



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, CT 06339
<http://www.ledyardct.org>

Administration Committee

~ AGENDA ~

Chairman Kevin J.
Dombrowski

Special Meeting

Wednesday, July 26, 2023

6:30 PM

Town Hall Annex- Hybrid Format

In -Person: Council Chambers - Town Hall Annex Building

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

<https://us06web.zoom.us/j/82296286414?pwd=TEtyc1hpa2VvOE84bnczY1RqVHVVGZz09>

Or by Audio Only: Telephone: +1 646 558 8656; Meeting ID: 822 9628 6414; Passcode: 266315

- I. CALL TO ORDER
- II. ROLL CALL
- III. RESIDENTS & PROPERTY OWNERS COMMENTS
- IV. PRESENTATIONS / INFORMATIONAL ITEMS
- V. APPROVAL OF MINUTES

MOTION to approve the Administration Committee Special Meeting Minutes of June 28, 2023.

Attachments: [ADMIN-MIN-2022-06-28-SP-A.pdf](#)

VI. BUSINESS OF THE MEETING

- 1. MOTION to appoint Ms. Kelly Lamb (U) 93R Lambtown Road, Ledyard, as an Alternate Member to the Historic District Commission to complete a five (5) year term ending December 6, 2023, filling a vacancy left by Mr. Mayer.

Attachments: [K. LAMB APPLICAITON-HISTORIC-2023-07-09.pdf](#)
[K. LAMB RESUME -APPLICAITON-HISTORIC-2023-07-09.pdf](#)
[HISTORIC DISTRICT COMMISSION-2023-07-17.pdf](#)

VII. ADJOURNMENT

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



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1855

Agenda Date: 7/26/2023

Agenda #:

MINUTES

Minutes:

MOTION to approve the Administration Committee Special Meeting Minutes of June 28, 2023.



TOWN OF LEDYARD
 CONNECTICUT
 TOWN COUNCIL
 HYBRID FORMAT

741 Colonel Ledyard Highway
 Ledyard, CT 06339
<http://www.ledyardct.org>
 Roxanne M. Maher
 860 464-3203

Chairman Kevin J. Dombrowski

MINUTES
ADMINISTRATION COMMITTEE
SPECIAL MEETING

Wednesday, June 28, 2023

6:00 PM

Town Hall Annex Building

DRAFT

- I. **CALL TO ORDER** – The Meeting was called to order by Councilor Ingalls at 6:00 p.m. at the Council Chambers Town Hall Annex Building.

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

- II. **ROLL CALL-**

Attendee Name	Title	Status	Location	Arrived	Departed
Andra Ingalls	Committee Chairman	Present	In-Person	6:00 pm	6:11 pm
Whit Irwin	Town Councilor	Present	In-Person	6:00 pm	6:11 pm
Mary McGrattan	Town Councilor	Present	In-Person	6:00 pm	6:11 pm
Kevin Dombrowski	Town Council Chairman	Present	In-Person	6:00 pm	6:11 pm
S. Naomi Rodriguez	Town Councilor	Present	In-Person	6:00 pm	6:11 pm
Roxanne Maher	Administrative Assistant	Present	In-Person	6:00 pm	6:11 pm

- III. **REVIEW AND APPROVAL OF PRIOR MEETING MINUTES**

MOTION to approve the Regular Meeting Minutes of June 14, 2023
 Moved by Councilor McGrattan, seconded by Councilor Irwin

VOTE: 3 – 0 Approved and so declared

- IV. **BUSINESS OF THE MEETING**

1. MOTION to recommend the Town Council disband the following Town Commissions:

- Parks and Recreation Commission
- Senior Citizens Commission

Moved by Councilor Irwin, seconded by Councilor McGrattan

Discussion: Councilor Ingalls provided a brief overview noting with the Town Council’s April 26, 2023 adoption of Ordinance #001-016 (rev. 1) “*An Ordinance Combining Parks And Recreation Commission and Senior Citizens Commission for the Town of Ledyard*” the two separate Commissions would no longer exist. She stated disbanding the two former Commissions to make way for the appointment of members to the newly combined Commission was an administrative-procedural action.

It was noted that the Administration Committee provided recommendations regarding the appointment of members to new combined Parks, Recreation, and Senior Citizens Committee (Ordinance #100-016 (rev. 1) at their June 14, 2023 meeting; and that the Town Council would be acting on their appointment recommendations at their meeting later this evening.

VOTE: 3- 0 Approved and so declared

RESULT:	3- 0 APPROVED TO RECOMMEND
MOVER:	Whit Irwin, Committee Member
SECONDER:	Mary McGrattan, Committee Member
AYES:	Andra Ingalls, Whit Irwin, Mary McGrattan

2. MOTION to recommend the Town Council revise Resolution #002-2023/Mar 23 “Resolution Establishing A Committee To ~~Transform~~ **Review** The Budget Process” as **presented in the draft dated June 27, 2023.** ~~approved by the Town Council on March 23, 2023.~~

DRAFT 6/26/2023

Res: 002-2023/Mar 22
(Rev. 1 -6/28/2023)

RESOLUTION
ESTABLISHING A COMMITTEE TO
TRANSFORM REVIEW THE BUDGET PROCESS

WHEREAS: The Town Council recognizes the burden that the State’s level funding has imposed on municipal budgets and its taxpayers by not keeping up with the rate of inflationary costs and by imposing unfunded mandates on cities and towns.

WHEREAS: The Town Council recognizes the need to examine alternative budgeting methods such as a Zero Based Budget Practice for the implementation of the Fiscal Year 2024/2025 Budget preparation.

NOW, THEREFORE, BE IT RESOLVED: That there is hereby established a Committee to ~~Transform~~ **Review** the Budget Process to be comprised of nine (9) regular members. All members shall be appointed by the Town Council with the following representation:

Town Council Finance Committee Chairman
Town Council Chairman
One additional Member of the Town Council
Two Members from the Board of Education
Four Members from the Community-at-Large

In addition, the Mayor and Superintendent of Schools or their designee serve as ex-officio members.

Regular members shall be appointed by the Town Council for a term of four-months. Members shall commence to serve their terms immediately upon appointment and shall serve until their successor has qualified or are removed by the Town Council.

Any vacancy on the Committee, other than by expiration of term, shall be filled for the unexpired portion of the term by the Town Council with priority given to maintain the structure above.

The Town Council may remove members for cause and fill the vacancy per Chapter IV, Section 6 of the Town Charter. Cause for removal shall include, but is not limited to, unexcused absence from three (3) consecutive regular meetings and any intervening duly called special meeting. It shall be the responsibility of the Chairman of the Committee to notify the Town Council when a member has not properly performed his duties.

The regular members of the *Committee to ~~Transform~~ Review the Budget Process* shall elect a Chairman, Vice Chairman and Secretary. Any vacancy in any such office shall be filled by from its regular membership.

BE IT FURTHER RESOLVED: That the *Committee to ~~Transform~~ Review the Budget Process* shall be authorized to:

- a) To review the Budget *Transform* Committee Final Report dated October 16, 2016 along with the goals and objectives that have been implemented to-date.
- b) To review, research, and determine the following:
 - (1) The services the Town and Board of Education provides to its residents.
Whether the services/programs are mandatory relative to the role of local government.
 - (2) How effectively the Town and Board of Education provides its services/programs to its residents.
 - (3) The funding sources(s) that pay for services/programs the community provides to its residents.
 - (4) Review all contracted services.
- c) To review all department operations, all municipal and school buildings and grounds, the purchase of commodities, and the utilization of staffing/cross training in order to promote municipal consolidation efforts and provide recommendations;
- d) To provide guidance and recommendations relative to the negotiation and execution of contracts related to municipal consolidation of departments, services and/or shared services to meet the General Government and Board of Education's operational and mandated requirements;
- e) To recommend a budget process, format and outline for the General Government and Board of Education to consider for implementation with the development of the Fiscal Year 2024/2025 Budget that would include detail data such as:
 - (1) Projected line item cost estimates for Fiscal Year 2024/2025;
 - (2) Capital Improvement Plan/Initiatives/Funding Sources;
 - (3) Trends in salaries, maintenance and operational costs;
 - (4) Demonstrated efforts for efficiencies and reductions;
 - (5) Plans to address the increase in student population/enrollment and space needs
 - (6) Recommendations to address anticipated loss of Municipal Aid Revenues due to the State's finance crisis and projected budget deficits.
 - (7) Ways to address current and anticipated future State mandates.

BE IT FURTHER RESOLVED: That within thirty (30) days of the appointment of this Committee that an Organization Meeting of said Committee shall be held at which members shall choose a Chairman, Vice-Chairman and a Secretary;

BE IT FURTHER RESOLVED: That said Committee shall submit recommendations to the Town Council, Mayor and Board of Education no later than October 27, 2023 for consideration for the fiscal year budget preparation.

Revised and Adopted by the Ledyard Town Council on: _____

Kevin J. Dombrowski, Chairman

History: *Resolution Establishing a Committee To Transform The Budget Process*; Adopted June 8, 2016; Final Report submitted: October 16, 2016; Adopted: March 23, 2023.

2023:

June 28, 2023: Revised title of Committee to more accurately reflect the Committee's assignment as follows: " Committee to ~~Transform~~ **Review** the Budget Process"

Updated the 2016 Resolution "*Committee to Transform the Budget Process*" to include the following language: *The Town Council recognizes the burden that the State's level funding has imposed on municipal budgets and its taxpayers by not keeping up with the rate of inflationary costs and by imposing unfunded mandates on cities and town.*

The 2023 Committee's assignment includes a review of the October 16, 2016 Final Report and other assignments outlined in the Resolution above.

Moved by Councilor McGrattan, seconded by Councilor Irwin

Discussion: Councilor Ingalls stated that she proposed this simple word change to the title of the Committee to more clearly reflect the work of this short-term (4-month) assignment. She noted they would be changing the word "*Transform*" to "*Review*" explaining that she did not want people to think that they were overhauling the full budget process as outlined in the Town Charter. She stated the Committee was being asked to review the budget process, to look for budget efficiencies, and to perhaps suggest ways to do some things differently. She stated the work itself was clearly outlined in the Resolution. She stated other than the change to the title of the Committee that there were no other changes to the Resolution.

VOTE: 3 – 0 Approved and so declared

RESULT:	3– 0 APPROVED TO RECOMMEND
MOVER:	Mary McGrattan, Committee Member
SECONDER:	Whit Irwin, Committee Member
AYES:	Andra Ingalls, Whit Irwin, Mary McGrattan

3. MOTION to recommend the Town Council appoint the following members to the Committee to Review the Budget Process in accordance with the structure provided in Resolution #002-2023/Mar 23 (Rev.1) "*Resolution Establishing A Committee To Review The Budget Process*".

Town Council

- Mr. Kevin Dombrowski (R) – Town Council Chairman, 139 Meetinghouse Lane, Ledyard
- Mr. Bill Saums (D) – Finance Cmt Chairman, 333 Pumpkin Hill Road, Ledyard
- Mr. Tim Ryan (R) Town Council, 62 Inchcliffe Drive, Gales Ferry

Board of Education 2 Members

- Mr. Mike Brawner (R) 37 Overlook Road, Gales Ferry (BOE Finance Committee Chairman)
- Ms. Joanne M. Kelley (D) 12 Thames View Pentway

Community at Large (4 Members)

- Mr. Terry Jones (R) 27 Monticello Drive, Gales Ferry
- Ms. Beth Ribe (U) 129 Rose Hill Road, Ledyard
- Mr. Earl (Ty) Lamb (D) 95 Lambtown Road, Ledyard
- Ms. Minna DeGaetano (D) 10 Marla Avenue, Ledyard

Moved by Councilor Ingalls, seconded by Councilor McGrattan

Discussion: Councilor Ingalls explained that the structure provided in the Resolution #002-2023/Mar 23 (Rev.1) “*Resolution Establishing A Committee To Review The Budget Process*” was specific in the make-up of this short-term (4-month) assignment. She noted the structure was as follows:

- Town Council Finance Committee Chairman
- Town Council Chairman
- One additional Member of the Town Council
- Two Members from the Board of Education
- Four Members from the Community-at-Large

Councilor Ingalls went on to note that although the Committee called for two representatives from the Board of Education that the following three names were submitted for consideration:

- Mr. Mike Brawner (R) 37 Overlook Road, Gales Ferry (BOE Finance Committee Chairman)
- Brandon Graber (R) 42 Church Hill Road, Ledyard
- Ms. Joanne M. Kelley (D) 12 Thames View Pentway

Councilor Ingalls stated because Mike Brawner was serving as the Board of Education’s Finance Committee Chairman that she would recommend that Mr. Brawner be selected to serve on this Committee. She also explained to comply with the minority representation requirements, in accordance with CGS 167a, that she recommended Ms. Kelley be selected to serve as the second Board of Education Representative. Therefore, she stated the Administration Committee would not be forwarding Mr. Graber’s name to the Town Council for appointment later this evening. However, she wanted people to know that all of the town’s committee meetings were open to the public and that she would encourage Mr. Graber and the public to attend and participate.

Councilor Ingalls went on to address the representatives for the Community-at-Large noting that the following five nominations/recommendations were received to fill four seats on the Committee:

- R – Terry Jones – 27 Monticello Drive, Gales Ferry (served on the Budget Committee in the past and was currently on WPCA)
- U – Beth Ribe – 129 Rose Hill Road, Ledyard (currently on IWWC)
- D – Jessica Buhle – 65 Pheasant Run Drive, Gales Ferry (currently on Conservation, EDC, & P&R)
- D – Earl (Ty) Lamb – 95 Lambtown Road, Ledyard (currently on Historic Comm)
- D – Minna DeGaetano – 10 Marla Avenue, Ledyard

Councilor Ingalls she stated to comply with the Committee’s structure that only four members from the Community-at-Large could be selected/appointed. She noted that the Administration Committee would be forwarding Mr. Jones, Ms. Lamb, and Ms. DeGaetano to the Town Council for appointment later this evening.

Councilor Ingalls continued by stating that she recognized that Ms. Buhle was certainly qualified to serve on the Committee, but that only four individuals could be selected. She encouraged Ms. Buhle to attend and participate in the meetings, again noting that all of the town’s committee meetings were open to the public.

Councilor McGrattan questioned when the Committee to Review the Budget Process would begin their work. Chairman Dombrowski stated he would sign the appointment letters after the Town Council acted on the appointments at their meeting later this evening. He stated the Committee Members would then be contacted to schedule their Organizational Meeting. At their Organizational Meeting the Committee would select a Chairman, Vice-Chairman, and Recording Secretary. In addition, the Committee would decide on their meeting schedule and would begin their work thereafter. Per the Resolution the Committee’s Final Report was due to the Town Council by October 27, 2023.

VOTE: 3 – 0 Approved and so declared

RESULT: 3– 0 APPROVED TO RECOMMEND
MOVER: Andra Ingalls, Committee Member
SECONDER: Mary McGrattan, Committee Member
AYES: Andra Ingalls, Whit Irwin, Mary McGrattan

V. ADJOURNMENT

Councilor Ingalls moved the meeting be adjourned, seconded by Councilor Irwin
VOTE: 3 - 0 Approved and so declared, the meeting was adjourned at 6:11 p.m.

Respectfully submitted,

Andra Ingalls
Committee Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 23-1854

Agenda Date: 7/26/2023

Agenda #: 1.

APPOINTMENT

Motion/Request:

MOTION to appoint Ms. Kelly Lamb (U) 93R Lambtown Road, Ledyard, as an Alternate Member to the Historic District Commission to complete a five (5) year term ending December 6, 2023, filling a vacancy left by Mr. Mayer.

Background:

Ms. Lamb has expressed an interest in serving on the Commission. She has been a life long resident of Ledyard and has an interest in the town's history and felt that she could be a contributor to the Historic District Commission.

Administrative Notes:

The Historic District Commission currently has two Alternate Member Vacancies (E. Lamb & L Mayer) (see attached roster).

Ms. Lamb is Unaffiliated and therefore, her application has been submitted directly to the Town Council Office for consideration.

Nominating Committee Recommendation:

N/A

Minority Representation - CGS 9-167a:

In accordance with Chapter IV; Section 8 of the Town Charter "Except as otherwise provided for in this Charter, the Town Council may appoint members to fill vacancies in other offices, boards, and commissions established by this Charter and by ordinance as vacancies may occur, and appointing members to such offices, boards, and commissions as may be created in the future. Such appointments shall be made by the Town Council for such terms and upon such conditions as provided in the respective ordinance".

Chapter IV, Section 9: "In making appointments and removals, the Town Council shall act by the affirmative votes of at least a majority of all its members.

All members of boards, commissions, and committees contained in this Charter, or subsequently created under this Charter, except members of the Building Code Board of Appeals, the Fire Marshal, and the Deputy Fire Marshal(s), shall be electors of the Town at the time of their appointment and during their terms of office."

Connecticut General Statutes

Sec. 9-167a. Minority representation. (a) (1) Except as provided in subdivision (2) of this subsection, the

maximum number of members of any board, commission, legislative body, committee or similar body of the state or any political subdivision thereof, whether elective or appointive, who may be members of the same political party, shall be as specified in the following table:

Total Membership	Maximum from One Party
3	2
4	3
5	4
6	4
7	5
8	5
9	6
More than 9 Two-thirds of total membership	

(2) The provisions of this section shall not apply (A) to any such board, commission, committee or body whose members are elected wholly or partially on the basis of a geographical division of the state or political subdivision, (B) to a legislative body of a municipality (i) having a town meeting as its legislative body or (ii) for which the charter or a special act, on January 1, 1987, provided otherwise or (C) to the city council of an unconsolidated city within a town and the town council of such town if the town has a town council and a representative town meeting, the town charter provides for some form of minority representation in the election of members of the representative town meeting, and the city has a city council and a body having the attributes of a town meeting or (D) to the board of directors and other officers of any district, as defined in section 7-324, having annual receipts from all sources not in excess of two hundred fifty Thousand dollars.

(b) Prior to any election for or appointment to any such body, the municipal clerk, in cases of elections, and the appointing authority, in cases of appointments, shall determine the maximum number of members of any political party who may be elected or appointed to such body at such election or appointment. Such maximum number shall be determined for each political party in the following manner: From the number of members of one political party who are members of such body at the time of the election or appointment, subtract the number of members of such political party whose terms expire prior to the commencement of the terms for which such election or appointment is being held or made and subtract the balance thus arrived at from the appropriate number specified in column II of subsection (a) of this section.

Application Form

Profile

Kelly _____ S _____ Lamb _____
First Name Middle Initial Last Name

kellylamb3113@gmail.com _____
Email Address

93R lambtown Rd _____ Suite or Apt _____
Home Address

Ledyard _____ CT _____ 06339 _____
City State Postal Code

Mobile: (860) 334-2961 _____
Primary Phone Alternate Phone

Which Boards would you like to apply for?

Historic District Commission: Submitted

Education & Experiences

Please tell us about yourself and why you want to serve.

Why are you interested in serving on a board or commission?

Being part of the Lamb family and part of this town since my youth, I have always had an interest in history and our town's history in particular. after looking at the various commissions of the town, I felt I could be a contributor to this specific commission.

Community Involvement

I've currently been volunteering for one of the sub committees of this historic committee. On my own property i have been trying to expand pollinator colonies. This will be my first opportunity to contribute in a more direct way to the community.

Educational Background

See resume

Mary Wade Home _____ Controller _____
Employer Job Title

[2023_Lamb_Kelly_Resume.doc](#) _____
Upload a Resume

Party Affiliation

Party Affiliation *

- Unaffiliated
- Independent

Disclaimer & FOIA Information

Your attendance and active participation is important for the Committee to conduct its business. Any member of a Committee/Commission/Board who is absent from three (3) consecutive regular meetings and any intervening duly called special meetings shall be considered to have resigned from the Committee and the vacancy shall be filled, except that the Committee may vote to waive attendance requirements in each case where illness or other extenuating circumstances make it impossible for a member to meet the attendance requirements. It shall be the responsibility of the Chairman of the Committee to notify the Town Council or Mayor's office when a member has not properly performed his/her duties.

Please Agree with the Following Statement

If selected as a board member, I understand that information on this application is subject to the Freedom of Information Act (FOIA) and may be disclosed to anyone requesting this information.

- I Agree

Signature (type full name below)

Kelly S. Lamb

KELLY S. LAMB

KellyLamb3113@gmail.com | (860) 334-2961

CONTROLLER

CORPORATE ACCOUNTING MANAGEMENT | FINANCIAL ANALYSIS | FINANCIAL REPORTING

Performance-driven senior accounting and finance leader leveraging 20+ years of solid experience managing effective financial systems, controls, procedures and process improvements. Creative problem solver in both strategic and tactical areas, and in implementing solutions to achieve business goals. Provides relevant and accurate financial information and analysis that supports business and financial decision-making to maximize value creation. Dynamic leader and team builder able to tackle business challenges in a positive manner with impeccable follow-through. **Core competencies:**

- Strategic Planning & Execution
- Healthcare Accounting
- Monthly/Year Close Management
- Controls, Policies & Procedures
- Financial Statement Analysis
- Financial Forecasts/Projections
- Accounting Systems Implementation
- GAAP Accounting
- Medicare/Medicaid Audits

CAREER HIGHLIGHTS

- 20+ years' professional accounting leadership experience, and expertise implementing US GAAP
- 10+ years Healthcare Accounting expertise; demonstrated success managing Medicare and Medicaid Audits for numerous state, including CT, MA, RI, VT, NH, NJ, MD, VA
- Experience working with Government Agencies, Board of Directors, Tribal council meetings
- Merger, startup and mature business environment experience; success establishing accounting departments from scratch, including new systems, chart of accounts, financial & analytical reports, and policy/procedures
- Exceptionally strong technical skills including enterprise level accounting systems as well as MS Excel skills (Pivot Tables, V look ups), Word, and PowerPoint software

PROFESSIONAL OVERVIEW

MARY WADE HOME

2022 - Present

Controller

In concert with the CFO, direct financial functions for the community that includes, Long term/Short term SNF, Residential Care Home, Assisted Living, Adult daycare, and over 55 Rentals.

- Lead and developed the finance team of seven accountants (financial accounting, AP,AR, Residential Trust, & PR) in the compilation, analysis and reporting of financial information..
- Co-ordinated with the finance team the month-end close processes to ensure all necessary adjustments and recurring journal entries are completed in a timely manner.
- Managed year-end and interim audit work papers with external auditors. Managed Medicaid audits and reimbursement analysis.
- Plan, implement and assist in the development of operating and capital budgets.
- Serve on various committees, which includes the Grant committee.. Keeps abreast of economic conditions/situation in the health care industry.

Select Achievements:

- Lead in the conversion of the Matrix Accounting software and Fixed Asset module from a manual template.
- Developed and updated policies and procedures.

STARLING PHYSICIANS HEALTHCARE LLC, ROCKY HILL, CT

2016 - 2022

Controller

Successfully provided accounting leadership, expertise and management for one of the largest physician groups in the state of CT.

- Lead and developed the finance team of eight accounting professionals (financial accounting, AP, Cash, & PR) in the compilation, analysis and reporting of financial information for Starling Physicians and to the 250+ individual physicians.

- Co-ordinated with the finance team the month-end close processes to ensure all necessary adjustments and recurring journal entries are completed in a timely manner.
- Handled special allocations per specialty department criteria basis and overhead allocations.
- Manage year-end audit work papers and closing entries with external auditors.
- Handled all Value Based payments and allocations to the physicians.

Select Achievements:

- Undertook leadership in merging of two distinct accounting teams from the 2016 merger of Grove Hill Medical Center and CT Multispecialty Group into one accounting department.
- Developed and created new policies and procedures as the company worked towards no longer being two companies but one.
- Helped co-ordinate the transition of one company's AP working under the Cash basis of paying to Accrual.
- Was instrumental in cleaning up the two balance sheets and creating Starlings new balance sheet.

REVERA HEALTH SYSTEMS, Middletown, CT

2013 - 2016

Controller

Provided accounting leadership for a leading provider of retirement living homes, retirement communities and dedicated long-term care services for seniors.

- Lead, develop, and train a high performing team of five accounting professionals (three accountants and two reimbursement accountants) in providing all reporting of financial information for Revera's management company as well as 30 SNFs, Management Co, Rehab and pharmacy affiliates.
- Manage the coordination and execution of month-end close processes to ensure all necessary adjustments and recurring journal entries are completed in a timely manner.
- Work with state auditors to support and facilitate Medicaid audits and reimbursement analyses for nine states (CT, NH, VT, RI, MA, NJ, MD, VA, WA).
- Manage year-end and interim audit work papers with external auditors.

Select Achievements:

- Undertook leadership of a transitioning accounting department; leveraged 10 years of Healthcare Accounting experience to shift the departmental focus.
- Track record of success: No Audit Entries or Audit findings. Accuracy of accounting demonstrated clean audit for consecutive years.
- Brought the Medicare Retro Account balances current, reduced the Balance Sheet account by over 96% (from \$2.6M in 2013 to \$100K in July 2015).
- Developed and implemented new Healthcare accounting processes that helped to produce cleaner annual cost reports.

PARADIGM HEALTHCARE DEVELOPMENT, East Hartford, CT

2009 - 2013

Controller

Directed all accounting functions (Payroll, Accounts Payable, Accounts Receivable and General Ledger) for a start-up comprised of a management company and seven nursing homes; oversaw accounting procedures and database management; implemented, monitored and enhanced internal controls.

- Managed month-end processes including all interfaces into the General Ledger system.
- Established and improved financial processes, procedures and controls. Led and trained a team of four accounting and finance professionals.
- Oversaw General Ledger account reconciliations and journal entries; led the preparation of all internal financial statements and provided detailed analysis to budget and PPD costs.
- Reviewed daily cash receipts, disbursements and cash flow sheets. Managed Cash Account reconciliations.
- Managed year-end and interim audit work papers with external auditors. Managed Medicaid audits and reimbursement analysis.
- Prepared annual Medicare and Medicaid cost reports for seven Nursing homes.

Selected Achievements:

- Saved the company \$100K per month in professional accounting fees otherwise mandated by Paradigm's financier by establishing and maintaining effective clinical and accounting systems.

- Created the chart of accounts most effective for cost reporting functions for Healthcare Accounting environments.
- Spearheaded system integration and conversion of AR/MDS (Matrix) and AP/GL (MDI) for all facilities at startup. Authored most accounting policies as well as month-end and year-end close processes.

LEGRAND-ORTRONICS INC., New London, CT

2008 - 2009

Senior Staff Accountant

Managed month and year-end closes; developed and communicated various standard and ad-hoc financial analyses and management reports. Maintained the integrity of the General Ledger.

- Managed all Patent, Trademark, Capital and Royalty calculations and analyses.
- Worked directly with tax authorities conducting State tax audits. Partnered with the corporate parent to support tax compliance, reporting and payroll analysis.
- Played a vital role in the organization's ISO 9001-2008 and 14001 certification efforts.
- Helped clean up the financial accounting system; supported the implementation of the Cognos reporting system.
- Served as the Treasurer of the organization's Charity Committee.

Selected Achievements:

- Cleaned up balance sheets that had not been properly reconciled in five years. Discovered that the balance sheet had previously been used to post patent and trademark activity without amortizing.
- Obtained expertise in trademark and patent processes to fully understand the legal accounting process. Partnered with the engineering department to establish new processes.
- Played a key role on the team accountable for ISO 9001-2008 recertification, which was later granted ISO 14001.
- Established a proper General Ledger structure to support the company's conversion to a stronger cost and financial reporting system.

HAVEN HEALTHCARE MANAGEMENT, Middletown, CT

2004 - 2008

Reimbursement Accountant

Prepared Medicare and Medicaid annual cost reports for 25 nursing homes.

- Partnered with administrators and accounting departments across 25 nursing homes to provided accounting expertise, analysis and support.
- Worked closely with the payroll to analyze yearly and quarterly payroll reconciliations.

Selected Achievements:

- Managed multiple state agency audits, across four states for three years with no audit adjustments.

ADDITIONAL ACCOUNTING CAREER EXPERIENCE

CYCLONE HOME SYSTEMS, INC.	Senior Accounting Manager
CLARFELD FINANCIAL ADVISORS, INC.	Accountant
LOUISIANA MACHINERY: CATERPILLAR	Accountant
PEQUOT PHARMACEUTICAL NETWORK-MASHANTUCKET PEQUOT TRIBE	Interim CFO; Finance Manager
FOXWOODS RESORT AND CASINO-MASHANTUCKET PEQUOT TRIBE	General Ledger Accountant

ACADEMIC CREDENTIALS

Bachelor of Science, Accounting
Associate of Science, Business

EASTERN CONNECTICUT STATE UNIVERSITY; WILLIMANTIC, CT
EASTERN CONNECTICUT STATE UNIVERSITY; WILLIMANTIC, CT

TECHNICAL EXPERTISE

Sage|Qlikview|JD Edwards | Point Click Care (PCC) | Great Plains | MDI/Matrix | Medicare software | MS Excel (Expert)

HISTORIC DISTRICT COMMISSION

	Name	Term Expiration
R	Barnes, William 1 Spruce Street Ledyard, Connecticut 06339	12/ 04/ 2026
D	Dyson, Melissa 31 Hurlbutt Road Gales Ferry, Connecticut 06339	12/ 06/ 2023
D	Lamb, Earl 95 Lambtown Road Ledyard, Connecticut 06339	12/ 06/ 2027
D	Kelley, Douglas 40 Pinelock Drive Gales Ferry, Connecticut 06335	12/ 03/2025
D	Godino, Vincent (Chairman) 1906 Center Groton Road Ledyard, Connecticut 06339	12/ 06/ 2024

ALTERNATES

IT	Geer, Kenneth 23 Thomas Road Ledyard, Connecticut 06339	12/ 03 /2025
D	Vacant (E. Lamb)	12/ 06/ 2024
D	Vacant (Mayer)	12/ 06/ 2023

Town Council Appointment 5 Year Term 3 Alt. Members 5 Reg. Members