



TOWN OF LEDYARD CONNECTICUT

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

Administration Committee

~ AGENDA ~

Chairman Gary St. Vil

Regular Meeting

Wednesday, November 12, 2025

5:30 PM

Town Hall Annex- Hybrid Format

In -Person: Council Chambers, Town Hall Annex Building

Remote Participation: Information Noted Below:

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

<https://us06web.zoom.us/j/81234668041?pwd=aFwbktKyUbwlY6hDKpcicR19ADOn1.1>

Or by Audio Only: Telephone: +1 646 558 8656; Meeting ID: 812 3466 8041; Passcode: 674778

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

MOTION to approve the following Administration Committee Minutes:

- Regular Meeting Minutes of October 8, 2025
- Special Meeting Minutes of October 29, 2025

Attachments: [ADMIN-2025-10-08](#)
[ADMIN-2025-10-29-SP](#)

- VI. OLD BUSINESS
1. Any Old Business proper to come before the Committee.
- VII. NEW BUSINESS

1. MOTION to appoint Mr. Joshua Mackin (I) 546 Colonel Ledyard Highway, Ledyard to the Planning & Zoning Commission as an Alternate Member to complete a two (2) year term ending December 31, 2026 filling a vacancy left by Mr. Woody.

Attachments: [Appointment Applicationmackin-Planning & Zoning-2025-10-27](#)
[PLANNING & ZONING-2025-11-05](#)

2. Discussion and possible action to Establish an Ad Hoc Committee to Develop Process for Capital Improvement Building Projects.

Attachments: [BOARD OF EDUCATION REQUESTT TOWN COUNCIL
ESTABLISH AD HOC COMMITTEE FOR BUIDING PROJECTS
PROCESS-EMAIL-2025-10-21](#)
[Gush-Support Ad Hoc Building Cmt-email-2025-10-22](#)
[Process for School Projects-2025-01-30](#)
[BUILDING BLOCKS FOR BUILDING PROJECTS](#)
[BUILDING PROJECTS-MUNICIPAL CHECK LIST- 1990](#)

3. Any New Business proper to come before the Committee

IV 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 #: 25-2775

Agenda Date: 11/12/2025

Agenda #:

MINUTES

Minutes:

MOTION to approve the following Administration Committee Minutes:

- Regular Meeting Minutes of October 8, 2025
- Special Meeting Minutes of October 29, 2025



TOWN OF LEDYARD
CONNECTICUT
TOWN COUNCIL
HYBRID FORMAT

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

MINUTES
ADMINISTRATION COMMITTEE
REGULAR MEETING

Wednesday, October 8, 2025

5:30 PM

Town Hall Annex Building

DRAFT

- I. CALL TO ORDER – The Meeting was called to order by Councilor Buhle at 5:30 p.m. at the Council Chambers Town Hall Annex Building.

Councilor Buhle 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
Jessica Buhle	Committee Chairman	Present	In-Person	5:30 pm	5:36 pm
April Brunelle	Town Councilor	Present	In-Person	5:30 pm	5:36 pm
Kevin Dombrowski	Town Councilor	Present	In-Person	5:30 pm	5:36 pm
Gary St. Vil	Town Council Chairman	Present	Remote	5:30 pm	5:36 pm
Eric Treaster	Resident	Present	Remote	5:30 pm	5:36 pm
Roxanne Maher	Administrative Assistant	Present	In-Person	5:30 pm	5:36 pm

- III. CITIZENS' COMMENTS – None.

- III. PRESENTATIONS/INFORMATIONAL ITEMS - None.

- IV. REVIEW AND APPROVAL OF PRIOR MEETING MINUTES

MOTION to approve the Special Meeting Minutes of September 10, 2025
Moved by Councilor Dombrowski, seconded by Councilor Brunelle

VOTE: 3– 0 Approved and so declared

- V. OLD BUSINESS

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

VII. NEW BUSINESS

1. MOTION to recommend the Town Council appoint Ms. Gillian Thorne (R) Adios Lane Ledyard to the Library Commission to complete a two (2) year term ending November 7, 2027 filling a vacancy left by Ms. Candler.

Moved by Councilor Brunelle, seconded by Councilor Dombrowski

Discussion: Councilor Dombrowski noted Ms. Thorne's credentials, and he stated that she was very qualified and a good fit for the Library Commission.

VOTE: 3 – 0 Approved and so declared

RESULT:	3– 0 APPROVED TO RECOMMEND
MOVER:	April Brunelle, Committee Member
SECONDER:	Kevin Dombrowski, Committee Member
AYES:	April Brunelle, Jessica Buhle, Kevin Dombrowski

2. MOTION to recommend the Town Council appoint the following members to the Sustainable CT Ad Hoc Committee for a two (2) year term ending December 15, 2027 in accordance with the structure provided in Res#004-20/25/Jan 25 *“Town of Ledyard Resolution Supporting Their Continued Participation In The Sustainable CT Municipal Certification Program And Establishing A Sustainable CT Ad Hoc Committee:*

- Mr. Michael Drimiller (D) 37 Norman Drive, Gales Ferry
- Ms. Beth Ribe (U) 129 Rose Hill Road, Ledyard
- Mr. Nathaniel Woody (U) 770 Long Cove Road, Gales Ferry
- Land Use/Planning/Public Works Committee Member Carmen Garcia-Irizarry(D), 58 Eagle Ridge Drive, Gales Ferry

Moved by Councilor Brunelle, seconded by Councilor Buhle

Discussion: Councilor Buhle stated that she was happy to see the appointments to this Ad Hoc Committee noting that she looked forward to them getting started on the Sustainable CT Initiative. She stated that Ledyard was one of the few towns in Southeastern Connecticut that was not Sustainable CT Certified. She noted the Sustainable CT website provided the ability to filter categories such as *“Reduce expenses and save money for the town”*. She also noted that the town could choose goals that would make the town more affordable. She note that Resolution called for a representatives as noted above and that they would need one more member from the Community-at-Large.

VOTE: 3 – 0 Approved and so declared

RESULT:	3– 0 APPROVED TO RECOMMEND
MOVER:	April Brunelle, Committee Member
SECONDER:	Jessica Buhle, Committee Member
AYES:	April Brunelle, Jessica Buhle, Kevin Dombrowski

3. MOTION to recommend the Town Council appoint Mr. Nathaniel Woody (U) 770 Long Cove Road, Gales Ferry, as Regular Member, to the Planning & Zoning Commission to complete a three (3) year term ending October 31, 2028 filling a vacancy left by Mr. Craig.

Moved by Councilor Dombrowski, seconded by Councilor Buhle

Discussion: In an email dated October 7, 2025 Planning & Zoning Commission Chairman Marty Wood requested that Mr. Woody be moved from an Alternate Member to a Regular Member on the Commission, noting that Mr. Criag was not interested in continuing to serve on the Commission when his term expired later this month.

VOTE: 3 – 0 Approved and so declared

RESULT:	3– 0 APPROVED TO RECOMMEND
MOVER:	Kevin Dombrowski, Committee Member
SECONDER:	Jessica Buhle, Committee Member
AYES:	April Brunelle, Jessica Buhle, Kevin Dombrowski

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

VIII. ADJOURNMENT

Councilor Dombrowski moved the meeting be adjourned, seconded by Councilor Buhle.

VOTE: 3 - 0 Approved and so declared, the meeting was adjourned at 5:36 p.m.

Respectfully submitted,

Jessica Buhle
Committee Chairman
Administration Committee



Chairman Gary St. Vil

TOWN OF LEDYARD
CONNECTICUT
TOWN COUNCIL
HYBRID FORMAT

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Roxanne M. Maher
Administrative Assistant

MINUTES
ADMINISTRATION COMMITTEE
SPECIAL MEETING

Wednesday, October 29, 2025

5:00 PM

Town Hall Annex Building

DRAFT

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

Councilor Buhle 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
Jessica Buhle	Committee Chairman	Present	In-Person	6:00 pm	7:09 pm
April Brunelle	Town Councilor	Present	In-Person	6:00 pm	7:09 pm
Kevin Dombrowski	Town Councilor	Excused			
Gary St. Vil	Town Council Chairman	Present	Remote	6:00 pm	7:09 pm
Carmen Garcia-Irizarry	Town Councilor	Present	In-Person	6:00 pm	7:09 pm
Bill Barnes	Town Councilor	Present	In-Person	6:00 pm	7:09 pm
Christine Dias	Director of Human Resources	Present	In-Person	6:00 pm	7:09 pm
Scott Johnson, Jr.	Director of Parks, Recreation & Senior Citizens	Present	In-Person	6:00 pm	7:09 pm
Patricia Riley	Town Clerk	Present	In-Person	6:00 pm	7:09 pm
Sharon Pealer	Resident	Present	In-Person	6:00 pm	7:09 pm
Jay Pealer	Resident	Present	In-Person	6:00 pm	7:09 pm
Daniel Pealer	Resident	Present	In-Person	6:00 pm	7:09 pm
Jeff Eilenberger	Resident	Present	In-Person	6:00 pm	7:09 pm
M. Dave Schroder, Jr.	Resident	Present	In-Person	6:00 pm	7:09 pm
Steve Munger	Resident	Present	In-Person	6:00 pm	7:09 pm
Gary McKeon	Resident	Present	In-Person	6:00 pm	7:09 pm
Angela Cassidy	Resident	Present	Remote	6:00 pm	7:09 pm
Eric Treaster	Resident	Present	Remote	6:00 pm	7:09 pm
Karen Parkinson	Resident	Present	Remote	6:00 pm	7:09 pm
Joe Gush	Resident	Present	Remote	6:00 pm	7:09 pm
Roxanne Maher	Administrative Assistant	Present	In-Person	6:00 pm	7:09 pm

III. CITIZENS' COMMENTS

Mr. Whit Irwin, 2 Winfield Way, Ledyard, stated from his comments at previous meeting that the Town Council knew that he was opposed the Ethics Commission, noting it was redundant; and therefore not needed. However, he stated that the Town Council's

Agenda for their Special Meeting following this meeting included a “*Motion to Remove from the Table a Motion to override the Mayor’s October 16, 2025 Veto of the Ordinance*”.

Mr. Irwin went on to note that it appears that the Administration Committee would be discussing what looks to be a new ordinance for the same subject. He stated he did not know why this Administration Committee was so intent on adopting such an Ordinance, given that there were more important matters that needed to be addressed during the past two-years. He stated they have spent time on third-party flags, playgrounds, special interest groups, and parties. He stated that it looked like they were going to push through this “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” He stated that he was present this evening to once again ask that they not rush this process.

Mr. Irwin continued by noting that the new rendition of the “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” was plagiarized from the Town of Glastonbury. He congratulated the Administration Committee for not having to start from scratch, noting that he would have done the same thing. However, he stated that people needed more time to look this proposed draft over. He stated that Department Heads needed a chance to look it over and see how it would affect them.

Mr. Irwin went on to note that there were a couple things he saw in the original draft Ordinance that was struck out. He stated since they were going to pass the new rendition of the Ordinance, that he would like to see those things come back. He referred to the red line draft Ordinance from Glastonbury and he noted the following:

- Section 13 b (d) – “*Ethics Commission – Member and Alternate Member Qualifications*”
~~“(d) Have campaigned for any other persons seeking town office.”~~

Mr. Irwin stated that the language noted above was struck from the draft Ordinance. He stated if they truly wanted to be nonpartisan that he would like to see that language be put back into the ordinance. He stated that someone who has campaigned had a decided opinion on one side or the other; therefore, they should not be, should not be on the Ethics Commission.

- Section 13-e (5) “*Powers and Duties*”
(5) The Ethics Commission has the power to hold hearings concerning alleged violations of the code, may administer oaths, and may compel attendance of witnesses by subpoena to the extent permitted by law.

Mr. Irwin noted the in the original proposed Ordinance that the Commission itself, **by majority vote, may initiate actions**. He stated that he did not see any reason why, if the Commission was going to have any teeth, they could not initiate an action. He stated if an Ethics Committee Member sees a violation and could convince the other Committee Members that there needed to be an investigation, more power to them, noting that they were a private citizen, and they should be able to have that option.

- Section 13- (4) “*Terms of Appointment*”

(4) Inaugural members shall be eligible to serve two (2) additional three (3) years term beyond his/her initial appointment”

Mr. Irwin noted in the current version, not the red line version, that it restricted ***inaugural members*** to serve only two additional terms. He stated although he did not have chance to read the entire latest version, that he did not see a term restriction for subsequent members. He stated either everybody needed to be restricted for a total of three terms, or nobody should be restricted to a total of three terms. He suggested the whole paragraph be stricken, or they make sure that the number of terms did not only apply to the inaugural members.

Mr. Irwin concluded his comments by stating that he was against the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” . He stated that he thought it has been rushed; and that if they were going to proceed with the Ordinance that it needed to have more time to percolate and get the issues worked out. He stated that he did not think the new rendition was ready to be presented to the Town Council. Thank you

Mr. Jeff Eilenberger, 2 Village Drive, Ledyard, stated that he was speaking with someone from a small town about their Ethics Ordinance. He noted that the person explained to him that once they had everything ratified, and they thought they were ready to implement the program, that they did about thirty test cases first. He stated that they went through every single step, every single procedure, and researched every single “*How to do what*”. He stated it was similar to going through an Emergency Medical Technician Course (EMT). He suggested that Ledyard do the same to work through the process and to investigate any anticipated issues, so they would be familiar with it.

Mr. Scott Johnson, Jr., Director of Parks, Recreation & Senior Citizens, stated he wanted to begin by thanking the Administration Committee for addressing some of the concerns he raised at the September 24, 2024 Public Hearing regarding the draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. He stated that he felt better about the new rendition of the “An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission” relative to the Parks & Recreation instructors. However, he stated that he still had some concerns regarding Section 6 “Consultants”; because it referenced all contracts. He noted that he writes grants and contracts for the town; and he explained that it would be an incredible amount of work to make amendments in all those contracts. He stated that he also saw some potential issues with the grant funding, because every grant that the town entered into was essentially a contract with the State of Connecticut, noting that the language in the grants were provided by the State; and therefore, he did not have the ability to edit those contracts. Therefore, he stated as the new Ordinance was written that might exclude the town from being able to accept funds in the future. He went on to state in addition, for large projects, which were typically over \$500,000 or a \$1 million, that they already include a very specific set of ethical guidelines, but that those ethical guidelines were not in the contract; and that all the paperwork was done ahead of time

Mr. Johnson continued by addressing the requirements provided in Section 6 as noted below:

“Section 6. Consultants

- a. *The Code of Ethics shall be incorporated by reference into all contracts entered into by the Town of Ledyard and the Board of Education with a consultant.*
- b. *Persons or firms who are engaged by and receive compensation from other governmental entities, such as the state or federal government, and who are in a position to influence any decision of an agency, official, or employee shall be guided by the Code.”*

Mr. Johnson stated although he was not sure what the Administration Committee was trying to do, that he would recommend incorporating the following language in the Request for Proposals (RFP/Bid Process) *“Persons or firms who are engaged by and receive compensation from other governmental entities, such as the state or federal government, and who are in a position to influence any decision of an agency, official, or employee shall be guided by the Code”*. He explained that once they select the winner of the bid, that it was harder to go back and implement things unless they were included in the RFP, because those submitting Proposals would check on the town’s policies, procedures, and plans, explaining that these documents were necessary for them to qualify to bid, noting that this was mostly for large projects, because they were labor-intensive. However, he stated holding contractors and consultants to the Ethics Ordinance would actually exclude a lot of bidders from bidding, which would hurt the town.

Councilor Buhle stated that during Residents/Public Comment that they usually do not go back and forth. However, she questioned whether Mr. Johnson would be comfortable if the Ordinance stated *“The Code of Ethics shall be incorporated by reference into all contracts entered into by the Town of Ledyard, after the effective date of the ordinance.* Mr. Johnson stated making it effective going forward would help because of the backlog. Councilor Buhle stated that she thought that it made sense in the same way that they would not be filing complaints about ethical issues that happened nine-months ago, that they would not be binding people who previously signed a contract and did not agree to the Agreement.

Mr. Johnson explained that the State Contracts had their own ethical requirements, which were very detailed, noting that they have to comply with the Commission on Human Rights & Opportunities Office (CHRO) and so they make sure the town had specific policies, procedures, and plans in-place. He stated if the town did not have the appropriate policies, etc., in-place that contractors would not even submit a bid; explaining that the contractors had to be qualified by the State to bid for projects that were being funded by Grant Funding. He asked the Administration Committee to clarify this with Attorney Ritter. Councilor Buhle questioned whether excluding state contracts from the Ordinance would help alleviate some of the issues that Mr. Johnson presented. Mr. Johnson stated that excluding state contracts from the Ordinance would help, at least

on the receipt of the grant funding. However, he stated that the Ordinance as presented was also a concern for any bid that might be under a state grant because of the stipulations such as the Department of Transportation (DOT) Grants, as well as Federal DOT Grants. He stated that there were a lot of requirements, explaining that there was no leeway on anything. He stated if they missed a simple step that it would exclude the town from getting funding. He noted as an example that New London did not receive a Grant because they forgot to post it in the newspaper. He stated the newspaper posting was probably two lines and the 100-page Grant Application that they missed.

Mr. Johnson suggested because the Town Council was trying to bring contractors into the Ethics Ordinance, that it was putting the contractors into more of an employee status, and therefore, he questioned whether this could possibly open the town up to liability. He asked the Administration Committee if they could ask Attorney Ritter about this as well. He explained that Parks & Recreation typically puts language in all of their contracts to indemnify and protect the town.

Mr. Johnson went to noted the definition in the proposed *“An Ordinance Establishing a Code of Ethics and Ethics Commission”* for *“Consultant”* refers to any independent contractor, professional person or firm that is by virtue of an award of a public debt or contract engaged by and receives compensation from the town or board of education for the purpose of providing professional scientific technical or other specialized opinion, and is in a position to influence any decision of an agency, official, or employee”. Mr. Johnson stated that he had talked about this definition at previous meetings and how it would apply to some of the Parks & Recreation Consultants that provide specialized technical knowledge and guidance to the town such as their turf manager. He explained that the turf manager does testing, and then he might tell them what type of applications they need for their fields. He stated that Parks & Recreation would then typically have him do the those applications, because it was a lot cheaper for the town to have turf manger apply those additional applications such as lime, while he was doing another application explaining that they would save labor costs, and only pay for the materials.

Councilor Buhle stated that this was not a blanket situation where they were covering contractors paving a road or the Parks & Recreation’s grass mowing contract, noting that was not what this Ordinance was about. She stated that it was about specialized consultants who are providing specialized technical knowledge that was guiding the town. She stated that she thought that they could see how there may be an ethical conflict in certain situations.

Mr. M. Dave Schroder, Jr., 290 Whalehead Road, Gales Ferry, stated that he was looking for some clarification regarding the following:

- The reason the Administration Committee has gone back to the Town of Glastonbury’s Ethics Ordinance.
- What they liked about Glastonbury’s Code of Ethics.
- What they found interesting for Glastonbury’s Ethics Ordinance that would make it a good match for Ledgard

Councilor Buhle responded to Mr. Schroeder's questions explaining at the recommendation of the Town Attorney Matt Ritter the Administration Committee started with the Town of Glastonbury's Ethics Ordinance, noting that Attorney Ritter wrote Glastonbury's Ordinance. She stated the reason Glastonbury's Ordinance was appealing to her was because Attorney Ritter referenced how little liability it brought to the town of Glastonbury. She stated despite what some people think; that she was not trying to bring liability on Ledyard. Therefore, she stated that the intention was to work with Glastonbury's Code of Ethics as a starting point, and make some procedural changes, noting that the Final Decision and the Complaint Process was actually from the initial Ordinance that the Administration Committee proposed, which was the Attorney's language. She went on to explain that she stated by starting with Glastonbury's Ordinance that she figured it would also be easier for the Attorney to review and support an Ordinance that he originally wrote.

Mr. Schroeder questioned whether Councilor Buhle had any examples in which Glastonbury Ethics Code's was used. He noted his previous comments and recommendations regarding the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" that he talked about Norwich because, they could go onto their website and see that Norwich has actually used their Code of Ethics.

Mr. Schroeder went on to state in looking into Glastonbury that they established their Ethics Commission in 2013 and since 2020, which was as far as their meeting minutes back go back, that their Ethics Commission met 10 times during the past five years. He stated that the Ethics Commission would have some executive session meetings; and therefore, a lot of their meetings would not be public. He stated they meet once, and then it's over. Councilor Buhle stated that Attorney Ritter mentioned that the first few years after they adopted their Ethics Ordinance in 2013 that Glastonbury had one Complaint filed. Therefore, she stated that she felt it was very strong; and she felt very confident with it.

Mr. Steve Munger, 12 Nutmeg Drive, Gales Ferry, stated as he says at every meeting when he speaks, that he had a lot of respect for anybody who volunteers to serve the town. He noted at the last meeting a gentleman who he believed was part of the Democratic Town Committee (DTC) said that they needed an Ethics Commission because of the Mayor they had in town. Mr. Munger stated that of course he just blew that comment off because he knew the Mayor. However, he stated at the last *Meet the Candidate Event* he mentioned that everybody was saying we need an Ethics Commission, but nobody was saying why we need one; and so he asked those who were saying that Ledyard needed an Ethics Commission to give him some examples as to why the town needed an Ethics Commission. He stated when someone came up and talked to him that their first example as to why the town needed an Ethics Commission was because of the thing with the housing and the Mayor. Therefore, he stated that this looked very partisan to him; and it looked like they were rushing the Ordinance to get it done before the November 4, 2025 General Election. He stated if they seriously thought the town need an Ethics Commission that maybe they should wait to see what the people in town think; and if they get back in as the leading party that they could move forward with

their proposal. He stated that he would support whatever they decide. He stated when he served in the Navy, they could fight something, but once it was decided that they would have to support it.

Mr. Munger continued by stating according to Ms. Kelley that the Democratic Town Committee (DTC) asked all the people that were running if they were going to vote party line. Mr. Munger stated that was not heard of at least not to him; and it that made him think twice about the whole situation being really partisan. He stated that he also heard the same comments at other meetings. He stated that he has heard that the Ethics Commission was being pushed, noting that he was not accusing the two Members of the Administration Committee that were present this evening of pushing the Ordinance, but that it just looked pretty shady to him.

Mr. Munger concluded his comments by stating that if they really believed in what they were doing that they should wait till after the election, and see what happens. He stated that he would support the "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethic Commission*", if you guys stay in power, He stated that he would support it 100%; even though he disagreed with it, noting that he would still have this bad feeling about it. He stated that he respect everybody on the Town Council; and if they were serious about the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethic Commission*", that they prove it by waiting until after the election. Thank you.

Mrs. Patrica Riley, Town Clerk noted that she wanted to state for the record that she received the updated "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" yesterday. She stated although she had some concerns that she did not have them ready this because she did not know that she had to have her comments ready for tonight's meeting. Therefore, she stated that she would have her comments for the Public Hearing. Councilor Buhle questioned whether she could email Mrs. Riley to set up a meeting before the next Public Hearing. Mrs. Riley responded, stating that would fine.

Mr. Whit Irwin, 2 Winfield Way, Ledyard, stated that he had one more constructive comment about the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*". He noted the language was unclear as to who had the penalization authority; questioning whether it lied with the Commission; or with the Town Council: He stated clarity of the language to make it more explicit would be beneficial. Councilor Buhle stated providing clarity regarding the penalization authority was previously brought forward; and that it would be addressed.

Ms. Angela Cassidy, 52 Hurlbutt Road, Gales Ferry, attending remotely via Zoom, stated that she agreed with Parks, Recreation & Senior Citizens Director Scott Johnson, Jr. in that she felt much better about this Ordinance. She stated that she felt that this Code of Ethics was necessary, but that she did not agree with all the versions. She stated that she was happy they started from a more comprehensive document and with the this new version. She stated that it was great that the Councilor Buhle went back to the Town Attorney as requested. She expressed concern that this Ordinance was being fought so heavily, because this effort has been completely nonpartisan, noting that it really had support from both sides.

Councilor Buhle thanked all the residents for the wonderful feedback, comments and suggestions.

VII. BUSINESS OF THE MEETING

1. Discussion and possible action to recommend the Town Council to adopt a proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” to incorporate public feedback and recommendations provided by the Town Attorney.

Councilor Buhle explained the Ordinance presented this evening was modeled after the Town of Glastonbury’s Ethics Ordinance, noting that Attorney Ritter had drafted their Ordinance. She stated that she talked with Town Attorney Matt Ritter on Monday, October 27, 2025 regarding the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” and that they worked to incorporate the comments received from the public and staff into Ledyard’s Ordinance.

Councilor Buhle went on to note that since the draft Ordinance dated October 27, 2025 was provided that she received some additional comments from Police Chief John Rich, and Administrator of Emergency Services Steve Holyfield. Therefore, she would like to propose a few amendments to address their comments and concerns. She proceed as follows:

- MOTION to add the following language to Section 5a with exact language suggested by Town Attorney Matt Ritter:

“Notwithstanding anything contained in this ordinance to the contract, a Town official, employee, or consultant may enter into a contract with the Town if the contract is (i) publicly quoted or bid; or (ii) the Town official, employee, or consultant is not involved in the awarding of the contract In addition, the provisions of this section shall not apply to any employment contracts in which a Town official, employee, or consultant is hired by the Town or the Board of Education to perform necessary services.”

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT:	2– 0 APPROVED TO RECOMMEND
MOVER:	Jessica Buhle, Committee Member
SECONDER:	April Brunelle, Committee Member
AYES:	April Brunelle, Jessica Buhle
EXCUSED:	Kevin Dombrowski

- MOTION to add the following language in Section 5e, with exact language suggested by Attorney Ritter:
“This section does not apply to Town-owned vehicles issued to emergency responders who are authorized by the Mayor, Fire Chief or Police Chief to take their Town-owned

vehicles home, or vehicles issued to employees who are permitted to bring their Town-owned vehicles homes as part of an employment agreement or contract.”

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT:	2– 0 APPROVED TO RECOMMEND
MOVER:	Jessica Buhle, Committee Member
SECONDER:	April Brunelle, Committee Member
AYES:	April Brunelle, Jessica Buhle
EXCUSED:	Kevin Dombrowski

- MOTION to add the following language in Section 14. C. 4 . v., which has been reviewed and agreed upon by Attorney Ritter:

“Penalties will be determined by a majority vote of the Town Council within sixty (60) days after receipt of the finding and memorandum of Ethics Commission.”

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT:	2– 0 APPROVED TO RECOMMEND
MOVER:	Jessica Buhle, Committee Member
SECONDER:	April Brunelle, Committee Member
AYES:	April Brunelle, Jessica Buhle
EXCUSED:	Kevin Dombrowski

The Administration Committee continued by reviewing the Mayor’s letter dated October 29, 2025 providing comments to the newly proposed replacement “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” and addressed a number of his concerns with the amendments as noted below:

- MOTION to amend Section 5d to read:
“No town Official or employee may directly hire a member of his/her family. Town employee supervision of a member of his/her family may occur in temporary emergency situations, including but not limited to winter storms, tropical storms, and labor shortages.”

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT: 2– 0 APPROVED TO RECOMMEND
MOVER: Jessica Buhle, Committee Member
SECONDER: April Brunelle, Committee Member
AYES: April Brunelle, Jessica Buhle
EXCUSED: Kevin Dombrowski

- MOTION to amend Section 9.d.4 to read:
“To the Town department directors – to the Mayor or the Town Council”.

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT: 2– 0 APPROVED TO RECOMMEND
MOVER: Jessica Buhle, Committee Member
SECONDER: April Brunelle, Committee Member
AYES: April Brunelle, Jessica Buhle
EXCUSED: Kevin Dombrowski

- MOTION to amend Section 13b.b. to add the following
“Have campaigned for any other person seeking a town office”
In addition and add ***“campaign”*** to definitions to be specified by Town Attorney.

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT: 2– 0 APPROVED TO RECOMMEND
MOVER: Jessica Buhle, Committee Member
SECONDER: April Brunelle, Committee Member
AYES: April Brunelle, Jessica Buhle
EXCUSED: Kevin Dombrowski

- MOTION to amend Section 13.d.4. to add:
“No member may serve more than three (3) terms total.”

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT: 2– 0 APPROVED TO RECOMMEND
MOVER: Jessica Buhle, Committee Member
SECONDER: April Brunelle, Committee Member
AYES: April Brunelle, Jessica Buhle
EXCUSED: Kevin Dombrowski

- MOTION to correct typos and language in the following sections:
 - Section 3.5. to read “*person or persons*” to correct a typo.
 - Section 14.b.2 change the word “~~it~~” to “*the form*.”
 - Section 14.5.ii., change language to read “*The Ethics Commission will meet to review the request,*” removing the word “~~to~~.”

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT:	2– 0 APPROVED TO RECOMMEND
MOVER:	Jessica Buhle, Committee Member
SECONDER:	April Brunelle, Committee Member
AYES:	April Brunelle, Jessica Buhle
EXCUSED:	Kevin Dombrowski

- MOTION to correct an additional typo:
Section 14.c.4.v., remove the letter A in front of Violation, so the sentence starts with Violation, and re-letter the list to start with *a.* instead of ~~b.~~

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 2 – 0 Approved and so declared

RESULT:	2– 0 APPROVED TO RECOMMEND
MOVER:	Jessica Buhle, Committee Member
SECONDER:	April Brunelle, Committee Member
AYES:	April Brunelle, Jessica Buhle
EXCUSED:	Kevin Dombrowski

- ❖ MOTION to recommend the Town Council adopt the “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” as updated on or about October 29, 2025.

DRAFT: 10/~~27~~/29/2025

Ordinance # _____

AN ORDINANCE ESTABLISHING A TOWN OF LEDYARD CODE OF ETHICS AND ETHICS COMMISSION

Be it ordained by the Town Council of the Town of Ledyard:

Section 1. Authority

In accordance with Chapter III of the Town Charter, there is hereby established a Town of Ledyard Code of Ethics and Ethics Commission.

Section 2. Declaration of Policy and Purpose

The trust of the public is essential for government to function effectively. The proper operation of the Town government requires that Town officials, Town employees, and Town consultants be independent, impartial, and responsible to the people; that governmental decision and policies be made in the proper channels of governmental structure; that public office and employment not be used for beneficial and/or financial interest; and that the public has confidence in the integrity of its government.

The purpose of the Town of Ledyard Code of Ethics is to:

- Identify standards of ethical conduct to guide all Town officials, including members of the Board of Education, and all Town and Board of Education officers, employees, and consultants as they conduct their public responsibilities.
- Clarify the role of the Ethics Commission.
- Outline a process that allows Town officials, including members of the Board of Education, and all Town and Board of Education employees, and consultants to seek guidance and advice about ethical issues connected with their public responsibilities, and
- Establish a process that enables citizens to report, and the Ethics Commission to investigate and respond to possible violation of the Code.

Section 3. Definitions

As used in this ordinance, the following words or phrases shall have the meaning indicated:

1. “Agency” is any board, commission, authority, or committee of the Town, including the Town Council and Board of Education.
2. “Beneficial interest” means any nonfinancial interest or special treatment that is not common to other citizens of the Town.
3. “Business associate” means a person joined together with another person through employment or to achieve a common financial and/or business-related objective.
4. “Business day” means a day other than a Saturday, Sunday, or other day on which the office of the Ledyard Town Clerk is closed to the public for business.
5. “Campaigning” – to be defined by attorney
6. “Complainant” means a person or persons who files a complaint under penalties of false statement against an official, employee, or consultant containing allegation of prohibited activities under the Code of Ethics.

7. “*Confidential Information*” means information acquired by a Town official, employee, or consultant in the course of and by reason of performing an individual’s official duties and which is not a matter of public record or public knowledge.
8. “*Consultant*” means any independent contractor or professional person or firm that is by virtue of an award of a public bid or contract engaged by and receives compensation from the Town or Board of Education for the purpose of providing professional, scientific, technical, or other specialized opinion, and is in a position to influence any decision of an agency, official, or employee.
9. “*Employee*” is any person receiving a salary, wages, or stipend from the Town or Board of Education for services rendered, whether full-time or part-time.
10. “*Family*” means the spouse, domestic partner, fiancé, fiancée, parents, daughter-in-law, son-in-law, mother-in-law, father-in-law, sister-in-law, brother-in-law, grandparents, great-grandparents, lineal descendants, stepchildren, foster children, siblings, stepsiblings, foster siblings; lineal descendants of siblings, stepsiblings, and foster siblings of an official, employee, or consultant, or his/her spouse or domestic partner.
11. “*Financial Interest*” means any interest that:
 - a. has a monetary value of one hundred dollars (\$100.00) or more or generates a financial gain or loss of one hundred dollars (\$100.00) or more in a calendar year;
 - b. is not common to the other citizens of the Town. An individual’s financial interests shall include the financial interests of all members of his/her family but shall not include any duly authorized compensation from the town.
12. “*Gift*” is a gift of more than one hundred dollars (\$100.00) in value. A gift includes, but is not limited to, entertainment, food, beverage, travel, and lodging to the extent that the gift value exceeds one hundred dollars (\$100.00) in any one (1) year from the same person, as well as loans that are not commercially reasonable. A gift may also include donations to a third party on behalf of an official, employee, or consultant for which she/he receives some favor, advantage, or consideration.

Gifts do not include:

 1. A political contribution that is otherwise reported in accordance with the law.
 2. A loan made on terms that are commercially reasonable and not more favorable than loans made in the ordinary course of business.
 3. Any gift regardless of value received from: (i) any family member who resides in the same household as the recipient of the gift, or (ii) another family member unless the other family member who makes the gift is interested, directly or indirectly, in a business transaction or pending matter that is within the purview or responsibilities of (a) the recipient of the gift, or (b) another family member residing in the same household as the recipient of the gift.

4. Certificates, plaques, or other ceremonial awards costing less than fifty dollars (\$50.00).
 5. A rebate or discount on the price of anything of value made in the ordinary course of business, without regard to that person's status.
 6. Honorary degrees.
 7. Costs associated with attending a conference or business meeting and/or registration or entrance fee to attend such conference or business meeting in which the Town official or Town employee participates in his/her official capacity.
 8. Any gift provided to a Town Official or Town Employee or to a family member of a Town Official or Town Employee for the celebration of a major life event provided any such gift provided to an individual does not exceed one thousand dollars (\$1,000.00) in value. A major life event shall include, but not be limited to, a ceremony commemorating an individual's induction into religious adulthood such as a confirmation or bar mitzvah; a wedding; a funeral; the birth or adoption of a child; and retirement from public service or Town employment.
-
13. *"Inquiry"* means a complaint or allegation of a possible violation of the Code.
 14. *"Official"* is any person holding elective or appointive office in the government of the town and shall include, but not limited to, the Town Council, Board of Education, Town commissions and committees, or any other agency.
 15. *"Respondent"* means a person who is the subject of a complaint.

Section 4. Confidential information

Town officials, employees, or consultants may not disclose or use any information or records that are not available to the public except in the performance of official duties or as required by law or court order.

Section 5. Conflict of Interest Provisions

- a. A Town official, employee, or consultant has a conflict of interest when that individual engages in or participates in any contract, transaction, decision, employment, or rendering of service where the Town official, employee, or consultant has a financial or beneficial interest. *Notwithstanding anything contained in this ordinance to the contract, a Town official, employee, or consultant may enter into a contract with the Town if the contract is (i) publicly quoted or bid; or (ii) the Town official, employee, or consultant is not involved in the awarding of the contract. In addition, the provisions of this section shall not apply to any employment contracts in which a Town official, employee, or consultant is hired by the Town or the Board of Education to perform necessary services.*
- b. A financial interest or beneficial interest presents a conflict of interest that is incompatible with the proper discharge of official responsibilities in the public interest if the Town official, employee, or consultant has reason to believe or expect that he/she or any member of his family or business associate will obtain, secure, or advance such

interest by reason of his/her actions in performance or nonperformance of his/her official responsibilities.

- c. A Town official, employee, or consultant does not have a financial interest or beneficial interest that is incompatible with the proper discharge of his/her official responsibilities in the public interest if the interest accrues to such individual, his/her family members or business associate(s) as a member of a profession, occupation, or group to no greater extent that it accrues to any other member of the profession, occupation, or group with which he/she is affiliated as set forth in G.S. 7-148h(b).
- d. ~~No Town Official or employee may directly hire a member of his/her family.~~ Town employee supervision of a member of his/her family may occur in temporary emergency situations, including but not limited to winter storms, tropical storms, and labor shortages.
- e. Town officials and Town employees shall not use Town owned vehicles, equipment, facilities, materials, or property for personal convenience or profit. Personal convenience or profit refer to those matters that are not related to the individual's official duties. This section does not apply to Town-owned vehicles issued to emergency responders who are authorized by the Mayor, Fire Chief or Police Chief to take their Town-owned vehicles home, or vehicles issued to employees who are permitted to bring their Town-owned vehicles homes as part of an employment agreement or contract.
- f. No Town official, employee, or consultant may withhold information or make a dishonest or fraudulent statement with the intent to deceive or to misrepresent material facts in the performance of his or her official duties.

Section 6. Consultants

- c. The Code of Ethics shall be incorporated by reference into all contracts entered into by the Town of Ledyard and the Board of Education with a consultant.
- d. Persons or firms who are engaged by and receive compensation from other governmental entities, such as the state or federal government, and who are in a position to influence any decision of an agency, official, or employee shall be guided by the Code.

Section 7. Gifts and favors

- a. No Town official, employee, or consultant, or any business associate, or member of his/her family nor any agency, employee organization, or group of employees shall solicit or accept any gift, whether in the form of a service, a loan at a less than a commercially available rate, a material thing, or a promise, from any person or entity who or which is interested directly or indirectly in any business transaction or pending matter that is within the purview of such official, employee, consultant, agency, employee organization, or group of employees. No Town official, employee, or consultant shall accept, or knowingly seek or cause to be given to any member of his/her family, any valuable favor, treatment, consideration, or advantage beyond that which is generally available to the citizens of the Town from any person who, to the knowledge of the

official, employee, or consultant, is interested directly or indirectly in any business transaction or pending matter that is within the responsibilities of the official, employee, or consultant. For purposes of this section, a pending matter includes, but is not limited to, any application to an agency, commission, committee, a bid for work to be performed, an application for employment, and any bid for the furnishing of supplies, equipment, or services.

- b. This section shall not apply to any political contribution that is reported as required by law.

Section 8. Equal treatment

Without proper authorization, no Town official, employee, or consultant shall accept, seek, grant, or cause to be granted any special consideration, treatment, or advantage to such individual, or his/her family by virtues of his/her position or business association.

Section 9. Disclosure and disqualification

- a. Any Town official, employee, or consultant who has a conflict of interest, financial interest, or beneficial interest, direct or indirect, in any contract, transaction or decision within the purview of his/her official responsibilities shall disclose that conflict of interest in accordance with section 9(b) through 9(e). Such disclosure shall disqualify the official, employee, or consultant from participation in the matter, transaction, or decision.
- b. No Town official, employee, or consultant shall appear on behalf of any private person or party before any agency in connection with any cause, proceeding, application, or other matter in which he/she has financial interest or beneficial interest without first disclosing such interest to the agency, which shall record such disclosure in the record of the agency's proceeding.
- c. All Town Councilors, Board of Education members, and the Mayor shall, on or before January 1st each year, file with the Town Clerk, on a form to be prepared by the Town Attorney, a statement, under oath, containing the following information:
 - 1. All real estate located within the Town of Ledyard owned by such elected official or held under lease for a term exceeding five years, excluding, however, his/her principal residence. The foregoing shall also apply to real estate in the Town of Ledyard owned or leased, as aforesaid, by a corporation, trust or partnership in which any such elected official is the legal or equitable holder of at least five (5) percent of the legal or equitable interest in said corporation, trust, or partnership.
 - 2. The names of any firm, proprietorship, partnership, or corporation of which said elected official is an employee or in which such elected official holds at least a five (5) percent interest, and which firm, proprietorship, partnership, corporation, or limited liability corporation has sold or supplied goods or services in excess of ten thousand dollars (\$10,000.00) per annum to the Town of Ledyard during the two (2) years immediately preceding such official's election to office.

3. Any income, fees, salary, or wages directly or indirectly, received by such official from the Town of Ledyard during the two (2) years immediate proceeding such official's election to public office.
- d. If there is an uncertainty whether a Town official, employee, or consultant has a conflict of interest, financial interest, or beneficial interest that could disqualify that individual from participation in a matter, such individual shall disclose such possible conflict of interest to the following:
 1. For a Town official who is a member of an elective or appointive board, commission, committee, or authority - to the particular chair of the commission or committee of which such official is a member.
 2. For Town employees and officials appointed by the appropriate authorities – the Mayor or Town Council.
 3. For Board of Education employees - to the superintendent of schools
 4. The Town department directors - to [the Mayor](#) or the Town Council.
 5. The superintendent of schools - to the Board of Education.
 6. For a consultant - to the agent executing the contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report to seek an advisory opinion from the Ethics Commission regarding whether such official, employee, or consultant should abstain from participating in the transaction or decision related to the possible conflict of interest.
- f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

Section 10. Incompatible activities

- a. This Code shall not prohibit any current or former Town official, employee, or consultant from appearing before any agency on his/her own behalf. To avoid an actual or perceived conflict, Town officials are strongly discouraged from appearing before the agency on which they are a member or officer, absent extenuating circumstances, unless he/she has received a prior favorable advisory opinion by the Ethics Commission pursuant to Section 14(b) prior to appearing.
- b. Nothing in the Code shall be interpreted to authorize conduct restricted or prohibited by any provision of the Connecticut General Statutes including, but not limited to, G.S. 8-11, 8-21, and 22a-42(c) that restrict conduct of members of municipal zoning and planning authorities and members of Inland, Wetlands and Watercourses commissions.

- c. To avoid even the appearance of impropriety or creation of a situation that would be contrary to the declared policy and purpose of the Code, a Town official shall exercise care when appearing before other agencies and shall disclose whether he/she is appearing in his/her official capacity or as a private citizen.

Section 11. Penalty for violation

A failure to comply with the Code shall be considered grounds for censure, reprimand, suspension, demotion, removal, or dismissal of Town officials, employees, and consultants as applicable. The remedies and procedures specified in applicable statutory and Charter provisions, personnel rules, contract grievance rules, or other work rules, policies, and procedures, shall be followed in the enforcement of this section.

Section 12. Acknowledgment form

- a. The Town Clerk shall provide a copy of the Code of Ethics to every Town official and employee within sixty (60) days of date that he/she begins his/her duties. Every Town official and employee shall sign and file with the Town Clerk an acknowledgment form indicating his/her awareness of the provisions of this Code. Current Town officials and employees shall acknowledge the Code of Ethics within one-hundred-twenty (120) days of its effective date.
- b. Each consultant shall sign and file with the Town Clerk an acknowledgment form indicating his or her awareness of the provisions of this Code on or before being retained by the Town, Board of Education, or other agency. Current consultants shall acknowledge the Code of Ethics within one-hundred-twenty (120) days of its effective date.
- c. The Mayor and superintendent of schools shall develop a protocol for periodic training of employees concerning the Code of Ethics. The Commission shall develop a protocol for periodic training of officials.
- d. The Town Council shall approve a procedure for monitoring compliance with this section and approve the training protocols specified in subsection (c).

Section 13. Ethics Commission

- a. Structure
 - 1. The Ethics Commission shall be comprised of five (5) regular members and two (2) alternate members. All members of the Ethics Commission shall be electors of the Town
 - 2. No more than two (2) of the regular members may be affiliated with any one political party. At all times, at least one regular member shall be unaffiliated with any political party. Both alternate members may not be affiliated with the same political party.

3. Members will not be compensated for their service on the Commission.
 4. Within thirty (30) days of the appointment of the Ethics Commission, an organizational meeting shall be held at which members shall choose a Chairman, Vice-Chairman, and a Secretary
- b. Member and alternate member qualifications
- a. Members and alternate members must be residents of the Town of Ledyard.
 - b. No member or alternate member shall:
 - a. Be employed by the Town;
 - b. Have been employed by the Town for a period of two years prior to being appointed to the Ethics Commission.
 - c. Hold or seek any Town office.
 - d. Have campaigned for any other person seeking a town office.
 - e. Have held any Town office for a period of two years prior to being appointed to the Ethics Commission.
 - f. Serve as a member of another Town agency.
 - g. Hold office in a political party or political committee.
 - h. Have been found in violation of state, local, or professional code of ethics.
- c. Method of appointment: The Town Council shall appoint the Ethics Commission members in the manner provided in the Town Charter. Members of the Ethics Commission shall be appointed by a minimum of (6) affirmative votes of the Town Council.
- d. Terms of appointment
1. Members will be appointed for three (3) year terms.
 2. If a member is appointed to fill an unexpired term, then that member's term ends at the same time as the term of the person being replaced.
 3. In making the original appointments under this ordinance, the Town Council shall designate two (2) regular members to serve for three (3) years, two (2) regular members to serve for two (2) years; one (1) regular member to serve for (1) year; one (1) alternate member to serve for three (3) years and one (1) alternate member to serve for two (2) years. Thereafter, vacancies shall be filled for a three (3) year term.
 4. Inaugural members shall be eligible to serve two (2) additional three (3) years term beyond his/her initial appointment. No member may serve more than three (3) terms total.
 5. The Town Council may remove members for cause and fill the vacancy in accordance with the Town Charter. Cause for removal shall include, but is not limited to, an unexcused absence from three (3) consecutive meetings. It shall be the responsibility of the Chairman of the Ethics Commission to notify the Town Council when a member has not properly performed his/her duties.

e. Powers and duties

1. The Ethics Commission shall be authorized to consult the Town Attorney or another attorney hired by the Commission if so authorized by the Town Council.
2. The Ethics Commission shall be authorized to request that the Town Attorney provide advisory opinions.
3. The Ethics Commission has the power to render advisory opinions to any Town official, employee, or consultant on whether conduct by that person would constitute a violation of the Code of Ethics. Individuals seeking an advisory opinion should follow the procedures outlined in Section 14 of the Code.
4. The Ethics Commission has the power to examine complaints and to make a determination of probable cause, pursuant to the procedures outlined in Section 14.
5. The Ethics Commission has the power to hold hearings concerning alleged violations of the code, may administer oaths, and may compel attendance of witnesses by subpoena to the extent permitted by law.
6. The Ethics Commission has the power to review the Code of Ethics policies and procedures on an as-needed basis and will make recommendations to the Town Council regarding changes to the Code of Ethics policies and procedures.
7. The Ethics Commission will make advisory opinions available to the public unless doing so would violate the confidentiality provision of this Code of Ethics or is otherwise prohibited by law.
8. The Ethics Commission will protect the personal privacy rights of any individual who is the subject of an inquiry or complaint, except as necessary to investigate and make determinations of probable cause. If there is a finding of no probable cause, the existence of an inquiry or complaint and any records relating to that inquiry or complaint shall remain confidential pursuant to Section 14.
9. The Ethics Commission may take action to increase public awareness of the Code of Ethics.

Section 14. Ethics Commission rules of procedure

- (a) These procedures shall be used by the Ethics Commission established in Section 14 hereof, and are designed to guide public officials, officers, employees, consultants, and citizens of the process to be followed if they seek advice or question the conduct of those in or affiliated with town government. Subsection (b), advisory opinions, describes a process for Town officers, officials, employees, or consultants, and other parties doing business with the Town who are seeking advice about their own conduct or the conduct of a Town office or function. Subsection (c), complaints, describes a formal, public procedure for filing complaints. Subsection (d), other communications; miscellaneous, describes the process to be followed by anyone wishing to bring something to the attention of the Ethics Commission, without requesting an advisory opinion or filing a complaint.

(b) Advisory opinions

1. Any current, former, or prospective Town of Ledyard employee, official, or consultant may request an advisory opinion from the Ethics Commission as to whether conduct by that person or entity would violate the Code of Ethics. Any current Town official also may request an advisory opinion concerning the activities of any department over which he/she has jurisdiction or board or commission on which he/she serves.
2. Individuals initiating a request for an advisory opinion must do so by completing a form available through the Ledyard Town Clerk's Office or through the Town's website www.ledyardct.org. The form must contain a statement setting forth the advice requested and the relevant facts known to the individual making the request so that the Ethics Commission can reasonably be expected to understand the nature of the request. The individual making the request must sign ~~it~~ the form.
3. Requests must be addressed in a sealed envelope to the Ethics Commission, c/o The Ledyard Town Clerk, 741 Colonel Ledyard Highway, Ledyard, CT 06339-1511 who will date stamp, but not open, the envelope and forward same promptly to the chair or vice-chair of the Ethics Commission. On the day said request is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice-chair of the Ethics Commission, or both, of same.
4. The date the request is received by the Town Clerk will mark the official date of receipt for purpose of deadlines for decisions.
5. Proceedings
 - i. The chair will present the request to the Ethics Commission at its next regular meeting or at a special meeting under executive session, except upon the request of the individual that is seeking the advisory opinion regarding whether his/her conduct constitutes a violation of the Code of Ethics, called by the Ethics Commission chair or vice-chair.
 - ii. The Ethics Commission will meet in to review the request. At that time, it may decide to (1) Seek additional information, (2) Create a subcommittee of at least two (2) commission members to make a recommendation for consideration by the full Ethics Commission, (3) Hold an informal hearing to receive comments from the individual who request the advisory opinion and/or from the public, (4) Investigate the relevant facts and issues in order to render the advisory opinion.
6. Decisions
 - i. Advisory opinions will be made by a majority of the Ethics Commission members voting at a meeting at which a quorum is present.
 - ii. The Ethics Commission will issue an advisory opinion as expeditiously as possible but in any event within ninety (90) days from the day it first considers the request. The Ethics Commission may extend the time for a decision for up to an additional thirty (30) days.

- iii. All advisory opinions must be in writing and communicated to the individual making the request.
- iv. The Ethics Commission may decline to render an advisory opinion if (1) the subject matter is not covered by the Code of Ethics, (2) the known facts are incomplete or incorrect, and the omission or misstatements are material to the advisory opinion requested, or (3) other reasonable grounds exist for not taking action. If the Ethics Commission decides to so act, it shall state its reasons.

7. Confidentiality

- i. Requests for advisory opinions will be reviewed in executive session except upon the request of the individual that is seeking the advisory opinion regarding whether his/her conduct constitutes a violation of the Code of Ethics.
- ii. Advisory opinions reviewed in open sessions will be made available for public inspection by delivery to the Town Clerk's office.

c. Complaints

1. A complaint alleging any violation of the Code of Ethics shall be made on a form prescribed by the Ethics Commission available at the Town's website www.ledyardct.org or through the Town's Clerk office, and signed under penalty of false statement. The form shall be delivered to the Town Clerk in a sealed envelope who will date stamp, but not open, the envelope and forward same promptly to the chair or vice-chair of the Ethics Commission. On the day said request is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice-chair of the Commission, or both, and the respondent within five (5) days of receipt of the complaint. The Ethics Commission shall also notify the respondent that it will conduct a probable cause determination and invite the respondent to provide any information the respondent deems relevant to the Ethics Commission's determination of probable cause.

No complaint may be made under the Code of Ethics unless it is filed with the Ethics Commission within three (3) years after the violation alleged in the complaint has been committed.

The Complaint shall include:

- Name of the person accused (respondent).
- Name of the person filing the complaint.
- The specific acts alleged to constitute a violation of the Code of Ethics and when said actions occurred.

2. Evaluation and Acknowledgment

- a. Within sixty (60) business days of the receipt of a complaint, the Ethics Commission shall review and determine whether there is probable cause that a violation of the Code of Ethics has occurred. A finding of probable cause means that based on a review of

the available information, the Ethics Commission determines that reasonable grounds exist to believe that the respondent engaged in prohibited conduct by the Code of Ethics. If the Ethics Commission does not make a finding of probable cause, the complaint shall be dismissed, and a copy of its decision shall be mailed to both the complainant and the respondent. Unless the Ethics Commission makes a finding of probable cause, a complaint alleging a violation of this Code of Ethics shall be confidential except upon the request of the respondent.

- b. If the Ethics Commission makes a finding of probable cause, which shall require three (3) affirmative votes, it shall so advise both the complainant and the respondent and begin a formal investigation process.

3. Hearings

- i. If the Ethics Commission decides that probable cause of a violation of the Code of Ethics exists, it will conduct a public hearing to determine whether or not a violation occurred in accordance with Uniform Administrative Procedure Act (“UAPA”) (See Chapter 54 of the Connecticut General Statutes). At the hearing, the respondent will have the right to be represented by legal counsel, to present evidence and witnesses and compel attendance of witnesses and the production of books, documents, records, and papers, and to examine and cross-examine witnesses and inspect and copy relevant and material records, papers and documents not in such person’s possession. Hearings are not governed by the legal rules of evidence and any information relevant to the matter may be considered. The Ethics Commission will respect the rules of privilege recognized by the law. Not later than ten (10) days before the start of the hearing, the Ethics Commission will provide the respondent with a list of its intended witnesses. The Ethics Commission will make a record of the proceedings.

4. Final Decisions

- ii. Decisions by the Ethics Commission that a person is in violation of the Code of Ethics must result from the concurring vote of four (4) of its members.
- iii. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.
- iv. Such finding and memorandum will be deemed to be the final decision of the Ethics Commission for the purposes of the UAPA. The respondent may appeal to the superior court in accordance with the provisions of Section 4-183 of the Connecticut General Statutes.
- v. If the Ethics Commission determines that the Code of Ethics was violated, it will provide the respondent, the Mayor, and the Ledyard Town Council with a copy of its findings and memorandum within ten (10) days after its decision. It will also advise the respondent of his/her right to appeal the decision pursuant to Section 4-183 of the Connecticut General Statutes.

vi. Penalties for Violations of the Code of Ethics

Violation of the Code of Ethics may lead to any one or a combination of the following penalties:

- a. Order to cease and desist the violation
- b. Pay a civil penalty of up to the maximum amount permitted by State law.
- c. Censure
- d. Suspension without pay
- e. Demotion
- g. Termination of employment
- h. Restitution of any benefits received because of the violation committed.

Penalties will be determined by a majority vote of the Town Council within sixty (60) days after receipt of the finding and memorandum of Ethics Commission.

d. Other communications; miscellaneous:

The Ethics Commission welcomes communications from the public even if they do not fall within the categories of an advisory opinion, inquiry, or complaint. These should be in writing and should include the name and address of the individual making the communication. The communication should be addressed in a sealed envelope to the chair of the Ethics Commission, c/o the Ledyard Town Clerk, 741 Colonel Ledyard Highway, Ledyard, CT 06339-1511 who will date stamp, but not open, the envelop and forward same promptly to the chair or vice chair of the Ethics Commission. On the day said communication is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice chair of the Ethics Commission, or both, of same. The chair or vice chair shall determine whether said communication should be treated as confidential. Requests that are not treated as confidential will be made available for public inspection by delivery to the Town Clerk's office. Communications will be handled on a case-by-case basis and at the discretion of the Ethics Commission.

Section 15. Severability

If any part of this Code of Ethics or 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.

Adopted by the Ledyard Town Council on: _____

Signed/Certified on: _____

Gary St. Vil, Chairman

Approve/Disapprove on: _____

Fred B. Allyn , III, Mayor

Moved by Councilor Buhle, seconded by Councilor Brunelle

Discussion: Please see amendments as noted above

VOTE: 2 – 0 Approved and so declared

RESULT: 2– 0 APPROVED TO RECOMMEND
MOVER: Jessica Buhle, Committee Member
SECONDER: April Brunelle, Committee Member
AYES: April Brunelle, Jessica Buhle
EXCUSED: Kevin Dombrowski

2. MOTION to recommend the Town Council set a Public Hearing (Hybrid Format – Video Conference and In-Person) to be held on Monday, November 10, 2025, at 5:00 p.m. in the Council Chambers, Town Hall Annex, 741 Colonel Ledyard Highway, Ledyard, Connecticut, to receive comments and recommendations regarding a proposed ordinance entitled “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission,*” as updated on or about October 29, 2025.
Moved by Councilor Buhle, seconded by Councilor Brunelle
Discussion:

In accordance with the Town Charter; Section 5

“Section 5. Public Hearing On, Publication Of, And Passage Of Ordinances

Unless otherwise required by State statutes, at least one public hearing, notice of which shall be given at least five (5) days in advance by publication on the Town Website and by posting a notice in a public place, shall be held by the Town Council before any ordinance shall be passed”.

VOTE: 2 – 0 Approved and so declared

RESULT: 2– 0 APPROVED TO RECOMMEND
MOVER: Jessica Buhle, Committee Member
SECONDER: April Brunelle, Committee Member
AYES: April Brunelle, Jessica Buhle
EXCUSED: Kevin Dombrowski

VIII. ADJOURNMENT

Councilor Brunelle moved the meeting be adjourned, seconded by Councilor Buhle.

VOTE: 2 - 0 Approved and so declared, the meeting was adjourned at 5:56 p.m.

Respectfully submitted,

Jessica Buhle
Committee Chairman
Administration Committee



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2771

Agenda Date: 11/12/2025

Agenda #: 1.

APPOINTMENT

Motion/Request:

MOTION to appoint Mr. Joshua Mackin (I) 546 Colonel Ledyard Highway, Ledyard to the Planning & Zoning Commission as an Alternate Member to complete a two (2) year term ending December 31, 2026 filling a vacancy left by Mr. Woody.

Background:

Mr. Mackin has High school Diploma from Norwich Free Academy 2014.

He is currently employed at Today Construction

Mr. Mackin is an experienced construction professional, with over a decade of experience in residential and commercial construction he understands how zoning decisions impact both community character and future development

Mr. Mackin is interested in serving on the Planning and Zoning Committee to contribute his practical knowledge of building, land use, and development to support the town's growth.

He is interested in bringing a youthful, forward-thinking perspective to help ensure that Ledyard continues to grow responsibly while preserving the integrity and quality of life that make our town special. (Please see attached Application).

Administrative Notes:

Alternate Member Mr. Woody was moved from an Alternate Member to a Regular Member on the Planning & Zoning Commission, which left a opening for an Alternate Member (Please see attached Roster)

Nominating Committee Recommendation:

N/A Mr. Mackin is a registered Unaffiliated - No Party Endorsement required.

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

Joshua Mackin
First Name Middle Initial Last Name

joshmackin43@gmail.com
Email Address

546 Colonel Ledyard Highway
Home Address Suite or Apt

Ledyard CT 06339
City State Postal Code

Mobile: (860) 334-9490
Primary Phone Alternate Phone

Which Boards would you like to apply for?

Planning & Zoning 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?

As a Ledyard resident and experienced construction professional, I’m interested in serving on the Planning and Zoning Committee to contribute my practical knowledge of building, land use, and development to support the town’s growth. With over a decade of experience in residential and commercial construction, I understand how zoning decisions impact both community character and future development. I want to bring a youthful, forward-thinking perspective to help ensure that Ledyard continues to grow responsibly while preserving the integrity and quality of life that make our town special.

Community Involvement

Educational Background

High school Diploma from Norwich Free Academy 2014

Today's Construction LLC Foreman
Employer Job Title

Joshua_Mackin_Resume.pdf
Upload a Resume

Party Affiliation**Party Affiliation ***

☒ 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)

Joshua Mackin

PLANNING & ZONING COMMISSION

	Name	Term Expiration
R	Miello, Matthew 12 Cardinal Lane Gales Ferry, Connecticut 06335	10/31/2026
D	Wood Marcelle (Marty) 11 South Glenwoods Road Gales Ferry, Connecticut 06335	10/31/2027
U	Ribe, Beth 129 Rose Hill Road Ledyard, Connecticut 06339	10/31/2027
U	Woody, Nathaniel 770 Long Cove Road Gales Ferry, Connecticut 06339	10/31/2027
D	Harwood, James 10 Eska Drive Ledyard, Connecticut 06339	12/ 31/ 2026

ALTERNATE MEMBERS

D	Spaziani, Rhonda 9 Sunset Road Gales Ferry, Connecticut 06335	10/31/2026
U	Vacant (Woody, Nathaniel)	12/31/2026
D	Lockhart, Greg 30 Tanger Lane Gales Ferry, Connecticut 06335	12/31/2025

Town Council Appointment

3 Year Term

5 Reg. Members

3 Alt. Members

Zoning Citation Officer

Eric Treaster

10 Huntington Way

Ledyard, Connecticut 06339

Email: bsaofnl-eric@yahoo.com

Blight Enforcement Officer

Eric Treaster



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2774

Agenda Date: 11/12/2025

Agenda #: 2.

RESOLUITON

Motion/Request:

Discussion and possible action to Establish an Ad Hoc Committee to Develop Process for Capital Improvement Building Projects.

Background:

The Board of Education and the Permanent Municipal Building Committee (PMBC) has requested the Town Council establish an Ad Hoc Committee to outline the process for the Capital Improvement Projects. (please see attached)

Department Comment/Recommendation:

(type text here)

Mayor Comment/Recommendation:

(type text here)

Body:

(type text here)

Roxanne Maher

From: Anthony Favry <afavry@ledyard.net>
Sent: Monday, October 20, 2025 8:57 PM
To: Town Council Group
Cc: Jay Hartling; BoE Members
Subject: Ad Hoc Committee Request

Good Evening Chairman St. Vil -

It was suggested by a Board Member during one of the Regular BoE Meetings, that an ad hoc committee be established by Town Council to evaluate the end-to-end building project process, leveraging the recent school projects as a proxy for the discussion.

The Board of Ed would value your consideration and evaluation for the establishment of an ad hoc committee and that this committee be comprised of key stakeholders that play a role in the building project process.

Should you have any questions, please let me know.

Thank You,
Anthony Favry
Chairman, Ledyard Board of Education

22 October 2025

Town Council Chair
Town of Ledyard
741 Colonel Ledyard Highway
Ledyard, Connecticut, 06339

Dear Town Council Chair,

I have read the letter for Anthony Favry , addressing to the Town Council , that he is in support of the establishment of an Ad Hoc committee to look into the building and improvement process that the PMBC follows to accomplishment Capitol Improvements to the Town's Buildings.

After experiencing first hand this year, trying to get the HVAC improvements to the JWL School moving from the 2-year standstill, I am in favor of this proposal and ask that the Town Council asapprove the establishment of such a committee. Of course, I volunteer to be an active member of the committee. I have valuable experiences to bring to the table.

Should you have any questions please feel free to contact me.

Thank You,
Joe Gush
Chairman, Permanent Municipal Building Committee
Jpgush54@ gmail.com
860-213-0476

Building Blocks to Completion of a Project

- Identify the need for a Building Project/Renovation.
- Responsible Department prepare a preliminary needs and cost assessment for project.
 - ✓ Needs assessment to include background, Project, ADA, or other special modifications and benefits to the Town.
 - ✓ Cost Assessment- Initial preliminary cost estimates for Project.
 - ✓ Identify Funding Sources (Grants, Bonding, Capital Accounts, LOCIP)
- Department submits project to the Mayor –For School Projects the Board of Education forwards the Project directly to the Town Council.
- Appointments – Town Council work to ensure the Permanent Municipal Building Committee Members in meet the criteria of Ordinance #100-015(rev 1) “*An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard*” shall include those with experience with:
 - ✓ Finance
 - ✓ Engineering
 - ✓ Architecture
 - ✓ Project management, or the
 - ✓ Building Trades.
- Town Council assigns the Project to the Permanent Municipal Building Committee (PMBC) in accordance with Ordinance #100-015 (rev 1) and gives the following Authorizations:
 - ✓ Authorization to proceed with the Project
 - ✓ Authorization of start-up funding to hire architects, Clerk of the Works, etc.
(Town Council can set funding aside in budget each year; use Undesignated Fund, or other sources to fund Facility Study/ Plan (or Architectural Design Plan)
 - ✓ Authorization to apply for Grants.
- Requests for Proposals (RFP) - PMBC work to develop and advertise Request for Proposals (RFP) for the next step (Study or Design Plans); and Review/Select Firm.
- Review/Present Design Plans – PMBC to present Design Plans to Zoning Official, Fire Marshal, Building Official, Board of Education (if it is a school project) Town Council, and Water Pollution Control Authority.
- Planning Commission must approve the Project by a Majority Vote per CGS 8-24; 8-22 and Town Charter Chapter IV; Section 3.
- WPCA must hold a Public Hearing (if project involved sanitary sewers).
- Public Hearing/or Informational Session – PMBC holds Public Hearing/or Informational Session to obtain resident’s input regarding project.
- Town Council Approves Project and Authorizes the Mayor to have Bond Counsel to prepare Bond Authorization Documents (Resolutions).
- Bond Documents – PMBC & Finance Department to work with Bond Counsel to prepare Bond Authorization Documents (Resolutions)

- Bond Documents Prepared – Town Council approve Bond Authorization Documents (Resolutions) appropriating funding. Town Council recommends the passage of Bond Resolution at Town Meeting; Mayor must approve appropriation. Town Council sets Town Meeting and Referendum Dates; per Town Charter Chapter VII; sections 7; Chapter III; Sections 1,2,3,4,12.

Note:

- ✓ If appropriation is <1% of tax levy, approval by Town Council is sufficient; providing the Finance Director certified that funds are available unappropriated general fund resources in excess of the proposed appropriation.
- ✓ If appropriation is >1% of tax levy, approval at Town Meeting is sufficient.
- ✓ If appropriation is >5% of tax levy, approval at Town Meeting to adjourn to Referendum in necessary.
- Town Meeting/Referendum – Referendum must be held *“Not less than seven (7) days or more than fourteen (14) days after the Town Meeting”*.
- Notice of Town Meeting and Referendum – Town Meeting must be posted five (5) days prior to the Town Meeting.
- Referendum must be held thirty (30) days after posting the Legal Notice for the Town Meeting/Referendum Notice in the newspaper. Experience has proved that the timeframe from approval at Town Council to referendum is at a minimum of forty-days (45) days.

NOTE:

School Projects – Board of Education, PMBC and State Board of Education must approve site and plans. State Board of Education must approve grant commitment before Construction Bids are sought. CGS 10--291.

- Project Approved at Referendum/State Approvals – PMBC proceeds with Construction of Project.

BUILDING BLOCKS TO COMPLETION OF A PROJECT

- Identification of the need for a building project/renovation.
- Responsible Department prepares preliminary needs and cost assessments
 - Needs assessment includes background, projects, ADA, other special modifications and benefits to the Town
 - Cost assessments - Initial cost estimates for project
 - Funding sources identified (grants, bonding, capital accounts, LOCIP)
- Department refers project to Mayor and requests the Establishment of a Building Committee. Board of Education Projects are forwarded directly to the Town Council.
- Town Council appoints a Building Committee for project giving the following authorizations:
 - Authorization to complete the project
 - Authorization of start-up funding to hire architects, Clerk of Works etc
 - Authorization of hold organizational and regular meetings as necessary
 - Authorization to draft a resolution requesting approval of the project.
- Building Committee holds organizational meeting, and regular meetings as established in the founding resolution. Obtains more defined cost estimates and time schedule.
- Building Committee holds Public Hearings & Informational Hearings regarding the project to receive input from residents.
- Building Committee directs drafting of the resolution regarding the project. Requests the Mayor forward a request to the Town Council for Hiring of Bond Counsel.

The following meetings/public hearings must be held prior to the Town Meeting.

- 
- Presentation to the Planning Commission. Approval of commission must be majority vote. CSS 8-24, 8-22 and Town Charter Chapter IV, Section 3.
 - Presentation to the WPCA if the project involves sanitary sewers. WPCA must hold a Public Hearing as well on this project.
 - Plans and drawings are presented to the Zoning Official, Fire Marshal, Building Official for review and comment.

- Town Council approves the project and authorizes the Mayor to hire Bond Counsel. Town Council approves resolution appropriating funds, bonding and sale/purchase of land if appropriate. Town Council recommends passage of resolution to a Town Meeting. Mayor must approve appropriation. Town Charter Chapter VII Sections 7, 12, Chapter III Sections 1,2,3,4,12.

Note: If appropriation is > 1% of tax levy, approval at Town Meeting sufficient.
If appropriation is > 5% of tax levy, approval at Town Meeting adjourned to referendum is necessary.

- Notice of Town Meeting and Referendum. Town Meeting must be posted five (5) days prior to the Town meeting. Referendum must be held 30 days after posting of notice in newspaper. Experience has proven the timeframe from approval at Town Council meeting to referendum is at a minimum of 45 days.
- Upon approval of the project at a Town Meeting/Referendum the Building Committee meets with the Mayor, Director of Finance, Town Treasurer to discuss payment procedures, grants etc. Further meeting with Bond Counsel to discuss sale of bonds etc.

NOTE: School Projects = Board of Education, Building Committee and State Board of Education must approve site and plans. State Board of Education must approve grant commitment before construction bids are sought. CGS 10-291

MEMORANDUM

To: Town Council Chairman
From: Administrative Assistant
Re: Board of Education Building Committee

I have attached a copy of the memo from Mr. Depta that he presented to the full Town Council on his debrief from the Board of Education Building Committee.

GENERAL GUIDELINES FOR BUILDING COMMITTEES

Members of municipal building committees in most cases are appointed because of their interest in the project, political considerations, past experience in construction, or that, they are just available. THERE IS NO QUALIFICATION EXAMINATION AND NO TRAINING. The results of committees formed under these ground rules are not always predictable.

In an effort to provide some general guidance and pass on past experience this document has been assembled.

1. FINANCIAL CONTROL

- a. The dollars provided in the bonding package have been divided into a water project and a sewer project. Keep separate book on the two projects. The Chairman of the Building Committee must meet with the Town's Director of Finance to set up a chart of accounts, learn the proper use of the purchase order forms, and review bookkeeping in general. REMEMBER THESE ACCOUNTS WILL BE AUDITED BY THE STATE APPROVED AUDIT TEAM.
- b. Guard your spending very carefully in the front end of the project so you will have money at the end of the project. The tendency is to approve all recommendations by the Engineering Consultant in the early part of a project when you are flush. Unknown costs can creep in fast and start-up problems always take more money than forecast.
- c. Hold back 10-15% of all contract to assure satisfactory performance. You have to have leverage when things don't work out as planned.
- d. The Engineering Consultant must certify all bills submitted to the committee for approval. You are responsible to pay for all material delivered to the site as well as labor since the last billing date. MATERIALS DELIVERED TO THE SITE, EVEN SITTING IN THE CRATES, ARE YOURS, (THE OWNER.)
- e. Make sure you have lean waivers on all sub-contractor work performed for each billing period. The sub-contractor has the right to place a lean against the property if he is not paid. A supplier of materials or equipment that is delivered to the site has the same right.

- f. Resolve all disputes over money issues immediately. The longer it takes to reach agreement on a dispute the less people remember. IF YOU PUT OFF DISPUTES TO THE END OF THE PROJECT, YOU ARE ALMOST ALWAYS GUARANTEED A LEGAL BATTLE WITH THEIR ATTENDING COSTS.
- h. Change orders to any contract are costly. The best way to prevent change orders is to have outstanding Plans and Specifications. Spend lots of time reviewing your Plans and Specs. and have as many people as possible conduct independent reviews. WHEN THE BUILDING COMMITTEE SIGNS OFF ON THE PLANS AND SPECIFICATIONS YOU OWN ALL MISTAKES, ALL ERRORS, ALL MISUNDERSTANDING, AND ALL THE COSTS TO CORRECT THE PROBLEMS.
- i. The Building Committee must provide a person by name to make decisions in the field. YOU ARE RESPONSIBLE FOR TIMELY DECISIONS AND WILL BE CHARGED IF YOU HOLD-UP THE PROJECT.

2. DRAWINGS AND SPECIFICATIONS

- a. Drawings and specifications generated by the consulting engineering firm are the property of that firm unless the contract states differently. The Town of Ledyard has the right to use them and reproduce them as long as they are used on this project. THEY CANNOT BE SOLD OR GIVEN TO ANOTHER FOR USE ON DIFFERENT PROJECT.
- b. If a dispute exists between the drawings and specifications, then the data on the drawing takes president.
- c. Errors on the Drawings or Specifications which are very costly to correct will not be paid for by the consulting engineer unless you can prove it is an engineering error violating codes or good engineering practice.
- d. All drawings should be generated on AutoCad-10 or 11. This will allow you to store the drawings in the Town's computer and the Town engineer can update them in the future.

- e. A set of as-built drawings should be generated as the project progresses.
- f. Maintainability of the new plant starts with the Drawings and Specifications. Think, access to equipment, corrosion control, long term availability of parts, simplicity of operation, and etc. as you develop the documents.

3. PROJECT CONTROL

- a. During construction all on-site changes should first be approved by the consulting engineer. Only one member of the building committee should have authority to coordinate these changes. WARNING; IF A MEMBER OF THE BUILDING COMMITTEE VISITS THE SITE AND COMMENTS ON SOME ASPECT OF CONSTRUCTION, IT COULD BE TAKEN AS APPROVAL/CHANGE FOR SOMETHING DIFFERENT THAN IS ON THE DRAWING. If you see something on the site you don't like get the appointed building committee representative and the consulting engineer involved.
- b. The Waste Water Treatment Plant upgrade will require a lot of coordination because the existing plant has to continue to operate. The wording in the contract must provide for some reasonable delays and extra work when making inter-connections with old pipes or equipment. OLD PIPES AND EQUIPMENT ARE GOING TO BE DIFFICULT TO TAKE APART AND DIFFICULT TO JOIN TO NEW CONSTRUCTION.
- c. Early in the project establish an elevation datum in concrete and refer all elevations on the drawing to the one reference point. WHEN YOU TRY TO MAKE WATER RUN UP-HILL IT IS USUALLY AN ERROR IN ELEVATION ON THE DRAWINGS.
- d. Collect the manufacturers data sheets, equipment operating instructions, material specs. supplied with shipments, and any other paperwork you can get your hands-on throughout the project. DON'T WAIT UNTIL THE END OF THE PROJECT.

4. CONSTRUCTION CONSIDERATIONS

- a. The ground water table on the existing waste water treatment plant site is high. When the elevation of the bottom of the Sequential Batch Reactor, (SBR) is being determined it may be wise to keep it well above Ground water. The cost of de-water holes in the ground can get expensive and cause delays. Earth berms against the side of the SBR can be used to reduce heat loss if it has to be kept well above ground level.
- b. The SBR will use large blowers to force air through the liquid. Centrifugal compressors or two-impeller positive displacement blowers create very high noise levels and our plant is on the edge of a residential area. THE NEW AES CO-GENERATION PLANT IN MONTVILLE HAS SPENT LARGE SUMS OF MONEY TO CORRECT NOISE PROBLEMS. LET'S NOT MAKE THE SAME MISTAKE. Check State Statutes starting at 22a-67
- c. OSHA rules for construction sites must be enforced. Our own WPCA employees, and visitors to the site will be subject to these rules, and fines can be imposed.
- d. Most of the project's equipment will be installed in areas classified as "wet areas", and the National Electric Code has extensive detailed directions on the electrical wiring of this equipment. Some of the code applies to the wiring by the manufacturer, and some for the installer. You have to be sure this is detailed in the Drawings and Specifications, but the most difficult part is making sure you get what you pay for in the field.



TOWN OF LEDYARD CONNECTICUT

PLANNING COMMISSION

Ledyard, Connecticut

Post Office Box 38
Ledyard, Conn. 06339

MUNICIPAL IMPROVEMENT CHECK LIST

This check list is intended to guide Town building committees through the process of designing, building and completing municipal improvements. Please note that this list may not be all-inclusive, and that all items listed below may not be required for all municipal building projects. The necessity to consider a particular item is determined in consultation with the Town's development staff, including the Planner, Zoning and Wetlands Official, Building Official, Public Works Director, and Fire Marshal.

I. Site Plan Details:

- a) ☐ Compliance of lot with height, area, width, coverage, yard and setback requirements of Zoning Regulations;
- b) ☐ Establish datum, benchmark & contour map of site;
- c) ☐ A-2 boundary survey & boundary monumentation;
- d) ☐ Determine presence/absence of wetlands and ledge;
- e) ☐ Percolation tests & deep observation pits for septic;
- f) ☐ Provision of water supply;
- g) ☐ State Building Code & State Fire Code compliance;
- h) ☐ Design of stormwater management system, compliance with local Stormwater Management Ordinance;
- i) ☐ Evaluation of traffic impacts, compliance with local Road Ordinance;
- j) ☐ Off-street parking & loading requirements;
- k) ☐ Landscaping;
- l) ☐ Signage;
- m) ☐ Sediment & Erosion Control Plan;
- n) ☐ Flood protection (only if in Special Flood Hazard Zone);
- o) ☐ Impacts to historic resources & cemeteries;
- p) ☐ Energy efficiency & use of solar design;
- q) ☐ LCDD building design criteria;
- r) ☐ Notification of abutting property owners & easement holders.

II. Coastal Area Management review (see Zoning & Wetlands Officer).

III. Inland Wetlands Commission review (see Zoning & Wetlands Officer).

IV. Compliance with Plan of Development and other municipal planning documents (see Town Planner).

V. Report on fiscal impact to local taxpayers.



TOWN OF LEDYARD CONNECTICUT

PLANNING COMMISSION

Ledyard, Connecticut

Post Office Box 38
Ledyard, Conn. 06339

MUNICIPAL IMPROVEMENT CHECK LIST

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- e) ☐ Percolation tests & deep observation pits for septic;
- f) ☐ Provision of water supply;
- g) ☐ State Building Code & State Fire Code compliance;
- h) ☐ Design of stormwater management system, compliance with local Stormwater Management Ordinance;
- i) ☐ Evaluation of traffic impacts, compliance with local Road Ordinance;
- j) ☐ Off-street parking & loading requirements;
- k) ☐ Landscaping;
- l) ☐ Signage;
- m) ☐ Sediment & Erosion Control Plan;
- n) ☐ Flood protection (only if in Special Flood Hazard Zone);
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- II. Coastal Area Management review (see Zoning & Wetlands Officer).
- III. Inland Wetlands Commission review (see Zoning & Wetlands Officer).
- IV. Compliance with Plan of Development and other municipal planning documents (see Town Planner).
- V. Report on fiscal impact to local taxpayers.

MUNICIPAL IMPROVEMENT CHART -- TOWN OF LE RD



