

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, March 8, 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

ABSENT: James Ritchie,

ALSO PRESENT: Legislative Council Chair MaryAnn Jacob, First Selectman Pat Llodra, Board of Ed member Michele Ku, and 1 press.

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 FEBRUARY 23, 2016. SECOND BY MR. EIDE. ALL IN FAVOR.

COMMUNICATIONS: Reports from department teams. (Att)

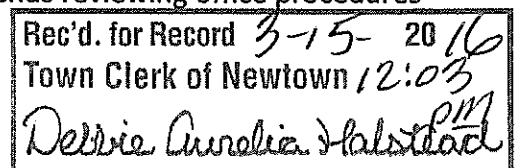
COMMITTEE REPORTS

Mrs. Llodra reports she and Dr. Erardi met with department heads. They teamed the "job alike" people together; those who do the job, know the job best. They were given 3 questions: what's in place now, what other changes could be implemented in the short term and what could happen long term. They identified partners and there is a report from each team. The teams were Police Chief Viadero/Mark Pompano-Security, Fred Hurley-Public Works/Gino Faielle-BOE Facilities Manager, Technology-Al Miles and Carmella Amodeo, Human Resources- Carole Ross and Susan D'Eramo, and Finance Bob Tait and Ron Bienkowski. Athletic Director Greg Simon, Mark Pompano and Gino Faielle all met with Parks & Rec. Mrs. Llodra noted the reports show where there is already collaboration. We need to memorialize and institutionalize the practices so it is not people dependent. Co-location is a critical factor and it energizes collaboration.

Ms. Jacob noted IT is a perfect example of collaboration and co-location. They share one administrative secretary, one space and they collaborate and help each other day to day.

Mrs. Llodra noted comparing our town to others of like size shows we are thinly staffed. We don't have the layer of administrative/executive staff.

Mr. Tait stated a robust accounting software would be more efficient. Budgeting money to the capital non-recurring fund for several years will allow for an RFP. He recommends reviewing office procedures for the district and town so they are similar.



Mrs. Llodra believes there is merit in looking at public building maintenance. The town has several buildings that may be better served by the district facilities department. School buildings are maintained at a higher standard. They could share the district trades people. The town has several cleaning contracts; they need to look at outsourcing verses having custodians.

Next Steps:

All members will review reports using Mr. Eide's format.

Mr. Eide and Mr. Wiedemann will finish draft Vision Statement

Members will outline committee goals, short term and long term.

Mr. Wiedemann will talk to Mr. Ritchie about contacting Madison, Plainville and other towns using shared services.

Mr. Ferguson will contact CCM for information on shared services.

VOTER COMMENT: Michele Ku was encouraged by the conversation. She attended a shared services workshop at a CT Association of Boards of Ed meeting presented by legal counsel. She noted shared services works very well with collaboration, without cooperation it does not work well.

ANNOUNCEMENTS: The March 22nd meeting is canceled. The next meeting will be April 7th.

ADJOURNMENT: There being no further business, the meeting was adjourned at 8:45pm.

Respectfully Submitted,

Carey Schierloh, Clerk

Attachments: Reports

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.

3/8/2016

1. What is already in place between like departments which illustrates best practice and/or efficiency?

The Financial Director and Director of Business have a good working relationship. Each respect the others work and together collaborate to add more clarity. (Example, Financial Director recommended changes to revenue display in the BOE's budget.) There is an understanding that their jobs are very different outside of the routine processing that is required.

Time, effort, training, and money have been invested in the current control system that is cooperatively used. We continue to build on this to make the system better and more responsive. It works for the school districts needs and provides the required functionality for the town; there is no viable reason to consider a system change at this time. This system is most cost effective when compared to other available system options.

The CIP process includes all Town and BOE projects and has evolved into an efficient process for handling major capital projects.

The joint medical self-insurance funding program is working well for both disciplines while providing significant savings for taxpayers.

2. What in the immediate short term could be put in place between like departments to showcase best practice and efficiency?

Both departments have developed extensive detailed budget documents which showcase the precise need for funding for the multitude of responsibilities the Town and Board of Education are required to fulfill. The migration of the Town to the school districts accounting platform has saved the taxpayers in excess of \$95,000 annually over the last three years. The joint efforts regarding the Department of Justice Grant, through the application and administrative processes have been able to maximize the benefit to the community. This was handled as a single grant which benefited multiple town departments. Taxpayer savings have exceeded \$4.4 million.

Supportive joint presentations regarding how the budget works as it relates to shared services for mutual benefit in fostering positive results (example, revenues and shared services presentation to the Legislative Council).

3. What would a long term commitment to shared services look like between you and your colleague?

A comparison of like departments to examine the exact processing methodologies in order that one may learn from the other and suggest mutual efficiencies. (Example, BOE and Town a/p and payroll meet to understand others and potentially be relocated to work side by side). Discuss any perceived barriers to further joint efforts in this regard. On an extended basis to investigate a more robust accounting system which could enable greater functionality, but only if the financial support for such would be committed. Also, a centralized purchasing department.

Robert Tait
Ron Bienkowski

Shared Service Review – Public Works /BOE Facilities Management

March 7, 2016

Overview

Over the past 27 years, there has been an ongoing collaboration between Public Works (PW) and School Facilities (SF) that has led some on the outside to believe it was one department. We have always taken great pride in the way we cooperate. To this scenario must also be added the Park & Recreation Department (P&R), the third leg in the triad for the delivery of all kind of services to the Town and Board of Education.

Part of the success is certainly due to stability of management, Over the past 27 years, there has been only one PW Director, two SF Directors and two P&R Program Directors and two P&R Facilities Managers. This has been the good news but it also raises some concern when there will be the inevitable change of personnel. By codifying the best practices that the current and former people have followed, it is hoped that the best can continue even if the personal relationships in the future among managers is not as sanguine, as it is in the present.

It is with this in mind that we present a review of “shared services” present, short term and long term.

Existing

There are four general areas that we would identify for ease of presentation. They are supplies, maintenance (buildings), site work and three department snow removal.

1. **Supplies:** the BOE is the prime supplier of paper goods and cleaning supplies. They do the purchasing and then we requisition those items from them. The green initiative of the schools keeps Town supplies on the same track.
2. **Maintenance – Buildings/Vehicles:** Although the Town has various repair and maintenance contracts and on-call vendors for buildings. The BOE supplies skilled techs when available such as plumbers and electricians. They also identify specialty vendors for various pieces of HVAC and other equipment not normally handled by the Town. P&R provides exterior maintenance such as grass cutting and brush removal for all buildings. PW provides fleet maintenance for all Town/BOE vehicles.
3. **Site Work:** This is a very large area. It includes PW being involved in parking lot repair, trenching, snow removal (which will be elaborated on and include P&R)), providing of specialized equipment and manpower such as pipe and basin cleaning and major capital support such as the completed natural gas line installation to the new Sandy Hook

School and the spring installation of same to Middlegate School. These latter two projects save the BOE and the Town over \$600,000 in direct cost above the indirect Town expenses for design, materials, personnel, trucks and equipment.

4. Three Department Coordination – Snow Removal: PW, BOE and P&R have been integrated into essentially one unit for snow removal but each has its own distinct task. **There is no duplication of effort.** While the entire operation is coordinated by the PW Operations Manager, the different tasks are as follows: First, the custodians at the schools move the snow off the sidewalks and walkways to the curbs. Second, School Maintenance personnel with trucks and P&R personnel with trucks are assigned to various schools to move the snow from the curbs across the parking lots. It takes both departments because there are not enough BOE maintenance trucks to cover all the schools and P&R also has other parking lot responsibilities outside the schools. Third, if the snow piles get too big or heavy, we bring PW or private contract front end loaders to finish opening up the parking lots. This is all going on while PW is clearing the roads. Finally, at some time during the cleanup, the school lots are ready and PW heavy trucks do a sanding in preparation for the next school session. Everybody has their own job to do. If one piece isn't done completely or correctly the rest make up the shortcoming.

Short Term Goal:

Over the years, there have been many discussions about establishing one "Maintenance" department. On at least two occasions, both PW and SF said let's do it. However, there were stumbling blocks with P&R and from the BOE. Each were concerned that their needs would not be met. BOE felt their buildings wouldn't get needed attention if the Town ran the department and P&R Commission was concerned that road problems would bleed off resources needed to meet field commitments for sports groups. So, nothing happened. A more modest goal might be to simply have BOE SF Department take over the existing town buildings, included in the PW budget, where they already provide support.

This action would require a review of the frequency of building cleaning schedules, budget for staff, budget for repairs and the adequacy of existing building preventative maintenance contracts. Even with commitment from the top, this isn't quite as simple as it appears. But, we believe it is doable.

We do not guarantee that there will be dollar savings because the Town buildings have been run on a shoestring. But just as BOE has PW take the lead in snow plowing and construction, PW would gladly let BOE take the lead in building maintenance. PW only brings about 95,000 square feet of space to the table, which includes large wide open parking garages. BOE has

hundreds and hundreds of thousands of square footage to care for. The understanding would have to be that all the current Town resources would be transferred with the responsibility. BOE SF would then reorient over time to achieve the best efficiencies and best results.

Long Term Goal:

If the short term goal works, then you might be able to convince additional components of the Town/BOE that other arrangements could prove to be beneficial for everyone.

Presented by Fred Hurley, Public Works Director and Gino Faiella, BOE Facilities Manager



Pat Llodra <pat.llodra@newtown-ct.gov>

Joint Services / NPS Security & Newtown Police Department

1 message

Pompano, Mark <pompanom@newtown.k12.ct.us>

Mon, Mar 7, 2016 at 2:50 PM

To: Joe Erardi <erardij@newtown.k12.ct.us>, "pat.llodra@newtown-ct.gov" <pat.llodra@newtown-ct.gov>

Joe and Pat:

Upon meeting with Lieutenant Kulgren and the Chief, here is what we came up with regarding coordination between school security and the police department:

1. What is in Place Now:

The Director of Security and Newtown police officials, with the input of Athletic Director Gregg Simon, discuss security deployment prior to the beginning of each of Newtown High School's Athletics season (fall sports, winter sports & spring sports). We do this not only to ensure that we have adequate security coverage at each athletic event (i.e. football), but also so we don't needlessly expend overtime funds by deploying too many security personnel/police officers.

2. What Can be Implemented Short Term:

The Newtown Public Schools Security Team and the Newtown Police Department both use "Motorola" two-way radios, and we both use Northeastern Communications in Naugatuck as our primary vendor for purchases of new equipment, repairs, and replacement parts (i.e. batteries). Perhaps bulk purchases of batteries (since we know the average life expectancy of a battery is 2-3 years), would lower the cost of each unit. The Chief believed the NPD is on a pre-set maintenance plan with Northeastern, and I know the school side is not. Adding the NBOE to the existing two-way radio maintenance plan should be relatively easy and more cost-effective.

3. Longer Term Planning:

With the expected opening of the new Sandy Hook School for the 2016/2017 school year, we can definitely begin to look at security staffing levels prior to the beginning of the 2017/2018 school year. Providing SSOs with mobility between schools, and better deployment of NBOE security officers at NHS whereas they focus more on security than monitoring/lunch duty would allow us to look at some reduction of staff.

Please let me know if you have any additional questions.

Thank you,

Mark

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Shared Services – Technology

March 7, 2016

Respectfully submitted

Al Miles, Town of Newtown IT Director

Carmella Amodeo, Newtown Public Schools IT Director

History and Current Organization

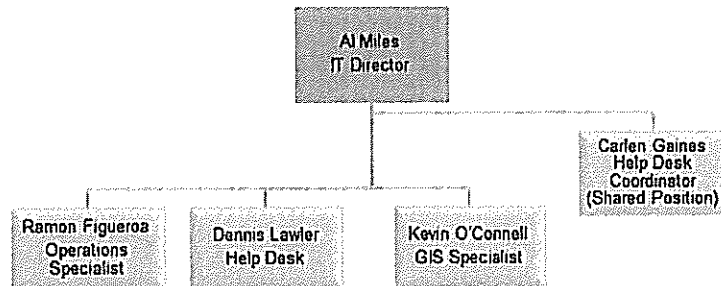
Currently, the Town of Newtown (TON) and the Newtown Public Schools (NPS) each has its own Technology Department. This was not always the case. NPS established a technology department in 1997. At that time, TON was relying on outside service providers for support. In 2000, the NPS technology department began to provide first level support to the Town. This support grew from one part-time technician to a full-time technician and additionally a Geographical Information System (GIS) Specialist in 2002.

As the Town's use of technology grew, so did the demand on the department. The NPS users, both staff and students, and the TON users had very different needs for support. These differences stem from different business focuses and the different software used to address them.

Some needs are obvious in their differences. For example, accessing criminal and motor vehicle records from a police cruiser is a very different need than the need to administer an educational assessment to a class of students and then analyze the results. Others are not so obvious, i.e collecting and maintaining student educational records versus collecting and maintaining property records. Although both are databases of information, the information collected and how it needs to be manipulated is different.

Recognizing the differences in need along with the growth in dependence on technology, it was agreed to by the Superintendent of Schools and the First Selectman that the public school's staff and the town's staff would best be served by two separate departments. In November of 2007, the town's department formed with a manager, a GIS specialist and a technician. The structure of the two departments as they exist today is shown in the following organizational charts. The IT Director in each department not only provides management of the department staff but, also troubleshoots and provides end user support.

Town of Newtown IT Department



TON Environment

Support Town Employees = 190

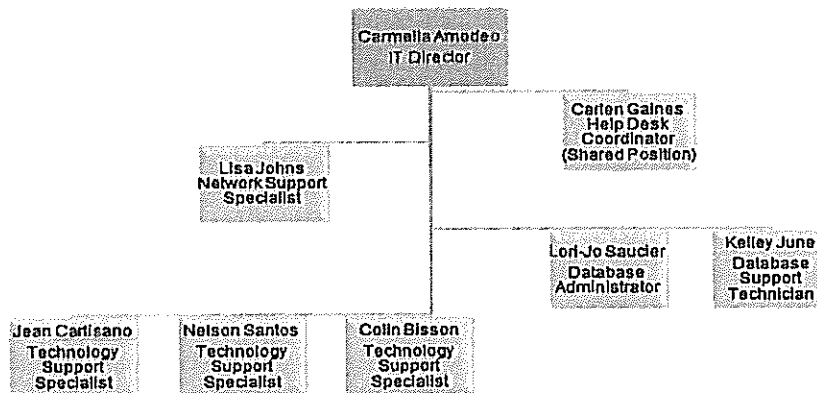
PC Workstations/laptops = 185

Police MDTs = 15

Servers = 52

Network Switches and Access Points = 32

Newtown Public Schools IT Department



NPS Environment

Support NPS Employees = 786

Desktops and Laptops = 2460

iPads = 1143

Servers = 58

Chromebooks = 167

Projectors = 378

SmartBoards = 176

Network Switches and Access Points = 451

The working relationship that developed when the departments began as one, continues today. When the department split, they remained sharing the same office area in the lower C-wing of the middle school. This co-location continued when the Town and NPS offices were moved to Bridgeport Hall. This has enabled the NPS and TON Technology Departments to collaborate on joint implementations. Remaining

co-located has provided for an environment of brainstorming, sharing and collaboration. This environment was not lessened nor changed with the hiring of a new town IT Director.

1. What is already in place between departments which illustrates best practice and/or efficiency?

Shared Environment

- i. Technology Help Desk Coordinator is a shared staff member -
 1. Answers incoming calls and resolves or creates help tickets,
 2. Places orders for equipment and software,
 3. Validates and submits timesheets,
 4. Shared cost
- ii. VoIP – voice, voicemail and paging
 1. Built with redundancy
 - a. incoming phone service terminates at NMS and at MC
 - b. primary servers are at MC with backup servers at NMS
 2. Shared cost
- iii. VM environment that houses Payroll/Financials and HR
 1. Servers and storage is redundant at MC
 2. Backups by TON kept at EOC
 3. Backups by NPS stored in cloud (Datto)
 4. Annual cost billed separately
- iv. Copier and Printer
 1. Annual cost copier-NPS
 2. Annual cost for printer- shared
- v. Trackit for use in tracking help tickets and inventory
 1. Help ticketing feature used by TON and NPS
 2. Inventory feature used by NPS
 3. Annual cost NPS
- vi. School Messenger
 1. NPS uses for parent and staff communications
 2. TON police use for staff notices
 3. Annual cost NPS
- vii. Ghost for imaging desktops/computers
 1. Single server setup is shared
 2. Annual cost NPS
- viii. S2 system for door access management
 1. Master controller at NHS
 2. Controls door access at all NPS and TON facilities

- b. Shared knowledge
 - i. Being co-located allows for issues to be discussed across departments
 - ii. When possible, common software is adopted
 - 1. Milestone for video surveillance
 - 2. Google Apps for email, calendars and docs.
 - iii. Able to share costs for trainings
 - c. NPS staff access to Town van occasionally
 - d. Coordinated recycling pickups
 - e. Shared office supplies and small hardware supplies
2. **What in the immediate short term could be put in place to showcase best practice and efficiency?**
- a. Working towards building the ability to use each other's Internet access for failover redundancy
 - b. Leverage the use of TrackIt for town inventory management
 - c. Evaluate the current antivirus solutions in place by each department to determine if a common software could be adopted
3. **What would a long term commitment to shared services look like between you and your colleague?**
- a. Remain in shared office space
 - b. Continue to serve as a resource to each other
 - c. Continue to work the security software together i.e. Milestone and S2
 - d. Continue to confer between the departments on each new type of software or implementation that is explored to meet a need, and whenever possible adopt a common software.

Note: Purchasing Budgets needs to remain separate. – different discounts and rules apply to educational purchases than do to government purchases.

Newtown Parks and Recreation and Gregg Simon Newtown High School Athletic Director

March 7, 2016

Joint Leadership responses for Town/BOE Shared Services

1. What is already in place between like departments which illustrates best practice and/or efficiency?
Newtown Parks and Recreation and Gregg Simon are in constant communications to avoid duplication of services at Newtown High School. Shared services include Parks and Recreation programs on the High School Fields and High School Sports utilizing park fields and facilities. Parks and Recreation maintains all of the fields and coordinates the usage and scheduling to avoid duplication of field preparation/maintenance and scheduling. Gregg and Parks and Recreation coordinate the use of security and custodians on a regular basis. Sharing of costs and work for improvements is also very good with the High School. Surcharge and other Town of Newtown funds with some BOE help makes improvements at the High School.
2. What in the immediate short term could be put in place between like departments to showcase best practice and efficiency?
A standard operating procedure policy for inside and outside usage for when personal or team leadership changes within the Town, Board of Education or athlete program leaders.
3. What would a long term commitment to shared services look like between you and your colleague? We all feel that this commitment already exists and works excellent with the High School. Gregg and Carl feel that the same level of commitment and cooperation should come from the Middle School, Read Intermediate School and all of the elementary schools. The other schools do not really share costs for improvements and if we want the same level of excellence as with the High School then all schools should cooperate for improvements to the same level. Gregg feels a field manager and a more structured policy for Blue and Gold would help other groups use this facility. Carl and Gregg also feel that the investment in a control link for the High School lighting would benefit shared usage so that staff would not have to manually turn lights on and off. Long Term goals for the High School would be to put artificial turf on the back practice field to allow more usage and cut down on maintenance.
The facility use form needs to be updated and there should be a master calendar for all school and town facilities managed by one person. This includes approval of facilities and coordination with all schools. A certificate of use should also be part of this process.

Newtown Parks and Recreation and Mark Pompano Director of Security BOE

March 7, 2016

Joint Leadership responses for Town/BOE Services

1. What is already in place between like departments which illustrates best practice and/or efficiency?

Newtown Parks and Recreation has a very good working relationship with Mark Pompano. NP&R uses many of the school facilities and communicates with Mark on such needs as they arise. We try to utilize the core schools, Newtown High School and Newtown Middle School to maximize the use of security guards for special events and activities. Custodians help with access to the schools after school hours where there may not be security guards in place.

2. What in the immediate short term could be put in place between like departments to showcase best practice and efficiency?

Mark mentioned that sometimes user groups do not watch siblings or children that are attending events and activities with parents. The discussion of portable gates at the High School could help with people wondering around and security within the schools during non-school hours. Signs in the hallways could help with this issue also. The IPM or standard operating procedure policy mentioned on the report with Greg Simon would also help with clarification with the many user groups with security rules and regulations.

3. What would a long term commitment to shared services look like between you and your colleague?

Mark feels that establishing an hour of custody program for the BOE buildings and a weekend and holiday security plan for all BOE buildings would be helpful. His question is when does a school become a public building? We also discussed the need to come up with a security plan for afterschool programs at the new Sandy Hook School.

Newtown Parks and Recreation and Gino Faiella Director of Facilities

March 7, 2016

Joint Leadership responses for Town/BOE Shared Services

1. What is already in place between like departments which illustrates best practice and/or efficiency?

Snow plowing is a shared service for BOE facilities between Public Works, Parks and Recreation and BOE. Fred and Gino said they will report that it is a seamless operation. Carl has a suggestion to make it better that is included in question number 2. Additionally Parks and Recreation facilitates the landscaping contract for the BOE grounds. We additionally share facilities above and beyond athletic fields. NP&R allows BOE to use park facilities including pavilions at the parks. BOE allows NP&R to use indoor facilities along with outside facilities.

2. What in the immediate short term could be put in place between like departments to showcase best practice and efficiency?

Carl and John Moore suggest establishing one person for the chain of command for plowing and storm cleanup between the three Town agencies involved. This command would include the establishment of when P&R and BOE employees report and finish storm and winter clean up. Better access for Parks and Recreation to maintain all BOE Grounds.

3. What would a long term commitment to shared services look like between you and your colleagues?

Stronger shared forecasting for repairs and maintenance along with more shared funding for equipment and infrastructure that supports both entities.

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Carole M. Ross
Human Resources Administrator

TOWN OF NEWTOWN
OFFICE OF HUMAN RESOURCES

March 3, 2016

First Selectman Llodra
Dr. Joe Erardi

In response to today's meeting regarding shared services between the Town and the Board of Education we offer the following:

As you know, Suzanne D'Eramo and I met to discuss our common responsibilities and if we could in fact achieve some shared resources and/or cost savings. Between the two of us, we are responsible to and for approximately 1500 employees.

Our common responsibilities include:

- New hires: Posting, hiring, processing and general orientation.
- Maintenance of personnel records.
- Employee Benefit support for all staff.
- Administrate and coordinate FMLA, Workers Comp, OSHA programs.

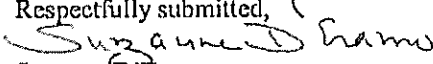

Our current shared services include:

- Pension questions, advice, research and processing of new retirees.
- Day-to-day issue discussion
- Collaboration of policy and process
- Phoenix HR system

After discussing at length, due to the volume of employees we are responsible for we cannot recommend any effort which could be shared. Suzanne and I have always maintained a collaborative relationship and seek each other out for problems and solutions.

However, we would recommend an in-house labor attorney shared between the Town and the Board. This person would be incredibly valuable to us in that we would have someone with the knowledge of law to help us with decisions such as FML, ADA, workers compensation, negotiations, grievances, etc.

Another area we discussed was the Town may be able to participate in the Board's on-line application system for job postings, EEO reporting, applicant tracking. We will be looking into the cost of that possibility.

Respectfully submitted,

Suzanne D'Eramo

Carole Ross

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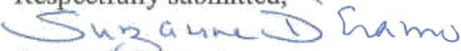
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Respectfully submitted,


Suzanne D'Eramo


Carole Ross

