

Ron Bienkowski
Chris Eide
George Ferguson
James Ritchie
Robert Tait
Dan Wiedemann



TOWN OF NEWTOWN

SHARED SERVICES COMMITTEE

The Legislative Shared Services Ad Hoc Committee held a regular meeting on Tuesday, February 11, 2016 at 7:30 P.M., in Meeting Room One in the Newtown Municipal Center, 3 Primrose Street, Newtown, CT.

PRESENT: Ron Bienkowski, Chris Eide, George Ferguson, James Ritchie, Robert Tait, Dan Wiedemann

ALSO PRESENT: MaryAnn Jacob, Pat Llodra

CALL TO ORDER: Mr. Wiedemann called the meeting to order with the Pledge of Allegiance at 7:30pm.

VOTER COMMENT: None

MINUTES: MR. FERGUSON MOTIONED TO APPROVE THE MINUTES OF THE REGULAR MEETING OF JANUARY 26, 2016. SECOND BY MR. RITCHIE. ALL IN FAVOR.

COMMUNICATIONS: Mr. Wiedemann received an email from Dr. Erardi asking the committee to get together with department heads from both the town and Board of Ed. He received an email from Paul Lundquist regarding the previous Ad Hoc Facilities Committee (on shared services) along with the final report from 2009. *(Attached)*

COMMITTEE REPORTS

BLUM/SHAPIRO and CASBO REPORTS: Mr. Wiedemann shared his and Mr. Ferguson's thoughts and questions after reviewing the reports. *(Attached)*

Mr. Wiedemann asked why more of the recommended changes were not accomplished.

Mr. Tait stated change agents are needed and commitment from both sides. Changing the accounting system and payroll for the town was a big task.

Mr. Bienkowski stated the report fell short in areas. There was no plan regarding location if departments were to merge, based on the current building set-up. There was internal disagreement with the way Blum/Shapiro went about the report. The report recommended one chief financial officer; he questioned how the person would attend all Board and negotiation meetings. Blum/Shapiro also recommended eliminating several positions and hiring a few managers.

Mr. Wiedemann stated the lack of a leader with the Blum Shapiro plan was an issue. Dr. Erardi and Mrs. Llodra will need to assign a lead person to oversee changes.

Rec'd. for Record 2-16 2016
Town Clerk of Newtown 12:02pm
Debbie Aurelie Halstead

Mr. Bienkowski noted you don't want to diminish services; you hopefully improve them. They must be sure in having a leaner staff all work can still be accomplished. For example, he and his staff spend an inordinate amount of time gathering information to answer questions from various boards. They could be far more efficient if they didn't have to produce the information.

Mr. Tait explained the town payroll is now on the same system and the Board of Ed, but there are two data bases. Nothing is combined.

Mr. Bienkowski stated the Board of Ed and the town are 2 employers with different ID numbers, which is a complication.

Mr. Wiedemann stated his company owns 20 companies with 20 payrolls and it is done by one person.

Mr. Ritchie stated there are towns that combine school and town payrolls.

Mr. Tait stated we could have one ID number.

Ms. Jacob stated we need to be looking how can we achieve our goals rather than why it cannot be done.

Reviewing the recommendations on pages 18 & 19, having the town and Board of Ed on the same software and discontinuing ADP were the only recommendations accomplished.

Mr. Bienkowski and Mr. Tait will provide organizational charts of operations to the committee.

Mr. Wiedemann confirmed of the items in the Action Plan Schedule (page 36); the town moving to Phoenix was the only item accomplished.

There was discussion on the CASBO report. *(Attached)* School buildings are maintained by the District. Exteriors to the buildings, i.e. lawns and parking lots, are maintained by Parks & Rec or Public Works, the costs are part of the town budget. Fields are maintained by Parks & Rec. Currently energy/fuel bids are sometimes done jointly. Occasionally it is more cost effective to do the bids separately. Mr. Bienkowski noted he does not believe it is necessary to have a consultant for purchasing energy. Energy contracts are another item a purchasing agent would handle. There is no credit for the solar we use; it is a contract for a set price.

Mr. Wiedemann shared thoughts for consolidation based on the reports. Information still needs to be gathered regarding operations today. Mrs. Llodra stated it is worth looking for economies or efficiencies to be gained by combining responsibilities for public works and school maintenance. Can they be collapsed into one function/department? For example, while the district has highly skilled maintenance people, the town does not. The town has some contracted services such as custodial. Mr. Wiedemann suggested creating a motor pool. More information needs to be gathered on how town and district vehicles are managed.

Mrs. Llodra stated that Highway and Parks & Rec Departments are separate skill sets and responsibilities. She does not believe they should be combined. The personnel in both departments are required to have CDL's and be able to plow snow so it does not have to be contracted out.

Mrs. Llodra explained about 10 year ago there was one Tech person who worked mainly for the district. As the town technology increased, the role was divided. The IT work for the schools and town are very different. They are together in one office for collaboration.

Mr. Ritchie shared his experience with shared services as a superintendent of schools in Plainville. *(Attached)*

NEXT MEETING:

- Mr. Tait and Mr. Bienkowski will email the position flow charts with descriptions.
- They will present their ideas shared services at the February 23rd meeting.
- Mrs. Llodra and Dr. Erardi will decide on personnel to collaborate and talk to the committee.
- Mr. Tait will contact CCM regarding reports on shared services.

MR. WIEDEMANN MOTIONED TO APPROVE MR. RITCHIE DRAFTING AND SENDING A LETTER TO TOWN AND BOARD OF ED DEPARTMENT LEADERS REGARDING MEETING WITH EACH OTHER TO CONTINUE THE CONVERSATION AROUND JOINT SERVICES. SECOND BY MR. FERGUSON. ALL IN FAVOR.

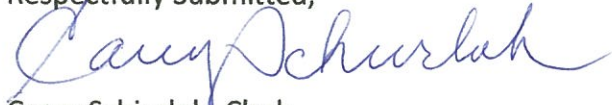
- Letter will be sent to Mrs. Llodra and Dr. Erardi for distribution to appropriate personnel.

VOTER COMMENT: None

ANNOUNCEMENTS: Meeting dates - February 23, March 8 and March 22.

ADJOURNMENT: There being no further business, the meeting was adjourned at 9:55pm.

Respectfully Submitted,



Carey Schierloh, Clerk

Attachments: Comments on Blum Shapiro and CASBO reports, Mr. Ritchie's comments on shared services, LC Ad Hoc Facilities Committee Report

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

Blum Shapiro

Our charge is but not limited to, to develop a proposal for combining town and education operational functions that serves Newtown. Part of that charge is to figure out how. It is not our responsibility to figure out who goes where only to figure out what is needed to accomplish the same duties.

Dan and George reviewed the report independently, shared notes, met by phone and in person on 2/5/11 and have concluded and agree that the report was well done and gave an excellent roadmap for sharing services in Newtown.

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Given the relatively high levels of Trust at the start of this project it is surprising more was not accomplished.

Pg. 17

Clearly we have duplicate departments and or efforts in place for Finance, Human Resources, MIS, Facilities - Building Maintenance & Grounds Maintenance, as well as Public Safety. In some cases multiple departments from BOS and BOE ... such as Public Works, Parks and Rec and BOE Facilities work collaboratively.

Pg. 18 & 19

What has been done?

Pg. 21 #3 Purchasing Agent

We should address the recommendation of merging departments before moving to add personnel. Also addressed on pg 29 Sec III K. i.

Pg. 22 MIS - one department more integration

Pg. 26 What has been done?

Should the Town and BOE have 2 different work order systems? Could BOE benefit from Towns work order system?

Pg 29 Grants

Grants are being pursued by both the BOS and BOE and by the Town, can they be done by one party for both?

Pg 30 III. 5. a. Instead the Town moved its financial operations to Phoenix. How is that working?

III. 5. b. Observed lack of Trust between BOE and the BOF and LC was focused on some key factors. These Boards were not part of the actual implementation process or at least I don't recall the LC being involved other than receiving periodic updates.

Pg. 32 Discuss chart

Pg. 36 Phase I Need update. Believe largely completed.

Phase II Need update. Do not believe this effort was implemented. As proposed it appeared that the Director of Facilities was proposed to be under the Business Director and would encompass oversight of all Town owned buildings

Phase III. Don't think implemented. Personnel have changed.

Phase IV.

Don't think we moved on new Financial Software evaluation effort. Still on Phoenix?

Need an update recognizing that there have been a lots of other priorities that have had to be addressed in the past few years.

Pg. 38 & 39 Do we know what we have realized thus far?

CASBO

Questions:

Who maintains exterior? Charge back?
Do we subcontract out?

Who maintains interior? Charge back?

Ball fields?
Park & Rec

Who bids energy/fuel for each side?

Oil/Gas (heating)

Electric

Gas/Diesel

Solar - who gets credit?

Cafeteria

Outsourced?
How often is it bid?

Staff also?

THOUGHTS FOR CONSOLIDATION

1. Full merger of Finance / Accounting

- A) 1 CFO/Treasurer 1 Asst. Director each Town and BOE
- B) 1 AP Town 1 AP BOE
- C) 1 HR for both
- D) 1 Insurance coordinator for both
- E) 2 accountants 1 each
- F) 1 secretary
- G) Payroll 2

12 FTE vs 13 currently

2. Public Works - 1 director

- A) Director of Facilities should report to PW and also be responsible for town buildings
- B) Director of Facilities (Buildings) should be dual report to BOE / BOS ... Superintendent / First Selectman
- C) Director of Grounds should be dual report to BOS / BOE First Selectman / Superintendent. (Roads, Drainage, Parking Lots, Parks, Sewer and Water.)

3. New Motor Pool

- A) All vehicles and equipment for ALL departments should be consolidated
 - 1. By consolidating we may be better able to control mileage on vehicles
 - 2. Better maintenance schedules
 - 3. Better tracking on usage. Who takes vehicles home?
 - 4. Cross usage. If we have a truck available for another department

4. Parks and Rec

- 1. Should their maintenance be part of Public Works?

5. Technology

1. 1 Director of MIS for both
 2. 1 Assistant Director each
 3. 4 Techs
- 7 FTE vs 8 currently

Comments re Shared Services

Jim Ritchie

I began my service as Plainville's Superintendent of Schools in June 1984 and continued in that capacity through July 1997. I arrived to discover that Shared Services was already informally in place. The Town was responsible for grounds maintenance, plowing the school's parking lots and minor exterior site work. The Board made school facilities available to the town: park & rec programs; swimming pool; school gymnasiums; ball fields. There was no formal agreement/policy in place and the success or lack of success was dependent primarily on the folks doing the work; i.e. the respective employees of the Board and the Town. There was no sharing of financial, payroll or purchasing operations. Two things happened that first summer that had an impact on the shared services idea. First, during that first summer, while touring the high school and upon entering the swimming pool area I observed that there was a Park & Recreation summer swimming program taking place. I also noticed that a small section of the pool ceiling had fallen down and was littering the deck of the pool. Further, I noticed that the ceiling material contained friable asbestos material. Needless to say that when I ordered everyone out and closed the pool all hell broke loose. My decision was challenged by members of the Council- Some Council members thought the decision to close the pool to Park & Rec. was theirs to make- and caused a few Board members-who thought the decision was theirs to make- some concern. The Town Council and Board of Education were forced to look at the way shared services were being provided as well as to clarifying lines of authority. This event led to discussions at the political level around the shared services issue; but in the end it was pretty much left up to the Town Manager (TM) and Superintendent to work things out. Second, the Town Council hired a new Town Manager. Given that we were both new to Plainville we found it fairly easy to establish a relationship based upon respect. Over time that respect turned to trust and we started to combine ideas and services that we believed to be in the best interest to the town. For example: Initially the Superintendent and TM presented the School and Municipal annual budget proposals separately. The TM and Superintendent agreed to present the budgets to the community together. The Superintendent and TM developed capital plans and scheduled capital projects so as to even out debt service. During the building of a new school the TM requested that the project include a very big mowing machine to be used in ground maintenance. I agreed and the machine was purchased with a 70% savings (due to grant reimbursement for FF&E). Everything that we did was blessed by the Board and the Council but was carried out at the staff level. There was great respect and trust across school/town lines by folks at the staff level. This is not to say that everything was hunky-dory. On any number of occasions I had to speak with the TM about the condition of the fields or the lack of timely snow plowing or the mess left by his staff in the building. Similarly he

would intercede on behalf of his staff when our people were not as cooperative as they should be. At the political level, not so much evidence of cooperation; especially when it came to budgets, purchasing, payroll, etc.

In recent years much has changed. The TM left to become TM in Portsmouth NH. I retired and my successor did not get along with the new TM and was not trusted by the Community, TM or Town Council. The lack of trust and respect, already at low ebb, between the Board and the Council deteriorated. The superintendent was fired after three years on the job and a new superintendent (KB) was elected. During my time as superintendent KB was my second in command. KB and the new TM did not get along and KB resisted any effort to share business operations with the Town. After about six years KB retired and a new Superintendent elected. At the same time the Republicans took control of the Board and the Council. The new superintendent was a bit more amenable to sharing business operations. At this point it was agreed that the Town and Board would secure the consulting services of Blum Shapiro to review current operations and suggest modifications to increase efficiencies and save money. The focus of the work was in the financial and technology areas. That report was accepted in 2012. The result has been a sharing of space with Board offices moving into the Municipal Center and some sharing of payroll and technology services. Slowly but surely Shared Services is becoming more of a reality in Plainville.

Four very important points can be made by Plainville's experience and by the comments of Blum Shapiro in the Newtown and Plainville reports. First, most of the actual work of shared services is carried out at the staff level. Absent a significant level of trust between municipal and school staff and absent leadership that encourages staff to work and plan collaboratively there is no viable shared service program. What is likely to develop is a leadership vacuum, tension and low morale at the staff level. Second, shared services are best achieved by *chunking*. That is by picking one or two areas with potential for collaboration, carefully considering the implications of sharing and collaboratively planning implementation and follow up. Third, leadership must continuously evaluate the impact of sharing and should provide training for staff. Leadership at the Town and School levels should share responsibility for encouraging staff to development and implement planning and implementation of shared services where it makes sense and not push the sharing of services detrimental to operations from the staff perspective. Forth, timing is crucial. Two examples illustrate this point: Plainville was able to combine Town and School payroll responsibilities over time and completed the transition to one position upon retirement of the town payroll clerk. The Weston School Board is filling a vacancy at the assistant superintendent level by employing a Technology Director at the Assistant Superintendent level to handle both Town and School technology.

Over time I have learned a few things about strategic thinking as it relates to Shared Services:

- There are hidden implications of complexity and ambiguity that need to be ferreted out
- Problems abound when organizations fail to accurately identify and articulate the problems that they are attempting to solve
- Organizations that do not think strategically or that operate in silo's are less likely to develop efficiencies
- The importance of understanding an organization's value chain in developing effective strategies
- Moving from a strategic mindset to organizational innovation, alignment and strategy execution is difficult
- Overcoming resistance to change is anything but easy
- Establishing well defined lines of accountability and authority is crucial

Finally, I am impressed by the work of the 2009 ad hoc committee co-chaired by Pat Llodra and Paul Lundquist. Their report contains any number of recommendations which if implemented could result in efficiencies and savings.

Respectfully submitted,

Jim Ritchie

2/11/16

Legislative Council Ad Hoc Facilities Committee

Interim Report

November 18, 2009

Submitted by:

- Pat Llodra – co-chair (Legislative Council)
- Paul Lundquist – co-chair (Legislative Council)
- Dan Amaral (Legislative Council)
- Jan Brookes (Legislative Council)
- Jim Gaston (Board of Finance representative)
- LeReine Frampton (public guest member)
- Robert Merola (public guest member)

INTRODUCTION

The Legislative Council's Ad Hoc Facilities Committee was created in February, 2009, to address councilman, Dan Amaral's, concerns about the lack of efficiency and supervision in Town and Board of Education maintenance departments.

The committee is comprised of four Legislative Council members, one representative from the Board of Finance and two guest members from the broader community:

- Pat Llodra – co-chair (Legislative Council)
- Paul Lundquist – co-chair (Legislative Council)
- Dan Amaral (Legislative Council)
- Jan Brookes (Legislative Council)
- Jim Gaston (Board of Finance representative)
- LeReine Frampton
- Robert Merola

The committee met 16 times between March 4 and November 16, 2009, and produced more than 60 pages of minutes. Participants in the sub-committee's detailed interviews include the following individuals:

- Newtown's Finance Director, Robert Tait
- Interim School District Director of Business, Diane Raymo
- Newtown Schools Director of Facilities, Gino Faiella
- Superintendent of Newtown Schools, Janet Robinson
- Board of Education Chairperson, Elaine McClure
- Parks and Recreation Director, Amy Mangold
- Parks Director, Carl Samuelson
- Chairman of the Parks and Recreation Commission, Ed Marks
- Public Works Director, Fred Hurley
- Information Technology Director, Scott Sharlow
- Technology Specialist, Technology and GIS Department, Dennis Lawler
- Fairfield Hills Authority Chairman, Robert Geckle
- President of DeMarco Management Corporation, Maria DeMarco
- Edmond Town Hall Board of Managers Chair, Sandy Motyka
- Edmond Town Hall Board of Managers member, James Juliano

We would like to offer our sincere thanks and appreciation to all who were interviewed, members of the public who attended committee meetings, and to each of the committee members for their participation in this process.

Note:

Questions raised in earlier interviews led to the investigation of several new areas of inquiry that the committee hadn't originally considered. For that reason, the committee's work isn't completed. Its recommendations, while clear and actionable, may in some noted case require further investigation.

THE COMMITTEE'S GUIDING QUESTION

The committee began by investigating whether the creation of a single, merged maintenance department responsible for all town and school facilities would result in greater cost savings and efficiencies. The committee's research revealed an extensive culture of collaboration among town and BOE maintenance departments.

Current Status

The committee's interview with Gino Faiella, Newtown Schools Director of Facilities (BOE), uncovered a culture of integration and sharing of equipment and manpower that was supported in later interviews with Carl Samuelson, Director of Parks (Parks and Rec); Fred Hurley, Public Works Director (PWD); and Scott Sharlow, Information Technology (IT) Director.

The BOE Maintenance Department employs licensed plumbers, electricians, HVAC specialists, and carpenters, and loans them on an as-needed basis to Parks and Rec and the PWD. Similarly, Parks and Rec and the PWD own equipment and personnel can contribute to the completion of projects across any of the three departments. There is little redundancy in equipment or specialized personnel across the three groups. There is an on-going dialogue among maintenance supervisors, and each is aware of other departments' projects and equipment. A department head typically initiates the collaboration by requesting equipment or manpower to complete a project. Typically, this type of collaboration is done routinely, and is only impractical when projects are too large, or in the case of some emergencies (in cases where staff/resources cannot be reallocated for long enough periods or cases when given extremely short notice).

In essence, there already is an informal integration of resources across town and school facilities; a consistent and nearly seamless integration of skill sets, equipment and manpower. They operate as individual departments, each with their own centralized priorities, but also with consideration of broad-based town needs. Importantly, this arrangement is not simply quid pro quo, or an exchange of favors. Department heads genuinely feel they are "all in it together", and plan well - often far in advance - for coordinated collaborative efforts.

Evidence of the culture of collaboration is anecdotal, yet extensive. The projects detailed below are by no means a complete list, but are all recent examples of the ongoing collaboration between Parks and Rec, Public Works and BoE. Calculation of savings to the town on some of these projects would likely be difficult to account for under the current system of tracking, but it's a reasonable assumption that the town is benefitting from the cost savings this level of inter-departmental collaboration provides – in some cases substantially.

- The Health Department wanted the school district to connect Head of Meadow to the public water supply. The project cost was estimated at \$1,190,592 (this was in the 2007-2008 CIP). Gino Faiella (BOE) contacted the health department and resolved the problem with a different solution. The work was comprised of raising the well heads, replacement of some pump room components, lifting the grade around the well heads, and redirecting water from the parking lot via a curb. The project was completed with the help of Fred Hurley at Public Works, resulting in a repair/reconfigure cost of \$25,540 instead of the estimated cost of \$1,190,592.

- Force Protection Retaining Wall at Treadwell Park: The Parks and Recreation Commission realized that the existing rotting wood rail fencing was not only dangerous, but it did not offer the required force protection from a drop greater than 60". After researching many options, the commission decided on the current wall design which offered aesthetics, seating, low maintenance, and the required force protection.
 - ✓ Quotes to supply and construct the wall ranged from \$195,000 - \$260,000, with three sets of stairs to the fields adding another \$60,000 to the price tag. However, a total project cost of \$255,000+ was not an attractive option for the town.
 - ✓ After discussing and calculating all options, combined equipment and labor forces from Parks and Rec and Public Works were utilized to complete the project instead. They were able to construct the wall, and not three, but five sets of stairs for \$105,000. Out of this, \$60,000 was paid for by a grant, so the wall and stairs were constructed "In-House" at a cost of \$45,000 to the taxpayer.

- Eichler's Cove: Parks and Recreation Asst Director Carl Samuelson contacted Gino Faiella (BOE) to assist in the installation of a new electrical service. Gino discussed with BOE staff E1 electrician the scope of the project and time involved to complete the work. They were able to provide the Parks and Rec group the resources required to complete the electrical upgrade.

- Middle School: A broken sewage line was discovered at the facility during a routine line clearing process. Gino Faiella (BOE) contacted Fred Hurley at Public Works to assist with the machine work. Fred dispatched a back-hoe and dump truck to trench out, remove and backfill the area after the pipe was replaced.

- Utilized Parks and Rec 10-wheel dump truck to haul salt for winter road maintenance.
- Parks and Rec excavated for BOE at NHS for guard shed power and scoreboard power.
- PWD workers mixed pond muck with highway sand sweepings to create topsoil, and spread it at Liberty Field and the Newtown Middle School, saving the town \$25 to \$30 per cubic yard.
- Parks and Rec personnel did excavation to lay power lines for the high school guard shed and scoreboard.
- A BOE HVAC maintainer repaired the failed air conditioning unit at the Teen Center.
- Parks and Rec excavated for BOE and installing transformer vaults for recent portable expansion.
- Parks and Rec installed lawn at residence for Public Works after pond dredging on Taunton Ridge Rd.
- BOE plumber winterized pool and bath building for Parks and Rec annually.
- BOE plumber recently replaced failed hot water heater at Dickinson Park .
- BOE HVAC maintainer repaired failed air conditioning unit at Parks and Rec Teen Center.
- Public Works removed dead or storm damaged trees for Parks and Rec with bucket truck.
- Public Works assisted with hauling fill material for Parks and Rec field projects at NMS and Hawley School .
- Parks and Rec and Public Works assisted BOE with NMS steam pipe repair.
- Public Works and Parks and Rec built trail together at FFH.

- Public Works assisted Parks and Rec with constructing and grading parking area and assisting with screening operation at Eichler's Cove Marina.
- Public Works graded subgrade and installed drainage at Treadwell field prior to artificial turf installation.
- Public Works hauled and graded fill material at Dickinson Pond.
- Parks and Rec. assists Public Works on road plowing when needed.
- Parks and Rec trenching and assisting Public Works with conduit installation at EOC building.
- Parks and Rec assisted Public Works with lawn installation at the EOC building at FFH
- Public Works and Parks and Rec working together to install new retaining wall at the existing senior center.

All maintenance department supervisors stated that they believe the spirit of collaboration is so embedded that, should personnel change, the culture will remain. "The people who work for Newtown are encouraged to and supported in making decisions on their own. Department heads have established a pragmatic, get-the-job-done attitude among their employees." (Fred Hurley) "Workers are encouraged to problem-solve and make on-site decisions." (Carl Samuelson). Maintenance supervisors state that there is little duplication of equipment. "During the budget process, department heads talk to each other about equipment specifications," to determine whether other departments might be able to use equipment purchased through one budget. (Carl Samuelson). (All statements were made during August 25, 2009, Facilities Committee.)

Answering the Guiding Question

Town maintenance departments operate separately, but department heads plan well to complete certain projects, often far in advance. This is not merely an exchange for doing favors. It is simply working together to get the job done. Informally, department heads are already working as a single department, but each with his specialized area of responsibility.

The culture of collaboration has resulted in creative problem solving, significant cost-savings, and pride of ownership that comes when employees have some autonomy to do their jobs. Because of its important benefits, town officials should be committed to sustaining and expanding this culture.

However, since the actual cost of work isn't tracked, quantitative evidence to support the efficiency of this culture of collaboration is lacking. In addition, despite assurances, questions remain about whether this culture would break down with changes in management personnel. Lastly, it may be a reasonable concern that ongoing budget pressures could create competition for increasingly scarce resources. At its core, the currently successful culture of collaboration is reliant on individuals who share the same attitude and mindset.

Recommendations

To be implemented in the 2009 - 2010 fiscal year

Identify software applications/develop procedures to track maintenance work that is shared across departments.

Responsibility: First Selectman and Superintendent of Schools

Report to: Board of Selectmen, Board of Education, Board of Finance, and Legislative Council

Implement the work tracking software in the Public Works Department.

Responsibility: Board of Selectman

Report to: Board of Selectmen, Board of Finance and Legislative Council

To be accomplished in the 2010 - 2011 fiscal year or sooner

Implement the work tracking feature in the Parks & Recreation and the Board of Education Maintenance Departments.

Responsibility: Board of Selectman and Board of Education

Report to: Board of Selectmen, Board of Education, Board of Finance, and Legislative Council

To be accomplished in the 2011 – 2012 fiscal year

Complete a study of whether consolidating town-wide maintenance in one department would lead to greater efficiencies and cost savings, using the hard data generated from technology programs that track the cost of work.

Responsibility: Legislative Council Facilities Sub-Committee or Facilities Commission

Report to: Board of Selectmen, Board of Education, Board of Finance, Legislative Council

PURCHASING

Purchasing has three components: planning and scheduling, vendor selection, and contract administration. Purchasing in local government has the fundamental charge to achieve economy and value in its use of tax-payer money.

Current Status

For the most part, purchasing at the municipal/educational level in Newtown is decentralized. Current practice is for department heads to execute requisitions to purchase equipment/materials/services identified in their approved budget plan. Items in excess of \$2000 require three quotes and those in excess of \$10,000 are put out to bid. Within town government, department heads and/or their designees are generally autonomous in decision-making about product/service specifications, timing of purchasing, inventory, vendor selection, management of contracts and the like. Considerable variability exists within departments in the writing of bids and contract specifications. For example, the specifications for the turf field at Treadwell as originally developed by a municipal department did not provide accurate technical information.

The finance director for the town 'signs off' on the department-level purchases and oversees the execution of purchasing through the financial/accounting functions. Some centralized purchasing does take place within the school system, i.e. paper supplies. The business director for the school system is responsible to oversee the purchasing function of the school district. The town government and school system collaborate and cooperate with purchasing of some services, i.e. electricity, insurance, fuel. At present, purchasing records on both the town and school sides are mostly paper documents and spread sheets, organized by project or product. The town Finance Office and Director is leading an expanded use of the MUNIS software so that purchasing data is captured electronically. Phoenix software is used on the school side. As on the town side, the school business office is beginning to expand its use of electronic data collection and analysis of purchasing.

Centralized Purchasing

Centralized purchasing operates with a specific agent or agents to serve as liaison between vendors and departments. Written procedures and policies guide the purchasing function. Centralized purchasing can help ensure the efficient and cost-effective purchase of goods and services. Volume buying and improved bidding and quotation procedures, better vendor performance, and effective contract management all can produce savings.

Other essential elements

- Consolidation of requirements into bulk purchases to obtain quantity price breaks,
- Standardization of specifications to assure the quality of goods,
- Stimulation of competitive bidding to reduce prices.

Standardization and coordination can attain economies that otherwise are not possible with a decentralized approach.

Consolidated purchasing can effectively collect, maintain, and regularly analyze historical data as quantities purchased, frequency of purchases, unit prices per transaction, and vendor performance to determine appropriate procurement methods and timing. Decentralized purchasing activity is generally not effective in such analysis.

Generally speaking, there is broad appeal to pursuing centralized purchasing activities among those interviewed by this committee, barring significant barriers to technology/software platform integration between the town and BoE. Clearly, the BoE and town each have some very unique purchase needs, but it's likely there are many others that are in common. Under any future centralized purchasing scenario, it will be critical for the purchasing agent to maintain clear and open communications with the individual user/requisitioner in order to foster feelings of continued autonomy and control. Loss of control is the greatest perceived barrier to success for a centralized purchasing system. (Textbooks, IT equipment, maintenance vehicles are examples of unique purchases that will require high levels of control and input into the purchase process.)

If, upon further review, there are significant reasons to maintain separate purchasing systems for the town and BoE, this would not preclude development of coordinated, centralized purchasing activities. Both systems could be utilized, with purchases being executed on Phoenix (BoE) or MUNIS (town), as appropriate.

Recommendations

To be accomplished 2009-2010

Expand/enhance use of MUNIS (Town) or Phoenix (BoE) for purchasing function. Create a purchasing 'library' in order to conduct analysis of quantities purchased frequency of purchases, unit prices per transaction, and vendor performance to determine appropriate procurement methods and timing.

Responsibility: Town Director of Finance, BoE Business Manager

Report to: Legislative Council, BoS, BoE

Expand inventory program of Fixed Assets to include town and BOE owned rolling stock and other significant equipment (value threshold to be determined upon implementation). Regularly document and update the inventory for municipal/BoE use to inform/control purchasing.

Responsibility: Town Director of Finance; BoE Business Manager.

Report to: LC, BoS, BoE

Identify common products/services (Town and BoE); consolidate bidding and purchasing within and between town/school departments.

Responsibility: Town Director of Finance; BoE Business Manager

Report to: LC, BoS, BoE

Identify/document all regional cooperatives (Town and BoE). Conduct cost-benefit analysis for Town/BoE participation.

Responsibility: Town Director of Finance, BoE Business Manager

Report to: LC, BoS, BoE

To be accomplished 2010-2011

Develop policies and procedures manual for purchasing of goods/services (Town and BoE). Establish expectation for collaboration and cooperation between town and school functions. Upgrade and standardize the processes used for bidding and contract specifications. Establish commodity codes to better identify suitable vendors.

Responsibility: Town Director of Finance; BoE Business Manager

Report to: LC, BoS, BoE

Complete a feasibility study and a cost/benefit analysis of consolidating the town/school purchasing functions into one municipal purchasing department under the direction of a purchasing agent.

Responsibility: Town Director of Finance; BoE Business Manager

Report to: LC, BoS, BoE

Work with other municipalities to create additional purchasing cooperatives.

Responsibility: Town Director of Finance

Report to: LC, BoS

TECHNOLOGY

Ultimately, any further consideration of this ad-hoc committee's recommendations will rely heavily on continued implementation and adoption of new technology. Technology will serve the dual roles of providing both a mechanism for analytic feedback to determine the appropriateness of recommendations, and will also act as a conduit for their implementation.

Current Status

Maintenance Tracking:

There is, indeed, a very strong culture of collaboration across Town and Board of Education facilities management and maintenance activities in Newtown. Evidence of this, although primarily anecdotal, suggests that the town and its taxpayers are benefitting from these collaborative efforts, in some cases significantly. However at present, accounting of these projects is done primarily at an aggregate level, so there is no formal method of recognizing or understanding the financial benefit of these inter-department collaborative activities.

One of the primary applications of technology in this respect will be to begin using electronic job tracking software in order to quantify the degree of collaboration that is actually taking place. Moreover, this practice will provide a clear understanding of actual project costs by creating electronic job tracking tickets that include labor hours by individual and department, materials, and equipment used on any particular project. Facility and equipment maintenance histories can also be tracked electronically. While this type of new electronic tracking technology will provide detailed project-based views, it will also provide accountability and encourage greater efficiency at the individual employee-level.

A secondary, but noteworthy, benefit of using technology for project tracking, is that it provides a means to create and begin formalizing an integrated structure around the three departments in question (DPW, Parks & Rec, BoE), with minimal disruption, and while still allowing autonomy and transparent, informal collaboration as experienced in the past.

The truly good news in this realm is that there is already technology and plans in place that can soon begin rolling out the types of tracking activities described above. However, there is no plan or directive at this time that would ensure that the Town and Board of Education would both be using the same system (so while an electronic accounting of labor activities and maintenance/project tracking would result, there wouldn't necessarily be a clear method of measuring or quantifying the potential benefits of project collaboration across departments).

Currently, Scott Sharlow (Technology and GIS Director) is contracting with Progeos to complete a centralized web-based work order/permit/online GIS application. The online portal is still in development, but is currently being tested by PWD. Parks and Rec will be integrated shortly. It is generally agreed that most key functionality of the system will be in use within 12 months.

Fred Hurley (PWD) is foreseeing the day when most, if not all, in his department have handheld units that will link with the town's GIS system, allowing them to reference work histories and provide instant on-site job tracking. This hand-held system is, in fact, currently under development by Progeos.

Gino Faiella (BoE) is open to the idea of potentially using the same Progeos system as the PWD and Parks and Rec. At this time he has started a preliminary exploration of the system (but exploration is limited given that it is a demo version with limited read-only rights). However, also under consideration by Gino Faiella (BoE) is a similar maintenance operation system by SchoolDude, intended specifically for education facilities. Seemingly, this is a decision that should be delayed until coordinated discussions between the Town and BoE can take place.

Purchasing:

The concept of centralized purchasing represents a second area where both the Town (Bob Tait, Finance Director) and the BoE (Diane Raymo, Interim Director of Business) are making great strides. However, the two departments are currently using different software platforms to accomplish this. Each platform serves a primary purpose of financial accounting and budgeting that are well suited to the specifics of each group's needs.

The BOE is currently using the Phoenix software platform.

- One of several stated advantages of this platform is that it includes functionality that outputs data directly into many of the reports required by the State of Connecticut and the federal government (i.e., ED001 at end of the fiscal year; ED141 is a required report on all state and federal grants; grants such as ARRA must have their own separate reporting accounts, etc.).
- Importantly, the BoE has a need to encumber its payroll, and the current version of the town system (MUNIS) has not allowed this (presently, there is a new module in development that will soon allow full encumbering)
 - Because of personnel contracts, school systems are obligated to encumber funds for payroll. For various reasons (illness, pregnancy, etc), the BoE may be paying two salaries for one position. In addition, the state gives local districts education money through the Excess Cost Grant (ECG) to help fund special education. Since the start of this fiscal year, the BoE has a deficit because the state didn't pass its budget until September. The BoE has to encumber money and plan its spending without knowing how much of special education expenses the state will reimburse. That economic reality makes encumbering funds essential (and complex).
- Additionally, Phoenix has custom-built modules that provide forecasting functionality based on input of existing budget variables. Data on Phoenix is being used to do trend analysis, and help change assumptions in the future. For example, the data in Phoenix can be used to answer 'what if' assumptions that will help the BoE forecast future expenses such as health insurance, population growth, market forces, mil rate, etc.
- Up until very recently, the BOE has not used the automated purchasing functionality provided by the Phoenix system, but has just begun piloting the program

The Town is using the MUNIS system, which is considered by the Town Finance Director to represent the newest generation of municipal financial accounting software.

- The MUNIS system includes a robust centralized purchasing function, allowing all three primary components of purchasing (planning and scheduling, vendor selection, and contract administration) to be centralized and managed within a single system. At present, however, tracking is done by individual project and records are kept on large spreadsheets. When the move to the new municipal office building is complete, department heads and workers will be trained in the use of MUNIS, and they will be able use it for purchasing.

This ad-hoc committee has heard anecdotal reports of several towns in Connecticut where the MUNIS system is currently being used for both Town and Education purposes (i.e., Bristol, Fairfield, West Haven). It would seem appropriate to learn more about their experiences in order to understand potential advantages or shortcomings prior to mandating any kind of systems change.

In the interim, the BOE could take advantage of the MUNIS system and be part of the bidding for common items, and where appropriate, the Town could take part in common purchases that the BOE/Phoenix takes the lead on. In essence, both the Town and BOE should begin coordinating common purchases to implement a collaborative purchasing process as a first step toward a formalized centralized purchasing process.

Immediate collaboration should be encouraged, and is in fact, already taking place. Diane Raymo (BOE Interim Business Director) stated that she and Bob Tait (Town Finance Director) have had several conversations about collaboration between the town and BoE centered on the following topics:

- Purchasing
- The process of creating the Capital Improvement Plan
- State funding for the new municipal office building
- Staged bidding on larger CIP projects
- Uniform bid for telephones to create one communication system

Maintenance of Technology:

Currently, both the Town (Scott Sharlow, Technology and GIS Director) and the BOE (Carmella Amodeo, Director of Technology) are using the same software platform for inventory/maintenance/work order tracking for all hardware and software systems currently in use (software is called Track-It).

However, the Town is considering switching their work order tracking system to the new Progeos platform once the system is fully operational. Seemingly, this is change that should be discussed and coordinated with the BOE as well.

Recommendations

TECHNOLGY RELATING TO MAINTENANCE TRACKING:

To be accomplished 2009-2010

Convene a meeting among key stakeholders across the town and BoE to discuss opportunities, advantages, disadvantages and potential barriers of migrating to a single project management/tracking software platform (Progeos) for the purpose of quantifying the degree of inter-departmental collaboration, and providing a clear understanding of actual project costs through use of electronic job tracking tickets. At minimum, key stakeholders include:

- First Selectman (Pat Llodra)
- Superintendent of Schools (Janet Robinson)
- ToN Finance Director (Bob Tait)
- BoE Interim Director of Business (Diane Raymo)
- ToN Technology and GIS Director (Scott Sharlow)
- BoE Director of Technology (Carmella Amodeo)
- ToN Director of Public Works (Fred Hurley)
- Newtown Schools Director of Facilities (Gino Faiella)
- ToN Assistant Director/Parks (Carl Samuelson)
- Parks and Recreation Director (Amy Mangold)

Discussion should focus on adoption of a single system for all departments. As an alternative, determine approaches to merge separate data sources from town and BoE systems into a single integrated report to accomplish primary goals.

If possible, put an immediate hold on BoE purchase of maintenance operation software by SchoolDude until further discussion and fact-finding can be completed.

Additionally, discussion should include feasibility of the BoE Technology department migrating to Progeos for IT hardware and software inventory/maintenance/work order tracking.

To be accomplished 2010-2011

Use new project management/job tracking data to quantify potential efficiencies of inter-department collaboration, as well as for personnel management to ensure greater accountability and efficiency at both the macro and micro levels.

Responsibility: Board of Selectman and Board of Education

Report to: Board of Selectmen, Board of Education, Board of Finance,
Legislative Council

To be accomplished 2011-2012

Use system data to complete a feasibility study to determine the possible taxpayer savings and operational advantages of merging town and school facilities management.

Responsibility: Legislative Council Facilities Sub-Committee or Facilities
Commission

Report to: Board of Selectmen, Board of Education, Board of Finance,
Legislative Council

TECHNOLGY RELATING TO CENTRALIZED PURCHASING:

To be accomplished 2009/2010 - 2010/2011

Convene a meeting among key stakeholders across the town and BoE to begin to discuss opportunities, advantages, disadvantages and potential barriers of migrating to a single financial accounting software platform. These discussions should include three overall phases or topics:

- In the short-term, initial discussions should focus on the more easily attainable goals of coordinated, collaborative purchasing across town and BOE. Stakeholders may find that they can accomplish all key purchasing objectives with two independent systems (MUNIS and Phoenix).
- Second stage of discussions should consider a single platform for centralized purchasing across the town and BOE.
- These discussions should naturally evolve to a third stage giving serious consideration to the question of migrating to a single financial accounting software platform (assuming that BOE requirements such as salary encumbrances and standardized state and federal reporting are available modules for the MUNIS system at that time).

While the advantages of a single system are clear in the context of centralized purchasing, must be sure to avoid any disruption to the current way of doing things without knowing first that the trade-off will bring tangible benefits and cost-savings.

At minimum, key stakeholders include:

- First Selectman (Pat Llodra)
- Superintendent of Schools (Janet Robinson)
- ToN Finance Director (Bob Tait)
- BoE Interim Director of Business (Diane Raymo)
- ToN Technology and GIS Director (Scott Sharlow)
- BoE Director of Technology (Carmella Amodeo)

APPENDIX I

GRANT WRITING

Current Status

Municipal grant writing in Newtown is decentralized. Each department applies for pertinent grants. Municipal grant awards to Newtown have exceeded \$2.6M in the recent three years 2007 through 2009. These awards have ranged widely from streetscape to ADA improvements to conservation and land use. Examples include rehabbing at Nunnawauk Meadows, Fairfield Hills Utilities infrastructure, Edmond Town Hall ADA improvements, Ferris Farm development rights and Loveland open space. Once awarded, grants are recorded in the Finance Department for inclusion in annual report for audit inspection.

Grant discovery is less straight forward. There are numerous sources for grants; state, federal and private. Channels of discovery are both formal and informal, direct and indirect. They range from e-mails to the First Selectman to various forms of networking. Networking is accomplished through word of mouth, e-mail distribution lists, professional organizations, conferences and training sessions.

Grant Writing Observations

Some municipal departments are more aggressive in grant pursuit than others due to time constraints and/or workload. This results in a mixed level of grant discovery and a loss of grant application/award opportunity. To address this opportunity loss, the notions of grant writer and grant seeker were offered for discussion with three departments.

Due to the specificity of content and the diversity of skills required for successful grant applications, a municipal grant writer did not gain any traction with the departments spoken to. The notion of a grant seeker received some/mild interest.

There was a thread sensed that some assistance in grant writing was needed. The notion of a function was advanced to help coordinate/support grant discovery/application and follow-up. This function appears to have merit and should be investigated more thoroughly.

Recommendations

To be accomplished in the 2009 - 2010 fiscal year

The Facilities Committee should continue its investigation of present practices with the goal of understanding which aspects of the grant writing process are in greatest need of support, and what form that support should take (i.e., grant discover, application, management, or all of the above). Ultimately, the objective is to optimize the use of grants across municipal departments while increasing the number of applications for and chances of successful awards.

Responsibility – Legislative Council

Report to – Legislative Council, Board of Finance, Board of Selectmen

MUNICIPAL FACILITIES ASSESSMENT

As this committee began its study of BoE and town facilities, it soon became evident that expertise regarding these facilities was dispersed across several individual departments. As an alternative to this decentralized knowledge base, we believe there would be notable benefit to developing a single, comprehensive portfolio of information regarding the existing physical and functional conditions of town-owned buildings. Comprehensive assessments assist in long range planning and budgeting activities. Further, assessment data aids in prioritizing building maintenance projects and, over-time, provides information about the effectiveness of maintenance programs

Recommendations

To be accomplished 2009-2010

Therefore, as an outgrowth of the committee's study of BoE and town facilities, there is an additional stand-alone recommendation of Conducting a Municipal Facilities Assessment.

The primary goal of a municipal facilities assessment program is to develop a comprehensive portfolio of information regarding the existing physical and functional conditions of town-owned buildings.

- Inspect to obtain **baseline** information
 - Square foot analysis by use;
 - Physical and functional conditions;
 - Building and infrastructure deficiencies;
 - Code and environmental compliance.
- Update assessment information at least bi-annually.

Responsibility: Board of Selectman, Board of Education

Report to: Board of Selectman, Board of Education, Board of Finance, Legislative Council

EDMOND TOWN HALL
"EDMOND TOWN HALL TELLS OUR STORY"

History

The above title is gratuitously borrowed from the *Newtown Bee's Editorial Inkdrops*, 10/22/09. We don't think it can be said better.

The Edmond Town Hall was constructed and dedicated in 1930. The property and money was provided by Newtown's grand benefactress, Mary Hawley. Edmond Town Hall is named after her maternal great grandfather, Judge William Edmond. Judge William Edmond (September 28, 1755 - August 1, 1838) graduated from Yale College in 1780 and commenced a law practice in Newtown. He served in the Connecticut State House of Representatives 1791-1797, 1801 and 1802. He served in the State Senate from 1797-1799. He was elected as a Federalist to the Fifth congress to fill the vacancy caused by the death of James Davenport and was re-elected to the Sixth Congress serving from November 13, 1797 - March 3, 1801. He declined re-nomination in 1800 and returned to his private law practice in Newtown. He served as an associate judge of the Connecticut Supreme Court from 1805-1819. Thereafter, he again returned to the private practice of law until his death in 1838. In 1824, two years before John Adams and Thomas Jefferson passed away on July 4th, 1826, Judge Edmond with a group of other visionary residents created the Borough of Newtown through a Special Act in the Connecticut General Assembly.

If we may take the liberty to again quote from the above referenced *Editorial Inkdrops*:

"In Mary Hawley's later years, her friend, confidant, and architect of her legacy, Arthur Nettleton, took her aside and suggested that she might have something to contribute to the future of her town. With Mr. Nettleton's guidance and encouragement, she set in motion a series of bequests-Hawley School, the Booth Library, and a town hall named after her great grandfather-that forever marked Newtown as a different kind of place. She laid the cornerstone of Edmond Town Hall in 1929, not long before her death.

We can now say that this particular gift to the future from Mary Hawley has enriched our past. Even stripped of its official standing as our seat of local government, as it was this week, Edmond Town Hall remains as Newtown's most impressive landmark. It continues to tell our story, not only on the stunning and serpentine staircase mural by David Merrill, but in the rich patina applied by generations of Newtowners weaving their remembered stories through its halls.

We want to believe that Edmond Town Hall, like its aging benefactress, still has some surprises for us. Now, more than ever, we need a Nettleton to take us aside to advise that, like distracted dreamers in the theatre, we still have a masterpiece to paint."

The Legislative Council Ad Hoc Facilities Committee interviewed members of the Board of Managers. The Board of Managers is composed of six members serving six year terms, two members elected every two years, both of whom may not be members of the same political party. The Board, per Charter, maintains "exclusive care and maintenance of Edmond Town Hall and all grounds and buildings appurtenant thereto, together with all duties prescribed for said Board by Special Act No. 98 of the 1931 session by which it was created, as amended by Special Act No. 517 of the 1953 session." The Board members relayed their concern as to future plans, funding and operations of the Edmond Town Hall, particularly given many of the resident town

departments' move from Edmond to the new Town Hall.

Also reviewed by the Legislative Council Ad Hoc Facilities Committee was the function of the Borough and Borough zoning and the importance of its preservation efforts to maintain what the *The New York Times* has referenced as the Borough's "pristine early American elegance." Included in the preservation efforts is the Edmond Town Hall.

It should be noted that the Edmond Town Hall with trust proceeds that partially fund the Edmond Town Hall were deeded by Mary Hawley with the provision that the building would continue to include municipal purposes and a movie theatre. The failure to provide such could risk the trustee proceeds reverting to Yale University.

The Legislative Council Ad Hoc Facilities Committee is pleased to report that we still have "a masterpiece to paint" as to the Edmond Town Hall, and it would seem apparent that the artists will not necessarily be a single individual but a unison of visionaries from the Borough, the Town and the Board of Managers.

Present Day

Presently, the Edmond Town Hall houses the movie theatre and provides facilities for rent. Some of the rental activities include dance, radio, gymnasium use, kitchen facilities, and rooms for club meetings. In the near future it is anticipated that in addition to the present rentals and uses the Borough of Newtown will return to Edmond Town Hall (of import in satisfying the Mary Hawley deed requirements that the building maintain municipal functions), the Newtown Culture and Art Commission will find a home, and the Board of Managers itself will also assume offices. Some discussion has been had as to Seniors centering there, however, it appears clear that Seniors desire their own separate facilities.

Of import to note is that over the past few years some have encouraged the movement to the new town hall on the financial impetus that the town would no longer need to fund the Edmond Town Hall. Though it can be suggested that there is likely to be some increased revenues to the Edmond Town Hall as a result of the town departments' move, it will be some time, if ever, that the Edmond Town Hall will be financially self-sufficient. The financial cost-benefit analysis of the new town hall stands apart from the Edmond Town Hall. A twenty to twenty five year analysis comparing rental payments to Kendro Building/Pecks Lane and the \$10M new town hall provides a positive return, *plus* the added benefit of securing Edmond Town Hall for other town purposes! Generating some additional revenues will add to the positive cost benefit analysis. It is respectfully submitted that to make the primary objective of Edmond Town Hall a self-sufficient structure is not in the best interest of Newtown, as a whole. The town will need to fund a portion of Edmond Town Hall, just as it contributes to the Boothe Library, Town Hall South, the Meeting House, The Eichler's Cove, etc.

Future

The "masterpiece" yet to be painted should emanate from a Committee of visionaries from the Borough, Town and Board of Managers. The reason for the participation of these three entities is because 1) future workings must comply with Borough zoning; 2) the town is involved in funding and planning needs; and 3) the Town Managers understand the operational feasibilities. Of note, Borough zoning on Main Street is residential. Commercial and municipal establishments in existence are grandfathered in. One cannot randomly change residential zoning to commercial zoning in spot locations as such "spot zoning" is illegal and threatens the viability of all zoning in the area.

A recent Borough ordinance change has opened Farmers' and Artisan Markets on municipal property. One distinct possibility would entail the Edmond Town Hall becoming the Town's Art and Culture Center. This is an idea the Borough of Newtown has been contemplating for over a year. The *Newtown Bee* recently embraced such an idea. Some, if not all political parties find the idea appealing, as well. Newtown is uniquely located between artistically enriched communities from Litchfield County to Lower Fairfield County, not to mention our own town that thrives with actors, writers, illustrators, photographers, painters, sculptors, craftpersons and artisans of all kind. With the kitchen, theatre, stages and nearby library one wonders how a better facility and location could be fathomed. The numerous rooms of Edmond Town Hall could show a myriad of different works, one month local photographers, area artists, and regional crafters in various rooms, the next month writer work shops, area sculptors, and New England painters. Showings might bring in numerous people and generous revenues. As the *Newtown Bee* has suggested, there is no reason we could not become a mecca of Art and Culture given our location and community. Such would enhance the character, prestige and well-being of Newtown on the whole. It would make us all a little richer in the humanities, too. The concept of an Art and Culture Center is one of several ideas that have been discussed informally, but is not one that the Legislative Council Ad Hoc Facilities Committee is wedded to above any other ideas that may be considered.

Recommendations

To be accomplished in the 2009 - 2010 fiscal year

We recommend that leaders of the Borough, Town and Board of Managers meet in the very short-term, if not immediately, to discuss and move forward with constructive proposals, as soon as is convenient for all parties. It seems logical that the Borough might initiate this movement, as they maintain the zoning feasibilities and the Edmond Town Hall is in their "front yard."

Discussions should be comprehensive to cover details around the following topics:

- A facilities usage plan
- CIP focused on the short- and long-term needs of the Edmond Town Hall
- A business plan laying out objectives, and strategies/plans to help achieve them

STATUS OF THE LEGISLATIVE COUNCIL AD HOC FACILITIES COMMITTEE

The Legislative Council's Ad Hoc Facilities Committee was created in February, 2009, to address councilman, Dan Amaral's, concerns about the lack of efficiency and supervision in Town and Board of Education maintenance departments. The committee was comprised of four council members; Dan Amaral, Jan Brookes, Pat Llodra, and John Torok, who was replaced on the council and the committee by Paul Lundquist. In addition, the committee included Jim Gaston, Board of Finance representative, and two members of the wider community, LeReine Frampton and Robert Merola, who served as invited guests.

The committee met 16 times between March 4 and November 16, 2009, and produced more than 60 pages of minutes. Detailed data was collected from:

- Newtown's Finance Director, Robert Tait
- Newtown Schools Director of Facilities, Gino Faiella; Superintendent of Newtown Schools, Janet Robinson; BOE Chairperson, Elaine McClure
- Interim School District Director of Business, Diane Raymo
- Parks and Recreation Director, Amy Mangold; Parks Director, Carl Samuelson; Chairman of Parks and Recreation Commission, Ed Marks
- Public Works Director, Fred Hurley
- Information Technology Director, Scott Sharlow; Technology Specialist, Dennis Lawler
- Fairfield Hills Authority Chairman, Robert Geckle; President of DeMarco Management Corporation, Maria DeMarco
- Edmond Town Hall Board of Managers Chair, Sandy Motyka, and Board of Managers member, James Juliano

In addition, the committee collected data on purchasing from the Connecticut Conference of Municipalities, the town of Ridgefield's purchasing agent, and information about the city of Greenwich's inventory of town buildings.

Current Status

Researching this topic has been a bigger undertaking than the four original committee members envisioned in early March. Questions raised in earlier interviews led to the investigation of related areas that the committee hadn't originally considered. For that reason, the committee's work isn't completed. Its recommendations, while clear and actionable, may in some noted require further investigation.

Recommendations

To be accomplished in the 2009 - 2010 fiscal year

Reorganize Ad Hoc Facilities Committee as a permanent Legislative Council sub-committee with the goal of finishing the 2009 Ad Hoc Facilities Committee's research

Responsibility - Legislative Council Chair

Report to – Legislative Council

Assign a paid clerk to the Facilities Sub-Committee. (When the committee is doing active research, the amount of detail is large, and difficult for one committee member to handle.)

Responsibility – Legislative Council

Report to – Legislative Council

To be accomplished in the 2010 - 2011 fiscal year

Study whether a Facilities Commission, under the authority of the Board of Selectman should be created and charged with aiding in the implementation of Facilities Sub-Committee recommendations, and continuing with investigating the most efficient and cost effective delivery of maintenance. (Maintenance of town-owned facilities accounts for nearly twenty percent of the total budget.)

Responsibility – Legislative Council Facilities Committee

Report to – Legislative Council

