

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 Thursday, April 21, 2016, at 7:30 P.M., in Meeting Room One in the Newtown Municipal Center, 3 Primrose Street, Newtown, CT.

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

ABSENT: Ron Bienkowski,

ALSO PRESENT: Legislative Council Chair MaryAnn Jacob, First Selectman Pat Llodra, Superintendent Dr. Joe Erardi

CALL TO ORDER: Mr. Wiedemann called the meeting to order with the Pledge of Allegiance at 7:40pm.

VOTER COMMENT: None

MINUTES: MR. FERGUSON MOTIONED TO APPROVE THE MINUTES OF THE REGULAR MEETING OF MARCH 8, 2016. SECOND BY MR. EIDE. ALL IN FAVOR.

COMMUNICATIONS: Draft of shared services committee values statement.

REPORTS/DISCUSSION:

Community Values Statement: MR. EIDE MOVED TO ACCEPT THE DOCUMENT SHARED SERVICES COMMITTEE VALUES STATEMENT AS PRESENTED. SECOND BY MR. FERGUSON. ALL IN FAVOR. (Att)

Other Communities: Mr. Ritchie discussed findings from his communication with other towns who have implemented shared services. He will be having further conversations with Madison. Mrs. Llodra noted many of the shared services listed are already being done in Newtown. (Att)

Rec'd. for Record 4-22 2016
Town Clerk of Newtown 3:20pm
Debbie Aurelia Halstead

Next Meetings

- Mr. Wiedemann shared a draft outline for the process to direct the committee. The committee will review and discuss any changes at the next meeting. (Att)
- Members will review reports from department teams and prepare questions. Send questions to clerk by Wednesday, April 27th.
- Mrs. Llodra and Dr. Erardi will share the Committee principals with department teams.
- Mr. Wiedemann, Mr. Ritchie, Mr. Ferguson and Mr. Eide will meet with department teams after the May 3rd meeting and report back at the May 25th meeting.

CCM: Mr. Ferguson shared updated info he received from CCM. (Att)

ANNOUNCEMENTS: Next meetings will be May 3 and May 25.

ADJOURNMENT: There being no further business the meeting adjourned at 9:05pm.

Respectfully Submitted,

Carey Schierloh, Clerk

Attachments: Values Statement, Process Map, Shared Services Communities, CCM Findings

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.

Shared Services Committee Values Statement

The members of the Shared Services Committee of the Newtown Legislative Council have assembled to continue the process of identifying efficiencies that could provide a benefit to town employees and Newtown residents through utilizing available resources between the Newtown Board of Education and Town Departments.

The Shared Services Committee intends to use the following values to guide this process:

- Newtown's taxpayers, parents, and students deserve value for their contributions to our town in tax dollars. The Shared Services Committee seeks to bring the greatest possible value to Newtown residents, while maintaining a better or equal level of services that are currently in place.
- Newtown's employees are valuable resources to the Town. The experience they bring to their positions is vital to continued successful operations. As such, the Shared Services Committee will seek recommendations that find efficiencies and cost savings through a variety of strategies, including work-role consolidation, personnel collaboration and cross-training and natural attrition whenever possible.
- The implementation of shared services in any municipality requires trust and cooperation by all involved parties. The Shared Services Committee will attempt to bring open and honest communication to the process of consolidation of services, both in and out of committee meetings.
- Shared services best practices can never be implemented without the cooperation of those responsible for implementation. To ensure support of those affected, efforts will be made to include affected parties in the development of a plan for implementation of shared services in the Town.

- 1) Put together process map to direct committee work including goals.
- 2) Research shared services models in other towns
- 3) Report on key issues from that research including barriers to success as well as reasons for successes where they exist.
- 4) Review feedback from departments and layout opportunities that exist based on that feedback.
- 5) Compare department feedback to other towns key issues reported to see where pitfalls or opportunities exist.
- 6) Determine benefits and for moving forward in key areas identified by departments. Provide that information to leadership.
- 7) Clarify department feedback where needed and ask for deeper and more detailed ideas on how to lay out possible opportunities for collaboration.
- 8) Report back to LC.

Thoughts on Shared Services/JJR

Madison: More to come

- BOE & Town have office spaces in the same building.
- BOE & Town share a Financial Director/Business Manager position but with related positions in each agency (I am uncertain as to how this works).

Newington: a source of pride

- Planning- The TM and Superintendent consistently discuss plans and share resources when it makes sense to do so. . Example: Scheduling capital projects with the town capital budget in mind.
- Purchasing- The BOE purchases all supplies for the town. The BOE provides gas from their pumps for police vehicles and are reimbursed by the town.
- Communications- Dropbox is used to communicate and the town and BOE have equal access. Radio systems are shared.

New Fairfield: Problematic

- BOE & Town Human Resources handled by BOE (Superintendent?)

Plainville

1. The BOE and Council agreed to share a common work space for operations resulting in the BOE moving its operation from the bottom floor (former Police Station) to the upper floor of the Municipal Center. As theorized, this led to improved communication between the Superintendent and Town Manager. In addition there is improvement in the level of communication between town and board employees in various departments (payroll, maintenance, purchasing).
2. Technology: Recently the BOE Tech Dept. took over management of Town and police technology. In exchange the Town provides some salary reimbursement to the Board (equal to 1.5 technicians)
3. The Town maintains the school grounds and playing fields.
4. The Town and Board share a Payroll Clerk. This took a while to achieve and finally came to pass as a result of a retirement. In the past two clerical employees spent considerable time on the individual payrolls, now one person is dedicated to both.
5. The Supt. convenes an Emergency Management team (police, fire, town and school admin.) to help be prepared for emergency incidents. The Town holds regular "safety" meetings more along the lines of OSHA issues. School staff also participates in those.
6. Park and Recreation use school playing fields and building facilities, including the H.S. pool.
7. The town Plows school parking lots. The BOE clears snow from school sidewalks, entry ways, etc. and deices school walking areas as appropriate.
8. Annual budget requests are presented to the Plainville Community jointly (?) by the Town Manager and Superintendent of Schools.

From: KENNEDY MUNRO <**Subject:** CCM: Shared Services
Date: March 30, 2016 at 4:31:24 PM EDT

George,

You had asked for examples of services that other municipalities share with their Board of Education. I only heard back from four municipalities, but please find their responses below.

Milford does not have any shared services with the Milford BOE. They do offer some in-kind services in connection with Finance and Accounting, Information Technology, and Building and Grounds Maintenance.

Weston: The areas where they utilize shared services are Risk Management (bids for LAP and worker's comp); IT (BOE oversees Town operations); Grounds (athletic field) maintenance (BOE handles and bills back Town); Police (Mile of Safety and pending SRO hiring); Communications (the Town and BOE recently underwent implementing a new combined phone system).

Ridgefield: Risk Management is the only 100% shared service. To some extent Police in that they provide three SROs for the schools. As for buildings and property, the general rule is that if it's on the inside of the school building it's the responsibility of the BOE and if outside the building it's the responsibility of the Town.

"The Town of Cheshire shares the following services with the Cheshire Board of Education (BOE):

1. Finance and Accounting are separate for the most part, but the Town invests Town and BOE pooled cash and prepares the bank reconciliation, maintains capital asset files for Town and BOE, prepares the audited financial statements for Town and BOE, and maintains capital project files for Town and BOE. The BOE does have staff that prepares their payroll, accounts payable, misc cash receipts, education reports, etc.
2. Risk Management shares common consultants for workers compensation, general insurance, and medical benefits. A self-funded health insurance fund is also shared by the Town and Board of Education. Benefits / claims administration is generally handled separately by the Town and Board Ed.
3. Information Technology (IT) – overall these services are outsourced and the Town and BOE share the same service provider, however the BOE and Town do employ some additional IT staff to service their respective needs.
4. Police provide crossing guards and a school resource officer for the BOE.
5. Legal services are provided by the same law firm for both the Town and BOE.
6. Communications – the Town and BOE utilize the same phone service provider and equipment.

Cheshire cont'd. Generally, Building Maintenance, Grounds Maintenance, Winter Maintenance, Parks and Recreation Programming/H.S. Athletics Purchasing Insurance, General Administration, and Grants Administration are handled separately for the Town and BOE. One other note, the Town provides vehicle maintenance for BOE maintenance vehicles, but not student transportation vehicles."

Please let me know if you have any questions or require any more assistance.

CCM Research Conversation
(reverse chronological order) between Kennedy Munro and George Ferguson

Methodology:

March 31, 2016

George,

I emailed the Purchasing Officer/Finance Director/Chief Elected Official in 21 municipalities. If I didn't have the Purchasing Officer's email address, I emailed the Finance Director. In some cases the Finance Director was also the Chief Elected Official. Below is the original email I sent out. I chose municipalities that were geographically close to Newtown, as well as municipalities of a similar population size. We have a working list of municipal employees' contact information that comes from various databases.

"Good Afternoon,

We have a municipality that is analyzing their shared services between their municipality and the Board of Education. If you have a moment, would you please run down the list below and let me know which, if any, of the following services your municipality shares with your BOE.

As always, please let me know if you would like a copy of the results when responding and I will be happy to send them to you. If you could please respond to this email as soon as you are able, it would be most appreciated.

- Finance and Accounting*
- Human Resources - Labor Relations*
- Risk Management*
- Information Technology*
- Building Maintenance*
- Grounds Maintenance*
- Winter Maintenance*
- Security / Police*
- Parks & Rec Programming / H.S. Athletics Purchasing Insurance*
- Legal Services*
- General Administrative Services*
- Grants Administration*
- Communications*

Thank you in advance for your assistance."

Best regards,

Kennedy E. Munro
Research Analyst CCM

Request for Information About Methodology:

From: George Ferguson

Sent: Thursday, March 31, 2016 1:42 PM

To: KENNEDY MUNRO

Subject: Re: CCM: Shared Services

Hi Kennedy,

Thank you so much for your efforts, they are greatly appreciated.

Because I suspect that others on Newtown's Shared Services Committee will ask, I'm hoping you will be able to offer some process info:

How many CT Town did you reach out too? (N =?)

How did you contact them? (e.g. phone, email, standard contact list or selected inquiry)

What question or questions did you ask?

Who would have been the target audience. (e.g. CEO's, Superintendents, etc.)

What kind of list were you working from? (e.g. Proprietary CCM list, white pages, other, etc.)

Our Committee will likely to be doing some outreach of our own.

We're figuring it out as we go. I'll circle back to let you know our plans.

Thanks again.

George

Research Results

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Weston:

The areas where they utilize shared services are Risk Management (bids for LAP and worker's comp); IT (BOE oversees Town operations); Grounds (athletic field) maintenance (BOE handles and bills back Town); Police (Mile of Safety and pending SRO hiring); Communications (the Town and BOE recently underwent implementing a new combined phone system).

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Please let me know if you have any questions or require any more assistance.

Best regards,

Kennedy E. Munro Research Analyst CCM

George, are you looking for shared services between two municipalities, or between a Town and their Board of Ed? Are there specific services you're interested in?

Best regards,

Kennedy E. Munro Research Analyst CCM

Kennedy,

Our Committee is focused on shared services between the Town and the Board of Education.

The areas that we have touched upon so far are similar to the ones referenced on the spreadsheet from August 2014.

So far we've touched upon the following:

Finance and Accounting
Human Resources - Labor Relations

Information Technology
Building Maintenance
Grounds Maintenance
Winter Maintenance
Security / Police
Parks & Rec Programming / H.S. Athletics
Purchasing
Insurance / Risk Management

Some other areas for consideration may be:

Legal Services
General Administrative Services
Grants Administration
Communications

George

P.S. We currently have a regional Health District based here in Newtown that covers three Towns.

On Mar 15, 2016, at 2:28 PM, KENNEDY MUNRO > wrote:

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Best regards,

Kennedy E. Munro Research Analyst CCM

From: George Ferguson]
Sent: Tuesday, March 15, 2016 1:50 PM
To: KENNEDY MUNRO
Cc: pat.llodra Dan Wiedemann
Subject: Newtown's request for shared services info

Hi Kennedy,

It was a pleasure speaking with you today about Newtown's recently formed Shared Services Committee.

Thank you for agreeing to help us by compiling updated information about Shared Services in Connecticut.

I understand that you will be in touch with our First Selectman to seek permission to proceed and will then begin this work.

Our Committee will next be meeting during the first week of April so the timeline you proposed for turning this around is great.

Thanks again

George

Kennedy.

Thanks for helping our Shared Services initiative. Any info you can provide will be very helpful.

E. Patricia Llodra First Selectman Town of Newtown

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