



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3203
council@ledyardct.org

Town Council ~ AGENDA ~

Chairman Kevin J.
Dombrowski

Regular Meeting

Wednesday, February 22, 2023

7:00 PM

Town Hall Council Chambers

In-Person: Council Chambers Town Hall Annex

Remote: Information noted below:

Join Zoom Meeting from your Computer, Smart Phone or Tablet:

<https://us06web.zoom.us/j/84686270084?pwd=MnlFV2c3bGxRbmlXaFZlZlZUM1YWVMTUT09>

Or by Audio Only: Telephone: +1 646 558 8656; Meeting ID: 846 8627 0084; Passcode: 267651

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL

IV. PRESENTATIONS

- Ledyard Police Department Medal for Meritorious Service to Officer Taylor Krajewski

- Board of Education proposed Fiscal Year 2023/2024 Budget

V. RESIDENT & PROPERTY OWNERS (COMMENTS LIMITED TO THREE (3) MINUTES)

VI. COMMITTEE COMMISSION AND BOARD REPORTS

VII. COMMENTS OF TOWN COUNCILORS

VIII. REVIEW AND APPROVAL OF MINUTES

MOTION to approve the following:

- Town Council Special Meeting Minutes of February 8, 2023
- Town Council Regular Meeting Minutes of February 8, 2023

Attachments: [TC-MIN-2023-02-08-Exec Seession-MPTN Taxastion Matter .pdf](#)
[TC-MIN-2023-02-08.pdf](#)

IX. COMMUNICATIONS

Communications List for February 22, 2023

- Attachments:** [C-LIST-2023-02-22.pdf](#)
[Appointment -Historic Commission-Request Lamb to Regulat](#)
[Member-e-mail-2023-02-14.pdf](#)
[Action Ltr -Retirement Boardx-2023-02-21.pdf](#)
[ACTION LTR-TOWN COUNCIL MTG-2023-02-08.pdf](#)
[Economic Developmeln Strategic Plan2023 - Final-2-23-0-22.pdf](#)
[Gallup Hill School Nurses Report-2023-02-22.pdf](#)
[Reappointment Endorsement- Cemetery](#)
[Cmt0DTC-RTC-2023-02-21.pdf](#)
[Reappointment Endorsement- Housing Authoirty -2023-02-21.pdf](#)
[Reappointment Endorsement- Permanent Municipal Buildign](#)
[Cmt-DTC-RTC-2023-02-21.pdf](#)
[Reappointment Endorsement- Water Pollution Control Authoirty](#)
[-DTC-RTC-2023-02-21.pdf](#)

X. REFERALS

XI. COUNCIL SUB COMMITTEE, LIAISON REPORTS

1. Administration Committee
2. Community Relations Committee
3. Finance Committee
4. Land Use/Planning/Public Works Committee

5. Liaison Reports

XII. REPORT OF THE MAYOR

REPORT OF THE MAYOR:

XIII. OLD BUSINESS

XIV. NEW BUSINESS

Administration Committee

1. MOTION to set a Hybrid (In-Person & Video Conference) Public Hearing date on April 12, 2023 at 6:30 p.m. to be held in the Council Chambers, 741 Colonel Ledyard Highway, to receive comments and recommendations regarding a proposed amendments to Ordinance #100-016 (rev 1) An Ordinance Combining Parks And Recreation Commission and Senior Citizens Commission For The Town Of Ledyard” as contained in draft dated December 14, 2022.

Attachments: [Ord Combine PR SC -DRAFT 2023-01-11-ADMIN MTG.pdf](#)

Finance Committee

2. MOTION to 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 “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 “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.

Attachments: [1988-9-28-FUNDING BOE CAPITAL.pdf](#)
[2020-04-22-RES-HIGH SCHOOL MULTI-USE FIELD REPLACEMENT-2020-04-01.pdf](#)

3. MOTION to adopt proposed revisions to the “Resolution Establishing Administrator/Department Head Benefits” as contained in the draft dated February 15, 2023.

Attachments: [2022 REVISIONS - RES DEPT HEAD ADMINSTRATORS BENEFITS-A -2023-02-15-Edited.pdf](#)
[TADP Revision for new Resolution JAN2023.pdf](#)

General Business

4. Discuss Work Session Items as time permits.

XV. ADJOURNMENT

DISCLAIMER:

Although we try to be timely and accurate these are not official records of the Town.

The Town Council's Official Agenda and final Minutes will be on file in the Town Clerk's Office.



File #: 23-1207

Agenda Date: 2/22/2023

Agenda #:

PRESENTATION

Presentation:

- Ledyard Police Department Medal for Meritorious Service to Officer Taylor Krajewski

Meeting Action Detail:

Town Council Meeting 03/08/2023

File #: [21207](#) Version: 1

Type: Presentation

Title: Ledyard Police Department Medal for Meritorious Service to Officer Taylor Krajewski

Minute Note:

Police Chief John Rich thanked all who attended the *Law Enforcement and Appreciation* Event that was held on Sunday, February 19, 2023 at the United Methodist Church. He stated because Police Officer Taylor Krajewski was not able to attend Sunday's event that he would like to recognize her this evening by presenting the following:

Department Medal for Meritorious Service

Officer Taylor Krajewski

On August 8, 2022 at approximately 2:36 a.m., the Connecticut State Police at Troop E made a broadcast over the police emergency hotline reporting an incident at the Bellissimo Grande Hotel located at 411 Norwich Westerly Road (Route 2) in North Stonington. Three individuals involved in a theft from a vehicle pointed a firearm at a witness and fled the scene in a white Jeep, traveling west on Route 2 toward

Norwich. Subsequently, Ledyard Dispatch personnel were notified that the State Police were in pursuit of the white Jeep on Route 2 approaching the Ledyard town line. Officer Taylor Krajewski was conducting motor vehicle enforcement on Route 2 near the Foxwoods Casino when she observed the accused vehicle being pursued by two State Police vehicles with their lights and sirens activated. At that time, Officer Krajewski activated her lights and siren and entered onto Route 2 following behind the State Police vehicles, advising dispatch of her involvement. Officer Krajewski continued west on Route 2, then onto Route 2A in Preston. As Officer Krajewski radioed her location, Officer First Class Gary A. Butters began responding from his west patrol location and took a position on Route 2A near the Route 12 intersection, to deploy Stop Sticks to terminate the pursuit.

The Montville Police also responded to the area as the involved Jeep sped past Officer Butters' location, striking the Stop Sticks and puncturing the right tires. The Jeep slowed down and ultimately stopped in a driveway near the Preston Riverwalk property. Two of the three occupants exited the Jeep and began to run south in the woods along Route 12. The third suspect remained in the Jeep, where Officer Butters and members of the State Police took him into custody without incident. Officer Krajewski and Montville Officer Witts pursued the two fleeing suspects on foot for approximately 3/10 mile through a wooded area and over a chain link fence, ultimately apprehending both suspects. All three suspects were arrested and transported to the Troop E Barracks for processing. A loaded handgun and a backpack were recovered from the scene of the stop outside the Jeep.

Now, by the authority granted to me under Town of Ledyard Ordinance 500-001, I am proud to award Officer Taylor Krajewski the Ledyard Police Department Medal for Meritorious Service for her outstanding service beyond the ordinary course of duty. Her diligence, perseverance and timely judgment resulted in the protection of life, the solving of a major crime and the apprehension of three armed dangerous individuals. Her actions are in keeping with the highest traditions of Connecticut Law Enforcement.

Issued from the Office of the Chief of Police this twenty-second day of February 2023.

John J. Rich
Chief of Police

Mayor Allyn, III, stated State Senator Cathy Osten attended the Law Enforcement and Appreciation Day Event that was held on Sunday, February 19, 2023 at the United Methodist Church; however, he stated that Senator Osten was not able to be here this evening. Therefore, he stated on behalf of Senator Osten he would be presenting Officer Taylor Krajewski an "Official Citation" that was introduced by Senator Osten as well as Representative Ryan, Representative Howard, and Representative Lanoue.

"Official Citation

Be it hereby known by All: That the Connecticut General Assembly offers its sincerest congratulations to Officer Taylor Krajewski in recognition of receiving the Ledyard Police Department

Medal for Meritorious Service.

The entire membership extends its very best wishes on this memorable occasion and expresses its hope for continued success.

Given on the nineteenth day of February, 2023.

Signed at the State Capital by Senate Pro-tem Martin Looney, Speaker of the House Matt Ritter and Secretary of the State Stephanie Thomas”.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1204

Agenda Date: 2/22/2023

Agenda #:

PRESENTATION

Presentation:

- Board of Education proposed Fiscal Year 2023/2024 Budget

Meeting Action Detail:

Town Council Meeting 03/08/2023

File #: [231204](#) Version: 11

Type: Presentation

Title: Board of Education proposed Fiscal Year 2023/2024 Budget

Minute Note:

Superintendent of Schools Jason Hartling presented the Board of Education's proposed Fiscal Year 2023/2024 Budget in the amount of \$35,908,368. This was an increase of \$1,353,048 or 3.92% over the current Fiscal Year 2022/2023 Budget.

Mr. Hartling began by discussing the increasing needs of students. He explained that the three characteristics of their at-risk students were:

- Poverty
- Disability
- Language acquisition

Mr. Hartling stated over the last ten years, even prior to the Covid-19 Pandemic, that there has been a dramatic change of the profile of the students entering Ledyard Public Schools. He stated this has caused the District to reformulate how they approach the needs that their students that were coming-in, with beginning in Kindergarten and matriculating thru their years in Ledyard Public Schools. He reviewed "*Students Needs Chart*" (please see attached presentation) noting the following:

Blue Metric - Illustrated the work Ledyard has done to stabilize the increase of needs by appropriately identifying their students and providing them with the services that would eventually allow them to exit out of the special education program if appropriate.

Orange Metric: Illustrated the Free or Reduced Lunch population which was over 30% for this current school year. Mr. Hartling explained that the State of Connecticut and Federal Government used the Free or Reduced Lunch population to measure the level of poverty in the community. He stated that he believed that this number was 5% - 6% less than what it should be, explaining that some families who were on the margin were resistant to returning the Free and Reduced Lunch Forms back to the school because they did not think they would qualify. Therefore, he stated the Central Office has continued to work to encourage families to fill out the Free or Reduced Lunch Forms and to get them back to the schools, so that they could have a better representation of the poverty rate in Ledyard.

Mr. Hartling continued by noting the drop in that poverty level metric during 2021-2022 coincided with the State providing free lunch for all students because of the Covid-19 Pandemic. However, he noted by the State providing free lunch to all students during the Pandemic that it removed any incentive to encourage families to complete the Free or Reduced Lunch Forms.

Mr. Hartling addressed the importance of the Free and Reduced Lunch metric explaining that this number was part of the formula that drives the State's Education Cost Sharing (ECS) funding to the town. He stated that it was also the number that the Federal Government used to award Federal Grants to Ledyard, and that it would become a qualifier for a lot of other additional funding sources.

Mr. Hartling went on to note in years past the Town Council was focused on Impact Aid Funding and he stated because of the Central Office's efforts, Ledyard has had some significant growth in that number. However, he stated the Free and Reduced Lunch Forms were as impactful if not more than the Impact Aid Form. However, he stated the Free and Reduced Lunch Forms were little more personal because they were asking people what they earned.

- **Red Column** showed the percentage of students *Not Meeting the Achievement Standard*.

Mr. Hartling stated in many of their grade levels they were seeing almost 50% of their students not at Standard by the State's Measure. He stated this was one measurement of student growth and achievement, however, he stated it was an important summary of how the year ended. He stated because it was a single year snapshot that these numbers were not cohorts and so they could not compare third grade to forty grade, etc. He stated Ledyard Public Schools was working to minimize the number of students that were *Approaching* and *Not Meeting Achievement* as illustrated the Yellow and Red Columns.

Mr. Hartling explained because they could not hire enough Interventionist to solve this problem alone, that they were looking to attack it in both daily instruction, which they would call a Tier I Intervention, explaining that this was what every student received, as well as providing the Tier III Intervention, for students who were in Red Column.

Mr. Hartling stated Ledyard Public Schools has done significant overhauls in both their English Language Arts (Reading) and Math Curriculum. He stated in their programmatic approach they have added multiple science-based programs to assist them in the instruction of the students overall, which has had a great effect, noting that they were seeing positive changes and improvements in student achievements, but that they still had a long way to go.

- **Staffing**

Mr. Hartling stated understanding Ledyard Public Schools Teachers, Staff, and every Member of the Team were working incredibly hard and incredibly efficient to get the gains that they were getting; that they did not have enough to do what they need to do for the student profile and based on the academic needs they have in Ledyard moving forward.

Mr. Hartling stated although he did not like to make comparisons that he wanted to present two charts regarding other towns in Southeastern Connecticut:

- ***Student Achievement***

Mr. Hartling reviewed the Smarter Balance Achievement Consortium English Language Arts and the Math (SBAC Charts) (please see attached presentation).

Mr. Hartling noted these Chart were a representation of Student Achievement as measured by the State Assessment. He explained the following:

- **Purple Column** showed the percentage of students that were *At or Above the Achievement Standard*.
- **Yellow Column** showed the percentage of students that were *Approaching Achievement Standard*.
- **Red Column** showed the percentage of students *Not Meeting the Achievement Standard*.

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Mr. Hartling stated he broke these charts out based on Staff. He noted the following:

- Certified Student Support Staff - Special Education Team and Mental Health Professionals. Mr. Hartling stated Ledyard had 500 more students than Montville; however, Ledyard had 0.6 less of a staff person than Montville.
- General Education Staff - Classroom Teachers - Mr. Hartling stated Ledyard had 40 less Teachers compared to East Lyme (East Lyme had 194 students more than Ledyard).
- Per Pupil Expenditure - Mr. Hartling noted that Stonington's per pupil expenditure was \$1,000 more than Ledyard's per pupil. He stated if Ledyard were to increase its per pupil expenditure to the same level as Stonington that it would put Ledyard's education funding at \$2.5 million, which would amount to about forty more staff members to serve Ledyard's students.

Mr. Hartling stated because of these differences in Certified Staffing and General Education Staffing that they see the impact in a variety of ways, noting that it was not only in the interventions and the individual classroom, but in the programmatic offerings they could provide to Ledyard students. He also noted the comparison in the number of Paraprofessionals and other staffing, noting that Ledyard was being incredibly efficient. He stated that he was only raising these comparisons to help folks clearly understand how hard the Educational Team was working to serve the kids in Ledyard. He stated seeing this data added that perspective as they look to improve things and to improve student outcomes.

- ***Enrollment***

Mr. Hartling stated prior to his arrival in Ledyard seven years ago, the conversation relative to the Board of Education's budget was *enrollment*. He stated they used *enrollment* as the metric for funding without closely examining the other data points, which was student needs. He noted at the Town Council's January 25, 2023 meeting Mayor Allyn, III, mentioned that Ledyard was the fastest growing town in New London County with a 2.4% population increase over the last decade. Mr. Hartling stated Ledyard was going to see an increase in student enrollment over the next several years, particularly as Developments come on-line. He stated Ledyard student enrollment has remained relatively flat over the last several years with the exception of the Covid-19 Pandemic year, where they had a large number of students that temporarily moved to home schooling.

❖ ***Budget Priorities:***

Mr. Hartling provided an overview of the Budget Priorities as follows:

- ✓ Continue the evolution of K-5 literacy and numeracy instruction and the professional growth of their educators. Mr. Hartling stated they did not use a broad brush noting that they focused on the two elementary schools investing in literacy and numeracy curriculums, and professional development staff.

Mr. Hartling went on to explain that the Board of Education did other work that did not have a dollar ticket attached to it at the High School and Middle School. He stated they received the Department of Defense Education Activity (DODEA) Grant for mathematics instruction, which helped them accelerate their work in the Middle School, around intervention and curriculum pieces, noting that they would continue to build on these initiatives.

- ✓ Continue enhancements and evolution of the intervention model and expand serve capacity.

Mr. Hartling explained their Intervention Model for the students that were *Below Achievement* (Red Column) as noted in in the Smarter Balance Achievement Consortium English Language Arts (SBAC) Chart that he reviewed earlier this evening. He stated these students could be 2 - 3 years below level and required a Tier III Intervention, which was a specialized numeracy or literacy teacher, who worked with students to build their skill banks so that they could access the instruction in their classroom.

- ✓ Mr. Hartling stated for the students that were *Approaching Achievement* as noted in in the Smarter Balance Achievement Consortium (SBAC) Charts (Yellow Column) that the classroom teachers were using time each day to work on targeted skills.

Mr. Hartling went on to explain as teachers face more challenges and uniqueness in their classrooms that they have to provide them with the professional support and professional growth so that they could begin to approach those problems with different methods and different techniques. He stated that they were looking to achieve this thru a Coaching Model.

- ✓ Continue to address and ameliorate achievement gaps and the number of students below basic

Mr. Hartling stated it was their moral imperative to make sure that 50% of Ledyard students were not falling behind or multiple years behind as they progress thru the system. He stated when they fail to do that they also accelerate a dynamic where they allocate more and more dollars to intervention and special education because they did not deal with the problem appropriately early enough. Therefore, he stated they wanted to continue to significantly reduce the number of students that were *Below Achievement* (Red Column) and *Approaching Achievement* (Yellow Colum) as noted in in the Smarter Balance Achievement Consortium (SBAC) Charts. He stated once they reduce these numbers that they could being to talk about expanding the Gifted and Talented and other Programs. He stated this was the District's Long-Term Strategy for growth.

❖ *District Needs*

Mr. Hartling stated as they have been doing for past few years the Board of Education has continued their “*Needs Assessment*” activities with the Administrators of each school to prioritize their request and needs. He although many of items in the **yellow** area were important, that they: (1) May not be able to secure funding; (2) May not be able to secure staffing; or (3) May not have the structure in place to fully utilize the program.

Mr. Hartling stated when they were looking at a finite resource environment that he wanted to make sure every dollar they spend had the best utilization and would have the highest impact for students. He stated as much as he would like to have all of the items on the List for their kids tomorrow that because of the realties they face, they did not make it into next year's proposed budget. However, he noted the importance to include these needs in the Board of Education's proposed Fiscal Year 2023/2024 Budget presentation so

that the Town Council and the Board of Education understood where they were going and what they would like to see long-term. He stated all of these items were an investment and would cost \$2.8 million, which was roughly where they be if they were funding the education budget at the same level as Stonington.

Mr. Hartling stated as the School District has invested in improvements that they have made sure that they had the leadership, coaching, and training in place so that they were successful interventions. He presented the “District Needs” list noting that they were color coded to identify their priority (please see attached presentation).

❖ ***Budget Expenditures:***

Mr. Hartling reviewed a pie chart regarding the Budget Expenditure Breakdown noting the following (please see attached presentation)

- 73.8 % Salary and Wages
- 2.5% Utilities
- Supplies 3.7%
- 2.9% Special Education
- 4.4% Transportation
- 3.4% Other Purchases Services
- 1.9% Purchases Property Services
- 2.9% Professional Technology
- 2.3% Insurance and Benefits (*This does not include Healthcare costs. The healthcare costs are carried on the General Government side of the Ledger*)

Mr. Hartling stated that the Education Budget was experiencing inflation pressures. He stated that they were working to mitigate some of the increased expenses thru some purchases for electrical, some utilities, and fuel. He stated by reducing bus routes and negotiating solid increases, that they have been able to reduce transportation costs, noting that they were paying the same amount for transportation this year as they did in 2008. He stated because they have consolidated everywhere they could to mitigate costs that Ledyard’s Buses were jammed packed. However, he stated for the Fiscal Year 2024/2025 that they would have to go out to bid for transportation.

❖ ***Projected Revenues:***

Mr. Hartling reviewed the Board of Education’s Projected Funding Sources as follows:

- 59.1% Town Appropriation (Tax Revenue)
- 31.7% Education Cost Sharing - Mr. Hartling noted they would see a slight increase in the ECS Funding.
- 4.2 % Impact Aid - Mr. Hartling stated Ledyard has maximized their Impact Aid working hard to increase awareness in the value of completing the request forms to identify eligible families
- 4.4% Agri-Science

- 0.6% Non-Resident Tuition

❖ **Key Budget Changes:**

- Savings related to six (6.0) known teacher retirements (FTEs retained).
- Three (3) FTE District-Wide Interventionists for Literacy - This would bring the staffing level back up to the 2015 staffing level.
- One (1.0) FTE elementary level Instructional Coach
- One (1.0) FTE District-Wide EL Teacher (English as an additional language) - Mr. Hartling stated when he came to Ledyard seven years ago they had nine students who were learning English as their second or third language; and he noted that they were projecting to have forty-five students next year. He stated they were currently servicing this need with one teacher and one tutor; which was the reason they have added an additional English Language teacher into next year's proposed budget.
- Two Kindergarten Paraprofessionals - Mr. Hartling stated currently the Paraprofessionals have been moving between classrooms. He explained with the increasing social emotional needs of Kindergartners entering into the school districts the two additional Paraprofessionals was a critical path item that they needed to add into the budget for next year.
- Updated Athletic Trainer position transition from a stipend to staff - Mr. Hartling stated because of the Covid-19 Pandemic Athletic Training has become a significant challenge. He stated the old model where the schools would partner with an orthopedic group on a part-time basis was gone. He stated everyone in the region was now required to hire a full-time Athletic Trainer. Therefore, he stated this budget expense had to be increased to provide an athletic trainer for the High School athletes.
- Out of warrantee replacements for SMART boards/projectors - Mr. Hartling stated about \$30,000 was included in the Fiscal Year 2023/2024 Budget to replace failing technology in the classrooms that was out of warrantee.
- Increase in required Special Educational Services - Mr. Hartling stated they have had some changes relative to the services for their youth *in-need* that they were working to manage their profile; and therefore, additional special education services were needed for some of their high need out placements.

Mr. Hartling concluded his presentation by providing a recap stating the Board of Education's proposed Fiscal Year 2023/2024 Budget in the amount of \$35,908,368, was an increase of \$1,353,048 or 3.92% over the current Fiscal Year 2022/2023 Budget. He stated this was the largest budget increase he has presented to the Town Council. He stated when the Board of Education began the budget preparation process that the budget came in with an 8% increase. He stated that they worked to minimize the increase to the 3.92% increase as presented this evening, noting that Ledyard's education budget increase was below average relative to the increases that were being published in the State of Connecticut. He stated there was one town in Connecticut that presented their education budget and that their elected officials added \$1 million to the budget. He stated this particular town had 50 more teachers to serve roughly the same student population that Ledyard has. He stated the Ledyard Board of Education has presented a responsible and ambitious Fiscal Year 2023/2024 Budget to make sure they were serving the students as they deserve to be served; and that they can continue their work around ameliorating the achievement and opportunity gap in the community. He stated as volunteer elected officials that he understood the difficult decisions that the Town Council has to make, noting that this

was a challenging time.

Mr. Hartling stated that he would be happy to answer questions this evening and that he was always available should a Town Councilor like to meet with him to discuss any questions they may have regarding specific areas of Ledyard Public Schools, noting that they would take any ideas or perspectives.

Councilor McGrattan noted during his budget presentation Mr. Hartling mentioned that when kids start off behind it was difficult to catch up and that it then becomes very expensive. Therefore, she questioned whether there was anything the town could do to identify some of the children who were not ready to go to Kindergarten.

Superintendent of Schools Mr. Hartling responded to Councilor McGrattan's question by stating that Ledyard had a good handle on students as they make the transition into the School District's Pre-K Program. He stated they have a limited number of high-quality Pre-K slots and that he believed they were doing a good job there. He noted the *District Needs Chart* that he presented earlier this evening included some provisions to set up for the Transition to Kindergarten, noting the cost would be about \$180,000. He explained the reason it was listed in the yellow section of the *District Needs Chart* was because he did not have the space, noting that the elementary schools were incredibly tight. He stated they moved a piece of the Library out of the Gallup Hill School to put in a Pre-K Classroom, noting that space was going to be a concern as they looked to add any programming.

Councilor McGrattan questioned where the forty-five children who do not speak English were from. Mr. Hartling stated the non-English speaking children were coming from all over, noting that next year they would have children that were speaking nine different languages. He stated the one teacher and one tutor have been moving from school to school to work with the children. He stated the professionals that work with the students transitioning into Ledyard Public Schools had an amazing skill set.

Councilor Saums addressed the Coaching Model that Mr. Hartling described designed to provide teachers with the professional support to learn how to address the many challenges and uniqueness in their classrooms. He stated adults receiving coaching or perceiving the approach of coaching for the first time were generally resistant to it. He stated that he was a huge fan of coaching for adults and that he thought using coaching was a great way for the Board of Education to make the best use the resources they had.

Mr. Hartling stated the idea of coaching was not intended to fix people who were not doing what they were supposed to be doing. He stated coaching was intended to get their best to be even better; and to recognize the new challenges that were in front of them. He stated that Councilor Saums was correct in that there can be some resistance when organizations muddy coaching with evaluation; or when they focus solely on poor performers. He stated the Administration has been alert to those types of pitfalls and he noted that the teachers have been receptive and demanding of the Administration to make sure that they receive job embedded coaching. He stated they have done this with their curriculum implementation, particularly with math, noting that they pursued a different model. He stated they have seen great success where their interventionist also worked as part of the curriculum coaching. He stated Ledyard's teachers were amazing professionals and that they responded very well to the coaching, noting that they were hungry to get new ideas and to think about the work in a different way for the benefit of their students.

Councilor Irwin stated the Board of Education has been investing in literacy and numeracy for a while now; and he questioned whether they had a sense of how much those numbers have moved because of the town's

investment. Mr. Hartling stated the wildcard has been the Covid-19 Pandemic. He stated Ledyard did not see the type of loss that other school districts saw during the pandemic, which was a positive. He stated the other factor which was difficult to control was the increasing need. He explained that Ledyard has been able to stop the slide that was happening and that they were beginning to see other positive data points in student growth and gains this year. He stated it was fair to say that they have mitigated the downward slide and they were beginning to see a positive up-tick. He stated what was not represented on the *Student Achievement Charts* was the gap they were closing in the K-2 students.

Councilor Irwin addressed Mr. Hartling's comments that the buildings space was tight and the need for more faculty/instructors; therefore, he questioned how much space Ledyard had for additional personnel. Mr. Hartling stated that they have added some additional learning space by working with Fire Marshall Jim Mann and the Director of Buildings and Facilities Wayne Donaldson to make some instructional cubbies. He also noted one classroom, with dividers, was being used by four or five adults to provide intervention to students. He stated the *coaches* would be using individual teacher classrooms during the day. He stated the space was tight, but that this was some of the challenges of the State's reimbursement programs for school building projects. He stated that they were managing the best they could and that he was trying to avoid the very expensive set-up of portable classrooms. Councilor Irwin thanked Mr. Hartling for his informative budget presentation.

Chairman Dombrowski thanked Mr. Hartling and the members of the Board of Education who were present for attending tonight's meeting and for their hard work in putting together the Board of Education's proposed Fiscal Year 2023/2024 Budget. He stated although no one wanted to see an increase, that they also have to recognize that they have been holding the line for many years and knew at some point they were going to see a bigger increase. He stated he believed the Board of Education put together a responsible budget for next year.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1198

Agenda Date: 2/22/2023

Agenda #:

MINUTES

Minutes:

MOTION to approve the following:

- Town Council Special Meeting Minutes of February 8, 2023
- Town Council Regular Meeting Minutes of February 8, 2023



TOWN OF LEDYARD

CONNECTICUT
TOWN COUNCIL

Chairman Kevin J. Dombrowski

MINUTES
LEDARD TOWN COUNCIL
SPECIAL MEETING
WEDNESDAY, FEBRUARY 8, 2023; 6:45 PM
COUNCIL CHAMBERS, TOWN HALL ANNEX

DRAF

I. CALL TO ORDER – Chairman Dombrowski called the special meeting to order at 6:45 p.m. at the Council Chambers, Town Hall Annex Building.

II. ROLL CALL

Attendee Name	Title	Status	Location
Kevin Dombrowski	Town Councilor	Present	In-Person
Andra Ingalls	Town Councilor	Present	In-Person
Whit Irwin	Town Councilor	Present	In-Person
John Marshall	Town Councilor	Present	In-Person
Mary McGrattan	Town Councilor	Present	In-Person
Gary Paul	Town Councilor	Present	In-Person
S. Naomi Rodriguez	Town Councilor	Present	In-Person
Timothy Ryan	Town Councilor	Present	In-Person
William Saums	Town Councilor	Present	In-Person

III. BUSINESS OF THE MEETING

1. MOTION to enter into executive session to discuss ongoing legal matters regarding Indian taxation issues.

The executive session to include all Town Councilors present, Mayor Allyn, III, and Administrative Assistant Roxanne Maher.

Moved by Chairman Dombrowski, seconded by Council Irwin

VOTE: 9 - 0 Approved and so declared

RESULT: ADOPTED 9 - 0
MOVER: Kevin Dombrowski, Chairman
SECONDER Whit Irwin, Town Councilor
AYES: Dombrowski, Ingalls, Irwin, Marshall, McGrattan, Paul, Rodriguez, Ryan, Saums

Entered into executive session at 6:45 p.m.

Came out of executive session at 6:59 p.m.

IV. ADJOURNMENT

Councilor Rodriguez moved to adjourn, seconded by Councilor Marshall.

VOTE: 9- 0 Approved and so declared. The meeting adjourned at 6:59 p.m.

Transcribed by Roxanne M. Maher
Administrative Assistant to the Town Council

I, Kevin J. Dombrowski, Chairman of the Ledyard Town Council,
hereby certify that the above and foregoing is a true and correct copy of
the minutes of the Special Town Council Meeting held on February 8, 2023

Kevin J. Dombrowski, Chairman



TOWN OF LEDYARD

CONNECTICUT
TOWN COUNCIL

Chairman Kevin J. Dombrowski

MINUTES
LEDARD TOWN COUNCIL – REGULAR MEETING
WEDNESDAY, FEBRUARY 8, 2023; 7:00 PM
HYBRID FORMAT
VIDEO CONFERENCE VIA ZOOM

DRAFT

- I. CALL TO ORDER – Chairman Dombrowski called the meeting to order at 7:00 p.m. at the Council Chambers, Town Hall Annex Building.

Chairman Dombrowski welcomed all to the Hybrid Meeting. He stated for the members of the Town Council and 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. PLEDGE OF ALLEGIANCE

- III. ROLL CALL –

Attendee Name	Title	Status	Location
Kevin Dombrowski	Town Councilor	Present	In-Person
Andra Ingalls	Town Councilor	Present	In-Person
Whit Irwin	Town Councilor	Present	In-Person
John Marshall	Town Councilor	Present	In-Person
Mary McGrattan	Town Councilor	Present	In-Person
Gary Paul	Town Councilor	Present	In-Person
S. Naomi Rodriguez	Town Councilor	Present	In-Person
Timothy Ryan	Town Councilor	Present	In-Person
William Saums	Town Councilor	Present	In-Person

- IV. INFORMATIONAL ITEMS/PRESENTATIONS- None.

- V. RESIDENTS AND PROPERTY OWNERS – None.

- IV. COMMITTEE COMMISSION AND BOARD REPORTS – None.

- VI. COMMENTS OF TOWN COUNCILORS

Councilor McGrattan announced Our Lady of Lourdes Ladies Guild would be sponsoring a Fraud Prevention and Awareness Presentation on Monday, February 20, 2023 at 6:30 p.m. in the Church Hall. The Guest Speaker would be Ledyard Police Sergeant Michael McKinney.

Councilor Rodriguez reminded everyone about the Law Enforcement Awards and Appreciation Day scheduled for Sunday, February 19, 2023 at 4:00 p.m. – 7:00 p.m. at the United Methodist Church, in Gales Ferry. Dinner would be provided at 5:00 p.m.

- VII. REVIEW AND APPROVAL OF PRIOR MEETING MINUTES

MOTION to approve the following
Public Hearing Minutes of January 25, 2023
Regular Meeting Minutes of January 25, 2023
Moved by Councilor Ingalls, seconded by Councilor Marshall

VOTE: 9 – 0 Approved and so declared

IX. COMMUNICATIONS

Chairman Dombrowski stated a Communications List has been provided. He noted no referrals were listed.

X. COUNCIL SUB COMMITTEE, LIAISON REPORTS

Administration Committee

Councilor Ingalls stated the Administration Committee met earlier this evening and approved the proposal to combine the Parks & Recreation Commission with the Senior Citizens Commission. She stated the Committee discussed concerns that were submitted by Senior Citizens Commission Chairman Norma Sokolski in her letter dated February 1, 2023. Councilor Ingalls noted the Committee also recommended the Town Council set a Public Hearing date of April 12, 2023 to receive comments on the proposed Ordinance to combine the two Commissions.

Community Relations Committee

Councilor Paul stated the Community Relations Committee has not met since the last Town Council meeting. He noted the Committee would be meeting on February 15, 2023.

Finance Committee

Councilor Saums stated the Finance Committee met on February 1, 2023 and in addition to the items on tonight's agenda the Committee also discussed the following: (1) Board of Education Fiscal Year 2021/2022 Budget Surplus – Councilor Saums stated he reported to the Finance Committee that he, the Mayor, the Superintendent of Schools, the Finance Director, and the Board of Education Director of Finance and Human Capital met to discuss transferring the Board of Education Fiscal Year 2021/2022 Operating Budget Surplus of \$448,253 to the BOE Capital Reserve Fund, which was required by the 1989 “*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*”. He stated the consensus was that although the General Government experienced a healthcare deficit of \$861,753 because some healthcare costs were overlooked last year during the budget preparation process, the Resolution should be followed. He stated a written procedure was being developed to ensure this does not happen again, and a process was agreed to between the Board of Education Central Office and the General Government to keep all employee data in the Munis Financial System, keeping it current, and to review and agree on healthcare expense forecast based on the data in advance of budget preparation. The Finance Committee will review a motion to transfer the surplus and make recommendations to the Town Council at their February 15, 2023 meeting; (2) Fiscal Year 2023/2024 Budget Preparation - The Finance Director and the Mayor reported that work was well under way in preparing the General Government Budget, and that there was much work to do before the budget would be delivered to the Town Council on March 6, 2023 (the first Monday in March per Chapter VII of the Town Charter); (3) American Rescue Plan Act (ARPA) Funding and Projects Status – The Committee reviewed the ARPA Project List and discussed the status of projects started, completed, and not yet started. Councilor Saums noted that Councilor Ryan suggested that a running total of funds spent vs. funds appropriated for each project be included in the tracking workbook; (4) “*Resolution Establishing Administrator/Department Head Benefits*” - The Committee did not take action on the proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” because the Administrator of Human Resources was still working on it. The Finance Committee planned to work on it at the February 15, 2023 meeting.

Land Use/Planning/Public Works Committee

Councilor Paul stated the LUPPW Committee met on February 6, 2023 and he noted in addition to their routine work that Conservation Commission Chairman Michael Marelli attended the meeting to discuss the Commission's interest to purchase a 36-acre +/- parcel located at 154 Stoddards Wharf Road which was currently owned by Pfizer. He stated the asking price was \$195,000 and that the Commission was looking to apply for an Open Space Watershed Grant offered by the State of Connecticut that would pay up-to 65% of the purchase of the property. He explained this was just in the beginning stages and that they recommended Mr. Marelli work with the Mayor's Office regarding the Conservation Commission's interest to purchase the open space parcel; and about negotiating on the price of the property; and that they follow all town procedures with regard to applying for the Grant and for the town to purchase property.

Economic Development Commission

Councilor Paul stated the EDC met on February 7, 2023 and discussed the following: (1) Business Directory was coming along great. EDC was working to develop a Form for new businesses to be added to the Business Directory; (2) Marketing Video was still in the development stages and would feature the following segments: Welcome, About the Community, Quality of Life, and Business and Commerce. Some footage would be videoed in June, 2023. Therefore, the EDC was also looking for pictures and videos to add into the Marketing Video that would showcase the other three seasons in Ledyard. The video was being paid for by the advertisers; (3) Ribbon Cuttings will be held on Saturday, February 18, 2023 for the following new businesses in Gales Ferry: (a) My Pets World at 10:00 a.m.; and (b) Dollar General at 11:15 a.m.

Ledyard Beautification Committee

Councilor Ingalls stated the Beautification Committee met on February 7, 2023 and addressed the following: (1) Election of New Officers as follows: Chairman Jennifer Eastbourne; Vice-Chairman Kate Kohrs; Recording Secretary and Treasurer Jennifer Holdsworth. Ms. Holdsworth would fill both roles until the Committee can identify someone to take one of the roles; (2) New Members – Because the Committee had three new Members they spent time updating them on past business. The Committee still had three vacancies that needed to be filled; (3) Flowerpots at Municipal Buildings – The Committee discussed the sustainability of providing flowerpots at various Municipal Buildings (Town Hall, Police Station, Parks & Recreation/Senior Citizens Center). They also discussed who watered the flowerpots, suitability of the size of the flowerpots and where the flowerpots were stored off season. The also discussed whether the flowerpots were the best use of the Committee’s time and resources; (4) Ideas for New Beautification Projects; and New Fundraising Projects were discussed; (5) Meeting Schedule – The Committee discussed the possibility to add special meetings to their calendar. The Committee currently meets quarterly which was not often enough for continuity and planning purposes. Councilor Ingalls concluded by noting the Committee’s next meeting would be held on April 4, 2023.

Ledyard Housing Authority

Councilor McGrattan stated the Housing Authority met on February 6, 2023 and discussed the following: (1) Renovation work to the apartments should begin in April, 2023. The renovation/improvement work had been scheduled to begin in September, 2022; however, due to various approval processes, etc. the start of the project was delayed; and (2) Smoking Policy – The Board was still working on the Smoking Policy.

XI. MAYOR’S REPORT

Mayor Allyn, III, reported on the following: (1) Fiscal Year 2023/2024 Budget Preparations – Mayor Allyn stated he has completed meeting with Department Heads, noting that the current proposed budget, excluding the Board of Education’s numbers, has come in \$3.4 million over the current fiscal year, after he has already cut about \$400,000 from the Department Head’s budget submittals. He stated some of the proposed budget increase was capital driven, noting there were a number of projects, that may need to be funded over a period of a few years. He stated the proposed Fiscal Year 2023/2024 Budget will be pared down before it was delivered to the Town Council on March 6, 2023; (2) Greater Norwich Area Chamber of Commerce Annual Dinner – Mayor Allyn stated he attended the event that was held at the Mashantucket Pequot Reservation Museum at which about 300 people were in attendance. He stated he had the privilege to introduce the “*Business of the Year*” that was awarded to Dave and Debbie Vessels of AA Lock & Key. He stated the recipients were elated, noting that they did some amazing things during their 35th year of being in business which included giving substantial gifts to about ten different charities over the course of the year; (3) Bush Pond - Lantern Hill Valley Park Lease – Mayor Allyn stated the Lease the Town Council approved at their January 25, 2023 meeting has been signed and executed with Bob and Betsy Graham. He stated Parks & Recreation Director Scott Johnson, Jr., would be meeting with Public Works Director Steve Masalin to begin preliminary work on the Park; (4) Connecticut Conference of Municipalities (CCM) State Budget Meeting - February 3, 2023 – Mayor Allyn stated at last week’s meeting they received some insight on what they were expecting from the State’s budget proposal. He stated the Governor has since released his Fiscal Year 2023/2024 Budget noting that State

funding for Ledyard looked stable. He stated he would keep the Town Council informed as State budget numbers become available; (5) Linda C. Davis Food Pantry Non-Profit Sponsorship – Mayor Allyn explained because the Food Pantry was not sponsored by a non-profit organization, that the Food Pantry only qualified to receive T-Fab food items from the Connecticut Food Share, which included five specific food type items. He explained that the T-Fab Items were the foods that the Food Pantry would give to anyone who has requested food, with no questions asked. He stated on February 7, 2023 the Ledyard Rotary Foundation agreed to sponsor the Linda C. Davis Food Pantry. He stated by having the sponsorship of the Ledyard Rotary Foundation that the Food Pantry was now eligible to receive all of the foods that were distributed thru Connecticut Food Share, which were donated from stores such as Costco, BJ’s Wholesale, Whole Foods. He stated they had a small ceremony at the Linda C. Davis Food Pantry with the Rotarians and Connecticut Food Share Board Chairman Beth Henry. He stated under the Linda C. Davis Food Pantry sign a plaque has been placed stating “*Sponsored by the Ledyard Rotary Foundation*”; (8) Lantern Hill Road-Whitford Brook Bridge State Grant Funding – Mayor Allyn thanked State Senator Cathy Osten for securing the \$3 million for the bridge and dam replacement and repairs. He stated the town now had an executed Agreement with the State to receive the \$3 million grant funding and that Public Works Director/Town Engineer Steve Masalin was working to prepare the Request for Qualifications (RFQ) which would be followed by a Request for Proposals (RFP) for the project. He stated the hope was to have the bridge replacement work completed this calendar year; (9) Eversource Easement Request – Mayor Allyn noted that Eversource has requested a permanent easement through the Clark Farm property for \$5,000. He stated the proposed easement would bisect the most useable portion of the property. He stated Eversource currently had a temporary easement over the property because they were replacing all of the former wooden structures with the steel monopoles which were supposed to last 50 – 100 years. He stated if that were the case he did not see why Eversource would need an easement to do work. He stated a formal proposal has not yet been received from Eversource and he noted if the Town Council wanted to discuss this proposal at another meeting and vote on the request, that he would deliver their decision; (10) Winter Operations – Mayor Allyn stated there was no measurable snow in the weather forecast thru February 17, 2023, and it poses a unique situation for the town, because they have a commitment to buy 250 tons of road salt this year. He stated Public Works Director/Town Engineer Steve Masalin has never found himself in a position to accept 250 tons of road salt when there was full salt shed; (11) Ribbon Cuttings - Mayor Allyn stated as Councilor Paul reported earlier this evening during his Economic Development Commission Report, two Ribbon Cuttings were scheduled for Saturday, February 18, 2023 for the following new businesses in Gales Ferry: (a) My Pets World at 10:00 a.m.; and (b) Dollar General at 11:15 a.m. He stated one of the Ribbon Cuttings was scheduled for February 4, 2023, but due to the below zero temperatures that weekend the event was rescheduled. He stated Dollar General had a soft opening and things were going well. He stated that he hoped folks would be able to join them in welcoming the new businesses at the Ribbon Cuttings.

Questions to the Mayor -

Councilor Ryan noted the Eversource easement over the Clark Farm property and he questioned whether the \$5,000 was a one-time payment or was it in perpetuity. Mayor Allyn stated the \$5,000 Eversource offered for the easement was a single one-time payment.

Chairman Dombrowski addressed the requested Eversource easement over the Clark Farm property, noting that this was the one large piece of usable land that the town owned. He stated to bisect the property with an easement would prohibit the town from ever thinking about doing anything on that property. He stated one of the use options discussed for the property was in the event the town had to build a new High School, noting that the Clark Farm was the only town-owned property where they could build a High School. He stated if they granted the easement the property would be landlocked to a point where it could only be used as open space. He stated he would be more amenable to an easement that went around the perimeter of the property, noting that would grant Eversource what they wanted, which was to gain access if they needed to; but at the same time maintained the majority of parcel being useful for the town. He went on to note the proposed easement was located where the Tri-Town Trail was being constructed. Mayor Allyn stated he could provide the Town Council with the sketch that he sent to Eversource, which was for the easement to hug the perimeter of the property, as Chairman Dombrowski suggested. However, he stated that Eversource responded stating that was not what they wanted, noting that they wanted to go through the property. Chairman Dombrowski stated if that was the case, then his response to Eversource was “No”. Mayor Allyn stated he would deliver that message to Eversource.

XII. OLD BUSINESS – None.

XI. NEW BUSINESS

Finance Committee

- 1. MOTION to authorize the purchase of a 2015 Ford Utility vehicle in the amount of \$12,000 from Account # 21020551-57510 (GFFC CNR Vehicle) and authorize the transfer of \$7,500 from Account # 21020551-57300 (GFFD CNR New Equipment) to Account #21020551-57510 (GFFD CNR Vehicle).

Moved by Councilor Saums, seconded by Councilor Ryan

Discussion: Councilor Saums stated the Gales Ferry Fire Chief’s 2004 Tahoe vehicle was aging and it was beyond reasonable repair, noting that it had 167,000 miles on it, and the dashboard no longer lights up, noting that the costs to repair the electronics was more than the value of the vehicle itself. Therefore, he stated the Fire Chief has requested authorization to purchase a used 2015 Ford, which had 67,000 miles on it.

Councilor Saums went on to explain that Gales Ferry Fire Chief Tony Saccone, who was present this evening, received quotes for three used vehicles and felt that the 2015 Ford was the best option noting that they would receive \$1,500 for the trade-in of the current vehicle, which would bring the cost to purchase the used 2015 vehicle to \$10,500. He noted that Account #21020551-57510 (GFFC CNR Vehicle) currently had an available balance of \$4,500; and Account # 21020551-57300 (GFFD CNR New Equipment) had a current available balance of \$122,754, prior to the proposed transfer.

Councilor Ryan stated during the Finance Committee’s discussion they agreed going forward that the funding for the Fire Chief’s vehicles for both Fire Companies (Ledyard Center and Gales Ferry) would be included in the Fire Apparatus Replacement Capital Improvement Plan and that they would further discuss that during the Fiscal Year 2023/2024 Budget preparation.

VOTE: 9 - 0 Approved and so declared

RESULT: APPROVED 9 - 0
 MOVER: Bill Saums, Town Councilor
 SECONDER Tim Ryan, Town Councilor
 AYES: Dombrowski, Ingalls, Irwin, Marshall, McGrattan, Paul, Rodriguez, Ryan, Saums

- 2. MOTION to authorize the use of funds from the American Rescue Plan Act (ARPA) for the replacement of the following HVAC Systems:

- Ledyard Emergency Services Building at 11 Fairway Drive, \$200,000
- Ledyard Parks and Recreation/ Senior Citizens Facility at 12 Van Tassel Drive, \$155,000

Moved by Councilor Saums, seconded by Councilor Ingalls

Discussion: Councilor Saums stated that he has been communicating with Public Works Director/Town Engineer Steve Masalin about these two HVAC System replacement projects (Emergency Services Building and the Parks and Recreation/Senior Citizens Facility). He provided some background noting the following:

- Emergency Services Building was constructed in the 2004 and had two separate heating systems:
 - (1) Phase I - Heating System for the Fire Apparatus Bays where the apparatus was housed was currently working fine. Councilor Saums provided some background noting that there were multiple failures of heating and A/C system in the building. He stated because of the urgency to provide heat in the Apparatus Bays that Phase I has been completed. He stated these heating repairs involved the straightforward replacement/reorientation, noting the total cost of the project was \$84,000 which

included the associated electrical work. He also noted that the air handlers 3 & 4 in the Emergency Services Building have been taken care of, noting that the Modine Heaters were removed, and they installed radiant heat in the Apparatus Bays. He stated the Modine Heaters were reused where they could these types of heating units. He stated funds were drawn from the Building Upgrade Reserve Account to pay for this project. He stated Phase I was not part of tonight's request.

- (2) Phase II - was the Heating System for the remainder of the building which included the Meeting Room, Offices, and Dormitory, which was the system that has failed and was the system that they were addressing tonight. He explained that that radiant heating in this part of the Emergency Services Building would not work, noting that they needed to replace the boiler and put in a cooling unit which would require a substantial realignment to meet present and prospective building needs. He explained that a quote was received through a CT State Bid proposal for \$190,000. The Air Temp proposal was attached to the agenda on the meeting portal; and that this price was good until February 19, 2023. He stated that Public Works Director/Town Engineer Steve Masalin has added some funding to cover electrical services that may be needed to support the project. He also noted although the Omni Partners Government Services Bidding (Trane) prepared a Bid that it was not completed; and therefore, was not attached to the Agenda on the meeting portal.

- Parks and Recreation/Senior Center Facility – Constructed in 1991:

Councilor Saums stated the Parks and Recreation/Senior Center has been operating with a partial A/C and had to use window air conditioning units last summer. He stated the 32-year-old building had the original heating equipment that was inefficient and was also due for replacement. He stated separate proposals for the heating and the air conditioning were obtained through the CT State Bid pricing in the amounts of \$75,000 and \$72,000, respectively (Air Temp proposal, was attached to the agenda on the meeting portal) for a combined total of \$147,000. He stated both of these proposals were also good until February 19, 2023. He stated that they had previously received a separate proposal through Omni Partners Government Services Bidding (Trane) for the combined package in the amount of \$262,000 - \$293,000.

Councilor Saums stated that Mr. Masalin works to use all of the different opportunities available to save administration time, to take advantage of the competitive bidding process in other ways, and to get the best possible price. He stated because the cost of these HVAC projects seemed to be expensive the Finance Committee discussed with Public Works Director/Town Engineer Steve Masalin the possibility of obtaining better pricing if they solicited bids outside of the State Bid List. He stated to solicit additional bids that it would require hiring an engineer to prepare a Request for Proposals (RFP); and they were not confident that the savings they might get by soliciting bids outside the State Bid List, would pay for the engineering costs and the RFP. He went on to state that although they have had both good and bad experiences using the State Bid List process, that they have found that generally these opportunities were more viable than other approaches. He noted as an example at their October 12, 2022 meeting the Town Council voted to move forward with the State Bid List proposal for the construction of the concrete floor at the Town Green Vo-Ag Pole Barn, only after they spent more time and money to solicit additional bids, which came in higher than the State Bid proposal.

Councilor Saums stated they also discussed Councilor Marshall's suggestion to consider replacing the existing HVAC Systems with a Geothermal System, noting that the Mayor has a Geothermal System in his house, which was installed during new construction. He stated it would not be advantageous to install a Geothermal System in an existing building because it needed to be coupled with spray foam insulation, to create a tight building envelope for the system to work and so that the electric costs would not soar, noting that during the winter the system used electricity to compress the water coming up from the well. He went on to explain in addition to trying to install spray foam insulation into the entire exterior wall cavities and roof trusses in an existing building, such as the Emergency Services Building, that it would also need to include costs for an engineering evaluation, the design work which would need to include integrating the system with the sites which were very tight, along with subterranean issues at both the Emergency Services Building and the Parks and Recreation/Senior Citizens Facility.

Councilor Ryan noted that some additional funding was included in both projects for other miscellaneous costs related to the projects such as electrical work, etc.

Councilor Paul stated from his personal experience in working in the field of HVAC systems that he was pleased that the town did not choose to use Trane, noting that they were typically more expensive, noting that they had proprietary parts, which could be harder to get, making the systems more expensive to maintain.

Councilor Saums concluded by stating that a bid waiver was not required for either of these two projects because they were using contractors on the State Bid List.

VOTE: 9 - 0 Approved and so declared

RESULT: APPROVED 9 - 0
MOVER: Bill Saums, Town Councilor
SECONDER Andra Ingalls, Town Councilor
AYES: Dombrowski, Ingalls, Irwin, Marshall, McGrattan, Paul, Rodriguez, Ryan, Saums

General Discussion

3. Discuss Work Session Items as time permits.- None.

XV. ADJOURNMENT

VOTE: Councilor Rodriguez moved to adjourn, seconded by Councilor Marshall
9 - 0 Approved and so declared. The meeting adjourned at 7:31 p.m.

Transcribed by Roxanne M. Maher
Administrative Assistant to the Town Council

I, Kevin J. Dombrowski, Chairman of the Ledyard Town Council,
hereby certify that the above and foregoing is a true and
correct copy of the minutes of the Regular Town Council
Meeting held on February 8, 2023.

Kevin J. Dombrowski, Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1268

Agenda Date: 2/28/2023

Agenda #:

AGENDA ITEM
CORRESPONDENCE

Subject:

Communications List for February 22, 2023

Correspondence List:

COMMUNICATIONS LISTING FOR FEBRUARY 22, 2023

INCOMING CORRESPONDENCE

1. Historic District Commission e-mail dated 2/14/2023 re: Request Alternate Member Lamb be appointed as a Regular Member
2. Retirement Board ltr dated 2/21/2023 re: Actions Meeting of 1/21/2023
3. Cemetery Cmt-DTC-Ret ltr dated 2/15/2023 re: Reappointment Endorsements
4. Permanent Municipal Building (PMBC) Cmt -DTC-RTC ltr dated 2/15/2023 re: Reappointment Endorsements
5. Water Pollution Control Authority (WPCA) -DTC-RTC ltr dated 2/15/2023 re: Reappointment Endorsements
6. Housing Authority ltr 2/21/2023 re: Reappointment Endorsements

OUT GOING CORRESPONDENCE

1. Admin Asst ltr to Mayor dated 2/09/2023 re: Action ltr. Town Council Regular Meeting of February 8, 2023

NOTICE OF AGENDAS

1. Conservation Commission Agenda 2/14/2023
2. Cemetery Committee Agenda 2/21/2023
3. Parks & Recreation Agenda 02/21/2023
4. Retirement Board Agenda 02/21/2023
5. Nursing Board Agenda 2/21/2023
6. Agricultural Commission Agenda 02/21/2023
7. Senior Citizens Agenda 02/22/2023
8. Zoning Board of Appeals Agenda 02/15/2023- Cancelled
9. Community Relations Cmt Agenda 02/15/2023
10. Finance Cmt Agenda 02/15/2023
11. Town Council Agenda 02/22/2023

MINUTES

1. Parks & Recreation Minutes 01/17/2023
2. Retirement Board Minutes 01/17/2023
3. Agricultural Commission Minutes 01/17/2023
4. Nursing Board Minutes 12/13/2022
5. Senior Citizens Minutes 01/25/2023
6. Community Relations Cmt Minutes 01/18/2023
7. Finance Cmt Minutes 01/18/2023
8. Town Council Special Minutes 2/8/2023
9. Town Council Minutes 2/28/2023

MISCELLANEOUS

1. Economic Development Strategic Plan 2/22/2023
2. Gallup Hill School Nurse Report – 2/22/2023

REFERRALS

Administration Committee

1. Historic District Commission e-mail dated 2/14/2023 re: Request Alternate Member Lamb be appointed as a Regular Member
2. Cemetery Cmt-DTC-Ret ltr dated 2/15/2023 re: Reappointment Endorsements
3. Permanent Municipal Building (PMBC) Cmt -DTC-RTC ltr dated 2/15/2023 re: Reappointment Endorsements
4. Water Pollution Control Authority (WPCA) -DTC-RTC ltr dated 2/15/2023 re: Reappointment Endorsements
5. Housing Authority ltr 2/21/2023 re: Reappointment Endorsements

Roxanne Maher

From: Sheila Godino <sgodino@snet.net>
Sent: Tuesday, February 14, 2023 5:12 PM
To: Roxanne Maher
Cc: Earl Lamb
Subject: Promoting Ty Lamb

Good Morning Roxanne,

I would like to promote Ty from Alternate to full Member. He is in charge of Preservation and Research and has recently been elected to Vice Chair of the Commission.

Thank you,

Vin



Chairman John Rodolico

TOWN OF LEDYARD CONNECTICUT RETIREMENT BOARD

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3220

February 21, 2023

Mayor Fred B. Allyn, III
741 Colonel Ledyard Highway
Ledyard, Connecticut 06339

Dear Mayor Allyn:

At its Regular Meeting held on February 21, 2023, the Retirement Board took the following actions.

- Approved payment of invoice #609_12312022, to Fiducient Advisors, dated January 31, 2023, in the amount of \$12,112.03, for consulting costs for billing period October 1, 2022 to December 31, 2022
- Approved retirement benefit for Pauline Ash in the amount of \$905.44 in the form of a modified cash refund annuity effective February 1, 2024.
- Approved retirement benefit for Regina Brulotte in the amount of \$1740.47 in the form of a modified cash refund annuity effective April 1, 2023.

Respectfully submitted,

Christina Hostetler
Town Hall Assistant

cc: Director of Finance
Director of Human Resources
Treasurer
Town Council



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203

council@ledyardct.org

Chairman Kevin J. Dombrowski

February 9, 2023

Mayor Fred Allyn, III
Town of Ledyard
741 Colonel Ledyard Highway
Ledyard, Connecticut 06339

Dear Mayor Allyn:

At its Regular Meeting held on February 8, 2023 the Town Council took the following actions:

- Appropriated funds from the American Rescue Plan Act (ARPA) for the replacement of the following HVAC Systems:
 - Ledyard Emergency Services Building at 11 Fairway Drive, \$200,000
 - Ledyard Parks and Recreation/ Senior Citizens Facility at 12 Van Tassel Drive, \$155,000
- Authorized the purchase of a 2015 Ford Utility vehicle in the amount of \$12,000 from Account # 21020551-57510 (GFFC CNR Vehicle) and authorize the transfer of \$7,500 from Account # 21020551-57300 (GFFD CNR New Equipment) to Account #21020551-57510 (GFFD CNR Vehicle).

Please feel free to contact Chairman Dombrowski should you have any questions regarding this meeting.

Respectfully submitted,

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

cc: Director of Finance
Treasurer
Administrator of Emergency Services
Fire Marshall
Gales Ferry Fire Chief
Parks & Recreation/Senior Citizens Director
Public Works Director/Town Engineer



A Town for all Seasons

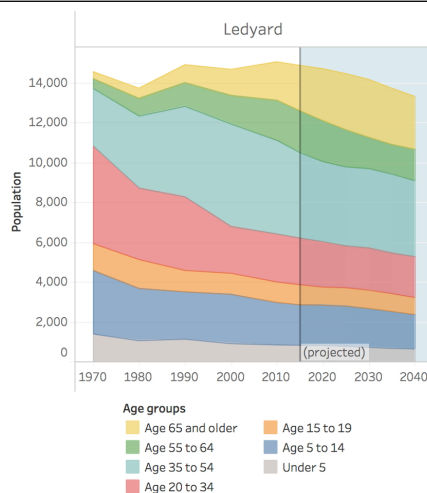
Town of Ledyard

Economic Development Commission

2023 Strategic Plan

EDC Mission

To enhance the economic well-being and long-term prosperity of Ledyard by serving as an important catalyst for new business and a critical resource for existing businesses who wish to grow, in a community that values its rich rural heritage, authentic New England character and rare quality of life.



Catalyst for new business...

- *Rt. 12 Corridor Study:* Produce an updated study to support State grant applications.
- *Permit approval process and regulations:* Provide adequate staffing and provide Commission training. Keep regulations simple and flexible.
- *Water and sewer infrastructure:* Support both phases of the sewer extension in Ledyard Center. Promote the need for sewer on Rt. 12 corridor. Pursue Federal and State Funding.
- *Identify prime parcels for development:* Maintain a list of parcels along with suggested uses.
- *Pre-permitted sites:* Select 1-2 key parcels per year with no defined plan for future development and have engineers complete a basic site plan – i.e. boundary survey, well, septic, and potential areas for detention basins and other drainage. Partner with PZC on the project.
- *Funding:* Consider a fund for small businesses to help them improve their curb appeal. Provide matching fund for building renovations for key properties. *Clearly demonstrate the ROI to ensure community support.*



Market Character and Quality of Life...

- *Comprehensive Marketing and Branding:* Create a video to promote our assets to show their value. Build on these assets in a way that promotes business growth.
- *Create concept drawings* for underutilized parcels in our commercial zones.
- *Pedestrian Friendly:* Include sidewalks and bike paths where possible.

Critical Resource for existing businesses...

- *Host Networking Events:* Solicit feedback.
- *Business Directory:* List all businesses.
- *Use Social Media:* Communicate with the business community and stakeholders. Highlight new & existing local businesses.
- *Provide Data:* Share annual market analysis to help businesses make better decisions.

Challenges and Opportunities...

58.5% of those responding to the 2022 Residents Survey preferred to “Make it easier to have businesses in town, even in your own neighborhood.”

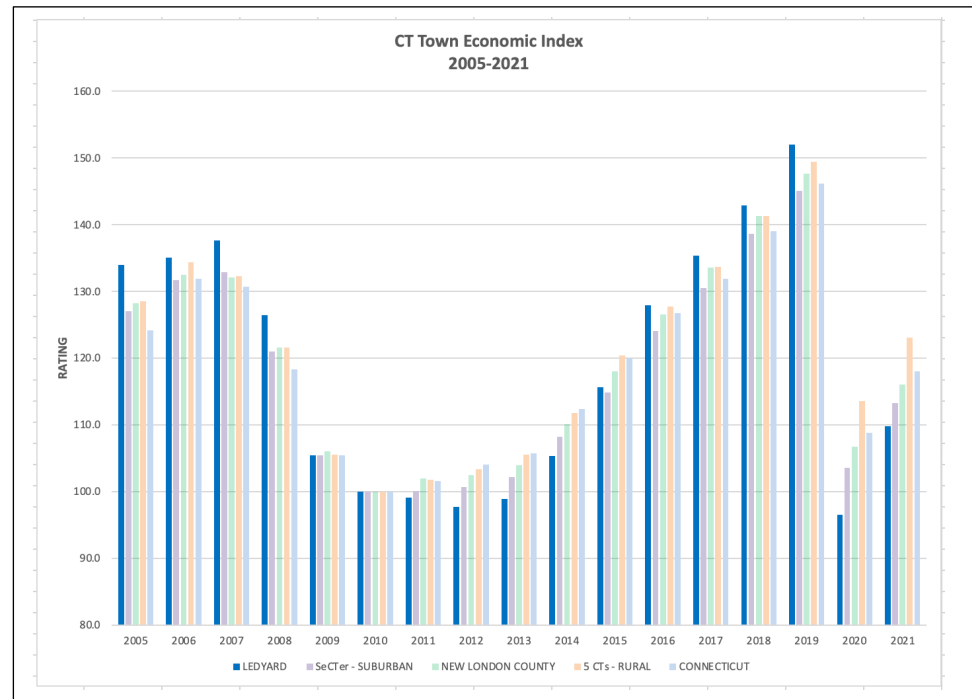
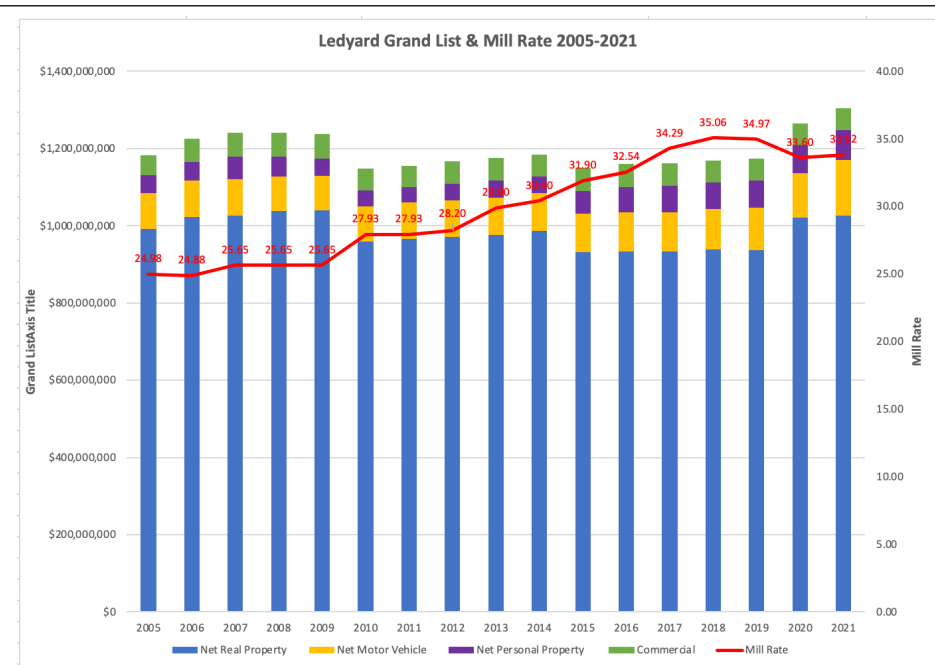
The percentage of the Town’s Grand List from Commercial has dropped over 1% since 2015, from 5.57% in 2015 to 4.54% in 2021. (From State of Connecticut OPM.)

Ledyard’s Town Economic Index outperformed both the State and New London County from 2016-2019 but then suffered the largest COVID-related drop of all towns in CT in 2020. Its recovery in 2021 leaves it behind other SeCTer suburban towns in southeastern CT, New London County, towns rated as “Rural” by the 5 Connecticut classification system, and the entire State. (Data from Connecticut Economic Digest.)

Ledyard’s population is forecast to drop almost 10% from 2020 to 2040. All age groups are projected to decline except the Age 65 and older group. (Data from Connecticut State Data Center.)

Of the 24,000 acres in town, only 1,376.91 acres (5.74%) are zoned non-residential. Of those, 190.87 acres are currently being used residentially, 154.81 acres are dedicated open space, and 298.2 acres are unbuildable, leaving just 239.8 acres (31 parcels representing 1.00% of the total acreage in town) undeveloped.

17.1% of the town’s office/retail spaces are currently unoccupied.



Quotes from Residents Survey...

- “Collaborate with local businesses to have more Town-sponsored events.”
- “Need land to build housing (particularly rental units) and infrastructure necessary to support growth. Water and sewers needed to support more dense housing and business development. Lack 5G service; Town needs sidewalks and bike lanes; EV Charging stations.”
- “More opportunities and services needed for the youth; Allow Bill Library to expand; add seating or gazebo to town green area; need a town gathering space like a brew-pub.”
- “Ledyard Center gets more attention than Gales Ferry; Rte. 12 corridor needs to be redesigned to be more car and pedestrian friendly; Add more bike and running paths.”
- “Need to work to beautify this town; Town should invest in its parks – they need upkeep.”

A Day In the GHS Nurse's Office

Standing in my office doorway, I greet the students as they enter the building. I spend each day ensuring the children are healthy and ready to learn while assessing and caring for a variety of illnesses and injuries throughout the day.

We have regular visitors for chronic conditions and scheduled medications, including a student who has a feeding tube, as well as students wanting to avoid class for various reasons, and walk-ins with a nosebleed, a lost baby tooth, or a bumped head. Recess brings a whole new set of minor injuries requiring ice packs, band-aids and hugs. All student visits are charted in the electronic health record system.

Along with attending to the students' health care needs, I've gone into the Pre-K classrooms to fill the part of "community helper." We often provide social-emotional support for the children. I have clean clothes for students as needed. The bathroom in my office is accessible to students no longer allowed to use hallway bathrooms and those with bathroom anxiety. When students are in the Safe Room, I conduct seclusion evaluations every 15 minutes as needed. We also assess/treat the adults injured in assisting a dysregulated student.

In addition to maintaining physical and immunization records for 600+ students, including hearing and vision screening, We maintain an open line of communication with parents as well as CPS on the Reservation and I am in contact with DCF as necessary.

At the end of the day, during which I see an average of 50-70 students, I'm back in my doorway sending the students off with a wave and a smile. Now it's time to catch up on paperwork, make phone calls, and put the office back together for another day.

Nikki Allen, RN



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203
E-Mail Address:
council@ledyardct.org

Chairman Kevin J. Dombrowski

January 9, 2023

Mrs. Sheila M. Godino, Chairman
Cemetery Committee
1906 Center Groton Road
Ledyard, Connecticut 06339

Members of the Cemetery Committee are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission members block and kindly return in the self-addressed, return envelope.

Cemetery Commission				3 Year Term	
Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Ms. Kimlyn Marshall 987 R Long Cove Road Gales Ferry CT 06335	R	4/26/2023	Y <input checked="" type="radio"/> N	Y N	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input checked="" type="checkbox"/> Poor
Mrs. Sheila Godino 1906 Center Groton Road Ledyard, CT 06339	D	4/26/2023	<input checked="" type="radio"/> Y N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Mr Vincent Godino 1906 Center Groton Road Ledyard, CT 06339	D	4/26/2023	<input checked="" type="radio"/> Y N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Committee Comments:

*Request switching Kimberly Marshall to alternate
and Paul Krug to regular member. Thank you.*

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,
Roxanne M. Maher
Roxanne M. Maher
Administrative Assistant



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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Chairman Kevin J. Dombrowski

January 9, 2023

Ms. S. Naomi Rodriguez, Chairman
Democratic Nominating Town Committee
6 Saint Peters Court
Ledyard, Connecticut 06339

Dear Chairman Rodriguez:

Members of the Cemetery Committee are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

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Cemetery Commission

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Mr Vincent Godino 1906 Center Groton Road Ledyard, CT 06339	D	4/26/2023	Y N	(Y) N	{X} Excellent { } Good { } Fair { } Poor

Committee Comments:

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,
Roxanne M. Maher
Roxanne M. Maher
Administrative Assistant

Roxanne Maher

From: Mike France <mikefrance@alumni.usc.edu>
Sent: Tuesday, February 21, 2023 10:29 PM
To: Roxanne Maher
Cc: mikefrance17@comcast.net; Andra Ingalls
Subject: Re: FW: Reappointment Request -RTC Recommendation/Endorsement

Roxanne,

The Nominating Committee has met and approved making the endorsement of the individuals named in the attached documents. I will get them to you this week so that the Administration Committee may take action at their next meeting.

Regards,
Mike

On Tue, Feb 21, 2023 at 12:43 PM Roxanne Maher <council@ledyardct.org> wrote:

Good Afternoon Mike:

Just wanted to check on the status of the RTC endorsement/recommendation regarding members of these committees.

The next Administration Cmt meeting is scheduled for March 8, 2023.

If you can send me the RTC recommendations on these requests by next Week I can include them on the Agenda.

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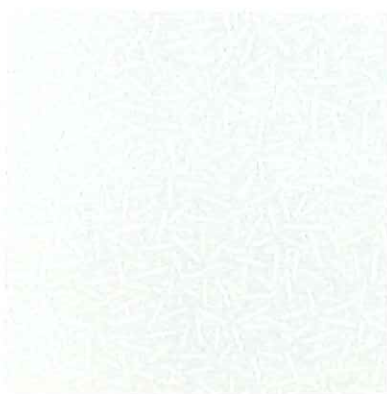
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Thanks, Roxanne.

Regards,

Mike

On Mon, Jan 9, 2023 at 8:58 AM Roxanne Maher <council@ledyardct.org> wrote:



Good Morning Chairman France:

Please find attach a request for the Republican

Nominating Committee's recommendation regarding the reappointment

of members to the following Committees:

- Cemetery Committee
- Permanent Municipal Building Committee
- Water Pollution Control Authority

Also, I will be updating and providing you with a copy of the



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Chairman Kevin J. Dombrowski

January 9, 2023

Mr. Charles Duzy, Chairman
Ledyard Housing Authority
4 Harvard Terrace
Gales Ferry, Connecticut 06335

Dear Chairman Duzy:

A member of the Housing Authority is due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission members block and kindly return in the self-addressed, return envelope.

Housing Authority

5 Year Term

Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Mr. Paula Crocker 1500 Route 12 Gales Ferry, CT 06335	U	3/31/2023	Y	Y N	{ X }Excellent { } Good { } Fair { } Poor

Commission Comments: ___Paula has been a great help on the Housing Authority Board. She takes accurate minutes of our meetings and has very thoughtful input to our discussions. I and the board strongly recommend her re-appointment to the Ledyard Housing Authority Board.

Sincerely,
Charles Duzy

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,
Roxanne M. Maher

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

cc: Director Colleen Lauer



TOWN OF LEDYARD CONNECTICUT OWN COUNCIL

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E-Mail Address:
council@ledyardct.org

Chairman Kevin J. Dombrowski

January 9, 2023

Mr. Gary Schneider, Chairman
Permanent Municipal Building Committee
101 Inchcliffe Drive
Gales Ferry, Connecticut 06335

Dear Mr. Schneider:

A Member of the Permanent Municipal Building Committee are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission member's block and kindly return to the Town Council Office. .

Permanent Municipal Building Committee

3 Year Term

Member's Name	Party Affilia	Term Expirat	Commission Recommendat	Town Commit Endorsement	Attendance
Mr. Gary Schneider 101 Inchcliffe Drive Gales Ferry, CT 06335	D	3/26/2023	<input checked="" type="radio"/> Y N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Ms. Elizabeth Peterson 15 Browns Crossing Road Gales Ferry, CT 06335	R	3/26/2023	<input checked="" type="radio"/> Y N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Committee Comments:

None /

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council



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Chairman Kevin J. Dombrowski

January 9, 2023

Ms. S. Naomi Rodriguez, Chairman
Democratic Nominating Town Committee
6 Saint Peters Court
Ledyard, Connecticut 06339

Dear Chairman Rodriguez:

A Member of the Permanent Municipal Building Committee are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission member's block and kindly return to the Town Council Office. .

Permanent Municipal Building Committee

3 Year Term

Member's Name	Party Affilia	Term Expirat	Commission Recommendat	Town Commit Endorsement	Attendance
Mr. Gary Schneider 101 Inchcliffe Drive Gales Ferry, CT 06335	D	3/26/2023	Y N	<input checked="" type="radio"/> Y <input type="radio"/> N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
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Committee Comments:

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,
Roxanne M. Maher

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

Roxanne Maher

From: Mike France <mikefrance@alumni.usc.edu>
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Cc: mikefrance17@comcast.net; Andra Ingalls
Subject: Re: FW: Reappointment Request -RTC Recommendation/Endorsement

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Regards,
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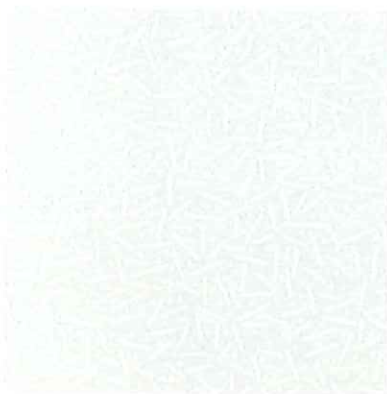
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Thanks, Roxanne.

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Good Morning Chairman France:

Please find attach a request for the Republican

Nominating Committee's recommendation regarding the reappointment

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- Permanent Municipal Building Committee
- Water Pollution Control Authority

Also, I will be updating and providing you with a copy of the



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council@ledyardct.org

Chairman Kevin J. Dombrowski

January 9, 2023

Mr. Edmond Lynch, Chairman
Water Pollution Control Authority
11 Red Brook Lane
Ledyard, Connecticut 06339

Dear Mr. Lynch:

Members of the Water Pollution Control Authority are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office. .

Water Pollution Control Authority

3 Year Term

Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Commit Endorsement	Attendance
Mr. Stanley Juber 13 Iron Street Ledyard, CT 06339	R	4/11/2023	(Y) N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Mr. Terry Jones 27 Monticello Drive Gales Ferry, CT 06335	R	4/11/2023	(Y) N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Mr. Jeremy Norris (Alternate Member) 12 Old Fort Lane Ledyard, CT 06339	D	4/11/2023	(Y) N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Committee Comments:

Excellent commission

Your assistance is greatly appreciated. Thank you for your attention regarding this request.

Sincerely,

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council



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Chairman Kevin J. Dombrowski

January 9, 2023

Ms. S. Naomi Rodriguez, Chairman
Democratic Nominating Town Committee
6 Saint Peters Court
Ledyard, Connecticut 06339

Dear Chairman Rodriguez: :

Members of the Water Pollution Control Authority are due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

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3 Year Term

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Mr. Jeremey Norris (Alternate Member) 12 Old Fort Lane Ledyard, CT 06339	D	4/11/2023	Y N	(Y) N	{X} Excellent { } Good { } Fair { } Poor

Committee Comments:

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Roxanne M. Maher

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

Roxanne Maher

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To: Roxanne Maher <council@ledyardct.org>

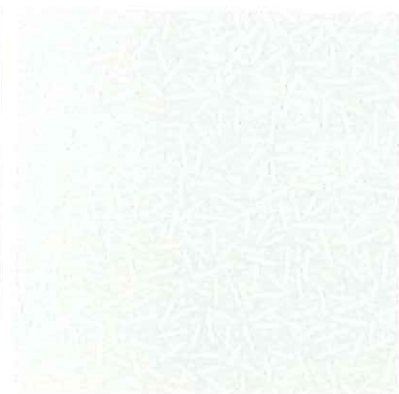
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TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-065

Agenda Date: 3/8/2023

Agenda #: 1.

REPORT
ADMINISTRATION COMMITTEE

Fiscal Year 2022/2023 Report:
Administration Committee

Meeting Action Detail:

Town Council Meeting 03/08/2023

File #: [22065](#) Version: 12

Type: Report

Title: Administration Committee Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-066

Agenda Date: 3/8/2023

Agenda #: 2.

REPORT
COMMUNITY RELATIONS COMMITTEE

Fiscal Year 2022/2023 Report:
Community Relations Committee

Meeting Action Detail:

Town Council Meeting 03/08/2023

File #: [22066](#) Version: 12

Type: Report

Title: Community Relations Committee Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-067

Agenda Date: 3/22/2023

Agenda #: 3.

REPORT
FINANCE COMMITTEE

Fiscal Year 2022/2023 Report:
Finance Committee

Meeting Action Detail:

Town Council Meeting 03/08/2023:

File #: [22067](#) Version: 12

Type: Report

Title: Finance Committee Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-068

Agenda Date: 3/8/2023

Agenda #: 4.

REPORT
LAND USE/PLANNING/PUBLIC WORKS COMMITTEE

Fiscal Year 2022/2023 Report:

Land Use/Planning/Public Works Committee

Meeting Action Detail:

Town Council Meeting 03/08/2023:

File #: [22068](#) Version: 12

Type: Report

Title: Land Use/Planning/Public Works Committee Report

Minute Note:

Councilor Paul stated the LUPPW Committee met on February 6, 2023 and he noted in addition to their routine work that Conservation Commission Chairman Michael Marelli attended the meeting to discuss the Commission's interest to purchase a 36-acre +/- parcel located at 154 Stoddards Wharf Road which was currently owned by Pfizer. He stated the asking price was \$195,000 and that the Commission was looking to apply for an Open Space Watershed Grant offered by the State of Connecticut that would pay up-to 65% of the purchase of the property. He explained this was just in the beginning stages and that they recommended Mr. Marelli work with the Mayor's Office regarding the Conservation Commission's interest to purchase the open space parcel; and about negotiating on the price of the property; and that they follow all town procedures with regard to applying for the Grant and for the town to purchase property.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-296

Agenda Date: 3/8/2023

Agenda #:

REPORT

REPORT OF THE MAYOR:

REPORT OF THE MAYOR

Mayor Report Fiscal Year 2022/2023:

Meeting Action Detail:

Town Council Meeting 03/08/2023:

File #: [22296](#) Version: 13

Type: Report

Title: Mayor's Report

Minute Note:



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-896

Agenda Date: 2/22/2023

Agenda #: 1.

ORDINANCE

Subject/Application:

MOTION to set a Hybrid (In-Person & Video Conference) Public Hearing date on April 12, 2023 at 6:30 p.m. to be held in the Council Chambers, 741 Colonel Ledyard Highway, to receive comments and recommendations regarding a proposed amendments to Ordinance #100-016 (rev 1) *An Ordinance Combining Parks And Recreation Commission and Senior Citizens Commission For The Town Of Ledyard*” as contained in draft dated February 8, 2023.

Background:

In accordance with Chapter III, Section 5 “*Public Hearing on and Passage of Ordinances*” of the Town Charter; a public hearing was required to be held prior to the adoption of an Ordinance/Ordinance Amendments.

Mayor Recommendation:

Meeting Action Detail:

Administration Committee Meeting 01/11/20232

File #: [22896](#) Version: 1

Type: General Discussion

Title: MOTION to set a Hybrid (In-Person & Video Conference) Public Hearing date on February 22, 2023 at 6:30 p.m. to be held in the Council Chambers, 741 Colonel Ledyard Highway, to receive comments and recommendations regarding a proposed amendments to Ordinance #100-016 (rev 1) *An Ordinance Combining Parks And Recreation Commission and Senior Citizens Commission For The Town Of Ledyard*” as contained in draft dated December 7, 2022.

Action: No Action

Minute Note:

Next Meeting 02/08/2023

Administration Committee Meeting 12/14/2022

File #: [22896](#) Version: 1

Type: General Discussion

Title: MOTION to set a Hybrid (In-Person & Video Conference) Public Hearing date on February 22, 2023 at 6:30 p.m. to be held in the Council Chambers, 741 Colonel Ledyard Highway, to receive comments and recommendations regarding a proposed amendments to Ordinance #100-016 (rev 1) *An Ordinance Combining Parks And Recreation Commission and Senior Citizens Commission For The Town Of Ledyard* as contained in draft dated December 7, 2022.

Action: No Action

Minute Note:

Next Meeting 01/11/2023

AN ORDINANCE COMBINING
PARKS AND RECREATION COMMISSION AND
SENIOR CITIZENS COMMISSION
FOR THE TOWN OF LEDYARD

Be it ordained by the Town Council of the Town of Ledyard there is hereby established a “Parks and Recreation and *Senior Citizens Commission*.”

Section 1. Purpose

(a) The purpose of this Ordinance is to formally combine the Senior Citizens Commission with the Parks and Recreation Commission in the Town of Ledyard. herein, to be known as Parks and Recreation and Senior Citizens Commission.

Combining the duties of the Town Committees/Commissions/Boards that have similar interests into a single commission will provide a financial benefit to the town as it will minimize administrative support by reducing the number of Committees/Commissions/Boards in town and provide services more effectively.

Combining the two Commissions will provide a financial benefit for Senior Citizens programs because they would be eligible for funding under the Parks & Recreation Capital Account Fund 203 (formerly Fund 8) established by Ordinance #200-009 “An Ordinance Providing for Transfer of Certain Revenue from Real Estate conveyance Tax to Special Town of Ledyard Funds; and in accordance with Ordinance #200-012 “An Ordinance Creating a Municipal Parks and Recreation Capital and Non Non-Recuring Expense Fund for the Town of Ledyard.

(b) The purpose of Ledyard Parks and Recreation and Senior Citizens Commission is to provide services for the senior citizens within budgetary limits; and to provide recreational programs for the general population and manage properties under the administrative control of the Parks and Recreation Department.

Section 2. Authority and Establishment of Commissions

(a) Parks and Recreation Commission

Pursuant to the authority contained in Section 7-148, General Statutes of Connecticut, there is hereby created a Parks and Recreation Commission for the Town of Ledyard.

(b) Senior Citizens Commission

Pursuant to Chapter III, Section 4 of the Charter of the Town Ledyard, there is hereby established a Senior Citizens Commission.

Pursuant to Chapter III, Section 4, of the Town Charter, commencing on the nineteenth day after the effective date of this ordinance, the duties of the Senior Citizens Commission of the Town of Ledyard as set forth in Ordinance #100-016, shall be discharged in accordance with this Ordinance; and shall hereafter be known as the Parks and Recreation and Senior Citizens Commission.

Section 3. Membership

The *Ledyard Parks and Recreation and Senior Citizens Commission* shall consist of ***seven (7) regular members and two (2) alternate*** members who shall be electors of the Town of Ledyard and who shall hold no salaried municipal office.

Membership on any other Board, Commission or Committee of the Town of Ledyard shall not preclude membership on the *Ledyard Parks and Recreation and Senior Citizens Commission*.

In making the original appointments under this ordinance, the Town Council shall designate ***three (3) members to serve for three (3) years, three (3) members to serve for two (2) years; three (3) members to serve for one (1) year.*** Thereafter, vacancies shall be filled for a three (3) year term.

Section 4. Terms of Appointment

The members of the *Ledyard Parks and Recreation and Senior Citizens Commission* shall be appointed for a three (3) year term by the Town Council.

Members shall commence to serve their terms immediately upon appointment and shall serve until their successor has qualified or they have been reappointed or removed by the Town Council.

As each of the terms of the members expire, the Town Council shall appoint a successor for a term of three (3) years to fill each vacant position.

Any vacancy on the Commission other than by expiration of term shall be filled for the unexpired portion of the term by the Town Council.

The Commission shall annually elect a Chairman and Secretary from its members. *In accordance with General State Statutes of Connecticut Section-1-225 a Regular Meeting schedule shall be set and filed with the Town Clerk before January 31st of the coming year, and shall be a thirteen (13) month calendar; inclusive of January of the following year.* Special meetings may be called by a majority of the members of said Commission.

Any member of the Commission who is absent from three (3) consecutive regular meetings and any intervening duly called special meetings shall be considered to have resigned from the Commission and the vacancy shall be filled as hereinbefore provided, except that the Commission may vote to waive the requirements of the section in each case where illness or other extenuating circumstances make it impossible for a member to meet the attendance requirements of this section.

It shall be the responsibility of the Chairman of the Commission to notify the Town Council when a member has not properly performed his/her duties.

Appointment and removal of any member of the *Ledyard Parks and Recreation and Commission Senior Citizens* shall be as provided for in Chapter IV, Section 9, of the Town Charter.

Section 5. Implementation

Within two weeks after the adoption date of this ordinance, all current members of the Parks and Recreation Commission of the Town of Ledyard and the current members of the Senior Citizens Commission for the Town of Ledyard shall indicate to their respective chairman their desire to serve on the Ledyard Parks and Recreation and Senior Citizens Commission. .

The respective chairman shall thereafter report to the Town Council the desires of their members. In addition, the respective chairman shall make recommendations to the Town Council regarding present members to serve on the combined commission.

The Town Council shall appoint members to the Ledyard Parks and Recreation and Senior Citizens Commission no later than the effective date of the Ordinance.

Section 6 Responsibilities and Duties

1. To annually prepare a budget containing its estimates of expenses and revenues to carry out its programs and the purposes of this Ordinance; and to submit the same to the Mayor for inclusion in the annual budget of the Town of Ledyard. When requested, and at least annually, *the Ledyard Parks and Recreation and Senior Citizens Commission* shall make reports to the Town Council.
2. Shall adopt Rules of Procedure, and establish policies for programs and the operation and use of facilities under the Commission's jurisdiction.

3. To plan the development, improvement and expansion of park lands and recreation facilities and other facilities under the Commission’s jurisdiction, including the acquisition, erection, installation, improvement, and replacement of park or recreation facilities and equipment.
4. To develop, establish, improve and coordinate *recreational* programs to benefit the *general* population in the Town of Ledyard. *Including* nutrition, health, social services, transportation and other concerns of Ledyard’s senior citizens.
5. To seek federal, state and private funds and may accept any money, gifts or endowment and expend the same for its designated purpose, provided such conditions does not remove any portion of the Commission from the control of the facilities or programs; or in any manner limit the use of the facility or programs to further the purpose of the Commission.
6. To engage such employees as assigned by the Mayor and other contractors hired by the Town of Ledyard to provide programs and services, and to maintain facilities under the *Parks and Recreation and Senior Citizens Commission’s* administrative control and oversight within the budgetary limits of said Commission.
7. The *Parks and Recreation and Senior Citizens Commission* shall serve to represent *senior citizens* at town meetings, before the Town Council or before its committees, and if required before other organizations.

Section 7. Severability

If any section, or part of a section, of this Ordinance shall be held by a court of competent jurisdiction to be invalid, such holding shall not be deemed to invalidate the remaining provisions hereof.

Section 8. *Cancellation and Amendment of Previous Ordinances*

- *This Ordinance cancels and supersedes Ordinance #100-016 “An Ordinance Establishing a Senior Citizens Commission for the Town of Ledyard”.*
- *This Ordinance amends Ordinance #100-014 “An Ordinance Creating A Parks and Recreation Commission for the Town of Ledyard”.*

Section 9. Effective Date

In accordance with the Town Charter this ordinance shall become effective on the twenty-first (21st) day after such publication following its final passage.

Adopted by the Ledyard Town Council on: _____

Kevin J. Dombrowski, Chairman

Approved / Disapproved on: _____

Fred Allyn, III, Mayor

Revisions:

Parks and Recreation Commission

Ordinance #12 “*Ordinance Creating a Parks and Recreation Commission for the Town of Ledyard*” Adopted by Town Meeting December 11, 1967; Ordinance #12 “*Ordinance Creating a Parks and Recreation Commission for the Town of Ledyard*” Amended and Adopted December 22, 1972; Ordinance # 137 “*An Ordinance Amending an Ordinance Creating A Parks and Recreation Commission for the Town of Ledyard*” adopted on October 22, 2014; ***Renumbered Ordinance #137 to #100-014 on September 25, 2019 as part of the Twenty-fourth Town Council 2017-2019 Ordinance Update Initiative Project.***

Senior Citizens Commission

Ordinance #58 “*An Ordinance Establishing a Permanent Commission for Senior Citizens for the Town of Ledyard,*” adopted on September 28, 2011 and overrode the Mayor’s disapproval/veto on October 12, 2011.-Ordinance #147 “*An Ordinance Amending an Ordinance Establishing a Senior Citizens Commission in the Town of Ledyard*” adopted December 13, 2017; ***Renumbered Ordinance #134 to #100-016 on September 25, 2019 as part of the Twenty-fourth Town Council’s 2017-2019 Ordinance Update Initiative Project.***

History:

2022: Ordinance #100-014 “*An Ordinance Creating A Parks and Recreation Commission for the Town of Ledyard*” adopted on October 22, 2014; and Ordinance #100-106 “*An Ordinance Establishing a Senior Citizens Commission for the Town of Ledyard*” were combined. The duties of both Commissions remained in place and some minor editorials were made throughout the document creating a *Parks and Recreation and Senior Citizens Commission*.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1179

Agenda Date: 2/22/2023

Agenda #: 2.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to 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 “*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 “*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.

Background:

See attached resolutions

Department Comment/Recommendation:

Finance Director Comment/Recommendation:

Account #21070101-58250 (BOE Reserve Fund) currently has an unencumbered balance of \$13,271

Account #21070101-58262 (Track & Field Rental Reserve) currently has an unencumbered balance of \$85,664

Mayor Comment/Recommendation:

I support this motion and hope that in the future, the BoE will realize revenues as projected for the use of the turf field to other entities.

Additional Background/Notes:

The Town Council adopted a resolution on September 28, 1988 that established a separate line item within the Town Capital Reserve Fund for Capital Expenditures for the Board of Education. Per the resolution, all surplus funds returned to the General Fund by the Board of Education are to be deposited in the Capital Reserve Fund for the Board of Education. Surplus funds shall be defined as reserves accumulated by the Board of Education according to their year-end audit statement.

Department Comment/Recommendation:

The General Fund ended Fiscal Year 21-22 with an overall operating deficit of \$43,375. The deficit reduced fund balance at year end to \$4,971,207. The biggest factor leading to the deficit was the under budgeting of Board of Education Healthcare. *Healthcare for active employees was under budgeted by approximately \$350,000 and healthcare for retirees (\$512,000) was erroneously omitted entirely from the budget. In addition to the healthcare deficit, several Board of Education revenue sources fell well short of budget. Impact Aid fell short of budget by almost \$113,000 and tuition revenues fell short of budgeted projections by almost \$257,000.* It should be noted that Vo-Ag Stabilization Funding exceeded the budgetary estimate by \$302,00 but that excess was already transferred out of the general fund by previous Town Council action. The overall net impact to the general fund for all these items is a \$783,500 reduction to fund balance. Factoring in the transfer out of the prior year Board of Education surplus of \$566,000 and the reduction to fund balance increases to \$1,349,500. Budgetary savings and revenues in excess of budgetary estimates in the Town portion of the budget resulted in a positive impact to fund balance of \$1,305,500. The net of the aforementioned fund balance impacts make up the overall fiscal year 21-22 deficit of \$44,000.

The Town's fund balance policy calls for a minimum undesignated fund balance that equates to 7% of current year general fund expenditures with an ultimate goal of 10%. As of June 30, 2022, the undesignated fund balance was 6% of current year general fund expenditures. *Transferring non-budgeted funds out of the general fund will only further deplete undesignated fund balance.* Fund balance and compliance with the Town's fund balance policy is one of the areas of focus for the rating agencies. Falling below this threshold further could have a negative impact on the Town's bond rating.

The current resolution for funding the Capital Reserve Fund for the Board of Education will always have a negative impact on general fund undesignated fund balance as it's transferring funds to the Capital Fund that have not been factored into the budget. A potential alternative to this funding method would be budgeting for a capital contribution to the capital fund, similar to how the town funds its capital.

	Budget	Actual	Variance - Positive (Negative)
Revenues			
Impact Aid	1,500,000	1,387,082	(112,918)
Vo Ag Tuition	772,973	717,110	(55,863)
Special Education Tuition	179,072	82,089	(96,983)
Non-Resident Tuition	138,590	34,648	(103,942)
Expenditures			
Education	33,671,969	33,223,716	448,253
Healthcare - Board of Education	4,254,907	5,116,660	(861,753)
Overall fund balance impact before transfer of prior year surplus			(783,206)
Prior year surplus transfer to capital account			(566,000)
Total combined fund balance impact			(1,349,206)

Meeting Action Detail:

Town Council Meeting 02/22/2023:

File #: [231056](#) Version: 1

Type: General Discussion

Title: 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: Saums Seconded : Ingalls

Action: Approved

Minute Note:

Moved by Councilor Saums, seconded by Councilor Ingalls

Discussion: Councilor Saums stated the Finance Committee has spent a lot of time discussing the transfer of the Board of Education's Fiscal Year 2021/2022 Operating Budget Surplus. He stated this was a routine transfer that was done every year, when Board of Education had an Operating Budget Surplus, noting that it was how they help to fund the School Buildings capital assets.

However, Councilor Saums stated during the Fiscal Year 2021/2022 Budget year they had an issue with healthcare expenses which caused a significant shortfall on the General Government Budget side of the ledger. Therefore, he stated the question they have been discussing was whether there was actually a surplus and whether the funds should be transferred. He went on to explain the overrun in the healthcare overrun was caused by an error in the calculation of the healthcare expenses, noting that mistakes were made along the way, that was crying out for a written procedure to be developed and put in place. He stated the Finance Director was working to draft a Procedure to make sure an error in the healthcare calculation does not happen again.

Councilor Saums provided some additional background noting 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 met 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 short-fall and their options. He stated during their meeting they also discussed times when they have had underruns in expenses and the town saved money as a whole. He stated the bottom line was that it was one town and one pot of money, noting that there were not two pots of money, or two separate tax bills (one for the General Government and one for the Board of Education). Therefore, he stated the consensus of the Group and the Finance Committee at their February 25, 2023 meeting, 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.

Councilor Saums concluded by noting throughout this discussion that Councilor Ingalls has stressed the importance to get the written Procedure completed so that they do not have an issue going forward. He noted over the years there has been, and would be staff changes and they could refer to a written Procedure and would not have to rely on tribal knowledge for how to calculate healthcare costs, or to move money, and what needed to be done.

Chairman Dombrowski stated in transferring these funds to the appropriate Board of Education Capital Accounts that they would be following the established procedures that they have today. He stated that they were not working to fix the transfer of the funds, but that they would be working to fix the issue with the calculation/funding of the healthcare expenses.

Councilor Ingalls stated that she agreed with Chairman Dombrowski's comments, noting that it would not behoove the town to write a Resolution and then ignore; or change it when it was not convenient.

VOTE: 8 - 0 Approved and so declared

Action: Approved

Meeting Action Detail:

Finance Committee Meeting 02/15/2023:

File #: [231056](#) Version: 1

Type: General Discussion

Title: 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.

Action: Recommend to Approve

Minute Note:

Moved by Councilor Ingalls, seconded by Councilor Saums

Discussion: Councilor Saums stated that he along with the Mayor and Finance Director Matthew Bonin met with Superintendent of Schools Jason Hartling and Board of Education Director of Finance and Human Capital Rachel Moser met on February 1, 2023 at which they discussed the “*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*” 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 Surplus to their Capital Account. He stated the Board of Education’s Capital Fund was used 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 are putting funding aside to steward their resources such as the High School Multi-Use Artificial Turf Field. She stated they should move the money.

VOTE: 2 - 0 Approved and so declared

Action: Recommend to Approve

Finance Committee Meeting 02/01/2023:

File #: [231056](#) Version: 1

Type: General Discussion

Title: Discussion regarding the transfer of the Board of Education Fiscal Year 2021/2022 Operating Budget Audited Surplus of \$448,253 to the BOE Capital Reserve Fund in accordance with the Town Council adopted Resolution that created the funding mechanism. Not factored into the aforementioned surplus is the Board of Education Healthcare deficit for the same audit period of \$861,753.

Action: Discussed

Minute Note:

Councilor Saums stated as a follow-up to the Finance Committee’s January 18, 2023 meeting at which they discussed the transfer of the Board of Education Fiscal Year 2021/2022 Operating Budget Audited Surplus of \$448,253 to the BOE Capital Reserve Fund in accordance with the in the 1989 “*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*” that he along with the Mayor and Finance Director Matthew Bonin met with Superintendent of Schools Jason Hartling and Board of Education Director of Finance and Human Capital Rachel Moser earlier today.

Councilor Saums stated during the January 18, 2023 Finance Committee meeting that the following issues were discussed:

- Board of Education Healthcare had a shortfall of \$861,753.
- Employee expenses which included the Board of Education’s Healthcare was carried/reflected on the General Government side of the ledger.
- Board of Education side of the ledger had a \$448,253 Surplus.

Councilor Saums stated the question was whether the Board of Education’s Surplus in the amount of \$292,000 should be transferred to the BOE Capital Account per the “*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*”.

Councilor Saums stated the bottom line was the money all comes out of one pot, therefore, during their meeting earlier today the feeling was that they should follow the Resolution and that the Board of Education’s Surplus should be transferred to their Capital Account, because without the transfer of these funds the Board of Education would not be able to do the capital projects that were scheduled for this year.

Councilor Saums continued by explaining that transferring the Board of Education’s Fiscal Year 2021/2022 Surplus Funds to their Capital Account would need to be acted on by the Finance Committee and Town Council.

Councilor Ryan questioned where the accountability lied regarding the shortfall in the budget for the Board of Education’s Healthcare costs, noting that you cannot have an unexpected expenditure of nearly \$1 million, without some accountably. Councilor Saums stated that there may have been mistakes on both the Board of Education’s side and the General Government side in calculating the healthcare cost number for the budget. He stated about a year ago when the

shortfall was first identified they discussed drafting a Procedure to prevent this type of mistake from happening again. He stated during today's meeting they discussed that going forward the General Government would be accountable for the Board of Education Healthcare expenses in the annual budget. He explained that Finance Director Matthew Bonin would put together a projection for all of the Healthcare Expenses (Board of Education and General Government) based on information from the Munis Financial System. He went on to explain that the Board of Education Director of Finance and Human Capital Rachel Moser would be bringing everything up to date in the Munis Financial System and would be updating the system every time there was a change in the Board of Education's employee population, (if an employee leaves, a new employee comes on staff, a retired employee passes on, etc.). He stated this would ensure that the single source of information (Munis Financial System) was up-to-date, and that Mr. Bonin could put together a projected Healthcare forecast, review it with the Board of Education and obtain their agreement. He also noted that the town would be working with our Healthcare Consultant Joe Spurgeon.

Councilor Ryan suggested that there was some form of written communication that the Board of Education agreed on the projected Healthcare cost for the annual budget year. He went on to point out because the Board of Education's Healthcare costs were on the General Government side of the budget ledger that they never vote on the Healthcare cost for their employees. Councilor Saums stated that was correct.

Councilor Ingalls questioned whether what Councilor Saums' just described was the "*Procedure/Policy*" and whether there was any agreement on it. Councilor Saums stated that Finance Director Matthew Bonin was still in the process of writing the "*Procedure/Policy*".

Councilor Saums stated during today's meeting they also discussed whether the Board of Education's Healthcare costs should once again reside on the Board of Education's side of the ledger instead of the General Government side of the ledger. He stated the Group agreed that the Board of Education Healthcare costs should be kept on the General Government side of the ledger based on past history.

Mayor Allyn stated by having the Board of Education Employees and the General Government Employees in the same healthcare plan they were able to receive better rates because they had a bigger pool. Councilor Ryan stated he understood the benefits of having a larger healthcare pool. However, he stated he wanted to be sure that measures were in-place so that the town was never put in this type of situation again. He went on to note that as Finance Director Matthew Bonin has stated that this situation has reduced the town's Undesignated Fund Balance pushing them farther under the threshold of the Town's Fund Balance Reserve Fund Policy that was adopted on May 23, 2018; which called for a minimum Undesignated Fund Balance that equated to 7% of current year General Fund expenditures with an ultimate goal of 10%

Councilor Ryan suggested they revise the 1989 "*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*" to account for when the Board of Education's Healthcare costs were over the budgeted amount.

Superintendent of Schools Jason Hartling stated that while he understood Councilor Ryan's point relative to the Fiscal Year 2021/2022 Budget, that what was missing from the conversation was that there have been years where the town has had a \$500,000 surplus in the Healthcare Account, which was not "*credited*" back to the Board of Education's budget. He stated there have been some swings in how the Healthcare costs have been budgeted over the years, and he stated the swing was not predicated on too many people enrolling in the healthcare plan. He stated this was a bigger conversation, other than the Board of Education overspending Healthcare that was on the town side of the ledger. He stated Finance Director Matthew Bonin has a plan in how he would like to proceed with the Healthcare Cost projection.

Councilor Ryan stated his suggestion to revise the 1989 "*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*" was not only to account overages but that it would also account for surpluses, as the Resolution currently does.

Councilor Saums stated tonight's discussion was for informational purposes. He suggested that they continue their discussion regarding the Capital Plan, because that was what this discussion was about, noting that 1989 "*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*"

” was about how much money goes into the Board of Education’s Capital Account. He stated during their meeting earlier today that they discussed how they fund school buildings infrastructure and maintenance; and why they don’t set money aside for things like roof replacements instead of bonding the projects.

Councilor Ryan stated that he agreed that funding Capital Expenses was an important discussion. However, he stated he was a fan of accountability and that he wanted to make sure that we were holding ourselves and everyone else accountable for the projections they make and the numbers that they agreed too. He stated if we do not do that then they were doing the taxpayers a disservice.

Action: Discussed

Finance Committee Meeting 01/18/2023:

File #: [231056](#) Version: 1

Type: General Discussion

Title: Discussion regarding the transfer of the Board of Education Fiscal Year 2021/2022 Operating Budget Audited Surplus of \$448,253 to the BOE Capital Reserve Fund in accordance with the Town Council adopted Resolution that created the funding mechanism. Not factored into the aforementioned surplus is the Board of Education Healthcare deficit for the same audit period of \$861,753.

Action: Discussed

Minute Note:

Finance Director Matthew Bonin provided some background noting that the Town Council adopted a Resolution on September 28, 1988 that established a separate line item within the Town Capital Reserve Fund (Fund 210) for Capital Expenditures for the Board of Education. He explained per the Resolution, all surplus funds returned to the General Fund by the Board of Education were to be deposited in the Capital Reserve Fund for the Board of Education. He went on to explain per the Resolution that *“Surplus Funds shall be defined as reserves accumulated by the Board of Education according to their year-end audit statement”*.

Mr. Bonin went on to explain that the General Fund ended Fiscal Year 2021/2022 with an overall operating deficit of \$43,375. He stated the deficit reduced the Fund Balance at year end to \$4,971,207. He noted the biggest factor leading to the deficit was the under budgeting of Board of Education Healthcare. He stated the Healthcare for active employees was under budgeted by approximately \$350,000 and healthcare for retirees (\$512,000) was erroneously omitted entirely from the budget for a total shortfall of \$861,75. Councilor Saums noted that the Board of Education Healthcare resides on the General Government side of the ledger, however, he stated it was a Board of Education expense which would reduce the Board of Education’s surplus.

Mr. Bonin continued by noting that in addition to the healthcare deficit, several Board of Education revenue sources fell well short of budget noting the following:

- Impact Aid fell short of budget by almost \$113,000; and
- Tuition revenues fell short of budgeted projections by almost \$257,000.

Mr. Bonin went on to state that it should be noted that the Vo-Ag Stabilization Funding exceeded the budgetary estimate by \$302,00; but that the excess funding had already been transferred out of the General Fund by a previous Town Council action, noting that the overall net impact to the General Fund for all these items was a \$783,500 reduction to the Fund

Balance.

Mr. Bonin explained the following factors resulted in a direct impact reducing the Fund Balance by \$1,305,500:

- During Fiscal Year 2022 they transferred out of the prior year's Board of Education surplus of \$566,000.
- The reduction to Fund Balance increased to \$1,349,500.
- Budgetary savings and revenues in excess of budgetary estimates in the Town portion of the budget

Mr. Bonin stated the budgetary savings and revenues in excess of budgetary estimates on the Town side of the budget led to an overall Fiscal Year 2021-2022 deficit of about \$50,000.

Mr. Bonin continued to explain the Town's Fund Balance Reserve Fund Policy adopted on May 23, 2018 called for a minimum Undesignated Fund Balance that equated to 7% of current year General Fund expenditures with an ultimate goal of 10%. He stated as of June 30, 2022, the Undesignated Fund Balance was 6% of current year General Fund Expenditures.

Mr. Bonin explained that transferring non-budgeted funds out of the General Fund would only further deplete Undesignated Fund Balance. He went on to explain that the Fund Balance and compliance with the Town's Fund Balance Reserve Policy was one of the areas of focus for the Bond Rating Agencies. He stated falling below the Policy threshold further could have a negative impact on the Town's bond rating.

Mr. Bonin suggested going forward the Board of Education Operating Budget include a Capital Line like the General Government Budget has. He explained the current Resolution for funding the Capital Reserve Fund for the Board of Education would always have a negative impact on General Fund Undesignated Fund Balance because it was calling for the transfer of funds to the Capital Fund that have not been factored into the budget. Therefore, he stated a potential alternative to this funding method would be to budget for the Board of Education's capital contribution to a Capital Fund, similar to how the Town funded its Capital expenses.

Superintendent of Schools Jason Hartling stated a lot of analysis has been conducted regarding the Healthcare funding relative to last year's situation with the Board of Education's healthcare expenses not being properly funded. He stated this year would be a change in both revenues and expenses for how Healthcare would be budgeted. He stated for the Board of Education Retirees it would be a wash, noting that what the Board of Education Retirees pay in was what the town pays out, with the exception of +/- the \$10,000 - \$15,000 that was paid out for fees.

Mr. Hartling continued by addressing the Board of Education's over expenditures, noting that the Board of Education Central Office could not figure out where the numbers came from. Finance Director Matthew Bonin stated the numbers came from the Audit Report. Board of Education Director of Finance and Human Capital Rachel Moser stated that she pulled a final year to date report and that the Audit numbers were off, noting that the actual expenditures were \$33,165. Mr. Hartling stated the budget overage of \$33,165 was about 1.4% of the Board of Education's total budget. He stated this cost could be related to a few moves in or out of the School District of high costs students and or inability to execute on particular pieces. He stated it was what the Board of Education generally expected.

Mr. Hartling went on to address Revenues stating that the revenue has always been booked on the town side of the budget ledger and he commented that it shifted depending on whether it was to the positive or negative. He stated the each year the Board of Education recommended the revenue numbers for the annual budget preparation; however, the Town Council ultimately decided the revenue numbers that would be included in the budget. He went on to state whereas the Healthcare conversation, as they have discussed in the past, the Board of Education had no input relative to what the Board of Education Healthcare number should be in the budget. He stated that he has advocated to continue the practice that has been happening for the last fifteen years and that if they wanted to have a different discussion on what that should look like for this fiscal year or next fiscal year, then they should have that discussion transparently between the Board of Education and the Town Council, so that they were all on the same sheet of music noting that this decision that should be

taken lightly.

Mr. Hartling commented on the Board of Education's capital expenses and he stated every capital improvement outside of projects that have been bonded were being bucketed into that Board of Education Capital Non-Recurring Fund. Therefore, he stated that he agreed with Finance Director Matthew Bonin, in that the current practice provided in the 1989 "*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*" was not the best way to budget their capital improvements. However, he stated given Ledyard's per pupil rate that he did not have any room in their budget to provide an allotment for capital expenses. He stated that they have been repairing the school buildings and making capital improvements on any excess funding they had from year to year. He stated in analyzing the Board of Education's annual surplus that there was about \$2 million over the past five years that has not been transferred into the Board of Education's Capital Non-Recurring Fund. He stated as the Schools Superintendent that he was representing the Board of Education and he stated that there were a lot of conversations that needed to be had to figure out a path forward.

Councilor Saums stated for a number of years he has had a concern about how the Board of Education's capital expenses were handled, and he commented that there may be a better way to budget for the Board of Education's capital expenses. He noted as an example, the program the General Government had in place to budget for the replacement of fire/emergency apparatus and public works trucks/equipment. He explained that funding was allocated every year so that when the time comes to replace a piece of equipment the funding was in place. He went on to state that not only was the town funding the Board of Education's capital expenses out of the budget surplus that the town was also borrowing money to do that. He stated when they borrow (bond) money they pay interest, ultimately costing the town more money. He stated that a much larger discussion to address these issues needed to be had.

Mr. Hartling stated by delaying the transfer of the Board of Education's surplus to their Capital Fund would put many projects at risk. He stated last summer (2022) they were not able to do the High School Classroom Renovation projects because of supply chain issues. He stated if they do not move forward with the process that the classrooms would not get done again this summer (2023). He stated that they were having the same issues with the Board of Education Central Office and School Roof Replacement Projects noting that delays and cost escalations would also impact the projects.

Board of Education Finance Committee Chairman Mike Brawner stated that he agreed that the Board of Education and Town Council needed to have discussions regarding capital expenses. He suggested after this budget season they schedule a Joint Meeting between the two Finance Committees (Board of Education and Town Council) to brainstorm. Councilor Saums stated he agreed with Mr. Brawner. He stated the short-term issue and the question they had to answer was "*What to do the Surplus this year*" as explained by Finance Director Matthew Bonin this evening.

Councilor Ryan stated that he had some questions regarding the math in the spreadsheet. However, he stated it was something they could work out during another discussion. He stated before the Board of Education and the Town Council Finance Committees had any discussions, that they need to understand the Capital Non-Recurring Fund Balance and the cadence and phasing for the funding needed for the planned expenditures. He stated at a minimum that he would need to understand where they would land in terms of anything that would impact the Capital Non-Recurring Fund. He stated this information was critical to understand before they decide on what to do with the movement of money.

Councilor Saums suggested they have a meeting soon to understand what the math is and to try to come to an agreement between the Board of Education and Town Council on what was happening with the General Fund and the Capital Non-Recurring Fund. He stated that they also have an outstanding task to put a procedure in place on how to handle healthcare expenses overall.

Finance Director Matthew Bonin stated that they could not wait until after the Budget Season to discuss the Board of Education's capital expenses, explaining that they needed to discuss the funding source.

Superintendent Hartling stated the past practice has been to transfer the Board of Education's budget surplus to their Capital Fund in accordance with "*Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education*". Therefore, he stated the funds should be transferred to the Board's Capital Non-Recurring Fund. He went on to state in the Board of Education's approved Capital Plan that there were projects that would be funded from: (1) Board of Education's Capital Non-Recurring Fund (CNR); (2) Town related

funds; and (3) Bonding. He stated it was not assumed by any member of the Board of Education that any item on the Capital Improvement List would be simply transferred over from the CNR Fund. He stated this was an unspoken conversation, noting that it was not the general understanding. He stated based on the Annual Budget Town Meeting the presentation regarding Capital Improvements that one would think that the projects were being funded by all new money, with "Grants" written in another column. He stated it was a less than clear explanation of where the Board of Education's Capital Funds were coming from. He stated the Board of Education has put together a Fiscal Year 2023/2024 Capital Improvement Plan, which included what they needed to finish out from this current year and what they believed should be in their Capital Fund based on the end of year balance provided by the Auditors, which would get them thru the next capital cycle. However, he stated there were items on the Board of Education's Capital Plan that the Town would need to decide whether they wanted to take on, noting that the Board of Education would never have enough money in their Capital Fund using their Budget Surplus to do the work that needed to be done to maintain and upgrade the Schools Facilities the way they need to be maintained.

Mr. Hartling concluded his comments by stating that if the Board of Education's Fiscal Year 2021/2022 budget surplus was not going to be transferred to their Capital Fund that they would not be able to move forward with the High School Classrooms Renovations this summer because he would not be able to order the equipment in time for the projects to be executed, noting that they would be kicking the can down the road again.

Councilor Saums stated he understood Mr. Hartling's comments; but that the Finance Committee would not be making a recommendation this evening.

Action: Discussed

A Resolution Creating a Funding Mechanism for Making Annual Appropriations to a Capital Reserve Fund for the Board of Education

WHEREAS, The Town Council is the budget making authority and the legislative body of the town and has all the powers and duties contained in Chapter 108 of the General Statutes, as amended, of the State of Connecticut for the creation of a "Reserve Fund for Capital and Non-Recurring Expenditures"; and

WHEREAS, There is no funding mechanism within the Board of Education's authority under Chapter 170, Section 10-222 (vide supra) to allocate expenditures beyond the budgetary year for capital needs; and

WHEREAS, A Five Year Capital Plan for Repair and Refurbishment of the Ledyard Public Schools has been issued by the Superintendent of Schools with periodic updating; and

WHEREAS, Funding for repair and refurbishment of Ledyard's schools is not always conducted in a timely manner because of other educational priorities; and

WHEREAS, Unanticipated capital expenditures may also occur during subsequent budget years; and

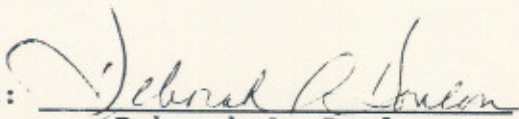
WHEREAS, Annual surpluses may accumulate within the Board of Education's budget; and

WHEREAS, The Board of Education may elect not to return surplus funds to the General Fund, because it lacks the authority to appropriate funds beyond the current fiscal year, and therefore may decide to spend all or portions of this surplus at the close of the fiscal year;

NOW, THEREFORE BE IT RESOLVED That the Town Council of Ledyard shall establish a separate line item under the Capital Non-Recurring Account: Capital Expenditures for the Board of Education. All surplus funds returned to the General Fund by the Board of Education are to be deposited in the Capital Reserve Fund for the Board of Education starting with the end of the 1987-1988 budgetary year. Surplus funds shall be defined as reserves accumulated by the Board of Education according to their year-end audit statement.

Approved by Ledyard Town Council on September 28, 1988.

Attest:


Deborah A. Donlon
Council Clerk

RESOLUTION
REGARDING THE ESTABLISHMENT OF
AN ACCOUNT FOR THE
REVENUES RECEIVED FROM LEASING
THE LEDYARD HIGH SCHOOL MULTI-USE FACILITY

WHEREAS: The Town of Ledyard has invested in the Ledyard High School Track and Multi-Use Field Facility with repairs, drainage work and the installation of a new multi-use synthetic turf athletic field;

WHEREAS: The Ledyard High School Track and Multi-Use Field Facility will provide opportunities for Multi-Sport events such as boys and girls soccer, boys and girls lacrosse, spring baseball and spring softball training, football and youth programs, parks and recreation programs and for the leasing of the facility to travel teams and for other activities and events;

WHEREAS: The Ledyard High School Track and Multi-Use Field Facility has the ability to generate revenues from the leasing of the facility for events and activities to both non-profit and for-profit organizations. The leasing of the Facility shall be in accordance with Board of Education Facility Usage Policy #1330.

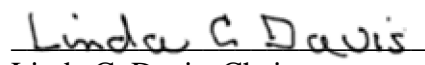
WHEREAS: The Multi-Use Synthetic Turf Athletic Field (carpet) will need to be maintained and has a replacement lifecycle of approximately twelve (12) years. The Board of Education shall biennially evaluate the condition of the Multi-Use Synthetic Turf Athletic Field (carpet) and determine its anticipated refurbishment costs.

NOW, THEREFORE; BE IT RESOLVED: That the Ledyard Town Council creates a separate account entitled *High School Multi-Use Artificial Turf Replacement* within the Capital Non-Recurring Account for the Board of Education for the maintenance and replacement of the Multi-Use Synthetic Turf Athletic Field (carpet);

BE IT FURTHER RESOLVED: That the net funds from fees collected from the leasing of the Ledyard High School Track and Multi-Use Field Facility and fifteen (15%) of the surplus funds returned to the General Fund by the Board of Education, when the surplus funds exceed \$250,000, are to be allocated to a revenue account entitled "*High School Multi-Use Artificial Turf Replacement*" Account #21070101-58259 (High School Track & Field) starting with the end of the 2019/2020 budgetary year . Surplus funds shall be defined as reserves accumulated by the Board of Education according to their year-end audited statement.

BE IT FURTHER RESOLVED: The accumulative funding collected from renting Ledyard High School Track and Multi-Use Field Facility combined with the annual appropriations to the High School Multi-Use Artificial Turf Replacement Capital Non-Recurring Account shall be capped once it reaches the anticipated refurbishment costs, as projected by the Board of Education.

Adopted by the Ledyard Town Council on: April 22, 2020


Linda C. Davis, Chairman



File #: 22-877

Agenda Date: 2/22/2023

Agenda #: 3.

RESOLUITON

Motion/Request:

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

Background:

Finance Committee 2/15/2023 meeting :Finance Committee revisions dated February 15, 2023 are noted in *Green Font below*:

Updates to the “*Resolution Establishing Administrator/Department Head Benefits*” have been proposed which include the following: (See attached Draft Resolution)

- Increase Department Heads from 16 to 17
- Update Titles of Positions as follows:
 - ✓ Assistant Director of Finance/*Treasurer*
 - ✓ ~~Librarian~~ *Library Director*
 - ✓ ~~Town Treasurer~~
 - ✓ Police ~~Lieutenant~~ *Captain* **
- Insurance Section - Updated paragraph (c) regarding employee’s premium.

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 - Updated language for employee enrollment in Defined Contribution Plan and town match:

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

- New Section “Wages and Compensation” to address salary increases and cell phone reimbursement:

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

- Longevity - Updated rates
 - a. Ten years, but less than fifteen years **\$350.00**
 - b. Fifteen years, but less than twenty years **\$450.00**
 - c. Twenty or more years **\$550.00**

- New Section - Review Every Three Years

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.~~

Department Comment/Recommendation:
(type text here)

Mayor Comment/Recommendation:
(type text here)

Body:
(type text here)

Meeting Action Detail:

Town Council Meeting 2/22/2023

File #: [22877](#) Version: 3

Type: Resolution

Title: MOTION to adopt proposed revisions to the “Resolution Establishing Administrator/Department Head Benefits” as contained in the draft dated December 6, 2022.

Mover: Saums**Secunder: Ingalls****Action: Approved****Minute Note:**

Moved by Councilor Saums, seconded by Councilor Ingalls

Discussion: Councilor Saums stated the Finance Committee spent a lot of time discussing the proposed updates to the “*Resolution Establishing Administrator/Department Head Benefits*”, specifically, the following language: “*wage increases may not be less than the percentage of the highest union contracted increase for that fiscal year*”. He stated while the Finance Committee understood the intent, that they had concerns regarding the possible long-term and unintended consequences.

Councilor Saums stated that the Finance Committee recognized that there were a number of years in which the Department Heads received zero and 2% wage increases; when bargained for employees received more than zero or more than 2% increases. He went on to state that the belief was that Ledyard’s Department Heads’ pay has fallen behind their peers’ pay in surround towns. He stated proof of this wage issue was when the town has had a Department Head retire or resign, they have had to pay the new replacement significantly more than the person who had all the knowledge and experience in the job. He commented that this indicated that there was something wrong with how Ledyard was paying their Department Heads. He stated the intent and acknowledgement of the Finance Committee was that they probably needed to do something about the Department Heads’ compensation. However, he stated the Finance Committee did not think that having an automatic mechanism was the right way to do it.

Councilor Saums went on to state that the Finance Committee discussed surveying surrounding towns to see not only what their heads of their departments were getting paid but to find out what they do. He stated the second part of the survey was very important because no two jobs were alike among towns. He noted as an example Ledyard’s Public Works Director was also the Town Engineer and he had a Highway Superintendent supporting him, noting that other towns could have four, five, or six people doing that job and they were not also doing the work of the Town Engineer. Therefore, he stated they could not just call a neighboring town and ask what they pay specific positions, noting that they would need to ask a lot of questions; and he stated that this was going to take some time.

Councilor Saums stated the Finance Committee talked with the Administrator of Human Resources Don Steinhoff about a couple of ideas and they settled on the idea of accepting the Department Heads proposed language for three years: “*wage increases may not be less than the percentage of the highest union contracted increase for that fiscal year*”, noting that conceptually that would put the Department Heads wages closer to about where they should be. However, he stated to avoid the law of unintended consequences, the Finance Committee added the following language to sunset the clause after three years “*....and continuing until June 30, 2025*”. He stated the Department Heads were happy with the Finance Committee’s proposal. He stated what was not included in the Resolution was that a Salary Survey for Department Heads would be conducted so that the town could accurately evaluate what they should be paying their employees.

Councilor Saums continued to explain that the proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” also addressed providing a stipend for cell phones and there were also changes in how the Department Heads paid for their healthcare.

Councilor Ingalls stated that she wanted to repeat the comments she made at the Finance Committee’s February 15, 2023 meeting. She stated budgets were a value statement. She stated by putting numbers into a budget that they were communicating their values, priorities, what the community needed and the things they think were important. She stated because there were always multiple needs pulling on the same pot of

money there were tensions. She stated part of that pulling/tension was stewarding their tax dollars and stewarding their professionals. She stated the town's professionals were paid with tax dollars and that some of those tax dollars were being demanded of people who could not afford to pay somebody else's pay increases. She stated every time she voted "yes" on these types of decisions that she feels the tension, noting that she feels the need to take care of our staff and that she feels the ach of someone who cannot afford to pay somebody else's pay increase; and that she knows everyone on the Town Council feels the same way. She stated the reality of working with the budget was that it affects people. She stated that they were always working to try to find that balance, noting that they cannot be absorbent, and at the same time they cannot be dismissive of the skill set that was being brought to the town.

Councilor Ingalls continued by noting that Councilor Saums' comments were spot-on, noting that something was wrong if the town has someone retire with a body of knowledge and they have to increase the pay just to get someone in the position, who presumably would have less experience or knowledge as it pertained to Ledyard.

Mayor Allyn, III, noted Councilor Saums' and Councilor Ingalls' comments about the replacement of dedicated employees who retire with someone who had less town knowledge at a higher salary, commenting that was the hardest part. He noted an example of this was when someone retires, like the former Tax Collector, who served the town for so many years; noting that she found a real disaster, she righted the ship, and brought the tax collection rate up an incredible number. He stated when she retired the town paid the next person in the door more than what the former employee was being paid when they retired, and he commented that this slap in the face to the person who has put the effort in for a number of years.

Councilor Saums stated during the School Superintendent's Fiscal Year 2023/2024 Budget presentation earlier this evening, that he had the same thoughts that Councilor Ingalls expressed. He stated he was thinking that the taxpayers cannot afford an increase; or if they can afford it that they do not want to pay it. However, he stated at the same time they have to look at what was happening to their kids. He stated that they have to strike a balance, noting that they have to get the kids the education they need, because they were going to produce and pay the taxes down the road; and at the same time, they have to be sensitive to those who have to pay for that education.

Councilor Paul stated that he appreciated the comments made this evening. He stated from a layman perspective that every time he hears about a tax increase that his heart sinks. He stated these are the types of things he talks about with residents, noting that it comes down to money. However, he stated they have a responsibility to provide education and services to the town.

Councilor Rodriguez stated that if they do not hire qualified people that it would also cost the town money, noting that having qualified employees was an investment in their town.

Chairman Dombrowski noted both Councilor Saums' and Councilor Ingalls' comments, and he stated by making an investment in their employees that they were making an investment for their residents and for the town, but at the same time he stated they needed to be careful not to over burdening their residents. He also addressed the importance to recognize the skill set of their employees and to make sure they were compensated at a point in which they wanted to continue work and produce for the town. However, he stated at the same time they have to recognize that it was the residents of the town who have to pay for it. He stated this was the difficult challenge they had serving as members of the Town Council.

Councilor Ingalls noted earlier this evening the Mayor made a good point on another topic stating that he questioned: “*What was the role of local government?*”. She stated although this was a philosophical conversation that this was a question that always needed to be on the table.

Councilor Marshall stated to put this conversation in a different perspective that it costs him \$110.00 per week for the privilege to live in Ledyard. He stated for someone who was retired on a fixed income or who did not earn a lot of money that an increase of \$5.00 per week could be difficult. He noted when the Town Council served as the Water Pollution Control Authority they had ratepayers tell them that they could not afford another \$3.00 a month, noting that something else would have to go in order to pay that bill.

Councilor Ingalls stated that she was going to vote “yes” on the revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” noting that their Department Heads deserve to be well paid, but at the same time her heart was aching.

Mayor Allyn stated the Department Heads were the glue that holds the town’s operations together. He stated Administrator of Human Resources Don Steinhoff was a good example of that. He stated if the town had an issue, it doesn’t matter what day of the week it was or what time of the day it was Mr. Steinhoff would be here. He stated Mr. Steinhoff was not alone in this dedication, noting that he was just one example. He stated the Department Heads put in the time, when ever the time was required, to get the job done.

VOTE: 8 - 0 Approved and so declared.

Action: Approved

Finance Committee Meeting 2/15/2023

File #: [22877](#) Version: 3

Type: Resolution

Title: MOTION to adopt proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” as contained in the draft dated December 6, 2022.

Mover: Ingalls Secunder: Saums

Action: Recommend to Approve

Minute Note:

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 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 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 was different. He went on to state that the feeling was that over the last ten years that 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 **green font as noted 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 stated “Yes” and he noted the spreadsheet that showed the difference in the hourly rate of the Department Heads covered under this Resolution, noting the difference in the hourly rate ranged from 0.07 to 0.29 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 for next year.

Councilor Ingalls continued by stating that she agreed with sunsetting the term and making sure they were paying competitive wages. She stated part of the work in stewarding town resources was that they were stewarding tax dollars, but that the best resource they had were the people they employed. Therefore, she stated in stewarding the resources of the town it means 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 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 need to be financially managed properly, because at the end of the day, when the Town Hall worker punches out for the day, its quite often that the Department Heads 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 hold it all together. He stated it was important that they recognize what they do to keep the town operating smoothly, and that they 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

Action: Recommend to Approve

Finance Committee Meeting 02/01/2023

File #: [22877](#) Version: 1

Type: Resolution

Title: MOTION to adopt proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” as contained in the draft dated December 6, 2022.

Action: No Action

Finance Committee Meeting 1/18/2023

File #: [22877](#) Version: 1

Type: Resolution

Title: MOTION to adopt proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” as contained in the draft dated December 6, 2022.

Mover: Ryan Secoder: Ingalls

Action: Withdrawn

Minute Note:

Moved by Councilor Ryan, seconded by Councilor Ingalls

Discussion: Councilor Saums stated the Finance Committee began discussing proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” at their January 4, 2023 meeting. He stated one addition to the Resolution stated that Department Heads would be paid at a rate that may not be less than the percentage of the highest union-contracted increase for that fiscal year. He stated because the Committee felt that the Resolution, as written, could be subject to misinterpretation, they withdrew the item and asked that the phrase be more carefully worded to avoid unintended consequences.

Councilor Saums went on to state that subsequent to their January 4, 2023 Finance Committee meeting that he and Administrator of Human Resources Don Steinhoff discussed a revision to the proposed language in the Resolution that would refer to CCM’s Municipal Labor Relations Data Reporter as the basis for Gross Wage Increases (GWI).

Councilor Saums noted the proposed language to the Resolution was as follows:

“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 may not be less than the highest gross wage increase (GWI) percentage of the highest union contracted increase for that fiscal year.”

Councilor Saums stated using the CCM’s Municipal Labor Relations Data Reporter as the basis for Gross Wage Increases (GWI) that the following new language was suggested:

“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 may not be less than the average negotiated gross wage increase (GWI) percentage for the same fiscal year as reported by the Connecticut Conference of Municipalities in the CCM Municipal Labor Relations Data Reporter for the month of January of the calendar year in which the Mayor is assembling the proposed budget.”

Councilor Saums explained an example of how this language would be applied using the attached table, would be if the Mayor were proposing a budget for the coming year FY23-24, that he would use the average negotiated GWI for FY 23-24 which was 2.40%.

Action: Withdrawn

Finance Committee Meeting 1/04/2023

File #: [22877](#) Version: 1

Type: Resolution

Title: MOTION to adopt proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” as contained in the draft dated December 6, 2022.

Mover: Ingalls

Seconder: Ryann

Action: Withdrawn

Minute Note:

Moved by Councilor Ingalls, seconded by Councilor Ryan

Discussion: Mayor Allyn, III, explained that proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” were drafted to update the language to include the addition of a new “*Wages and Compensation*” Section and other editorials as noted below.

“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 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 Resolutions, retroactive reimbursement for personal cell phone use shall be paid to employees who were on-staff during the period beginning with the Covid 19 pandemic of March, 2020; as outlined in the above paragraph.”

Mayor Allyn continued to explain that the highest union contracted increase for this fiscal year was 3%. He presented a spreadsheet that was prepared by Administrator of Human Resources Don Steinhoff which showed the difference in the hourly rate of the Department Heads covered under this Resolution, noting the difference in the hourly rate

ranged from 0.07 to 0.29 per hour; for a total cost of \$4,813.02 for Fiscal Year 2022/2023.

Mayor Allyn went on to note the other change in the Resolution was to provide a stipend to the Department Heads who use of their personal cell phones to conduct town business. He stated it was more cost effective for the town to provide a stipend to these Department Heads for using their personal cell phones for town business than it would be for the town to purchase additional cell phones and additional monthly contracts for phone. He stated the cost of the cell phone stipend was \$4,320 per year. He stated the wage adjustment and cell phone stipends would be retroactive to July 1, 2022.

Councilor Saums addressed the language in the new Wage and Compensation Section as follows: *“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 **may not be less than the percentage of the highest union contracted increase for that fiscal year.**”* He stated the town has been very careful with raises for Department Heads; noting that the Department Heads have not received many raises; and the raises they received have not been much. Therefore, he stated that he was in-favor with keeping the Department Head’s wage increases at par or upping them a little based on the past cycle. However, he stated if this clause was included in the Resolution; and for some reason one union asked for a 5% wage increase, and the town said *“No”*; but the union then won their case through Arbitration; that the fourteen Department Heads covered by the Resolution would also receive a 5% wage increase. Therefore, he stated he had concerns, because the town did not have total control over what they give their union employees. He stated he did not have a solution this evening with regard to what they could replace this language with.

Mayor Allyn, III, stated historically the town has been aggressive with keeping the wage increases for bargaining units low. Councilor Saums agreed with Mayor Allyn’s comment, and he added that the town has actually fallen behind in some areas, noting in some cases Ledyard’s wages were lower than other towns. Mayor Allyn stated keeping wages lower than other towns has been an issue for Ledyard with respect to trying to keep staff and in trying to fill vacancies for certain roles/positions. He stated that this has become a problem for the Town.

Councilor Saums stated in certain instances some union employees did receive a 5% wage increase because they were correcting past inequalities. He stated that he believed he believed Ledyard would be negotiating differently, noting that employees read our labor contracts/agreements and the contracts/agreements of neighboring communities He concluded by expressing concern that with the proposed wage language, as written, in the *“Resolution Establishing Administrator/Department Head Benefits”* that they could end up giving some big raises unintentionally. He questioned whether they could write the wage language in a way that would prevent them from unintentionally giving big raises to Department Heads.

Councilor Ryan suggested basing the Department Head wage increases on an average of wage increases of the bargaining units.

The Finance Committee agreed to withdrawn the motion to obtain additional information.

Action: Withdrawn

File #: [22877](#) Version: 1

Type: Resolution

Title: MOTION to adopt proposed revisions to the “*Resolution Establishing Administrator/Department Head Benefits*” as contained in the draft dated December 6, 2022.

Mover: Irwin **Seconder:** McGrattan

Action: Recommend to Approve

Minute Note:

Moved by Councilor Irwin, seconded by Councilor McGrattan

Discussion: Councilor Ingalls noted that she was pleased to see the language to encourage staff to use their vacation days, noting that taking time off away from their job was better for peoples’ well-being.

VOTE: 3 - 0 Approved and so declared

Action: Recommend to Approve

**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 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 Captain.

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 |

(New Section): 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.

DRAFT

ADJUSTMENT TO DEPARTMEN HEADS SALARY

Emp #	Job	Pay	Effective Date	Hours	Rate FY23 with 2.5% increase	Proposed NEW FY23 3%	FY23 Hourly Diff	FY23 Additional Cost	Rate FY22	Period Pay	Annual Pay	Last Name	First Name	Grade	NEW Cell Stipend
819	1771	100	07/01/2022	80.00	40.76	40.96	0.20	422.45	39.77	3,260.80	84,780.80	STAMMEL	IAN	TRFN	Cell
941	1740	100	07/01/2022	80.00	37.94	38.12	0.18	375.02	37.01	3,035.20	78,915.20	JOHNSON	SCOTT	P&RD	Cell
1032	1711	100	07/01/2022	60.00	28.23	28.37	0.14	215.28	27.54	1,693.69	44,036.00	CHAPMAN	KRISTEN	EXEC	Cell
1057	1720	100	07/01/2022	80.00	44.25	44.47	0.22	448.87	43.17	3,540.23	92,046.00	HODGE	JULIET	DPLN	
1079	1715	100	07/01/2022	80.00	50.44	50.51	0.07	136.98	49.04	4,035.50	104,923.00	BONIN	MATTHEW	DFIN	Cell
1086	1730	100	07/01/2022	80.00	37.45	37.63	0.18	384.08	36.54	2,996.00	77,896.00	SMITH	JENNIFER	LIBD	Cell
5095	1750	100	07/01/2022	80.00	60.19	60.48	0.29	606.53	58.72	4,815.20	125,195.20	MASALIN	STEVEN	PWTE	
5257	1745	100	07/01/2022	80.00	45.45	45.68	0.22	461.10	44.35	3,636.38	94,546.00	GOETCHIUS	KAREN	PHAS	Cell
5284	1760	100	07/01/2022	80.00	31.66	31.82	0.16	328.08	30.89	2,532.80	65,852.80	MAHER	ROXANNE	TCAD	Cell
5521	1755	100	07/01/2022	80.00	42.76	42.97	0.21	440.13	41.72	3,420.80	88,940.80	BANKS	STEPHEN	SOSP	
6112	1765	100	07/01/2022	80.00	30.25	30.39	0.15	307.37	29.51	2,419.73	62,913.00	RILEY	PATRICIA	TCLK	Cell
6169	1700	100	07/01/2022	25.00	31.37	31.52	0.15	100.05	30.60	784.25	20,390.50	HOLYFIELD	STEPHEN	ADES	
6203	1726	100	07/01/2022	80.00	57.89	58.17	0.28	587.08	56.48	4,630.96	120,405.00	STEINHOFF	DONALD	HRAD	Cell
734	1005	100	07/01/2022	80.00	63.03	63.33	0.30	633.78	61.49	5,042.40	131,102.40	RICH	JOHN	CHIE	
5441	1006	100	07/01/2022	80.00	*51.87	0.00	0.00		45.67	4,149.60	107,889.60	CREUTZ	KENNETH	CAPT	
								4,813.02							4,320.00
												TOTAL FY23 Added Cost		9,133.02	
838	1735	100	07/01/2022	80.00	45.67				45.67	3,653.85	95,000.00	ALLYN	FREDERIC	MAYR	



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 22-505

Agenda Date: 2/22/2023

Agenda #: 5.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Discuss Work Session Items as time permits.