TOWN OF LEDYARD
CONNECTICUT

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

Chairman Kevin J. Dombrowski

March 23, 2023

Chairman Anthony Favry
Ledyard Board of Education
Blonders Boulevard
Ledyard, Connecticut 06339

Dear Chairman Favry:

With the current inflationary environment and projected level funding from the State the town's ability to maintain the services our residents have become accustom too has become more challenging each year. As you are aware increased costs in heating fuel, gasoline, electricity along with many other expenses have impacted the town's operational costs, and its ability to conduct business.

The last Committee to Transform the Budget Process submitted its final report to the Town Council on October 16, 2016. During the past seven years many of their recommendations and goals have been implemented/and or considered. Therefore, the Town Council felt that it was time to once again conduct another review of the town's budget process and the role of local government.

At our March 22, 2023 meeting the Town Council adopted a *Resolution Establishing* a *Committee to Transform the Budget Process"*. The Committee is comprised of nine members which includes two members from the Board of Education along with a Board of Education ex-officio member. (see attached).

The Town Council would like to appoint members to the Committee to Transform the Budget Process as soon as possible and requests that you provide the names of two Board of Education Members (one from each party to meet minority representation) to the Town Council Office.

Your prompt attention and assistance would be appreciated as we work together to examine Ledyard's spending trends and to seek alternative budgeting methods to address the burden that is being placed on municipal budgets and its taxpayers.

Should you have any questions regarding this initiative please feel free to contact me at at (860) 383-6463or e-mail council@ledyardct.org.

Sincerely,

Kevin J. Dombrowski
Chairman

cc: Mayor Allyn
Superintendent Hartling

KJD/rm

Res: 002-2023/Mar 22

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 September October 27, 2023 for consideration for the fiscal year budget preparation.

Adopted by the Ledyard Town Council on: March 22, 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.

2023: 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.