



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339

Ad Hoc Committee to Develop A Process For Capital Improvement Building Projects

~ AGENDA ~

Regular Meeting

Thursday, August 13, 2026

4:30 PM

Town Hall Annex

REMOTE MEETING INFORMATION

<https://ledyardct.zoom.us/j/85819335438?pwd=5bBS0ElOG8ZOP7RPUYIC7Xryau4Ysf.1>

Meeting ID: 858 1933 5438

Passcode: 846517

One tap mobile

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I. CALL TO ORDER

II. ROLL CALL

III. RESIDENTS & PROPERTY OWNERS COMMENTS

IV. MEMBER COMMENTS

V. APPROVAL OF MINUTES

1. MOTION to approve the Ad Hoc Committee to Develop a Process for Capital Improvement Building regular meeting minutes of July 9, 2026.

Attachments: [Ad Hoc CDPCIBP Regular Meeting Minutes 07.09.2026](#)

VI. BUSINESS OF THE MEETING

1. Review and discuss the draft procedure checklist.

Attachments: [Draft Procedure Checklist](#)

2. Review and discuss the Resolution Establishing an Ad Hoc Committee to Develop a Process for Capital Improvement Building Projects for the Town of Ledyard.

Attachments: [Resolution Establishing an Ad Hoc Committee to Develop a Process for Capital Improvement Building Projects for the Town of Ledyard](#)

3. Review and discuss the Building Blocks to Completion of a Project.

Attachments: [Building Block to Completion of a Project](#)

4. Review and discuss the Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard.

Attachments: [Ordinance Establishing Municipal Building Committee for the Town of Ledyard](#)

5. Review and discuss the Municipal Improvement Check List.

Attachments: [Municipal Improvement Checklist](#)

VII. OLD BUSINESS

1. Any Old Business proper to come before the Committee

VIII. NEW BUSINESS

1. Any New Business proper to come before the Committee

IX. 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 #: 26-1106

Agenda Date: 8/13/2026

Agenda #: 1.

MINUTES

Minutes:

MOTION to approve the Ad Hoc Committee to Develop a Process for Capital Improvement Building regular meeting minutes of July 9, 2026.



TOWN OF LEDYARD

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339

Ad Hoc Committee to Develop A Process For Capital Improvement Building Projects

Meeting Minutes Regular Meeting

Thursday, July 9, 2026

4:30 PM

Town Hall Annex

I. CALL TO ORDER

Chairman Mr. Gush called the Ad Hoc Committee to Develop a Process for Capital Improvement Building Projects to order at 4:30p.m.

II. ROLL CALL

Present Chairman Joseph Gush
BOE Representative Brandon Graber
BOE Director of Facilities & Grounds Wayne Donaldson
Public Works Director Steve Masalin
Town Councilor Ty Lamb
Community-at-Large Representative Gary Schneider
Excused Finance Director Matthew Bonin

III. RESIDENTS & PROPERTY OWNERS COMMENTS

None.

IV. MEMBER COMMENTS

Mr. Masalin stated the draft procedure checklist should be the primary focus of the meeting, Chairman Gush agreed.

V. APPROVAL OF MINUTES

1. MOTION to approve the Ad Hoc Committee to Develop a Process for Capital Improvement Building special meeting minutes of June 11, 2026.

RESULT: APPROVED AND SO DECLARED

MOVER: Joseph Gush

SECONDER: Ty Lamb

AYE 5 Gush Graber Donaldson Masalin Lamb

EXCUSED 1 Bonin

ABSTAIN 1 Schneider

VI. BUSINESS OF THE MEETING

1. Review and discuss the draft procedure checklist.

Mr. Masalin stated he has reviewed the draft procedure checklist multiple times and believes it does allow for some flexibility. Mr. Lamb stated that one of his concerns is that it does not appear that all town projects go through the Town Council. Mr. Lamb followed up stating that the draft procedure checklist addresses this concern by having all projects go through the Town Council and then giving the council three options in assigning the project; PMBC, department head, or create a committee to solely focus on that project. Mr. Masalin stated that to his knowledge there is no definitive flow as to how projects are assigned currently.

The committee discussed how projects are currently assigned, Mr. Schneider stated that he believes that the projects PMBC has overseen were assigned by the Town Council.

Mr. Lamb stated that the Town Council should allow for input from the Mayor and Department heads as to how the project is assigned so that projects are evenly distributed and no one is overwhelmed.

Mr. Donaldson stated that he agrees that some projects are simpler to oversee without a separate committee like the PMBC, but when a project is grant funded there is a state law that requires the Town Council to assign a building committee, this could be the PMBC or a separate committee could be setup. Mr. Donaldson also noted that in the Draft Procedure Checklist it states that a project is "authorized by the Mayor", this wording would need to be different in the final draft to allow the Superintendent to authorize school projects.

The committee spoke again about the importance of having an owners representative hired in the very early stages of a project.

The committee discussed how the experience and institutional knowledge of both employees and volunteer committee members evolve as individuals leave their roles and new people join. Members emphasized that preserving this knowledge will be critical moving forward and noted that effective succession planning should be a priority for both town employees and committee members.

Mr. Gush asked the committee to review the documents attached to the agenda in depth and bring suggestions for changes needed and any concerns to the next meeting on August 13, 2026.

NOTE: Due to technical issues the video stopped twenty- nine minutes into the meeting.

2. Review and discuss the Resolution Establishing an Ad Hoc Committee to Develop a Process for Capital Improvement Building Projects for the Town of Ledyard.

RESULT: NO ACTION

3. Review and discuss the Building Blocks to Completion of a Project.

RESULT: NO ACTION

-
4. Review and discuss the Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard.

RESULT: NO ACTION

5. Review and discuss the Municipal Improvement Check List.

RESULT: NO ACTION

VII. OLD BUSINESS

Any Old Business proper to come before the Committee

VII. NEW BUSINESS

Any New Business proper to come before the Committee

IX. ADJOURNMENT

Chairman Gush adjourned the meeting at 5:18pm.

This was Approved and so declared.

RESULT: APPROVED AND SO DECLARED

MOVER: Steve Masalin

SECONDER: Gary Schneider

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 #: 26-0973

Agenda Date: 7/9/2026

Agenda #: 1.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Review and discuss the draft procedure checklist.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)

DRAFT: 3/30/2026

TOWN OF LEDYARD
PROCEDURE FOR
CAPITAL IMPROVEMENT PROJECTS
AND CHECK LIST

I. PURPOSE

The purpose of this procedure is to establish and outline the Town of Ledyard's approach to initiating, funding, and executing Capital Improvement Projects (CIP).

II. CAPITAL IMPROVEMENT PLAN (CIP)

1. During the Annual Budget preparation process, departments, including the Board of Education, shall submit their Capital Improvement Plan (CIP) requests, including estimated project cost and anticipated ongoing operating expenses, to the Town Planner to be included in the Town-wide CIP.
2. The Planning & Zoning Commission will review, act on, and provide a List of Capital Improvement Plan (CIP) recommendations/requests to the Mayor in accordance with the General Statutes, concerning municipal improvements, of proposed capital projects for the ensuing fiscal year and for the five fiscal years thereafter, including an estimated cost of such improvements and projects.
3. The Mayor reviews the recommended Capital Improvement Plan (CIP) and discusses potential funding sources with the Finance Director.
4. The Mayor shall present a Capital Improvement Program (CIP) as previously considered and acted upon by the Town Planning Commission, for the ensuing fiscal year and for the five fiscal years thereafter, as part of the Annual Budget process, in accordance with Chapter VII; Section 3 of the Town Charter. .
5. The Mayor shall recommend projects to be undertaken during the ensuing fiscal year and the method of financing for the same includes a proposed Capital Improvement Plan (CIP) including potential funding sources in the Annual Budget submitted to the Town Council.
6. Town Council reviews the Capital Improvement Plan (CIP) and considers/edits the Mayor's proposed funding options to include in the proposed Annual Budget (Local Taxes, Grants, Bonding, or Transfers from Other Funds).

III. CAPITAL IMPROVEMENT PLAN (CIP) APPROVAL AND COMMENCEMENT OF PROJECTS BASED ON FUNDING OPTIONS

A. **Tax Levy Funding:**

1. The Capital Improvement Plan (CIP) is presented to the townspeople as part of the Budget at the Annual Town Meeting.
2. Townspeople vote on the Annual Budget, including the Capital Improvement Plan (CIP); at Referendum.
3. When the budget is approved, Capital Improvement Plan (CIP) projects or items designated for funding from Local Taxes or Transfers from Other Funds categories can be started after July 1 when the new budget is activated. See Section IV.1.

B. Grant Funding:

For Capital Improvement Plan (CIP) projects designated for Grant Funding the submission of the Grant Application shall be first be approved by the Town Council; the Grant Award must be finalized by the grantor before issuing requests for proposals and before the commitment of funds can be made to the project.

- a. Preliminary cost estimates are obtained by the Department overseeing the project.
- b. The Department overseeing the project submits a request to Town Council for authorization for the Mayor to submit a Grant Application.
- c. The Grant Application is submitted to granting entity.
- d. If grant funding is awarded, the Finance Director verifies that the project can begin, unless additional funding such as bonds are required (Refer to Section (C) below).
- e. Follow grant reimbursement process as outlined in the Grant Program.

C. Bonding (Borrowing) Funding

For Capital Improvement Plan (CIP) projects designated for funding from the selling of Bond Anticipation Notes (BAN); or Long-Term Bonds:

1. Department or Board of Education must present to the Town Council the need for the proposed Project with estimated costs; and potential funding sources.
2. The Town Council will review; and if they find it was viable project:
 - a. Assign the Permanent Municipal Building Committee (PMBC) to oversee the project in accordance with Ordinance 100-015 (rev. 1) "*An Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard*"; and State Board of Education Grant Funding Requirements.
 - b. Approve "*Seed Money*" if other funding was not available for preliminary design and engineering work.
 - c. The Finance Director will verify that immediate funding is available.
3. The Permanent Municipal Building Committee (PMBC) or Department overseeing the project prepares Bid Specifications.
 - a. Bid Specifications are submitted to the Finance Director for inclusion in the Requests for Proposal (RFP).
 - b. Finance Director publishes Request for Proposals (RFP) on Town's Website and other advertising outlets.
 - f. Bid Opening is held.

- g. Bid is awarded by Permanent Municipal Building Committee (PMBC) or Department.
 - h. If the required three bids are not received a Bid Waiver request must be submitted and to the Town Council for approval in accordance with Ordinance #200-002 *"Purchasing Ordinance for the Town of Ledyard"*.
4. The Permanent Municipal Building Committee (PMBC) or Department overseeing the project, will present the Project (Primary Design & Engineering) to the Town Council; and request for Bond Counsel prepare Bond Authorization Documents (Resolutions).
- a. The Finance Director works with Bond Counsel to prepare Bond Authorization Documents (Resolutions).
 - b. Town Council reviews and approves Bond Resolutions and sets Special Town Meeting date and Referendum (Refer to Town Charter, Chapter VII; Section 9).
 - c. Special Town Meeting is held for townspeople to approve project Bond Resolutions. If project exceeds cost threshold as described in Charter Chapter VII, Section 9, a Referendum will be held.
 - d. If approved, Bonds or Notes will be sold on a schedule that incorporates existing project bond-funded issuances.
5. For projects whose total project cost is estimated to exceed \$500,000, an Owner's Representative and/or Consulting Engineer shall be hired through a quality-based selection process to assist the Permanent Municipal Building Committee with management and oversight of such project(s); in accordance with Ordinance 100-015 (rev. 1) *"An Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard"*.
- a. The Permanent Municipal Building Committee (PMBC;) or Department overseeing the project, will work with Finance Director to prepare and solicit Requests for Proposals for an Owner's Representative and/or Consulting Engineer shall be hired through a quality-based selection process to assist the Permanent Municipal Building Committee with management and oversight of such project(s) in accordance with Ordinance 100-015 (rev. 1) *"An Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard"*.. (Refer to Paragraph C above for Bid Process).
 - b. The Owner's Representative or Consulting Engineer may assist with the preparation of the Bid Specification and Requests for Proposals (RFP) for the Construction (Trades) of the Project and assist with the review of Bid Proposals received . (Refer to Paragraph C above for Bid Process)
6. With the approval of the Bond Authorization Documents (Refer to Paragraph C -4) the Permanent Municipal Building Committee (PMBC) or Department overseeing the project may proceed with construction or improvement work in accordance with Ordinance 100-015 (rev. 1) *"An Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard"*.
- a. **Funding** - Permanent Municipal Building Committee (PMBC); or the Department overseeing the project will consult with the Finance Director to ensure funding is in place before beginning the project.

- b. **Regular Project Updates:** The Permanent Municipal Building Committee (PMBC;) or Department overseeing the project, shall work with the Owner's Representative and/or Consulting Engineer regarding status of the project and work to mitigate issues.
- c. **Change Orders and other Special Requests.** The Permanent Municipal Building Committee shall submit change orders and grants/financial assistance documentation to the appropriate authority in a timely manner and with timely notification to the Town Council. The Town Council is the authority to modify or change the scope of the project.
- d. **Grant Funding:** The Permanent Municipal Building Committee shall also coordinate all applications for grants and other financial assistance documents except for school construction grants through the Department of Education. Such grant applications are the responsibility of the Superintendent of Schools and the Board of Education
- e. **Payment of Invoices:** The Permanent Municipal Building Committee shall Review and approve Project Invoices in an timely fashion.

7. Completion of the Project:

- a. Punch List Items: Review for completion all outstanding components of the construction ; or improvement Project
- b. Notify in writing the Town Council and other interested parties (Board of Education, State, etc.), that the project has been completed.
- c. Review and authorize all final payments to close out the project.

8. Bond Sale

- a. Finance Director will work with Financial Advisory to prepare required documentation for Bonds to be sold on a schedule that incorporates existing project bond-funded issuances.

IV. CAPITAL IMPROVEMENT PROJECTS NOT INCLUDED IN CAPITAL IMPROVEMENT PLAN (CIP)

- 1. Departments, including the Board of Education, shall submit their Capital Improvement Project request, including estimated project cost, along with anticipated on-going operating expenses, to the Mayor.
- 2. The Mayor reviews the Department's Capital Project request and discusses potential funding sources with the Finance Director.
- 3. The Mayor provides a recommendation to the Town Council regarding the Capital Project request.
- 4. Town Council (Subcommittees & Full Town Council) reviews the Capital Project request and considers potential funding options.

5. The Planning & Zoning Commission reviews the Capital Project request and makes a recommendation to the Town Council.
6. Follow Section III above.

Adopted by the Ledyard Town Council on: _____

Chairman _____

.....

History:

2026: For consistency and to aid Departments and the Permanent Municipal Building Committee the “*Town of Ledyard Procedure for Capital Improvement Projects and Check List*” was adopted to clearly document the process.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 26-0860

Agenda Date: 8/13/2026

Agenda #: 2.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Review and discuss the Resolution Establishing an Ad Hoc Committee to Develop a Process for Capital Improvement Building Projects for the Town of Ledyard.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)

RESOLUTION
ESTABLISHING AN AD HOC COMMITTEE
TO DEVELOP A
PROCESS FOR CAPITAL IMPROVEMENT BUILDING PROJECTS
FOR THE TOWN OF LEDYARD

WHEREAS: the Ledyard Town Council recognizes the Permanent Municipal Building Committee's efforts to execute and supervise the design, construction, renovation, demolition and removal of Town and Board of Education assigned buildings that fall within the approved budget, as well as any significant installation, renovation or upgrade of service equipment and major systems as assigned by the Town Council.

WHEREAS: The Permanent Municipal Building Committee and the Board of Education have requested the Town Council establish an Ad Hoc Committee comprised of key stakeholders that play a role in the building project process.

NOW, THEREFORE, BE IT RESOLVED, that there is hereby established an *Ad Hoc Committee to Develop A Process For Capital Improvement Building Projects for the Town of Ledyard* to be composed of seven (7) members appointed by the Ledyard Town Council.

Those members shall, as much as possible, be representative as follows:

- One member from the Permanent Municipal Building Committee
- One member from the Board of Education
- Board of Education Director of Facilities
- Public Works Director/Town Engineer
- Finance Director
- One member from the Community-at-Large with Construction Management Experience
- One member from the Town Council

The Committee shall hold its Organizational Meeting no later than 30 days after its appointment and shall elect a Chairman, and Recording Secretary.

The Committee Members shall serve for a six (6) month term. Any vacancies on said committee shall be filled by the appointment of the Ledyard Town Council with priority given to maintaining as much as possible the structure above.

BE IT FURTHER RESOLVED, that said Ad Hoc Committee shall:

1. Review the process for Town and School Building Projects.
2. Review Building Blocks and workflow for Building Projects.
3. Review Building Projects - Municipal Check List -1990.
4. Review Ordinance #100-015(rev1) "*An Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard*"
5. Evaluate the effectiveness of the Permanent Municipal Building Committee and options for the Town and Board of Education to better facilitate Capital Improvement Building Projects.

BE IT FURTHER RESOLVED, that said Ad Hoc Committee is authorized to:

Develop an end-to- end Process and Timeline/Schedule for assigned Municipal and Board of Education Capital Improvement Projects to include but not be limited to the following:

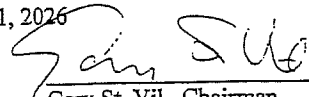
For example:

- a. Preliminary Design and Cost Estimates for Project.

- b. Present Project to Town Council and request seed money for the town to hire Architects/Engineering Design Professionals.
- c. Prepare, Advertise, Evaluate, and Recommend Selection for Requests for Qualification/Requests for Proposals (Architects/Engineering Design, Owners Representative, Construction Components, etc. to facilitate the project).
- d. Present proposed Project with cost estimates to the Town Council to request funding to support the Project (i.e. Bond/Borrowing Documentation and/or Grant Funding).
 - If Bond/Borrowing is required work with Finance Department to provide information needed for Bond Council to prepare Bond Authorization documents.
 - Work with Town Council and Departments to present the Project at a Special Town Meeting in preparation for Referendum, in accordance with Town Charter, Chapter VII: Section 9.
- e. Identify other funding sources such as Grant Funding.
 - Work with Town and/or Board of Education and Professional Consultants to complete required Applications and Forms and to submit Grant Applications according to Grant Schedules.
- f. With the approval of funding proceed to execute and supervise the design, construction, renovation, demolition and removal of Town and Board of Education buildings that fall within the approved budget, as well as any significant installation, renovation or upgrade of service equipment and major systems to include the following:
 - Work with Owners Representative, to provide oversight of construction and schedules to ensure work is progressing at a at school facilities was not being done while students were in the buildings.
 - Work with contractors and staff to review and approve payment of invoices in a timely manner.
 - Formally close out project with a letter to the Town Council and other stakeholders.
 - Provide a final report to the Town Council.
- g. Develop a process for Problem Resolution for issues that arise during the construction such as non-performance, improper installation/work, and to address warranty items.

BE IT FURTHER RESOLVED, that said Ad Hoc Committee shall provide a report of their recommendations to the Town Council upon completion of their assignment, no later than six months from its Organizational Meeting.

Adopted by the Ledyard Town Council on: February 11, 2026


 Gary St. Vil, Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 26-0861

Agenda Date: 8/13/2026

Agenda #: 3.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Review and discuss the Building Blocks to Completion of a Project.

Background:

(type text here)

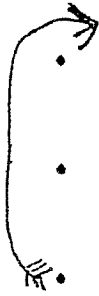
Department Comment/Recommendation:

(type text here)

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

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 1.11) 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 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 startup 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.

- g. 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 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 could prove it is an engineering error violating codes or good engineering practice.
- d. All drawings allow be generated en 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.

- c. **OLD PIPES AND EQUIPMENT ARE GOING TO BE DIFFICULT TO TAKE APART AND DIFFICUT TO JOIN TO NEW CONSTRUCTION**

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 UPHILL IT IS USUALLY AN ERROR IN ELEVATION ON THE DRAWINGS

- d. Collect the manufacturer's data sheet, equipment instructions, material specs. Supplied with shipments and any other paperwork you can get your hands-on throughout the project.

DO NOT 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-B7

- 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

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 26-0862

Agenda Date: 8/13/2026

Agenda #: 4.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Review and discuss the Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)

Roxanne Maher

From: Steven Juskiewicz
Sent: Saturday, February 03, 2018 7:51 AM
To: Linda C. Davis
Cc: Roxanne Maher
Subject: Role of Volunteers Response

This is in response to your request for information in the RE; Role of Volunteers for the PMBC

1. The Permanent Municipal Building Committee (PMBC) when directed by the Town Council conducts studies, research, and reviews concerning Town-owned municipal (to include Board of Education) facilities. Based on recommendations to the Town Council, the councilman direct the PMBC to execute Municipal facility projects. Execution of the project includes (but is not limited to):
 1. Scoping/Design/Analysis of Alternatives
 2. Request for Proposals/Bidding
 3. Construction/renovation monitoring
 4. Project Closeout
 5. Financial matters related to above
2. PMBC Members prepare and review documents related to the above, and make decisions regarding each step based on recommendations from legal, finance, building, EMS, BOE, and other Town entities or contracted professionals.
3. PMBC Members are currently involved in two major school construction projects and meet twice a month. Meetings can last as long as four hours. Most PMBC members can expect a commitment of 10 hours per month to review minutes, agendas, and attend meetings. Ad hoc Sub committees, and Chair roles double the monthly commitment.
4. While no specialized training is needed, PMBC members must review and understand FOIA rules, our Town purchasing rules, and other related policies. A mix of Business, Construction/maintenance, Legal, and Engineering backgrounds is desired.

Hope this helps!

Steven Juskiewicz
Chair- Town of Ledyard, CT Permanent Municipal Building Committee
860-912-2539 (cell)
sjusk@ledyardct.org

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AN ORDINANCE ESTABLISHING
A PERMANENT MUNICIPAL BUILDING COMMITTEE
FOR THE TOWN OF LEDYARD

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

Section 1. Authority

Pursuant to Chapter IV, Section 7 of the Town Charter, a Permanent Municipal Building Committee is hereby established.

Section 2. Purpose

The Permanent Municipal Building Committee shall have continued responsibility for the execution of select construction and maintenance projects for the Town of Ledyard as assigned by the Town Council. The Permanent Municipal Building Committee will oversee and supervise the design, construction, renovation, demolition and removal of Town and Board of Education buildings that fall within the approved budget, as well as any significant installation, renovation or upgrade of service equipment and major systems as provided herein.

The Permanent Municipal Building Committee may have responsibility for the execution of buildings or infrastructure projects associated with the provisions of water and/or sewer, if deemed appropriate by the Town Council.

For projects whose total project cost is estimated to exceed \$500,000, an Owner's Representative and/or Consulting Engineer shall be hired through a quality-based selection process to assist the Permanent Municipal Building Committee with management and oversight of such project(s). The Owner's Representative or Consulting Engineer shall not have authority to make decisions, approvals, or otherwise act on behalf of the Permanent Building Committee unless specifically designated to do so by contract. The Owner's Representative or Consulting Engineer shall be required to have the requisite experience, knowledge, qualifications, personnel and capacity necessary to manage such a project.

The selection of an Owner's Representative or Consulting Engineer shall be publicly advertised through a Request for Proposal to solicit proposals from interested parties. The Request for Proposal shall provide a clear scope of services that specifies the roles and responsibilities of the Owner's Representative or Consulting Engineer. Where possible, it shall clearly specify the level of oversight during construction so that proposals from multiple firms can be clearly leveled during the evaluation process.

The selection of the Owner's Representative or Consulting Engineer shall be awarded to the firm that provides the best value to the Town of Ledyard. The best value is defined as the firm providing the highest quality, expertise, and knowledge for the proposed project. This shall also include the quality of referrals from a minimum of three references provided by the proposers. It shall also consider the fee for the work; however, the fee shall not be the sole basis for award.

When a project involves the purchase of replacement equipment costing more than \$500,000, a waiver to bypass the solicitation of bids for the engagement of an Owner's Representative or Consulting Engineer may be approved by the Town Council; as requested by the Permanent Municipal Building Committee prior to purchase and installation of the equipment.

The Permanent Municipal Building Committee shall comply with provisions provided in Ordinance 200-001 (rev.1) (An Ordinance for Purchasing) with regard to the competitive bid process; and shall interview a minimum of two firms prior to selection. Should only one firm be determined qualified to perform such work, the Permanent Municipal Building Committee may request a waiver for such a requirement should the firm's proposal be reasonable for the proposed scope of work.

The Permanent Municipal Building Committee shall make a written recommendation to the Town Council for the award of such services. The recommendation shall include a summary of proposers, a weighed ranking sheet for the selection, and reasons why the Permanent Municipal Building Committee is recommending such a firm. The final decision of award will lie with the Town Council. The Town Council possesses the authority to reject the recommendation and refer it back to the Permanent Municipal Building Committee for further action relative to making another recommendation for the award of such services in the best interest of the Town of Ledyard.

Where external funding sources are used to fund the project, such requirements of the funding authority shall apply to the selection process as well. Where conflicts occur between this ordinance and the funding authority's requirements, the most stringent requirement(s) shall be applicable as determined by Mayor or their designee.

The Requests for Proposals for Owner's Representatives or Consulting Engineers is subject to review by the Town Director of Finance. The Director of Finance is responsible for ensuring that all required local and state purchasing requirements are met and that all insurance requirements are included in the Request for Proposal.

From time to time, the Permanent Municipal Building Committee may be asked to undertake certain studies or projects by the Town Council. In case of multiple projects, the Town Council may form a separate building committee for a particular project.

Section 3. Membership

The Permanent Municipal Building Committee shall consist of the following members appointed by the Town Council:

Regular Members: Five (5). These members, to the extent possible, shall include those with experience in finance, engineering, architecture, project management, or the building trades. They shall be appointed by the Town Council for a term of three (3) years.

Temporary Members: For each municipal project, up to two (2) temporary members who are a member or representative of the Proposing Body shall be appointed by the Town Council.

For Board of Education projects, at least one of their two temporary members shall be the Board of Education Chairman or their designee Board of Education Temporary Members shall be appointed by the Town Council.

Temporary Members shall serve for the term of the project they have been appointed for.

Temporary members shall have the right to vote on the activities of the Permanent Municipal Building Committee only with respect to the particular project for which such members were appointed.

Ex-Officio Members: The Town Finance Director, Public Works Director, Board of Education Business Manager and/or his designee, Board of Education Director of Facilities and Grounds, Town Engineering Technician, Town Planner and the Permanent Municipal Building Committee's Town Council Liaison shall be non-voting ex-officio members.

Quorum: A quorum shall consist of a majority of Regular voting members.

Section 4. Terms of appointment

Regular members shall be appointed by the Town Council for a term of three (3) years. Members shall commence to serve their terms immediately upon appointment and shall serve until their successor has qualified or they have been reappointed or removed by the Town Council.

Any vacancy in the Permanent Municipal Building Committee other than by expiration of term shall be filled for the unexpired portion of the term by the Town Council. The Town Council may remove members for cause and fill the vacancy per Chapter IV, Section 6 of the Town Charter.

Cause for removal shall include, but is not limited to, unexcused absence from three (3) consecutive regular meetings and any intervening duly called special meeting.

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

It shall be the responsibility of the Chairman of the Permanent Municipal Building Committee to notify the Town Council when a member has not properly performed his duties.

Annually, the regular members of the Permanent Municipal Building Committee shall elect a Chairman, Vice Chairman and Secretary. Any vacancy in any such office shall be filled by the Permanent Municipal Building Committee from its regular membership.

Section 5. Powers and Duties

The Permanent Municipal Building Committee is authorized to develop design plans and drawings for municipal building projects directed by the Town Council, primarily in accordance with the Town's Capital Improvements Projects List.

The Permanent Municipal Building Committee is authorized to recommend to the Mayor to retain the services of architects and/or engineers for the purpose of planning, designing, building and administering major capital projects. The process shall utilize a quality-based selection similar to that outlined in Section 2 for the Owner's Representative or Consulting Engineer. Such selection shall be based on experience, knowledge, capacity and expertise as well as the fee for performing such work.

When an Owner's Representative is required for the project, the Permanent Building Committee shall provide a recommendation for the hiring of an Owner's Representative prior to selecting the architect and/or engineer, so that the Owner's Representative may assist with the development of the Request for Proposal, the selection process, project control budgets, project schedules, contracts and other material necessary to properly solicit comprehensive proposals by interested firms.

The Permanent Municipal Building Committee is authorized to develop schedules and budgets for municipal building projects. However, when an Owner's Representative is required, the Owner's Representative shall be responsible for drafting such schedules and budgets; and shall be approved by the Permanent Municipal Building Committee. The Owner's Representative shall also be responsible for developing a project cash flow projection for review by the Town Director of Finance, as approved by the Permanent Municipal Building Committee.

The Permanent Municipal Building Committee is authorized to recommend to the Mayor the execution of municipal building project contracts as may be approved by the Town Council.

The Permanent Municipal Building Committee shall have authority over all change order requests. The Permanent Municipal Building Committee shall also coordinate all applications for grants and other financial assistance documents except for school construction grants through the Department of Education. Such grant applications are the responsibility of the Superintendent of Schools and the Board of Education. The Permanent Municipal Building Committee shall submit change orders and grants/financial assistance documentation to the appropriate authority in a timely manner and with timely notification to the Town Council. The Town Council is the authority to modify or change the scope of the project.

The Permanent Municipal Building Committee shall at least quarterly report its activity to the Town Council and to the Proposing Body, if applicable; and shall submit a final report upon completion of each project. The Permanent Municipal Building Committee is also authorized to conduct periodic reviews and audits of the physical condition of all municipal and school buildings and grounds, including service equipment and major systems and make recommendations to the Town Council for inclusion into the Town's Capital Improvements Projects List and should work with the Mayor's Office and the appropriate boards and commissions and agencies.

It is understood that the agencies assigned responsibility for specific buildings, grounds, capital, and facilities shall assess, prioritize, seek funding and actively support administration of projects assigned to the Permanent Municipal Building Committee.

The Permanent Municipal Building Committee shall, with assistance from the Proposing Body ensure that projects are completed, including the close-out of required reports, in a timely manner.

Section 6. Spending Funds

The Permanent Municipal Building Committee may expend such funds as the Town Council, or if required the Town Meeting, may appropriate to carry out its duties as described herein. There shall be no intermingling of funding between projects.

Section 7. Definitions:

For the purpose of this Ordinance, the following definitions shall apply:

1) "Major maintenance" shall include capital building/improvement projects and projects that are capital in nature; that is, having a useful life of five or more years.

"Major maintenance" shall not include routine maintenance and upkeep of a building or other structures, or its service equipment, which is performed on a regular basis.

2) "Service equipment and major systems" shall include boilers, elevators, generators, HVAC systems, septic systems, fire alarms, electrical service including wiring and fixtures, major plumbing service, building skin (roofs, gutters, masonry, windows, exterior paint, floor covering, etc.) It shall not include information system technology (computers and computer systems).

3). "Proposing Body" means the Town of Ledyard appointed or elected board or commission sponsoring or requesting a construction or major maintenance project or for a project initiated by the Permanent Building Committee itself, the board or commission whose facility would be the recipient thereof.

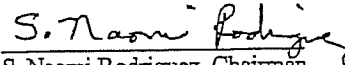
Section 7. Severability

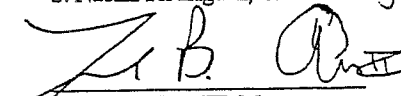
If any provision of this Ordinance shall be held invalid by a court having competent jurisdiction, such invalidity shall not affect any of the other provisions of this Ordinance that can be given effect without the invalid provision and for this purpose the provisions of the Ordinance are hereby declared severable.

Section 8. Effective Date

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

Amended, Adopted and Renumbered by the Ledyard Town Council on: November 13, 2024

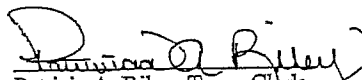

S. Naomi Rodriguez, Chairman


Fred B. Allyn, III, Mayor

Approved/Disapproved on: 11/14/24

Published on:

Effective Date:


Patricia A. Riley, Town Clerk

Revisions: Ordinance #119 "An Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard" Adopted March 26, 2008; Ordinance #138 "An Ordinance Amending an Ordinance Establishing a Permanent Municipal Building Committee for the Town of Ledyard: Adopted June 24, 2015; Effective: July 31, 2015; Ordinance renumbered from Ordinance #138 to Ordinance #100-015 as part of the Town Council's 2017-2019 Ordinance Update Initiative; September 25, 2019.

History:

The Twenty-fourth Town Council (2017-2019) Ordinance Update Initiative: Renumbered Ordinance #138 to Ordinance #100-015.

2015: Removed the project threshold of \$25,000 requiring all capital building/improvement projects and projects that are capital in nature; that is, having a useful life of five or more years be assigned to the Permanent Municipal Building Committee.

2019: Title – Removed "Ordinance Amending" – Per Town Attorney not required. Section 4 added language regarding members attendance relative to resignation/replacement. Removed Section 9 "Cancellation" - Per Town Attorney the "Cancellation Section" was not needed. The "Revisions" and "History" paragraph indicates that the previous ordinance has been updated and replaced. Added new Section 9 "Effective Date" to be consistent with Town Ordinance format

2024: Section 2 "Purpose" Paragraph 1 replaced the word ~~major~~ with "select" and Added Paragraphs 2 – 6.

Section 3: "Membership" Added: ".....Chairman or their designee. Also, the following language was added for clarification: Board of Education Temporary Members shall be appointed by the Town Council"

"Public Works Director, Board of Education Director of Facilities and Grounds.

Section 5 "Powers and Duties": *Paragraph 2- The following language was replaced: The Permanent Municipal Building Committee is authorized to interview architects and/or engineers for the purpose of planning, designing, building and completing municipal building projects, and based on said interviews and cost estimates, to hire suitable candidates. "When an Owner's Representative is required for the project, the Permanent Building Committee shall provide a recommendation for the hiring of an Owner's Representative prior to selecting the architect and/or engineer so that the Owner's Representative may assist with the development of the Request for Proposal, the selection process, project control budgets, project schedules, contracts and other material necessary to properly solicit comprehensive proposals by interested firms".*

Paragraph 3: Replaced: ~~cost estimates~~ with "budgets" Also added: "However, when an Owner's Representative is required, the Owner's Representative shall be responsible for drafting such schedules and budgets. The Owner's Representative shall also be responsible for developing a project cash flow projection for review by the Town Director of Finance

NEW Paragraph 4

Paragraph 5 Added the following language: "except for school construction grants through the Department of Education. Such grant applications are the responsibility of the Superintendent of Schools and the Board of Education".



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 26-0863

Agenda Date: 8/13/2026

Agenda #: 5.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Review and discuss the Municipal Improvement Check List.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)



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.

COMMITMENT

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MUNICIPAL IMPROVEMENT CHART -- TOWN OF LE RD

