



TOWN OF LEDYARD
CONNECTICUT
TOWN COUNCIL
HYBRID FORMAT

741 Colonel Ledyard Highway
Ledyard, CT 06339

860 464-3203
Roxanne Maher

Chairman Kevin J. Dombrowski

MINUTES
FINANCE COMMITTEE
REGULAR MEETING

Wednesday, February 15, 2023

5:00 PM

Annex Meeting Room - Video Conference

DRAFT

- I. CALL TO ORDER - The Meeting was called to order by Councilor Saums at 5:00 p.m. at the Council Chambers Town Hall Annex Building.

Councilor Saums welcomed all to the Hybrid Meeting. He stated for the Town Council Finance Committee and members of the Public who were participating via video conference that the remote meeting information was available on the Agenda that was posted on the Town's Website – Granicus-Legistar Meeting Portal.

II. ROLL CALL

Attendee Name	Title	Status	Location	Arrived	Departed
Andra Ingalls	Town Councilor	Present	Remote	5:00 pm	5:23 pm
Tim Ryan	Town Councilor	Excused			
Bill Saums	Town Councilor	Present	In-Person	5:00 pm	5:23 pm
Mary McGrattan	Town Councilor	Present	Remote	5:00 pm	5:23 pm
S. Naomi Rodriguez	Town Councilor	Present	In-Person	5:00 pm	5:23 pm
Fred Allyn, III	Mayor	Present	In-Person	5:00 pm	5:23 pm
Matt Bonin	Finance Director	Present	In-Person	5:00 pm	5:23 pm
Don Steinhoff	Administrator of Human Resources	Present	In-Person	5:00 pm	5:23 pm
Roxanne Maher	Administrative Assistant	Present	Remote	5:00 pm	5:23 pm

III. RESIDENTS AND PROPERTY OWNERS COMMENTS - None.

IV. PRESENTATIONS/INFORMATIONAL ITEMS – None.

IV. REVIEW AND APPROVAL OF PRIOR MEETING MINUTES –

MOTION to approve the Regular Meeting Minutes of February 1, 2023

Moved by Councilor Ingalls, seconded by Councilor Saums

VOTE: 2 – 0 Approved and so declared

RESULT: RECOMMEND TO APPROVE 2 – 0

MOVER: Tim Ryan, Town Councilor

SECONDER: Andra Ingalls, Town Councilor

AYES: Ingalls, Saums

EXCUSED: Ryan

V. FINANCE DIRECTOR'S REPORT

Finance Director Matthew Bonin reported that work continues on the Fiscal Year 2023/2024 Budget preparation. He noted that they were waiting to hear from the Healthcare Consultant Joe Spurgeon.

VI. FINANCIAL REPORTS

Finance Director Matthew Bonin reported that the town recently received a substantial Impact Aid payment. He noted that he would provide the updated Revenue Report and Expenditure Report at the Finance Committee's March 1, 2023 meeting.

VIII. OLD BUSINESS

1. No action on the Capital Improvement Plan (CIP) and Capital Non-Recurring (CNR) Fund based on the *American Rescue Act* Funding (ARPA) and the process to approve ARPA Projects and expend ARPA Funding.

RESULT: NO ACTION

Next Meeting: 03/01/2023 5:00 p.m.

2. Any Old Business proper to come before the Committee. – None.

VII. NEW BUSINESS

1. MOTION to recommend the Town Council appropriate and transfer the Board of Education Fiscal Year 2021/2022 audited surplus of \$448,253 from unrestricted fund balance as follows:
 - \$381,015 to Account #21070101-58250 (BOE Reserve Fund) in accordance with the *“Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education”* adopted on September 28, 1988; and
 - \$67,238 to Account #21070101-58262 (Track & Field Rental Reserve) (15% when surplus exceeds \$250,000) in accordance with the *“Resolution Regarding the Establishment of an Account for the Revenues Received from Leasing the Ledyard High School Multi-Use Facility”* adopted on April 22, 2020.

Moved by Councilor Ingalls, seconded by Councilor Saums

Discussion: Councilor Saums stated that he along with Mayor Allyn, III and Finance Director Matthew Bonin met with Superintendent of Schools Jason Hartling and Board of Education Director of Finance and Human Capital Rachel Moser on February 1, 2023 to discuss the *“Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education”* relative to the Board of Education's Fiscal Year 2021/2022 operating budget surplus, healthcare shortfall and their options. He stated the consensus of the Group was that the right thing to do

was to follow the Resolution and transfer the Board of Education's operating budget surplus to their Capital Account. He stated the Board of Education's Capital Account was their funding source to maintain their facilities.

Councilor Ingalls stated that she also agreed that they should abide by the Resolution, noting that it was the right thing to do. She stated that she would continue to ask for the Procedure/Policy to be written to address forecasting and budgeting the Healthcare costs for both the General Government and the Board of Education so that they do not have the same issue with the healthcare oversight/short-fall they had in fiscal year 2021/2022. She stated that she was eager to see the Procedure/Policy completed so that there would not be bad feelings about transferring the money to where it should go. She stated the Town Council has put funding mechanisms in place to make sure they were putting funding aside to steward their resources such as the High School Multi-Use Artificial Turf Field, therefore, she stated they should move the money.

VOTE: 2 – 0 Approved and so declared

RESULT: RECOMMEND TO APPROVE 2 – 0

MOVER: Andra Ingalls, Town Councilor

SECONDER: Bill Saums, Town Councilor

AYES: Ingalls, Saums

EXCUSED: Ryan

2. MOTION to recommend the Town Council adopt proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” as contained in the draft dated February ~~8~~¹⁵, 2023

Draft ~~2/8/2023~~ ^{2/15/2023}

**RESOLUTION ESTABLISHING
ADMINISTRATOR/DEPARTMENT HEAD BENEFITS**

WHEREAS, The Town Council recognizes the need to compensate its Administrators/Department Heads in a fair and equitable manner;

NOW, THEREFORE BE IT RESOLVED, That the Town Council reaffirms the practices, policies, plans and benefits set forth in the Town of Ledyard Employee Handbook which applies to all Employees, including Administrators/Department Heads and provides further that if the terms of this Resolution differ from the terms of the Town of Ledyard Employee Handbook, the provisions and terms of this Resolution shall apply exclusively.

For the purpose of this Resolution, the Town Council Chairperson shall be the immediate supervisor of the Administrative Assistant to the Town Council; the Chairperson of the Town Council Finance Committee shall be the immediate supervisor for the Town Treasurer; the Director of Finance shall be the immediate supervisor for the Assistant Director of Finance; the Mayor shall be the immediate supervisor for all other Administrators/Department Heads.

All benefits are computed based on a 40 hour work week. Benefits for employees working less than 40 hours will be pro-rated based on a 40 hour work week.

As of the date of this revision there are **17** non-union positions covered by the Administrator /Department Head Resolution:

1. Town Clerk
2. Director of Finance
3. Assistant Director of Finance/**Treasurer**
4. Director of Administrative Services/Mayoral Assistant
5. Director of Human Resources
6. Administrator of Emergency Services
7. Director of Civil Preparedness and Emergency Management
8. **Library Director**
9. Public Health Nursing Administrative Supervisor
10. Director of Parks and Recreation
11. Public Works Director/Town Engineer
12. Director of Planning and Development
13. Administrative Assistant to the Town Council
14. WPCA Wastewater Operations Supervisor
15. Mayor *
16. Chief of Police **
17. Police **Captain** **

* Elected position. Applicable sections of this Resolution are limited to insurance, pension, and workers compensation.

** Appointed/Contracted Position. Applicable sections of this Resolution are limited to those not specifically covered in the contract.

Note: At times some of the positions listed above may be unfilled, combined, or contracted. Appropriate adjustments to benefits will be made in these circumstances.

LEAVES AND ABSENCES

All leaves and absences are based on a 40 hour work week. Leave and absences for employees working less than 40 hours will be pro-rated based on a 40 hour work week.

VACATION

See Personnel Handbook

SPECIAL LEAVE

Special Holiday leave shall be granted on the days, or portions thereof, listed below:

- a. December 24, whenever it occurs on a Monday;

- b. December 24, after having worked one-half of their normal daily work schedule, whenever it occurs on a Tuesday, Wednesday, or Thursday;
- c. December 26, whenever it occurs on a Friday;
- d. December 31, whenever it occurs on a Monday;
- e. December 31, after having worked one-half of their normal daily work schedule, whenever it occurs on a Tuesday, Wednesday, or Thursday;
- f. January 2, whenever it occurs on a Friday.

The above Holiday leave may be adjusted based on Town Hall schedules; e.g. if union contracts are negotiated to allow the Town Hall to be open on any of these days compensatory time-off may be granted.

The Administrators/Department Heads whose duties and responsibilities require them to work during periods of special leave shall be eligible for equivalent amounts of compensatory time off.

LEAVE OF ABSENCE WITHOUT PAY

All requests for a Leave of Absence Without Pay must be made in writing and approved in advance by the Mayor. If the leave is for more than five (5) days in any one month, the Administrator/Department Head shall not earn sick or vacation leave for that month. The Administrator/Department Head shall not be paid for any holiday or special leave day which may occur during the Leave of Absence Without Pay. In order to qualify to be paid for a holiday or a special leave day, an Administrator/Department Head who has been on a Leave of Absence Without Pay must have worked the last work day directly preceding said holiday or special leave day.

SICK LEAVE TERMINATION

Upon termination of service from the Town of Ledyard, all unused sick leave up to a maximum of fifty (50) days will be paid to the Administrator/Department Head in a lump sum payment, provided the individual has been an Employee of the Town for a minimum of ten (10) years, and said Administrator/Department Head is not terminated for cause.

Employees hired on or after July 1, 2014 with a minimum of ten (10) consecutive years of service will upon termination be paid for a maximum of twenty (20) days.

PERSONAL LEAVE

Each Administrator/Department Head shall be entitled to three (3) personal leave days annually without loss of pay, provided such Administrator/Department Head notifies the Supervisor at least twenty-four (24) hours in advance, except in the case of a personal emergency. Personal days may be used in conjunction with a holiday or vacation provided a two (2) week written notice is supplied to the Supervisor and provided approval is granted by the Supervisor. During an Employee's first fiscal year, he or she shall be eligible for one (1) personal day for every four (4) months worked.

COMPENSATORY TIME

Administrator/Department Heads may, with the advanced approval of the Supervisor or Mayor, be provided compensation in the form of compensatory time at the rate of one hour of compensatory time for each hour worked in excess of the maximum work week of each

employee. Salaried exempt employees shall be eligible for compensatory time off for work performed which is beyond the normal scope of duties. All compensatory time must be taken within three months, unless otherwise approved by immediate supervisor. Compensatory time which is not taken within three months of accrual will be forfeited.

INSURANCE

The Town shall continue to provide eligible Employees and their dependents substantially similar group health and dental insurance coverage and benefits as exist in the Town's conventional insurance plan. The Town reserves the right to change or provide alternate insurance carriers, health maintenance organizations, or benefit levels or to self-insure as it deems appropriate for any form or portion of insurance coverage, so long as the new coverage and benefits are substantially similar to the conventional insurance. The Town will not be responsible for changes unilaterally imposed by an insurance provider so long as the Town uses its best efforts to minimize changes by incumbent insurance providers from one plan year to another.

- a. Each Employee shall be responsible for fifty percent (50%) of the cost of the dental plan for spouse or family coverage, and the applicable Employee contribution rate, as set forth below, for the Employee's dental coverage.
- b. The Town will purchase for each Employee at no cost to Employee, life insurance which in the event of death of the Employee while employed by the Town, will provide a benefit of \$50,000 or a sum equivalent to the Employee's base salary, whichever is less.
- ~~c. Effective with the adoption of this Resolution, each Employee shall be responsible for ten percent (10%) of the applicable conventional premium rate (COBRA rate) determined by the insurance carrier or administrator for all health and dental insurance benefits, excluding life insurance. An Employee with individual coverage shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for individual coverage. An Employee and spouse or an Employee and eligible dependent, (two person coverage classification), shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for such two person coverage. An Employee with family coverage shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for family coverage.~~
- c. Effective with the adoption of this Resolution, each employee shall be responsible for the percentage of the applicable conventional premium rate determined by the insurance carrier or administrator for all health and dental benefits as outlined in Paragraph d below.*
- d. Effective July 1, 2010 and each July 1 following, the co-insurance and co-pay contributions shall be the same as the lowest negotiated Town Hall labor contracts effective on that date.

- e. Employees may elect to waive all group insurance benefits, and in lieu thereof, be remunerated in the amount of twenty-five percent (25%) of the actual premium saved.
- f. Employees are required to notify Human Resources of significant changes to circumstances affecting insurance, including but not limited to births, death of dependents, marriage, adoptions, divorce, or change in eligibility of dependents.

PENSION

Employees hired prior to July 1, 2009 may be eligible to participate in the town's Defined Benefit Pension Plan. Details of this plan are provided in the Defined Benefit Summary Plan Description which will be provided to all eligible employees.

Employees hired on or after July 1, 2009 may be eligible to participate in the town's Defined Contribution Pension Plan. Details of this plan are provided in the Defined Contribution Summary Plan Description which will be provided to all eligible employees.

~~Effective July 1, 2014 employees eligible for the Defined Contribution Plan will be auto-enrolled at an employee contribution rate of 3% of base salary effective the first day of the first full quarter of the fiscal year after the hire date. Unless the employee directs the town otherwise, the employee minimum contribution rate will increase by 1% on July 1st each year until an employee contribution rate of 15% is achieved. Employees have the right to opt out of or modify the auto-enrollment by notifying Human Resources within 90 days after the actions are effective. The Town will match the employee's contributions up to a rate equal to the highest rate negotiated by Town Hall labor contracts currently in effect on July 1st of each fiscal year.~~

Effective July 1, 2022 employees eligible for the Defined Contribution Plan will be automatically enrolled at date of hire at a contribution rate of ten percent (10%) of base salary. The Town will match the employee's contribution effective six months after the date of hire.

WORKERS' COMPENSATION

If an Employee is injured in the performance of his or her duties or is otherwise qualified for benefits under the Workers' Compensation Act, the net after tax difference between his or her regular base pay and Workers' Compensation shall be paid by the Employer for a period not to exceed six (6) months or until maximum recovery is attained (whichever is first.)

Until a determination is made as to the eligibility for Workers' Compensation payments, absences shall be charged, at the Employee's option, to accumulated sick leave and/or vacation time, provided eligibility requirements are met. The Employee's time will be credited when compensation becomes effective.

Notwithstanding the above, if the Town, in its sole discretion, advances pay before an eligibility determination is made, and the Employee is thereafter found ineligible or the Employee's eligibility is terminated for any reason, the deficiency shall be charged at the Employee's option to accumulated sick leave and/or accumulated vacation leave. However, if an Employee has not accumulated sufficient sick and/or annual leave to cover the period

of absence, the Employee shall be considered on leave with pay and shall be required to repay the Town for any salary advanced while on leave with pay in the following manner:

- a. Sick Leave
- b. Vacation
- c. Personal Leave
- d. Incentives
- e. Wages
- f. Welfare Benefits

WAGES AND COMPENSATION

Employees shall be paid at the rate as designated by the Mayor or contractually negotiated. Increases in wages shall be effective on the first day of July; and continuing until June 30, 2025, wage increases may not be less than the percentage of the highest union contracted increase for that fiscal year.

Employees required to be available via cell phone outside of regular work hours who are not issued a Town cell phone, shall receive a monthly stipend for usage of their personal cell phone at a rate equivalent to the highest stipend paid to any of the Town's bargaining units.

With the implementation of this Resolution, retroactive reimbursement for wages and personal cell phones shall be paid to employees who were on staff as of July 1, 2022.

EDUCATION AND TRAINING

The Administrator/Department Head shall be reimbursed for travel expenses, meals, lodging, registration fees and other appropriate expenses as may be required when attending professional meetings, training and/or conducting Town business, provided prior approval to attend such meeting and incur such expenses is obtained from the immediate supervisor.

Any Administrator/Department Head who successfully completes an education or vocational course approved, in advance, by the immediate supervisor shall be reimbursed the cost of such courses up to a maximum of fifty percent (50%) not to exceed One Thousand Dollars (\$1,000) per year. Courses eligible for reimbursement must be at an accredited college or university and directly relate to the Administrator/Department Head's professional development. Employees who receive tuition reimbursement shall remain in the employment of the Town for one year following completion of the course or shall be required to reimburse the tuition.

LONGEVITY

In return for good and faithful service to the Town, each Administrator/Department Head shall receive the following longevity payments:

- | | | |
|----|---|---|
| a. | Ten years, but less than fifteen years | \$250.00 — \$350.00 |
| b. | Fifteen years, but less than twenty years | \$350.00 \$450.00 |
| c. | Twenty or more years | \$450.00 \$550.00 |

Payment shall be paid in one lump sum annually on the pay date nearest the Administrator/Department Head's anniversary date of employment.

Employees hired after July 1, 2014 shall not be eligible for Longevity payments.

TRIENNIAL REVIEW

The terms of this Resolution shall be reviewed ~~and acknowledged~~ every three (3) years from its adoption date by the Administrator/Department Heads and Town Council. ~~and shall remain in place until further action is agreed upon by both parties.~~

Adopted by the Ledyard Town Council on: _____.

Kevin J. Dombrowski, Chairman

Revisions: March 10, 1989; July 13, 1998; September 26, 1990; January 27, 1993; October 8, 2003; May 28, 2014; January 13, 2016.

History:

2022: Updated the titles of the following positions:

Librarian to Library Director; Assistant Finance Director to include Treasurer; Police Lieutenant to Police Capitan.

Insurance Section paragraph (c): Removed/replaced the following language

~~Effective with the adoption of this Resolution, each Employee shall be responsible for ten percent (10%) of the applicable conventional premium rate (COBRA rate) determined by the insurance carrier or administrator for all health and dental insurance benefits, excluding life insurance. An Employee with individual coverage shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for individual coverage. An Employee and spouse or an Employee and eligible dependent, (two person coverage classification), shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for such two person coverage. An Employee with family coverage shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for family coverage.~~

(New Language): Effective with the adoption of this Resolution, each employee shall be responsible for the percentage of the applicable conventional premium rate determined by the insurance carrier or administrator for all health and dental benefits as outlined in Paragraph d below.

Pension Section: Removed/replaced the following language:

~~Effective July 1, 2014 employees eligible for the Defined Contribution Plan will be auto-enrolled at an employee contribution rate of 3% of base salary effective the first day of the first full quarter of the fiscal year after the hire date. Unless the employee directs the town otherwise, the employee minimum contribution rate will increase by 1% on July 1st each~~

~~year until an employee contribution rate of 15% is achieved. Employees have the right to opt out of or modify the auto enrollment by notifying Human Resources within 90 days after the actions are effective. The Town will match the employee's contributions up to a rate equal to the highest rate negotiated by Town Hall labor contracts currently in effect on July 1st of each fiscal year.~~

Effective July 1, 2022 employees eligible for the Defined Contribution Plan will be automatically enrolled at date of hire at a contribution rate of ten percent (10%) of base salary. The Town will match the employee's contribution effective six months after the date of hire.

Added New Section : "Wages and Compensation".

Longevity Section: Updated longevity payments as follows:

- | | | |
|----|---|-------------------------------|
| a. | Ten years, but less than fifteen years | \$250.00 -\$350.00 |
| b. | Fifteen years, but less than twenty years | \$350.00 -\$450.00 |
| c. | Twenty or more years | \$450.00 -\$550.00 |

Added: New paragraph Triennial Review: The terms of this Resolution shall be reviewed and acknowledged every three (3) years from its adoption date by the Administrator/Department Heads and Town Council.

Moved by Councilor Ingalls, seconded by Councilor Saums

Discussion: Councilor Saums provided some background noting that the Department Heads, as well as and many of us, believe that the Department Heads were not being paid competitively for similar roles with neighboring towns. He stated they did not have a mechanism to survey surrounding towns to find out what employees do in similar positions because all of the positions were different, the requirements were different, and the staffing level was different among towns. He went on to state that the feeling was that over the last ten years the gross wage increases for Ledyard's Department Heads have fallen behind. Therefore, he stated the intent of revising the "Resolution Establishing Administrator/Department Head Benefits" was to get the Department Head's wages caught up.

Councilor Saums went on to explain Administrator of Human Resources Don Steinhoff met with the Department Heads and provided the updated Resolution as presented this evening dated February 8, 2023, which included a new "Triennial Review" section. He stated the updated language was in response to the Finance Committee's request that the language in the first paragraph of the "Wages And Compensation" section sunset after three years, while the town conducted a salary survey to find out how our employees compared in pay to comparable towns. However, he stated the language in the February 8, 2023 draft was not exactly what he had intended. Therefore, he provided the following updated language as noted in the *green font below and above in the draft dated February 15, 2023:*

- *Wages And Compensation - Employees shall be paid at the rate as designated by the Mayor or contractually negotiated. Increases in wages shall be effective on the first day of July; and continuing until June 30, 2025, wage increases may not be less than the percentage of the highest union contracted increase for that fiscal year.*
- *Triennial Review: The terms of this Resolution shall be reviewed ~~and acknowledged~~ every three (3) years from its adoption date by the Administrator/Department Heads and Town Council. ~~and shall remain in place until further action is agreed upon by both parties.~~*

Councilor Ingalls questioned whether the salary increases would be retroactive. Administrator of Human Resources Don Steinhoff responded “Yes”; and he stated the spreadsheet provided at the Finance Committee’s January 4, 2023 meeting showed the difference in the hourly rate of the Department Heads covered under this Resolution. He noted the difference in the hourly rates ranged from 0.07cents to 0.29 cents per hour; for a total cost of \$4,813.02 for Fiscal Year 2022/2023. He stated the Department Heads were satisfied with the proposed language and that they were looking forward to completing the salary comparison study as they move forward to next year.

Councilor Ingalls continued by stating that she agreed with sunsetting the term and making sure that they were paying competitive wages. She stated part of the work in stewarding the town’s resources was that they were stewarding tax dollars, noting that the best resource the town had was their employees. Therefore, she stated in stewarding the resources of the town it meant taking proper care of our professionals. She stated the best way they could do that was to pay them a competitive rate. She stated that they could not afford to go to high, noting that every tax bump was being paid people who cannot afford it. She stated one person’s pay increase was coming out of someone else’s household budget. She stated that they were aware of all of this, and that they feel the tension of it, and that they want to do right by everyone, as much as they can.

Councilor Rodriguez questioned Mayor Allyn’s view regarding the proposed amendments to the “*Resolution Establishing Administrator/Department Head Benefits*” as it pertained to annual wage increases. Mayor Allyn, III, stated he was happy with the proposed language. He stated the Department Heads needed to be properly financially managed, explaining at the end of the day when the Town Hall workers punchout for the day, the Department Heads quite often stay later, they pack their files to take home to work on, they take calls and answer e-mails from home at night on the weekend, noting that the Department Heads were the glue that holds it all together. He stated it was important that they recognize what they do to keep the town operating smoothly, and that they also try to compensate them as best they can.

The Finance Committee agreed to update the *Resolution Establishing Administrator/Department Head Benefits*” as contained in the draft dated February 15, 2023 as a “*friendly amendment*”.

VOTE: 2 – 0 Approved and so declared

RESULT: RECOMMEND TO APPROVE 2 – 0	
MOVER:	Andra Ingalls, Town Councilor
SECONDER:	Bill Saums, Town Councilor
AYES:	Ingalls, Saums
EXCUSED:	Ryan

3. Any New Business proper to come before the Committee. – None.

IX. ADJOURNMENT

VOTE: Councilor Saums moved the meeting be adjourned, seconded by Councilor Ingalls.
2 - 0 Approved and so declared, the meeting was adjourned at 5:23 p.m.

Respectfully submitted,

William D. Saums
Committee Chairman
Finance Committee