



# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

## Legislation Details (With Text)

<b>File #:</b>	23-1306	<b>Version:</b>	1	<b>Name:</b>	
<b>Type:</b>	Resolution	<b>Status:</b>		Passed	
<b>File created:</b>	3/2/2023	<b>In control:</b>		Town Council	
<b>On agenda:</b>	3/22/2023	<b>Final action:</b>		3/22/2023	
<b>Title:</b>	MOTION to adopt a proposed "Resolution Establishing A Committee to Transform the Budget Process" as contained in the draft dated February 28, 2023.				
<b>Attachments:</b>	1. Resolution Transform Budget Process Cmt--DRAFT-2023-02-28.pdf, 2. Budget Transformation Committee 2016 Reccomendations and Progress-2023-02-23.pdf, 3. Budget Transformation Cmt Final Report-2016-10-16-3-FINAL.pdf				

Date	Ver.	Action By	Action	Result
3/22/2023	1	Town Council	Approved and so declared	Pass
3/8/2023	1	Administration Committee	Recommended for Approval	Pass

### APPOINTMENT

#### Motion/Request:

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

#### Background:

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

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

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

#### Resolution:

DRAFT: 2/28/2023

### RESOLUTION ESTABLISHING A COMMITTEE TO TRANSFORM THE BUDGET PROCESS

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

mandates on cities and towns.

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

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

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

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

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

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

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

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

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

- a) To review the Budget Transformation Committee Final Report dated October 16, 2016 along with the goals and objectives that have been implemented to-date.
- b) To review, research, and determine the following:
  - (1) The services the Town and Board of Education provides to its residents.
  - (2) Whether the services/programs are mandatory relative to the role of local government.
  - (3) How effectively the Town and Board of Education provides its services/programs to its residents.
  - (4) The funding sources(s) that pay for services/programs the community provides to its residents.
  - (5) Review all contracted services.

- c) To review all department operations, all municipal and school buildings and grounds, the purchase of commodities, and the utilization of staffing/cross training in order to promote municipal consolidation efforts and provide recommendations;
- d) To provide guidance and recommendations relative to the negotiation and execution of contracts related to municipal consolidation of departments, services and/or shared services to meet the General Government and Board of Education’s operational and mandated requirements;
- e) To recommend a budget process, format and outline for the General Government and Board of Education to consider for implementation with the development of the Fiscal Year 2024/2025 Budget that would include detail data such as:
  - (1) Projected line item cost estimates for Fiscal Year 2024/2025;
  - (2) Capital Improvement Plan/Initiatives/Funding Sources;
  - (3) Trends in salaries, maintenance and operational costs;
  - (4) Demonstrated efforts for efficiencies and reductions;
  - (5) Plans to address the increase in student population/enrollment and space needs
  - (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.

Adopted by the Ledyard Town Council on: \_\_\_\_\_

\_\_\_\_\_  
Kevin J. Dombrowski, Chairman

**Mayor’s Recommendation:**

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

**Meeting Action Detail:**

**Town Council Meeting 03/22/2023**

File #: [23-1306](#) Version: 1

Type: Resolution

Title:

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

Mover: Ingalls      Seconder: McGrattan

Action: Approved

Minute Note:

Moved by Councilor Ingalls seconded by Councilor McGrattan

Discussion: Councilor Ingalls stated in 2016 the Town Council established its first Committee to Transform the Budget Process, noting that they submitted their final Report on October 16, 2016 which included a number of recommendations and goals on how the town could conduct business better and more efficiently. She stated over the past seven years the town has implemented/and or considered many of their recommendations, noting that the Mayor provided a List of the things that have been accomplished, and the things that were probably not viable. She stated because so much has changed over the last seven years that it was thought that it was time to once again conduct another review of the town’s budget process and the role of local government. She stated the Committee would be made up of the Town Council Chairman, Finance Committee Chairman, one additional member of the Town Council, two Members from the Board of Education, and four members from the Community-at-Large, along with the Mayor and Superintendent of Schools or their designee serving as ex-officio members.

Mayor Allyn, III stated although the title of Committee may be misleading, that their work could encompass a lot of different aspects involving the way the town conducted business and provided services to its residents. He stated as Councilor Ingalls mentioned the last Committee submitted its final Report on October 16, 2016 and that the town has accomplished many of the recommendations; however, he stated that there was always room to try to identify more potential efficiencies. He stated that he was looking forward to the work of this Committee.

Chairman Dombrowski stated in 2016 there was a lot of uncertainty regarding the State Budget and funding to Municipalities, which led to why they established the Committee to Transform the Budget Process. He stated the 2016 Committee made a number of suggestions to off-set reductions in State funding should they occur. He went on to state although the title of the Committee was based on the work they did in 2016 that they were asking this Committee to look at what Ledyard could do to gain more efficiencies within our own budget, noting the uncertainty of the current inflationary environment.

VOTE:7 - 0 Approved and so declared

Action: Approved

**Administration Committee Meeting 03/08/2023**

File #: [23-1306](#) Version: 1

Type: Resolution

Title:

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

Mover: McGrattan                      [Secunder: Ingalls](#)

Action: Recommend to Approve

Minute Note:

Moved by Councilor McGrattan, seconded by Councilor Ingalls

Discussion: Councilor McGrattan noted when the proposed “*Resolution Establishing A Committee to Transform the Budget Process*” was being drafted that she suggested the Committee review the prior Committee’s Final Report dated October 16, 2016 and look at the goals and objectives that have been accomplished to date. She stated language was included in paragraph (a) under the section that outlined the work that the Committee was authorized to do.

Councilor Ingalls stated that she serviced on the 2016 *Committee to Transform the Budget Process* as the Board of Education’s Representative. She noted that Mayor Allyn, III, sent the Town Council a list of the 2016 Recommendations that the Town has implemented to date.

Councilor Ingalls continued by reviewing the list of members that the Resolution called for and she suggested in appointing the four members from the Community-at-Large that they be mindful to select residents that well represented the community.

VOTE:            2 - 0 Approved and so declared

Action: Recommend to Approve