51040	0150-70-0077-02213-51040 -	TEACHER SALARY BEST/TEAM	\$3,000	\$3,000	\$0	0.00%
2161601	56110	0150-70-0016-01000-56110 -	INSTRUCTIONAL SUPPLIES	\$21,000	\$21,000	\$0	0.00%
2161601	57350	0150-70-0016-01000-57350 -	CURRICULUM SOFTWARE	\$60,000	\$60,000	\$0	0.00%
2161601	58100	0150-70-0016-01000-58100 -	DUES & FEES	\$20,000	\$20,000	\$0	0.00%
2161605	56400	0150-70-0016-01015-56400 -	TEXTBOOKS	\$500	\$0	-\$500	-100.00%
2161606	56400	0150-70-0016-01051-56400 -	TEXTBOOKS	\$1,500	\$0	-\$1,500	-100.00%
				\$34,555,319	\$35,908,368	\$1,353,048	3.92%

APPENDIX J-9
Working Group D

Additions to Annual Budget Booklet for
Annual Town Meeting

Ledyard Board of Education 2023-2024 Budget Funding Contingency Plan

The Ledyard Town Charter Revision, dated December 3, 2018, requires the Board of Education to include as part of the annual budget submittal, “plans for dealing with additional reductions in State funding that might occur after the Board of Education budget is prepared that could include reduction in services.”

Upon direction from the Ledyard Town Council that included a target reduction amount, the Ledyard Board of Education will evaluate the Board of Education adopted budget to identify potential specific reductions. It should be understood that any reductions to the budget will impact programs or district services to students.

It is important to consider that the Ledyard Board of Education budget is approximately 73.8% salary and wages. The remaining portions are made of relatively small allocations of mostly required expenses including student transportation.

Any reduction to the 2023-2024 approved Board of Education budget would necessitate a reduction in staff, which will potentially result in reduction in the number of class offerings.

For example:

- A \$160,000 reduction would necessitate the reduction of two teaching staff
- A \$220,000 reduction would necessitate the reduction of two teaching staff and three paraprofessional staff
- A \$280,000 reduction would necessitate the reduction of three teaching staff and two paraprofessional staff
- A \$320,000 reduction would necessitate the reduction of three teaching staff and four paraprofessional staff

The Board of Education will conduct Special Meetings, as required, to review the options identified by the Central Office and Staff and develop and approve a proposed budget revision to address the Town Council required reduction(s).

APPENDIX K

2016 REPORT

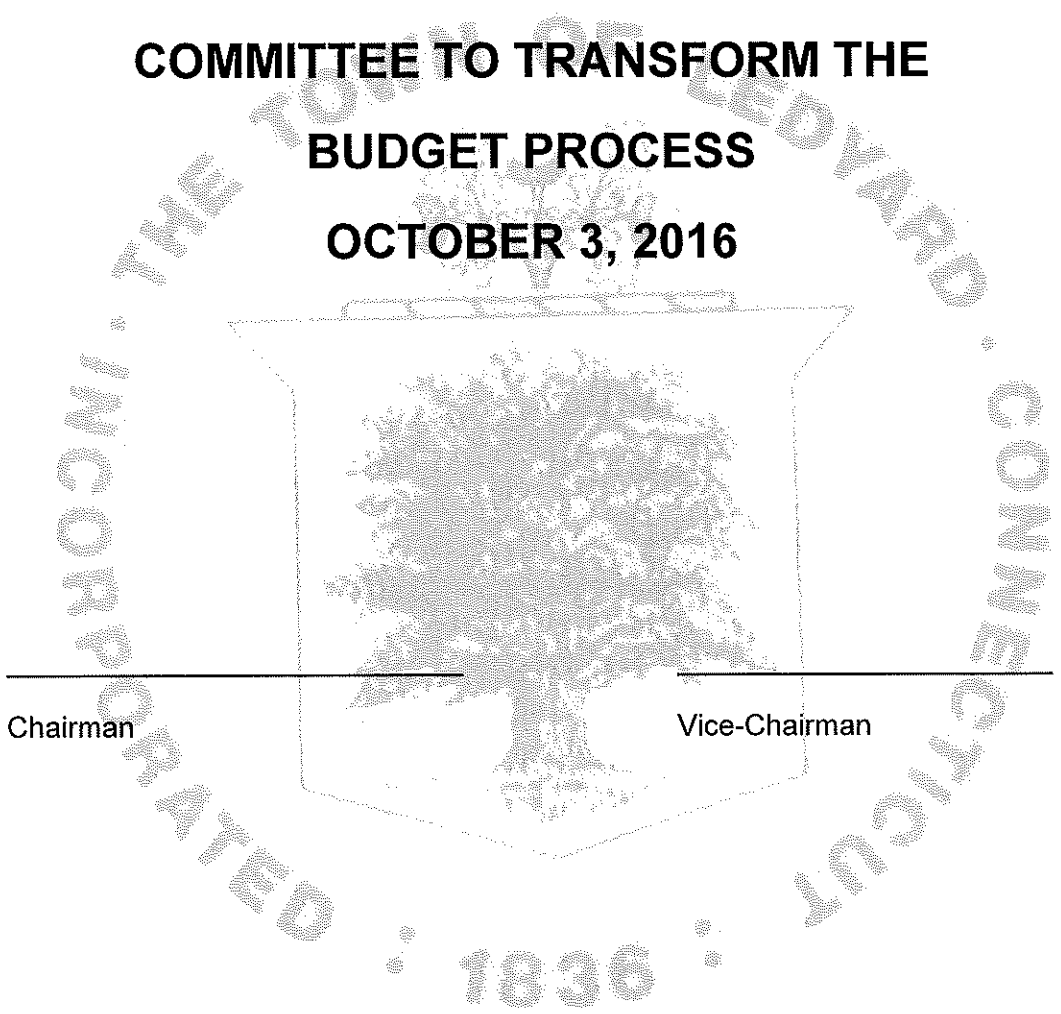
REPORT TO THE LEDYARD TOWN COUNCIL

OF THE

COMMITTEE TO TRANSFORM THE

BUDGET PROCESS

OCTOBER 3, 2016



Chairman

Vice-Chairman

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Appendices

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

M. 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.

N. Committee Charter

The CTBP was chartered to perform the following tasks:

- (8) To review, research and determine the following:
 - (9) the services the community provides to its residents;
 - (10) whether the services/programs are mandatory; and
 - (11) how effectively the community provides its services/programs to its residents.

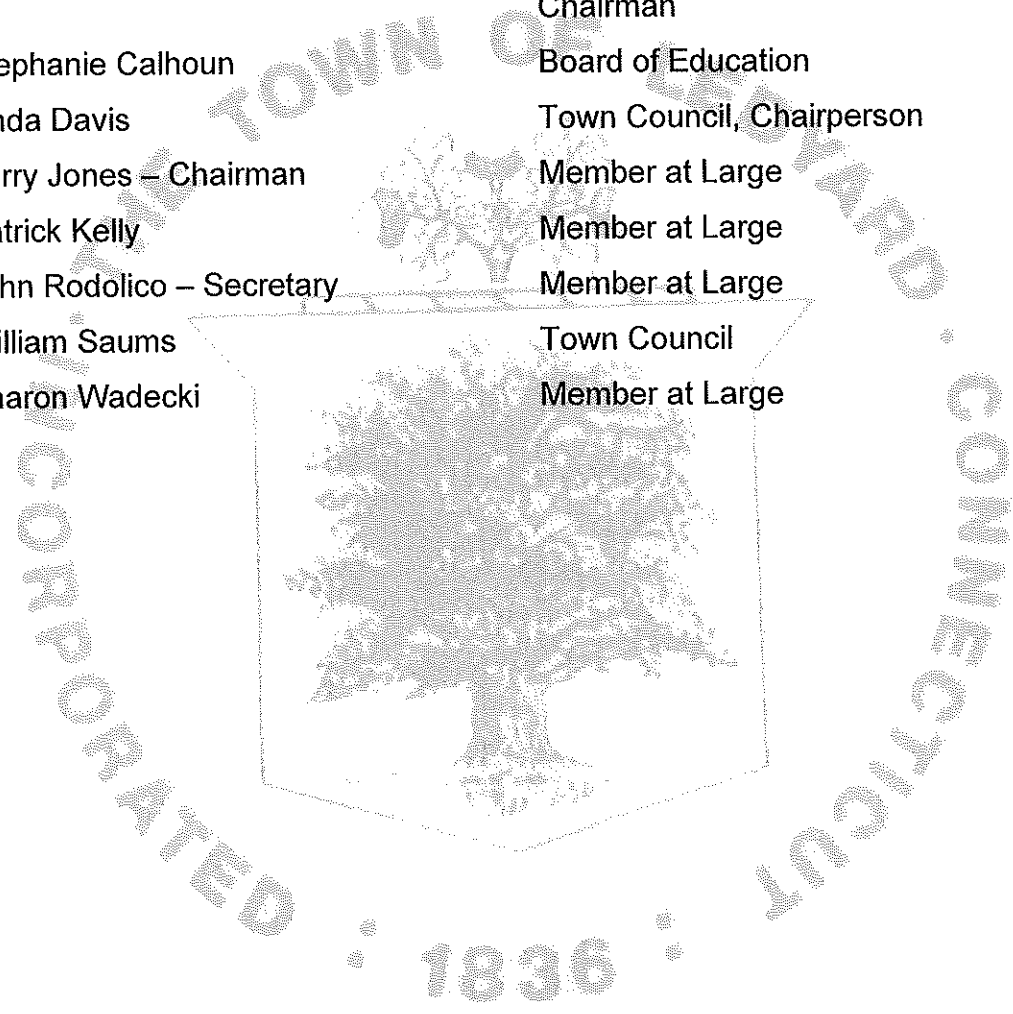
In addition, the CTBP was tasked to review all currently contracted services in the context of (1) through (3) above.
- (12) To review all department operations, all municipal and school buildings and grounds, the purchase of commodities, and the utilization of staffing/cross training in order to promote municipal consolidation efforts and provide recommendations;
- (13) 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;
- (14) 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:
 - (15) Projected line item cost estimates for Fiscal Year 2017/2018;
 - (16) Capital Improvement Plan/Initiatives/Funding Sources;
 - (17) Trends in salaries, maintenance and operational costs;
 - (18) Demonstrated efforts for efficiencies and reductions;
 - (19) Plans to address the decrease in student population/enrollment;
 - (20) Recommendations to address anticipated loss of Municipal Aid Revenues due to the State's finance crisis and projected budget deficits; and
 - (21) 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.

O. 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



P. 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.

Q. 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).

R. 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.

S. 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.

T. 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:

- (22) 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;

- (23) 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;
- (24) 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
Linda C. Davis, Chairman

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

Town Services	Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY23	Is this a service we need to provide?	Can we do this without gov't providing?	Continue to provide at least level?	Can this be prioritized?	Share regionally? If so?	Does it provide more efficient/effective?
Dispatch services	1			Possible regional opportunity	(\$328,830)	YES	NO	NO	YES	YES-REGIONAL	currently regional/Trenton, More? Quincoburg
Police protection	1			Could regionalize with Trenton	(\$1,977,420)	YES	NO	NO	NO	YES-REGIONAL	regional w/ Trenton, N. Stroudtown?
Fire protection	1	NO		Two departments (Eles Ferry and Ledford)	(\$677,500)	YES	NO	NO	NO	NO	reduce agencies. Share USO, GPO?
Ambulance service	1				(\$212,500)	NO	NO	YES	YES	YES	house one unit in G5, at least during storm? Add a driver?
Fire Marshal inspections	1				(\$68,850)	YES	NO	NO	NO	YES-REGIONAL	Share with Trenton?
School nurses	1	YES			(\$331,400)	YES	NO	YES	YES	CURRENTLY SHARED	1 nurse to handle GFD/WAL (is this being done?) School health care? Contracted service?
Road maintenance	1					YES	NO	NO	YES	QUESTIONABLE	private guard rail, asphalt, sign repair/replace
Snow removal	1			Full or partial privatization possible?	(\$166,800)	YES	NO	NO	YES	YES-BOE	single plowing operation, or partially, then fully private. How Trenton?
Registering voters	1	YES			(\$17,420)	YES	NO	NO	NO	NO	part-time regional serving both towns?
Operating public spaces	1	YES			(\$18,560)	YES	NO	YES	NO	NO	??
Ledged Light in High District	1	NO		Currently part of a six town district	(\$110,270)	YES	NO	NO	YES	YES	is there a more efficient system?
Tax assessments	1				(\$124,130)	YES	NO	YES	NO	YES	Season of FY? Make use of FY? Share w/ Trenton?
Tax collection	1				(\$132,920)	YES	NO	YES	YES	YES-REGIONAL	Share with Trenton? N. Stroudtown? (Online, banks)
Building inspections and permits	1	YES		Administer and enforce state building codes	(\$18,560)	YES	NO	YES	YES	YES-REGIONAL	Share with Trenton? N. Stroudtown?
Emergency Planning (i.e., natural disasters)	1				(\$17,420)	YES	NO	NO	YES	YES-REGIONAL	Share with Trenton? N. Stroudtown?
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 sponsorship? Landfill grounds maintenance? W/ Trenton
Animal Control	2			Possible regional opportunity	(\$45,850)	YES	NO	YES	YES	YES-REGIONAL	Joint facility with Trenton?
Maintenance of historic buildings/properties	2			Seamill, North Lector, etc.	(\$118,820)	YES	YES	NO	YES	NO	??
IQM?	2			Meets ISO compliance requirements		YES	NO	NO	YES	YES	Updated platform for both BOE/GS - design
Water service	2			Could be sold to Griston Utilities		YES	NO	NO	YES	YES-REGIONAL, BOE	Convey service and infrastructure to GPU
Street service	2			Could be sold to Griston Utilities		YES	NO	NO	YES	NO	Convey service and infrastructure to GPU
Fire hydrant maintenance	2			Maintained by Griston Utilities		YES	NO	NO	YES	YES-BOE	Contract with GPU to maintain, R&R
Custodial care of public buildings / grounds	2					YES	NO	NO	YES	YES-BOE	Overlay contract for all moving, define asset
Grass cutting of public properties	2			Possible shared service		YES	NO	NO	YES	YES-BOE	Combine G5/BOE for all properties, add street
Maintenance of public buildings	2					YES	NO	NO	YES	YES-BOE	Combine position
Human resources	2	NO		Previously a shared position	(\$126,847)	YES	NO	NO	NO	YES-BOE	Share with Trenton? N. Stroudtown?
Planning	2				(\$74,391)	YES	NO	POSSIBLY	NO	YES-REGIONAL	Share with Trenton? N. Stroudtown?
Enforcement of planning and zoning map	2			CGS 12A, Sec 8-2-B-33		YES	NO	NO	NO	YES-REGIONAL	Share with Trenton? N. Stroudtown?
Violating notices	2				(\$22,702)	NO	YES	YES	NO	YES-REGIONAL, BOE	Share with Trenton? N. Stroudtown?
Purchasing	2					YES	NO	NO	NO	YES-REGIONAL, BOE	Immediate change to shared position with BOE
Probable services	2	YES		Part of 6 regional court 30	(\$5,172)	YES	NO	NO	NO	YES-BOE	??
Garbage / Recycling collection	2			No ability to take trash to dump anymore		YES	YES	NO	NO	YES-BOE	Add roll-off at landfill for recycling only, add commercial collection?
Social services	2			Food pantry / day care / other services in Newark?	(\$228,000)	NO	YES	YES	YES	YES-REGIONAL	??
Waste	2			Possible sharing with other towns? Outsource?	(\$12,000)	YES	NO	NO	NO	YES-REGIONAL, BOE	combine staffing position
Roadside mowing	2			Previously shared?	(\$12,000)	YES	NO	NO	YES	YES-REGIONAL	Contract roadside mowing, self mow
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 can who maintains? Bakers for drivers	(\$12,333)	NO	YES	POSSIBLY	YES	YES-REGIONAL	Schedule trips, use bus for 4-5 users only

Services by Town Clerk	Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY23	Is this a service we need to provide?	Can we do this without gov't providing?	Continue to provide at least level?	Can this be prioritized?	Share regionally? If so?	Does it provide more efficient/effective?
Library programs	2			more services becoming available in online	(\$133,226)	YES	NO	NO	NO	NO	Increase on-line offerings, reducing in-house
Parks and Recreation facilities	2			Two facilities in Town	(\$133,226)	NO	YES	YES	NO	POSSIBLY	Reduce hours of both, sharing staff between towns to close 2nd
Conservation of public lands	2				(\$13,812)	YES	NO	NO	NO	NO	??
Trees removal / pruning	2				(\$12,020)	YES	NO	NO	NO	NO	Get two persons to provide tree care maintenance work
Grass lawn care/mowing	2			Possible sub-contract or share with Trenton, etc.	(\$14,270)	YES	NO	NO	YES	YES-REGIONAL, BOE	When needed, subcontract tree service for work
Overnight of WAWC	2			For items of CT CGS 27a-45	(\$14,270)	YES	NO	NO	NO	POSSIBLY	Contract to do for Trenton? B&B in care and maintenance? P/T WAWC official, share with Trenton?
Senior housing	2			80 beds highway		YES	YES	YES	YES	NO	Could be sub-contract?
Senior Center	2			under construction in 2024?	(\$120,000)	NO	YES	YES	YES	YES-REGIONAL	Share with Trenton? Share space in old school for fee for year?
Street lighting	2	NO	NO	Town budget of \$40,000 over 20 yrs. with LED's		YES	NO	YES	NO	YES-REGIONAL, BOE	LED program to save \$400,000 over 20 years. reduce repairs
Street cleaning	2			Service existing? In snow on main roads town?	(\$10,000)	NO	NO	YES	YES	YES-REGIONAL, BOE	Self-insure? Best keep and contract for snow
Economic development	2				(\$10,000)	NO	YES	YES	YES	NO	Invest in local businesses, create jobs, etc.
Senior programs	2			How well attended? Could Park and Rec sub-contract event?		NO	YES	YES	YES	YES-REGIONAL	Share programs with Trenton, Griston, Seneca
Community oversight	2				(\$10,000)	NO	YES	YES	YES	NO	Many volunteer work on various committees
Providing space for business incubator	2			Are there any sites and just back an Grand Lot?	(\$20,000)	NO	YES	YES	YES	YES	Self facility and re-purpose funds for future capital needs, set for start line program
SEAT public space for business	2			Leads to maintenance in building 31/32	(\$20,000)	NO	YES	NO	NO	NO	Lease a public space in 2nd and just over 2nd priority

Board of Education Services	Rank (1-5)	Mandated?	Shared?	Notes	Cost in FY23	Is this a service we need to provide?	Can we do this without gov't providing?	Continue to provide at least level?	Can this be prioritized?	Share regionally? If so?	Does it provide more efficient/effective?
Transportation	1	YES		CGS 10-220 et	\$1,964,200	YES	NO	NO	CURRENTLY SHARED	NO	Does it provide more efficient/effective? If not, are there other options for bus service?
Mid-level employees (non-MED)	1	YES	NO		\$1,000,000	YES	NO	NO	NO	POSSIBLY	??
SPEO (long position)	1	YES	NO		\$11,312	YES	NO	NO	YES	NO	??
Out of District (Magna Charter)	2	NO	YES	Fully funded by Griston funding	\$10,000	NO	YES	YES	YES	YES	Magna Charter. Share funds and \$111,000 per year for funds
Out of District (Tech support)	1	YES			\$10,000	YES	NO	NO	YES	YES	??
ESOL education	1	YES			\$61,287	NO	YES	YES	NO	CURRENTLY SHARED	Done by Trenton and State ASSE grants
ESOL for certified staff	1	YES			\$90,000	NO	YES	NO	NO	NO	??
ESOL for non-certified staff	1	YES		Elementary, Middle, High	\$1,000,224	YES	NO	NO	NO	NO	Discontinue classes with english and other? ??
ESOL for in-class courses	1	YES		Mandates and/or current manual courses	\$1,000,314	YES	NO	YES	NO	YES	??
ESOL for out-of-class courses	1	YES		Some mandating regarding sharing staff of districts	\$1,000,314	YES	NO	NO	NO	YES	??
ESOL for out-of-class courses	1	NO		CGS 10-150a) Apply of district provides. Minor amount from Food Service Fund	\$14,000	YES	NO	NO	NO	NO	Trace costs are a subset of a budget and maintenance costs for it
Food service	1	NO			\$1,200	NO	YES	NO	NO	CURRENTLY SHARED	??
Purchasing	1	YES	NO	BOE/Procurement	\$6,000	YES	NO	NO	NO	YES-BOE	??
Guidance	1				\$11,287	YES	NO	NO	NO	NO	??
Fiscal control of public funds	1				\$24,852	YES	NO	NO	YES	YES-BOE	??
After school clubs	2				\$88,137	NO	YES	YES	NO	POSSIBLY	Focus on enrichment
Special education	2	YES		Includes signages, vehicle repairs, etc.	\$652,287	YES	NO	NO	NO	POSSIBLY	Focus on enrichment
Non-instructional	2				\$11,139	YES	NO	NO	YES	NO	Corporate sponsorship? Better ability to help maintain
Classroom supplies	2				\$42,208	YES	NO	YES	NO	YES	Align expenses to a shared way to purchase
Submittal of professional services	2	NO		Supplier of professional development services	\$41,800	YES	NO	NO	NO	YES-REGIONAL	Shared position with district town for support?
Building Main Services	2	NO	NO	Could combine with rest of town buildings	\$52,089	YES	NO	NO	NO	YES-BOE	See Line 28 below. Check status, approved fees, raise support for in-house maintenance staff?
Resource Center/History	2				\$11,000	YES	NO	NO	NO	NO	??
Line budget (not budgeted)	2			Fiscal year 2018-2019 budget estimate	\$42,819	NO	YES	NO	YES	NO	Curriculum 2018-2019 budget
Custodial service of school buildings	3	NO			\$1,048,370	YES	NO	NO	YES	YES-TOWN	Includes all custodial labor/expense. 50% priority building work, 50% maintenance of substitute custodian. Supplies including both cleaning and paper supplies. Copy for printing?
Printing	3			Homebased, Mandated MED	\$47,202	YES	NO	NO	YES	NO	??

Other services currently shared:
1. Use of gym and CO conference room by Park and Rec
2. Provide supplies for services which is a shared service
3. Provide payroll services for all town employees
4. Provide technical support for Park and Rec office
5. Share Municipal work with town requests
6. Provide maintenance of park and rec offices.
7. Schools provide a space for morning/after school community dance.

RANKING METRIC
1=for incident safety and health
2=Essence Service Program
3=Normally provided
4=Not to fail
5=Not essential

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
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	2016/2016 Approved	2016/2016 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					

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					

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	2016/2016 Approved	2016/2016 Actual	2016/2017 Approved
Use line items from FY 2016/2017 Budget					