

**Town of Newtown Legislative Council Special Meeting**  
**Wednesday, May 3, 2012**  
**3 Primrose Street, Newtown, CT**

**PRESENT:** Jeff Capeci, Mary Ann Jacob, George Ferguson, Joseph Girgasky, Paul Lundquist, Daniel Honan, Kathy Fetchick, Dan Wiedemann, Dan Amaral, Mitch Bolinsky, Phillip Carroll   **ABSENT:** Bob Merola

**ALSO PRESENT:** First Selectman Pat Llodra, Finance Director Bob Tait, Selectman James Gaston, BOF Chairman John Kortze, BOF members Harry Waterbury, Carol Walsh, James Gaston Jr., Schools Superintendent Janet Robinson, Schools Business Manager Ron Bienkowski, two reps of Blum Shapiro, four members of public, two members of press

Chairman Capeci called the meeting to order at 7:30 p.m. with the Pledge of Allegiance.

**VOTER COMMENT:** None noted at this time.

**COMMUNICATIONS:** Chairman Capeci read an e-mail received from Dr. Robinson (attached) advising that she had been out of town on professional business at the time of the last Council meeting and feels that comments made by Council members at that meeting were inappropriate. Mr. Capeci stated that there was a lot of concern and emotion about the way the budget process went this year, but he assured that it will not happen in the future. However, before making a commitment to be elsewhere, Dr. Robinson should have known the date of the budget referendum and the fact that the Council would meet immediately if it was defeated. Regarding her remark that the trust is broken and we need a new administration, Ms. Jacob does not believe she said anything inappropriate, as she is entitled to an opinion as a Council member and as a taxpayer. She stands by her comments.

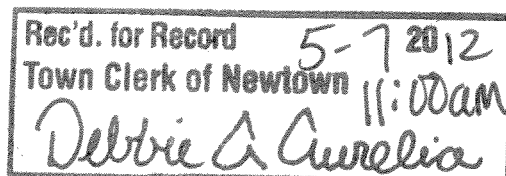
**COMMITTEE REPORTS:** Ordinance – Ms. Jacob reported that a meeting was held earlier tonight and it was agreed to recommend a public hearing on the Code Ordinance to the full Council at the next meeting.

**FIRST SELECTMAN REPORT:** Ms. Llodra reported that there will be a budget forum held next Monday, 5/7/12, from 6:30 pm to 7:30 pm (at which time, the regular Board of Selectmen will begin). The forum will be recorded for those who cannot attend.

The Animal Control Facility is on track and should open the end of June.

The Oakview ballfield is finished but must lay fallow for one year so it will not be available for use until then.

Hook & Ladder and Dan Amaral have come to an agreement for purchase of land on South Main Street for a new facility.



**From:** Janet Robinson <robinsonj@newtown.k12.ct.us>;

**To:** Jeff <jeff@thecapecis.com>;

**Subject:** legislative council comments

**Sent:** Wed, May 2, 2012 9:38:49 PM

Jeff,

Last week I was out of town from Wednesday through Friday for a seminar at Harvard to which I made a commitment 6 months ago. The preceding Tuesday night I was informed of your LC meeting, but I already had the commitment.

As I was out of town on professional business, I feel the comments made by a member of your Council were highly inappropriate, especially since you are aware of how diligent I have been to attend town meetings related to education. I feel that you as chair should have intervened at that time and stopped that inappropriate conversation. Then Mary Ann Jacobs became even more inappropriate by calling for me to step down. That is not the role of a LC member. Can you imagine the furor if the Board of Education called for a town employee to step down?! The First Selectman and I have devoted many hours and conversation to working collaboratively, but these remarks with no intervention to stop them indicate that the Legislative Council is not at a point of working collaboratively. This negativism is detrimental to this town moving forward and certainly is a roadblock to further willing collaboration.

I would expect that a responsible council member would reflect on their transgression and apologize.

Thank you,

Janet Robinson

## NEW BUSINESS

### **Newtown Operations and Feasibility Study Presentation by Blum Shapiro**

Two representatives from Blum Shapiro gave a presentation on the results of the study (attached). There was some concern about the organizational chart for a shared services mode, which appears to have the Chief Financial Officer subordinate to the Schools Business Director. It was assured that the chart does not represent hierarchy in any way. This was just an attempt to get it all on one page.

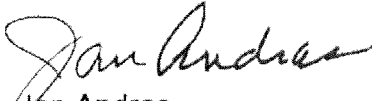
### **Transfer of Uncollectible Motor Vehicle, Personal Property and Real Property Accounts**

Ms. Jacob moved to transfer 586 Uncollectible Tax Accounts, in the amount of \$115,151.26 to the Suspense List, as requested by the Tax Collector on 4/25/12.  
Motion seconded and unanimously carried.

**VOTER COMMENTS:** None noted.

**APPROVAL OF MINUTES:** Ms. Jacob moved to approve the minutes of the 4/4/12 regular meeting and the 4/25/12 special meeting. Motion seconded. Mr. Lundquist asked for a clarification of his comments at the 4/25/12 meeting to stress that he did not agree there was a clear voter sentiment that cuts be made only to the education side of the budget. Minutes approved as amended.

Having no further business, the meeting adjourned at 9:05 p.m.

  
Jan Andras  
Clerk

attachments:  
J. Robinson e-mail  
Blum Shapiro Powerpoint presentation

*These are draft minutes and as such are subject to correction by the Legislative Council at the next regular meeting. All corrections will be determined in minutes of the meeting at which they were corrected.*

Presentation For:

The Town and School District of Newtown

**Municipal and School District Operations Feasibility Study**

*May 2, 2012*

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# AGENDA

- I. Project Overview
- II. Key Findings
- III. Recommendations
- IV. Implementation

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# I. PROJECT OVERVIEW

- A. Project goals and objectives:
  - 1. Analyze existing operations for selected areas of the Town and School District
    - a) Finance, Human Resources, Information Technology, Building Management
  - 2. Evaluate current positions, roles and responsibilities
  - 3. Evaluate how departments interact internally and externally
  - 4. Develop an operational framework for both the Town and School District
  - 5. Develop an implementation plan for recommendations
  - 6. Document workflows (“as-is”) and design streamlined process maps (“to-be”)
- B. The BlumShapiro Project Team interviewed personnel from the selected Town and School District departments/functional areas:
  - 1. At total of 29 (twenty-nine) individuals were interviewed
  - 2. Town Manager and Superintendent
  - 3. Town/BOE Finance, Human Resources, IT, Building Management
  - 4. Selected members of the elected boards : Board of Education, Board of Finance, Legislative Council

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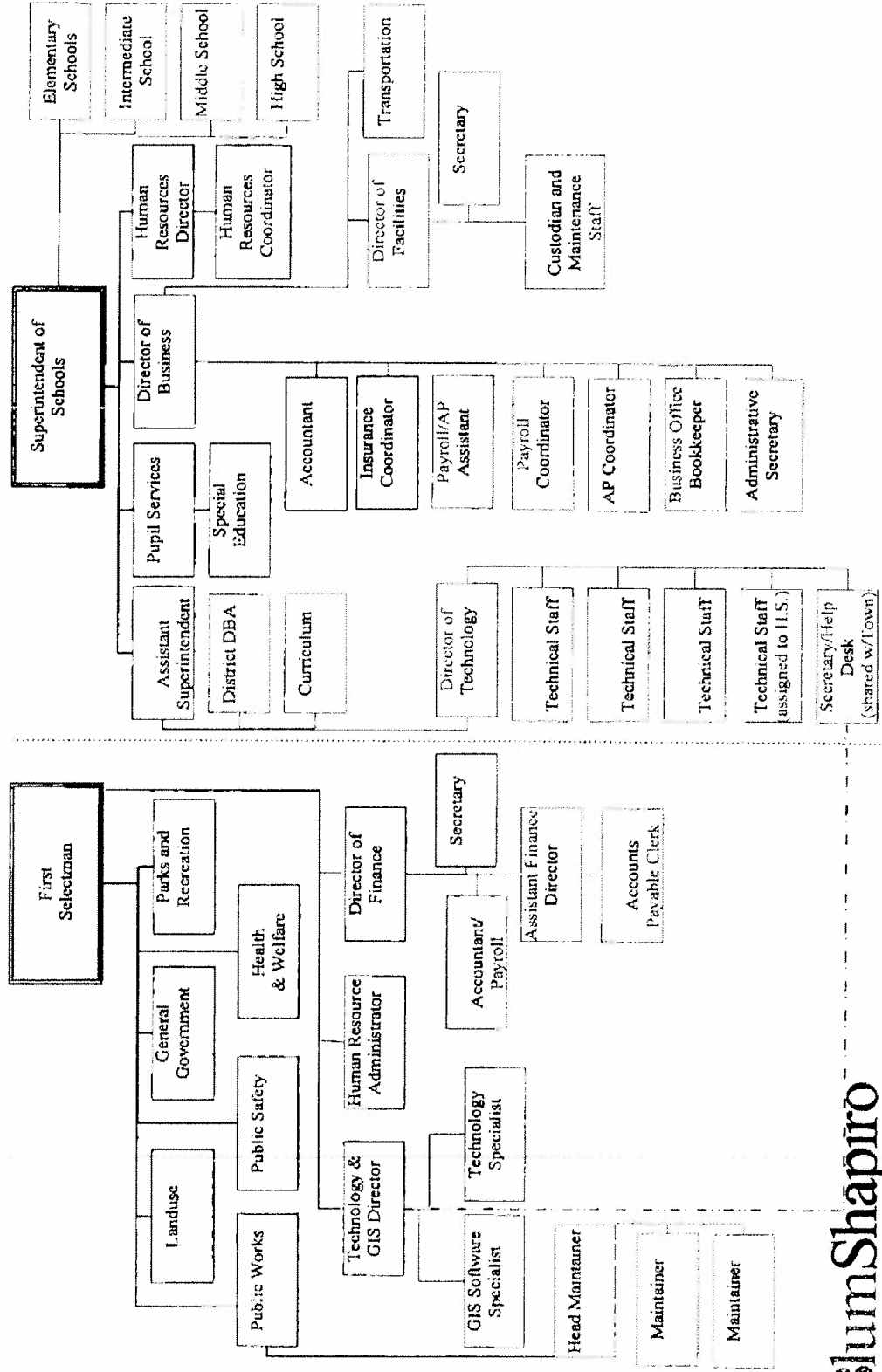
## II. KEY FINDINGS

- A. Financial and Human Resources Operations
  - 1. Town and School District have separate financial management and payroll systems
    - a) Town-MUNIS, ADP (Payroll) and the School District-SunGard Phoenix System
    - b) Inhibits ability to share services and/or information; causes inefficiencies and duplication of work
  - 2. The Town's payroll system is not integrated with the general ledger system
  - 3. Neither the Town or School District are using their systems to the fullest capabilities
    - a) Separate financial systems between the Town and School District inherently creates inefficiencies
    - b) Town - requires manual interface to G/L; limited ability to create what-if scenarios
    - c) School – Has integrated modules but maintains duplicate information
- B. Information Technology Operations
  - 1. Currently sharing resources informally
- C. Facilities and Maintenance
  - 1. Town's Building Maintenance and School District collaborate on a limited, informal basis

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# II. FINDINGS-ORGANIZATIONAL CHART-CURRENT



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### III. RECOMMENDATIONS

- A. Implement a Shared Services Model for the Town and School District
  - 1. Use a transitional approach to phase into a new organizational structure
  - 2. Utilize current employees in new structure
    - a) Provides institutional knowledge of both organizations
    - b) Provides stabilization
    - c) Enables existing employees ability to ensure new organization is a good fit
  - 3. As employees leave/retire roles may need to be realigned
- B. Phase 1 –Merge Human Resources and Payroll personnel
  - 1. Formally combine the Town and School District’s Human Resource and Payroll personnel with the Town’s operations
  - 2. Bring the Town’s payroll processing in-house and utilize a single HR/Payroll solution
  - 3. Create standard operating procedures (SOP) that address how the HR and Payroll Departments will support and provide services to the Town and School District personnel
- C. Phase 2 -Facilities and Maintenance
  - 1. Merge the Town Maintainers with the School District’s Facilities and Maintenance Department
  - 2. Develop SOP and services support agreement between the Town and School District
  - 3. Continue to leverage joint purchasing opportunities between the Town and School District

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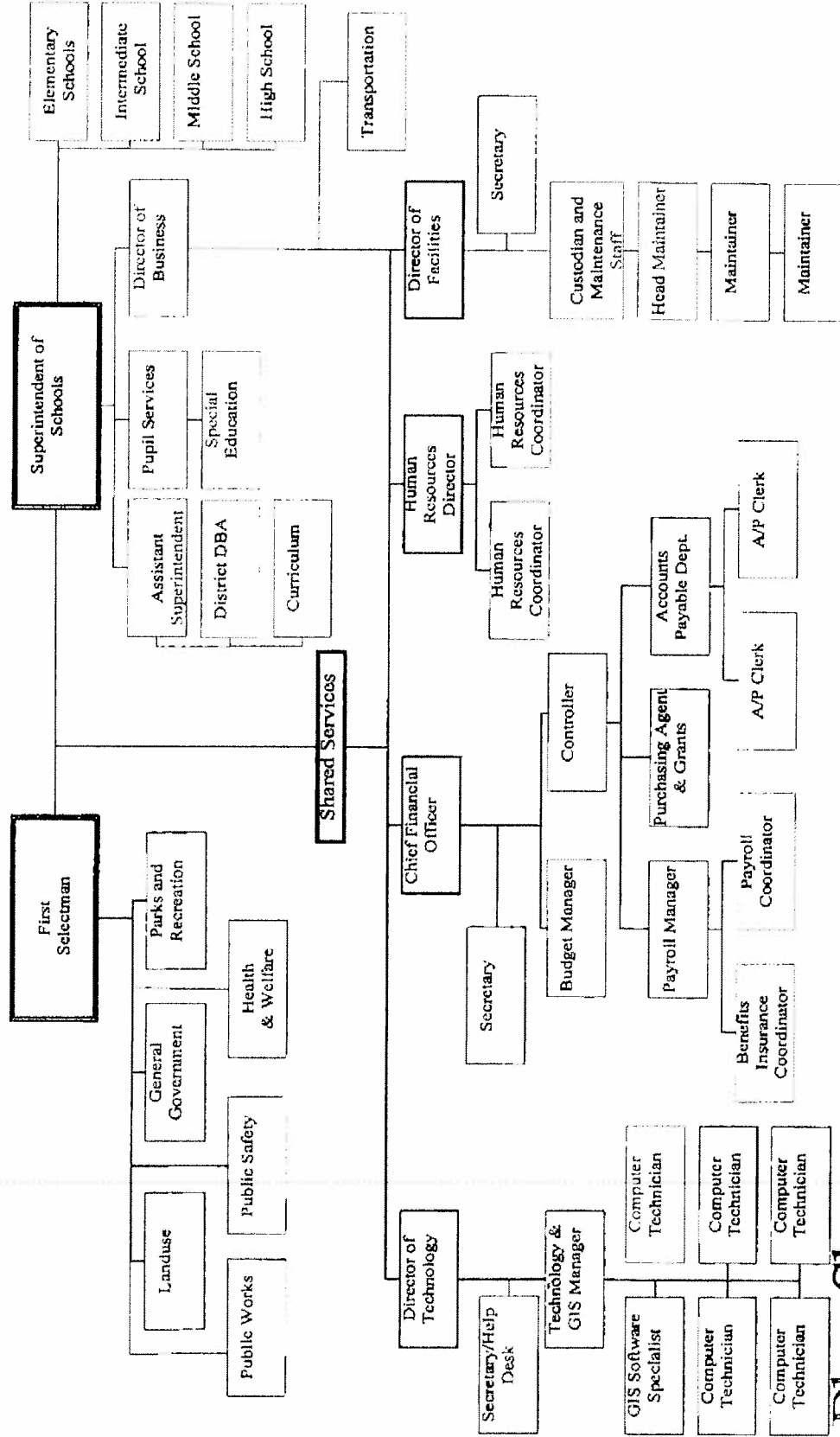
### III. RECOMMENDATIONS

- D. Phase 3 – Merge the Town’s Information Technology with the School District
  - 1. Formally combine the Town and School District’s IT Departments into a single shared department
  - 2. Create standard operating procedures that address how the department will support and provide services to the Town and School District
  - 3. Create an Information Technology joint committee to oversee the new department
  - 4. Develop fair and equitable cost-sharing for the new IT department
  - 5. Obtain better economies of scale for technology purchases
- E. Phase 4 –Merge School District’s and Town’s Accounting Operations
  - 1. Implement a single, integrated financial management system for the Town and School District
    - a) Perform a formalized software selection process
  - 2. Create standard policies, procedures and protocols that address how the Accounting Department will support and provide services to the Town and School District employees
  - 3. Merge the School District’s Accounting Operations with the Town, creating a centralized operation
    - a) Potential cost savings over 5 years \$400K to \$500K

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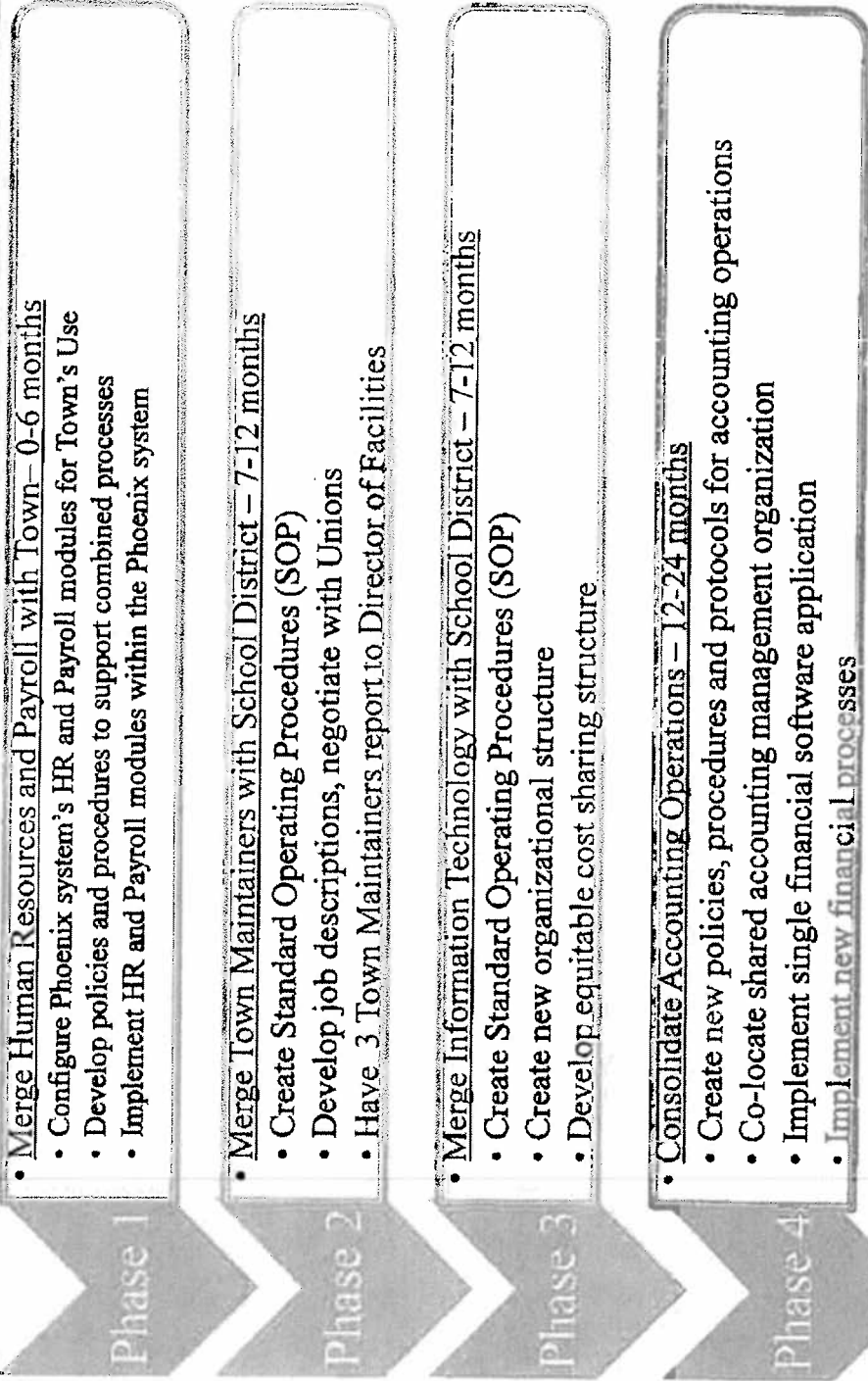
# III. RECOMMENDATIONS ORGANIZATIONAL CHART- SHARED SERVICES MODEL



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## IV. IMPLEMENTATION PLAN



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# QUESTIONS



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