



**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**  
**REGULAR MEETING**

Wednesday, March 8, 2023

5:30 PM

Town Hall Annex Building

**DRAFT**

- I. **CALL TO ORDER** – The Meeting was called to order by Councilor Ingalls at 5:31 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	5:31 pm	5:59 pm
Whit Irwin	Town Councilor	Excused			
Mary McGrattan	Town Councilor	Present	In-Person	5:31 pm	5:59 pm
S. Naomi Rodriguez	Town Councilor	Present	In-Person	5:31 pm	5:59 pm
Don Steinhoff	Administrator of Human Resources	Present	In-Person	5:31 pm	5:49 pm
Justin Dube	MIS Director	Present	In-Person	5:31 pm	5:59 pm
Jennifer Smith	Library Director	Present	Remote	5:31 pm	5:49pm
Roxanne Maher	Administrative Assistant	Present	In-Person	5:31 pm	5:59 pm

- III. **CITIZENS' COMMENTS** – None.

- IV. **INFORMATIONAL ITEMS** – None.

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

MOTION to approve the Regular Meeting Minutes of February 8, 2023  
Moved by Councilor McGrattan, seconded by Councilor Ingalls

VOTE: 2 – 0 Approved and so declared

VI. OLD BUSINESS

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

VII. NEW BUSINESS

1. MOTION to recommend the Town Council approve a revised job description for Management Information Systems (MIS) Director as contained in the draft dated February 15, 2023.

Moved by Councilor Ingalls, seconded by Councilor McGrattan

Discussion: Administrator of Human Resources Don Steinhoff stated the Management Information Systems (MIS) Director was last updated in 1999; therefore, he stated the proposed draft presented this evening was essentially a total rewrite to reflect the changes in the title of the job as well as the updates and changes regarding the requirements and job function.

Councilor McGrattan questioned whether the proposed job description addressed changes in software going forward. MIS Director Justin Dube stated that the job description included language regarding the new installation of hardware and software upgrades.

Councilor Ingalls noted that the “*Supervision Received*” changed from directly reporting to the Finance Director to reporting directly to the Mayor. She questioned when and why the supervisor changed. Administrator of Human Resources Don Steinhoff during his time at Ledyard the MIS Director has always reported to the Mayor.

MIS Director Justin Dube stated one of the reasons the supervision changed from the Finance Director to the Mayor was because when there were some financial issues that they did not want to have the person who was providing technology information as part of the investigation to report to the person who they may be investigating, and so the supervision was changed to the Mayor.

Administrative Assistant Roxanne Maher stated prior to the position evolving into the MIS Director that the position was a Data Processor, explaining that the role was to run the checks, and other types of printouts; which at that time was primarily a financial function, so the position reported directly to the Finance Director. However, she stated as technology progressed, the role developed into managing the town’s Technology Systems (computer/software) and the supervision changed to the Mayor.

Councilor Ingalls noted the old job description specifically mentioned “*Knowledge of Special Laws and Regulations pertaining to assigned work*” and she questioned whether there were special laws and regulations that pertained to the MIS Department. MIS Director Justin Dube explained that there were some items that were subject to the Freedom of Information Act (FOIA) and other guidelines that they had to follow relative to the systems at the Police Department.

Councilor Ingalls stated the position required ten years of professional IT experience; and she questioned whether they were required to have any special license or certificate. Administrator of Human Resources Don Steinhoff stated the MIS Director position would be required to have a Degree and that there were other certifications/licenses for software such as Microsoft, etc. Mr. Dube stated that the various software programs the town uses has licenses and certifications. However, he stated there was no statutory requirement pertaining to the licenses and certifications.

VOTE: 2 – 0 Approved and so declared

<b>RESULT:</b> 2– 0 APPROVED TO RECOMMEND
<b>MOVER:</b> Andra Ingalls, Committee Member
<b>SECONDER:</b> Mary McGrattan, Committee Member
<b>AYES:</b> Andra Ingalls, Mary McGrattan
<b>EXCUSED:</b> Whit Irwin

2. MOTION to recommend the Town Council approve a revised job description for Management Information Systems Technician as contained in the draft dated February 15, 2023.

Moved by Councilor McGrattan, seconded by Councilor Ingalls

Discussion: Councilor Ingalls noted that the updates to the MIS Technician were sensible and that she did not have any questions.

Councilor McGrattan stated that she agreed with Councilor Ingalls’ comments, and she questioned the status of filling the MIS Technician position.

MIS Director Justin Dube stated the town has received a couple of Applications for the position.

VOTE: 2 – 0 Approved and so declared

<b>RESULT:</b> 2– 0 APPROVED TO RECOMMEND
<b>MOVER:</b> Mary McGrattan, Committee Member
<b>SECONDER:</b> Andra Ingalls, Committee Member
<b>AYES:</b> Andra Ingalls, Mary McGrattan
<b>EXCUSED:</b> Whit Irwin

Councilor Ingalls thanked MIS Director Justin Dube for attending tonight’s meeting.

3. MOTION to recommend the Town Council approve a revised job description for Administrative Assistant - Library as presented in the draft dated February 15, 2023.

Moved by Councilor McGrattan, seconded by Councilor Ingalls

Discussion: Councilor Ingalls stated that she appreciated having the “*track changes*” document because it made it very easy to see where they were making changes to the job description and the reason for the changes. She stated in reviewing the proposed job

Description that it was clear they were tightening up the language. She stated although the track-changes was a messy presentation that it was thorough; and therefore, she did not have any questions.

Councilor McGrattan noted that she was the Library Commission Liaison and that she was at the Commission's meeting when they discussed the updates to the job description; and therefore, she did not have any questions.

Library Director Jennifer Smith provided some background noting that the work to update Administrative Assistant – Library began under former Library Director Gale Bradbury noting that it has been in-process for some time. She explained, as Councilor Ingalls mentioned, in addition to tightening up the language of the job description that the title for this position was being changed from *Library Secretary - Technician* to ***Administrative Assistant – Library***.

VOTE: 2 – 0 Approved and so declared

<b>RESULT:</b>	<b>2– 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	Mary McGrattan, Committee Member
<b>SECONDER:</b>	Andra Ingalls, Committee Member
<b>AYES:</b>	Andra Ingalls, Mary McGrattan
<b>EXCUSED:</b>	Whit Irwin

4. MOTION to recommend the Town Council approve a revised job description for Library Technician II - Youth Services as presented in the draft dated ~~February 15~~, **March 8**, 2023.

Moved by Councilor McGrattan, seconded by Councilor Ingalls

Discussion: Library Director Jennifer Smith provided some background explaining with the recent retirement of their Head of Technical Services that she was proposing that this position be combined with the Library Assistant I/Children's position, which has been vacant since the 2017/2018 budget cuts and has remained unfilled since then. She explained that both positions were a 20-hour a week unionized positions filled by two separate employees. She stated the proposed ***Library Technician II - Youth Service*** job description, as presented this evening, has combined the two positions into one 30-hour a week unionized position, to be filled by one individual.

Ms. Smith went on to explain that the updated/revised job description would take on the new title of ***Library Technician II – Youth Services*** and was combining most of the Head of Technical Services responsibilities with the Library Assistant I/Children's responsibilities, which included both behind the scenes duties such as cataloging with a more public facing role servicing the young library patrons. She stated by combing these two positions that they would be able to more effectively utilize staff, support the needs of the Library, and better serve the community.

Councilor Ingalls questioned whether the Library had a person in-mind who would be suited to fill this position which needed the skills set to interface with the public as well as work behind the scenes. Ms. Smith stated that they did have a person in-mind who could take on this role.

Administrator of Human Resources Don Steinhoff explained that once the draft job description was completed that the position was posted using the draft job description. He stated interviews were conducted and that the position has been offered to the selected candidate. Ms. Smith stated that they have received a verbal acceptance from the person, noting that they have not yet received the signed Offer Letter.

Ms. Smith noted the following correction, the Library Technician II - Youth Services would be supervised by the Assistant Librarian I - Youth Services and or the ~~Administrative Assistant~~ **Library Director**.

The Committee agreed to correct the Supervised by: *“the Assistant Librarian I- Youth Services and or the Library Director”* as a *“friendly amendment”*.

VOTE: 2 – 0 Approved and so declared

<b>RESULT:</b>	<b>2– 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	Mary McGrattan, Committee Member
<b>SECONDER:</b>	Andra Ingalls, Committee Member
<b>AYES:</b>	Andra Ingalls, Mary McGrattan
<b>EXCUSED:</b>	Whit Irwin

Councilor Ingalls thanked Administrator of Human Resources Don Steinhoff and Library Director Jennifer Smith for attending tonight’s meeting.

Mr. Steinhoff and Ms. Smith left the meeting at 5:49 p.m.

- MOTION to recommend the Town Council appoint Mr. Earl Lamb (D) 95 Lambtown Road, Ledyard as a Regular Member on the Historic District Commission to complete a five (5) year term ending December 6, 2027 filling a vacancy left by Mr. Pealer.  
Moved by Councilor Ingalls, seconded by Councilor McGrattan  
Discussion: Councilor Ingalls stated that Mr. Lamb was currently serving on the Historic District Commission as an Alternate Member. She explained with a Regular Member position becoming vacant that Commission Chairman Vincent Godino has requested that Mr. Lamb be moved from and Alternate Member to a Regular Member.

Councilor McGrattan stated the Lamb family has lived in Ledyard for many generations. She stated Mr. Earl Lamb had moved away from the area for a while, and that he has since returned to Ledyard. She stated Mr. Lamb has been an asset to the Historic District Commission.

VOTE: 2 – 0 Approved and so declared

**RESULT:** 2– 0 APPROVED TO RECOMMEND  
**MOVER:** Andra Ingalls, Committee Member  
**SECONDER:** Mary McGrattan, Committee Member  
**AYES:** Andra Ingalls, Mary McGrattan  
**EXCUSED:** Whit Irwin

6. MOTION to recommend the Town Council appoint Ms. Sheila Vincent (D) 19 Friar Tuck Drive, Gales Ferry, to the Ledyard Beautification Committee to complete a three (3) year term ending October 26, 2023 filling a vacancy left by Ms. Harris.  
Moved by Councilor McGrattan, seconded by Councilor Ingalls  
Discussion: Councilor Ingalls stated Ms. Vincent had served on the Beautification Committee and left for a short time. She stated that Ms. Vincent would like to once again serve on the Committee and that the Committee would like to have her back.

VOTE: 2 – 0 Approved and so declared

**RESULT:** 2– 0 APPROVED TO RECOMMEND  
**MOVER:** Mary McGrattan, Committee Member  
**SECONDER:** Andra Ingalls, Committee Member  
**AYES:** Andra Ingalls, Mary McGrattan  
**EXCUSED:** Whit Irwin

7. MOTION to recommend the Town Council reappoint the following members to the Cemetery Committee for a three (3) year term ending April 26, 2026:

- Mrs. Sheila Godino (D) 1906 Center Groton Road
- Mr. Vincent Godino (D) 1906 Center Groton Road

Moved by Councilor Ingalls, seconded by Councilor McGrattan

Discussion: Councilor McGrattan noted the work that Mr. and Mrs. Godino do in overseeing the town's cemeteries and taking care of the veterans gave sites. She stated that the town appreciated their commitment and their interest to continue to serve on the Committee.

VOTE: 2 – 0 Approved and so declared

**RESULT:** 2– 0 APPROVED TO RECOMMEND  
**MOVER:** Andra Ingalls, Committee Member  
**SECONDER:** Mary McGrattan, Committee Member  
**AYES:** Andra Ingalls, Mary McGrattan  
**EXCUSED:** Whit Irwin

8. MOTION to recommend the Town Council appoint the following to the Cemetery Committee:

- Ms. Kimlyn Marshall (R) 987R Long Cove Road, as an Alternate Member to complete a three (3) year term ending April 26, 2025 to fill Mr. Krug's seat.
- Mr. Paul Krug (U) 67 Pheasant Drive, Gales Ferry, as a Regular Member to complete a three (3) year term ending April 26, 2026 to fill Ms. Marshall's seat.

Moved by Councilor Ingalls, seconded by Councilor McGrattan

Discussion: Councilor Ingalls noted the process to reappoint members to the town's boards and commissions. She explained when members terms come to an end that the Committee Chairman, and the member's respective party are requested to provide a recommendation as to whether the member should be reappointed to the Committee. She stated because Ms. Marshall's work schedule was not allowing her to be there as often as she would have liked that the Committee Chairman has proposed these two members be swapped. She noted that Alternate Member Mr. Krug was being moved to a Regular Member and that Regular Member Ms. Marshall was being moved to an Alternate Member.

VOTE: 2 – 0 Approved and so declared

**RESULT:** 2– 0 APPROVED TO RECOMMEND  
**MOVER:** Andra Ingalls, Committee Member  
**SECONDER:** Mary McGrattan, Committee Member  
**AYES:** Andra Ingalls, Mary McGrattan  
**EXCUSED:** Whit Irwin

9. MOTION to recommend the Town Council reappoint the following members to the Permanent Municipal Building Committee for a three (3) year term ending March 26, 2026:

- Mr. Gary Schneider (D) 101 Inchcliffe Drive, Gales Ferry
- Ms. Elizabeth Peterson (D) 15 Browns Crossing Road, Gales Ferry

Moved by Councilor McGrattan, seconded by Councilor Ingalls

Discussion: None.

VOTE: 2 – 0 Approved and so declared

**RESULT:** 2– 0 APPROVED TO RECOMMEND  
**MOVER:** Mary McGrattan, Committee Member  
**SECONDER:** Andra Ingalls, Committee Member  
**AYES:** Andra Ingalls, Mary McGrattan  
**EXCUSED:** Whit Irwin

10. MOTION to recommend the Town Council reappoint the following members to the Water Pollution Control Authority for a three (3) year term ending April 11, 2026:

- Mr. Stanley Juber (R) 13 Iron Street, Ledyard (Regular Member)
- Mr. Terry Jones, 27 Monticello Drive, Gales Ferry (Regular Member)
- Mr. Jeremy Norris (D) 12 Old Fort Lane, Ledyard (Alternate Member)

Moved by Councilor Ingalls, seconded by Councilor McGrattan

Discussion: Councilor Ingalls stated as she noted earlier this evening that during the process to reappoint members to the town's boards and commissions that it gives the Committee Chairman an opportunity to look at members' performance and to make a recommendation. She stated in most cases the Committee recommends that members be reappointed, noting that these folks were all volunteers who were dutifully serving their community. Therefore, she stated the action to "reappoint" moved along quickly because things were working well. However, she stated that it was not just a rubber stamp; explaining when members terms come to an end that the Committee Chairman, and the member's respective party are requested to provide a recommendation as to whether the member should be reappointed to the Committee.

VOTE: 2 – 0 Approved and so declared

<b>RESULT:</b>	<b>2– 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	Andra Ingalls, Committee Member
<b>SECONDER:</b>	Mary McGrattan, Committee Member
<b>AYES:</b>	Andra Ingalls, Mary McGrattan
<b>EXCUSED:</b>	Whit Irwin

11. MOTION to recommend the Town Council adopt a proposed "Resolution Establishing A Committee to Transform the Budget Process" as contained in the draft dated February 28, 2023.

DRAFT: 2/28/2023

RESOLUTION  
ESTABLISHING A COMMITTEE TO  
TRANSFORM 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 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 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 the Budget Process* shall be authorized to:

- a) To review the Budget Transformation 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.
  - (2) Whether the services/programs are mandatory relative to the role of local government.
  - (3) How effectively the Town and Board of Education provides its services/programs to its residents.
  - (4) The funding sources(s) that pay for services/programs the community provides to its residents.

- (5) 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 September October 27, 2023 for consideration for the fiscal year budget preparation.

Adopted by the Ledyard Town Council on: \_\_\_\_\_

\_\_\_\_\_  
Kevin J. Dombrowski, Chairman

Moved by Councilor McGrattan, seconded by Councilor Ingalls

Discussion: Councilor McGrattan noted when the proposed “*Resolution Establishing A Committee to Transform the Budget Process*” was being drafted that she suggested the Committee review the prior Committee’s Final Report dated October 16, 2016 and look at the goals and objectives that have been accomplished to date. She stated language was included in paragraph (a) under the section that outlined the work that the Committee was authorized to do.

Councilor Ingalls stated that she served on the 2016 *Committee to Transform the Budget Process* as the Board of Education’s Representative. She noted that Mayor Allyn, III, sent the Town Council a list of the 2016 Recommendations that the Town has implemented to date.

Councilor Ingalls continued by reviewing the list of members that the Resolution called for and she suggested in appointing the four members from the Community-at-Large that they be mindful to select residents that well represented the community.

VOTE: 2 – 0 Approved and so declared

<b>RESULT:</b> 2– 0 APPROVED TO RECOMMEND
<b>MOVER:</b> Mary McGrattan, Committee Member
<b>SECONDER:</b> Andra Ingalls, Committee Member
<b>AYES:</b> Andra Ingalls, Mary McGrattan
<b>EXCUSED:</b> Irwin

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

VIII. ADJOURNMENT

Councilor Ingalls moved the meeting be adjourned, seconded by Councilor McGrattan  
VOTE: 2 - 0 Approved and so declared, the meeting was adjourned at 5:59 p.m.

Respectfully submitted,

Andra Ingalls  
Committee Chairman