



TOWN OF LEDYARD CONNECTICUT

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

Town Council ~ AGENDA ~

Chairman Gary St. Vil

Regular Meeting

Wednesday, December 10, 2025

7:00 PM

Town Hall Council Chambers

In-Person: Council Chambers Town Hall Annex

Remote: Information noted below:

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

<https://ledyardct.zoom.us/j/83933545824?pwd=SZ30v19GxJB77IErR2A7FbLXby0Duu.1>

Audio Only: Telephone: +1 646 558 8656; Meeting ID: 839 3354 5824; Passcode: 666602

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL

IV. PRESENTATIONS

Special Election for State Representative 139th Assembly District

Attachments: [Registrar-Special Election-State Representative-2025-12-13](#)

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

VI. COMMITTEE COMMISSION AND BOARD REPORTS

VII. COMMENTS OF TOWN COUNCILORS

VIII. REVIEW AND APPROVAL OF MINUTES

- MOTION to approve the following:
- Special Town Council Minutes of October 29, 2025
- Public Hearing Minutes of November 10, 2025
- Public Hearing Minutes of November 12, 2025
- Regular Meeting Minutes of November 12, 2025
- Organizational Meeting Minutes of December 1, 2025

Attachments: [TC-MIN-2025-10-29](#)
[PUBLIC HEAR-MIN-2025-11-10-ETHICS ORDINANCE](#)
[PUBLIC HEAR-MIN-2025-11-12-TRANSFER 19 AVERY HILL RD](#)
[EXT-13 APPLEWOOD DRIVE-AVAILONIA](#)
[TC-MIN-2025-11-12](#)
[TC-MIN-2025-12-01-ORGANIZATIONAL MTG](#)

IX. COMMUNICATIONS

Communications List - December 10, 2025

Attachments: [Communications List-2025-12-10](#)
[DTC Reappointment Recommendation- Lockart Planning & Zoning-2025-12-06](#)
[DTC Reappointment Recommendation- Rwtirement Board-2025-12-06](#)
[DTC Reappointment Recommendation-Historic District Commission-2025-12-06](#)
[Appoint Application-Murray-email-2025-11-10](#)
[Eilenberger-Ethics Ordinance-email-2025-11-10](#)
[Historic District Commission-Appoint Alternate Member Watford to Regular Member-Lamb-email-2025-11-11](#)
[PORAZZI-ORDINANCE-CODE OF ETHICS & EHTICS COMMISSISON-EMAIL-2025-11-11](#)
[RESIGNATION-LAMB-HISTORIC DISTRICT COMMISSION-2025-11-11](#)
[Berry- Appointment Application-Planning & Zoning email-2025-11-11](#)
[Historic Commission- Reappointment Recommendation-2025-11-12](#)
[Historic Commission-DTC-Request Rappointment Recommendation-2025-11-12](#)
[Historic Commission-Request Reappointment Recommendation-2025-11-12](#)
[Murray-Withdraw Appointment Application-Planning & Zoning email-2025-11-12](#)
[HISTOIRC COMMISSISON-APPOINT WATFORD-REGILAR MEMBER-EMAIL-LAMB 2025-11-11](#)
[Reappointment Endrosement-Historic District Commisison-2025-11-12](#)
[Resign - James Thompson Resignation Letter-2025-11-19](#)
[ACTION LTR-RETIIREMENT BOARD-2025-11-18](#)
[Appoint ltr B--Graham-Conservationr2025-11-20](#)
[Appoint Ltr- Marelli Conservation-2025-11-20](#)
[Appoint Ltr-auer Social Services-2025-11-20](#)
[Appoint-ltr-Bacon Social Services-2025-11-20](#)
[Appoint Application-Roberts-Pierson-Historic District Commision-2025-11-23](#)
[Appointment-Watford-Histoirc District Commisison- Regular Member-RTC-Recommenation-email-2025-11-23](#)
[Agricultural Commission- Lease Recommendations -Clark Farm Property Lessee2025-12-03](#)
[Board of Education-Appropriate Additional Federal Impact Aid Funding- Fiscal Year 2024-2025 -ltr-2025-12-02](#)
[Board of Education-Ledyard Education Associations Contract 2026-29 ContractTransmittal Letter](#)
[Property Revaluation-Mil Rate-Merando-Chaiman St. Vil-Mayor-email-2025-12-07](#)

[McWilliams-Property Revaluation email-2025-12-08](#)
[ACTION LTR-TOWN COUNCIL MTG-2025-11-12](#)
[ACTION LTR-TOWN COUNCIL ORGANIZATIONAL](#)
[MTG-2025-12-01](#)
[Avalonia Land Conservancy-Approved Transfer-Avery Hill Rd Ext &](#)
[Applewood Drive-2025-11-13](#)
[MEMO -COMM REL-DEI- TRANSITION ITEMS -2025-11-12](#)
[MEMO -FINANCEI- TRANSITION ITEMS -2025-11-12](#)
[MEMO -LUPPW- TRANSITION ITEMS -2025-11-12](#)
[ADMIN-TRANSITION MEMO-TO 28-TOWN](#)
[COUNCIL-2025-11-17](#)
[TOWN COUNCIL MEMO-DRAFT 2026 MEETING](#)
[SCHEDULES-2025-11-17](#)
[AGRICULTURAL LIASION-LAMB-LTR-2025-12-02](#)
[Apoint Ltr-Maher-Town Council Admin Assistant-2025-12-02](#)
[Apoint Ltr-Stammel-Treasurer-2025-12-02](#)
[BEAUTIFICATION COMMITTEE-LIASION-BRUNELLE-LTR-202](#)
[5-12-02](#)
[BOARD OF EDUCATION LIASION-BARNES-2025-12-02](#)
[CEMETERY COMMITTEE- LIASION-LAMB-LTR-2025-12-02](#)
[CONSERVATION](#)
[COMMISSION-LIASION-BARNES-LTR-2025-12-02](#)
[ECONOMIC DEVELOPMENT](#)
[COMMISSION-LIASION-BUHLE-LTR-2025-12-02](#)
[FARMERS MARKET](#)
[COMMITTEE-LIASION-BRUNELLE-LTR-2025-12-02](#)
[GA;LES FERRY FIRE DEPT-LIASION-BUHLE-LTR-2025-12-02](#)
[HOUSING AUTHORITY-LIASION-RYAN-LTR-2025-12-02](#)
[INLAND WETLAND & WATERCOURSES COMMISSION-](#)
[LIASION-THOMPSON-LTR-2025-12-02](#)
[LEDYARD CENTER FIRE](#)
[DEPT-LIASION-BUHLE-LTR-2025-12-02](#)
[LIBRARY COMMISSION- LIASION-PARAD-LTR-2025-12-02](#)
[PARKS-RECREATION-SENIOR](#)
[CITIZENS-LIASION-GARCIA-IRIZARRY-LTR-2025-12-02](#)
[PERMANENT MUNICIPAL BUILDING](#)
[CMT-LIASION-GARCIA-IRIZARRY-LTR-2025-12-02](#)
[PLANNING & ZONING COMMISSION-LIASION-ST](#)
[VIL-LTR-2025-12-02](#)
[PUBLIC SAFETY COMMISSION-LIASION-ST](#)
[VIL-LTR-2025-12-02](#)
[RETIREMENT BOARD-LIASION-RYAN-LTR-2025-12-02](#)
[SOCIAL SERVICES BOARD-LIASION-PARAD-LTR-2025-12-02](#)
[WATER POLLUTION CONTROL](#)
[AUTHORITY-LIASION-THOMPSON-LTR-2025-12-02](#)
[ZONING BOARD OF APPEALS-LIASION-RYAN-LTR-2025-12-02](#)

[Annual Report EDC--2024-2025 - Final](#)

X. REFERALS

XI. COUNCIL SUB COMMITTEE, LIAISON REPORTS

1. Administration Committee Report Fiscal Year 2025/2026
2. Community Relations Committee for Diversity, Equity & Inclusion – Report- Fiscal Year 2025/2026
3. Finance Committee Report Fiscal Year 2025/2026
4. LUPPW Committee Report Fiscal Year 2025/2026

3. Finance Committee4. Land Use/Planning/Public Works Committee5. Liaison Reports

XII. REPORT OF THE MAYOR

Mayor Report Fiscal Year 2025/2025

XIII. OLD BUSINESS

XIV. NEW BUSINESS

Finance Committee

1. MOTION to add Flock Group DBA Flock Safety to the Fiscal Year 2025/2026 Standing Bid Waiver List.
2. MOTION to grant a Bid Waiver to Ransome Attachments, 106 Ark Road, Lumberton, NJ 08048, in the amount of \$19,500 for a used 2020 Cobra Model S3-90/XS25 screening bucket attachment.

Attachments: [Ransome Attachment Quote.pdf](#)

[Cobra S-Series Literature.pdf](#)

[Cobra Brochure.pdf](#)

[ALLU Attachment Quote.pdf](#)

[Cobra Operation.3gp](#)

3. MOTION to grant a Bid Waiver to Schneider Geospatial of Indianapolis, Indiana, in the amount of up-to \$15,000 to engage in the Simplistic City Fleet Portal - Vehicle Maintenance and Management Program.

Attachments: [Schneider Geospatial- Vehilce Maintenance & Mangment Program2025-10-17-Ledyard](#)

4. MOTION to approve appropriations from the receipt of sales of vehicles through GovDeals in the total amount of \$12,994.00 to the following capital accounts as follows:
 - \$5,300 to Public Works Large Truck CNR Account #21040101-57312;

- \$4,194 to Public Works Light Equipment CNR Account #21040101-56314;
 - \$3,500 to Police Vehicle CNR Account # 21020101-57510
 -
5. MOTION to approve an additional appropriation of \$11,285 from Undesignated Fund Balance to Account 10114301-51800 (Part-time Wages/Fiscal Assistant II) to increase the hours of Land Use Department Fiscal Assistant II from 20-hours to 35-hours per week to support a demanding workload.
 6. MOTION to authorize the Mayor to sign a contract for the Water Pollution Control Authority (WPCA) to engage Arcadis Engineering Consultants, East Greenwich, Rhode Island, to verify Service Lines and prepare a cost estimate for Lead Survey.

Attachments: [Clean Lead Survey Spreadsheet Final Tally](#)
[Ledyard Lead and Copper Rules Revisions Compliance RFQ 2026-02](#)
[Ledyard LCRR Compliance 103063882 Arcadis](#)

7. MOTION to approve a revised Appendix A- Qualifying Income Schedule in accordance with Ordinance #200-005 (rev. 1) “An Ordinance to Provide Property Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled (rev.1)” for the filing period of February 1, 2026 - May 15, 2026

Attachments: [Qualifying Income Limits 2026-Ordinance](#)
[State of Connecticut - Qualifying Income Limits 2026](#)
[ORD-#200-005 \(rev 1\) -An Ordinance Tax Relief](#)
[Elderly-2019-12-11.docx](#)
[Ordinance](#)

8. MOTION to approve a Budget Letter of Directive to the Mayor and Board of Education for the preparation of the Fiscal Year 2026/2027 Budget, as presented in the draft dated November 24, 2025.

Attachments: [Budget letter of directive FY 26-27-DRAFT-2025-12-09-Jessica](#)
[TAX ASSESSOR-VETERANS TAX RELIEF PROGRAMS-REVENUE](#)
[LOSS-EMAIL-2025-11-19](#)
[BUDGET PROCESS-CHARTER for 2026-2027](#)

9. MOTION to approve the Town Council Department Fiscal Year 2026/2027 Budget in the amount of \$289,255.

Attachments: [Town Council Dept Budget-FY-26-27-Draft-2025-12-01](#)
[TC Budget-Year to Date-2024-10-30](#)
[001-2023-FEB-22- RES DEPT HEAD ADMINSTRATORS](#)
[BENEFITS.pdf](#)

10. MOTION to approve the Town Council Department Fiscal Year 2026/2027 Capital Improvement Budget in the total amount of \$1,500.

Attachments: [TC-CIP FY 26-27-2025-11-24](#)
[Town Council Dept-CIP-Sheet 2 Budget-FY-26-27-2025-11-24](#)
[LAPTOP QUOTE-2025](#)

General Business

11. MOTION to reject the Agreement between the Ledyard Board of Education and the Ledyard Education Association, Ledyard, Connecticut for the period of July 1, 2026 through June 30, 2029.

Attachments: [Teachers Contract 7-1-2026 thru 6-30-2029-Memo-2025-12-04](#)
[CGS 10-153-Board of Education Contracts-Highlighted](#)
[CGS 10-153-Board of Education Contracts-Short Text](#)

12. MOTION to cancel the Town Council Regular Meeting of December 24, 2025 for the Holidays.

XV. ADJOURNMENT

DISCLAIMER:

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

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



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2966

Agenda Date: 12/24/2025

Agenda #:

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

Special Election for State Representative 139th Assembly District

Background:

Special Election for State Representative 139th Assembly District (Only District 3 in Ledyard)

Four Days of Early Voting:

Location: Register's Office - 741 Colonel Ledyard Highway in the Registrar's Office, lower level

- 1/8/2026 - Thursday 10am- 6pm
- 1/9/2026 - Friday 10am- 6pm
- 1/10/2026 Saturday 10am- 6pm
- 1/11/2026 Sunday 10am- 6pm

Election Day

Tuesday, January 13, 2026

Time:

6am-8pm

Location:

District 3 Voter Polling Location *Juliet Long School Gymnasium*, 1854 Route 12, Gales Ferry

Absentee Ballots:

Absentee Ballots available starting on Monday December 15, 2025

Absentee Ballots handled by Town Clerk, 741 Colonel Ledyard Highway, Town Hall, upper level.

Department Comment/Recommendation:

(type text here)

Roxanne Maher

From: Judy Johnson
Sent: Monday, December 8, 2025 3:21 PM
To: Roxanne Maher
Cc: Diana Mann; Jackie Bacon; Patricia Carmon-Frost
Subject: Upcoming Special Election for State Representative 139th Assembly District

Hi Roxanne,

Thank you for the invitation to the Town Council Meeting. Here is the information you asked for regarding the upcoming special election.

Special Election for State Representative 139th Assembly District (includes only District 3 in Ledyard)

Four Days of Early Voting:

Early Voting is from 10am- 6pm on Thursday 1/8/26, Friday 1/9/26, Saturday 1/10/26 and Sunday 1/11/26 at Ledyard Town Hall 741 Colonel Ledyard Highway in the Registrar's Office, lower level.

Election Day voting is from 6am-8pm on Tuesday 1/13/2026 at District 3 Voter Polling Station, Juliet Long School gymnasium, 1854 Route 12, Gales Ferry

Absentee Ballots handled by Town Clerk, 741 Colonel Ledyard Highway, Town Hall, upper level. Absentee Ballots first available starting Monday December 15, 2025

I hope this is helpful,

Judy Johnson
Registrar of Voters



741 Colonel Ledyard Hwy

Lower Level Rm # 1

Ledyard CT 06339

(860) 464-3252

Mondays 10a-6p & Thursdays 10a-3p

<https://town.ledyard.ct.us/338/Registrar-of-Voters>



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2935

Agenda Date: 12/10/2025

Agenda #:

MINUTES

Minutes:

- MOTION to approve the following:
- Special Town Council Minutes of October 29, 2025
- Public Hearing Minutes of November 10, 2025
- Public Hearing Minutes of November 12, 2025
- Regular Meeting Minutes of November 12, 2025
- Organizational Meeting Minutes of December 1, 2025



TOWN OF LEDYARD
CONNECTICUT
TOWN COUNCIL

Chairman Gary St. Vil

MINUTES
LEDYARD TOWN COUNCIL – REGULAR MEETING
WEDNESDAY, OCTOBER 29, 2025; 6:00 PM
VIDEO CONFERENCE VIA ZOOM

DRAFT

I. CALL TO ORDER – Chairman St. Vil called the Special Meeting to order at 6:10 p.m.

Chairman St. Vil welcomed all to the Video Conference Meeting. He stated for the members of the Town Council and the Public who were participating that the video conference information was available on the Agenda that was posted on the Town’s Website – Granicus-Legistar Meeting Portal.

II. PLEDGE OF ALLEGIANCE

III. ROLL CALL –

Attendee Name	Title	Status	Location
William Barnes	Town Councilor	Present	In-Person
April Brunelle	Town Councilor	Present	In-Person
Jessica Buhle	Town Councilor	Present	In-Person
Carmen Garcia-Irizarry	Town Councilor	Present	In-Person
Kevin Dombrowski	Town Councilor	Excused	
Adrienne Parade	Town Councilor	Excused	
Tim Ryan	Town Councilor	Present	In-Person
Tony Saccone	Town Councilor	Present	In-Person
Gary St. Vil	Town Councilor	Present	In-Person

Councilor Ryan stated that he would like to amend the Agenda as follows:

- Add Public Comment
 - Reorder the Agenda to address the Old Business Items before the New Business Item.
- By Consensus the Town Council agreed that the two items Councilor Ryan suggested be addressed in two separate Motions as noted below:

❖ MOTION to amend the Agenda to add a Public Comment period for Residents and Property Owners.

Moved by Councilor Ryan, seconded by Councilor Barnes

Discussion: Councilor Ryan noted that he sent Chairman St. Vil and the full Town Council emails on October 24, 2025 and again on October 27, 2025 to request tonight’s Special Agenda be amended to include “*Public Comment*”. He stated because he did not receive a response from Chairman St. Vil regarding his request, that he was requesting the Agenda be amended this evening to allow for “*Public Comment*”. He stated given the clear and enthusiastic public demonstration both at Town Council meetings and in public forums regarding the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”; it seemed prudent to provide public commentary; on what now seemed to be a completely new ordinance.

Councilor Ryan stated that the Town Council’s Rules of Procedure provides for two Agenda formats; *Regular Agenda* and *Short Agenda* of which both include an item for Residents and Property Owners.

Councilor Ryan continued by noting that he also emailed Councilor Buhle to request that the Special Administration Committee Agenda, that was held earlier this evening, be amended to include “*Public Comment*”. He thanked Councilor Buhle for taking the necessary steps to add “*Public Comment*” to the Administration Committee’s Special Agenda.

Chairman St. Vil stated that he appreciated Councilor Ryan’s commentary and his motion this evening, noting that he would have also appreciated a telephone call regarding his request. He stated per the Rules of Procedure a *Special Meeting* does not require *Public Comment*. He stated the two items on the Agenda set the foundation, for the next steps as follows:

- Schedule a Public Hearing, for which the Residents would have the opportunity to provide comments.
- Override the Mayor’s Veto on a prior proposed Ordinance, which already received Public Comment.

Chairman St. Vil went on to note that because the Residents had ample opportunity to comment on the prior revision of the “*An Ordinance Establishing a Town of Ledyard Code of Ethics and an Ethics Commission*” and because they would an opportunity to comment on the newly proposed Ordinance, that he did not agree with providing *Public Comment* at tonight’s Special Meeting.

Chairman St. Vil continued by addressing Councilor Ryan’s request to change the order of tonight’s Special Meeting Agenda, stating that he believed the order of the Agenda was the most appropriate.

Councilor Ryan stated that tonight’s Special Agenda was in violation of the Town Council’s Rules of Procedure and in violation of Roberts Rules of Order. He continued by addressing his emails noting that during the same period of time (October 24 2025 & October 27, 2025 that Chairman St. Vil sent and responded to other emails. Therefore, he stated that he did not understand the reason that his email communication was not sufficient for these topics, but was sufficient for other topics.

Councilor Brunelle stated that other members of the Town Council have told and instructed her that Public Comments were not allowed for Special Meetings.

Councilor Buhle stated in response to Councilor Ryan’s request and feedback to allow for Public Comment that she amended the Administration Committee’s Special Agneda that was held earlier this evening to include *Public Comment*; however, she noted that she restricted the amount of time allotted for *Public Comment*, because she wanted to make sure the Committee had ample time to address all of the comments received. She stated the new “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” was not being considered this evening for adoption; explaining that it was to move the new draft to a Public Hearing, at which Residents were encouraged, invited, and welcomed to provide *Public Comment* and to share their opinions. She stated in the new draft Ordinance that she addressed all of the feedback they had received to-date. She also stated that the Administration Committee made additional modifications at their meeting that was held at 5:00 p.m. this evening. She stated that she was not interested in silencing their residents, noting that she believed that any Public Comments that would be said at this Special Town Council Meeting could also be said at the Public Hearing the Town Council would be scheduling later this evening.

Councilor Brunelle stated although the Administration Committee had limited Public Comments to fifteen minutes at their meeting earlier this evening; that residents were allowed to continue to provide comments throughout the meeting, as the Committee worked to address the comments and suggestions that were provided. She stated although this was not procedurally normal that the Administration Committee allowed residents to continue to speak.

Councilor Ryan questioned whether the Administration Committee solicited and/or received comments from the Department Heads that were previously involved. Councilor Buhle stated the Department Heads voiced their concerns during the Administration Committee’s Special Meeting that was held at 5:00 p.m. this evening.

VOTE

3 – 4 Failed (Brunelle, Garcia-Irizarry, Saccone, St. Vil not in favor)

APPROVED	3- 4 Failed
MOVER:	Tim Ryan, Town Councilor
SECONDER:	Bill Barnes, Town Councilor
AYES:	Barnes, Buhle, Ryan
NAYES:	Brunelle, Garcia-Irizarry, Saccone, St. Vil
EXCUSED:	Dombrowski, Parad

❖ MOTION to amend the Agenda to reorder the Agenda Items to move Items #2 & #3 to address Old Business Items before the New Business Item to be listed as follows:

- 1.(2) MOTION to remove from Table the
MOTION to override the Mayor’s disapproval/veto dated October 16, 2025 and approved the “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” as approved by the Town Council at their October 8, 2025 meeting.
- 2.(3) Discussion and possible action on the
MOTION to override the Mayor’s disapproval/veto dated October 16, 2025 and approved the “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” as approved by the Town Council at their October 8, 2025 meeting.
- 3.(1) Discussion and possible action on the
MOTION to 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 revised on or about October 27, 2025.

Moved by Councilor Ryan, seconded by Councilor Garcia-Irizarry

Discussion: Councilor Ryan stated in accordance with Roberts Rules of Order that Old Business should be addressed prior to taking up New Business. Therefore, he stated because they a Motin to Remove an item from the Table that those items of business should be addressed first. He also noted that the Town Council’s Rules of Procedures specify regular agenda ordering in a similar fashion. In addition their Rules of Procedure dictates that an Ordinance has to have a clear and specific purpose. He stated he was not sure how they could put an Ordinance out to a Public Hearing that had the exact same specific and clear purpose as an existing Ordinance that was under consideration. He stated it only made sense to adjudicate the existing Ordinance first, before taking action on a new Ordinance with the same specific purpose.

VOTE

3 – 4 Failed (Brunelle, Buhle, Saccone, St. Vil not in favor)

APPROVED	3- 4 Failed
MOVER:	Tim Ryan, Town Councilor
SECONDER:	Garcia-Irizarry, Town Councilor
AYES:	Barnes, Garcia-Irizarry, Ryan
NAYES:	Brunelle, Buhle, Saccone, St. Vil
EXCUSED:	Dombrowski, Parad

Chairman St. Vil stated the Agenda would stand as posted.

POST MEETING NOTE: In accordance with CGS 1-225 the Agenda of a Special Meeting cannot be amended at the meeting. To Amend a Special Meeting Agenda it must be amended/posted 24-hours prior to the meeting.

IV. BUSINESS OF THE MEETING

Chairman St. Vil stated the proposed Ethics Ordinance has been in the works for an extended period to time, noting in 2007 that Fred Allyn, Jr. originally asked the Administration Committee to begin to review and to work on the matter of Ethics. He went on to note more recently, specifically during the last three-months there has been a concerted effort to come to a decision; which included receiving feedback from all the stakeholders in town and associated with the Town of Ledyard, which included every department, the public at a public hearing, his two solicitations to the Town Councilors for proposed amendments, from the Mayor via his October 16, 2025 Veto; and from the Town Attorney.

Chairman St. Vil continued by thanking Councilor Garcia-Irizarry for taking that feedback and for working through the weekend to come up with a document that they could all critique. He stated that he also wanted to thank Councilor Buhle for taking that document and expeditiously getting feedback from the Town Attorney and from residents earlier this evening, noting that it was not an easy task to make amendments live. He noted during the Meet Candidates Events that were held prior to the November 4, 2025 General Election that they heard from residents that they were distressed because they potentially may not eat in a week or so. He stated that this Town Council needed to come to a decision regarding the topic of the Code of Ethics and Ethics Commission so they can begin to consider how to help the residents in their town that were in most need. He also noted that he has received solicitations from the Board of Education and Town Departments regarding the needs of town. However, he stated this Town Council has been focused on a very important document that was precluding its progress was the Town Council making a decision. Therefore, he stated the sense of urgency was not an arbitrary date, such as an election, it was in actuality that this Town Council needed to make a decision; to either implement “*An Ordinance to Establish a Town of Ledyard Code of Ethics and Ethics Commission*” or not. He stated at the Town Council’s October 22, 2025 meeting he asked the community “*Not to listen to what they say was right, but to watch what they do*”. He stated the good news was that over the last week, he has seen a lot more communication, and there were a lot of people on both sides of the aisle that recognize that everyone was operating in good faith. He stated that his job and his goal was to continue to keep this topic on the Agenda until they reached a decision.

1. MOTION to 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 presented in the draft revised on or about October 29, 27 2025.**

Moved by Councilor Buhle, seconded by Councilor Brunelle

Discussion: Councilor Barnes noted although a lot of concerns were addressed in the new draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” and a lot of edits were made over the weekend; and during the Administration Committee’s October 29, 2025 meeting earlier this evening; that he believed there was still room for clarification with the Town Attorney. He stated in the spirit of progressing and preparing the draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” that it was more ready than it had been. However, he stated that what they have now was not completely ready, noting that there was still work to be done such as:

- Collecting and socializing additional feedback, including Town Employees who would be impacted
- Reviewing all final revisions with the Town Attorney.

Councilor Barnes stated that he wanted to be sure that they were all committed to making this happen before the November 10, 2025 Public Hearing.

Councilor Brunelle stated at tonight’s Special Administration Committee which was held prior to this Town Council meeting was well attended, noting that a lot of people spoke and offered great input; which the Committee incorporated into the most recent draft dated October 29, 2025. She stated they also reviewed the Mayor’s feedback that he provided in his October 29, 2025 letter; and they incorporated the appropriate amendments. She stated that she was confident that the Town Council would receive more feedback at the November 10, 2025 Public Hearing and that she would take it into consideration with the same due diligence as the Administration Committee did at their meeting earlier this evening.

Councilor Ryan stated that he shared many of the same concerns that Councilor Barnes expressed. He stated that his comments were more structural, noting that he had concerns about the new “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” that was presented over the last two-days; which was completely different from the previous Ordinance. He stated that the new draft Ordinance did not achieve the goal in many ways of being a non-partisan commission, noting there were some structural concerns he had with that. He stated that he realized that this Motion was to set the Public Hearing date, however, he stated that he wanted to highlight one of his major concerns as follows:

- **Section 13. Ethics Commission**

(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.

Councilor Ryan stated in reviewing the Town of Glastonbury's Ordinance, that they required "**(7) affirmative votes of their nine member Town Council.**" He stated by requiring "**(7) affirmative votes of their nine member Town Council.**" To appoint members to the Ethics Commission, that they would be guaranteed to have a bipartisan appointment.

Councilor Ryan stated because of these types of concerns and in reviewing the Town Attorney's October 28, 2025 email in which the Attorney stated: "*I have no additional comments at this time. After the meeting tomorrow (10/29/2025) Please send me a clean version so I can proof read it one more time*". Therefore, Councilor Ryan stated that he did not think that they could send this draft Ordinance out to a Public Hearing, without giving it to the Attorney for his review. He stated if they wanted to be confident in what they were sending out to the Public Hearing that they should honor the Town Attorney's request and send the draft Ordinance back to him prior to the Public Hearing.

Councilor Ryan stated to be clear, that he was not against having an Ethics Policy at all. He stated that Waterford closed their Ethics Investigation and cleared the four employees that had the Ethics Complaints filed against them. However, he stated the problem was that their reputation has been marred; and that there was no consequence to the person who filed the Ethics Complaint. He stated there was no protection for the trivial filing or abuse of filing of Ethics Complaints, noting that this was concerning. He suggested they have an Ethics Policy, which the Town Council could establish, and then have a separate Ad Hoc Committee to make sure they have the best Ordinance possible to set-up an Ethics Commission, noting that was what the majority of the Town Council would like to do. Therefore, he stated that they owed it to their employees and their citizens that they have something that would address all of the concerns appropriately. He stated while he did not personally feel that an Ethics Commission was necessary, that as Councilor Barnes mentioned, he also felt that the new draft "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" was a lot closer, noting that Attorney Ritter had a hand in drafting the Town of Glastonbury's Ordinance. However, he noted that Attorney Ritter also expressed concern regarding the subjectivity of some of the wording that ended up in the Glastonbury Ordinance that was drafted twelve-years ago. He concluded by stating that he thought there was some room for improvement before going to Public Hearing.

Councilor Saccone noted as other Town Councilors have mentioned, this item was to set the Public Hearing date for the new draft "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*". He also commented on the Ethics Complaint that occurred in Waterford, noting that the employees' reputations have been tarnished, noting that could happen to anyone of them sitting here this evening. He stated that people could make accusations noting that those things could happen with or without having an Ethics Commission.

Councilor Saccone went on to state that one of the concerns that was raised was the use of town-owned vehicles by the Police Chief and Fire Chief, noting that those concerns have been addressed in the draft Ordinance dated October 29, 2025; explaining that most Police Chief's and Fire Chiefs get a take-home vehicle. He stated that he would like to see this Motion be approved to present the draft "*An Ordinance Establishing A Town of Ledyard Code of Ethics and Ethics Commission*" to the residents at a Public Hearing.

Councilor Garcia-Irizarry noted that she read the news articles regarding the Ethics Complaints that were filed in Waterford. She provided some additional information noting the employees were in the Representative Town Meeting (RTM). However, she stated that Ledyard does not have a Representative Town Meeting (RTM); and therefore, this type of scenario would not happen, because per their Town Charter that elected officials cannot work

in the town. She stated that she understood Town Councilors' comments about peoples reputations, however, she stated that this was about *Public Trust* and she commented that right now there was not a lot of public trust. Therefore, she stated that it was essential for them to have a mechanism that was laid out for anyone in town to refer to when they had questions.

Councilor Garcia-Irizarry continued by stating that she liked what occurred at tonight's Special Administration Committee, noting that she wished it had happened months ago. She noted that the residents provided good recommendations; and they made suggestions throughout the meeting which Councilor Buhle incorporated into the draft Ordinance. She stated that Councilor Buhle allowed everyone to talk during the meeting. She went on to state that Town Clerk Patrica Riley and Director of Human Resources mentioned that they would bring their comments to the November 10, 2025 Public Hearing, because they did not have enough time to review the latest draft Ordinance for tonight's Administration Committee meeting.

Councilor Garcia-Irizarry went on to explain in drafting the new "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" that she did review the September 24, 2025 Public and the feedback they had received to make sure all of the concerns were addressed such as:

- The process to submit Complaints to the Town Clerk's Office.
- The process to seek Advisory Questions from the Commission.

Councilor Garcia-Irizarry noted that the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" was necessary because it would apply to everyone, noting that the Employee Handbook only applied to the employees and that it did not apply to elected officials such as the members of the Town Council. She addressed the comments at previous meetings about the Town Attorney not seeing the proposed Ordinance. She stated aside from the amendments that were made during the Special Administration Committee meeting that was held earlier this evening that the Town Attorney had probably seen this Ordinance ten-times; and he provided comments to Councilor Buhle.

Councilor Buhle stated that she voted in-favor to amend tonight's Special Town Council Agenda; although she did not feel it was necessary, because they would be sending this new draft "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" to a Public Hearing. She stated that she did not support silencing their residents and she thought it was important for their residents to have the opportunity to share their opinions; which was the reason she was looking forward to the Public Hearing about this Ordinance.

Councilor Buhle stated that Councilor Garcia-Irizarry started the bones of this new draft Ordinance from the Town of Glastonbury's Ordinance. She went on to note her meeting with Attorney Ritter on Monday, October 27, 2025 explaining that subsequent to their meeting that Attorney Ritter reviewed the draft Ordinance. She noted a major complaint about the previous draft Ordinance was the lack of oversight by the Town Attorney. She stated the Town Attorney's initial recommendation was to pick a town's Ethics Ordinance and to start from there. She stated because Attorney Ritter wrote the Town of Glastonbury's Ethics Ordinance they decided to start from there. She stated they have taken forward every change the Town Attorney recommended, with the exception to change the language "*Incompatible with the proper discharge of his or her official duties*". Councilor Buhle stated that she understood that this was "legal speech" but that the Ordinance does outline "*what was incompatible and what was not incompatible*"

Councilor Buhle stated that she has taken the feedback regarding the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" very seriously. She stated there was never an intent to put an Ordinance through without feedback from their residents, employees, town attorney, or from anyone. She stated that had Councilor Ryan provided his feedback to her this morning, that she would have included them along with the other amendments and would have asked the Town Attorney review them for tonight. She stated that she sent the latest draft Ordinance to the Town Council asking that they reply to her only, noting that Councilor Barnes emailed her to ask: "*Who determined the penalties for a violation.*" Councilor Buhle stated in working with the Town Attorney that she proposed language that the Town Attorney said he was okay with, noting that the language was put forward in the new draft Ordinance.

Councilor Buhle went on to note during the Special Administration Committee meeting that was held earlier this evening that they changed four or five sentences in the draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”; and therefore, she believed that the Ordinance was ready to be forwarded to a Public Hearing. She stated that she would not pass an Ordinance without having those sections reviewed by the Town Attorney. She stated that she has been intentional to make sure that the Ordinance that the Town Council passes does not create a liability for the town, does not adversely affect their town; and was not partisan. She stated that she was looking forward to thoughtful and respectful Public Comment, noting that the Public Comment they received at the Special Administration Committee earlier this evening was exceptional, and they were able to implement almost all of them.

Chairman St. Vil stated as mentioned by his fellow Councilors this evening, there had been ample opportunity for each, and every Councilor provide proposed amendments. He stated in spite of some individuals trying to separate them that there was a greater effort to collaborate, noting that was going to be the philosophy would carry them forward. He stated the members of the Town Council volunteer to make decisions on behalf of their residents. He asked that residents do not get caught up in facebook posts, but that they watch how the Town Council votes. He stated that the Town Council has given the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” its due diligence. He stated that he was pleased to see feedback from Mayor Allyn, III; he was pleased to see Attorney Ritter rearrange his schedule to make time for Councilor Buhle, on Monday, October 27, 2025. He stated for those who were trying to sow division that he did not think that it had a place in Ledyard, noting that he sees a town that was growing, developing, and working together.

Councilor Ryan addressed Councilor Buhle’s comment that she sent the draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” to the entire Town Council and asked that they reply to her only with their comments. He stated that he did not see the latest draft of the Ordinance until Tuesday morning, October 28, 2025, noting that it was sent out on Monday night October 27, 2025. He stated they all have full-time jobs and competing priorities, noting that he was dismayed when he began reviewing the October 27, 2025 draft, to then get an amended Ordinance, and then another amended version, noting that amended versions continued to be posted until 3:00 p.m. this afternoon. He stated that it was tough to keep up with all the amendment that were being made live and on the fly. He stated that he was not sure that it was appropriate to continue to update the Agenda within the 24-hour timeframe of the meeting. He stated that he would be happy to give Councilor Buhle all of his comments, noting that some of them have been addressed. He stated that this was not about trying to prevent an Ethics Ordinance, that it was about trying to implement an Ethics Ordinance that does not harm people unnecessarily and was not rushed. He stated it took two years to get the previous Ordinance to this point, noting that this new draft was done in the course of not even three-days. He stated that met the definition of “*rushed*”; and he noted that the timing was conspicuous.

Councilor Ryan addressed Chairman St. Vil’s comments stating that the Ethics Ordinance was not holding up other Town Council business, noting that they could multi-task and address the pressing needs of their residents. He stated their Agendas were able to accommodate multiple things, noting that the Ethics Ordinance was only one item on their Agendas; and that they continued to do regular business even with the Ethics Ordinance on their Agenda. He stated if Chairman St. Vil was saying that the Ethics Ordinance was preventing the Town Council from addressing business to support the rest of their residents needs that it was a red herring; noting that they have been supporting the residents of their community. He stated that they should not be telling the public that the Ethics Ordinance was preventing them from doing the business they needed to do to support them. He stated although the new draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” was better than the previous version, that he did not think it was ready to be presented at a Public Hearing.

Councilor Garcia-Irizarry stated during the two years that the Administration Committee worked on the previous “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” that they did not receive any feedback on the draft. She stated now that they were trying to get the final draft to a Public Hearing they were being told that it was being rushed. She stated that there was ample time for people to provide feedback on the previous Ordinance, noting that Mr. Schroeder provided feedback a couple of times during the process.

Councilor Buhle stated that she wanted to clarify a statement regarding the timing, noting that the documents that were added to the Agenda today, were sent to Administrative Assistant Roxanne Maher with a request to print for the Town Council; and the question was asked “Whether she wanted to attach the documents to the Legislative File on the Meeting Portal; and for transparency reasons she responded “Why Not” noting that some members of the Town Council liked to do things digitally. She stated that she did not see that as modifying the Agenda, noting that she was providing the information for people to be able to read it. She stated that she feels that the goal posts were constantly being moved. She stated that they were not voting to adopt the proposed “An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission” this evening. She stated that they were voting to set a Public Hearing date. She stated they would have two-weeks to fully read the proposed Ordinance.

Councilor Brunelle addressed the comments regarding the “Timing was conspicuous”. She stated that she wanted to point out that they have been working on the proposed “An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission” for a year and half, and that there was no nefarious reason they wanted to get it to the finish line. She stated that they just wanted to get the Ordinance to the finish line, noting that they felt that they have worked on it long enough; and as Chairman St. Vil stated that there were other things that they would like focus on. She stated that it was not to say that they could not work on things simultaneously, noting that if they could finish a few things they would have more time to dedicate to the other things. She stated that there was no conspicuous timing involved. She went on to state it was not acceptable behavior to say that they have not read the draft Ordinance; and at the same time say it was not ready. She stated if they did not have time to read the draft Ordinance for tonight’s meeting that was fine, noting that they would have time to read it before the November 10, 2025 Public Hearing and to provide comments.

Councilor Barnes stated that he had to address Councilor Brunelle’s comment about a Councilor not reading the draft “An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission”. He provided clarification, noting that Councilor Ryan did not say he did not read the proposed Ordinance. He noted that what Councilor Ryan described was that he did not read the last draft, noting that he knows that Councilor Ryan reads everything. He stated it was fair to say that they have to acknowledge as a group that what they have in-front of them today was not complete and it was not final. He stated that the Town Attorney needed to look at the draft Ordinance, and there would be further revisions. He stated he had faith in every member of this group that in a period of time they would have the ability to bring it together. However, he stated to use this as an opportunity to find fault with a Councilor Member, because they made a statement that they had not read the last draft, noting the drafts continued to change throughout the day, was ridiculous. Councilor Brunelle stated that it was ridiculous to say that it was conspicuous timing.

Chairman St. Vil stated he had faith in their constituents that they see the truth, and they understand the truth. He stated although they were presenting their opinions; that sometimes they do that as if they were the facts. He stated for the residents that the Ethics Ordinance was important, that he believed they could differentiate between the two. He stated division was not helpful, noting that it was helpful to critique each other; and point out opportunities for improvement. He stated to assume someone’s intent was not helpful; and that the greatest way for others to know their intent was by their vote.

VOTE

6 – 1 Approved and so declared (Ryan not in favor)

APPROVED	6- 1 Approved
MOVER:	Jessica Buhle, Town Councilor
SECONDER:	April Brunelle, Town Councilor
AYES:	Barnes, Brunelle, Buhle, Garcia-Irrizary, Saccone, St. Vil
NAYES:	Ryan
EXCUSED:	Dombrowski, Parad

Chairman St. Vil stated hearing no other Motions he called for a Motion to Adjourn

Councilor Ryan and Councilor Barnes noted that there were two more Items on tonight’s Agenda.

MOTION to remove from Table

MOTION to override the Mayor’s disapproval/veto dated October 16, 2025 regarding “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” as approved by the Town Council at their October 8, 2025 meeting.

Moved by Councilor Ryan, seconded by Councilor Barnes

Discussion: Chairman St. Vil stated because the Town Council has scheduled a Public Hearing for the new “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” for November 10, 2025; that he did not think removing this item from the Table added any value.

VOTE

2 – 5 Failed (Brunelle, Buhle, Garcia-Irizarry, Saccone, St. Vil not in-favor)

APPROVED 2- 5 Motion Failed
MOVER: Tim Ryan, Town Councilor
SECONDER: Bill Barnes, Town Councilor
AYES: Brunelle, Buhle, Garcia-Irizarry, Saccone, St. Vil
NAYES: Barnes, Ryan
EXCUSED: Dombrowski, Parad

No Action on the following:

- 2. Discussion and possible action on the MOTION to override the Mayor’s disapproval/veto dated October 16, 2025 and approved the “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” as approved by the Town Council at their October 8, 2025 meeting.

RESULT: NO ACTION

XV. ADJOURNMENT

Councilor Buhle moved to adjourn, seconded by Councilor Brunelle.

VOTE: 7 - 0 Approved and so declared. The meeting adjourned at 7:09 p.m.

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

I, Gary St. Vil, Chairman of the Ledyard Town Council,
hereby certify that the above and foregoing is a true and
correct copy of the minutes of the Special Town Council
Meeting held on October 29, 2025.

Gary St. Vil, Chairman



Chairman Gary St. Vil

TOWN OF LEDYARD

CONNECTICUT
TOWN COUNCIL

MINUTES
PUBLIC HEARING
LEDYARD TOWN COUNCIL
COUNCIL CHAMBERS - ANNEX BUILDING
HYBRID FORMAT

DRAFT

PUBLIC HEARING MINUTES

5:00 PM; NOVEMBER 10, 2025

I. CALL TO ORDER – Chairman St. Vil called to order the Public Hearing at 5:00 p.m. regarding a proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” as updated on or about October 29, 2025.

II. PLEDGE OF ALLEGIANCE

III. PROCEDURE OF THE PUBLIC HEARING

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

Chairman St. Vil provided an overview of the procedure of the Public Hearing, and he asked those attending remotely to put their name and address in the “*Chat*” noting that they would be called upon during the Public Comment portion of tonight’s meeting.

IV. CALL OF THE PUBLIC HEARING

The following call of the Public Hearing was read by Town Council Administrative Assistant Roxanne M. Maher:

LEGAL NOTICE TOWN OF LEDYARD

NOTICE OF PUBLIC HEARING

The Ledyard Town Council will conduct a Hybrid Format Public Hearing
(In-Person & Video Conference)
on Monday, November 10, 2025 at 5:00 p.m.
to receive comments/recommendations regarding a Proposed

“*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*”
As updated on or about October 29, 2025

Please join the Public Hearing in-person or remotely as follows:

In-person attendance will be at the
Council Chambers, Town Hall Annex Building
741 Colonel Ledyard Highway, Ledyard, Connecticut

Please join the video conference meeting from your computer, tablet, or smartphone at:
<https://us06web.zoom.us/j/87238522319?pwd=Oec0d0ed-c495-4aa5-adaa-ac97f88014e2>

Meeting ID: 872 3852 2319; Passcode: 298911

or by audio only dial: +1 646 558 8656 Meeting ID: 872 3852 2319; Passcode: 298911

At this hearing interested persons may appear and be heard and written communications will be accepted at towncouncil@ledyardct.org.

Dated at Ledyard, Connecticut this 30th day of October, 2025.

For the Ledyard Town Council
s/s Gary St. Vil, Chairman

Please Publish on Friday, October 31, 2025

V. PRESENTATIONS

Chairman St. Vil called upon Councilor Buhle to present the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” as updated on or about October 29, 2025.

Councilor Buhle stated for those who have been following the Ethics Ordinance process that a new draft Ordinance has been presented which incorporated the feedback received on the previously proposed Ordinance at the September 24, 2025 Public Hearing, as well as feedback from the Town Attorney, interested stakeholders, along with the public feedback that was received earlier this evening during the Special Administration Committee meeting.

Councilor Buhle continued by explaining that based on Town Attorney Matt Ritter’s, recommendation to start with an Ethics Ordinance from another town; they chose to use the Town of Glastonbury’s Ethics Ordinance as their starting point because Attorney Ritter helped to draft their Ethics Ordinance. She stated that they worked to modify Glastonbury’s Ordinance to make sure it fit the recommended needs and ideals of what they felt would protect Ledyard from an ethics prospective.

Councilor Buhle went on to note with the exception of the changes that were made to the Ordinance during the Administration Committee’s Special Meeting that was held earlier this evening, that Attorney Ritter had reviewed and approved all of the changes to the newly proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”.

Councilor Buhle stated that she did not view a Public Hearing as a “*One and Done Situation*” noting that tonight’s Public Hearing was a great opportunity to receive more feedback and to continue to work to improve the process. She stated this was an opportunity to hear where their residents were finding faults and about their concerns regarding the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” to make sure they were passing an Ordinance that was legal; was defensible in court; did not create liabilities for the town; and would protect the town from unethical behavior in the future. She stated that she looked forward to hearing from their residents this evening.

DRAFT: 10/29/2025

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

- 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.

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

- ✓ 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.
- ✓ 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.
- ✓ 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.
- ✓ 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.
- ✓ 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.
- ✓ 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.

1. 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.

2. 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.

3. 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

VI. PUBLIC COMMENT

Chairman St. Vil thanked Councilor Buhle for her prestation regarding the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*”. He stated at this time he would open the floor to residents comments; and he asked residents to keep their comments to 3 minutes or less. He also asked that if residents have already submitted written comments to the Town Council, that they not read their written communication, because the Town Council has already received their comments, and to allow time for all those who would like to speak this evening. He stated the written communications were already part of the record, noting that residents were welcome to provide other comments that they have not already been submitted. He also asked for those attending on-line to please put their name and address in the “*Chat*” and they would be called on in the order that they were signed up.

Mr. Carlo Porazzi, 30 Chapman Lane, Gales Ferry, thanked the Town Council for the opportunity to speak this evening. He stated that he was pleased with the new draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” that he found on-line for tonight’s Public Hearing. He addressed Mayor Allyn’s, III, letter dated October 29, 2025 in which he provided the following edits:

(1) Consultants – Mr. Porazzi stated that he disagreed with Mayor Allyn’s comment that Consultants should be excluded in the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. Mr. Porazzi stated anyone that does business with the town should be required to adhere to the provisions of the Ordinance.

(2) Section 9; subsection (c)

Section 9. “Disclosure and disqualification” subsection (c) stated the following

(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.”*

Mr. Porazzi stated that the Mayor called out a concern regarding the claiming of real estate. Mr. Porazzi stated this language should remain as is; noting that the town was currently in the throws of development permits, suggestions and proposals. Therefore, he stated it was imperative for those involved in local government and for those who do business with their town to disclose any real estate and other business dealings that may impact those decisions.

- (3) Section 12 “*Acknowledgment form*” – Mr. Porazzi stated that he agreed with Mayor Allyn’s comments that there may be a more technological way to handle having every person in the town acknowledge they have received a copy of the Ethics Ordinance.

Mr. Porazzi concluded his comments by thanking everyone involved, both pro and con, in the process to develop the “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*”.

Mr. M. Dave Schroeder, Jr., 290 Whalehead Road, Gales Ferry, stated he was here tonight to voice his support for the proposed Code of Ethics and Ethics Commission Ordinance. He stated that he wanted to acknowledge and thank the Town Council for the considerable time, effort, and political capital invested in bringing this forward. He stated this kind of work often goes unrecognized, yet it was essential to maintaining public confidence in town government.

Mr. Schroder continued by noting that the Councilors that were most directly involved in drafting the Ethics Ordinance were all recently re-elected by comfortable margins — a strong indication that the public supported both the intent and the outcome of this effort. He stated for this Ethics Ordinance to achieve lasting acceptance and legitimacy, that it was also important that the concerns of the political minority be recognized and addressed; noting that he believed the current process has done so.

Mr. Schroder went on to state that transparency builds trust, and he stated as further reassurance to any remaining doubters, that he has not found anything in the proposed Ethics Ordinance that was not already standard practice in other Connecticut municipalities. He concluded his comments by stating that he submitted a few minor typographical corrections for the Town Council’s consideration as part of the final review. He thanked the Town Council for their service and for the thoughtful work that has gone into this important measure.

Mr. Gary Schneider, 101 Inchcliffe Drive, Gales Ferry, stated that he has been in the Public Sector for over 40 years, with many of those years under an Ethics Code. He stated that it was important for everyone to know what the expectations were when conducting Town business. He stated during his years working with an ethics code, that it did not hinder or add to his work from interaction with the public or in recommending the award of multi-million-dollar construction contracts. He stated that every person, whether a new employee; or elected official must be provided with a document that clearly spelled out the acceptable work relationships and conduct. He stated to provide a non-bias forum, that an Ethics Commission was necessary, noting that it would also take the burden off the Town Council until the end.

Mr. Schneider concluded his comments by stating that the proper operation of town government requires that all public officials and town employees be impartial and responsive to the public interest, that public office and employment should not be used for personal gain or advantage. He stated public officials and town employees should not place themselves in positions where their private interests would conflict with their public duty. He stated by enacting a code of ethics that Ledyard would seek to maintain and increase the confidence of their citizens in the integrity and fairness of their government. Thank you,

Mrs. Karen Parkinson, 55 Rose Hill Road, Ledyard, stated she wanted to make the following points:

- (1) ***Where is the Code of Ethics?*** – Mrs. Parkinson stated she reviewed a dozen or more town’s Code of Ethics, noting that she could not find a single Code of Ethics. She stated that she was a National Association of Social Workers(NASW) Professional,

noting that she was now retired. However, she stated when she was working in the field that they had a Code of Ethics that she could frame and display on the wall. She stated that maybe Ledyard could write a one page Code of Ethics that their government could abide by and employees could sign, noting that they may be the first town to sort that out.

- (2) **Definition of 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.

Mrs. Parkinson stated the definition of *Family* as provided in the “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” differed from all of the towns that she reviewed. She stated Ledyard’s definition of *Family* was garbled and looked like it was a cut and paste. She stated it included *lineal descendants* of your stepchild or stepsister; or your foster stepchild, noting that it was insane. She asked that this be corrected, noting the number of people this would involve as the Ordinance was currently written.

- (3) **Consultants** - Mrs. Parkinson stated that the Town of East Lyme was like a sister to Ledyard, and she suggested the Town Council review their Ethics Document, noting that they do not include consultants. She stated by Ledyard including Consultants in their Ethics Ordinance that they would lose a lot of people.

- (4) **Declaration of Policy and Purpose** – Mrs. Parkinson stated in looking for the Code of Ethics in the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” that Section 2 “Declaration of Policy and Purpose” was the closet language to a Code of Ethics. She continued by noting the following language in Section 2:

- “*Trust of the public was essential for government to function effectively*” Mrs. Parkinson stated this whole episode that occurred during the past few months does not make her want to Trust the Town Council.
- “*...and the Public has confidence in the integrity of its government*” – Mrs. Parkinson stated that the behavior of all of them questioned the integrity of their government. She stated the residents were present this evening not because they do not trust the Town Council to make the right decisions. She stated that they wanted to trust them, noting that the residents were supposed to be able to trust the Town Council. She stated if the Town Council continued with this kind of behavior that the town was going to lose its integrity. She stated “*Shame on You*” this should not be a partisan effort; noting that a Code of Ethics was for all of them equally. She stated that the Town Council needed to get out of this bipartisan behavior and get to work to establish an Ad Hoc Committee and to make it not partisan.

Mr. Mike Cherry, 5 Whippoorwill Drive, Gales Ferry, thanked the Town Council for the new version of the “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” draft dated October 29, 2025 “*Clean Copy with Employee & Public Feedback-Track Changes*”. He stated that he reviewed this draft of the document and his comments this evening were based on that draft. He stated that he agreed with Mrs. Parkinson’s question “*Where is the Code of Ethics*”. He went on to note that he also reviewed the Town of Glastonbury’s Ethics Ordinance, stating that Glastonbury included their Code of Ethics in their ordinance. Mr. Cherry suggested the Code of Ethics be taken out of the Ordinance and that they make the Code of Ethics a Policy Statement, something that would be a live document and not be a document that would have to go through the procedure of modifying an ordinance.

Mr. Cherry continued by providing the Town Council with his marked up copy of the draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” dated October 29, 2025. He stated in proof reading the Ordinance that he also conducted a comparison and contrast to the Glastonbury ordinance, noting that he had some comments that did not add value such as the numbering was bad, and there were other things that needed to be fixed. However, he stated it was indicative of hurrying to get the Ethics Ordinance to a Public Hearing, noting that the document was not proof read by those who wanted the public to view it; which

resulted in the public finding errors instead of the Committee taking the time to fix the errors before the proposed Ordinance was made available to the public.

Mr. Cherry proceeded by providing an overview of his comments as follows:

- Section 2 “Declaration of Policy and Purpose”
 - ✓ Identify **standards of ethical conduct** – Mr. Cherry stated there were no “standards of ethical conduct” included in the Ordinance.

- Section 3 “Definitions”
 - ✓ **Agency** – Mr. Cherry stated this definition included the **Board of Education**; and it continued throughout the Ordinance. He questioned whether Ledyard has included the Board of Education in their discussions of the Ethics Ordinance and whether the Board of Education was willing to sign up to the Ethics Ordinance, noting that if the Board of Education was not willing, it was useless to include them in the Ethics Ordinance. He questioned the Town Council’s authority over the Board of Education, noting that other than the money that the town did not deal with the Board of Education’s personnel, polices, etc.

 - ✓ **Campaigning**- Mr. Cherry noted that Campaigning was not defined, noting they could not have an Ordinance with a definition that said, “to be provided”.

 - ✓ **Complainant** – Mr. Cherry noted that this definition included “prohibited activities under the Code of Ethics”. He stated without a Code of Ethics what were the “prohibited activities”.

 - ✓ **Financial Interest** – Mr. Cherry stated the definition of Financial Interest included an (a) and (b) as follows:
 - (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.”

Mr. Cherry stated it was unclear if it was both (a) and (b) or whether it was (a) or (b). He stated this needed to be specified.

- Section 5 “Conflict of Interest Provision”;
 - ✓ (d) “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”.

 - Mr. Cherry suggested the language say: “Town employee supervision of a member of his/her family **is not allowed; unless it is an emergency situation**” as defined in the remainder of the paragraph.

 - ✓ (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”.

Mr. Cherry stated that paragraph (f) was not a Conflict of Interest, yet it was in the Section titled “Conflict of Interest”. He stated that this needed to be fixed. He noted the Town of Glastonbury’s Ethics Ordinance listed things that were a “Code of Ethics Violation”. However, he stated Ledyard’s draft “An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission” did not include a list Ethics Violations, noting that this goes back to not having a Code of Ethics.

- Section 9. Disclosure and disqualification

- ✓ (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:*

(4) *The Town department directors - to the Mayor or the Town Council.*

Mr. Cherry stated the Town Council had no authority over Town Department Directors. He stated “~~Town Council~~” should be struck out.

Mr. Cherry also noted in Section 9; paragraphs (e) and (f) one says “*may*” and the other said “*shall*”. He stated the language should be consistent.

Mr. Cherry continued by noting

- ✓ Paragraph (f) subsection (a) and (b). Mr. Cherry noted the language said “*unless*”. in one subsection and “*nothing*” in the other subsection. He stated this needed to be cleaned up. He suggested the Town Council review CGS 7-148.

- Section 13 “*Ethics Commission*”

- ✓ (b) “*Member and alternate member qualifications*”
subsection (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*”.

Mr. Cherry noted that the Town of Glastonbury’s Ethics Ordinance called for “(7) affirmative votes of the Town Council”. He stated that Glastonbury’s Town Council was also comprised of nine members, therefore, he stated that it was worthwhile for Ledyard to increase the number 7 ***affirmative votes of the Town Council***.

Mr. Cherry stated the numbering needed to be fixed throughout the document. He stated because he has run out of time that he would ask that the Town Council look at:

- Section 14 “*Ethics Commission rules of procedure*”

Subsection 3 “*Final Decisions*”; Subsection vi. *Penalties for Violations of Code of Ethics*”.

- ✓ (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.*

Mr. Cherry stated the wording that was added under item (h) (see above) look like they were hanging there; and therefore, they needed to be fixed

Mr. Cherry went on to note that the Town of Glastonbury did a good job at sending the “*penalties*” it back to the Town Council, Mayor, Superintendent of Schools and the Board of Education. However, he stated that Ledyard’s proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” does not. He stated the Town Council, Mayor, Superintendent of Schools and the Board of Education had the authority to make changes. He stated that Mr. Schroeder previously provided good words “***Report of recommendations to forward***”. Mr. Cherry suggested they use Mr. Schroeder’s recommendations, noting that they were the same words that were in the Town of Glastonbury’s Ethics Ordinance.

Mr. Cherry concluded his remarks by stating that he would have done a word search on the Town of Glastonbury’s Ethics Ordinance to replace ***Glastonbury*** with ***Ledyard*** and to replace ***Town Manager*** with ***Mayor***; noting that it would have been better than what they currently have.

Mrs. Pamela Ball, 674 Shewville Road, Ledyard, attending remotely via Zoom, stated that she has written several letters against the formation of an Ethics Commission. She stated that she was not against developing a Code of Ethics. She stated that she sent a letter this morning and she noted that her two main concerns were as follows:

- Section 14 “*Ethics Commission rules of procedure*”
 - ✓ Subsection 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.*

Mrs. Ball questioned whether this meant that the Regular Meetings would be open to the public, recorded, and the minutes published. She questioned whether they would be discussing confidential information.

Mrs. Ball noted the final paragraph under Section 14 stated:

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.

Mrs. Ball questioned whether the language noted above meant that anyone could go the Ethics Commission and make a complaint about anything, any volunteer, any employee, any contractor, etc. She stated this did not seem fair and that it was intrusive in someone’s life.

Mrs. Ball continued by providing some examples as follows:

Example #1

A Volunteer and Town Employee go out to dinner, and someone sees the Volunteer pay for the dinner; and files a complaint because they think the Town Employee received a gift. Mrs. Ball questioned who had the authority to ask for the truth; would the accuser ask the restaurant how much the meal was; would they go to the Volunteer and Employee and ask for the receipt; would the Ethics Committee ask to see the receipt. Mrs. Ball went on to state what if the Town Employee paid back their half of the dinner bill to the Volunteer at a later date. She stated that this was a horrible situation to put someone through over something that was quite minor. She stated that they were all neighbors and friends.

Example #2

A Volunteer or Town Employee was in the hospital and the other Volunteers or Employees wanted to send them flowers. Mrs. Ball questioned would it matter if the flowers cost \$125.00. Would the person in the hospital have to ask the florist how much the flowers costs and then refuse them if they cost more than \$100.00 or from the wrong person.

Example #3

A Volunteer and a Friend go out to eat and the Friend picked-up the tab. Would the Volunteer need to keep track of the amount in case they go out again; and the same friend wanted to pay again.

Mrs. Ball stated who would want to volunteer in a town where they had to watch how much they spend on their friends and how much their friends spend on them. She stated that it was not a place where she would want to volunteer. She stated that she spends hundreds of hours working on the Farmers Market. She noted the Farmers Market Team spends hundreds of hours and per the “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” they were going to have to watch if they wanted to do something nice for each other. She stated that she did not think “*Kindness*” was an ethical concern; and it should not have these types limits.

Mrs. Ball concluded her comments by stating that she continued to have concerns regarding the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” noting the following:

- Confidentiality Requirements still had serious flaws.
- How Complaints were handled still had serious flaws.
- Section 7 “*Gifts and favors*” does this mean a gift from anyone.

Mrs. Ball stated in considering what happened to her friend in Bozrah and seeing what happened in Waterford, noting that people’s lives could be ruined over petty things. Thank you.

Mr. Dan Pealer, 48 Highland Drive, Ledyard, stated he spent some time over the weekend reading the draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. He stated the proposed Ordinance was not entirely clear to for him to determine whether it did not clash with the State preemption when it comes to boards that were a direct result of State Legislation. He noted because he serves as a member of the Inland Wetlands And Watercourses Commission that he would use this as his example; and how it applied. He noted that the Connecticut General Statutes 22A was the authority that helped to establish the Inland Wetlands and Watercourses Commission, and it established certain ethical rules; it included penalties, and other provisions for the Inland Wetland and Watercourses Commissioners. He stated that he had concerns that the application of the Ethics Ordinance, as it existed right now, could potentially conflict with that State Statute and with other similar legislation. He urged that a review be done to make sure that there were no such conflicts present in the proposed Ethics Ordinance. Thank you.

Mr. Brandon Sabbag, 16 Nutmeg Drive, Gales Ferry, Congratulated all nine members of the Town Council both those who were reelected and newly elected. He stated that he believed all nine recently elected members of the Town Council, both the Democrats and the Republicans, wanted to have ethics in their town. He stated they have received a lot of public comment, noting that some residents took a lot of time to provide suggestions going line by line in the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”; and to provide examples concerning various scenarios. He stated this was a great moment for the town to unify, and he suggested they take a step back, noting that the Democrats had the majority, he stated instead of pushing this through that they take some time to make this a turning point for Ledyard, where it was not partisan politics, and they all work together. Thank you,

Mr. Mike Cherry, 5 Whippoorwill Drive, Gales Ferry, stated after hearing the comments tonight that there were a lot of volunteers that had concerns. He stated that he agreed with Mr. Sabbag in that they had plenty of time, noting that he did not see any reason for the Town Council to try to approve the “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” at their November 12, 2025 meeting as posted. He stated that he would be happy to proof read documents. He thanked the Town Council for all the work they do.

Mrs. Pamela Ball, 674 Shewville Road, Ledyard, attending remotely via Zoom, suggested the Town Council include volunteers who serve on Commissions that were governed by state statute such as Planning & Zoning Commission, Inland Wetland And Watercourses Commission; where their decisions affect properties in town; and other important activities such as the budget, noting that their input would be helpful in working through the process to develop Ethics for their community. She went on to note that Committees such as the Farmers Market, Beautification Committee, and the Library Commission was not affecting anything in town that would be a conflict. Thank you.

Mr. Carlo Porazzi, 30 Chapman Lane, Gales Ferry, asked the Town Council not to wait to approve the “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. He stated that once the Ordinance was in-place that they could amend the document as they all learn. He stated that if the proposed Ordinance gets pushed off, who knows when it would come back. He stated that they have come too far. He thanked everyone for their help.

Chairman St. Vil stated that he appreciated everyone's comments. He stated the he would like to provide members of the Town Council the opportunity to speak.

Ms. Jessica Buhle, 65 Pheasant Run Drive, Gales Ferry, Town Councilor, stated her opinion was that she did not anticipate tonight being the last Public Hearing regarding the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*". She stated that she has since received additional feedback, noting the following:

- Town Clerk Patricia Riley has provided all of her feedback, and Councilor Buhle noted that some of Ms. Riley's feedback was creating some conflicts.
- Director of Human Resources Christine Dias has reviewed the latest draft of the "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" and indicated that all of her concerns were addressed.

Councilor Buhle stated that because some of the suggestions she has received may create other conflicts, that she would like to work through those and make sure that everyone, at least for the Town Employees, felt comfortable. She stated a lot of the comments and suggestions provided by residents have been exceptional and that she was grateful they had the opportunity to hold this second Public Hearing, and potentially hold a third Public Hearing. She stated hearing the feedback was constructive and that she has taken notes. She stated that she would be working with the Town Attorney to incorporate changes to address the public feedback that would not violate other laws or create liabilities for the town. She stated the Public Hearing process has been an exceptional process, noting that the Administration Committee had been working on the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" for well over year. However, she stated the Administration Committee received very little comment until the proposal was presented at the Public Hearing.

Mr. Tim Ryan, 62 Inchcliffe Drive, Gales Ferry, Town Councilor, thanked everyone for attending tonight's Public Hearing. He stated that he appreciated hearing the public's input on the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*"; and hearing their comments on everything the Town Council does as well as on what their subcommittees do. He stated that he appreciated everyone who supports the Code of Ethics as well as those who had some commentary on the subject. He stated that he agreed with some of the concerns that others have expressed. He stated that he has talked with Councilor Buhle regarding some of his more pressing concerns and that he hoped they could work through those. He stated that he agreed with Councilor Buhle in that there was no rush to push the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" through, as he has said throughout this process. He stated that he wanted them to take the time to make sure all stakeholders were included in the process. He stated that he would support creating an Ad Hoc Committee that involved volunteers and town employees to make sure their concerns were addressed and their input was incorporated in the document. He stated by involving all, that it would endow them with a stronger, more robust Code of Ethics; as well as an Ordinance that not only protected their employees, volunteers, but that would also protect the integrity of the town.

Councilor Saccone, 29 Richard Road, Gales Ferry, stated that his term on the Town Council would be ending in a couple of weeks. However, he stated that it was exciting that so many residents showed up to discuss the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*". He stated if they could show up for the many other meetings that occur during the year that it would be a great opportunity for the residents, who the Town Council worked for, to tell them what they would like them to do. He stated with the residents input the Town Council could develop an Ordinance, as Councilor Buhle and the Administration Committee has done. He stated when he steps down from the Town Council that he would hold the incoming Town Council to the same Ethical standards that the residents who were present this evening were hold them to; and he thanked the residents for doing that.

Mr. Gary St. Vil, 2 Thompson Road, Ledyard, Town Council Chairman, stated that he has spoken to the members of the Town Council on both sides of the aisle as well as Mayor Allyn, III, and he stated that Mrs. Parkinson's message was received. He stated regardless of who had the majority that there was no appetite for bickering; and for not working together. He stated the town has set an expectation for this Town Council to collaborate; and collude for the betterment of the town. He stated this message has been received and that everyone on the Town Council have asked him how they could work together better.

Chairman St. Vil continued by stated that everyone has acknowledged that the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” was important. He stated in speaking with Mayor Allyn, III, today that he stated the new draft of the Ordinance was much better, noting that he did not want to speak for the Mayor. However, he stated that what he was trying to communicate was that the proposed Ethics Ordinance was not a partisan effort. He stated there was a way that they could collaborate on a solution and that they were going to keep it front and center until they come to a decision.

Chairman St. Vil concluded his comments by echoing the other members of the Town Council in that he appreciated the input received from the townspeople; and that they expect to hear more and as they work to collaborate throughout this process. He also stated that he expected the collaboration to not only be amongst the nine members of the Town Council, but that it would also be among them as a community.

VII. ADJOURNMENT

Chairman St. Vil stated hearing no further public comment, that the Public Hearing was adjourned at 5:42 p.m.

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

I, Gary St. Vil, Chairman of the Ledyard Town Council,
hereby certify that the above and foregoing is a true and correct
copy of the minutes of the Public Hearing held on November 10, 2025

Attest: _____
Gary St. Vil, Chairman



Chairman Gary St. Vil

TOWN OF LEDYARD
CONNECTICUT
TOWN COUNCIL

MINUTES
PUBLIC HEARING
LEDYARD TOWN COUNCIL
COUNCIL CHAMBERS - ANNEX BUILDING
HYBRID FORMAT

DRAFT

PUBLIC HEARING MINUTES

6:15 PM; NOVEMBER 12, 2025

- I. CALL TO ORDER – Chairman St. Vil called to order the Public Hearing at 6:15 p.m. regarding the transfer of town-owned land -19 Avery Hill Road Extension and 13 Applewood Drive to Avalonia Land Conservancy.
- II. PLEDGE OF ALLEGIANCE
- III. PROCEDURE OF THE PUBLIC HEARING

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

Chairman St. Vil provided an overview of the procedure of the Public Hearing, and he asked those attending remotely to put their name and address in the “Chat” noting that they would be called upon during the Public Comment portion of tonight’s meeting.

IV. CALL OF THE PUBLIC HEARING

The following call of the Public Hearing was read by Town Council Administrative Assistant Roxanne M. Maher:

LEGAL NOTICE
TOWN OF LEDYARD
NOTICE OF PUBLIC HEARING

In accordance with CGS 07-163e the Ledyard Town Council will conduct a Hybrid Format (In-Person and Video Conference) Public Hearing on Wednesday, November 12, 2025, at 6:15 p.m. to receive comment on the following:

(1) The transfer town-owned property located at 19 Avery Hill Road Extension, Ledyard Connecticut (Parcel ID:50/130/19), known as the “Kettle Hole” property to Avalonia Land Conservancy for no consideration, to be combined with other lands of the DDJIM, LLC., at 173 Stoddards Wharf Road and 175 Stoddards Wharf Road, to be transferred to Avalonia Land Conservancy, to remain open to the public for passive recreation and to be protected in perpetuity under the Conservancy care with the following conditions:

- 1). Avalonia Land Conservancy will pay for all conveyances and fees regarding the transfer of the property.
- 2). In the event Avalonia Land Conservancy determines they no longer wish to own or no longer can own the so-called “Kettle Hole” property, Avalonia Land Conservancy will first offer the property back to the Town of Ledyard as the last owner of record. Such conveyance will be at no cost to the Town, other than customary recording and legal fees. The Town shall have 120 days to accept or reject re-acquisition. The Town shall notify Avalonia Land Conservancy in writing of its intent to accept or reject. Should the Town choose not to accept the property back, Avalonia Land Conservancy will then have the right to convey the parcel to a third party of their choice.

- (2) The transfer town-owned property located at 13 Applewood Drive (parcel ID:99-530-13) to Avalonia Land Conservancy for no consideration, to be combined with the Avalonia Land Conservancy “Pike Marshall Preserve to remain open to the public for passive recreation and to be protected in perpetuity under the Conservancy care with the following conditions:
 - 1). The 10-foot wide access to the property shall be clearly marked in the field by a Land Surveyor engaged by Avalonia Land Conservancy.
 - 2). Appropriate signage identifying the open space parcel shall be installed by Avalonia Land Conservancy.
 - 3). Avalonia Land Conservancy will pay for all conveyances and fees regarding the transfer of the property.
 - 4). In the event Avalonia Land Conservancy determines they no longer wish to own or no longer can own 13 Applewood Drive property (parcel ID:99-530-13), Avalonia Land Conservancy will first offer the property back to the Town of Ledyard as the last owner of record. Such conveyance will be at no cost to the Town, other than customary recording and legal fees. The Town shall have 120 days to accept or reject re-acquisition. The Town shall notify Avalonia Land Conservancy in writing of its intent to accept or reject. Should the Town choose not to accept the property back, Avalonia Land Conservancy will then have the right to convey the parcel to a third party of their choice.

Please join the Public Hearing in-person or remotely as follows:

In-person attendance will be at the
Council Chambers, Town Hall Annex Building
741 Colonel Ledyard Highway, Ledyard, Connecticut

Join the video conference meeting from your computer, tablet, or smartphone at:

Join Zoom Meeting from your Computer, Smart Phone, or Tablet
<https://us06web.zoom.us/j/85931742238?pwd=QBnqcVHTwLKVVQnUIW3oLjGEeKCwhw.1>
or by audio only dial: +1 646 558 8656 Meeting ID: 859 3174 2238; Passcode: 647936

At this hearing interested persons may appear and be heard and written communications will be accepted at towncouncil@ledyardct.org.

A vote regarding the conveyance/transfer of these properties will be held at a Special Town Meeting scheduled for November 12, 2025 at 6:30 p.m.

Dated at Ledyard, Connecticut this 23rd day of October, 2025.

For the Ledyard Town Council
s/s Gary St. Vil, Chairman

PLEASE PUBLISH: October 29, 2025 & November 3, 2025

V. PRESENTATIONS

Chairman St. Vil called on Land Use Director/Town Planner Elizabeth Burdick to present the proposed land transfer.

Land Use Director/Town Planner Elizabeth Burdick provided some background noting that in preparation for tonight’s Public Hearing and Special Town Meeting that will follow the Public Hearing that she presented the proposed land transfer at the October 22, 2025 Town Council Meeting.

- **19 Avery Hill Road Extension**

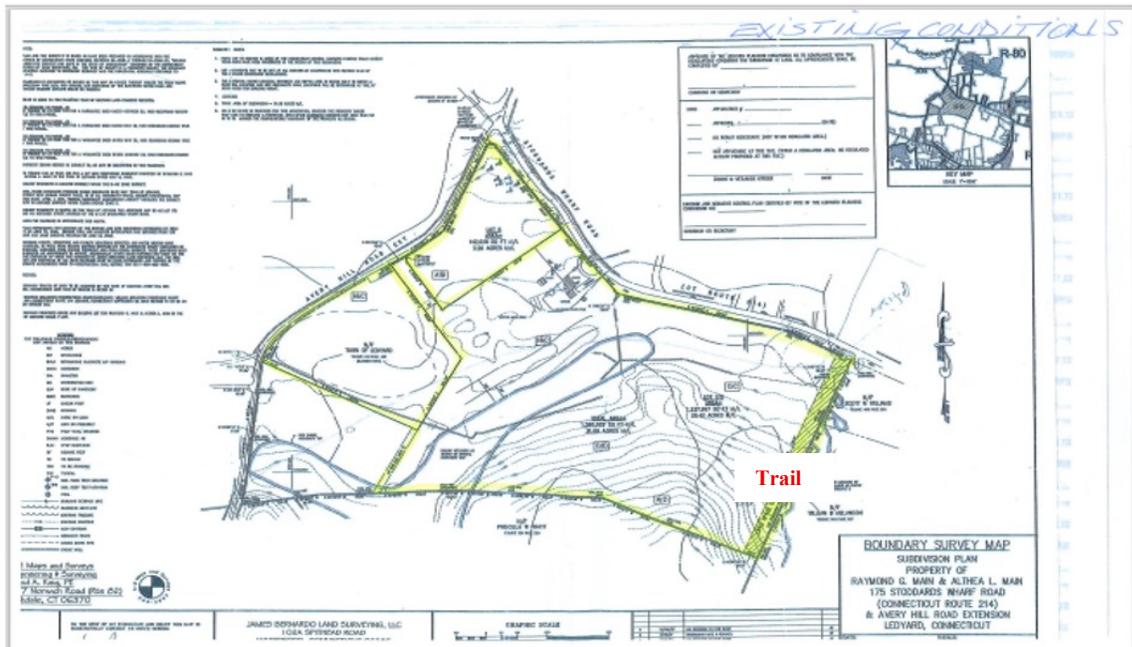
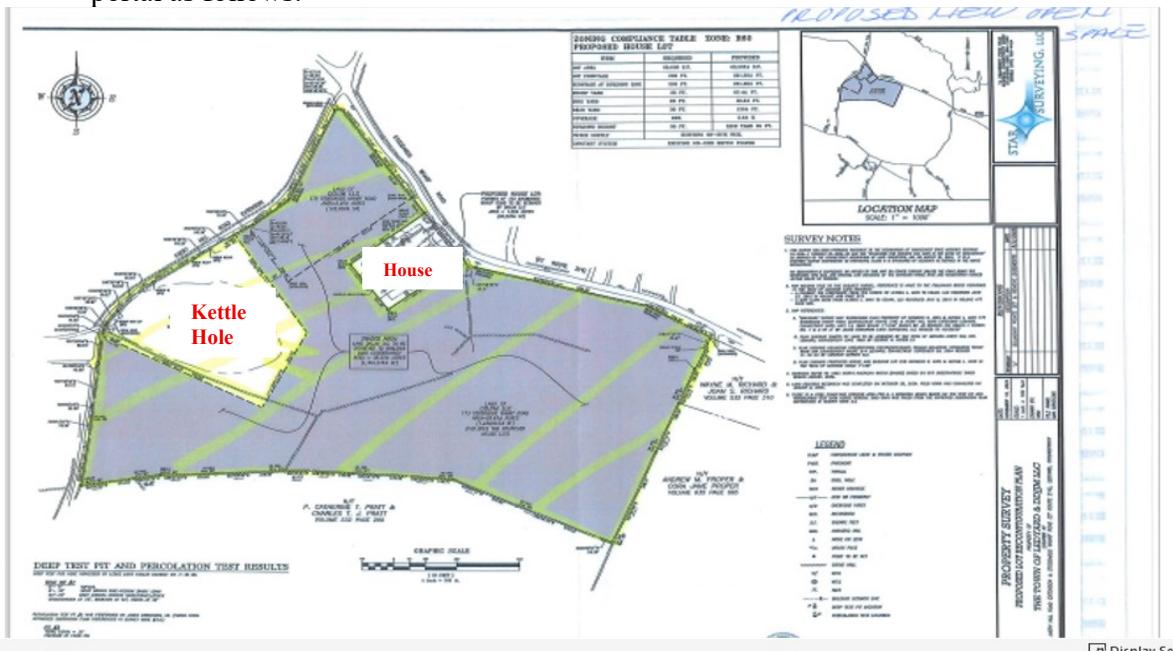
Ms. Burdick explained that the property located at 19 Avery Hill Road Extension was 4.978 acres; known as the “Kettle Hole”, was donated to the Town of Ledyard by Mr. Main’s parents. She stated that Avalonia Land Conservancy has requested that Ledyard transfer 19 Avery Hill Road Extension to their Organization to be added to other Open Space parcels they currently own and maintain.

Ms. Burdick went on to note at their September 11, 2025 meeting the Planning & Zoning Commission conducted an 8-24 Review and provided a Favorable Recommendation with some conditions as noted in the Motion. She explained that a Planning & Zoning Commission Referral was required prior to the transfer of any town-owned property, noting that in accordance with changes to Connecticut General Statutes that this has already been done.

Ms. Burdick stated that 19 Avery Hill Road Extension “Kettle Hole” was a good-size piece of property. She explained that Avalonia Land Conservancy’s proposal was to take the Kettle Hole property along with all the land in the grey crosshatched area; which was being donated

by DDJIM, LLC., to Avalonia, and combine them into one large open space piece. She pointed out that there was a house within this area, which would remain as a private property.

Ms. Burdick reviewed the property maps that were attached to the Agenda on the meeting portal as follows:



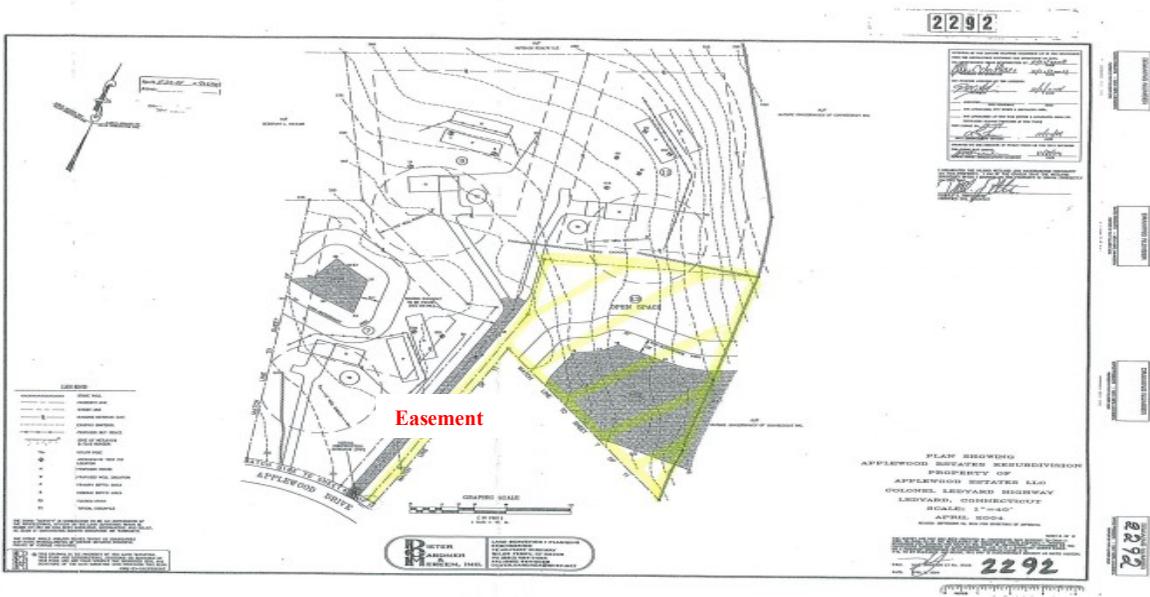
- **13 Applewood Drive**

Land Use Director/Town Planner Elizabeth Burdick provided some background stating that Avalonia Land Conservancy has submitted a proposal to the Town requesting the transfer 13 Applewood Drive to their Organization to be combined with their 272-acre “Pike Marshall Preserve” which included 104 Gallup Hill Road, 104R Gallup Hill Road, 199 Lambtown Road, 49 Pumpkin Hill Road, and 480 Pumpkin Hill Road. She stated 13 Applewood Drive was a 1.7 acre open space lot that was part of the Applewood Subdivision Association.

Ms. Burdick went on to explain, as Councilor Dombrowski could attest, that there were some small open space pieces in town that were part of “*Conservation Subdivisions*” and were owned by Homeowners Associations. However, she stated the Homeowners Associations have asked the town to take parcels because they were paying taxes on the property; which had to remain as open space parcels.

Ms. Burdick stated at their September 11, 2025 meeting the Planning & Zoning Commission conducted an 8-24 Review and provided a Favorable Recommendation with four Conditions, as noted in the Motion above, explaining that prior to the transfer of any town-owned property it had to go to the Planning and Zoning Commission for an 8-24 Referral.

Ms. Burdick went on to note that the GIS Map that was attached to the Agenda Packet on the Meeting Portal showed that 13 Applewood Drive was part a homeowners association; or a land trust, noting in this case they have written on the GIS Map “*Town of Ledyard*”. She stated because the property located at 13 Applewood Drive was a flag lot, this transfer included a “*Condition*” for Avalonia Land Conservancy to clearly mark the 10-foot wide easement to access to the property; so the public would not be trespassing on the adjacent private property. She also noted that the property could be accessed through Applewood Drive. She stated that Avalonia Land Conservancy would also provide appropriate signage.



VI. PUBLIC COMMENT

Mr. Mike Cherry, 5 Whippoorwill Drive, Gales Ferry, stated he heard this presentation regarding the transfer of these town-owned parcels to Avalonia Land Conservancy three times, when it was presented to the Planning & Zoning Commission meeting; when it was presented to the Town Council; and again this evening. He stated he was serving on the Planning Commission when they approved the open space parcel on Applewood Drive. He stated the advantage of transferring open space parcels to Avalonia Land Conservancy was that they actively maintain and manage their open space properties. He stated the Applewood parcel would provide a second access point into the Pike Marshal Preserve. He stated with the addition of the open space off of Stoddards Wharf Road and the former Pfizer Property across the road that it would provide connectivity and could greatly benefit the Tri-Town Trail (Bluff Point to Preston Plains Park). He stated by transferring the property to Avalonia Land Conservancy that it would save the town money because they would no longer have to manage the open space. He stated they were not looking to change the designation of these Parcels on the tax roll because they were already open space. He stated they would only be changing who managed the properties. He stated that he was in-favor of the town transferring these open space parcels to Avalonia Land Conservancy. Thank you.

Mr. Eric Treaster, 10 Huntington Way, Ledyard, attending remotely via Zoom, stated he was opposed to the town giving away land in perpetuity. He noted as an example, that it was a

huge mistake when Ledyard sold the Reservoir to the Town of Groton, noting that it was also his opinion that Ledyard should have also kept the Founders Preserve Property. He stated the benefit of having someone else manage the open space could be achieved with a \$1.00 per year lease; noting that the lease conditions could include the care and maintenance of the trails, noting that the Town of Ledyard would still have the ownership- rights to those open space lands. He stated that he was opposed to the Town giving away land in perpetuity. Thank you.

VII. ADJOURNMENT

Chairman St. Vil stated hearing no further public comment, that the Public Hearing was adjourned at 6:25 p.m.

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

I, Gary St. Vil, Chairman of the Ledyard Town Council,
hereby certify that the above and foregoing is a true and correct
copy of the minutes of the Public Hearing held on November 12, 2025

Attest: _____
Gary St. Vil, Chairman



TOWN OF LEDYARD
CONNECTICUT
TOWN COUNCIL

Chairman Gary St. Vil

MINUTES
LEDYARD TOWN COUNCIL – REGULAR MEETING
WEDNESDAY, NOVEMBER 12, 2025; 7:00 PM
HYBRID FORMAT
VIDEO CONFERENCE VIA ZOOM

DRAFT

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

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

- II. PLEDGE OF ALLEGIANCE

- III. ROLL CALL –

Attendee Name	Title	Status	Location
William Barnes	Town Councilor	Present	In-Person
April Brunelle	Town Councilor	Present	In-Person
Jessica Buhle	Town Councilor	Excused	
Carmen Garcia-Irizarry	Town Councilor	Present	In-Person
Kevin Dombrowski	Town Councilor	Present	In-Person
Adrienne Parad	Town Councilor	Present	In-Person
Tim Ryan	Town Councilor	Present	Remote
Tony Saccone	Town Councilor	Present	In-Person
Gary St. Vil	Town Councilor	Present	In-Person

- IV. INFORMATIONAL ITEMS/PRESENTATIONS

Chairman St. Vil stated that tonight was a special evening because they would be recognizing a member of their community who has dedicated many years to their town. He stated after 20 years of serving Ledyard on a number of Committees, Councilor Kevin Dombrowski chose not to seek reelection this year.

Chairman St. Vil went on to state before he and Mayor Allyn, III presented a Town of Ledyard Proclamation to Councilor Dombrowski, that they had some distinguished guest in attendance this evening who would like to say a few words about Councilor Dombrowski. He welcomed former Mayor, State Representative and Town Councilor Mary McGrattan, former Town Councilor Bill Saums, former Town Councilor Bill Geer;; and former Planning & Zoning Commission Member Mike Cherry.

Mr. Bill Saums, 333 Pumpkin Hill Road Ledyard, former Town Councilor, stated that he served with Councilor Dombrowski for well over a dozen years on the Town Council. He stated that early on, they worked together on the Land Use Planning Commission, and that was where he really got to know Councilor Dombrowski. He thanked Councilor Dombrowski for his many years of service to the Town. He stated that it was always a pleasure to know him and an honor to work with him. He stated over the years, he found Councilor Dombrowski to be a person of the highest integrity; noting that he thought “*integrity*” was the word that best described him; and that he also thought that the words *dedication* and *responsibility* were accurate descriptors as well. He stated that he did not think that he had ever been to a meeting where Councilor Dombrowski was not already present. He stated that Councilor Dombrowski was fair minded, detailed, and principled, he was always prepared with the facts, and he always consider other points of view. He stated Councilor Dombrowski’s years of experience serving on the Zoning Commission was a huge asset to this town, and his knowledge of not only

planning and zoning regulations, but his deep understanding of the Town Charter kept many commissions, committees, and the Town Council itself on solid ground as they did their work. Mr. Saums stated that he learned from Councilor Dombrowski, noting that serving on the Town Council was hard work, and Councilor Dombrowski did it quietly and selflessly. He stated tonight's Proclamation recognizing Councilor Dombrowski was tremendously well deserved, and that Ledyard owed him a huge debt of gratitude. Thank you.

Mr. Mike Cherry, 5 Whippoorwill Drive, Gales Ferry, former Planning & Zoning Commission Member, stated that as Mr. Saums stated they all learned a lot from Councilor Dombrowski. He stated they learned perseverance, realizing when they were not right, and how to present things so that others who did not do the background work that Councilor Dombrowski did, could understand it, noting that Councilor Dombrowski was always more prepared than anyone else at the meeting. He stated that Councilor Dombrowski served on many committees and commissions that have had a significant influence on their community, which included serving on two Ad Hoc Zoning Regulation Rewrite Committees, and the Ledyard Town Center Committee. He stated in looking at these members of the Town Council the person with the experience was Councilor Dombrowski. He stated that when he completes this term that the other members of the Town Council would have a long road ahead, noting that Councilor Dombrowski would be missed. He thanked Councilor Dombrowski for the work he has done for Ledyard, noting that he was persistent and helpful in every turn.

Mr. Bill Geer, 46 Thomas Road, Ledyard, former Town Councilor, stated that he appreciated the opportunity to say a few words this evening about Councilor Dombrowski as he was ending his term on the Town Council. He stated as he was preparing a few words that Administrative Assistant Roxanne Maher reminded him that tonight was a tribute and not a roast, so he had to change things up a bit. Mr. Geer stated he met Councilor Dombrowski in 2005 when he joined the Zoning Commission, which was before the Planning & Zoning Commission was combined. He stated that it did not take Councilor Dombrowski long to get acquainted with the Zoning Regulations, noting that he always came to the meetings prepared for the topic at hand; and he always did his homework, noting that made his job as the Zoning Commission Chairman a lot easier. Mr. Geer stated in 2011 when he was ready to step aside from Zoning that Councilor Dombrowski took on the Chairmanship and did a stellar job. He stated later that same year Councilor Dombrowski decided to try serving on the Town Council; and that he told him that serving on the Town Council was similar to the Zoning Commission, noting that whatever decision they made someone was not going to be happy. Mr. Geer stated when 2011 was coming to an end that Councilor Dombrowski began serving on the Town Council noting that he jumped in with two feet and he has done a great job, noting that he would be missed by the Town Council and the town as a whole. Mr. Geer stated when he mentioned to Councilor Dombrowski that he had done time on the Town Council from 1997 – 1999 and that whenever you were appointed or elected that a term could seem like a sentence. He thanked Councilor Dombrowski for his many years of volunteering to serve his community and his knowledge, noting that he would be missed.

Mayor Allyn, III stated that Councilor Dombrowski would be missed, noting that he was a man of strong conviction stating that it showed in everything he has done for their town. He stated that Councilor Dombrowski was a master of the Town Charter and that he would be sorely missed, noting that he knew the Town Charter, he knew Roberts Rules of Order, he knew Town Procedures. He stated having this knowledge was hugely important because it made the Town Council a better group when they followed those processes. He thanked Councilor Dombrowski for his twenty-years of volunteer service thathe dedicated to their town and would continue to do so. Thank you,

- Town of Ledyard Proclamation – Councilor Kevin J. Dombrowski



Be it known that the
Town of Ledyard
Recognizes

KEVIN J. DOMBROWSKI

“Mr. Land Use”

For his more than Twenty Years of dedication to the Town of Ledyard

Mr. Dombrowski began his service in Ledyard’s town government in 2005 when he was selected to serve on the Zoning Commission, during his tenure he served as the Chairman of what later became the Joint Planning & Zoning Commission. He also served on the Economic Development Commission in 2010; the Zoning Board of Appeals in 2011; and on the Zoning Regulations Rewrite Ad Hoc Committee.

In 2011 Mr. Dombrowski was elected to the Town Council where he continued to be elected by his neighbors serving seven consecutive terms; and was elected by his peers to serve as the **Twenty-Sixth Town Council Chairman from 2021- 2023.**

During his time on the Town Council Mr. Dombrowski served on the Land Use/Planning/Public Works Committee; and as its Chairman from 2013 to 2021 and again from 2023- 2025 ; where he was the Town Council’s “Go To Guy” with his in-depth knowledge of State Statutes, Local Zoning Regulations; and the Town’s Plan of Conservation & Development (POCD).

While on the Town Council Mr. Dombrowski also served as the Chairman of the Information Technology Committee, a member of the Administration Committee, and on the Charter Revision Committee where his attention to detail made him an excellent administrator in overseeing the drafting of Ordinances, Resolutions, Job Descriptions, Town Policies, Procedures; and the Town Charter. He was progressive and instrumental in selecting the town’s first cloud-based Meeting Portal in 2008, providing live stream video and on-line public access to the town’s meeting agendas and minutes, ensuring residents had the opportunity to be an active participant in their local government. He also served as the Town Council Liaison to the Planning & Zoning Commission, Water Pollution Control Authority, the Zoning Board of Appeals; and the Agricultural Commission.

Mr. Dombrowski viewed Public Health, Safety, and Education as being essential to a viable and healthy community. He supported the town’s efforts to seek Grant Funding significantly reducing the costs of major construction projects for the town’s taxpayers, as he was a proponent of providing reliable potable water to Ledyard residents, supporting the many water projects that now serve 1,200 households; as well as using American Rescue Plan Act (ARPA) Funding for the construction of the Ledyard Center Sewer Line Extension Project, to encourage responsible commercial and residential development to increase the town’s taxbase.

Mr. Dombrowski believed in providing the educational tools to enable Ledyard’s children to excel today and well into the future, ensuring they had safe and modern school facilities supporting many school projects which included the unending Asbestos Abatement Projects, the Conversion of the Schools’ Heating Systems to Natural Gas; the Replacement of the High School Football Field Bleachers, Track, and the installation of the Multi-Use Synthetic Turf Field; the 2015 School Improvement-Consolidation Projects (Middle School and Gallup Hill School) closing the Ledyard Center School in 2019; and redistricting the students to facilities that included security and technology improvements; the replacement of the roofs at all of the Board of Education’s Facilities, and the installation of solar equipment; upgrades to the building management systems, including electrical and HVAC upgrades at Juliet W. Long School.

In Additon, Mr. Dombrowski supported the Town town’s transition from the Resident State Trooper Program to creating an Independent Police Department; and in 2013 the construction of the Police Facility to house the Town’s Police Department, which included improvements to the Town Hall Complex. He also supported Grant Programs to provide upgrades at the Emergency Operations Center, the implementation of Body Cameras, and the transition of the Emergency Radio Communications to the Connecticut Land Mobile Radio Network (CLMRN) including upgrades to Radio Equipment allowing Ledyard’s Emergency Services to directly communicate with all the police departments and fire departments in the local area, as well as the State Police.

Mr. Dombrowski’s Desire to preserve open space and maintain the rural character of his community; while encouraging responsible development and agricultural uses he served on the Ledyard Town Center Committee and as its Chairman of from 2008- to 2010, where he was instrumental in seeking grant funding for the planning, development and implementation of the streetscape design in Ledyard Center we enjoy today, which called for creating a town center with stone walls, sidewalks, streetlights, destination

retail, and improvements to both the Upper and Lower Town Green; renovating the “Morgan Barn” to house the Linda C. Davis Food Pantry, and upgrades to the Pole Barn including an impervious roof and concrete floor providing a perfect venue for the Ledyard’ Farmers’ Market, which has been Voted the #1 Farmers Market in the State multiple times, and draws over 1,200 visitors to our community each week during the summer months.

Mr. Dombrowski understood the importance of the town’s relationship with the Mashantucket Pequot Tribal Nation (MPTN); and he was an active participant in working with attorneys on Indian issues setting precedence for our nation; as Ledyard aimed to address matters affecting his community; to protect Ledyard’s tax rolls; and to see that Ledyard received its fair share from formula-based sources such as the Pequot Fund.

Those of Us Who Witnessed these things will attest that **Kevin J. Dombrowski** is motivated by the highest ideals of public service. The citizens of Ledyard have indeed benefited and will remain grateful for his years of service, commitment, integrity and perseverance during a period of growth and change; and are fortunate to have been and continue to be served by his forethought and impeccable qualities of leadership.

Given this Twelfth day of November, in the year 2025 at Ledyard, Connecticut.

Fred B. Allyn, III, Mayor

Gary St. Vil, Chairman
Ledyard Town Council

Councilor Dombrowski stated he was humbled this evening with the Proclamation and with former members of the Town Council taking the time to attend tonight’s Town Council Meeting and for their comments. He noted that during their comments that Mr. Saums, Mr. Geer, Ms. McGrattan and Mr. Cherry mentioned that they learned from him and he stated that he also learned from each of them as they worked together to mentor each other and to become a Team. He stated the most important person in the room this evening was his wife Robyn, noting that they have been married for 30-years and he thanked her for giving him the time to serve the town. He stated that he appreciated everyone he served with here on the Town Council and in serving on the other town commissions such as the Zoning Commission, noting that he always learned from each of them and that he continues to learn from them. He congratulated everyone who was reelected and newly elected to the Town Council, noting that they were the future of their community. He stated that he looked forward to watching how they progress.

Mayor Allyn, III, stated that Councilor Dombrowski would officially be released from the Town Council on December 1, 2025, noting that they could then start to recruit him to serve the town in other capacities.

V. RESIDENTS AND PROPERTY OWNERS

Mr. Mike Cherry, 5 Whippoorwill Drive, Gales Ferry, thanked the Town Council for the rough two-years, noting that they got a lot accomplished, stating that not everyone agreed with what they did or the way they did it. However, he stated when they look back that they could be proud of what they did. He congratulated those who were reelected and those who would be joining the Town Council. He noted the new members of the Town Council were about to find out how much time it takes.

Mr. Cherry continued by noting House Bill #8002 that was being reviewed by the State Legislature, explaining that the Bill was a reincarnation of last year’s Housing Bill. He stated the Bill was 104 pages and he suggested the Town Council review the OLR Bill Analysis noting that it was broken out by paragraphs and it included hyperlinks. He stated the Bill was just made public this morning, and therefore, he only had time to do a quick review. However, he stated Ledyard does not have the staff to do all the things this Bill would require. He stated the *Affordable Housing Strategy* that was recently published would be replaced by a different strategy, noting that they would only have a short amount of time to implement the new *Affordable Housing Strategy*. He stated from what he read so far it was leaning toward Regionalization for Land Use Issues. He stated that it brings back “*Fair Share Housing*” under different wording. He stated that more funding was going to be required to staff the

Land Use Department. He stated that the provisions in #HB 8002 would also impact the work of the Town Council's Subcommittees; specifically the Land Use/Planning/Public Works, and the Community Relations Committee for Diversity, Equity, & Inclusion. He encouraged the Town Council to read the Bill.

Mr. Earl (Ty) Lamb, 95 Lambtown Road, stated this evening he was speaking as the Board of Education's Finance Committee Chairman. He addressed Board of Education Chairman Anthony Favory's October 20, 2025 email in which he transmitted the Board of Education's Fiscal Year 2026/2027 Budget Timeline along with links to additional information. He stated the Board of Education started their budget work in September, noting at their November 18, 2025 meeting they would be discussing Strategic Plan and their Capital Plan. He stated the Board of Education was also working to edit and modify their living budget timeline. He stated that he has not seen any correspondence from the Town Council regarding the scheduling of combined budget workshops, etc. He stated in December the Board of Education would be tweaking their proposed Fiscal Year 2026/2027 Budget in preparation to turn the Budget over. He stated that he hoped they would not repeat what occurred last year, noting that the Town Council was not part of the Board of Education's Budget process. He stated that the Town Council should at least listen, see, and understand what was going on the Board side. He stated once again the Board of Education has offered the opportunity for the Town Council to have Representatives to review what they were doing; so the Town Council would have a better understanding when they consider the full budget, especially the Board of Education's Capital Plan. He stated the Board of Education wanted to be Teammates and Partners and to provide all the information as best they can. However, he stated that they needed a Partnership.

Mr. Lamb continued by noting Councilor Dombrowski's decision not to seek reelection. He stated that Councilor Dombrowski has been a good mentor, and that he appreciated all of the time he has spent with him. He wished Councilor Dombrowski and Councilor Saccone *Good Luck* in what they choose to do once they have completed their terms on the Town Council.

VI. COMMITTEE COMMISSION AND BOARD REPORTS – None.

VII. COMMENTS OF TOWN COUNCILORS

Councilor Barnes stated that he wanted to add on to the Proclamation that was presented to Councilor Dombrowski earlier this evening. He stated about nine-months ago he had the opportunity to be appointed to the Town Council and that he wanted to express his gratitude to Councilor Dombrowski. He stated from the beginning of his appointment that Councilor Dombrowski served as an advisor, mentor, and provided guidance. He stated that he was only one of the long list that Councilor Dombrowski has provided guidance to and that he wanted to state his deepest appreciation.

Councilor Brunelle stated that she was going to miss Councilor Saccone and Councilor Dombrowski. She noted that Councilor Saccone has been a stoic, strong individual that she has looked up to; and she stated that she appreciated all of his hard work. She went on to state that she respected Councilor Dombrowski, noting that she had a soft spot for people who liked procedures, guidelines documents, and understanding the right way to do things, noting her background in Quality Control.

Councilor Brunelle continued by announcing as part of the 250th Celebration of our Nation's Anniversary of the Signing of the Declaration of Independence the Library would be conducting a Baking Contest. She stated residents could stop by the Library and pick up a recipe from an Old Cookbook, make the dish and bring it to the Library on December 17, 2025.

Councilor Saccone stated on November 5, 2025 they had a fire at the Gallup Hill School. He stated all those involved from the School Superintendent, School Principal, Staff, Students, and the Fire Departments did an outstanding job, noting that there were no injuries, and the students evacuated the schools in a timely manner. He stated congratulated and thanked Custodian Joe Constalini for his help to put out the fire; which also helped to save additional damage to the school. He stated it was good to see all the Fire Department's Annual Trainings and the School's Fire Drills paid off, so that no one was hurt.

Councilor Saccone continued by stating that tonight would be his last Town Council meeting, noting that he could not tell them how much fun it was. He stated he had a different perspective about serving his community, noting that it was interesting. He stated that he looked at the decades of service that past members of the Town Council dedicated to their town in this environment, acknowledging former Town Councilors Mary McGrattan, Bill Saums, Bill Geer, and resident Mike Cherry, who were all present this evening. He stated he served on the Town Council for two years to the best of his ability, noting that being elected by thjier residents was a great honor and he loved serving them.

Councilor Ryan, attending remotely, via Zoom, stated that he appreciated Councilor Dombrowski's mentorship during the past four years. He stated as a Freshman Councilor four years ago that Councilor Dombrowski along with former Town Councilors Bill Saums, and Mary McGrattan were mentors for him. He stated as previously mentioned that Councilor Dombrowski would be missed from multiple perspectives, history, procedural, etc.

Councilor Ryan continued by addressing Councilor Saccone noting that he appreciated the time they spent working on the Finance Committee together, noting they had a lot of good debate and discussions. He stated that he appreciated Councilor Saccone serving as the Finance Committee Chairman noting that it was not an easy task.

Councilor Ryan went on to recognize a belated Veteran's Day which was yesterday and the US Marine Corps Birthday. He stated that he appreciated all of the Veterans in their community. He stated that he not only appreciated them during the last two-days, but every day for what they do, and he thanked them for their service to our country.

Councilor Garcia-Irizarry stated to follow-up to Councilor Saccone's comments regarding the fire at the Gallup Hill School last week, that there was another incident today at the Middle School. She stated due to a student vaping in one of the bathrooms that it set off the fire alarm. She stated the Fire Department has had an active few days.

Councilor Garcia-Irizarry continued by stating that it has been a pleasure serving on the Town Council with Councilor Saccone, noting that he was a kind person; and that he would be missed.

Councilor Garcia-Irizarry went on to state that she learned a lot from Councilor Dombrowski, noting that she would always his words that it was "*about the process*". She stated Councilor Dombrowski's knowledge regarding land use matters and his years of experience would be missed. She thanked him for everything he has done for the town.

Councilor Parad stated it was a pleasure to work with both Councilor Saccone and Councilor Dombrowski for the brief amount of time she served on the Town Council with them. She stated that she would like to see all the members of the incoming Town Council work to create a culture that they would all like to live in; and enjoy together. She stated as they transition to the incoming Town Council that they may still be relying on the experience of Councilor Dombrowski.

Councilor Dombrowski stated that they were all new members of the Town Council at one time. He stated unlike Councilor Saccone and former Town Councilor Bill Geer, that he enjoyed serving on the Town Council, noting that he enjoyed the process and the challenge. He stated serving on the Town Council required a lot of work to dig deep, to understand, and to be informed on the decisions they make. He noted during the Administration Committee meeting that was held earlier this evening they discussed an appointment to the Zoning Commission. He noted when he served on the Zoning Commission that there were some things that he was opposed to, but because it met the requirements and it was likely in the best interest of the town he had to approve it. He stated it was not about what you want, stating that it was about doing what was right for the town, it was about doing your homework, and being informed of all of the decisions they make, noting that this was the one piece of advice he could give. He stated he appreciated everybody he worked with on the Town Council over the last fourteen years.

Chairman St. Vil stated with tonight being the last meeting of the Twenty-seventh Town Council that it caused him to reflect on how different they looked today from where they started two-years ago, to reflect on how much more time it took to do this job than he had imagined, and to appreciate what he learned from his fellow Town Councilors; especially from Councilor Dombrowski and Councilor Saccone. He stated that he hoped the learning process would continue as they move into the Twenty-eighth Town Council. He stated it also caused him to reflect on what he got out of serving on the Town Council. He stated before tonight's meeting he received a card from one of the students who participated in the "Design I Voted Stickers" Audry Perfect, who was one of the top three designs selected. He shared the note as follows:

"Dear Town Council and America 250 Planning Committee:

Thank you for recognizing my sticker and for the goodie bag. I had so much fun passing out my stickers on Election Day.

From: Audry Perfect"

Chairman St. Vil stated as he reflected on the Twenty-seventh Town Council, that the reason he served, was the same reason everyone else here this evening, which was to make a difference in peoples lives. He stated as challenging as the last two-years have been that the note from third grader Audry Perfect reaffirmed that there was at least one life that was positively impacted; and it caused him to question how much more they could do for their community. He thanked the Twenty-seventh Town Council for the opportunity to impact someone's life; and that he looked forward to the next Town Council.

VIII. REVIEW AND APPROVAL OF PRIOR MEETING MINUTES

MOTION to approve the Town Council Regular Minutes of October 8, 2025
Moved by Councilor Dombrowski, seconded by Councilor Brunelle

VOTE: 8 – 0 Approved and so declared

IX. COMMUNICATIONS

Chairman St. Vil stated a Communications List has been provided on the meeting portal for tonight's meeting, and he noted there were referrals were listed.

X. COUNCIL SUB COMMITTEE, LIAISON REPORTS

Administration Committee

Councilor Brunelle stated the Administration Committee met earlier this evening, noting that they tabled a motion for an appointment to the Planning & Zoning Commission, and would be working to draft a "Resolution to Establish Ad Hoc Committee to Develop Process for Capital Improvement Building Projects".

Community Relations Committee for Diversity Equity & Inclusion

Councilor Brunelle stated the Committee has not met since the last Town Council meeting.

Finance Committee

Councilor Saccone stated the Finance Committee did not have any items on tonight's agenda.

Councilor Saccone continued by addressing Mr. Lamb's question (V. Residents Comments see above) regarding Board of Education Chairman Anthony Favory's October 20, 2025 email pertaining to the Board of Education's Fiscal Year 2026/2027 Budget Timeline. He stated that efforts were made to schedule joint meetings between the Town Council and Board of Education's Finance Committees, however, he stated that they were unable to find a date that all would be available. He stated that he understands that the Board of Education was well into the development of their Fiscal Year 2026/2027 Budget, and that they had labor contract negotiations underway. He stated based on the Finance Committee members' experience that

Councilor Buhle and Councilor Ryan would be working through the challenges of healthcare, contracts and budgets as they do each year.

Land Use/Planning/Public Works Committee

Councilor Garcia-Irizarry stated the LUPPW Committee met on November 3, 2025 noting that they agreed to forward unfinished business items to the incoming Land Use/Planning/Public Works Committee.

XI. MAYOR'S REPORT

Mayor Allyn, III, reported on the following: (1) Gallup Hill School Bathroom Fire – Mayor Allyn stated the Preliminary Cost Estimate for damages to the bathroom was about \$300,000 which also included smoke damage throughout the building. He stated 40-Remediation Specialists were on-site the same day to begin wiping down everything and handling the smoke damage to allow the school to reopen as quickly as possible. He stated this would be a substantial Insurance Claim to the town's insurance provider Connecticut Interlocal Risk Management Agency (CIRMA); (2) Police Staffing – Mayor Allyn noted that the interviews to fill two positions within the Police Department resulted in the selection of one Candidate to attend the Police Academy this spring. He stated they were still looking for a lateral transfer from another police département to be fully staffed.; (3) Gales Ferry School Roof Legal Matter– Mayor Allyn stated the Bond Company selected their legal counsel, explaining that the legal proceedings should begin to move along; (4) Deer Strikes – Mayor Allyn stated to date there have been 52-car versus deer strikes in town. He stated he would expect this number to grow, noting that the deer were active during the months of November and December. He urged motorist to use caution; (5) Library Director – Mayor Allyn stated that Ms. Jessica Franko would be joining Ledyard in December as their Library Director; (6) Road Restoration Sandy Hollow Road – Mayor Allyn stated the milling and resurfacing work was underway on Sandy Hollow Road, noting that motorist may experience some delays. Mayor Allyn stated based on the town's Road Consultant Beta Engineering that Ledyard had a Road Surfacing Rating (RSR) of 85.96. He stated Ledyard's RSR was within the top 5% of the couple hundred municipalities that the Beta Engineering provided services for; (7) Nip Bottle Surcharge – Mayor Allyn stated Ledyard received \$15,989.45 noting that this equated to 319,696 nip bottles being solid in Ledyard during the last six-months; or 1,758 nip bottles per day. He stated Norwich (1.3 million nip bottles sold per day), New London, Groton, and Waterford all had much higher nip bottle sales than Ledyard . He stated that it was great the nip bottle tax funding was paying for Ledyard's Street Sweeper. However, he stated many of the nip bottles that were being thrown out of car windows end up on the shoulder of the road where the street sweeper does not pick them up. He also stated the .05 cent nip bottle tax did not seem to deter the bottles from being discarded everywhere and has not changed anyone's behavior from drinking and driving.

Questions to the Mayor

Councilor Garcia-Irizarry addressed the Nip Bottle Surcharge/Tax, noting that she recently read an article that reported the Nip Bottle Tax has generated \$19 million in Connecticut. She stated as Mayor Allyn stated that she appreciated that the Nip Bottle Tax helped to pay for the town's street sweeper, however, the nip bottles were littering their roads.

Councilor Garcia-Irizarry went on to address the new Library Director, and she questioned whether the Ms. Franko would be expected to establish goals. Mayor Allyn stated there was a set of standards and guidelines the Library Director was expected to follow. He stated that former Directors have left a Manuel for incoming Directors to reference. He stated his practice has been for him, the Human Resources Director, and the Finance Director to meet with new Library Director on their first day to explain that staff wanted them to be successful; and therefore, he stated they encouraged their Directors to call, email; or stop by their offices anytime, noting that they were here to be their advocate and to support them. However, he stated that some employees will do that; but others do not, understanding that there was a probation period. He stated if someone was not reaching out that they would not be aware that they were struggling, which then leads to problems. He stated that he was disappointed that they had the turnover they recently had, noting that he was confident that Ms. Franko understood her role and that she would meet and exceed her role.

Councilor Barnes addressed the Nip Bottle Surcharge Tax, noting that it cost half of what they pay for the recycling deposit for other beverages. Mayor Allyn stated that the Nip Bottle Surcharge Tax was a tax and not a recycling deposit.

Councilor Parad questioned whether the 52-car versus deer strikes was for just Ledyard. Mayor Allyn stated that the 52- car versus deer strikes was the number for Ledyard during the period of January 2025 to-date, noting that the number may be higher because there may be some deer strikes that go unreported. Councilor Parad questioned whether the Police Department responded to the car versus deer strikes. Mayor Allyn responded “Yes”.

Councilor Garcia-Irizarry noted the \$300,000 Preliminary Cost Estimate for damages caused by the fire in the Gallup Hill School bathroom. She stated that she understood that town’s insurance provider Connecticut Interlocal Risk Management Agency (CIRMA) would handle the claim; however, she questioned whether the town had a deductible. Mayor Allyn stated the town would have to pay a \$20,000 deductible, and he explained that after a substantial claim that the town’s insurance premium would be adjusted and they would be paying more for insurance coverage in the coming years.

XII. OLD BUSINESS – None.

XIII. NEW BUSINESS

Administration Committee

1. Discussion and possible action on the MOTION to adopt the “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” as updated on or about October 29, 2025.

Councilor Garcia-Irizarry noted the November 10, 2025 Public Hearing and comments received regarding the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*”. She suggested the Town Council send the Ordinance back to the Administration Committee to make the necessary changes. She stated if the Town Council agreed this evening to send the Ordinance back to the Administration Committee the schedule would be as follows:

- December 10, 2025 – Administration Committee review and incorporate changes to the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*”.
- January 14, 2026 – Town Council schedule a Public Hearing, if necessary.
- January 28, 2026- Town Council adopt “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*”.

Councilor Dombrowski recommended that the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” be sent back to the Administration Committee; and that they take the time they needed to provide a solid draft Ordinance.

Councilor Ryan stated that he concurred with Councilor Dombrowski’s recommendation.

Councilor Parad noted during the November 10, 2025 Public Hearing residents suggested establishing an Ad Hoc Committee to ask for help from the public to make the draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” better ;and she questioned whether this was something the Town Council should be considering. Councilor Dombrowski stated that the Administration Committee could decide whether they would like to have an Ad Hoc Committee set up to obtain further input and to help either with the Ethics Ordinance or a Code of Ethics.

Councilor Ryan stated that he has been in-favor of having both public input and town volunteers and town employee input on the topic of Ethics. He stated that he hoped the incoming Administration Committee would take into account establishing an Ad Hoc Committee, noting that in addition to all of the perspectives they have already received that having that perspective would be valuable.

Councilor Brunelle stated that she agreed with sending the “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” back to the Administration Committee along with considering the establishment of an Ad Hoc Committee.

Chairman St. Vil stated that he concurred with everyone’s feedback, noting that there was some valuable public input received at the November 10, 2025 Public Hearing. He stated that he thought the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” was a good ordinance as written; however, they would be welcoming two new members to the Town Council; and they should have the opportunity to provide some input.

Chairman St. Vil stated by consensus that he would send the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” back to the Administration Committee.

XV. ADJOURNMENT

Chairman St. Vil stated before they adjourn this evening that he would like to remind everyone that the Town Council’s November 26, 2025 Meeting has been cancelled for the Thanksgiving Holiday; as reported when the 2025 Meeting Schedule was filed with the Town Clerk.

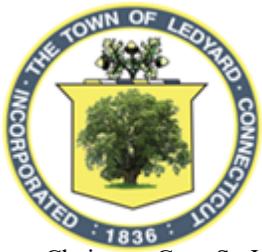
Chairman St. Vil continued by stating that he would like to wish everyone a Safe and Blessed Thanksgiving! And he asked Councilor Dombrowski if he would like to make the next Motion.

VOTE: Councilor Dombrowski, moved to adjourn, seconded by Councilor Saccone.
8 - 0 Approved and so declared. The meeting adjourned at 8:00 p.m.

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

I, Gary St. Vil , Chairman of the Ledyard Town Council,
hereby certify that the above and foregoing is a true and
correct copy of the minutes of the Regular Town Council
Meeting held on November 12, 2025.

Gary St. Vil, Chairman



Chairman Gary St. Vil

TOWN OF LEDYARD

CONNECTICUT
TOWN COUNCIL

DRAFT

MINUTES

LEDYARD TOWN COUNCIL - ORGANIZATIONAL MEETING

MONDAY, DECEMBER 1, 2025, 7:00 PM; COUNCIL CHAMBERS - ANNEX BUILDING

I. CALL TO ORDER BY MAYOR – Mayor Fred Allyn, III called the Organizational Meeting of this Twenty-seventh Town Council to order at 7:00 p.m.

Mayor Allyn welcomed all to the Hybrid Meeting, noting that tonight’s meeting format would provide for both in-person and remote participation via Video Conference. He noted that the remote meeting information for members of the Public to participate in this evening’s meeting was available on the Agenda that was posted on the Town’s Website – Granicus-Legistar Meeting Portal.

II. PLEDGE OF ALLEGIANCE

III. SWEARING IN OF THE TWENTY-EIGHTH TOWN COUNCIL BY TOWN CLERK PATRICIA RILEY

Town Clerk Patricia Riley administered the Oath of Office to the members of the Twenty-eighth Town Council.

Mayor Allyn, III congratulated the Town Council.

IV. ROLL CALL

Attendee Name	Title	Status	Location
William Barnes	Town Councilor	Present	In-Person
April Brunelle	Town Councilor	Present	In-Person
Jessica Buhle	Town Councilor	Present	In-Person
Carmen Garcia-Irizarry	Town Councilor	Present	In-Person
Earl (Ty) Lamb	Town Councilor	Present	In-Person
Adrienne Parad	Town Councilor	Present	In-Person
Tim Ryan	Town Councilor	Excused	
James Thompson	Town Councilor	Present	In-Person
Gary St. Vil	Town Councilor	Present	In-Person

V. ELECTION OF A CHAIRPERSON

Mayor Allyn, III called for a nomination for Town Council Chairman.

MOTION to nominate Councilor Gary St. Vil for Chairman.

Moved by Councilor Buhle, seconded by Councilor

MOVER: Jessica Buhle, Town Councilor SECONDER: April Brunelle, Town Councilor
--

MOTION to close nominations

Moved by Councilor Buhle, seconded by Councilor Brunelle

VOTE: 8 - 0 Approved and so declared

RESULT: ADOPTED 8 – 0
MOVER: Jessica Buhel, Town Councilor
SECONDER: April Brunelle, Town Councilor
AYES: Barnes, Brunelle, Buhle, Garcia-Irizarry, Lamb, Parad, St. Vil, Thompson
EXCUSED: Ryan

VOTE:

Mayor Allyn, III called for the vote on the Chairman.
8 - 0 Approved and so declared

RESULT: ADOPTED 8 – 0
AYES: Barnes, Brunelle, Buhle, Garcia-Irizarry, Lamb, Parad, St. Vil, Thompson
EXCUSED: Ryan

RESULTS OF VOTE: Mayor Allyn, III announced that Councilor St. Vil has been elected Chairman of the Twenty-eighth Town Council. He congratulated Chairman St. Vil and turned the meeting over to him .

IV. ADOPTION OF THE RULES OF PROCEDURE

Chairman St. Vil thanked the Town Council for their support. He went on to note in accordance with Chapter III; Section 3 of the Town Charter “*Town Council*” the first Order of Business was to Adopt the *Town Council’s Rules of Procedure*. He stated a Draft Resolution was provided for tonight’s meeting which included a few revisions from the last Resolution to provide for additional clarifications. He note the revisions were noted in *blue italic font*.

1. MOTION to adopt a “*Resolution Establishing the Rules of Procedure for the Twenty-eighth Town Council*” as presented in the draft dated November 8, 2025.

DRAFT: 11/08/2025

Res: 001-2025/Dec 01

RESOLUTION ESTABLISHING THE RULES OF PROCEDURE FOR THE TWENTY-EIGHTH LEDYARD TOWN COUNCIL

BE IT RESOLVED: that the Twenty -eighth Town Council of the Town of Ledyard adopts the following Rules of Procedure:

RULES OF PROCEDURE

1. Regular meetings of the Town Council will be held in the Ledyard Town Hall Annex, Council Chambers at 7:00 p.m. on the second and fourth Wednesday of each month.
2. Special meetings of the Town Council may be called by the Town Council Chairperson or upon written request to either the Town Council Chairperson or the Administrative Assistant by three (3) Town Council members.
3. The Town Council Chairperson may, with the consensus of six (6) Town Councilors, cancel any regularly scheduled meeting should the need arise.
4. All meetings of the Town Council for the transaction of business will be open to the public and the votes will be recorded as prescribed by Section 1-225 of the General Statutes of the State of Connecticut (CGS), as amended.

5. Six (6) Town Council members constitute a quorum, but no ordinance, resolution, or vote, except a vote to adjourn or to fix the time and place of the next meeting, will be adopted by less than five (5) affirmative votes.

Members of the Town Council may participate in a meeting remotely by means of electronic equipment in accordance with CGS Section 1-200; and strictly adhere to the rules set forth in the “*Town Council Policy Guidelines Remote Meeting Participation*”

6. In the absence of a quorum at a regular or special meeting of the Town Council, no business will be transacted, but the following actions may be taken and will be binding on the Town Council:
 - a. Fix the time at which to adjourn.
 - b. Recess to contact absent Town Council members.
 - c. Adjourn.
7. The Town Council Chairperson will preside at all meetings of the Town Council and at the stated hour and upon the appearance of a quorum, will call the Town Council to order. The Chairperson will also perform all the duties and accept all responsibilities of a Councilperson.
8. It will be the duty of the Town Council Chairperson to preserve order, to conduct Town Council business in accordance with these rules, to recognize and grant the floor to members wishing to speak and to declare all votes.
9. The Town Council Chairperson may speak on and will decide questions of parliamentary law and Town Council procedure, subject to appeal to the Town Council by a motion duly seconded. Such appeals to the Town Council will be entertained by the Town Council Chairperson and has precedence provided they are made at the time of the ruling by the Town Council Chairperson, and no debate or business has intervened between the ruling and the motion to appeal.
10. The regular agenda will be ordered as follows:

Call to Order
Pledge of Allegiance
Roll Call
Residents’ & Property Owners Petitions
Committees, Commissions & Boards Reports
Comments of Town Councilors
Review and Approval of Prior Meeting Minutes
Communications/Referrals
Sub-Committee/Liaison Reports
Report of the Mayor
Old Business
New Business
Adjournment

There will be a Consent Calendar and those items on the “*Consent Calendar*” will be listed under New Business with an *asterisk preceding its number. Any item(s) objected to by a Town Council member shall be removed from the Consent Calendar, but will then automatically be considered under New Business.

Communications published with the Agenda shall consist of written correspondence formally submitted to the Town Council for the record.

The following will not be published with the Agenda, but will remain public records:

- a. Communications that contain confidential personnel or protected information;***
- b. Social media posts, screenshots, or online commentary;***
- c. Communications containing profanity, threats, or defamatory statements;***
- d. Communications unrelated to items within the Town Council’s legal jurisdiction.***

A short agenda will be optional as follows:

Call to Order
Pledge of Allegiance
Roll Call

Residents' & Property Owners Petitions
Committees, Commissions and Boards Reports
Communications/Referrals
New Business/Business of the Meeting
Adjournment

A special agenda will contain only those items related to the stated purpose of the meeting and may follow the format below. Additional non-business items may be added at the discretion of the Chairperson.

*Call to Order
Pledge of Allegiance
Roll Call
Business of the Meeting
Adjournment*

11. The Town Council Chairperson will cause to be prepared and have posted, the Town Council agenda not less than twenty-four hours prior to the regular Town Council meetings in accordance with CGS Section 1-225 (c). The agenda will also be electronically posted on the town's internet web site.
12. There will be the following standing committees of the Town Council:
 - a. Administration Committee
 - b. Community Relations Committee for Diversity, Equity and Inclusion
 - c. Finance Committee
 - d. Land Use/Planning/Public Works Committee

The Town Council may establish additional standing committees and may dissolve standing committees by a two-thirds vote.

Additionally, there will be the following standing liaisons:

- a. Agricultural Commission
 - b. Board of Education
 - c. Conservation Commission
 - d. Economic Development Commission
 - e. Gales Ferry Fire Company
 - f. Historic District Commission
 - g. Inland Wetland/WaterCourses Commission
 - h. Ledyard Fire Company
 - i. Ledyard Beautification Committee
 - j. Ledyard Farmers' Market Committee
 - k. Ledyard Housing Authority
 - l. Library Commission
 - m. Parks, Recreation & Senior Citizens Commission
 - n. Permanent Municipal Building Committee
 - o. Planning & Zoning Commission
 - p. Public Safety Commission
 - q. Retirement Board
 - r. ~~Youth~~ & Social Services Board
 - s. Water Pollution Control Authority
 - t. Zoning Board of Appeals
13. The Town Council Chairperson will appoint members of the Standing and Ad-Hoc Committees of the Town Council and the Standing Liaison Assignments. The Town Council Chairperson will be a member ex-officio of all Town Council Committees. The Town Council Chairperson will appoint the Committee Chairpersons.
 14. Each Town Council Committee will consider matters referred to it by the Town Council Chairperson or by a majority vote of the Town Council, and will report to the Town Council respecting such matters and submit resolutions or ordinances when necessary to carry out Committee recommendations. In order that business may be handled in an expeditious manner, the Town Council Chairperson may refer items to a Committee at any time.

For any item referred to two or more Town Council Standing Committees that may result in a proposed ordinance, the Committees should resolve any differences before the proposed ordinance is recommended to the Town Council for the setting of a public hearing date.

15. Each Committee agenda will be prepared and posted not less than twenty-four hours prior to the regular meetings in accordance with CGS Section 1-225 (c).

Each Committee Chairperson will ensure that written minutes are submitted and electronically distributed to all Town Council members using the town's internet website. Roberts's Rules of Order will govern minority reporting. Committee Chairpersons will provide written reports using the meeting portal and give a verbal synopsis or outline of the report during the Committee Reports of the Town Council meeting.

Committees may conduct all of their in-person meetings in a Hybrid Format enabling both in-person and remote participation, providing the appropriate technology and equipment is available at the physical meeting location, in accordance with Policy #2022-03-23-01 "*Policy and Guidelines for Meeting Participation*".

16. All voting for the transaction of business and the setting or staying of rules of procedure will be by roll call taken alphabetically, but starting at a random name established by the Town Council's Administrative Assistant at each meeting.
17. In the absence of the Town Council Chairperson, a Town Council Chairperson Pro-tem, will be appointed on a lottery basis and as Town Council Chairperson Pro-tem, will sign all ordinances or resolutions passed at the meeting over which they preside. They will also perform all other duties of the Town Council Chairperson at that meeting.

Should the Town Council Chairperson step down from the position, the Town Council shall elect a Chairperson at their next Regular or Special Meeting.

18. All ordinances and resolutions will be confined to one subject which will be clearly stated in the title.
19. All ordinances and resolutions will be presented to the Town Council in writing by the Town Council member introducing such items.
20. The Town Council may, by majority vote, limit remarks of all members to a specified length of time in debating a particular subject.
21. When an Executive Session is necessary, reasons for such a session and all persons who will be in attendance will be publicly stated and all other requirements of the Freedom of Information Act will be adhered to. A two-thirds vote of the Town Council members present will be necessary to go into Executive Session.
22. Members will confine their remarks in debate to the pending question and must avoid personalities or improper motives.
23. The Administrative Assistant will be the custodian of all papers, correspondence, magnetic/electronic media and records of the Town Council and will keep for public inspection a journal of its proceedings, including all roll call votes by the Town Council and such further details of the proceedings of the Town Council as may be approved by a majority vote.

In the event the Administrative Assistant is not present at the Town Council meeting when the Chairperson calls a meeting to order, the Town Council Chairperson will appoint an Administrative Assistant Pro-tem to keep the minutes of that meeting.

The Administrative Assistant will file the record (minutes of each meeting) with the Town Clerk. All meeting records will be authenticated by the signature of the Administrative Assistant and the Town Council Chairperson or the Town Council Chairperson Pro-tem and will be posted on the town's internet meeting portal web site.

24. All requirements of the Charter of the Town of Ledyard with respect to the proceedings of the Town Council are to be strictly followed and no rules will ever be adopted by the Town Council which will be in conflict with the Charter.

25. The rules of the Town Council, except those specified in Chapter III, Section 3 of the Charter of the Town of Ledyard, may be altered, extended or repealed by an affirmative vote of five (5) members of the Town Council at any meeting of the Town Council, providing a descriptive notice of the proposed changes will have been given in writing at a preceding regular meeting.
26. Any single rule may be suspended for the proceedings of any meeting of the Town Council upon an affirmative vote of seven (7) members present, the motion for suspension detailing the specific rule to be suspended and the reason for suspension.
27. The Town Council Chairperson or any Standing Committee Chairperson may be removed from their position of authority by an affirmative vote of at least six (6) other Town Council members. Such removal will in no way serve to restrict that person's duty, authority or responsibility as a Town Council member.
28. Beyond the aforementioned rules of procedure and for all situations not specifically covered therein, the Rules of Procedure for the Town Council and its Standing Committees will be those stipulated in Roberts Rules of Order.

Adopted by the Ledyard Town Council on: _____

 , Chairman

Moved by Councilor Buhle, seconded by Councilor Thompson

Discussion: Councilor Lamb addressed Item #10 specially the paragraph pertaining to the "Special Agenda" format noting the following:

"A special agenda will contain only those items related to the stated purpose of the meeting and may follow the format below. Additional non-business items may be added at the discretion of the Chairperson."

*Call to Order
 Pledge of Allegiance
 Roll Call
 Business of the Meeting
 Adjournment"*

Councilor Lamb stated that he would like to see the Special Agenda Format include "Residents and Property Owners Comments". He stated that all of the Town Council meetings should include a portion for Residents and Property Owners Comments and that it should not be at the desecration of the Chairman.

- ❖ MOTION to amend the "Resolution Establishing the Rules of Procedure for the Twenty-eighth Town Council" paragraph 10; to include a provision for "Residents' & Property Owners Petitions" in the Special Agenda Format as follows:

"A special agenda will contain only those items related to the stated purpose of the meeting and may follow the format below. Additional non-business items may be added at the discretion of the Chairperson."

*Call to Order
 Pledge of Allegiance
 Roll Call
Residents' & Property Owners Petitions
 Business of the Meeting
 Adjournment*

(friendly amendment to Councilor Lamb's "Amendment" proposed by Councilor Garcia-Irizarry, please see discussion below)

- *For Special Meetings "Residents' & Property Owners Petitions" be restricted to the topic of the meeting.*
- *Residents' & Property Owners Petitions" would be excluded from Executive Session Meetings"*

Moved by Councilor Lamb, seconded by Councilor Brunelle

Discussion: Councilor Lamb stated during the last Town Council's term there were a lot of special meetings called. He went on to note that there was no opportunity during those special meetings for the people who elected the Town Council to express their thoughts during the special meetings.

Chairman St. Vil addressed Councilor Lamb's proposed "Amendment" noting that the language regarding the format of the Special Agenda stated; "*May follow the format as noted below. Additional non-business items may be added at the discretion of the Chairperson*" He stated the words "*may follow*" contained the core elements that were required by the State's Freedom of Information Act (FOIA). He stated including "*Residents' & Property Owners Petitions*" as part of the Special Agenda format would potentially complicate the intended purpose of the Special Meeting. He stated that he would recommend they not approve the proposed "Amendment" because there was no preclusion of adding a "*Residents' & Property Owners Petitions*" to the agenda that the draft Resolution as presented this evening would leave adding "*Residents' & Property Owners Petitions*" to a Special Agenda to the Town Council to make that decision.

Councilor Buhle stated that she was always in support of hearing from their residents during the "*Residents' & Property Owners Petitions*" portion of their meetings. However, she stated the Town Council's Special Meeting were typically to address specific items of business such as "Executive Session" items; or to approve a Grant Application in working to adhere to an application deadline. Therefore, she stated to require "*Residents' & Property Owners Petitions*" as part of the Special Agenda format would create more of a problem, noting that as the Resolution was written for tonight's consideration that it did not prohibit them from adding "*Residents' & Property Owners Petitions*" to a Special Agenda; stating when making major decisions that there would be value in adding this portion to a Special Agenda.

Councilor Garcia-Irizarry addressed the purpose of a Special Meeting, explaining that they occurred outside of their Regular Meeting schedule, because they were to address pressing matters. Therefore, she suggested should the Town Council decide to add "*Residents' & Property Owners Petitions*" to the Special Agenda format that they may want to consider the following:

- For Special Meetings "*Residents' & Property Owners Petitions*" be restricted to the topic of the meeting.
- Include language that would state the Special Agenda format would include "*Residents' & Property Owners Petitions*" excluding Special Meetings pertaining to "Executive Sessions"

Councilor Barnes noted a Special Town Council Meeting that was held in July at which an former Mayor, who because of some physical ailments had difficulty traveling, attend the meeting. He stated the resident was not afforded the opportunity to speak, because "*Residents' & Property Owners Petitions*" was not on the agenda. He stated regardless of the decision they make this evening, that he hoped that they would not have a situation like that again. He stated if an individual attended a Special Town Council meeting they should have had an opportunity to speak; and the Town Council have the opportunity to hear their comments. He stated they should have done better at that time, noting that they did a disservice to an individual who served this town for a number of years; and that he hoped this Town Council would do better.

Chairman St. Vil noted for clarification, that a Special Agenda was constrained, and was very different from a Regular Meeting format. He stated a Special Agenda could not be modified during the meeting.

Councilor Lamb stated during Fiscal Year 2025/2026 Budget process that there were a lot of residents that wanted to revoice their comments. He stated although residents attended all of the Special Meetings that occurred after the budget failed, the residents were not allowed to have their voices heard; and they were frustrated that they were shut down. He stated that they needed to allow the residents who elected them to have a voice. He stated that he liked Councilor Garcia-Irizarry's suggested language to his proposed "Amendment".

The Town Council agreed to Councilor Garcia-Irizarry's suggested language as noted below and above as a "friendly amendment"

- *For Special Meetings "Residents' & Property Owners Petitions" be restricted to the topic of the meeting.*
- *Residents' & Property Owners Petitions" would be excluded from Executive Session Meetings"*

Chairman St. Vil noted that Mayor Allyn, III; and Administrative Assistant Roxanne Maher have some history, and he asked them to comment.

Mayor Allyn, III, stated that he agreed that they could not have "Residents' & Property Owners Petitions" at Executive Session Meetings. He stated for Special Meetings they could allow for "Residents' & Property Owners Petitions". However, he stated that he would agree it should be at the desecration of the Town Council Chairman.

Administrative Assistant Roxanne Maher stated as the proposed Resolution was drafted it would not preclude the Town Council from adding *Residents' & Property Owners Petitions*" to a Special Agenda, noting to add that portion to the agenda would be at the Town Council Chairman's desecration. She explained by changing the language to include "Residents' & Property Owners Petitions" in the Special Agenda format that they would be required to include that at every Special Meeting.

Chairman St. Vil stated by requiring "Residents' & Property Owners Petitions" be included in the Special Agenda format that the *Rules of Procedure* would be deviating from the Freedom of Information Act (FOIA) requirements.

Councilor Parad stated that she heard her fellow Town Councilor's comments that there should be an opportunity for "Residents' & Property Owners Petitions" at many meetings to occur. However, she stated amending the proposed language in the draft "Resolution Establishing the Rules of Procedure for the Twenty-eighth Town Council" presented this evening would limit the Town Council's ability to have some quick meetings that were necessary to keep the business of the town moving forward. She stated as currently proposed that the Town Council was saying that they would like Chairman St. Vil to add "Residents' & Property Owners Petitions" to as many meetings as possible, without them having to do that every time.

Councilor Buhle stated that she recalled the Special Meeting that Councilor Barnes noted (see above). She stated the meeting was a Special Meeting to approve the Fiscal Year 2025/2026 Budget and to set the Mil Rate after the two Budget Referenda had failed. She stated as a member of the Finance Committee that they had several meetings at which time for "Residents' & Property Owners Petitions" was provided, noting that they probably had nine meetings at which no members of the public attended. She also noted that only five members of the public attended the April 21, 2025 Fiscal Year 2025/2026 Public Hearing. She stated there was ample time for the public to comment. She stated that she was disheartened that their residents who do come to speak did not feel they had the right opportunity. She stated because that meeting was a Special Agenda that they did not have the ability to modify the agenda during the meeting. She stated that she did not foresee Chairman St. Vil not including "Residents' & Property Owners Petitions" on an Agenda regarding the Budget. She stated forcing "Residents' & Property Owners Petitions" or restricting public comment only to the topic at hand on a Special Agenda at which the Town Council would be addressing issues such as a Grant Application or Bid Waiver, would become more complicated. Therefore, she stated that it made sense to leave the language as proposed in the draft "Resolution Establishing the Rules of Procedure for the Twenty-eighth Town Council" presented this evening; and not to bind themselves to that requirement.

Councilor Brunelle stated that she sees all sides; and the challenge of pigeonholing them into a corner. She stated because the Town Council always wanted to be transparent and invite "Residents' & Property Owners Petitions". Therefore, she stated that she was leaning toward including Councilor Lamb's proposed amendment, with the exception of "Executive Sessions" meetings.

Chairman St. Vil called for a vote on the proposed Amendment as follows:

- ❖ MOTION to amend the “*Resolution Establishing the Rules of Procedure for the Twenty-eighth Town Council*” paragraph 10; to include a provision for “*Residents’ & Property Owners Petitions*” in the Special Agenda Format as follows:

“A special agenda will contain only those items related to the stated purpose of the meeting and may follow the format below. Additional non-business items may be added at the discretion of the Chairperson.”

Call to Order

Pledge of Allegiance

Roll Call

Residents’ & Property Owners Petitions

Business of the Meeting

Adjournment

(friendly amendment to Councilor Lamb’s “Amendment” proposed by Councilor Garcia-Irizarry, please see discussion below)

- *For Special Meetings “Residents’ & Property Owners Petitions” be restricted to the topic of the meeting.*
- *Residents’ & Property Owners Petitions” would be excluded from Executive Session Meetings”*

Moved by Councilor Lamb, seconded by Councilor Brunelle

VOTE: 4 - 4 Motion Failed (Buhle, Parad, St. Vil, Thompson not in favor)

RESULT: AMENDMENT FAILED 4 – 4 MOVER: Ty Lamb, Town Councilor SECONDER: April Brunelle, Town Councilor AYES: Barnes, Brunelle, Garcia-Irizarry, Lamb NAYES: Buhle, Parad, St. Vil, Thompson EXCUSED: Ryan
--

Chairman St. Vil asked whether there were any additional comments on the Main Motion. He asked Councilor Lamb to provide his administrative editorial corrections to Administrative Assistant Roxanne Maher, noting that they were not substantive changes to the “*Resolution Establishing the Rules of Procedure for the Twenty-eighth Town Council*”.

Chairman St. Vil called for a vote on the Main Motion as follows:

MOTION to adopt a “*Resolution Establishing the Rules of Procedure for the Twenty-eighth Town Council*” as presented in the draft dated November 8, 2025.

Moved by Councilor Buhle, seconded by Councilor Thompson

VOTE: 7 - 1 Approved and so declared (Lamb not in favor)

RESULT: ADOPTED 7 – 0 MOVER: Jessica Buhle, Town Councilor SECONDER: James Thompson, Town Councilor AYES: Barnes, Brunelle, Buhle, Garcia-Irizarry, Parad, St. Vil, Thompson NAYES: Lamb EXCUSED: Ryan

2. Conduct Lottery for Chairperson Pro-Tem

Chairman St. Vil explained in the absence of the Town Council Chairman that members of the Town Council would each serve in the capacity of Chairman Pro-tem. He stated as

part of their Organizational Meeting the Town Council conducts a Lottery for Chairperson Pro-tem to determine the order of rotation in which the assignment of duties would be delegated. He asked that each Town Councilor draw a number.

The results of the Chairman Pro-Tem Lottery were as follows:

2025-2027 Lottery for Chairperson Pro-Tem

1. Councilor Ryan
2. Councilor Garcia-Irizarry
3. Councilor Parad
4. Councilor Thompson
5. Councilor Buhle
6. Councilor Brunelle
7. Councilor Lamb
8. Councilor Barnes

Chairman St. Vil explained the order of the Chairman Pro-tem list will rotate successively. He stated in the absence of the Town Council Chairperson, the Town Council Chairperson Pro-tem, would sign all ordinances or resolutions passed at the meeting over which they preside; and that they would also perform all other duties of the Town Council Chairperson at that meeting.

RESULT: COMPLETED

V. APPOINTMENTS

1. MOTION to appoint Mr. Ian Stammel as the Town Treasurer.
Moved by Councilor Garcia-Irizarry, seconded by Councilor Buhle
Discussion: None.

VOTE: 8 - 0 Approved and so declared

RESULT: ADOPTED 8 – 0
MOVER: Carmen Garcia-Irizarry, Town Councilor
SECONDER: Jessica Buhle , Town Councilor
AYES: Barnes, Brunelle, Buhle, Garcia-Irizarry, Lamb, Parad, St. Vil, Thompson
EXCUSED: Ryan

2. MOTION to appoint Ms. Roxanne M. Maher as the Administrative Assistant to the Ledyard Town Council.
Moved by Councilor Lamb, seconded by Councilor Buhle
Discussion: Councilor Lamb noted that Ms. Maher has always been very helpful, noting that she does an outstanding job. He stated that the town benefits from her work in the Town Council Office.

VOTE: 8 - 0 Approved and so declared

RESULT: ADOPTED 8 – 0
MOVER: Ty Lamb, Town Councilor
SECONDER: Jessica Buhle, Town Councilor
AYES: Barnes, Brunelle, Buhle, Garcia-Irizarry, Lamb, Parad, St. Vil, Thompson
EXCUSED: Ryan

3. MOTION to appoint the Twenty-eighth Town Council as the Flood/Erosion Control Board.

Moved by Councilor Buhle, seconded by Councilor Brunelle

Discussion: Chairman St. Vil stated the Connecticut General Statutes (CGS) grant local towns the authority to establish Flood and Erosion Control Boards (FECBs). He went on to note that it has been the town's practice for the Town Council to serve as the Flood/Erosion Control Board. This Board would meet on an "As Need Basis". To his knowledge, in the past they have never had to meet.

VOTE: 8 - 0 Approved and so declared

RESULT: ADOPTED 8 – 0

MOVER: Jessica Buhle, Town Councilor

SECONDER: April Brunelle, Town Councilor

AYES: Barnes, Brunelle, Buhle, Garcia-Irizarry, Lamb, Parad, St. Vil, Thompson

EXCUSED: Ryan

VI. APPOINTMENTS TO STANDING COMMITTEES AND LIAISON ASSIGNMENTS

1. Appointment of Standing Committees

Chairman St. Vil announced the 2025 - 2027 Standing Committee Assignments as follows:

STANDING COMMITTEES OF THE LEDYARD TOWN COUNCIL 2025-2027

ADMINISTRATION COMMITTEE

Chairman Councilor Garcia-Irizarry
Councilor Barnes
Councilor Brunelle

COMMUNITY RELATIONS COMMITTEE FOR DIVERSITY, EQUITY & INCLUSION

Chairman Councilor Brunelle
Councilor Lamb
Councilor Parad

FINANCE COMMITTEE

Chairman Councilor Buhle
Councilor Garcia-Irizarry
Councilor Ryan

LAND USE/PLANNING/PUBLIC WORKS COMMITTEE

Chairman Councilor Thompson
Councilor Buhle
Councilor Lamb

RESULT: COMPLETED

2. Assignment of Town Council Liaisons

TOWN COUNCIL LIAISON ASSIGNMENTS 2025-2027

<u>Commission/Committee Board</u>	<u>Town Councilor</u>
Agricultural Commission	Councilor Lamb

Beautification Committee	Councilor Brunelle
Board of Education	Councilor Barnes
Conservation Commission	Councilor Barnes
Economic Development Commission	Councilor Buhle
Gales Ferry Fire Company	Councilor Buhle
Historic District Commission	Councilor Lamb
Inland Wetland/WaterCourses Commission	Councilor Thompson
Ledyard Farmers' Market Committee	Councilor Brunelle
Ledyard Fire Company	Councilor Buhle
Ledyard Housing Authority	Councilor Ryan
Library Commission	Councilor Parad
Parks, Recreation & Senior Citizens Commission	Councilor Garcia-Irizarry
Planning & Zoning Commission	Chairman St. Vil
Public Safety Commission	Chairman St. Vil
Permanent Municipal Building Committee	Councilor Garcia-Irizarry
Retirement Board	Councilor Ryan
Social Services Board	Councilor Parad
Water Pollution Control Authority	Councilor Thompson
Zoning Board of Appeals	Councilor Ryan

RESULT: COMPLETED

VII. COMMENTS

Comments of the Chairman

Chairman St. Vil stated before they begin the work of this new term, that he wanted want to start with a simple word that carries a lot of meaning tonight: “*Gratitude*”. He thanked the residents of Ledyard for placing their trust in them once again. He stated that their vote was not just an endorsement; it was a responsibility. He promised that this Town Council would honor that responsibility with transparency, with ethical leadership, and with a steady commitment to doing what was right for this community.

Chairman St. Vil continued by addressing his returning colleagues, stating “*Welcome back*”; and he stated to their newly elected Town Councilors “*Welcome aboard*”. He stated that they each bring experiences, perspectives, and the passion that Ledyard truly needs. He stated the work ahead would require all of them, and that he was grateful to be serving alongside them.

Chairman St. Vil also recognized the outgoing Town Councilors for their service. He stated that public office was not easy, and their contributions helped carry the town forward; and for their efforts they thank them.

Chairman St. Vil went on state that tonight begins the work of the 28th Ledyard Town Council. He stated the last term was, at times, contentious, noting that processes were tested, relationships were strained, and trust — both among Councilors and from the

Public was challenged. However, he stated that tonight was a new beginning; and in setting the foundation for how this Town Council would conduct itself that they would work openly, respectfully, and always with Ledyard's best interest at heart.

Chairman St. Vil stated in that spirit, that he wanted to offer a heartfelt and very deliberate acknowledgment of Councilor Jessica Buhle. He stated as the highest vote-getter in this election, Councilor Buhle had every right, and every qualification to seek the Chairmanship. He stated that Councilor Buhle was capable, experienced, and deeply committed to their town. But instead, she made a choice that speaks volumes about her character and her approach to governance. He stated that Councilor Buhle stepped back from a position she absolutely earned because she believed for this term that he was the right person to lead this Town Council. Chairman St. Vil stated that kind of humility, that kind of partnership, and that kind of commitment to the greater good was exactly the standard they should all aspire to. He thanked Councilor Buhle stating that she sets the tone for the culture they would build together — one grounded not in individual authority, but in shared purpose and shared responsibility. He stated that this was how they would restore trust; how they would move from contention to collaboration; and how they would serve Ledyard with integrity.

Chairman St. Vil stated as Chair, that he would do everything he could to foster an atmosphere where every voice was heard, every viewpoint was respected, and every decision was made with transparency and fairness. He stated that they would not always agree — but they would always conduct themselves with professionalism and with a focus on what moves Ledyard forward. He stated the Town Council was here to do the people's work; to protect their confidence in local government; to show that leadership, even in disagreement, could be honest, civil, and constructive.

Chairman St. Vil concluded his remarks by stating as they begin this term, that his hope was simple: *"That we approach our work with clarity, respect, and a shared commitment to serving the people who placed their trust in us"*. He stated that they have an opportunity tonight to set a tone that reflects the very best of Ledyard — steady, thoughtful, and united in purpose. He stated that he was honored to serve with each member of the Town Council and he looked forward to what they would accomplish together. Thank you.

Comments of the Members of Twenty-eighth Town Council

Councilor Barnes stated he was excited about the Town Council's upcoming term. He noted as Chairman St. Vil mentioned they learned a great deal about a number of issues; and they tested their relationships, tested the trust of the town. He stated he was optimistic of this new beginning. He stated it was a pleasure to serve with those who were on the last Town Council, for the short time he served with them. He also welcomed the new members of the Town Council noting that they would find serving town was an awesome experience. He congratulated Chairman St. Vil noting that he believed that he would lead the Town Council well in the coming term.

Councilor Brunelle stated that they were in the midst of the Holiday Season for many different cultures. She noted the Linda C. Davis Food Pantry could use a little more help this time of year. She congratulated all those who were elected to serve on the Twenty-eighth Town Council noting that she looked forward to working with all of them. She encouraged residents to attend their meetings noting that she was interested in hearing what was on their minds, what they would like to see the town do; and what they would not like to see the town do.

Councilor Thompson stated that he was grateful and to be serving on the Town Council, noting that it was a privilege. He stated that he appreciated the work that the Town Council has done and that he was looking forward to working with the members of the Town Council, working with Mayor Allyn and Administrative Assistant Roxanne Maher and working with the public. He thanked the residents for their good faith.

Councilor Garcia-Irizarry thanked the residents who attended their meetings and who voted in the November 4, 2025 General Election, noting that it was one of the highest voter turnout Ledyard has had for a local election; and she hoped that trend would

continue. She stated that she was exciting about their upcoming term, and to work with the members of the Town Council. She noted with the addition of Councilor Lamb who comes to the Town Council from the Board of Education that she hoped he would bring his insight into the upcoming Fiscal Year 2026/2027 Budget preparation. She went on to state that she was looking forward to working with Councilor Thompson, noting his experience and perspective from his service on the town's Land Use Commissions. She stated she was happy to be serving on the Town Council once again.

Councilor Lamb stated that he was glad Chairman St. Vil assigned him to the Community Relations Committee for Diversity, Equity, & Inclusion. He stated in talking with Councilor Brunelle that they shared a similar vision. He noted the upcoming Fiscal Year 2026/2027 Budget preparation, stating that the Board of Education has prepared their Capital Improvement Plan for the coming year. He stated the Town Council needed to build a partnership with the Board of Education, noting that he would like to understand the Town Council's vision regarding the capital needs for their school buildings and the importance to put a plan in-place. He stated the Board of Education has projected a \$56 million issue that would require bonding (borrowing); noting the Middle Schol Cafeteria Project. He stated during the November 4, 2025 General Election that the Democrat ran on establishing an Ad Hoc Committee to develop the end to end process for capital building projects. He stated these were all issues that they needed to start working on. He stated, "*They were elected to serve, so let's start serving*". He concluded his comments by pointing out concerns that some past members of the Town Council did not attend the meetings of their Liaison Assignments. He pledged to attend the meetings of his Liaison Assignments; and that he was hopeful that the members of this Town Council would do the same. He stated that he looked forward to serving the town.

Councilor Parad stated that she was happy to be sitting here today, noting that it was exciting to see this group of people; and to have some hope in the things they could accomplish together. She stated the Town Council can not do their work alone, noting that they could not make up ideas and execute them without the support of the members of their community. She stated she looked forward to hearing what people would like to accomplish over the next two-years and beyond. She stated that she was excited about her assignments noting as a Physician that Social Services was important to her; and that she also looked forward to serving as the Liaison to the Library Commission as well. She thanked the residents for the opportunity to serve them.

Councilor Buhle stated the she echoed Chairman St. Vil's comments. She stated that several people asked her if she wanted to serve as the Town Council Chairman. She stated that while she thought that Chairman St. Vil was amazing; which was the reason she nominated him; that she also thought that she could do the work of the Town Council Chaiman. However, she stated that her heart was in the Finance Committee, noting that was where her educational background and goals lied, noting that finance was her passion. She stated that finance makes her happy and brings her joy, noting that she was looking forward to working on their goals. She addressed the importance to seek support from their residents, noting that she planned to follow-through on the things she said during her last term on the Town Council, and being more vocal at other levels to make sure they were getting the funding needed for their town; and they were looking at every possible revenue stream. She stated they could make lists of everything the school buildings need. However, she stated they had to have the money to do those things; noting that the money would have to come from either the taxpayers or from somewhere else, noting that she wanted to work on the "*somewhere else*".

Councilor Buhle concluded her remarks by stating that serving on the Town Council should not feel like a punishment, a chore, or something they felt like they had to do. She stated that they were all grateful to be serving the residents of their community. She stated the voices of each member of the Town Council carried weight and value, noting that they all have important things to say, the come to the Town Council with diverse backgrounds and viewpoints. She commented on the members who have lived in different locations, noting that they get to experience different life viewpoints from

different towns, with regard to what liked or disliked from other areas; while those who have been lifelong Ledyard residents had a history and background that was deep and

rich in their community. She stated that she was grateful for their Liaison Assignments because they would enrich all of them, and bring their strengths to right places to make sure their town gets the best service. Thank you.

Chairman St. Vil provided an overview of all the Town Councilor’s comments noting the best way they could support each other was by writing down where their focus for the upcoming year. He asked for their first Regular Meeting scheduled for December 10, 2025 that each member of the Town Council identify one initiative that they would like to focus on; noting that it would provide this Town Council the Vision that Councilor Lamb identified, as well as the support of the community. He stated that it would also give them a marker to check themselves this this time next year.

VIII. MEETING SCHEDULE

1. MOTION to approve the Town Council meeting schedule for the 2026 calendar year as follows:

Town Council (2nd & 4th Wednesday, Council Chambers 7:00 p.m.)			
January 14, 28	February 11, 25	March 11, 25	April 8, 22
May 13, 27	June 10, 24	July 8, 22	August 12, 26
September 9, 23	October 14, 28	November 18*, 25^	December 9, 23^
January 13, 27, 2027			

^ Denotes meeting cancelled due to holiday
 * Denotes regular meeting date scheduled is different from regular schedule

Moved by Councilor Buhle, seconded by Councilor Garcia-Irizarry
 Discussion: Chairman St. Vil noted the "Rules of Procedure" the Town Council was required to set its regular meeting date for the second and fourth Wednesday of the month at 7:00 p.m. He stated the Town Council and its Sub Committees’ meetings would be held in a Hybrid format (in-person and remote) in accordance with Policy #2022-03-0 "Policy and Guidelines for Remote Meeting Participation".

VOTE: 8- 0 Approved and so declared

RESULT: ADOPTED 8 – 0
 MOVER: Jessica Buhle, Town Councilor
 SECONDER: Carmen Garcia-Irizarry, Town Councilor
 AYES: Barnes, Brunelle, Buhle, Garcia-Irizarry, Lamb, Parad, St. Vil, Thompson
 EXCUSED: Ryan

IX. ADJOURNMENT

Councilor Barnes, moved to adjourn, seconded by Councilor Buhle
 VOTE: 8 - 0 Approved and so declared. The meeting was adjourned at 7:54 p.m.

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

I, Gary St. Vil, Chairman of the Ledyard Town Council,
 hereby certify that the above and foregoing is a true and
 correct copy of the minutes of the Town Council
 Organizational Meeting held on December 1, 2025.

 Gary St. Vil, Chairman



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2936

Agenda Date: 12/10/2025

Agenda #:

AGENDA ITEM
CORRESPONDENCE

Subject:

Communications List - December 10, 2025

Correspondence List:

(type text here)

COMMUNICATIONS LISTING FOR DECEMBER 10, 2025

INCOMING CORRESPONDENCE

1. Retirement Board, DTC dated 12/07/2025 re: Reappointment Recommendation for Retirement Board Member
2. Historic District Commission, DTC dated 12/07/2025 re: Request Reappointment Recommendation for Historic District Commission Members
3. Planning & Zoning Commission, DTC dated 12/07/2025 re: Reappointment Recommendation for Planning & Zoning Commission Member
4. Mr. Lamb ltr dated 11/11/2025 re: Resignation Historic District Commission
5. Historic District Commission email dated 11/11/2025 re: Appoint R. Watford from Alternate Member to Regular Member – Historic District Commission
6. Historic District Commission emails/ltr dated 12/11/2025 & 12/12/2025 re: Reappointment Recommendation Historic District Commission Members
7. Mr. Murray email dated 11/11/2025 re: Appointment Application – Planning & Zoning Commission
8. Mr. Murray email dated 11/12/2025 re: Withdraw Appointment Application – Planning & Zoning Commission
9. Ms. Berry email dated 11/12/2025 re: Appointment to Planning & Zoning Commission – List of Interview Questions
10. Mr. Elienberger email dated 11/10/2025 re: Proposed Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission
11. Mr. Porazzi email dated 11/11/2025 re: Proposed Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission
12. Retirement Board Action Ltr dated 11/18/2025 re: Actions Mtg of November 18, 2025
13. Mr. Thompson ltr dated 11/18/2025 re: Resignation from Inland Wetland & Water Courses Commission
14. Mayor ltr to B. Graham dated 11/20225 re: Reappointment to Conservation Commission
15. Mayor ltr to Marelli dated 11/20225 re: Reappointment to Conservation Commission
16. Mayor ltr to Lauer dated 11/20225 re: Reappointment to Social Services Board
17. Mayor ltr to Beacon dated 11/20225 re: Reappointment to Social Services Board
18. Ms. Roberts-Pierson Appoint Application dated 11/23/2025 re: Historic District Commission
19. Mr. Gush ltr dated 11/23/2025 re: RTC Endorses the Appoint R. Watford from Alternate Member to Regular Member – Historic District Commission
20. Agricultural Commission ltr dated 12/4/2025 re: Proposed List of Criteria for the Leasing of Town-Owned Land
21. Board of Education ltr dated 12/4/2025 re: Allocation of Additional Federal Impact Aid-Fiscal Year 2024/2025 – Capital Projects
22. Board of Education ltr dated 12/4/2025 re: Ledyard Education Association (LEA) Contract 2026-2009
23. Ms. Merando-Chairman St. Vil-Mayor Allyn email thread dated 12/7/2025 re: Property Revaluation
24. Ms. McWilliams email dated 12/8/2025 re: Property Revaluation

OUT GOING CORRESPONDENCE

1. Admin Asst ltr to Mayor dated 11/13/2025 re: Action ltr. Town Council Regular Meeting of November 12, 2025
2. Admin Asst ltr to Mayor dated 12/02/2025 re: Action ltr. Town Council Organizational Meeting of December 1, 2025

3. LTC Ltr to Stammel dated 12/20/2025 re: Appoint Stammel – Town Treasurer
4. LTC Ltr to Maher dated 12/20/2025 re: Appoint Maher- Administrative Assistant to Town Council
5. LTC ltr to Avalonia Land Conservancy dated 11/13/2025 re: Townspeople approved Transfer of 19 Avery Hill Road Extension & 12 Applewood Drive to Avalonia Land Conservancy
6. LUPPW Cmt Memo to 28th Town Council dated 11/12/2025 re: Outstanding Business – Transition to incoming Town Council
7. Finance Cmt Memo to 28th Town Council dated 11/12/2025 re: Outstanding Business – Transition to incoming Town Council
8. Community Relations Cmt for Diversity, Equity & Inclusion Memo to 28th Town Council dated 11/12/2025 re: Outstanding Business – Transition to incoming Town Council
9. Admin Cmt Memo to 28th Town Council dated 11/17/2025 re: Outstanding Business – Transition to incoming Town Council
10. Admin Asst Memo to Town Council dated 11/17/2025 re: Draft 2026 Meeting Schedule
11. Admin Asst ltr to Agricultural Commission dated 12/2/2025 re: Councilor Lamb Town Council Liaison
12. Admin Asst ltr to Beautification Committee dated 12/2/2025 re: Councilor Brunelle Town Council Liaison
13. Admin Asst ltr to Board of Education dated 12/2/2025 re: Councilor Barnes Town Council Liaison
14. Admin Asst ltr to Conservation Commission dated 12/2/2025 re: Councilor Barnes Town Council Liaison
15. Admin Asst ltr to Economic Development Commission dated 12/2/2025 re: Councilor Buhle Town Council Liaison
16. Admin Asst ltr to Gales Ferry Fire Department dated 12/2/2025 re: Councilor Buhle Town Council Liaison
17. Admin Asst ltr to Historic District Commission dated 12/2/2025 re: Councilor Lamb Town Council Liaison
18. Admin Asst ltr to Inland Wetlands & Water Courses Commission dated 12/2/2025 re: Councilor Thompson Town Council Liaison
19. Admin Asst ltr to Farmers Market Committee dated 12/2/2025 re: Councilor Brunelle Town Council Liaison
20. Admin Asst ltr to Ledyard Fire Department dated 12/2/2025 re: Councilor Buhle Town Council Liaison
21. Admin Asst ltr to Housing Authority dated 12/2/2025 re: Councilor Ryan Town Council Liaison
22. Admin Asst ltr to Library Commission dated 12/2/2025 re: Councilor Parad Town Council Liaison
23. Admin Asst ltr to Parks, Recreation & Senior Citizens dated 12/2/2025 re: Councilor Garcia-Irizarry Town Council Liaison
24. Admin Asst ltr to Planning & Zoning Commission dated 12/2/2025 re: Chairman St. Vil Town Council Liaison
25. Admin Asst ltr to Public Safety dated 12/2/2025 re: Chairman St. Vil Town Council Liaison
26. Admin Asst ltr to Permanent Municipal Building Committee dated 12/2/2025 re: Councilor Garcia-Irizarry Town Council Liaison
27. Admin Asst ltr to Social Services Board dated 12/2/2025 re: Councilor Garcia-Irizarry Town Council Liaison
28. Admin Asst ltr to Water Pollution Control Authority dated 12/2/2025 re: Councilor Thompson Town Council Liaison

29. Admin Asst ltr to Zoning Board of Appeals dated 12/2/2025 re: Councilor Ryan Town Council Liaison

NOTICE OF AGENDAS

1. Agricultural Commission Agenda 11/18/2025
2. Retirement Board Agenda 11/18/2025
3. Parks, Recreation & Senior Citizens Agenda 11/4/2025; 11/18/2025
4. Zoning Board of Appeals Agenda 11/18/25
5. Historic District Commission Agenda 11/17/2025
6. Library Commission Agenda 11/17/2025
7. Water Pollution Control Authority Agenda 11/25/2025
8. Permanent Municipal Building Committee Agenda 12/1/2025
9. Housing Authority Agenda 12/1/2025
10. Farmers Market Committee Agenda 12/3/2025 – Cancelled
11. Ledyard Beautification Cmt Agenda 12/2/2025- Cancelled
12. America 250 Planning Cmt Agenda 12/9/2025
13. Finance Cmt Agenda 11/19/2025- Cancelled
14. Community Relations Cmt for DEI Agenda 11/19/2025 - Cancelled
15. LUPPW Cmt Agenda 12/1/2025- Cancelled
16. LUPPW Cmt Agenda 12/8/2025- Organizational Meeting
17. LUPPW Cmt Sp. Agenda 12/8/2025
18. Finance Cmt Agenda 12/3/2025 Organizational Meeting
19. Finance Cmt Agenda 12/3/2025
20. Finance Cmt Sp. Agenda 12/9/2025
21. Sustainable CT Ad Hoc Cmt Agenda 12/9/2025 – Organizational Meeting
22. Administration Committee Agenda 12/10/2025 -Organizational Meeting
23. Administration Committee Agenda 12/10/2025
24. Town Council Agenda 12/1/2025 – Organizational Meeting
25. Town Council Agenda 12/10/2025

MINUTES

1. America 250 Committee Minutes 9/9/2025
2. Agricultural Commission Minutes 10/14/2025
3. Retirement Board Minutes 10/21/2025
4. Parks, Recreation & Senior Citizens Minutes 11/4/2025
5. Zoning Board of Appeals Minutes 11/20/20246.
6. Historic District Commission Minutes 10/20/2025
7. Library Commission Minutes 10/20/2025
8. Permanent Municipal Building Committee Minutes 11/3/2025; 11/17/2025
9. Housing Authority Minutes 11/3/2025
10. Finance Cmt Minutes 10/15/2025
11. LUPPW Cmt Minutes 11/3/2025
12. Administration Committee Minutes 11/12/2025
13. Town Council Sp. Minutes 10/29/2025
14. Town Council Public Hearing Minutes 11/10/2025
15. Town Council Public Hearing Minutes 11/12/2025
16. Town Council Minutes 11/12/2025
17. Town Council Organizational Minutes 12/2/2025

MISCELLANEOUS

1. Economic Development Commission Annual Report Fiscal Year 2024/2-25

REFERRALS

Administration Committee

1. Retirement Board, DTC dated 12/07/2025 re: Reappointment Recommendation for Retirement Board Member
2. Historic District Commission, DTC dated 12/07/2025 re: Request Reappointment Recommendation for Historic District Commission Members
3. Planning & Zoning Commission, DTC dated 12/07/2025 re: Reappointment Recommendation for Planning & Zoning Commission Member

Finance Committee

1. Board of Education ltr dated 12/4/2025 re: Allocation of Additional Federal Impact Aid- Fiscal Year 2024/2025 – Capital Projects

Land Use/Planning/Public Works Committee

2. Agricultural Commission ltr dated 12/4/2025 re: Proposed List of Criteria for the Leasing of Town-Owned Land



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

Chairman Gary St. Vil

November 12, 2025

Mr. Craig Breverman, Chairman
Democratic Nominating Commission
13 Phillip Lane
Ledyard, Connecticut 06339

Dear Mr. Breverman:

A member of the Planning and Zoning Commission is due for re-appointment as listed below. The Administration Committee of the Town Council would like your recommendations.

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office at council@ledyardct.org

Planning & Zoning Commission

3 Year Term

Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Mr. Greg Lockart (Alternate) 30 Tanger Lane Gales Ferry, CT 06335	D	12/31/2025	<input type="checkbox"/> Y N	<input type="checkbox"/> Y N	{X} Excellent { } Good { } Fair { } Poor

Committee Comments:

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

This appointment is approved

 12/06/2025

Craig M. Breverman

Sincerely,



Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3200

Chairman Gary St. Vil

November 12, 2025

Mr. Craig Breverman, Chairman
Democratic Nominating Commission
13 Phillip Lane
Ledyard, Connecticut 06339

Dear Mr. Breverman:

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

Please complete the shaded areas of the member's block and kindly return to the Town Council Office at council@ledyardct.org.

Pension Board

3 Year Term

Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Ms. Sharon Wadecki 44 Fanning Road Ledyard, CT 06339	D	1/20/2025	<input type="checkbox"/> Y N	<input type="checkbox"/> Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Board's Comments:

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

This appointment is approved

Craig M. Breverman 12/06/2025

Sincerely,

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council



TOWN OF LEDYARD CONNECTICUT OWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203
FAX (860) 464-1485
E-Mail Address:
council@ledyardct.org

Chairman Gary St. Vil

November 12, 2025

Mr. Craig Breverman, Chairman
Democratic Nominating Commission
13 Phillip Lane
Ledyard, Connecticut 06339

Dear Mr. Breverman:

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

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office at council@ledyardct.org

Historic District Commission					5 Year Term
Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Mr. Douglas Kelley 40 Pinelock Drive Gales Ferry, CT 06335	D	12/3/20205	<input checked="" type="checkbox"/> Y N	<input checked="" type="checkbox"/> Y N	{X} Excellent { } Good { } Fair { } Poor
Mr. Kenneth Geer 23 Thomas Road Ledyard, CT 06335	U	12/3/2025	Y N	Y N	{ } Excellent { } Good { } Fair { } Poor

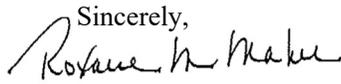
Committee Comments:

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

This appointment is approved

 12/06/2025

Craig M. Breverman

Sincerely,


Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

Roxanne Maher

From: Ed Murray <murrayed9@gmail.com>
Sent: Monday, November 10, 2025 11:21 PM
To: Roxanne Maher
Subject: Fwd: volunteer application

Hello Roxanne: Attached is the application I submitted earlier this year for a position on the Planning and Zoning Commission. I am submitting it again for the current opening for an alternate member being considered by the Administration Committee this Wednesday, November 12, 2025. Please include this as part of the agenda. Thank you, Ed Mujrray

----- Forwarded message -----

From: **Roxanne Maher** <council@ledyardct.org>
Date: Thu, Mar 6, 2025 at 9:14 AM
Subject: RE: volunteer application
To: Ed Murray <murrayed9@gmail.com>
Cc: Roxanne Maher <council@ledyardct.org>

Received.

Thank you Mr. Murray

Roxanne

From: Ed Murray <murrayed9@gmail.com>
Sent: Wednesday, March 5, 2025 11:00 PM
To: Roxanne Maher <council@ledyardct.org>
Subject: volunteer application

Hello Roxanne,

Please find attached my volunteer application for a position on the Planning and Zoning Commission. I am asking that it be included as part of the agenda for the Administration Committee meeting scheduled for March 12th.

It is a pdf version. I did not submit the original because it is hiding somewhere on my computer.

Please let me know if there is additional information required. I can be reached using this email or by text at 518-928-5811.

Thank you for your assistance.

Ed Murray

Disclaimer

The information contained in this communication from the sender is confidential. It is intended solely for use by the recipient and others authorized to receive it. If you are not the recipient, you are hereby notified that any disclosure, copying, distribution or taking action in relation of the contents of this information is strictly prohibited and may be unlawful.

This email has been scanned for viruses and malware, and may have been automatically archived by Mimecast, a leader in email security and cyber resilience. Mimecast integrates email defenses with brand protection, security awareness training, web security, compliance and other essential capabilities. Mimecast helps protect large and small organizations from malicious activity, human error and technology failure; and to lead the movement toward building a more resilient world. To find out more, visit our website.

Roxanne Maher

From: Jeff Eilenberger <jeffeilenberger@gmail.com>
Sent: Monday, November 10, 2025 12:46 PM
To: Town Council Group
Subject: Ethics Commission Draft

Town Council,

The latest Draft that is being displayed at the Public Hearing on November 10, 2025 is not ready for public consumption.

Per the Town of Ledyard Ordinance # 100-001, "AN ORDINANCE REGARDING THE FORMATTING, MAINTENANCE AND NUMBERING OF ORDINANCES OF THE TOWN OF LEDYARD".

This Ordinance is readily available online through the Town of Ledyard website.

Sincerely, Jeff Eilenberger

Roxanne Maher

From: Earl Lamb <TyLamb5350@outlook.com>
Sent: Tuesday, November 11, 2025 3:18 PM
To: Roxanne Maher
Subject: LHDC - Upcoming Vacancy

Dear Roxanne Maher, LHDC and the Town Council,

Per Chapter III; Section 1: elected members to the Town Council will need to resign from the Commissions & Boards we are currently serving on prior to assuming our duties on the Town Council. With this pending action of mine, this will leave a Regular member seat open. Currently, Rebecca Watford is a sitting alternate member of the LHDC and has expressed her desires to move up to a regular member seat.

Her attendance at the regular meetings as an Alternate member has been great. Since gaining her seat as an alternate member, she has been with her family volunteering at the NLH and helping at the different events. Additionally, she has knowledge of the history of the town in general. Specifically, she understands the NLH which enables her to give guided tours and provide a lived experience. She continues to prove herself as a team member and would like to see her continue on this path.

In the compacity as Chair of the LHDC, I recommend Rebecca Watford, and I urge the Full TC to act in a positive way on her request.

If you have any questions or concerns, please contact me.

Yr.,
Ty Lamb
Chair, LHDC

Roxanne Maher

From: Carlo M Porazzi <porazzicm@gmail.com>
Sent: Tuesday, November 11, 2025 11:01 AM
To: Town Council Group
Subject: Code of Ethics

Ledyard Town Councilors,

My name is Carlo Porazzi and I spoke at the 10 Nov 25 public hearing on the adoption of the ethics code. First, let me once again thank all of you, the Admin committee, and the public providing pro and con comments towards finally getting this matter to a version ready for adoption. Second, let me state that the following comments are solely my opinions. That being said I left the meeting concerned at the hesitation I gleaned from listening to some members of the commission suggesting more deliberation. Let's be pragmatic about this. This has been a long arduous process and effort. To pause or deliberate longer in the efforts to solicit even more feedback, make language more granular, or overthink verbiage or situations will only drag this out and mire the results in overwhelming minutia. Folks need to understand this is not about headhunting. No one is concerned about who paid for lunch between volunteers or who wore white after labor day. There will not be a line of people out the door after this is adopted trying to file a complaint over some minor appearance of impropriety by a town employee or volunteer. With that in mind I call your attention to the fact that nothing is perfect in this town, not the POCD, not the P&Z regulations, nor other rules, regulations, and processes others could point out, but they are in place and guiding as best they can at the moment. In the past when the public has asked that some existing rules and regs be reviewed and refined it is more often than not met with indifference, but now there is concern that this needs to be fine tuned? I say make your grammatical updates, get it in force and kick the tires, then make any needed changes.

Thank you all once again.
Respectfully submitted,
Carlo Porazzi
30 Chapman Lane, Gales Ferry.

Roxanne Maher

From: Earl Lamb <TyLamb5350@outlook.com>
Sent: Tuesday, November 11, 2025 4:18 PM
To: Roxanne Maher
Subject: Resignation - LHDC, Ty Lamb

To the Ledyard Town Council,

Per Chapter III; Section 1: elected members to the Town Council will need to resign from the Commissions & Boards we are currently serving on prior to assuming our duties on the Town Council, therefore, I am submitting my resignation from the LHDC effective 11-14-2025.

It has been my great pleasure to be a member and the Chair of the LHDC. I will keep the wonderful memories and all the people I met while serving on this committee close to my heart.

Yr.,
Ty Lamb
Chair, LHDC

Roxanne Maher

From: Lee Ann Berry <lberryredtop@gmail.com>
Sent: Tuesday, November 11, 2025 9:57 AM
To: Town Council Group
Subject: Town Council Administrative Committee
Attachments: Candidate PZC Questions.docx

Dear Members of the Administration Committee,

I'm writing regarding the upcoming Administration Committee meeting and File #25-2771 — the 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-year term ending December 31, 2026, filling the vacancy left by Mr. Woody.

Could you please let me know when this opening was first posted and how long it has been available for resident applications?

I'm also sharing, on behalf of a group of residents, a set of sample questions for consideration when interviewing or evaluating new PZC volunteer applicants. My goal is to encourage thoughtful dialogue and ensure that prospective members understand both the responsibilities of the Commission and the values that guide our planning decisions. These can serve as a foundation for the committee's discussion and can be adjusted as needed to best fit our process.

Respectfully,
Lee Ann Berry
78 Military Hwy.

Sample Questions for PZC Volunteer Applications

1. When was the last time you attended a PZC regular meeting? A PZC Public hearing?
2. Have you ever addressed the PZC to express your opinion on a pending land use issue?
3. Have you read the current zoning regulations? If yes, what changes, if any, do you suggest?
4. Have you read the current POCD? If yes, what changes, if any, would you suggest?
5. Describe how, in your opinion, Ledyard should look in 50 years? For example, should the town have public water and public sewer systems to allow for a much higher density of development?
6. Does the Town have a responsibility to provide housing for new residents?
7. If a Town Planner suggests changes to the zoning regulations intended to increase economic growth in response to guidance from the EDC (Economic Development Commission), should those changes be adopted if the public, during the public hearing, opposes such changes?
8. The POCD is the responsibility of the PZC. Should the Town Planner, the PZC, or a professional contractor prepare the POCD?
9. The POCD contains a goal that development should be consistent with the rural residential character of Ledyard, protection of the quality of life, protection of property values, and that large five and six-story multi-hundred-unit apartment complexes should be allowed with no standards, to quickly increase the amount of affordable housing. Should a height limit be imposed on multifamily developments, which would reduce the amount of affordable housing, but would make such developments more consistent with the rural residential character of our town?
10. Up until about 2012, Gales Ferry and Ledyard Center were designated "Village Districts", where "architecture was a critical consideration for approval. The POCD recommends restoring the Village District designation for Gales Ferry. Do you agree?
11. Do you believe that multi-hundred-unit multifamily developments should be allowed in rural Residential Districts?

12. The Planning and Zoning Commissions were combined from about 1963 to the early 1970s, when they were separated to act as a check and balance on each other. In 2012, the Planning and Zoning Commissions were recombined to encourage economic growth. Is it time to again separate the commissions? Why?
13. What do you intend to accomplish if you are appointed a member of the PZC?



TOWN OF LEDYARD CONNECTICUT OWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203
FAX (860) 464-1485
E-Mail Address:
council@ledyardct.org

Chairman Gary St. Vil

November 12, 2025

Mr. Ty Lamb, Chairman
Historic District Commission
95 Lambtown Road
Ledyard, Connecticut 06339

Dear Mr. Lamb:

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

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office at council@ledyardct.org

Historic District Commission					5 Year Term
Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Mr. Douglas Kelley 40 Pinelock Drive Gales Ferry, CT 06335	D	12/3/20205	<input checked="" type="radio"/> Y <input type="radio"/> N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Mr. Kenneth Geer 23 Thomas Road Ledyard, CT 06335	U	12/3/2025	<input checked="" type="radio"/> Y <input type="radio"/> N	Y N	<input type="checkbox"/> Excellent <input checked="" type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Committee Comments:

See submitted letter.

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

Sincerely,
Roxanne M. Maher

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

Roxanne Maher

From: Earl Lamb <TyLamb5350@outlook.com>
Sent: Tuesday, November 11, 2025 1:57 PM
To: Roxanne Maher
Subject: Doug Kelley - LHDC - Upcoming Member Term

Dear Roxanne Maher, LHDC and the Town Council,

On Dec 3, 2025, Mr. Doug Kelley's seat on the LHDC expires.

Doug has been a valuable member of the team. He is the leader that directly handles all the activities at the NLH. He goes over and beyond any expectations one would think of as a paid employee, but he is a volunteer. He is an example for all people living in the town of Ledyard. He coordinates all our partnerships, and cares deeply about what he does, all in the background. I literally could fill in pages of projects and initiatives he has been involved in from making movies, to his "blue sky" dreams. The town needs to continue and try harder to be a better partner with him and the rest of the committee.

His attendance at the regular meetings as a Regular member has been great, The whole team is always happy to see him. He provides incredibly detailed reports of what is happening at the NLH. He provides an inspirational vision and dedication that would make anyone proud.

With my direct experience with him and knowing what an asset he is to the town, we talked. He has agreed to step up once more to hold his current seat as a Regular member of the LHDC and requests to be reappointed.

In the compacity as Chair of the LHDC, I recommend we celebrate Doug Kelley, and I urge the Full TC to act in a positive way on his request.

If you have any questions or concerns, please contact me.

Yr.,
Ty Lamb
Chair, LHDC

Roxanne Maher

From: Earl Lamb <TyLamb5350@outlook.com>
Sent: Tuesday, November 11, 2025 2:43 PM
To: Roxanne Maher
Subject: Ken Geer - LHDC - Upcoming Member Term

Dear Roxanne Maher, LHDC and the Town Council,

On Dec 3, 2025, Mr. Ken Geer seat on the LHDC expires.

Ken has been a valuable member of the team, running all the activities around the schoolhouses, from serving as guide for the school tours and the other different events. Additionally, his wealth of knowledge concerning the building conditions, maintenance concerns, and working with others to provide expert advice, as we move year to year, is invaluable.

His attendance at the regular meetings as an Alternate member has been great, especially when asked to bring specialized reports to the body. His attitude working with others has been knowledgeable, pleasant and presented to us in a mentoring way. The whole team is always happy to see him.

With my direct experience with him and knowing what an asset he is to the town, we talked. He has agreed to step up once more to hold his current seat as an alternate member of the LHDC and requests to be reappointed.

In the compacity as Chair of the LHDC, I recommend we celebrate Ken Geer, and I urge the Full TC to act in a positive way on his request.

If you have any questions or concerns, please contact me.

Yr.,
Ty Lamb
Chair, LHDC



TOWN OF LEDYARD CONNECTICUT OWN COUNCIL

Chairman Gary St. Vil

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203
FAX (860) 464-1485
E-Mail Address:
council@ledyardct.org

November 12, 2025

Mr. Craig Breverman, Chairman
Democratic Nominating Commission
13 Phillip Lane
Ledyard, Connecticut 06339

Dear Mr. Breverman:

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

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office at council@ledyardct.org

Historic District Commission					5 Year Term
Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Mr. Douglas Kelley 40 Pinelock Drive Gales Ferry, CT 06335	D	12/3/20205	Y N	Y N	{ } Excellent { } Good { } Fair { } Poor
Mr. Kenneth Geer 23 Thomas Road Ledyard, CT 06335	U	12/3/2025	Y N	Y N	{ } Excellent { } Good { } Fair { } Poor

Committee Comments:

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

Sincerely,
Roxanne M. Maher

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council



TOWN OF LEDYARD CONNECTICUT OWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203
FAX (860) 464-1485
E-Mail Address:
council@ledyardct.org

Chairman Gary St. Vil

November 12, 2025

Mr. Ty Lamb, Chairman
Historic District Commission
95 Lambtown Road
Ledyard, Connecticut 06339

Dear Mr. Lamb:

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

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office at council@ledyardct.org

Historic District Commission					5 Year Term
Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Mr. Douglas Kelley 40 Pinelock Drive Gales Ferry, CT 06335	D	12/3/20205	Y N	Y N	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Mr. Kenneth Geer 23 Thomas Road Ledyard, CT 06335	U	12/3/2025	Y N	Y N	<input type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Committee Comments:

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

Sincerely,
Roxanne M. Maher

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

Roxanne Maher

From: Roxanne Maher
Sent: Wednesday, November 12, 2025 10:16 AM
To: Ed Murray
Cc: Jessica Buhle; April Brunelle; Kevin J. Dombrowski; Roxanne Maher
Subject: RE: volunteer application- Murray-Planning & Zoning

Hello Mr. Murray:

Will do.

Thank you,
 Roxanne

From: Ed Murray <murrayed9@gmail.com>
Sent: Wednesday, November 12, 2025 9:35 AM
To: Roxanne Maher <council@ledyardct.org>
Subject: Re: volunteer application

Roxanne, please withdraw my application for this position. Thank you .

On Wed, Nov 12, 2025, 7:08 AM Roxanne Maher <council@ledyardct.org> wrote:

Mr. Murray:

Per your request, I will forward your email to the Administration Committee.

Thank you,

Roxanne

From: Ed Murray <murrayed9@gmail.com>
Sent: Monday, November 10, 2025 11:21 PM
To: Roxanne Maher <council@ledyardct.org>
Subject: Fwd: volunteer application

Hello Roxanne: Attached is the application I submitted earlier this year for a position on the Planning and Zoning Commission. I am submitting it again for the current opening for an alternate member being

Roxanne Maher

From: Roxanne Maher
Sent: Tuesday, November 11, 2025 7:06 AM
To: Jessica Buhle
Cc: Roxanne Maher
Subject: FW: volunteer application- E. Murray Appointment Application
Attachments: Appoint Application Murray-Planning & Zoning-2025-03-05.pdf; ADMIN-AG-2025-11-12.doc

Good Morning Jessica:

Please see Mr. Murray's email below; please advise.

Town Hall is closed today in observance of Veteran's Day.

I will look for your direction.

Thank you,
Roxanne

From: Ed Murray <murrayed9@gmail.com>
Sent: Monday, November 10, 2025 11:21 PM
To: Roxanne Maher <council@ledyardct.org>
Subject: Fwd: volunteer application

Hello Roxanne: Attached is the application I submitted earlier this year for a position on the Planning and Zoning Commission. I am submitting it again for the current opening for an alternate member being considered by the Administration Committee this Wednesday, November 12, 2025. Please include this as part of the agenda. Thank you, Ed Murray

----- Forwarded message -----

From: **Roxanne Maher** <council@ledyardct.org>
Date: Thu, Mar 6, 2025 at 9:14 AM
Subject: RE: volunteer application
To: Ed Murray <murrayed9@gmail.com>
Cc: Roxanne Maher <council@ledyardct.org>

Received.

Thank you Mr. Murray

Roxanne

From: Ed Murray <murrayed9@gmail.com>
Sent: Wednesday, March 5, 2025 11:00 PM
To: Roxanne Maher <council@ledyardct.org>
Subject: volunteer application

Hello Roxanne,

Please find attached my volunteer application for a position on the Planning and Zoning Commission. I am asking that it be included as part of the agenda for the Administration Committee meeting scheduled for March 12th.

It is a pdf version. I did not submit the original because it is hiding somewhere on my computer.

Please let me know if there is additional information required. I can be reached using this email or by text at 518-928-5811.

Thank you for your assistance.

Ed Murray

Disclaimer

The information contained in this communication from the sender is confidential. It is intended solely for use by the recipient and others authorized to receive it. If you are not the recipient, you are hereby notified that any disclosure, copying, distribution or taking action in relation of the contents of this information is strictly prohibited and may be unlawful.

This email has been scanned for viruses and malware, and may have been automatically archived by Mimecast, a leader in email security and cyber resilience. Mimecast integrates email defenses with brand protection, security awareness training, web security, compliance and other essential capabilities. Mimecast helps protect large and small organizations from malicious activity, human error and technology failure; and to lead the movement toward building a more resilient world. To find out more, visit our website.

Ledyard, CT Boards & Commissions

Application Form**Profile**

Edwin

First Name

S

Middle
Initial

Murray

Last Name

murrayed9@gmail.com

Email Address

26 Devonshire Dr

Home Address

Suite or Apt

Gales Ferry

City

CT

State

06335

Postal Code

Home: (518) 928-5811

Primary Phone

Home: (518) 928-5811

Alternate Phone

Which Boards would you like to apply for?

Planning & Zoning Commission: Not 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?

I believe it is essential to be an active and productive member of the community. The responsibility of governing organizations is to take care of people first. Everything we do must support that principle. Maintaining our quality of life and searching for compatible economic development is key to our town's long term growth.

Community Involvement

In the two and half years living in Ledyard, I have found a number of important issues to commit my energies too. The key to anything I decide to be a part of is will it improve and/or protect our community. Additionally, I would devote the time and energy required for any position I accepted in service of our town.

Educational Background

- I have been part of the development for approximately 100 restaurants from approval to opening - Lead sales building program that included physical plant changes as a key element to reach success - President of restaurant concept establishing all standards of operation - Held position of Corporate Ombudsman reporting to CEO. Mediated cases regarding franchisee - corporate relationship and employee - management issues.

Employer

Job Title

Upload a Resume

Party Affiliation

Party Affiliation *

Unaffiliated

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)

Edwin S Murray

Roxanne Maher

From: Earl Lamb <TyLamb5350@outlook.com>
Sent: Tuesday, November 11, 2025 3:18 PM
To: Roxanne Maher
Subject: LHDC - Upcoming Vacancy

Dear Roxanne Maher, LHDC and the Town Council,

Per Chapter III; Section 1: elected members to the Town Council will need to resign from the Commissions & Boards we are currently serving on prior to assuming our duties on the Town Council. With this pending action of mine, this will leave a Regular member seat open. Currently, Rebecca Watford is a sitting alternate member of the LHDC and has expressed her desires to move up to a regular member seat.

Her attendance at the regular meetings as an Alternate member has been great. Since gaining her seat as an alternate member, she has been with her family volunteering at the NLH and helping at the different events. Additionally, she has knowledge of the history of the town in general. Specifically, she understands the NLH which enables her to give guided tours and provide a lived experience. She continues to prove herself as a team member and would like to see her continue on this path.

In the compacity as Chair of the LHDC, I recommend Rebecca Watford, and I urge the Full TC to act in a positive way on her request.

If you have any questions or concerns, please contact me.

Yr.,
Ty Lamb
Chair, LHDC



TOWN OF LEDYARD CONNECTICUT OWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3203
FAX (860) 464-1485
E-Mail Address:
council@ledyardct.org

Chairman Gary St. Vil

November 12, 2025

Mr. Ty Lamb, Chairman
Historic District Commission
95 Lambtown Road
Ledyard, Connecticut 06339

Dear Mr. Lamb:

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

Please complete the shaded areas of each Commission members block and kindly return to the Town Council Office at council@ledyardct.org

Historic District Commission					5 Year Term
Member's Name	Party Affiliation	Term Expiration	Commission Recommendation	Town Committee Endorsement	Attendance
Mr. Douglas Kelley 40 Pinelock Drive Gales Ferry, CT 06335	D	12/3/20205	<input checked="" type="radio"/> Y <input type="radio"/> N	Y N	<input checked="" type="checkbox"/> Excellent <input type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor
Mr. Kenneth Geer 23 Thomas Road Ledyard, CT 06335	U	12/3/2025	<input checked="" type="radio"/> Y <input type="radio"/> N	Y N	<input type="checkbox"/> Excellent <input checked="" type="checkbox"/> Good <input type="checkbox"/> Fair <input type="checkbox"/> Poor

Committee Comments: See submitted letter.
[Signature]

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

Sincerely,
Roxanne M. Maher
Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

Roxanne Maher

From: Earl Lamb <TyLamb5350@outlook.com>
Sent: Tuesday, November 11, 2025 1:57 PM
To: Roxanne Maher
Subject: Doug Kelley - LHDC - Upcoming Member Term

Dear Roxanne Maher, LHDC and the Town Council,

On Dec 3, 2025, Mr. Doug Kelley's seat on the LHDC expires.

Doug has been a valuable member of the team. He is the leader that directly handles all the activities at the NLH. He goes over and beyond any expectations one would think of as a paid employee, but he is a volunteer. He is an example for all people living in the town of Ledyard. He coordinates all our partnerships, and cares deeply about what he does, all in the background. I literally could fill in pages of projects and initiatives he has been involved in from making movies, to his "blue sky" dreams. The town needs to continue and try harder to be a better partner with him and the rest of the committee.

His attendance at the regular meetings as a Regular member has been great, The whole team is always happy to see him. He provides incredibly detailed reports of what is happening at the NLH. He provides an inspirational vision and dedication that would make anyone proud.

With my direct experience with him and knowing what an asset he is to the town, we talked. He has agreed to step up once more to hold his current seat as a Regular member of the LHDC and requests to be reappointed.

In the compacity as Chair of the LHDC, I recommend we celebrate Doug Kelley, and I urge the Full TC to act in a positive way on his request.

If you have any questions or concerns, please contact me.

Yr.,
Ty Lamb
Chair, LHDC

Roxanne Maher

From: Earl Lamb <TyLamb5350@outlook.com>
Sent: Tuesday, November 11, 2025 2:43 PM
To: Roxanne Maher
Subject: Ken Geer - LHDC - Upcoming Member Term

Dear Roxanne Maher, LHDC and the Town Council,

On Dec 3, 2025, Mr. Ken Geer seat on the LHDC expires.

Ken has been a valuable member of the team, running all the activities around the schoolhouses, from serving as guide for the school tours and the other different events. Additionally, his wealth of knowledge concerning the building conditions, maintenance concerns, and working with others to provide expert advice, as we move year to year, is invaluable.

His attendance at the regular meetings as an Alternate member has been great, especially when asked to bring specialized reports to the body. His attitude working with others has been knowledgeable, pleasant and presented to us in a mentoring way. The whole team is always happy to see him.

With my direct experience with him and knowing what an asset he is to the town, we talked. He has agreed to step up once more to hold his current seat as an alternate member of the LHDC and requests to be reappointed.

In the compacity as Chair of the LHDC, I recommend we celebrate Ken Geer, and I urge the Full TC to act in a positive way on his request.

If you have any questions or concerns, please contact me.

Yr.,
Ty Lamb
Chair, LHDC

James C. Thompson
6 Pennywise Lane
Ledyard, CT 06339
(504)444-2934
JamesCThompson8701@gmail.com

RECEIVED
NOV 18 2025
Land Use Department

Dear Ms. Burdick,

Please accept this letter as my formal resignation from the Inland Wetlands and Watercourses Commission, effective November 30, 2025.

I have very much enjoyed my time on this commission and hope I have served it well and conscientiously.

Thank you for the wonderful opportunity to sit amongst such very fine public servants. It has been a privilege.

My very best wishes to the commission and its future endeavors.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'James C. Thompson', with a long horizontal line extending to the right.

James C. Thompson



Chairman John Rodolico

TOWN OF LEDYARD CONNECTICUT RETIREMENT BOARD

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

November 18, 2025

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

Dear Mayor Allyn:

At its Regular Meeting held on November 18, 2025, the Retirement Board took the following actions.

- Approved 2026 meeting calendar as follows:

January 20	February 17	March 17	April 21
May 19	June 16	July 21	August 18
September 15	October 20	November 17	December 15
January 19, 2027			

- Approved payment of USI invoice #1003385, dated October 31, 2025, in the amount of \$400.00, for annual pension liability breakout for WPCA members.

Respectfully submitted,

Christina Hostetler
Town Hall Assistant

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



**TOWN OF LEDYARD
CONNECTICUT
OFFICE OF THE MAYOR**

**Fred B. Allyn III
Mayor**

**Kristen Chapman
Executive Assistant to the Mayor**

**741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3222
FAX (860) 464-1126**

November 20, 2025

Betsy Graham
72a Long Cove Road
Ledyard, CT 06339

Dear Betsy Graham:

It is my pleasure to reappoint you as a regular member of the Conservation Commission, to complete a three-year term ending November 2, 2028.

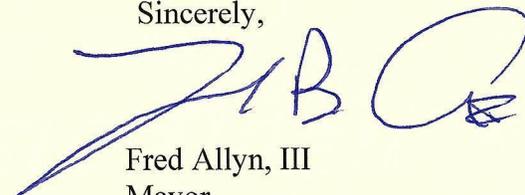
As you are aware, the Town's Meeting Portal (InSite) will aid you in preparation for the Conservation Commission meetings by providing materials and supporting documentation, daily and other reference information. This technology has enabled the town to streamline processes and implement paperless meetings. Each month you will be electronically notified of the Conservation Commission scheduled meeting. You can access this information by visiting the Town of Ledyard Website at: <https://www.ledyardct.org/> clicking on the "Agendas & Minutes" tab.

It is customary and traditional to be sworn-in by the Town Clerk prior to assuming your duties. Please bring a copy of this letter with you and try to have this accomplished as soon as possible. Town Hall business hours are Monday through Thursday, 7:30 a.m. to 4:45 p.m.

I would like to take this opportunity to thank you for your continuing willingness to volunteer for this commission and for helping to make the Town of Ledyard a better place to live.

Please do not hesitate to contact me if there are any issues that you would like to discuss.

Sincerely,



Fred Allyn, III
Mayor

cc: Town Clerk
Town Council
Conservation Commission



**TOWN OF LEDYARD
CONNECTICUT
OFFICE OF THE MAYOR**

Fred B. Allyn III
Mayor

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3222
FAX (860) 464-1126

Kristen Chapman
Executive Assistant to the Mayor

November 20, 2025

Michael E. Marelli
4 Lee Brook Drive
Ledyard, CT 06339

Dear Michael E. Marelli:

It is my pleasure to reappoint you as a regular member of the Conservation Commission, to complete a three-year term ending November 20, 2025.

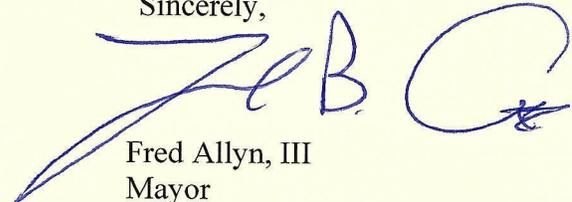
As you are aware, the Town's Meeting Portal (InSite) will aid you in preparation for the Conservation Commission meetings by providing materials and supporting documentation, daily and other reference information. This technology has enabled the town to streamline processes and implement paperless meetings. Each month you will be electronically notified of the Conservation Commission scheduled meeting. You can access this information by visiting the Town of Ledyard Website at: <https://www.ledyardct.org/> clicking on the "Agendas & Minutes" tab.

It is customary and traditional to be sworn-in by the Town Clerk prior to assuming your duties. Please bring a copy of this letter with you and try to have this accomplished as soon as possible. Town Hall business hours are Monday through Thursday, 7:30 a.m. to 4:45 p.m.

I would like to take this opportunity to thank you for your continuing willingness to volunteer for this commission and for helping to make the Town of Ledyard a better place to live.

Please do not hesitate to contact me if there are any issues that you would like to discuss.

Sincerely,



Fred Allyn, III
Mayor

cc: Town Clerk
Town Council
Conservation Commission



**TOWN OF LEDYARD
CONNECTICUT
OFFICE OF THE MAYOR**

**Fred B. Allyn III
Mayor**

**Kristen Chapman
Executive Assistant to the Mayor**

**741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3222
FAX (860) 464-1126**

November 20, 2025

Colleen Lauer
19 Nutmeg Drive
Gales Ferry, CT 06335

Dear Ms. Lauer:

It is my pleasure to reappoint you as a regular member of the Social Services Board, to complete a three-year term ending October 22, 2028.

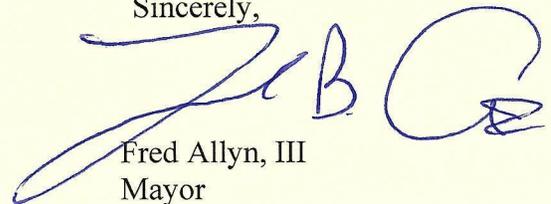
As you are aware, the Town's Meeting Portal (InSite) will aid you in preparation for the Social Services Board meetings by providing materials and supporting documentation, daily and other reference information. This technology has enabled the town to streamline processes and implement paperless meetings. Each month you will be electronically notified of the Social Services Board scheduled meeting. You can access this information by visiting the Town of Ledyard Website at: <https://www.ledyardct.org/> clicking on the "Agendas & Minutes" tab.

It is customary and traditional to be sworn-in by the Town Clerk prior to assuming your duties. Please bring a copy of this letter with you and try to have this accomplished as soon as possible. Town Hall business hours are Monday through Thursday, 7:30 a.m. to 4:45 p.m.

I would like to take this opportunity to thank you for your continuing willingness to volunteer for this board and for helping to make the Town of Ledyard a better place to live.

Please do not hesitate to contact me if there are any issues that you would like to discuss.

Sincerely,



Fred Allyn, III
Mayor

cc: Town Clerk
Town Council
Social Services Board



**TOWN OF LEDYARD
CONNECTICUT
OFFICE OF THE MAYOR**

Fred B. Allyn III
Mayor

Kristen Chapman
Executive Assistant to the Mayor

741 Colonel Ledyard Highway
Ledyard, CT 06339-1551
(860) 464-3222
FAX (860) 464-1126

November 20, 2025

Stephanie M Bacon
6 Patricia Court
Gales Ferry, CT 06335

Dear Ms. Bacon:

It is my pleasure to reappoint you as a regular member of the Social Services Board, to complete a three-year term ending October 22, 2028.

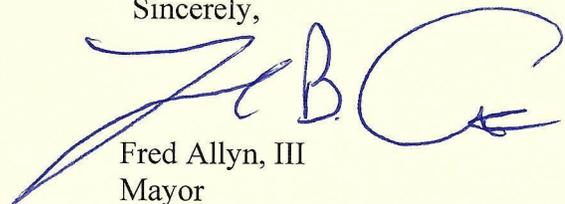
As you are aware, the Town's Meeting Portal (InSite) will aid you in preparation for the Social Services Board meetings by providing materials and supporting documentation, daily and other reference information. This technology has enabled the town to streamline processes and implement paperless meetings. Each month you will be electronically notified of the Social Services Board scheduled meeting. You can access this information by visiting the Town of Ledyard Website at: <https://www.ledyardct.org/> clicking on the "Agendas & Minutes" tab.

It is customary and traditional to be sworn-in by the Town Clerk prior to assuming your duties. Please bring a copy of this letter with you and try to have this accomplished as soon as possible. Town Hall business hours are Monday through Thursday, 7:30 a.m. to 4:45 p.m.

I would like to take this opportunity to thank you for your continuing willingness to volunteer for this board and for helping to make the Town of Ledyard a better place to live.

Please do not hesitate to contact me if there are any issues that you would like to discuss.

Sincerely,



Fred Allyn, III
Mayor

cc: Town Clerk
Town Council
Social Services Board

Application Form**Profile**

Anne
First Name

T.
Middle Initial

Roberts-Pierson
Last Name

ar-pierson@att.net
Email Address

4 Anderson Drive
Home Address

Suite or Apt

Gales Ferry
City

CT
State

06335
Postal Code

Home: (860) 464-8101
Primary Phone

Home: (860) 772-4694
Alternate Phone

Which Boards would you like to apply for?

Historic District Commission: Submitted

Education & Experiences

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

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

I would like to be of service to our town. I have the time, some energy, life experience, and while I cannot do everything, I can do something. I'd like to make use of my life while I have it.

Community Involvement

Former member of Ledyard Historic District Commission, 2005.- 2008, possibly starting 2001 or 2002 Former member of Ledyard Conservation Commission, 2003-2010 Ledyard Senior Center Meals-on Wheels driver, 2006 to 2007 timeframe Dow Community Advisory Panel member 2011-present Eastern CT Conservation District Board member 2010-2020 Avalonia Land Conservancy Board member and Office of President 2004 - 2011 Groton Open Space Association Board member 20teens Avery Copp House Board member 20teens

Educational Background

Graduate University of Connecticut 1979

None
Employer

Retired
Job Title

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)

Anne T. Roberts-Pierson

Roxanne Maher

From: jpgush54@gmail.com
Sent: Sunday, November 23, 2025 10:50 AM
To: Roxanne Maher
Cc: 'Earl Lamb'; 'Sharon Pealer'; Watfordpondhomesteading@g mail.com
Subject: Upcoming Vacancy

Dear Roxanne Maher, LHDC and the Town Council,

Per Chapter III; Section 1: elected members to the Town Council will need to resign from the Commissions & Boards they are currently serving, prior to assuming our duties on the Town Council. With this pending action for Ty Lamb, this will leave a Regular member seat open. Currently, Rebecca Watford is a sitting alternate member of the LHDC and has expressed her desires to move up to a regular member seat.

I have seen Ty Lamb's recommendation and after review and discussion with Rebecca I agree that Rebecca is a perfect for the LHDC. AS Ty Lamb pointed out, her attendance at the regular meetings as an Alternate member has been great. Since gaining her seat as an alternate member, she has been with her family volunteering at the NLH and helping at events. Rebecca has knowledge of the history of the town. She understands the NLH which enables her to give guided tours and provide a lived experience. Rebecca continues to prove herself as a team member and the RTC would like to see her continue this path as a "Regular Member" of the committee. Yes, She is very agreeable in moving to a "Regular Member".

Ty Lamb and the RTC Nominating Committee recommends Rebecca Watford as a Regular Member of the LHDC. I am asking the Full Town Council support to act in a positive way on this request.

Thank You,
V/R

Joe Gush

"Jack of All Trades" – Master of NONE!!!!

MMCM(SS) US Navy Retired

Mystic Lions – Past President

Knights of Columbus – Past Grand Knight

860-213-0476

jpgush54@gmail.com



Chairman Bruce Garstka

TOWN OF LEDYARD
CONNECTICUT

LEDYARD AGRICULTURAL COMMISSION

Town of Ledyard
Ledyard, CT 06339
<http://www.ledyardct.org>

TO: Land Use/Planning/Public Works Committee
FROM: Chairman Bruce P. Garstka, Agricultural Commission
DATE: December 3, 2025

RE: Clark Farm Property Lessee Recommendations

The Agricultural Commission is setting forth a list of criteria that may be helpful in securing a new lessee for the 102-acre Clark Farm Property, located at 1025 Colonel Ledyard Highway, and the 42-acre 1087 Colonel Ledyard Highway Property. The Clark Farm has prime farmland soils and the 1087 Colonel Ledyard Highway Property has a deed restriction attached stating that the property may be used for agricultural purposes only. Our objectives are to keep the properties in agricultural use, keep invasive plants from encroaching into the fields, reduce/eliminate invasive plants and maintain soil health.

To accomplish these goals we recommend the following before a lease agreement is signed:

1. The land shall be used for the production of hay only.
2. Any change of crop must be approved beforehand in writing.
3. The fields must be mowed at least yearly with a mowing height not to exceed eight inches.
4. Any harvested hay may be stored on site at a location chosen by the Town.
5. No harvested hay may be stored over one year and all harvested hay must be removed at end of the lease.
6. All necessary insurance is to be in effect for the term of the lease.
7. A five-year renewable lease is preferred.
8. Lessee must have a proven track record.
9. Lessee must have a means to fulfill lease terms.
10. References must be provided.
11. Fields shall be limed, fertilized, and sprayed for weeds using approved agricultural methods and standards.
12. The fee is to be determined.

As a Commission, we feel that finding a good steward of the land will benefit the Town while freeing Town resources from maintaining the properties. The harvesting of hay will have the least impact on the land while keeping it in agricultural use for generations to come.

Cordially,

Bruce P. Garstka, Agricultural Commission Chairman



December 2, 2025

Ledyard Town Council
% Mrs. Jessica Buell, Chair - Finance Committee
Town of Ledyard
741 Colonel Ledyard Highway
Ledyard, CT 06339

Dear Chairman Buell:

At its meeting on November 18, 2025, the Ledyard Board of Education took formal action to revise and reallocate its request for the use of surplus Federal Impact Aid funds. This action was taken in direct response to the Town Council’s position on the previously submitted project list. The Council’s feedback—most recently outlined in the Finance Committee’s September 24 communication regarding the Impact Aid request, made clear which items would not be advanced at this time.

In accordance with that direction, the Board reviewed its remaining unfunded needs and approved a revised set of projects. The Board therefore renews its request that the Town Council transfer the \$157,133 in Federal Impact Aid revenue received above the Board’s FY 2024–2025 budgeted estimate for use on these identified capital improvements.

Revised Capital Projects Requested:

Capital Projects Request 2025- Impact Aid Revenue Surplus			
Item	Building	Estimate	Notes
Replacement Fire Doors	LHS	\$40,000.00	Final amount to replace the remaining fire doors at LHS
FM System	LMS	\$90,000.00	Install a FM system for hearing impaired students at LMS
Music Room Renovations	LHS	\$27,000.00	Upgrade the music room at LHS to better accommodate the need.

The 2026 Capital Plan has been updated to reflect these changes and is now aligned with both the Town Council’s guidance and the district’s facility requirements. The Board respectfully requests that the Town Council take the required action to authorize use of the previously identified revenues consistent with the updated plan.

If the Council or Finance Committee requires any further clarification, the Superintendent, Director of Facilities, and Board leadership remain available.

Sincerely,



Jason S. Hartling,
Superintendent of Schools

Cc: Jenn Reguin, Chair, Ledyard Board of Education

MEMORANDUM

To: Mr. Gary St. Vil, Chair, Ledyard Town Council
From: Jason S. Hartling, Superintendent of Schools *JSH*
Date: December 4, 2025

Subject: Transmittal of the Ratified LEA Collective Bargaining Agreement and Statutory Timeline

This memo accompanies the transmittal of the newly negotiated Collective Bargaining Agreement between the Ledyard Board of Education and the Ledyard Education Association (LEA), effective July 1, 2026 - June 30, 2029. The Agreement has been ratified by the LEA and approved by the Board of Education.

Pursuant to Connecticut General Statutes §10-153d(b), once a Board of Education has approved a teachers' collective bargaining agreement, the agreement "shall be filed by the board of education with the legislative body of the municipality" and the legislative body has thirty (30) days from the date of filing to act. The contract was filed on December 4, 2025.

Under §10-153d(b), the municipal legislative body may:

1. Reject the agreement by a majority vote within the 30-day period, or
2. Take no action, in which case the agreement is deemed approved by operation of law at the conclusion of the 30 days.

It is important to note that if the legislative body votes to reject the agreement, the matter proceeds directly to binding arbitration under CGS §10-153f.

Please contact me if you have any questions or I can be of assistance in this matter.

Procedural Timeline and Next Steps

- December 4, 2025: Agreement submitted to the Town Clerk and transmitted to the Town Council.
- Statutory deadline: The Town Council has 30 days from filing to act.
- If no vote occurs: The contract becomes effective automatically at the close of the 30-day period.
- If the Council votes to reject: The agreement moves to binding arbitration as required by state law.



Ledyard Public Schools

Administrative Offices

December 2, 2025

Mr. Gary St. Vil, Chair
Ledyard Town Council
Town of Ledyard
741 Colonel Ledyard Highway
Ledyard, CT 06339

Dear Mr. St. Vil:

This letter is to notify you that the Ledyard Education Association (LEA), through a vote of its membership, ratified a new four year Contract Agreement effective July 1, 2026 through June 30, 2029. At a meeting on November 18, 2025 the Ledyard Board of Education also voted to approve the LEA Agreement.

In addition to some minor changes in language including incorporation of existing MOAs and applicable current practices, the following compensation was negotiated:

Salary

A total Salary increase of 13.19%, inclusive of steps/increments and including any Stipend increases was negotiated. Assuming all staffing remains the same, the breakout by contract year is as follows:

Year 1- GWI + Step (total negotiated increase 4.447%) = \$898,066

Year 2- GWI + Step (total negotiated increase 4.439%) = \$936,220

Year 3- GWI + Step (total negotiated increase 4.308%) = \$949,034

Insurance

Year 1- .25% increase Employee share would be 24.50%

Year 2- .25% increase Employee share would be 24.75%

Year 3- .25% increase Employee share would be 25.00%

Based on an 8% increase in premium rates year over year, it would be an approximately \$390,000 savings over the course of the contract.

The contract is on file with the Ledyard Town Clerk's Office.

Sincerely,

Jenn Reguin, Chair, Ledyard Board of Education

Cc: Jason S. Hartling, Superintendent of Schools

Roxanne Maher

From: Fred Allyn, III
Sent: Monday, December 8, 2025 10:44 AM
To: Gary St. Vil
Cc: Roxanne Maher
Subject: RE: Briefing Request on Revaluation and Tax Impact

Good morning Chairman,

Thank you for the email on this subject. I have our Tax Assessor working on a 1-2 page summary of the statutorily required revaluation and how it impacts values across the various real estate segments, how it would impact our budget if the FY 27 budget was exactly the same as the current FY budget and what the reduction to the current 37.14 mil rate would be, again if the budget remained as it is for FY27.

I will disseminate this information as soon as I have it.

Best,

Fred

Fred B. Allyn III



Mayor, Town of Ledyard, CT
741 Colonel Ledyard Hwy.
Ledyard, CT 06339
Tel (860) 464-3221
www.ledyardct.org

NOTICE* Effective June 11, 2018
Town Hall hours are 7:30AM-4:45PM Mon-Thurs
CLOSED FRIDAYS

From: Gary St. Vil <GSVil@ledyardct.org>
Sent: Sunday, December 7, 2025 8:52 PM
To: Fred Allyn, III <mayor@ledyardct.org>
Cc: Roxanne Maher <council@ledyardct.org>
Subject: Briefing Request on Revaluation and Tax Impact

Hi Mayor Allyn,

I wanted to make you aware of a concern raised by a resident regarding the recently released property revaluations. The resident's assessment increased significantly, and they expressed worry about the

potential impact on their tax bill, as well as the broader affordability implications for neighbors who saw similar changes.

While the Finance Chair's FAQ helps clarify that the mill rate has not yet been set — and that the actual tax impact won't be known until the budget process in the spring — I think it would be helpful for the Town Council to receive a short briefing on how revised assessments typically translate into tax bills, and what residents should reasonably expect during a revaluation year.

Could you recommend the appropriate person to provide that overview at our next Town Council meeting on December 10? Whether it's the Assessor, the Finance Director, or someone else on your team, a concise explanation would help both the Council and the public better understand the process and the likely range of outcomes.

Thank you, and I appreciate your support on this.

Respectfully,

Gary A. St. Vil

Chairman, Ledyard Town Council
741 Colonel Ledyard Highway
Ledyard, CT 06339
(860) 980-0656 | gsvil@ledyardct.org
www.ledyardct.org

From: Gary St. Vil <GSVil@ledyardct.org>
Sent: Sunday, December 7, 2025 8:46 PM
To: Anita Merando <armerando@gmail.com>
Cc: Roxanne Maher <council@ledyardct.org>
Subject: Re: Shocking assessments

Hello Mrs. Merando,

Thank you for reaching out and for sharing both your experience and your concern. I know the revaluation notice may have been unexpected, and you're absolutely right — we need to maintain a strong focus on affordability for all of our residents.

Our Finance Chair, Jessica Buhle, recently published an FAQ with a few key clarifications that may help:

- 1. The new assessments do not translate directly into new tax bills.**
Although the revaluation is complete, the mill rate has *not* been set. That won't happen until mid-May 2026, after the Town Council completes the budget. Historically, when the grand list grows significantly after a revaluation, the mill rate typically drops to offset much of the increase. So while assessments may be higher, we don't yet know the actual tax impact.
- 2. The assessments apply to the October 1, 2025 grand list, and tax bills using those values won't be issued until July 1, 2026.**
This gives us time to review the data and make informed decisions during the budget process.

3. **Programs for seniors and veterans remain in place**, including tax abatements and deferrals.
4. **Anyone who believes their new value is incorrect can request a review.**
Instructions are included in the assessment letter, and appointments can be made through December 16. Residents may also contact the Assessor's Office directly for guidance:
<https://www.ledyardct.org/75/Tax-Assessor>.

I truly appreciate you raising this and doing so in a constructive, solution-focused way. Please let me — or any Council member — know if you have additional questions or concerns.

Respectfully,

Gary A. St. Vil

Chairman, Ledyard Town Council
741 Colonel Ledyard Highway
Ledyard, CT 06339
(860) 980-0656 | gsvil@ledyardct.org
www.ledyardct.org

From: Anita Merando <armerando@gmail.com>
Sent: Saturday, December 6, 2025 2:17 PM
To: April Brunelle <ABru@ledyardct.org>; Jessica Buhle <Jbuh@ledyardct.org>; Carmen Garcia Irizarry <CGIri@ledyardct.org>; Gary St. Vil <GSVil@ledyardct.org>; Adrienne L. Parad <AdrienneP@ledyardct.org>
Subject: Shocking assessments

Hi All,

I just opened my new assessment. It's shockingly higher than the previous one. Under normal circumstances, when the assessment goes up this much, the mill rate gets adjusted to help soften the tax increase. This increase is hitting hard. My taxes will go from \$5,100 to approx \$8,300. I supported the budget vote, and I appreciate that we are playing a game of catch up to take care of infrastructure that was let go under previous governance, but I also know that I wasn't prepared for this much of an increase, and neither are my neighbors.

Is there any adjustment to the mill rate that can be made after the fact to make this hit a little less? My neighbor is freaking out because her tax bill will go from \$8,300 to \$15,800. Her assessment doubled. She doesn't know if she can stay in her home. I'm determined to stay, but it won't be easy.

I'm encouraging us, as democrats who are concerned about affordability, to think creatively about this. It's a lot for people to take. I'm not complaining, but looking for a solution.

Best,
Anita

Roxanne Maher

From: Diane McWilliams <dmcwilliams10@gmail.com>
Sent: Monday, December 8, 2025 2:47 PM
To: Fred Allyn, III; Town Council Group; Adrianna Hedwall
Subject: Fwd: New Assessment

WOW Holy Cow,
Please tell me that the mill rate will be adjusted as I cannot afford
my taxes doubling.
Thank you,
Diane McWilliams
25 Washington Dr, Gales Ferry, CT 06335



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

November 13, 2025

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

Dear Mayor Allyn:

At its Regular Meeting held on November 12, 2025 the Town Council took the following actions:

- By consensus Chairman St. Vil referred the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" as updated on or about October 29, 2025 back to the Administration Committee.
- Announced the Town Council's November 26, 2025 Meeting was cancelled for the Thanksgiving Holiday.

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

Respectfully submitted,

Roxanne M. Maher
Administrative Assistant
to the Ledyard Town Council

cc: Director of Finance-
Treasurer
Department Heads



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

Chairman Gary St. Vil

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

December 2, 2023

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

Dear Mayor Allyn:

At its Organizational Meeting held on December 1, 2025 the Twenty-eighth Town Council took the following actions:

- Elected Councilor Gary St. Vil as Chairman of the Twenty-eighth Town Council.
- Adopted the Rules of Procedure for the Twenty-eighth Town Council as contained in the draft dated November 8, 2025.
- Conducted a Lottery for Chairperson Pro-Tem.
- Appointed Mr. Ian Stammel as the Town Treasurer.
- Appointed Ms. Roxanne M. Maher as the Administrative Assistant to the Ledyard Town Council.
- Appointed the Twenty-eighth Town Council as the Flood/Erosion Control Board.
- Appointed 2025-2027 Standing Committees as follows:

STANDING COMMITTEES OF THE LEDYARD TOWN COUNCIL 2025-2027

ADMINISTRATION COMMITTEE
Chairman Councilor Garcia-Irizarry
Councilor Barnes
Councilor Brunelle

COMMUNITY RELATIONS COMMITTEE FOR DIVERSITY, EQUITY & INCLUSION
Chairman Councilor Brunelle
Councilor Lamb
Councilor Parad

FINANCE COMMITTEE
 Chairman Councilor Buhle
 Councilor Garcia-Irizarry
 Councilor Ryan

LAND USE/PLANNING/PUBLIC WORKS COMMITTEE
 Chairman Councilor Thompson
 Councilor Buhle
 Councilor Lamb

- Made the following Town Council Liaison Assignments for 2025-2027 as follows:

TOWN COUNCIL LIAISON ASSIGNMENTS
 2025-2027

<u>Commission/Committee Board</u>	<u>Town Councilor</u>
Agricultural Commission	Councilor Lamb
Beautification Committee	Councilor Brunelle
Board of Education	Councilor Barnes
Conservation Commission	Councilor Barnes
Economic Development Commission	Councilor Buhle
Gales Ferry Fire Company	Councilor Buhle
Historic District Commission	Councilor Lamb
Inland Wetland/WaterCourses Commission	Councilor Thompson
Ledyard Farmers' Market Committee	Councilor Brunelle
Ledyard Fire Company	Councilor Buhle
Ledyard Housing Authority	Councilor Ryan
Library Commission	Councilor Parad
Parks, Recreation & Senior Citizens Commission	Councilor Garcia-Irizarry
Planning & Zoning Commission	Chairman St. Vil
Public Safety Commission	Chairman St. Vil
Permanent Municipal Building Committee	Councilor Garcia-Irizarry
Retirement Board	Councilor Ryan
Social Services Board	Councilor Parad

- Approved the Town Council meeting schedule for the 2026 calendar year to be the second and fourth Wednesday of each month at 7:00 p.m. as follows:

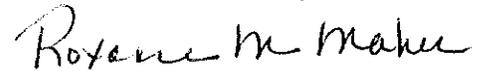
Town Council (2nd & 4th Wednesday, Council Chambers 7:00 p.m.)

January 14, 28	February 11, 25	March 11, 25	April 8, 22
May 13, 27	June 10, 24	July 8, 22	August 12, 26
September 9, 23	October 14, 28	November 18*, 25^	December 9, 23^
January 13, 27, 2027			

^ Denotes meeting cancelled due to holiday
 * Denotes regular meeting date scheduled is different from regular schedule

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

Respectfully submitted,



Roxanne M. Maher
 Administrative Assistant
 to the Ledyard Town Council

cc: Director of Finance
 Treasurer
 Executive Assistant



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3200

122

Chairman Gary St. Vil

November 13, 2025

Mr. Dennis S. Main, President
Avalonia Land Conservancy, Inc.
P.O. Box 49
Old Mystic, Connecticut 06372

Subject: 19 Avery Hill Road Extension, Ledyard "Kettle Hole"
13 Applewood Drive, Ledyard

Dear Mr. Main:

In accordance with CGS 07-163e and Chapter VII; Section 9 of the Town Charter the Ledyard Town Council held a Public Hearing that was followed by a Special Town meeting on November 12, 2025 at which the townspeople approved to transfer the following two town-owned properties to Avalonia Land Conservancy to remain open to the public for passive recreation and to be protected in perpetuity under the Conservancy's care with the following conditions:

- **19 Avery Hill Road Extension Ledyard 4.978 acres (Parcel ID:50/130/19)**
Transfer 19 Avery Hill Road Extension known as the "Kettle Hole" property to Avalonia Land Conservancy for no consideration to be combined with other lands of the DDJJM, LLC., at 173 Stoddards Wharf Road and 175 Stoddards Wharf Road to be transferred to Avalonia Land Conservancy, to remain open to the public for passive recreation and to be protected in perpetuity under the Conservancy care with the following conditions:
 - 1) Avalonia Land Conservancy will pay for all conveyances and fees regarding the transfer of the property.
 - 2) In the event Avalonia Land Conservancy determines they no longer wish to own or no longer can own the so-called "Kettle Hole" property, Avalonia Land Conservancy will first offer the property back to the Town of Ledyard as the last owner of record. Such conveyance will be at no cost to the Town, other than customary recording and legal fees. The Town shall have 120 days to accept or reject re-acquisition. The Town shall notify Avalonia Land Conservancy in writing of its intent to accept or reject. Should the Town choose not to accept the property back, Avalonia Land Conservancy will then have the right to convey the parcel to a third party of their choice.
- **13 Applewood Drive, Ledyard 1.7 acres (parcel ID:99/530/13),**
Transfer 13 Applewood Drive to Avalonia Land Conservancy to be combined with the Avalonia Land Conservancy "Pike Marshall Preserve" to Avalonia Land Conservancy for

Preserve” to remain open to the public for passive recreation and to be protected in perpetuity under the Conservancy care with the following conditions:

- 1). The 10-foot wide access to the property shall be clearly marked in the field by a Land Surveyor engaged by Avalonia Land Conservancy.
- 2) Appropriate signage identifying the open space parcel shall be installed by Avalonia Land Conservancy.
- 3) Avalonia Land Conservancy will pay for all conveyances and fees regarding the transfer of the property.
- 4) In the event Avalonia Land Conservancy determines they no longer wish to own or no longer can own 13 Applewood Drive property (parcel ID:99-530-13), Avalonia Land Conservancy will first offer the property back to the Town of Ledyard as the last owner of record. Such conveyance will be at no cost to the Town, other than customary recording and legal fees. The Town shall have 120 days to accept or reject re-acquisition. The Town shall notify Avalonia Land Conservancy in writing of its intent to accept or reject. Should the Town choose not to accept the property back, Avalonia Land Conservancy will then have the right to convey the parcel to a third party of their choice.

Please make arrangements with the Mayors’ Office to execute the documentation regarding the transfer of these two parcels at your earliest convenience.

Avalonia Land Conservancy has proven to be good stewards of the land, protecting the natural habitat and it’s wildlife. Your organization’s efforts to seek out property to maintain and protect as open space for public passive recreation is of value to our community and the region.

Should you have any questions regarding this action please feel free to contact me at (860) 980-0656 or e-mail at gsvil@ledyardct.org

Sincerely,

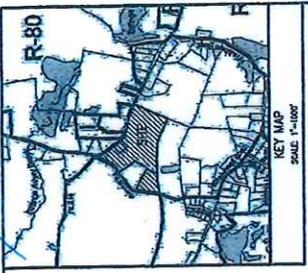


Gary St. Vil
Chairman

Attachments

cc: Mayor
Town Clerk
Land Use Director/Town Planner

EXISTING CONDITIONS



APPROVED BY THE TOWN OF NORWALK IN ACCORDANCE WITH THE SUBDIVISION ACT AND THE ZONING REGULATIONS. ALL APPROVEMENTS SHALL BE COMPLETED BY _____

CHAIRMAN OR SECRETARY _____

TOWN APPLICATION # _____ DATE _____

APPROVED _____

NO PERMIT NEEDED (NOT WITH REGULATED AREA)

NOT APPROVED AT THIS TIME (PERMITS A REGULATED AREA, NO REGULATED ACTIVITY PROPOSED AT THIS TIME)

ZONING & REGULATORY OFFICER _____ DATE _____

PERMITS AND PERMITTING CONTROL PLAN CONTROLLED BY TOWN OF THE LEDYARD PLANNING COMMISSION ON _____

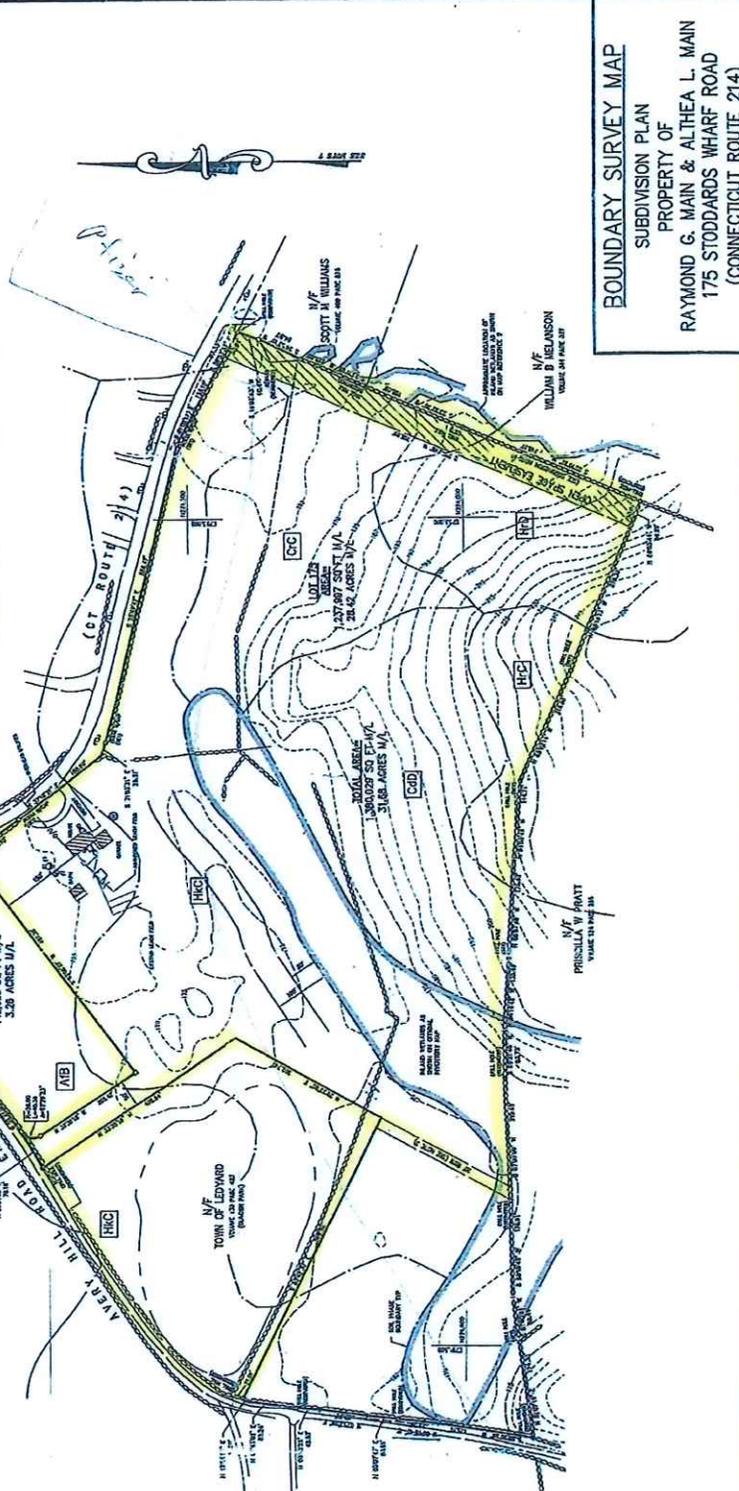
CHAIRMAN OR SECRETARY _____

REMARKS:

1. PERMIT TO BE OBTAINED FROM THE COMMISSIONER OF CONSTRUCTION, REGULATED PLANNING AREA (RPA).
2. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
3. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
4. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
5. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
6. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
7. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
8. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
9. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
10. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.

NOTES:

1. THE PROPERTY IS SHOWN ON THE TOWN MAP AS BEING PART OF THE LEDYARD PLANNING AREA (LPA).
2. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
3. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
4. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
5. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
6. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
7. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
8. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
9. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.
10. THE TOWN ENGINEER SHALL CONSIDER THE DESIGN OF THE TOWNSHIP.



LEGEND:

- 1. BOUNDARY
- 2. EASEMENT
- 3. CONCRETE CURB
- 4. DRIVEWAY
- 5. DRIVEWAY
- 6. DRIVEWAY
- 7. DRIVEWAY
- 8. DRIVEWAY
- 9. DRIVEWAY
- 10. DRIVEWAY
- 11. DRIVEWAY
- 12. DRIVEWAY
- 13. DRIVEWAY
- 14. DRIVEWAY
- 15. DRIVEWAY
- 16. DRIVEWAY
- 17. DRIVEWAY
- 18. DRIVEWAY
- 19. DRIVEWAY
- 20. DRIVEWAY
- 21. DRIVEWAY
- 22. DRIVEWAY
- 23. DRIVEWAY
- 24. DRIVEWAY
- 25. DRIVEWAY
- 26. DRIVEWAY
- 27. DRIVEWAY
- 28. DRIVEWAY
- 29. DRIVEWAY
- 30. DRIVEWAY
- 31. DRIVEWAY
- 32. DRIVEWAY
- 33. DRIVEWAY
- 34. DRIVEWAY
- 35. DRIVEWAY
- 36. DRIVEWAY
- 37. DRIVEWAY
- 38. DRIVEWAY
- 39. DRIVEWAY
- 40. DRIVEWAY
- 41. DRIVEWAY
- 42. DRIVEWAY
- 43. DRIVEWAY
- 44. DRIVEWAY
- 45. DRIVEWAY
- 46. DRIVEWAY
- 47. DRIVEWAY
- 48. DRIVEWAY
- 49. DRIVEWAY
- 50. DRIVEWAY
- 51. DRIVEWAY
- 52. DRIVEWAY
- 53. DRIVEWAY
- 54. DRIVEWAY
- 55. DRIVEWAY
- 56. DRIVEWAY
- 57. DRIVEWAY
- 58. DRIVEWAY
- 59. DRIVEWAY
- 60. DRIVEWAY
- 61. DRIVEWAY
- 62. DRIVEWAY
- 63. DRIVEWAY
- 64. DRIVEWAY
- 65. DRIVEWAY
- 66. DRIVEWAY
- 67. DRIVEWAY
- 68. DRIVEWAY
- 69. DRIVEWAY
- 70. DRIVEWAY
- 71. DRIVEWAY
- 72. DRIVEWAY
- 73. DRIVEWAY
- 74. DRIVEWAY
- 75. DRIVEWAY
- 76. DRIVEWAY
- 77. DRIVEWAY
- 78. DRIVEWAY
- 79. DRIVEWAY
- 80. DRIVEWAY
- 81. DRIVEWAY
- 82. DRIVEWAY
- 83. DRIVEWAY
- 84. DRIVEWAY
- 85. DRIVEWAY
- 86. DRIVEWAY
- 87. DRIVEWAY
- 88. DRIVEWAY
- 89. DRIVEWAY
- 90. DRIVEWAY
- 91. DRIVEWAY
- 92. DRIVEWAY
- 93. DRIVEWAY
- 94. DRIVEWAY
- 95. DRIVEWAY
- 96. DRIVEWAY
- 97. DRIVEWAY
- 98. DRIVEWAY
- 99. DRIVEWAY
- 100. DRIVEWAY

BOUNDARY SURVEY MAP
 SUBDIVISION PLAN
 PROPERTY OF
 RAYMOND G. MAIN & ALTHEA L. MAIN
 175 STODDARDS WHARF ROAD
 (CONNECTICUT ROUTE 214)
 & AVERY HILL ROAD EXTENSION
 LEDYARD, CONNECTICUT

JAMES BERNARDO LAND SURVEYING, LLC
 102A SPITHEAD ROAD
 NORWALK, CT 06850

2 Maps and Surveys
 Incorating & Surveying
 and A. King, PE
 7 Norwich Road (Rte 82)
 Ledyard, CT 06370

GRAPHIC SCALE

SCALE

DATE

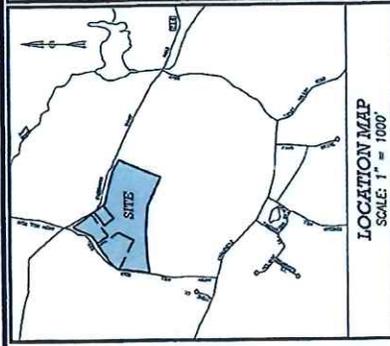
FIGURE

IN THE CASE OF ANY DISCREPANCY, THIS MAP IS TO BE CONSIDERED AS THE FINAL RECORD.

PROPOSED NEW OPEN SPACE

STAR SURVEYING, LLC

24 CANTONMENT ROAD
 SUITE 100
 WESTPORT, MA 01886
 TEL: 978-335-1424
 FAX: 978-335-1425
 WWW.STARSURVEYING.COM



REVISIONS

NO.	DATE	DESCRIPTION
1	8/2/2022	ISSUE FOR PERMITS

DATE: 8/2/2022
 SCALE: 1" = 100' (PLAN)
 DRAWN BY: [Name]
 CHECKED BY: [Name]
 PROJECT: PROPOSED LOT RECONFIGURATION PLAN
 PROPERTY OF: THE TOWN OF LEDYARD & DDJM LLC
 1875 HILL ROAD EXTENSION & STODOLSKIS ROAD (CT ROUTE 214), LEDYARD, CONNECTICUT

**ZONING COMPLIANCE TABLE ZONE: R80
 PROPOSED HOUSE LOT**

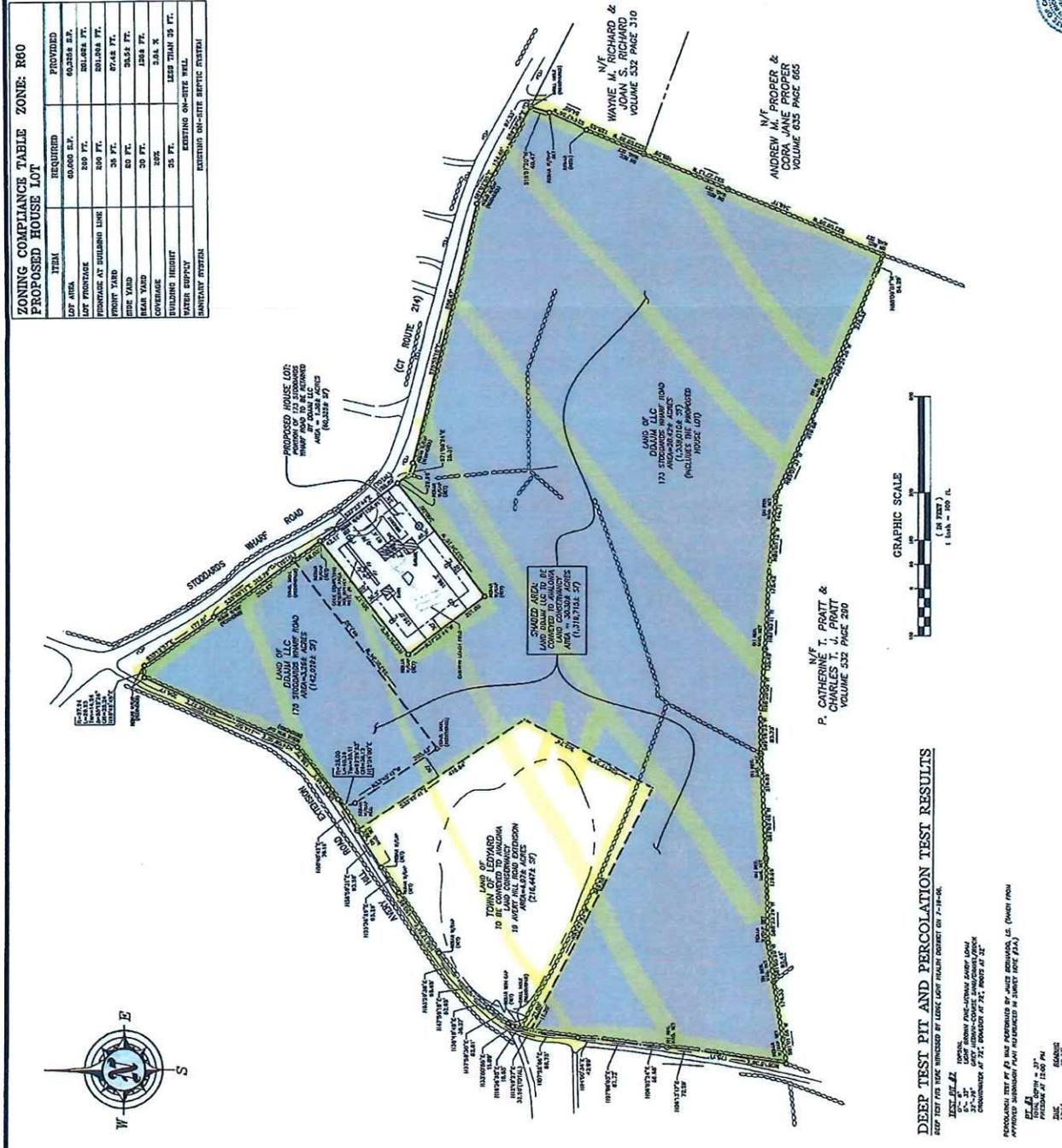
ITEM	REQUIRED	PROVIDED
LOT AREA	60,000 S.F.	60,326 S.F.
LOT FRONTAGE	150 FT.	150 FT.
FRONTAGE AT BOUNDARY LINE	150 FT.	150 FT.
FRONT YARD	30 FT.	30 FT.
REAR YARD	30 FT.	30 FT.
COVERAGE	20%	20.8%
BUILDING HEIGHT	35 FT.	LESS THAN 35 FT.
WATER SUPPLY	EXISTING ON-SITE WELL	
WASTEWATER	EXISTING ON-SITE SEPTIC SYSTEM	

SURVEY NOTES

- THE SURVEY WAS CONDUCTED IN ACCORDANCE WITH THE REQUIREMENTS OF CONNECTICUT REGULATION 19-100-1. THE SURVEY WAS CONDUCTED ON 7/14/22. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC.
- THE SURVEY WAS CONDUCTED IN ACCORDANCE WITH THE REQUIREMENTS OF CONNECTICUT REGULATION 19-100-1. THE SURVEY WAS CONDUCTED ON 7/14/22. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC.
- THE SURVEY WAS CONDUCTED IN ACCORDANCE WITH THE REQUIREMENTS OF CONNECTICUT REGULATION 19-100-1. THE SURVEY WAS CONDUCTED ON 7/14/22. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC.
- THE SURVEY WAS CONDUCTED IN ACCORDANCE WITH THE REQUIREMENTS OF CONNECTICUT REGULATION 19-100-1. THE SURVEY WAS CONDUCTED ON 7/14/22. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC. THE SURVEY WAS CONDUCTED BY STAR SURVEYING, LLC.

LEGEND

- CAMP CONCRETE LIGHT & POWER COMPANY
- PAVED TYPICAL
- DRY SWELL MARK
- SEWER MANHOLE
- LOT ON FAULTLINE
- ORANGE MARK
- RECORDED
- SPRINKLE FEED
- HARDWARE HOLE
- WELL
- POINT TO BE SET
- STONE WALL
- WELL
- WELL
- WELL
- BOUNDARY SETBACK LINE
- DEEP TEST PIT LOCATION
- PROPOSED TEST LOCATION



DEEP TEST PIT AND PERCOLATION TEST RESULTS

TEST PIT #1 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #2 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #3 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #4 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #5 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #6 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #7 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #8 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #9 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.
 TEST PIT #10 WAS INSTALLED BY LEON LLOYD HUNTER CONSULTING ON 7-14-22.

2292

DRAWING NUMBER

DRAWING NUMBER

DRAWING NUMBER

DRAWING NUMBER

APPROVED FOR CONSTRUCTION

[Signature]

[Signature]

[Signature]

[Signature]

[Signature]

[Signature]

[Signature]

DATE: APRIL 2004

SCALE: 1" = 40'

PROJECT: APPLEWOOD RETAIL CENTER

LOCATION: LEDYARD, CONNECTICUT

OWNER: APPLEWOOD RETAILER LLC

DESIGNER: R. L. GREEN, INC.

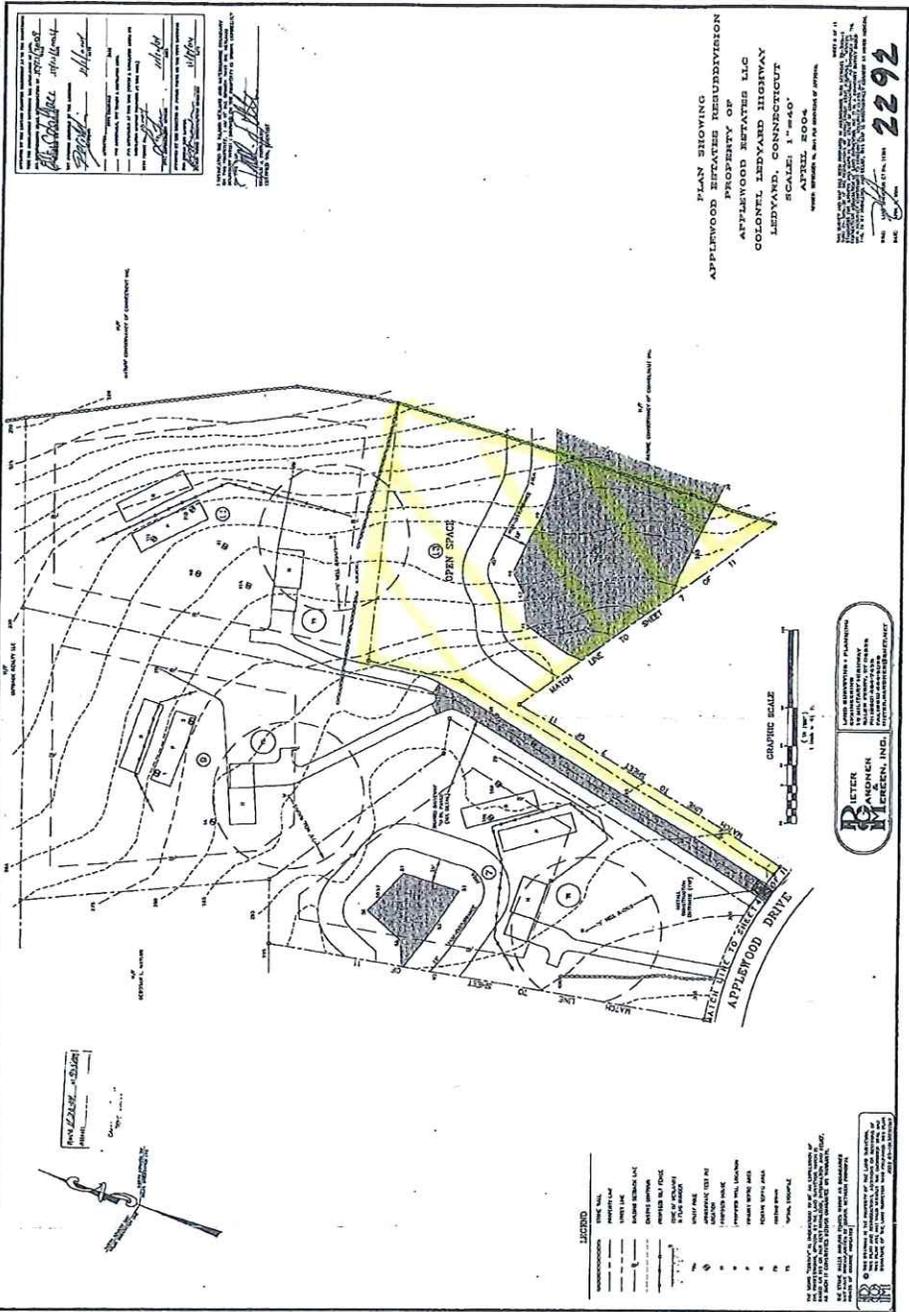
PLAN SHOWING
 APPLEWOOD RETAILER REDUNDATION
 PROPERTY OF
 APPLEWOOD RETAILER LLC
 COLONEL LEDYARD HIGHWAY
 LEDYARD, CONNECTICUT
 SCALE: 1" = 40'
 APRIL 2004

2292

[Signature]

DATE: APRIL 2004

SCALE: 1" = 40'



R. L. GREEN, INC.

REGISTERED PROFESSIONAL ENGINEER

NO. 10000

STATE OF CONNECTICUT

1000 MAIN STREET

LEDYARD, CT 06450

TEL: 860-439-1111

FAX: 860-439-1112

WWW.RLGREEN.COM



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3230

council@ledyardct.org

Chairman Gary St. Vil

MEMORANDUM

TO: Twenty- eight Town Council
FROM: Community Relations Committee for Diversity, Equity & Inclusion; April Brunelle
DATE: November 12, 2025
SUBJECT: Outstanding Items of Business

In an effort to provide for a seamless transition, the Community Relations Committee for Diversity, Equity & Inclusion of the Twenty-seventh Ledyard Town Council is forwarding the following outstanding items of business:

- (1) Primary Care for All American
- (2) Develop/Foster Relationship with Mashantucket Pequot Tribal Nation
- (3) Plan Event to Recognize Colonel William Ledyard and Commemorate the Battle of Groton Heights
- (4) February - Black History Month Essay & Poster Contest
- (5) March – Woman’s History Month
 - Linda C. Davis Woman of the Year Award
- (6) May – Jewish American/Asian Americans
- (7) Foster Care Community
- (8) Informal Conversations in the Park (Open Topics)
- (9) June – Pride Pizza in the Park
- (10) October – Native America History Month
- (11) Farmers Market Booths to highlight town services
- (12) Coordinate and Sponsor Town Organizations such as:
 - Linda C. Davis Food Pantry and
 - Citizens Helping Animals In Need (CHAIN)

As these items continue to remain important outstanding/ongoing matters, the Community Relations Committee for Diversity, Equity & Inclusion is hopeful that the information provided on the Granicus Meeting Portal provided will aid in working on these issues.

Should you have any questions or require additional background information regarding these issues or any other subjects, please do not hesitate to contact myself or any other members of the Community Relations Committee for Diversity, Equity, & Inclusion:

April Brunelle	(401) 316-7266
Bill Barnes	(860) 867-7102
Adrienne Parad	(401) 374-9381



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3230

council@ledyardct.org

MEMORANDUM

TO: Twenty- eight Town Council
FROM: Finance Committee, Anthony Saccone, Sr. 
DATE: November 12, 2025

SUBJECT: Outstanding Items of Business

In an effort to provide for a seamless transition, the Finance Committee of the Twenty-seventh Ledyard Town Council is forwarding the following outstanding items of business:

- (1) Schedule Joint Finance Committee Meetings between the Town Council & Board of Education
- (2) Quarterly discuss the receipt and distribution of the Opioid Settlement Funding
- (3) Potential Grant Opportunities
- (4) Follow-up on status of American Rescue Plan Act Projects/Funding (Projects to be completed by December, 2026)

As these items continue to remain important outstanding/ongoing matters, the Finance Committee is hopeful that the information provided on the Granicus Meeting Portal will aid in working on these issues.

Should you have any questions or require additional background information regarding these issues or any other subjects, please do not hesitate to contact myself or any other members of the Finance Committee:

Tony Saccone	(860) 625-6239
Jessica Buhle	(708) 307-6572
Tim Ryan	(860) 941-8257



TOWN OF LEDYARD

CONNECTICUT

TOWN COUNCIL

Chairman Gary St. Vil

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3230
council@ledyardct.org

MEMORANDUM

TO: Twenty- eight Town Council
FROM: Land Use/Planning/Public Works Committee, Carmen Garcia-Irizarry
DATE: November 12, 2025
SUBJECT: Outstanding Items of Business

In an effort to provide for a seamless transition, the Land Use/Planning/Public Works Committee of the Twenty-seventh Ledyard Town Council is forwarding the following outstanding items of business:

- (1) Process to designate the Spicer Ruins, within the Clark Farm property, as a Registered Historical Site.
- (2) Agricultural Commission List of Criteria for the Leasing of Town-Owned Land such as Clark Farm and former Norwich State Hospital Property to encourage the properties continue to be used for Agricultural purposes.
- (3) Progress of enforcing regulations to address blight issues.

As these items continue to remain important outstanding/ongoing matters, the Land Use/Planning/Public Works Committee is hopeful that the information provided on the Granicus Meeting Portal will aid in the follow- up and the completion of these issues.

Should you have any questions or require additional background information regarding these issues or any other subjects, please do not hesitate to contact myself or any other members of the Land Use/Planning/Public Works Committee:

Carmen Garcia-Irizarry (860) 389-4644
Kevin Dombrowski (860)383-6463
Adrienne Parad (401) 374-9381



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

Chairman Gary St. Vil

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3230

council@ledyardct.org

MEMORANDUM

TO: Twenty- eight Town Council
FROM: Administration Committee, April Brunelle, Acting Committee Chairman
DATE: November 17, 2025

SUBJECT: Outstanding Items of Business

In an effort to provide for a seamless transition, the Administration Committee of the Twenty-seventh Ledyard Town Council is forwarding the following outstanding items of business:

- (1) Remove from the Table the MOTION to recommend the Town Council appoint Mr. Joshua Mackin (U) 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.
- (2) Establish an Ad Hoc Committee to Develop Process for Capital Improvement Building Projects.
- (3) Establish Code of Ethics and Ethic Commission.

As these items continue to remain important outstanding/ongoing matters, the Land Use/Planning/Public Works Committee is hopeful that the information provided on the Granicus Meeting Portal will aid in the follow- up and the completion of these issues.

Should you have any questions or require additional background information regarding these issues or any other subjects, please do not hesitate to contact myself or any other members of the Administration Committee:

Jessica Buhle	(708) 307-6572
April Brunelle	(401) 316-7266
Kevin Dombrowski	(860)383-6463



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

Chairman Gary St. Vil

MEMORANDUM

TO: Administration Committee, Community Relations Committee, Finance Committee, Land Use/Planning/Public Works Committee, Town Council
FROM: Roxanne M. Maher, Administrative Assistant *Roxanne M. Maher*
DATE: November 17, 2025
SUBJECT: 2026 Calendar Meeting Dates

RE: General State Statutes of Connecticut Section-1-225

In accordance with the above Statute; it is time to file your meeting dates for the coming year.

You may want to note if your meeting falls on a Monday please check the calendar for the legal holidays, in which case you might want to cancel or change the meeting date. Also the schedule must be a thirteen (13) month calendar; inclusive of January 2027.

Please review the attached meeting schedule with your Committee for accuracy and changes. Please initial your schedule and return to me at the Town Council Office by November 21, 2024 so that I may be able to file your schedule with the Town Clerk in a timely fashion to comply with the January 31st requirement.

2026 CALENDAR MEETING SCHEDULE

Town Council (2nd & 4th Wednesday, Council Chambers 7:00 p.m.)

January 14, 28	February 11, 25	March 11, 25	April 8, 22
May 13, 27	June 10, 24	July 8, 22	August 12, 26
September 9, 23	October 14, 28	November 18*, 25^	December 9, 23^
January 13, 27, 2027			

Administration Committee (2nd Wednesday, Annex Building 5:30 p.m.)

January 14	February 11	March 11	April 8
May 13	June 10	July 8	August 12
September 9	October 14	November 11^	December 9
January 14, 2026			

Community Relations Committee (3rd Wednesday, Annex Building 6:30 p.m.)

January 21	February 18	March 18	April 15
May 20	June 17	July 15	August 19
September 16	October 21	November 18	December 16
January 20, 2027			

Finance Committee (1st & 3rd Wednesday, Annex Building 5:00 p.m.)

January 7, 21	February 4, 18	March 4, 18	April 1, 15
May 6, 20	June 3, 17	July 1, 15	August 5, 19
September 2, 16	October 7, 21	November 4, 18	December 2, 16
January 6, 20, 2027			

Land Use/Planning/Public Works Committee (1st Monday, Annex Building 6:00 p.m.)

January 5	February 2	March 2	April 6
May 4	June 12	July 6	August 3
September 14*	October 5	November 2	December 7
January 4, 2027			

Flood/Erosion Control Board

This Board will meet on an as needed basis.

^ Denotes meeting cancelled due to holiday

* Denotes regular meeting date scheduled is different from regular schedule



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Bruce Garstka, Chairman
Agricultural Commission
10 Pleasant View
Ldyard, Connecticut 06339

Dear Mr. Garstka:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Ty Lamb has been assigned as the liaison to the Agricultural Commission and may be reached at the following address:

Councilor Ty Lamb
95 Lambtown Road
Ledyard, Connecticut 06339
Telephone: 860-381-5338
e-mail address: TLamb@ledyardct.org

Should you have any further questions feel free to contact Councilor Lamb, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Town Hall Office Assistant



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Alex Rode, Chairman
Board of Education
8 Robinhood Drive
Gales Ferry, Connecticut 06335

Dear Mr. Rode:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Bill Barnes has been assigned as the liaison to the Board of Education and may be reached at the following address:

Councilor Bill Barnes
1 Spruce Street
Ledyard, Connecticut 06339
Telephone: (860) 464-8929
e-mail address: williamsb@ledyardct.org

Should you have any further questions feel free to contact Councilor Barnes, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Board of Education Central Office



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Michael Marelli, Chairman
Conservation Commission
4 Lee Brook Road
Ledyard, Connecticut 06335

Dear Mr. Marelli:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Bill Barnes been assigned as the liaison to the Conservation Commission and may be reached at the following address:

Councilor Bill Barnes
1 Spruce Street
Ledyard, Connecticut 06339
Telephone: (860) 464-8929
e-mail address: williamb@ledyardct.org

Should you have any questions feel free to contact Councilor Barnes; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Clerical Assistant



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. John Vincent, Chairman
Economic Development Commission
19 Friar Tuck Drive
Gales Ferry, Connecticut 06339

Dear Mr. Vincent

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Jessica Buhle has been assigned as the liaison to the Economic Development Commission and may be reached at the following address:

Councilor Jessica Buhle
65 Pheasant Run Drive
Gales Ferry, Connecticut 06335
Telephone: (708) 307-6572
e-mail address: jbuh@ledyardct.org

Should you have any further questions feel free to contact Councilor Buhle; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Land Use Director
Office Assistant II



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Chief Jeff Erhart
Gales Ferry Fire Company #2
1772 CT Route 12
Gales Ferry, Connecticut 06335

Dear Chief Erhart:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Jessica Buhle has been assigned as the liaison to the Gales Ferry Fire Company #2 and may be reached at the following address:

Councilor Jessica Buhle
65 Pheasant Run Drive
Gales Ferry, Connecticut 06335
Telephone: (708) 307-6572
e-mail address: jbuh@ledyardct.org

Should you have any further questions feel free to contact Councilor Buhle, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

Chairman Gary St. Vil

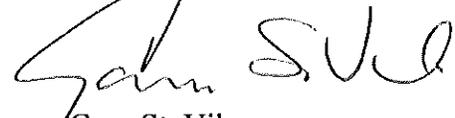
December 2, 2025

Ms. Roxanne M. Maher
20 Harvest Glen
East Lyme, Connecticut 06333

Dear Ms. Maher:

At its Organizational Meeting held on December 1, 2025, the Ledyard Town Council reappointed you as the Administrative Assistant to the Town Council.

Sincerely,


Gary St. Vil
Chairman

cc: Town Clerk
Human Resources



**TOWN OF LEDYARD
CONNECTICUT
TOWN COUNCIL**

741 Colonel Ledyard Highway

Ledyard, Connecticut 06339-1551

(860) 464-3203

council@ledyardct.org

Chairman Gary St. Vil

December 2, 2025

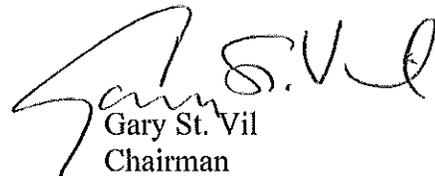
Mr. Ian Stammel
18 Lynn Drive
Preston, Connecticut 06365

Dear Mr. Stammel:

At its Organizational Meeting held on December 1, 2025, the Ledyard Town Council reappointed you as the Town Treasurer.

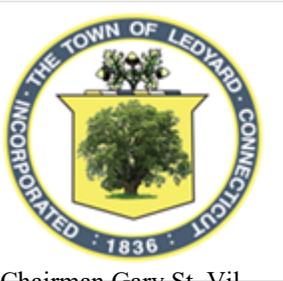
Your appointment is in accordance with the Town Charter and the Connecticut Statutes.

Sincerely,



Gary St. Vil
Chairman

cc: Town Clerk
Human Resources



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

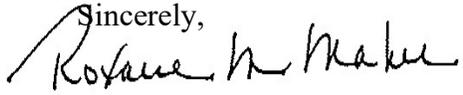
Ms. Kathrine Kohrs, Chairman
Ledyard Beautification Committee
19 Winthrop Road
Gales Ferry, Connecticut 06335

Dear Ms. Kohrs:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor April Brunelle has been assigned as the liaison to the Ledyard Beautification Committee and may be reached at the following address:

Councilor April Brunelle
9 Highland Drive
Ledyard, Connecticut 06339
Telephone: (401) 316-7266
e-mail address: abru@ledyarct.org

Should you have any further questions feel free to contact Councilor Brunelle, Town Council Chairman Gary St. Vil at telephone (860) 625-4089, or myself at telephone (860) 464-3203.

Sincerely,


Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Town Hall Assistant



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Ms. Jennifer Reguin, Chairman
Board of Education
6 Mill Cove Road
Gales Ferry, Connecticut 06335

Dear Ms. Reguin:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Bill Barnes has been assigned as the liaison to the Board of Education and may be reached at the following address:

Councilor Bill Barnes
1 Spruce Street
Ledyard, Connecticut 06339
Telephone: (860) 464-8929
e-mail address: williamb@ledyardct.org

Should you have any further questions feel free to contact Councilor Barnes, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Board of Education Central Office



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

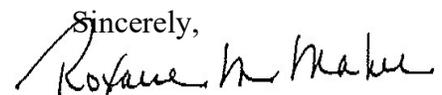
Mr. William Videll, III, Chairman
Historic Distric Commission
183 Spicer Hill Road
Ledyard, Connecticut 06339

Dear Mr. Videll:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Ty Lamb has been assigned as the liaison to the Historic Distric Commission and may be reached at the following address:

Councilor Ty Lamb
95 Lambtown Road
Ledyard, Connecticut 06339
Telephone: 860-381-5338
e-mail address: TLamb@ledyardct.org

Should you have any further questions feel free to contact Councilor Lamb, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,


Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Town Hall Assistant



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Michael Marelli, Chairman
Conservation Commission
4 Lee Brook Road
Ledyard, Connecticut 06335

Dear Mr. Marelli:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Bill Barnes been assigned as the liaison to the Conservation Commission and may be reached at the following address:

Councilor Bill Barnes
1 Spruce Street
Ledyard, Connecticut 06339
Telephone: (860) 464-8929
e-mail address: williamb@ledyardct.org

Should you have any questions feel free to contact Councilor Barnes; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Clerical Assistant



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. John Vincent, Chairman
Economic Development Commission
19 Friar Tuck Drive
Gales Ferry, Connecticut 06339

Dear Mr. Vincent

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Jessica Buhle has been assigned as the liaison to the Economic Development Commission and may be reached at the following address:

Councilor Jessica Buhle
65 Pheasant Run Drive
Gales Ferry, Connecticut 06335
Telephone: (708) 307-6572
e-mail address: jbuh@ledyardct.org

Should you have any further questions feel free to contact Councilor Buhle; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Land Use Director
Office Assistant II



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Chief Jeff Erhart
Gales Ferry Fire Company #2
1772 CT Route 12
Gales Ferry, Connecticut 06335

Dear Chief Erhart:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Jessica Buhle has been assigned as the liaison to the Gales Ferry Fire Company #2 and may be reached at the following address:

Councilor Jessica Buhle
65 Pheasant Run Drive
Gales Ferry, Connecticut 06335
Telephone: (708) 307-6572
e-mail address: jbuh@ledyardct.org

Should you have any further questions feel free to contact Councilor Buhle, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

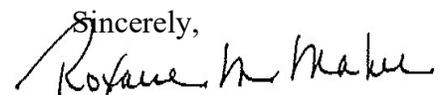
Mr. William Videll, III, Chairman
Historic Distric Commission
183 Spicer Hill Road
Ledyard, Connecticut 06339

Dear Mr. Videll:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Ty Lamb has been assigned as the liaison to the Historic Distric Commission and may be reached at the following address:

Councilor Ty Lamb
95 Lambtown Road
Ledyard, Connecticut 06339
Telephone: 860-381-5338
e-mail address: TLamb@ledyardct.org

Should you have any further questions feel free to contact Councilor Lamb, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,


Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Town Hall Assistant



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Justin DeBrodt, Chairman
Inland Wetland and WaterCourses Commission
5 Erins Way
Ledyard, Connecticut 06339

Dear Mr. DeBrodt:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor James Thompson has been assigned as the liaison to the Inland Wetland and WaterCourses Commission and may be reached at the following address:

Councilor James Thompson
6 Pennywise Lane
Ledyard, Connecticut 06339
Telephone: (504) 444-2934
e-mail address: JThompson@ledyardct.org

Should you have any further questions feel free to contact Councilor Thompson, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Land Use Director
Office Assistant II



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. John Vincent, Chairman
Economic Development Commission
19 Friar Tuck Drive
Gales Ferry, Connecticut 06339

Dear Mr. Vincent

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Jessica Buhle has been assigned as the liaison to the Economic Development Commission and may be reached at the following address:

Councilor Jessica Buhle
65 Pheasant Run Drive
Gales Ferry, Connecticut 06335
Telephone: (708) 307-6572
e-mail address: jbuh@ledyardct.org

Should you have any further questions feel free to contact Councilor Buhle; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Land Use Director
Office Assistant II



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

Chairman Gary St. Vil

December 2, 2025

Mrs. Pamela Ball, Chairman
Ledyard Farmers' Market Committee
674 Shewville Road
Ledyard, Connecticut 06339

Dear Mrs. Ball:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor April Brunelle has been assigned as the liaison to the Ledyard Farmers' Market and may be reached at the following address:

Councilor April Brunelle
9 Highland Drive
Ledyard, Connecticut 06339
Telephone: (401) 316-7266
e-mail address: abru@ledyarct.org

Should you have any further questions feel free to contact Councilor Brunelle, Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Administrative Assistant



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Chief Jeff Erhart
Gales Ferry Fire Company #2
1772 CT Route 12
Gales Ferry, Connecticut 06335

Dear Chief Erhart:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Jessica Buhle has been assigned as the liaison to the Gales Ferry Fire Company #2 and may be reached at the following address:

Councilor Jessica Buhle
65 Pheasant Run Drive
Gales Ferry, Connecticut 06335
Telephone: (708) 307-6572
e-mail address: jbuh@ledyardct.org

Should you have any further questions feel free to contact Councilor Buhle, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

Chairman Gary St. Vil

December 2, 2025

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

Dear Mr. Duzy:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Tim Ryan has been assigned as the liaison to the Ledyard Housing Authority and may be reached at the following address:

Councilor Tim Ryan
62 Inchcliffe Drive
Gales Ferry, Connecticut 06335
Telephone: (860) 941-8257
e-mail address: tryan@ledyardct.org

Should you have any further questions feel free to contact Councilor Ryan; Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Ms. Colleen Lauer, Director



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Justin DeBrodt, Chairman
Inland Wetland and WaterCourses Commission
5 Erins Way
Ledyard, Connecticut 06339

Dear Mr. DeBrodt:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor James Thompson has been assigned as the liaison to the Inland Wetland and WaterCourses Commission and may be reached at the following address:

Councilor James Thompson
6 Pennywise Lane
Ledyard, Connecticut 06339
Telephone: (504) 444-2934
e-mail address: JThompson@ledyardct.org

Should you have any further questions feel free to contact Councilor Thompson, Town Council Chairman Gary St. Vil at telephone (860) 980-0656; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Land Use Director
Office Assistant II



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Jonathan Mann, Fire Chief
Ledyard Fire Company District #1
44 Terry Road
Gales Ferry, Connecticut 06335

Dear Mr. Mann:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Jesscia Buhle has been assigned as the liaison to the Ledyard Fire Company District #1 and may be reached at the following address:

Councilor Jessica Buhle
65 Pheasant Run Drive
Gales Ferry, Connecticut 06335
Telephone: (708) 307-6572
e-mail address: jbuh@ledyardct.org

Should you have any further questions feel free to contact Councilor Buhle, Town Council Chairman Gary St. Vil at telephone (860) 910-9918; or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

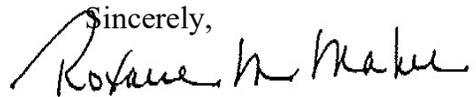
Ms. John Bolduc, Chairman
Library Commission
14 Monticello Drive
Gales Ferry, Connecticut 06335

Dear Mr. Bolduc:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Adrienne Parad has been assigned as the liaison to the Library Commission and may be reached at the following address:

Councilor Adrienne Parad
5 Birch Street
Ledyard, Connecticut 06339
e-mail address: adrienneP@ledyardct.org

Should you have any further questions feel free to contact Councilor Parad; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,


Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Library Director



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Kenneth J. DiRico, Chairman
Parks, Recreation & Senior Citizens Commission
8 Melanie Lane
Gales Ferry, Connecticut 06335

Dear Mr. DiRico:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Carman Garcia-Irizarry has been assigned as the liaison to the Parks, Recreation & Senior Citizens Commission and may be reached at the following address:

Councilor Carmen Garcia-Irizarry
58 Eagle Ridge Drive
Gales Ferry, Connecticut 06335
Telephone: (860) 389-4644
e-mail address: cgiri@ledyardct.org

Should you have any further questions feel free to contact Councilor Garcia-Irizarry; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Parks & Recreation Director



Chairman Gary St. Vil

TOWN OF LEDYARD

CONNECTICUT

TOWN COUNCIL

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

December 2, 2025

Mr. Joe Gush, Chairman
Permanent Municipal Building Committee
57 Town Farm Road
Ledyard, Connecticut 06335

Dear Mr. Gush:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Carman Garcia-Irizarry has been assigned as the liaison to the Permanent Municipal Building Committee and may be reached at the following address:

Councilor Carmen Garcia-Irizarry
58 Eagle Ridge Drive
Gales Ferry, Connecticut 06335
Telephone: (860) 389-4644
e-mail address: cgiri@ledyardct.org

Should you have any questions feel free to contact Councilor Garcia-Irizarry, Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Executive Assistant



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

Chairman Gary St. Vil

December 2, 2025

Mr. Marcell (Marty) Wood
Planning & Zoning Commission
11 South Glenwood Road
Gales Ferry, Connecticut 06335

Dear Mr. Wood:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Chairman Gary St. Vil has been assigned as the liaison to the Planning & Zoning Commission and may be reached at the following address:

Chairman Gary St. Vil
2 Thompson Street
Ledyard, Connecticut 06339
Telephone: (860) 980-0656
e-mail address: gsvil@ledyardct.org

Should you have any further questions feel free to contact Chairman St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Planning/Development Director
Zoning Enforcement Officer
Office Assistant II



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. Steve Holyfield, Chairman
Public Safety Commission
Fairview Drive
Ledyard, Connecticut 06339

Dear Mr. Holyfield

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Chairman Gary St. Vil has been assigned as the liaison to the Public Safety Commission and may be reached at the following address:

Chairman Gary St. Vil
2 Thompson Street
Ledyard, Connecticut 06339
Telephone: (860) 980-0656
e-mail address: gsvil@ledyardct.org

Should you have any further questions feel free to contact Chairman St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. John Rodolico, Chairman
Retirement Board
40 Long Pond Road
Ledyard, Connecticut 06339

Dear Mr. Rodolico:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Tim Ryan has been assigned as the liaison to the Retirement Board and may be reached at the following address:

Councilor Tim Ryan
62 Inchcliffe Drive
Gales Ferry, Connecticut 06335
Telephone: (860) 941-8257
e-mail address: tryan@ledyardct.org

Should you have any further questions feel free to contact Councilor Ryan; Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Town Hall Office Assistant



TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

Chairman Gary St. Vil

December 2, 2025

Ms. Mikayla E. Sleeter, Chairman
Social Services Board
17 Ramblewood Drive
Gales Ferry, Connecticut 06335

Dear Ms. Sleeter:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Adrienne Parad has been assigned as the liaison to the Social Services Board and may be reached at the following address:

Councilor Adrienne Parad
5 Birch Street
Ledyard, Connecticut 06339
e-mail address: adrienneP@ledyardct.org

Should you have any further questions feel free to contact Councilor Parad; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Social Services Coordinator



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

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

Dear Mr. Lynch:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor James Thompson has been assigned as the liaison to the Water Pollution Control Authority and may be reached at the following address:

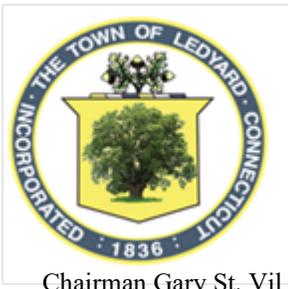
Councilor James Thompson
6 Pennywise Lane
Ledyard, Connecticut 06339
Telephone: (504) 444-2934
e-mail address: JThompson@ledyardct.org

Should you have any further questions feel free to contact Councilor Thompson; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Town Hall Assistant



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

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

December 2, 2025

Mr. John Proctor, Chairman
Zoning Board of Appeals
35 Lake Street
Ledyard, Connecticut 06339

Dear Mr. Proctor:

The Twenty-eighth Ledyard Town Council held their Organizational Meeting on December 1, 2025 with liaison assignments made at that time. Councilor Tim Ryan has been assigned as the liaison to the Zoning Board of Appeals and may be reached at the following address:

Councilor Tim Ryan
62 Inchcliffe Drive
Gales Ferry, Connecticut 06335
Telephone: (860) 941-8257
e-mail address: tryan@ledyardct.org

Should you have any further questions feel free to contact Councilor Ryan; Town Council Chairman Gary St. Vil at telephone (860) 980-0656, or myself at telephone (860) 464-3203.

Sincerely,

Roxanne M. Maher
Administrative Assistant to the
Town Council

cc: Zoning Enforcement Officer
Office Assistant II



FY 2024-2025 ANNUAL REPORT

LEDYARD ECONOMIC DEVELOPMENT COMMISSION



EDC OVERVIEW

The [Economic Development Commission](#) (EDC) is comprised of 7 volunteer members who are appointed to 3-year terms by the Mayor.

The EDC is responsible for expanding the tax base of the Town of Ledyard and for advocating, facilitating, promoting, and advising on economic development issues within the town through marketing, property tax incentives, and infrastructure improvement.

The role of the EDC is primarily advisory and not regulatory. Therefore, the EDC focuses on fostering a productive and positive relationship with both large and small businesses.

This report summarizes the work of the Economic Development Commission as well as other significant economic activity in Ledyard for the period of July 2024 through June 2025.



LEDYARD PROFILE

[AdvanceCT](#) generates profiles every year for all of Connecticut's 169 towns. Here is some of the information that their [2025 Ledyard Profile](#) contains.

General

ACS, 2019–2023	Ledyard	State
Current Population	15,394	3,598,348
Land Area <i>mi</i> ²	38	4,842
Population Density <i>people per mi</i> ²	403	743
Number of Households	5,504	1,420,170
Median Age	37	41
Median Household Income	\$107,774	\$93,760
Poverty Rate	7%	10%

Demographics

ACS, 2019–2023

Age Distribution

Age Group	Ledyard	State
Under 10	2,048 (13%)	10%
10 to 19	2,367 (15%)	13%
20 to 29	1,502 (10%)	13%
30 to 39	2,410 (16%)	13%
40 to 49	1,697 (11%)	12%
50 to 59	2,099 (14%)	14%
60 to 69	1,469 (10%)	13%
70 to 79	1,302 (8%)	8%
80 and over	500 (3%)	4%

Fiscal Indicators

CT Office of Policy and Management, State FY 2021-22

Municipal Revenue

Total Revenue	\$66,004,147
Property Tax Revenue	\$41,109,833
<i>per capita</i>	\$2,660
<i>per capita, as % of state avg.</i>	81%
Intergovernmental Revenue	\$21,939,791
Revenue to Expenditure Ratio	103%

Municipal Expenditure

Total Expenditure	\$64,181,779
Educational	\$38,637,354
Other	\$25,544,425

Grand List

Equalized Net Grand List	\$1,726,045,882
<i>per capita</i>	\$111,675
<i>per capita, as % of state avg.</i>	63%
Commercial/Industrial Share of Net Grand List	5%
Actual Mill Rate	33.60
Equalized Mill Rate	23.73

Municipal Debt

Moody's Rating (2024)	-
S&P Rating (2024)	AA
Total Indebtedness	\$35,080,341
<i>per capita</i>	\$2,270
<i>per capita, as % of state avg.</i>	77%
<i>as percent of expenditures</i>	55%
Annual Debt Service	\$4,189,044
<i>as % of expenditures</i>	7%

Data Source: [AdvanceCT](#)



LEDYARD OVERVIEW

- Less than 1% of the Town of Ledyard's real estate is commercially or industrially developed.
- For comparison, East Lyme has 9%, Colchester has 10%, Montville has 12%, Stonington has 15%, and Waterford has 26%.
- 66.8% of land in Ledyard that is zoned as Industrial is either unbuildable or open space.
- As a result, the Town has a limited ability to work with what it has.



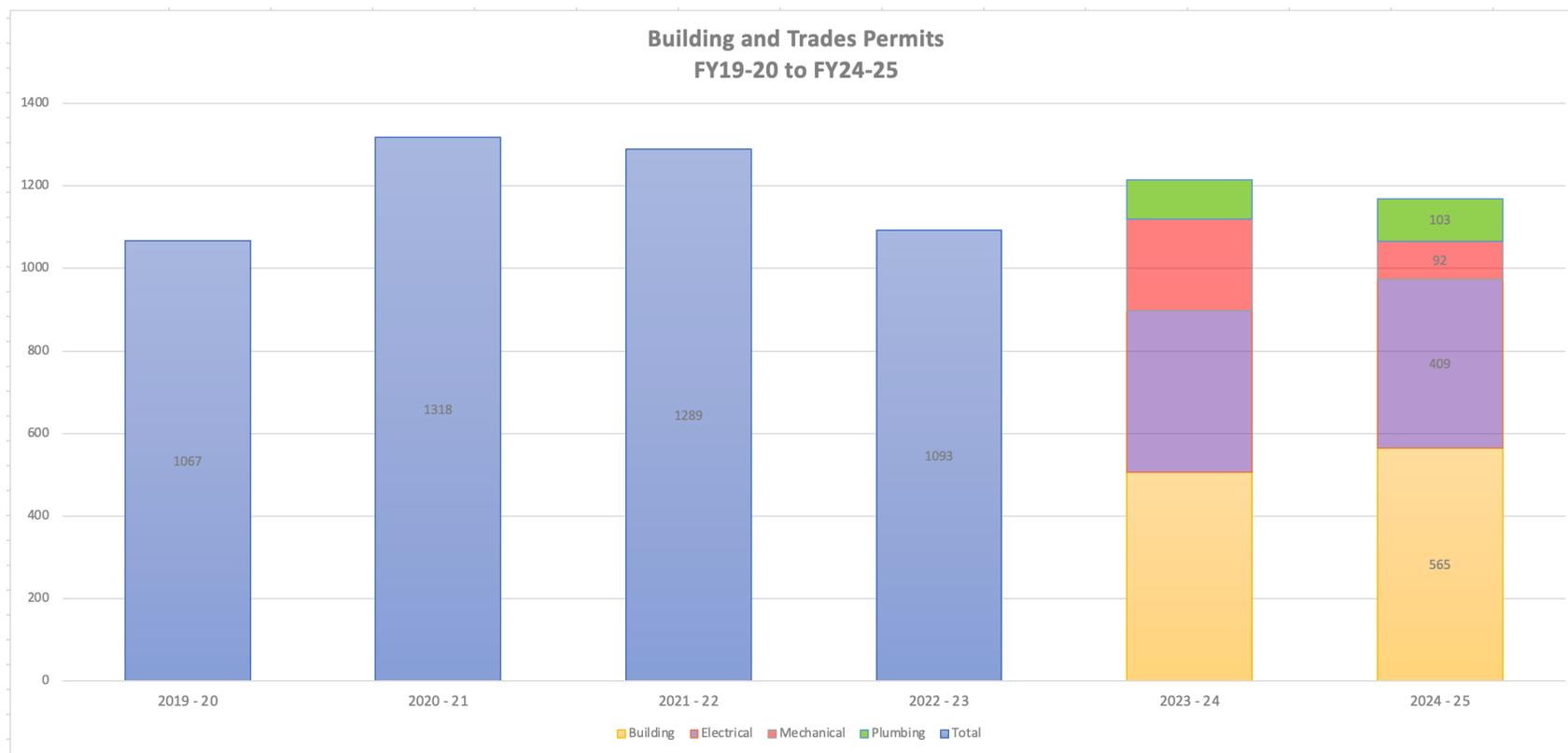
LEDYARD TOP TAXPAYERS - GRAND LIST 2024

TAXPAYER	REAL ESTATE	PERSONAL PROPERTY	MOTOR VEHICLES	TOTAL	G/L RATIO
CONN LIGHT & POWER CO	\$ 125,930	\$ 95,183,770		\$ 95,309,700	7.35%
MASHANTUCKET PEQUOT TRIBAL NATION & GAMING ENTERPRISE	\$ 19,324,197	\$ 1,170,249		\$ 20,494,446	1.58%
FOX RUN-LEDYARD LLC "FOX RUN" APARTMENTS	\$ 7,626,290	\$ 8,769	\$ 11,460	\$ 7,646,519	0.59%
GALES FERRY INTERMODAL LLC	\$ 3,786,720			\$ 3,786,720	0.29%
NS RETAIL HOLDINGS	\$ 3,072,020			\$ 3,072,020	0.24%
RIVERSIDE MALL INC	\$ 2,622,480			\$ 2,622,480	0.20%
AMERICAS STYRENICS LLC		\$ 2,507,226		\$ 2,507,226	0.19%
YANKEE GAS SERVICES CO		\$ 2,503,387		\$ 2,503,387	0.19%
U-STORE IT LP	\$ 2,414,720			\$ 2,414,720	0.19%
LEDYARD CENTER LLC	\$ 2,207,870			\$ 2,207,870	0.17%
TOTALS	\$ 41,180,227	\$ 101,373,401	\$ 11,460	\$ 142,565,088	10.99%
TOTAL NET GRAND LIST				\$ 1,296,906,876	
*** SHOPS, RESTAURANTS, AND VENDORS AT FOXWOODS INCLUDING TANGER OUTLETS - COMBINED ***		\$18,080,886			1.39%

Data Source: Town of Ledyard – Tax Assessor’s Office



LEDYARD BUILDING/TRADES PERMITS



Breakdown by type unavailable for FY 19-20 through FY 22-23

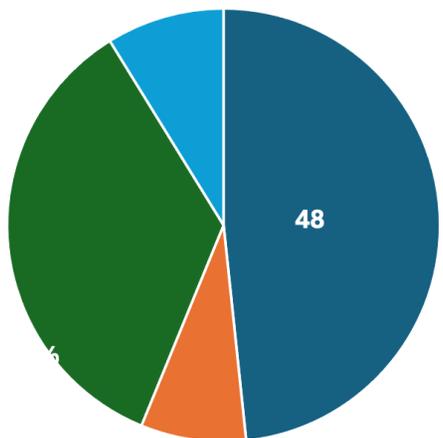
Data Source: Town of Ledyard - Town Planner's Office



LEDYARD BUILDING/TRADES PERMITS

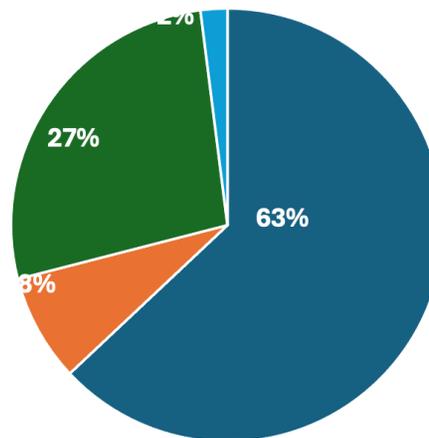
	Number of Permits	Cost of Projects	Total Fees
Building	565	15,443,738.76	241,365.08
Mechanical	92	3,937,272.00	31,653.50
Electrical	409	6,776,928.00	106,488.02
Plumbing	103	549,740.00	9,228.16
TOTALS	1,169	26,707,678.76	388,734.76

Total Permits 24-24



■ Building ■ Mechanical ■ Electrical ■ Plumbing

Permit Fees

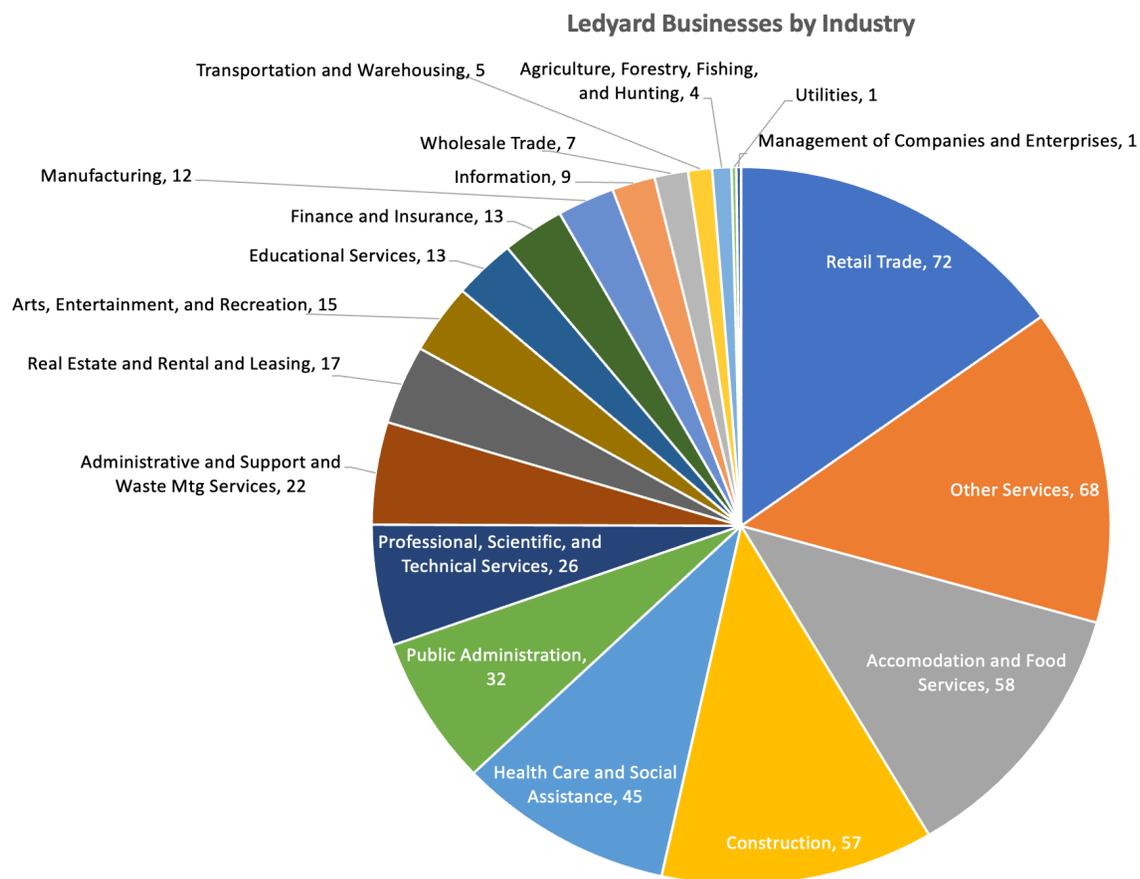


■ Building ■ Mechanical ■ Electrical ■ Plumbing

Data Source: Town of Ledyard - Town Planner's Office



LEDYARD BUSINESSES



Data Source: Connecticut Department of Labor



LEDYARD KEY EMPLOYERS

Business	Industry	Employees
Foxwoods Resort Casino	Resort	5,000 - 9,999 employees
Town of Ledyard/BOE	Municipal	500 – 999 employees
Emprise Corp.	Engineering	100 – 249 employees
Holdridge Flowerland	Florist	50 – 99 employees
Student Transportation of America	Buses-School Transportation Service	50 – 99 employees
Ocean State Job Lot	Variety Store	20 - 49 employees
Starwood Village Market	Grocer	20 - 49 employees
CVS	Pharmacy	10 – 19 employees
Americas Styrenics	Chemicals-Manufacturers	10 – 19 employees

[Data Source: Connecticut Department of Labor](#)

Non-Residential Property - Usage Breakdown

Non-residential parcels in Ledyard total 1,376.91 acres in 242 parcels. That represents about 5.74% of the town.

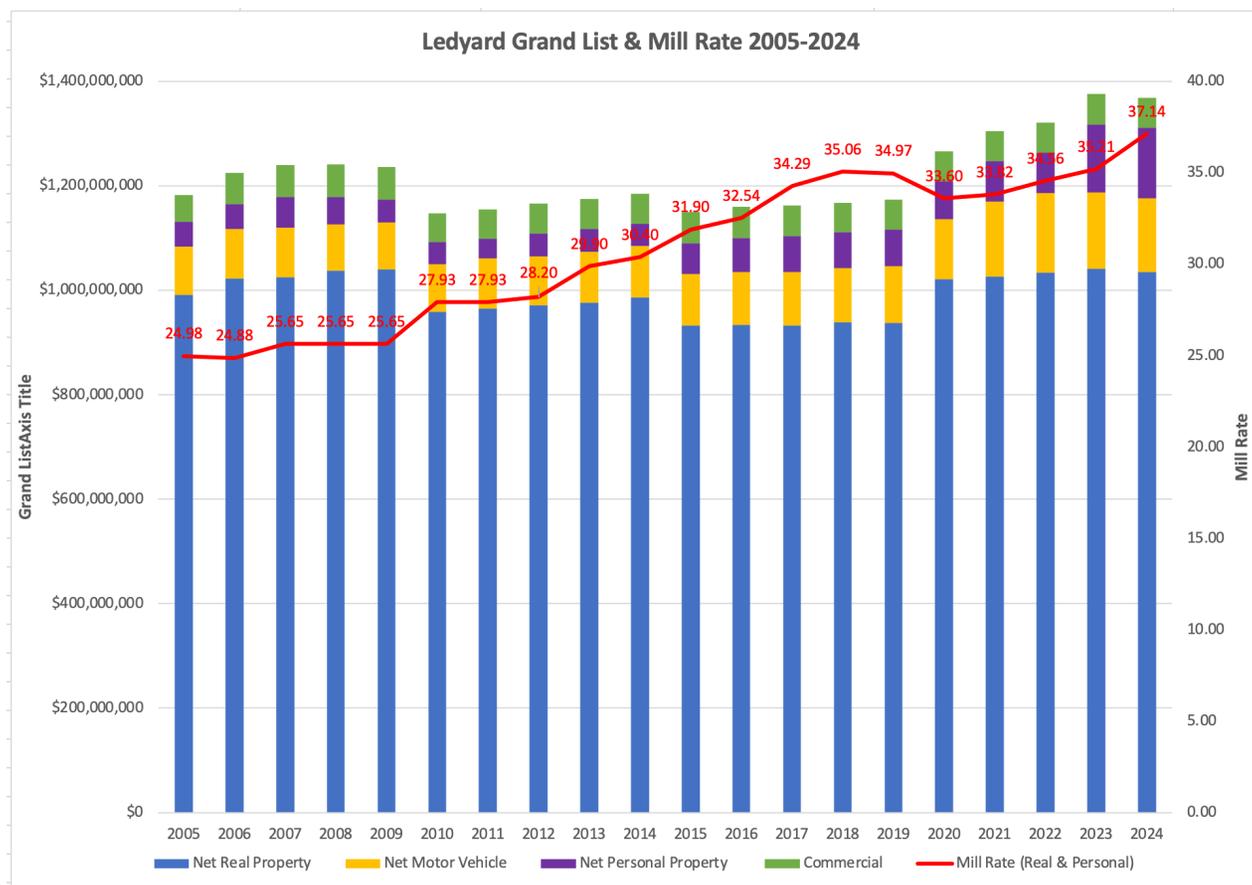
Only 0.95% of the property in town is undeveloped non-residential property. Almost half of the non-residential property (49.86%) is being used for non-commercial purposes (municipal, non-profit, open space, residential, or unbuildable).

ZONE	Commercial	Municipal	Non-Profit	Open Space	Residential	Unbuildable	Undeveloped	TOTAL ACRES	PARCELS	% of NON-RESIDENTIAL ACREAGE	% of TOTAL ACREAGE
CIP	152.04	0.00	1.50	0.34	19.06	52.19	57.45	282.58	51	20.52%	1.18%
CM	3.16	0.00	0.00	2.89	5.02	0.00	6.09	17.16	10	1.25%	0.07%
GFDD	61.92	0.00	47.33	0.00	33.08	1.52	36.78	180.63	87	13.12%	0.75%
I	175.30	1.85	0.00	161.63	8.26	220.29	4.26	571.59	12	41.51%	2.38%
LCDD	55.45	11.72	7.18	0.00	18.16	1.37	102.95	196.83	56	14.30%	0.82%
LCTD	3.65	0.00	0.00	0.00	59.18	22.67	0.00	85.50	13	6.21%	0.36%
NC	11.13	0.00	0.00	0.00	9.85	0.16	0.00	21.14	9	1.54%	0.09%
RCDD	0.00	0.00	0.00	0.00	1.21	0.00	20.27	21.48	4	1.56%	0.09%
Totals	462.65	13.57	56.01	164.86	153.82	298.20	227.80	1376.91	242	100.00%	5.74%
% Non-Residential	33.60%	0.99%	4.07%	11.97%	11.17%	21.66%	16.54%				
% Total Acreage	1.93%	0.06%	0.23%	0.69%	0.64%	1.24%	0.95%				

*Note: 4 parcels totaling 381.9 acres (66.8%) of Zone I (Industrial) are unbuildable or open space
As of January, 2023*



LEDYARD GRAND LIST VS. MILL RATE



Note: In 2024 Net Grand List dropped by ~\$7 million despite Net Personal Property increasing by ~4 million

Data Sources: [State of Connecticut – Office of Policy and Management](#) : [Grand List](#) – [Mill Rate](#)



COMPLETED PROJECTS

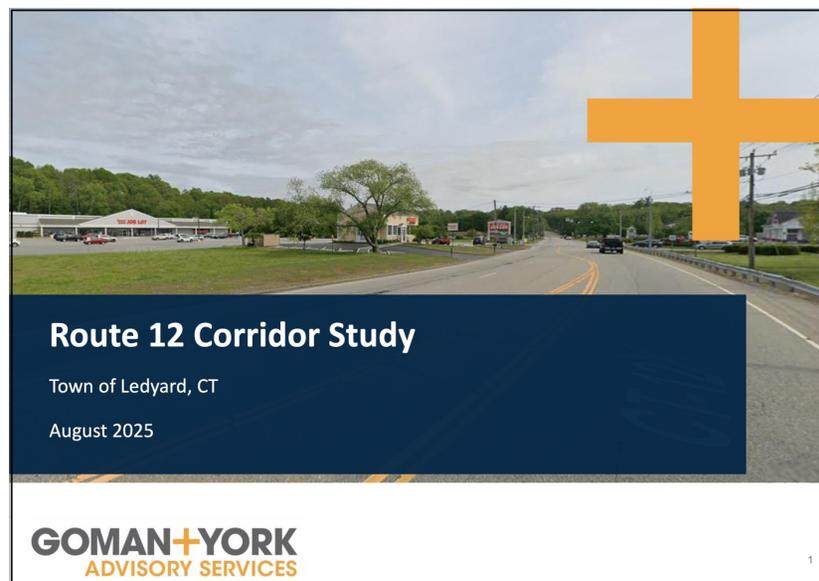
- Updated EDC's "[Reference Guide For Businesses](#)" brochure
- [Transparency & Governance](#) document presented to Town Council on April 16, 2025
- CT Main Street did a ride through with the Mayor, Town Planner, and EDC Chairman on Dec. 16, 2024
 - Their report was received by the Mayor in April 2025
- Updated [Ledyard Business Directory](#) (online & PDF versions) – Sept. 2025
 - Add new Tourism Spots & Attractions category
- Ribbon Cuttings
 - Twisted Sugar Cake Design & Bakery – February 14, 2025
 - FRAG's Retro Zone – April 26, 2025
- Renewed memberships
 - [Chamber of Commerce of Eastern Connecticut](#)
 - [Greater Norwich Area Chamber of Commerce](#)
 - [South Eastern Connecticut Enterprise Region \(SeCTer\)](#)



COMPLETED PROJECTS

RT. 12 Corridor Study

- Completed by Goman & York in August, 2025
- Addresses the following:
 - Which properties are underutilized?
 - Where are the opportunities for in-fill?
 - How are properties zoned and what is their current land use?
 - Which businesses would be appropriate and that could be supported on the Rt. 12 corridor?
 - What grants are available for possible projects
- Updated study required to qualify for future STEAP grants
- Final report, as well as previous studies and new documents, are posted on the [Route 12 Corridor Study Resources](#) webpage





COMPLETED PROJECTS

- Multi-Use Path & Sewer Extension

- Work commenced in April 2024
- Pathway is on the north side of Col. Ledyard Hwy from Ledyard Center to Ledyard High School
- Funded by LOTCIP grant and ARPA funds
- The project will be completed in September 2025.



- Design phase for Phase 3 from Ledyard High School to Pennywise Lane is underway and will commence after Phase 1 is completed.
- Phase 2 is from the Ledyard Congregational Church to the Rt. 117/Rt. 214 intersection. The design and engineering work is almost complete. It has to be completed by Dec. 2026 in order to use the ARPA funding.



NEW PROJECTS

- CEDAS Best Practices Certification Program
 - Connecticut Economic Development Association
 - This program is intended to drive communities to pursue excellence in land use and economic development practices and to recognize the communities that have established best practices.
 - This was previously discussed by the EDC in Fall 2021
 - 2026 application period ended Aug. 2025 – Award ceremony in Oct. 2025
 - 2027 application period opens mid-2026
 - 32 questions with 250 total points available
 - Gold = 200 to 250 points
 - Silver = 150 to 199 points
 - Bronze = 100 to 149
 - A review found about 105 points that have already been earned, 20 that may have been earned, and 20 points that would be easy to earn.
 - CEDAS membership required (\$150 – due in December)



BUSINESS CHANGES

◦ New

- FRAG's Retro Zone: 12 Military Hwy (*formerly BRO's Barbership*)
- Twisted Sugar Cake Design and Bakery: 756 Col. Ledyard Hwy
- BH Wine & Spirits: 1598 Rt. 12 (*Formerly O'Connor's Wine Cellar*)
- Fur-Ever Friends: 725 Colonel Ledyard Hwy (*next to Valentino's*)
- Circle Motors: Rt. 12 & Long Cove Rd. (*Formerly Computech Auto Center*)
- Ryan's Reliable Services: 750 Col. Ledyard Hwy (*Formerly Lou's Garage*)
- Blast of Energy: 1600 Rt. 12 (*Formerly Human Performance*)

◦ New Ownership

- Triple B: 1649 Rt. 12
- Gales Ferry Spirit Shop: 1674 Rt. 12

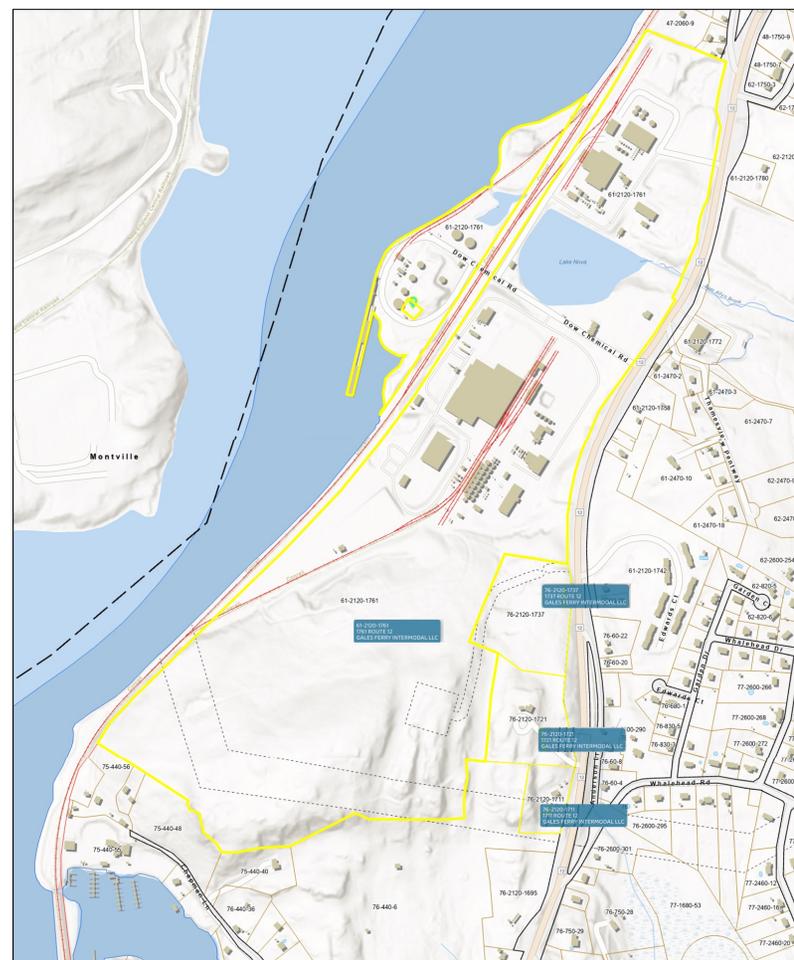
◦ Closed

- BRO's Barbershop: 12 Military Hwy
- Gales Ferry Animal Hospital: 1 Inchcliffe Dr. (*moved to Montville*)
- O'Connor's Wine Cellar 1598 Rt. 12 (*new owner/name*)
- Blueprint Thrift 1600 Rt. 12
- Computech Auto Center 1496 Rt. 12 (*new owner/name*)



PRIME PROPERTY UPDATES

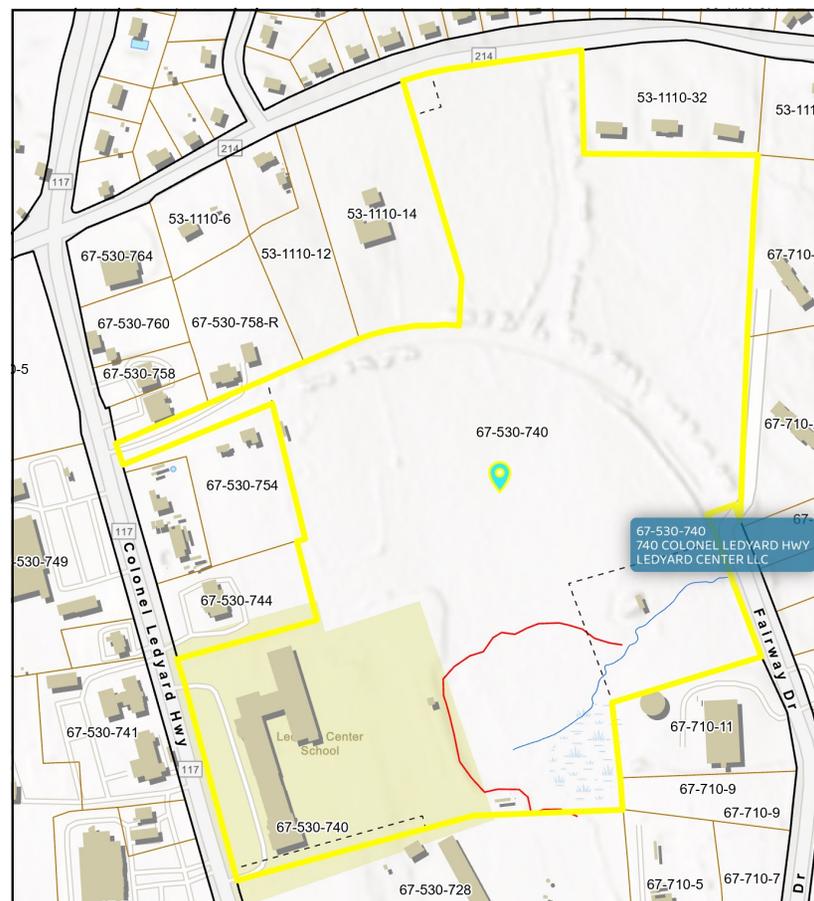
- 1761 Rt. 12
 - Gales Ferry Intermodal
 - 157.97 acres – Zoned Industrial
 - Industrial site with rail and upgraded deep water pier currently being redeveloped
 - Cashman Dredging and Marine Contracting and Americas Styrenics are using about 30 acres combined
 - Adjacent parcels also owned by GFI are 1737 (undeveloped), 1721 & 1711 (both have houses)
 - Received approval for 10,000 sq ft bldg
 - Permit issued for 6,000 sq ft building
 - Request for special permit to allow blasting ledge denied Feb. 2025
 - Filed suit to appeal decision Mar. 2025





PRIME PROPERTY UPDATES

- 740 Colonel Ledyard Hwy
 - Includes The Ledyard Center Shoppes (formerly Ledyard Center School)
 - 42.61 acres – Zoned LCDD
 - Owned by Ledyard Center LLC (Sal Monarca)
 - 12 multi-family apartments (two 2-bedroom units and 10 1-bedroom units) in the back of the former Ledyard Center School have been approved. They'll be removing some of the parking in the back and creating a green space.
 - Proposed Fairway Dr extension would pass through this property and connect to Rt. 117.





PRIME PROPERTY UPDATES

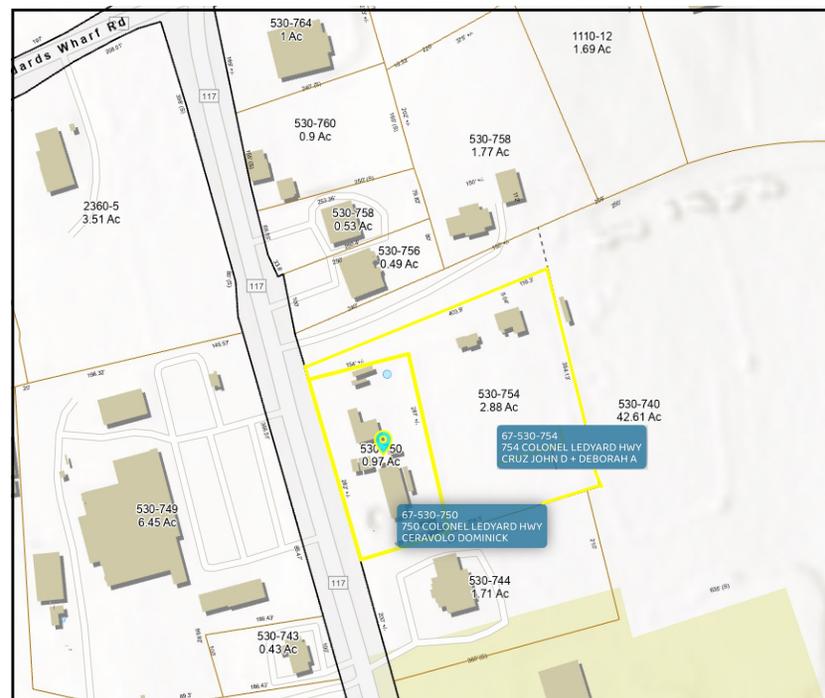
- 1644 Route 12
 - Formerly Kartway
 - 1.76 acres – Zoned GFDD - Owned by Karen K. Majalian & Kathy M. Owens
 - Opened in 1963, closed since 2020
 - Was listed sale for \$995,000 in 2024 – but is no longer on the market
 - Merged with adjacent parcels at 119 & 129 Christy Hill Rd (3.01 & 1.69 acres)
 - Southeast corner of the go-kart track was built over wetlands (green shading)
 - A majority of the property is in a 100-year flood plain (blue shading)
 - Zoning and Wetlands Enforcement Official contacted them in August which resulted in some clean-up being done





PRIME PROPERTY UPDATES

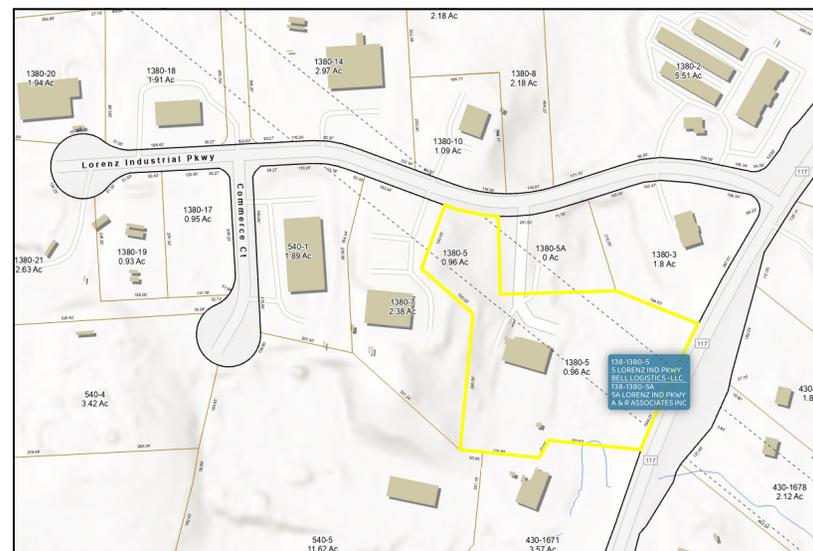
- 750 & 748 Colonel Ledyard Hwy
 - Formerly Lou's Garage
 - 0.97 acres – Zoned LCDD - Owned by Domonic Ceravolo (closed since 2017)
 - Was listed for sale for \$575,000 but is off the market now
 - New business opening up on site - Ryan's Reliable Services (landscape company)





PRIME PROPERTY UPDATES

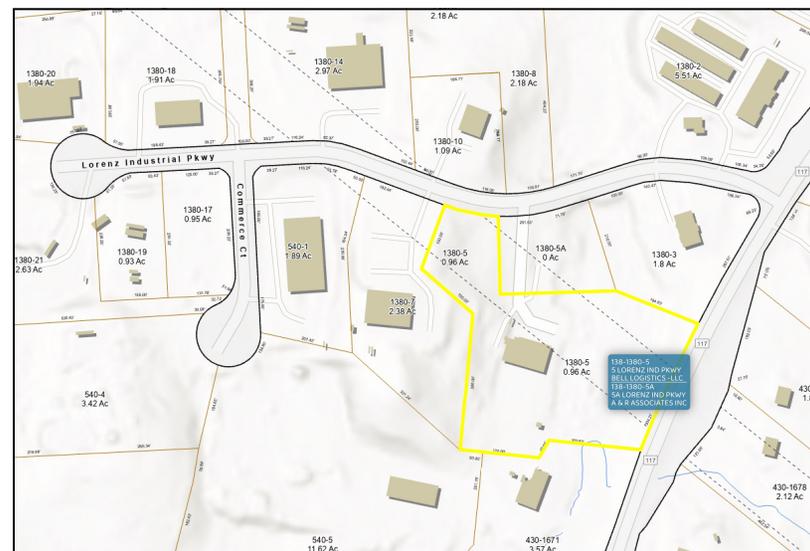
- 5 Lorenz Industrial Parkway
 - 4.08 acres – Zoned CIP – Owned by Bell Logistics LLC
 - Currently listed For Sale for \$474,000
 - MLS# 24084442





PRIME PROPERTY UPDATES

- 5A Lorenz Industrial Parkway
 - 0.96 acres – Zoned CIP – Owned by A&R Associates, Inc.
 - Planning & Zoning Commission received a proposal in Oct. 2024 for a new 2370sf building and associated site improvements





PRIME PROPERTY UPDATES

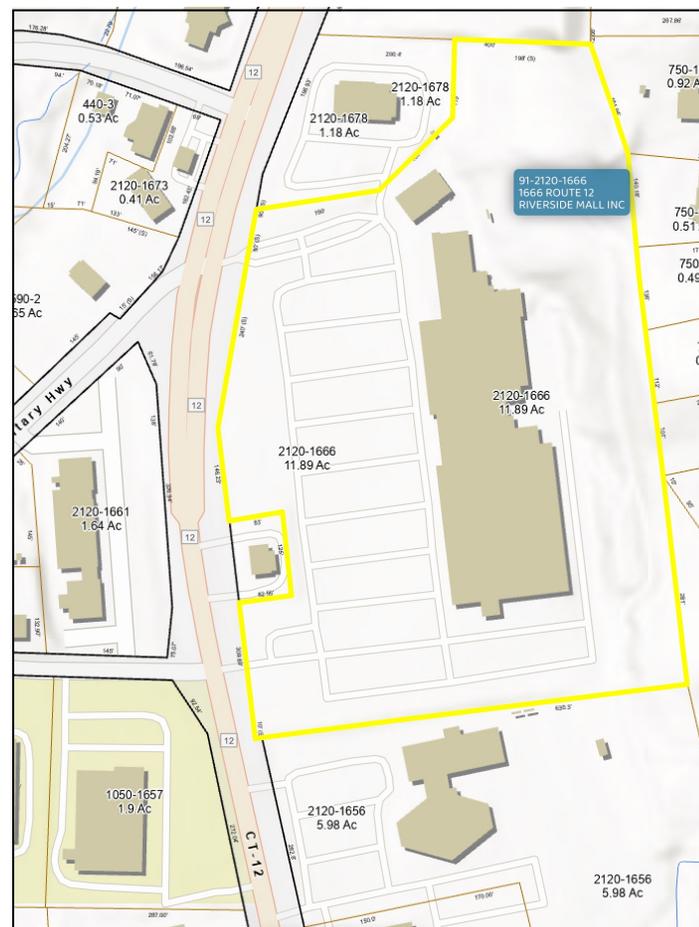
- 8, 9, and 11 Colby Dr
 - 3,84, 2.82, and 9.1 acres – Zoned MFDD – Owned by Habitat for Humanity
 - Will consist of 38 homes, 27 structures, combination of two family and single family, with multiple 2 bedrooms, 3 bedrooms, and some 4 bedrooms single family homes.
 - All of the infrastructure is in the road and Colby Dr. will be completed from Fairway Dr. to Col. Ledyard Hwy.





PRIME PROPERTY UPDATES

- 1666 Route 12
 - Riverside Mall
 - 11.89 acres – Zoned GFDD – Owned by Riverside Mall Inc.
 - Two open spots:
 - Former My Pets World
 - Empty storefront left of Dollar Tree
 - Potential pad sites for new construction:
 - 2 on Rt. 12 next to Dunkin Donuts
 - 1 on south side next to Our Lady of Lourdes Church
 - Current occupants include:
 - Ocean State Job Lot
 - Dollar Tree
 - Gales Ferry Spirit Shop
 - Thirty Marketing
 - Golden Chopstix
 - Luna Salon
 - GOAT Physical Therapy and Wellness
 - Dance Country





PRIME PROPERTY UPDATES

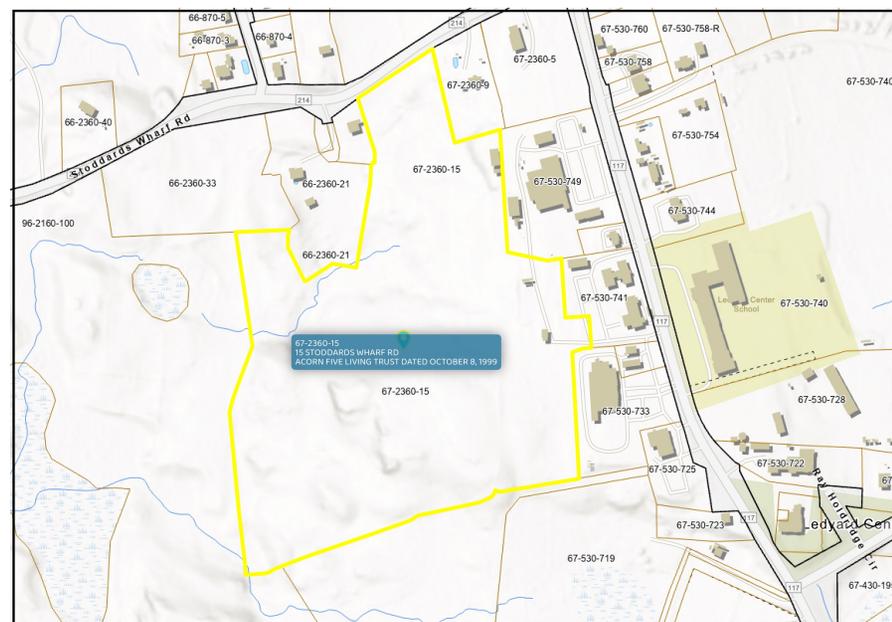
- 51 Kings Hwy
- Formerly Daticon
 - 3.88 acres – Zoned GFDD - Owned by Stonington Behavioral Health, Inc.
 - A company in Kansas City, Kansas purchased Stonington Institute in 2004
 - They pay about \$25,000 in taxes every year
 - The property hasn't been on the market since 2004





PRIME PROPERTY UPDATES

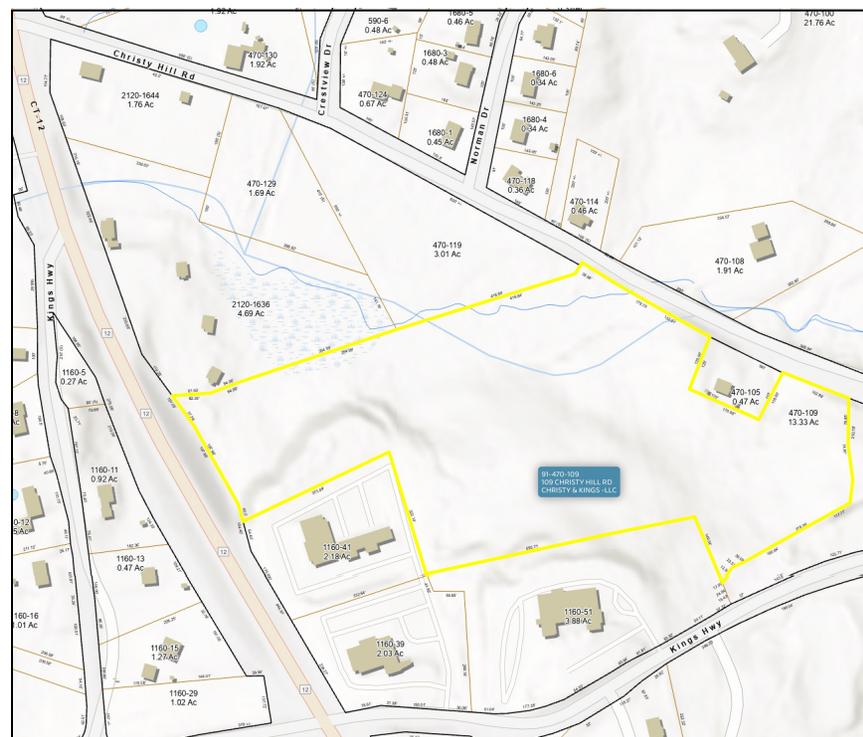
- 15 Stoddards Wharf Rd.
 - 34.54 acres (Undeveloped) – Zoned LCDD - Owned by Acorn Five Living Trust
 - Was for Sale asking \$650,000
 - Online listing is gone but the sign is still up
 - Possible interest in Fall 2024 from Eco Homes to build 125 homes here





PRIME PROPERTY UPDATES

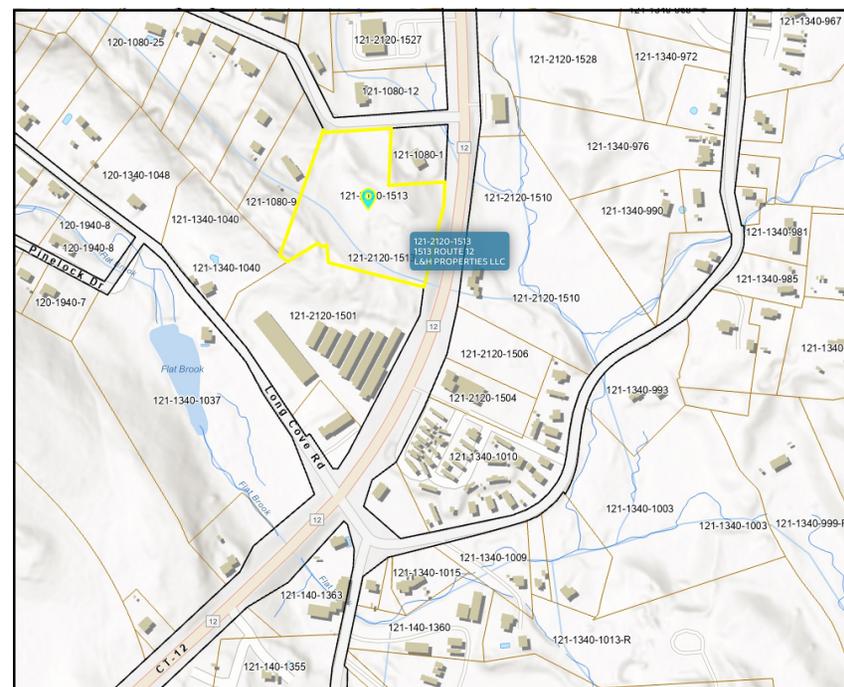
- 109 Christy Hill Rd.
 - 13.33 acres (Undeveloped) – Zoned GFDD - Owned by Christy & Kings LLC / John Parillo (Wallingford, CT)
 - Actively looking into building apartments on this parcel as of Sept. 2025
 - In discussions with WPCA for water





PRIME PROPERTY UPDATES

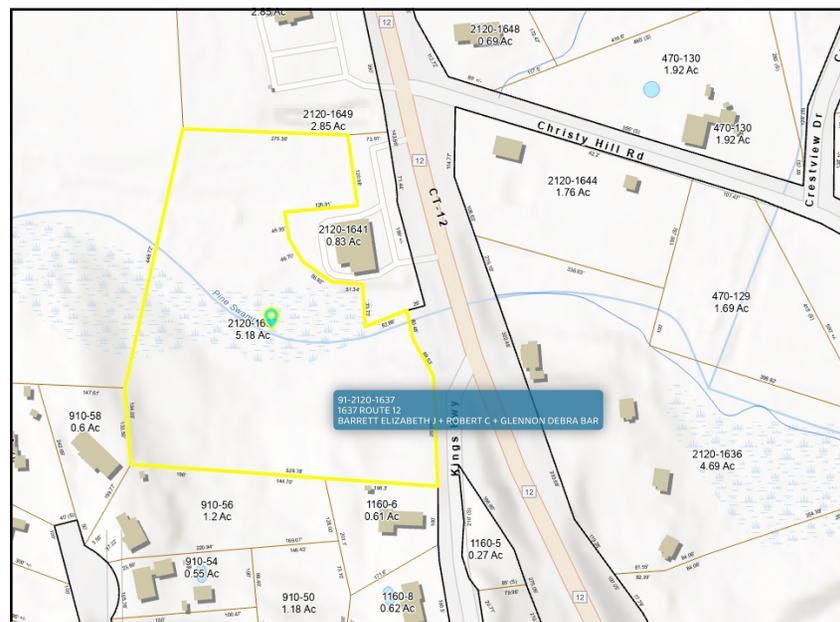
- 1513 Route 12
 - Between GF Animal Hospital and CubeSmart
 - 4.63 acres (Undeveloped) - Zoned CIP – Owned by L&H Properties
 - For Sale for \$200,000
 - MLS# 170581035





PRIME PROPERTY UPDATES

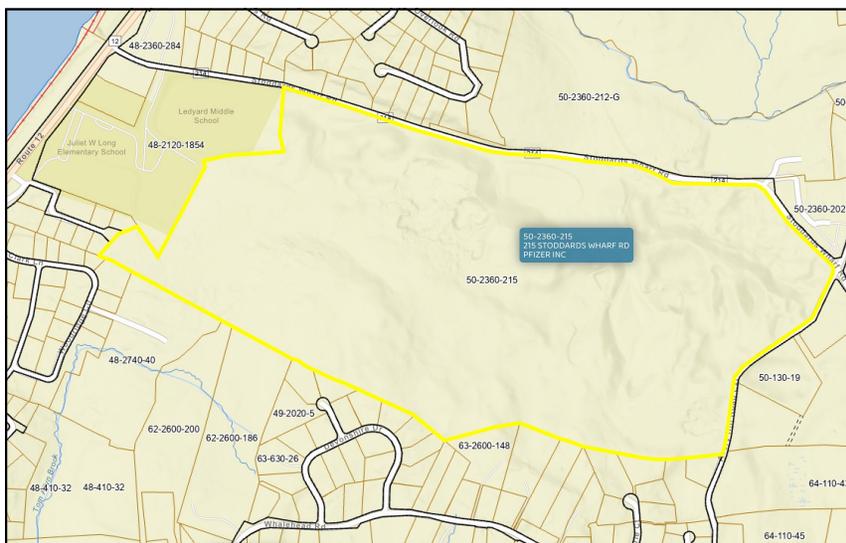
- 1637 Route 12
 - South of Puerto Lima
 - 5.18 acres (Undeveloped) - Zoned GFDD – Owned by Elizabeth J & Robert C Barret and Debra Barrett Glennon
 - Was listed For sale for \$220,000 but sign is no longer up





PRIME PROPERTY UPDATES

- 215 Stoddards Wharf Rd.
 - 220.29 acres – Zoned Industrial - Owned by Pfizer Inc.
 - In the 1960s Pfizer used about 15 acres of the property as a dump site. Pfizer is in a stewardship program with CT DEP to monitor the property with some monitoring wells, they have a detention basin, and they produce a report for the State on a routine basis.
 - It may never be cleaned up enough for residential use, but it could be cleaned up for commercial or industrial use if Pfizer ever decided to sell it. There is an Environmental Land Use Restriction (ELUR) on the parcel.





COMMISSION MEMBERS 2024-25

- John Vincent - Chairman (*Joined 2018 – Current term ends 2027*)
- Peter Hary – Vice Chairman (*Joined 2021 – Current term ends 2028*)
- Michael Dreimiller – Secretary (*Joined 2017 – Current term ends 2027*)
- Richard Tashea - (*Joined 1991 – Current term ends 2028*)
- Carol Schneider (*Joined 2016 – Current term ends 2027*)
- Mike Cherry (*Joined 2024 – Current term ends 2028*)
- Kevin Aherne (*Joined 2025 – Current term ends 2028*)

- Liz Burdick – Town Planner (*2018 – 2021, 2024 – present*)
- Fred Allyn III – Mayor (*2017 – present*)
- Jessica Buhle – Town Council Liaison to the EDC (*2023 – present*)



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2156

Agenda Date: 12/10/2025

Agenda #: 1.

REPORT

Staff/Committee Report: Administration Committee Reports Fiscal Year 2025/2026
Administration Committee Report Fiscal Year 2025/2026



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2157

Agenda Date: 12/10/2025

Agenda #: 2.

REPORT

Staff/Committee Report: Community Relations -DEI Reports Fiscal Year 2025/2026

Community Relations Committee for Diversity, Equity & Inclusion - Report- Fiscal Year 2025/2026



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2159

Agenda Date: 12/10/2025

Agenda #: 3.

REPORT

Staff/Committee Report: Finance Committee Reports Fiscal Year 2025/2026
Finance Committee Report Fiscal Year 2025/2026



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2160

Agenda Date: 12/10/2025

Agenda #: 4.

REPORT

Staff/Committee Report: LUPPW Committee Reports Fiscal Year 2025/2026
LUPPW Committee Report Fiscal Year 2025/2026



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2161

Agenda Date: 12/10/2025

Agenda #:

REPORT

Staff/Committee Report: Mayor Reports Fiscal Year 2025/2026
Mayor Report Fiscal Year 2025/2025



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2902

Agenda Date: 12/10/2025

Agenda #: 1.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to add Flock Group DBA Flock Safety to the Fiscal Year 2025/2026 Standing Bid Waiver List.

Background:

Ledyard Police Depart and the Ledyard Emergency Communications Center are in the process of implementation of their Automated License Reader (APLR) project. Flock Group DBA Flock Safety is the sole provider of this service in our region and surrounding agencies including the Connecticut State Police, Groton Town, Groton City, Mashantucket, Norwich, and Stonington Police are all Flock Safety clients. To use the system most effectively for crime prevention and investigation, it is critical that we share and receive APLR data from our local and state law enforcement partners. The town's initial cost for this project is expected to be approximately \$12,000.

Department Comment/Recommendation:

This request was initiated by Chief Rich.

Finance Director Comment/Recommendation:

Given the sole source aspect, I support this request.

Mayor Comment/Recommendation:

(type text here)



File #: 25-2767

Agenda Date: 12/10/2025

Agenda #: 2.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to grant a Bid Waiver to Ransome Attachments, 106 Ark Road, Lumberton, NJ 08048, in the amount of \$19,500 for a used 2020 Cobra Model S3-90/XS25 screening bucket attachment.

Background:

The Public Works Department has never had or deployed a materials screening plant or device, which has affected operations in two important ways. We have been limited in reuse of otherwise suitable material on site, having to transport it and dispose of it. And we have then also had to purchase various types of fill materials to replace removed materials. Having a screening device would help on both ends and also result in significant cost savings in materials and transportation.

We have researched various ways to incorporate such capability and have found a suitable economic approach that will allow us to leverage use of our Volvo excavator that we recently purchase in 2023. Instead of a fixed plant that would be placed at the Highway Facility, we would acquire an attachment for the Volvo that would efficiently process materials wherever would be most efficient at any given time for operations, whether on the job site or at the facility.

We have researched various attachment options that would fit our machine. According to one quote we received for a comparable new bucket would cost around \$60K and a refurbished used one around \$46K.

But we found an acceptable used bucket that would meet our needs, a 2020 Cobra Model S3-90/XS25 (see attached info) for \$19,500. It is a lightly used unit (i.e., has been sitting in the showroom and only tried once locally last month). A video of a segment of this demo operation of the actual unit we would acquire is attached.

Department Comment/Recommendation:

I seek and recommend a bid waiver for acquisition of this unit as delineated above.

Adequate funds are presently available in the Heavy Equipment capital fund (21040101-57311). This purchase will not compromise the long term anticipated replacement purchases through this account.

Finance Director Comment/Recommendation:

Given the savings involved, I support this request.

Mayor Comment/Recommendation:

I support this request. The acquisition is about 1/3rd of the cost of the new attachment, while this one is simply a demo, so for all intents and purposes, new.

Joseph Tillman

From: Eric Ransome <eric@ransomeattach.com>
Sent: Thursday, October 30, 2025 12:22 PM
To: Joseph Tillman
Subject: Cobra Screening bucket information for Joe
Attachments: Cobra brochure 2021.pdf; Cobra S-Series literature.pdf

Hi Joe,

I spoke with Mr Jake Willis @ NL County Septic and he gave me your contact info regarding the Cobra screening bucket.

I appreciate your interest and happy to discuss the details when convenient.

I attached a brochure on the product line. The model you saw at Jake's is the S3-90/XS25.

I was offering that model for \$19,500 as it is a 2020 model that sat in a showroom until Jake tested it out last month.

My cell # is 609-760-4074.

Looking forward to speaking with you.

Best regards,
Eric Ransome
Ransome Attachments
888-280-1710
www.ransomeattach.com

[Black Splitter Cone Splitter](#) / [Gyru-Star Screening Buckets](#) / [Exac-One Grab-n-Drive Post Handling & Driving](#) / [Ransome Shark Tooth Stump Harvester](#)
[YouTube](#) - [Instagram](#) - [Facebook](#) - [eBay](#) - [LinkedIn](#)

--

To stop receiving these emails, click [here](#)

Cobra Screening Buckets

With Cobra Screening Buckets you can effectively screen, crush, separate, sort, recycle, re-use, mix, backfill and/or aerate many different materials like soil, dirt, peat, waste soil, demolition waste, industrial by-products, frozen materials, etc. You can process also wet materials.

Cobra Screening Buckets are designed for excavators, wheel loaders, backhoes and telehandlers. Thanks to robust design and fine adjustment of fragment size it's a versatile and powerful tool to ensure high quality end product and high production rate.



S-Series

Integrated dust binding system available

Series	Model	Excavator t*	Wheel loader t*	Volume SAE m ³	Screen area m ²	Weight kg	Hydr. flow l/min min - max
S	3-90	10	5,0	0,8	0,6	850	45-80
S	3-120	12	6,5	1,0	0,8	950	45-80
S	3-150	14	7,5	1,2	1,0	1140	60-90
S	3-180	16	9,0	1,4	1,3	1320	60-90



* Recommended minimum weight for base machine is only indicative. Ask further information from your local dealer.



Cobra

Cobra Screening Buckets are easy to transport. It's light attachment with high screening capacity and adjustable fragment size. Same attachment can be used for many applications.

Skip wasting material and money for transports, instead process, re-use or recycle on site for profit. Cobra Screening Bucket is a perfect solution for material handling when capacity and fragment size matters.

Applications:

- Screening and sorting materials for recycling
- Composting, aerating green waste
- Recycling and handling of top soil and dirt
- Recycling of demolition waste
- Pipeline and cable trench padding and backfilling
- Preparing topsoil for landscaping
- Screening peat and mulch
- Mixing or stabilizing different materials
- Crushing, screening and grinding of raw materials in industrial applications
- Crushing and screening frozen materials, like sand or fertilisers



Cernos

Cernos Oy
Ähtärintie 41
63700 Ähtäri
Finland



888-280-1710

NJ based Cobra Dealer

www.ransomeattach.com

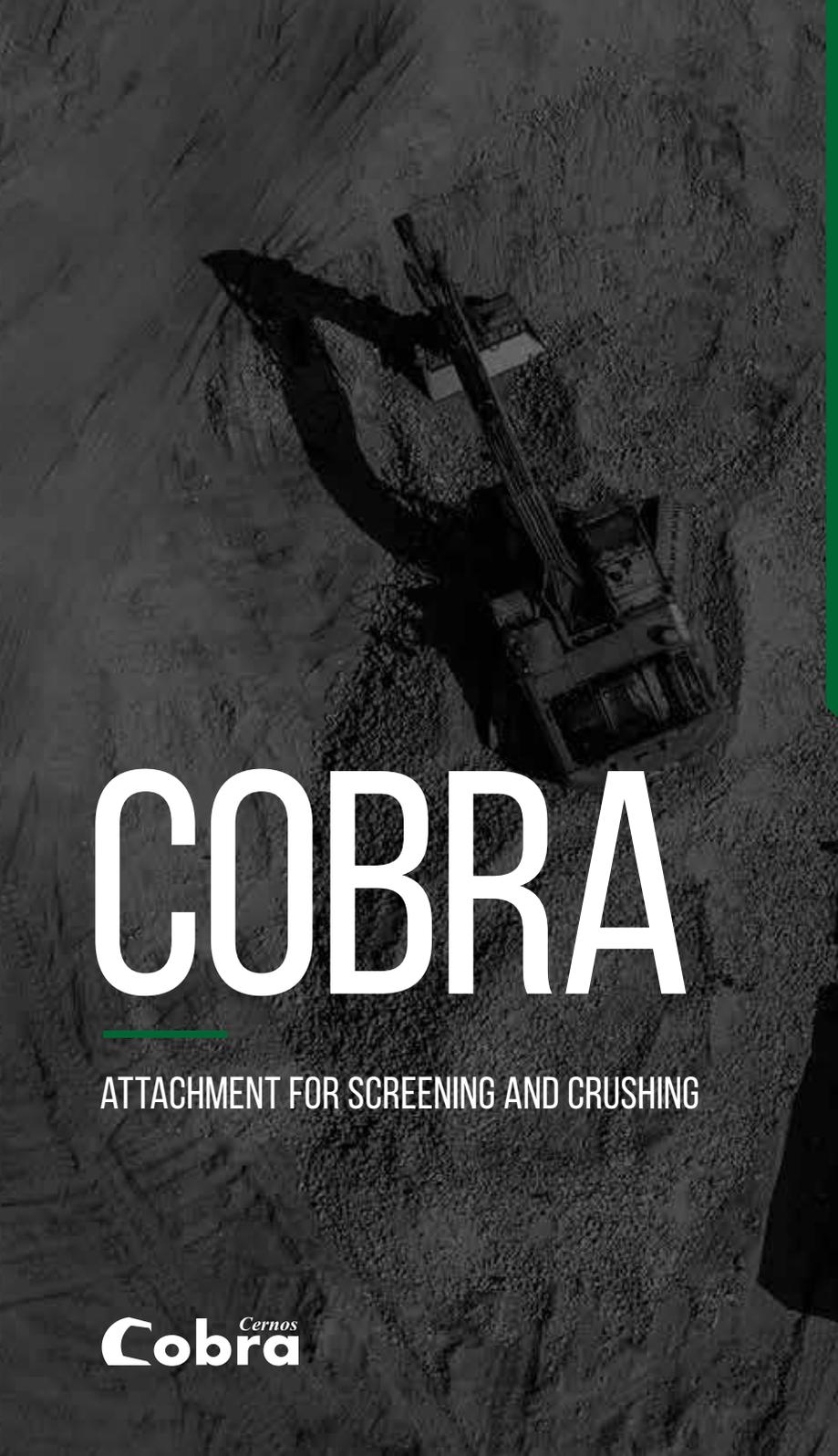
Cobra



Increase your profitability!

Screening Buckets

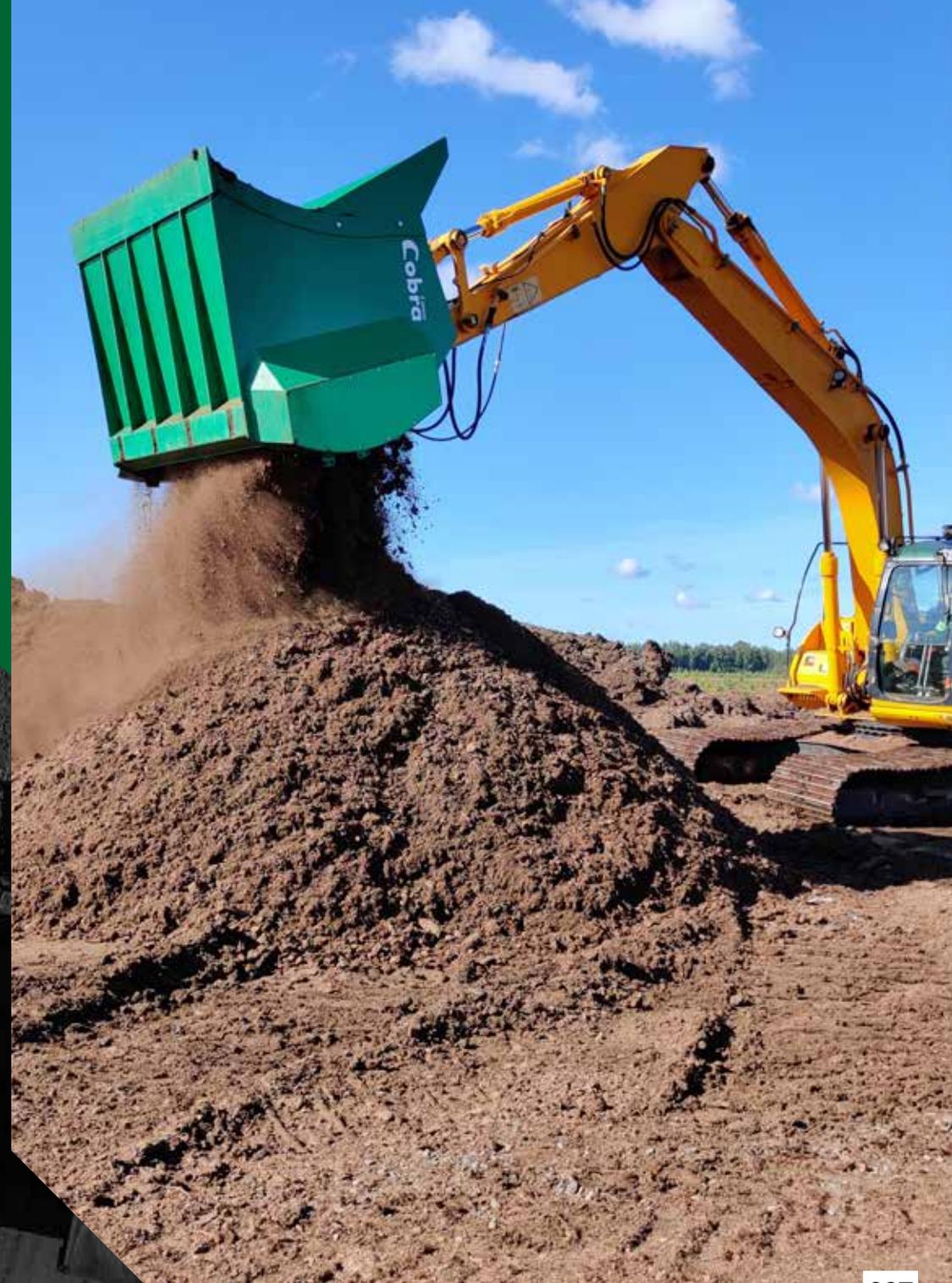
S-Series



COBRA

ATTACHMENT FOR SCREENING AND CRUSHING

Cobra Cernos





COBRA SCREENING BUCKET

With Cobra Screening Bucket you can effectively screen, crush, separate, sort, recycle, re-use, mix, backfill and/or aerate many different materials like soil, dirt, peat, mulch, waste soil, demolition waste, industrial by-products, frozen materials, etc. You can process also wet materials.

Cobra Screening Buckets are designed to be used with excavators, wheel loaders, backhoes, telehandlers and skid steers. Thanks to robust design and fine adjustment of fragment size it's a versatile and powerful tool to ensure high quality end product and high production rate.

Cobra Buckets are light but high with volume of the bucket. You can manoeuvre Cobra Bucket with smaller base machines and save also remarkably in investment costs.

COBRA APPLICATIONS

Cobra Screening Bucket is a perfect solution for material handling when capacity and fragment size matters. It's a light attachment with high screening capacity and adjustable fragment size. Same attachment can be used for many applications. Skip wasting material and money for transports, instead process, re-use or recycle on site with Cobra for profit.

APPLICATIONS

- » SCREENING AND SORTING MATERIALS FOR RECYCLING
- » COMPOSTING, AERATING GREEN WASTE
- » RECYCLING AND PROCESSING OF TOPSOIL AND DIRT
- » RECYCLING DEMOLITION WASTE
- » PIPELINE AND CABLE TRENCH PADDING AND BACKFILLING
- » PREPARING TOPSOIL FOR LANDSCAPING
- » SCREENING PEAT AND MULCH
- » MIXING OR STABILIZING DIFFERENT MATERIALS
- » CRUSHING, SCREENING AND GRINDING OF RAW MATERIALS IN INDUSTRIAL APPLICATIONS
- » CRUSHING AND SCREENING FROZEN MATERIALS, LIKE SAND OR FERTILISERS





COBRA XS -SERIES



3 - 13 TON



1,5 - 7 TON

Cobra XS -Series Screening Bucket is specially designed to work with 3 - 13 ton excavators and/or 1,5 - 7 ton wheel loaders, backhoes, skid steers and telehandlers. Cobra XS -Series can be installed also with a tilt-rotator and quick coupler.

With Cobra XS -Series Bucket you can effectively screen, crush, separate, sort, recycle, re-use, mix, backfill and/or aerate many different materials like soil, dirt, peat, waste soil, demolition waste, industrial by-products, frozen materials, etc. You can process also wet materials.



COBRA S -SERIES



10 - 26 TON



5 - 15 TON

Cobra S -Series Screening Bucket is designed to work with 10 – 26 ton excavators and/or 5 – 15 ton wheel loaders, backhoes and telehandlers. Thanks to robust design and fine adjustment of fragment size it's a versatile and powerful tool to ensure high quality end product and high production rate.

With Cobra S -Series Buckets you can effectively screen, crush, separate, sort, recycle, re-use, mix, backfill and/or aerate many different materials like soil, dirt, peat, waste soil, demolition waste, industrial by-products, frozen materials, etc. You can process also wet materials.



COBRA L -SERIES



16 - 50 TON



8 - 30 TON

Cobra L -Series Screening Bucket is designed to work with 16 – 50 ton excavators and/or 8 – 30 ton wheel loaders. In spite of light weight, it has a robust design with single or double power transmission and high inner volume of the bucket. It has also fine adjustment of fragment size. Thanks to all its innovative technical features, it's a versatile and powerful tool to ensure high quality end product and high production rate.

With Cobra L -Series Bucket you can effectively screen, crush, separate, sort, recycle, re-use, mix, backfill and/or aerate many different materials like soil, dirt, peat, waste soil, demolition waste, industrial by-products, frozen materials, etc. You can process also wet materials.



COBRA P -SERIES



18 - 40 TON



10 - 30 TON

Cobra P -Series Screening Bucket is special designed for heavy applications like pipeline padding and back filling as well as communal piping or any other job where strength and durability are required. It works with 18 – 40 ton excavators and/or 10 – 30 ton wheel loaders. It has a robust design with single or double power transmission and high inner volume of the bucket. It has also fine adjustment of fragment size. Thanks to all its innovative technical features, it's a versatile and powerful tool to ensure high quality end product and high production rate.

With Cobra P -Series Bucket you can effectively screen, crush, separate, sort, recycle, re-use, mix, backfill and/or aerate many different materials like soil, dirt, peat, waste soil, demolition waste, industrial by-products, frozen materials, etc. You can process also wet materials.



COBRA K15 ORIGINAL AND FIRST EVER MADE
SCREENING BUCKET, MADE SINCE 1993.



COBRA K -SERIES



16 - 30 TON

THE ORIGINAL SCREENING BUCKET

The first Cobra K -Series Bucket was developed and made already in 1993 and is still in use. Cobra K -Bucket has high production capacity and robust design with double power transmission for long term use. Product development is based on years of experience.

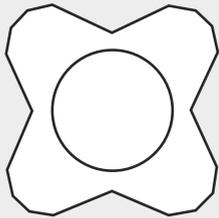
Cobra K -Series Screening Bucket is designed to work with 16 – 30 ton excavators, backhoes and telehandlers.



COBRA OPTIONS

- » HD STRENGTHENING FOR BOTTOM AND SIDE PLATES (EXCL. K -SERIES)
- » XHD STRENGTHENING FOR THE FRAME (L -SERIES ONLY)
- » ADDITIONAL INTERCHANGEABLE CUTTING EDGE
- » LEVELLING PLATE
- » EXTRA SIDES FOR LIGHTER MATERIALS
- » SINGLE OR TWIN POWER TRANSMISSION (EXCL. XS2-60 AND XS2-90)
- » HYDRAULIC MOTORS WITHOUT DRAIN LINE
- » INTELLIGENT POWER CONTROL VALVE AND DRAIN OIL ELIMINATOR
- » DRUMS/DISCS FOR OTHER FRAGMENT SIZES

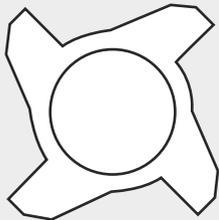
COBRA DRUM/DISC ALTERNATIVES



S -MODEL

THICKNESS: 8*,10,16 OR (25**) MM
FRAGMENT SIZES 10-50(65**)MM

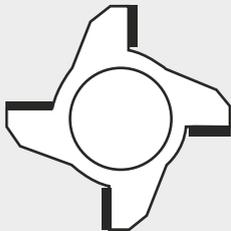
Standard disc for
high quality screening



C -MODEL

THICKNESS: 8*,10,16 OR (25**) MM
FRAGMENT SIZES 10-50(65**)MM

Special design for crushing
and/or screening



CH -MODEL**

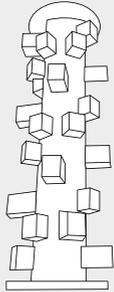
HAMMERS: 25 X 60 MM
FRAGMENT SIZES: APPROX. 65MM

Special design for mixing,
aerating or crushing
soft materials



*for XS Buckets only

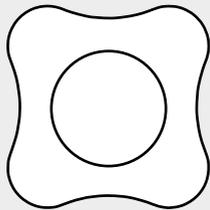
**for L, P and K Buckets only



X -MODEL

FRAGMENT SIZES: APPROX. 50 OR 75MM

Special design for crushing, separating, mixing or aerating, also for sticky and wet materials

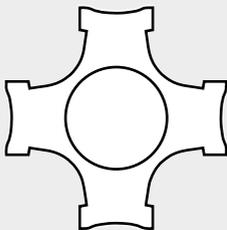


Q -MODEL

THICKNESS: 8*,10,16 OR (25**) MM

FRAGMENT SIZES: 10-50 (65**) MM

Special design for screening stony materials.

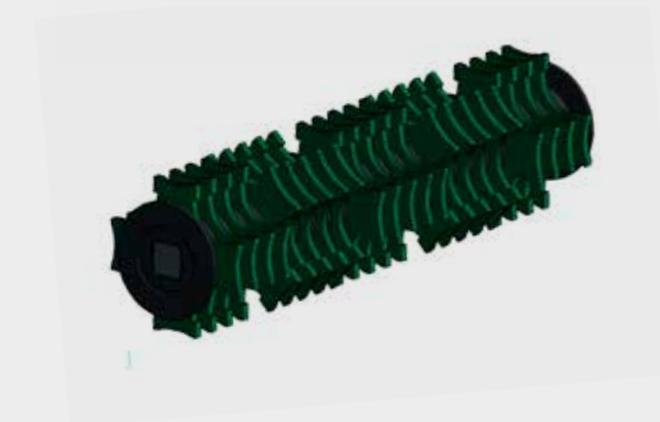


K -MODEL

THICKNESS: 8*,10,16 OR (25**) MM

FRAGMENT SIZES: 10-50 (65**) MM

Special design for soft crushing and/or screening; Ideal for sticky or frozen material.



TECHNICAL SPECIFICATION



Model	Base machine recommendation minimum weight (t)				Fragment sizes mm	Hydraulic settings			Volume water ISO m	Volume heap SAE m ³	Screen area m ²	Measures (L x W x H) cm	Approx. weight kg
	Excavators		Wheel loaders			Screening, crushing, separating, mixing pulverising, separating	Recommended hydraulic flow l/min (min-max) (120-150 rpm)	Max. input power cont/peak kW					
	1 t/m ³	2 t/m ³	1 t/m ³	2 t/m ³									
XS models													
XS 2-60	3,0	4,5	1,5	2,0	10,15, 20, 25, 30, 35, 40	30 - 45	15/30	1 x Gerotor	0,2	0,2	0,3	850 x 770 x 830	280
XS 2-90	5,0	7,0	2,0	3,0	10,15, 20, 25, 30, 35, 40, 50, 75	30 - 45	15/30	1 x Gerotor	0,3	0,3	0,4	1150 x 770 x 830	380
XS 2-120	7,0	9,0	3,0	4,0	10,15, 20, 25, 30, 35, 40, 50, 75	45 - 80	37,5/60	1 x Gerotor	0,5	0,6	0,6	1450 x 770 x 830	570
XS 2-150	9,0	11,0	4,0	5,0	10,15, 20, 25, 30, 35, 40, 50, 75	45 - 80	37,5/60	1 x Gerotor	0,8	0,9	0,8	1750 x 770 x 830	660
S models													
S 2-120	10,0	12,0	4,0	5,0	10, 15, 20, 25, 30, 35, 40, 50, 75	60 - 90	33/52	1 x Gerotor	0,7	0,8	0,6	1570 x 1020 x 1135	840
S 2-150	12,0	14,0	6,0	8,0	10, 15, 20, 25, 30, 35, 40, 50, 75	60 - 90	33/52	1 x Gerotor	0,9	1,0	0,8	1870 x 1020 x 1135	980
S 3-90	10,0	12,0	5,0	7,0	10, 15, 20, 25, 30, 35, 40, 50, 75	60 - 90	33/52	1 x Gerotor	0,7	0,8	0,6	1270 x 1165 x 1210	880
S 3-120	12,0	15,0	6,5	9,0	10, 15, 20, 25, 30, 35, 40, 50, 75	75 - 115	33/52	1 x Gerotor	0,9	1,0	0,8	1570 x 1165 x 1210	1050
S 3-150	14,0	18,0	7,5	11,0	10, 15, 20, 25, 30, 35, 40, 50, 75	75 - 115	33/52	1 x Gerotor	1,1	1,2	1,0	1870 x 1165 x 1210	1260
S 3-180	16,0	22,0	9,0	13,0	10, 15, 20, 25, 30, 35, 40, 50, 75	75 - 115	33/52	1 x Gerotor	1,3	1,4	1,3	2170 x 1165 x 1210	1480
L models													
L3-120	16,0	20,0	8,0	11,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	90 - 140	48/56	1 x Gerotor	1,5	1,7	1,0	1846 x 1632 x 1492	1550
L3-180	20,0	24,0	10,0	13,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	90 - 140	48/56	1 x Gerotor	2,2	2,4	1,5	2310 x 1632 x 1492	2000
L3-240	26,0	30,0	12,0	14,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	180 - 280	120/180	2 x Gerotor	3,2	3,5	1,8	2910 x 1632 x 1492	2700
L4-120	22,0	25,0	10,0	13,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	95 - 140	60/90	2 x Rad.piston	1,9	2,1	1,2	1710 x 1890 x 1800	1980
L4-180	26,0	30,0	12,0	16,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	95 - 140	60/90	2 x Rad.piston	3,0	3,2	1,8	2310 x 1890 x 1800	2600
L4-240	32,0	38,0	14,0	18,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	110 - 170	60/90	2 x Rad.piston	4,1	4,4	2,4	2910 x 1890 x 1800	3400
P models													
P3-120	18,0	22,0	8,0	11,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	90 - 140	48/56	1 x Gerotor	1,3	1,5	1,0	1652 x 1813 x 1495	1580
P3-180	22,0	26,0	10,0	13,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	180 - 280	120/180	2 x Gerotor	1,9	2,2	1,5	2252 x 1813 x 1495	2000
P3-240	28,0	32,0	12,0	15,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	180 - 280	120/180	2 x Gerotor	3,0	3,3	1,8	2852 x 1813 x 1495	2850
P4-180	28,0	32,0	12,0	15,0	10, 15, 20, 25, 30, 35, 40, 50, 65, 75	180 - 280	120/180	2 x Gerotor	3,0	3,0	1,8	2310 x 1900 x 1800	2950
K models													
K-15	16,0	20,0	-	-	10,15, 20, 25, 30, 35, 40, 50, 65, 75	120 - 180	75 / 120	2 x Gerotor	1,0	1,1	0,9	1350 x 1200 x 1440	1490
K-120	20,0	25,0	-	-	10,15, 20, 25, 30, 35, 40, 50, 65, 75	120 - 180	75 / 120	2 x Gerotor	1,4	1,5	1,2	1350 x 1200 x 1740	1770

CERNOS IN BRIEF

Cernos Oy (Ltd) is a Finland based private company producing attachment type Screening Buckets under Cobra trade name for screening and crushing applications. First Cobra Buckets have been developed and produced already over 25 years ago.

Since then the Cobra Buckets have been widely tested and approved in several applications like soil and peat screening, pipeline and cable trench padding and backfilling, recycling of wastes, processing industrial by products, etc.

All during the years we have listened to the feedback and needs of our customers and developed our products accordingly. That's why Cobra Buckets are today highly appreciated for working reliably and effectively even in most demanding circumstances as well as Cobra customer service to be the best on the market.

We at Cernos are dedicated to find new solutions for improving working methods, processes and equipment together with our partners. We'll be worth of your trust!

Cernos

Cernos Oy (Ltd)
Ähtärintie 41, 63700 Ähtäri, Finland
Moukarikatu 2, 15700 Lahti, Finland

+358 44 358 3112
info@cernos.fi
www.cernos.fi



888-280-1710
sales@ransomeattach.com
www.ransomeattach.com

Joseph Tillman

From: Greg Avila <grega@chappell.com>
Sent: Friday, October 17, 2025 2:06 PM
To: Joseph Tillman
Subject: Attached Quotes – Used & New DN2-12 Bucket Options
Attachments: Q00511.PDF; Q00512.PDF

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Joe,

Thank you for your patience with everything. I've attached your official quotes to this email for review.

Here's a quick breakdown of the two options:

1. Used DN2-12 Bucket

- Includes new blades
- 6-month warranty
- Total: \$46,211

2. New DN2-12 Bucket

- Includes Volvo mount plate with pins, hoses, and freight
- Full 1-year warranty
- Total: \$57,961
- Includes a \$10,000 municipal discount

This quote reflects special municipal pricing. ALLU's list price for a new DN2-12 bucket with these specs is \$62,000, plus \$5,961 for the mount plate, and then we have hoses and freight, totaling \$67,961.

Unfortunately, Sourcewell pricing is not available for this company. However, the quote does show a significant Municipal discount, and we aren't adding any labor costs for the setup.

If a formal bid process is required, we're happy to provide detailed specifications to include in your bid request.

Thanks again for the opportunity to quote this, and please don't hesitate to reach out if you need anything at all.

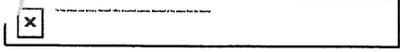
Best regards;

--

Greg Avila

Cell: 413.766.2009 | Office: 603.673.2640

2 Rosenfield Dr, Hopedale, MA 01747





TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2882

Agenda Date: 12/10/2025

Agenda #: 3.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to grant a Bid Waiver to Schneider Geospatial of Indianapolis, Indiana, in the amount of up-to \$15,000 to engage in the Simplistic City Fleet Portal - Vehicle Maintenance and Management Program.

Background:

Schneider Geospatial provides a unique integrated digital asset management software capable of managing fleet, streets sewer, water and more. Ledyard Public Works will be transitioning to the fleet management module in fiscal year 2027 for all fleet management needs. The reporting capabilities and integration with the fuel pumps will increase efficiency and extend the longevity of the fleet. The yearly annual hosting cost of \$7,500 is nearly half the cost of the current fleet management program and will provide a more robust fleet management system with additional integration capabilities and reporting features.

Department Comment/Recommendation:

We expect this program to be a needed improvement in our maintenance tracking process, including automated insertion of fuel station data for work order generation.

Finance Director Comment/Recommendation:

(type text here)

Mayor Comment/Recommendation:

(type text here)

PROFESSIONAL SERVICES AGREEMENT

This Agreement is made and entered into by and between **Schneider Geospatial, LLC**, a Delaware Limited Liability Company, whose place of business is 8901 Otis Avenue, Suite 300, Indianapolis, IN 46216 (“PROFESSIONAL”) and **Town of Ledyard, CT**, whose place of business is: 741 Colonel Ledyard Highway, Ledyard, CT 0633 (“CLIENT”).

1 Services.

PROFESSIONAL shall provide CLIENT with the following services (“Services”):

- A. **SimpliCITY Fleet Management Portal.** Deployment and hosting of the SimpliCITY Fleet portal featuring local government fleet assets utilizing existing asset data provided to PROFESSIONAL by CLIENT. This site will include the following:
- SimpliCITY Fleet
 - Vehicle Inventory
 - Preventative Maintenance Scheduling
 - Shop Manager
 - Fleet Dashboard
 - Reports
 - Fuel Integration (Phoenix)

Other Fixed Fee phases of this project may be developed during the course of this agreement. Once the estimates are accepted, an Authorization to Proceed will have to be signed and submitted before work will begin.

2 Payment for Services.

CLIENT shall compensate PROFESSIONAL for the Services as follows:

A. Product/Service

a. One-time Setup Cost:		\$11,250
	Setup items:	
	Fleet Setup:	Included
b. Annual Hosting:		\$7,500
	Hosting items:	
	Fleet:	Included

B. Payment Schedule

Year 1	January 1, 2026 – June 30, 2026: (Setup: \$11,250, Hosting: \$3,750-prorated 6 months)	\$15,000
Year 2	July 1, 2026 – June 30, 2027:	\$7,875
Year 3	July 1, 2027 – June 30, 2028:	\$8,269

Invoicing will be done on an annual basis at the beginning of the term unless otherwise specified.

If the CLIENT cancels the agreement before end of initial multi-year term, any waived discounts and promotional fees will be included in the final invoice.

Balances due thirty (30) days after the due date for non-government clients and sixty (60) days after the due date for government clients shall be assessed an interest rate of 1½% per month (18% per year). CLIENT agrees to pay for any and all costs of collection including, but not limited to interest, lien costs, court costs, expert fees, attorney's fees and other fees or costs involved in or arising out of collecting any unpaid or past due balances, including late fees or penalties. If payment is not received within thirty (30) days of the due date, PROFESSIONAL reserves the right, after giving seven (7) days written notice to CLIENT, to suspend services to CLIENT or to terminate this Agreement.

3 Terms of Service. Each party's rights and responsibilities under this Agreement are conditioned upon and subject to the Terms of Service which can be found at <http://schneiderGIS.com/termservice>. By executing this Agreement, CLIENT acknowledges that it has read the above-described Terms of Service and agrees that such Terms of Service are incorporated herein and made a part of this Agreement. PROFESSIONAL reserves the right to update or modify the Terms of Service upon ten (10) days prior notice to CLIENT. Such notice may be provided by PROFESSIONAL to CLIENT by e-mail.

4 Term, Termination and Renewal. The initial term of this Agreement shall be defined in the Scope of Services or Payment Schedule above. If the services provided are for an annual rate and extend for multiple years, PROFESSIONAL will prorate the first year of the agreement to match the fiscal year for the CLIENT, followed by consecutive, twelve (12) month periods. This Agreement shall automatically renew for successive terms which consist of a twelve (12) month period, subject to earlier termination as set forth in this Agreement or upon written notification by either party thirty (30) days prior to the end of a term. If, for any reason, this Agreement is terminated prior to the end of a term, any waived or discounted fees or specified promotional items provided by PROFESSIONAL shall be invoiced by PROFESSIONAL and paid by CLIENT. PROFESSIONAL reserves the right to update the pricing applicable to this Agreement after the initial term for any renewal terms and/or any subsequent terms occurring after the initial term of the Agreement; PROFESSIONAL shall provide prior written notice to CLIENT of any pricing adjustments applicable to any such renewal and/or subsequent terms.

5 Additional Data Hosting. PROFESSIONAL's website hosting services allow for storage of up to ten (10) Gigabytes of data and files to include as content for CLIENT's website hosted in PROFESSIONAL's web data server environment. Additional storage and transfer requirements may be negotiated, at PROFESSIONAL's discretion, if CLIENT decides to add additional content to the website – such as orthophotos, scanned documents, etc.

6 Assignment. PROFESSIONAL has the right to assign or transfer any rights under or interest in this Agreement upon fifteen (15) days' written or electronic notice to CLIENT. Nothing in this Paragraph shall prevent PROFESSIONAL from employing consultants or subcontractors to assist in the performance of the Services.

7 Rights and Benefits. Nothing in this Agreement shall be construed to give any rights or benefits in this Agreement to anyone other than CLIENT and PROFESSIONAL. CLIENT and PROFESSIONAL expressly state there are no third-party beneficiaries to this Agreement.

8 Successors. This Agreement is binding on the partners, successors, executors, administrators and assigns of both parties.

9 Applicable Law. The terms and conditions of this Agreement are subject to the laws of the State of Indiana.

IN WITNESS WHEREOF, the Parties have executed this Agreement by affixing their signatures below.

Pricing is valid through December 31, 2025.

PROFESSIONAL:
Schneider Geospatial, LLC

CLIENT:
Town of Ledyard, CT

By: _____

By: _____

Print: Jeff Corns, GISP

Print: _____

Title: President & CEO

Title: _____

Date: _____

Date: _____



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2867

Agenda Date: 12/10/2025

Agenda #: 4.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to approve appropriations from the receipt of sales of vehicles through GovDeals in the total amount of \$12,994.00 to the following capital accounts as follows:

- \$5,300 to Public Works Large Truck CNR Account #21040101-57312;
- \$4,194 to Public Works Light Equipment CNR Account #21040101-56314;
- \$3,500 to Police Vehicle CNR Account # 21020101-57510

Background:

The Town realized a total of \$12,994.00 from the sale of several surplus assets from sales on GovDeals in October/November 2025. The Town has previously appropriated such revenues to the respective capital reserve fund to supplement/offset direct budgetary appropriations in meeting lifecycle replacement costs and other needs.

Department Comment/Recommendation:

Inasmuch as this action is consistent with previous appropriations of GovDeals revenues, I recommend appropriation of these funds according to the specifics of the motion.

Finance Director Comment/Recommendation:

Appropriations to be recorded after receipt of funds from GovDeals.

Mayor Comment/Recommendation:

I support this action and fund appropriations of these residuals help the CIP in future years.



File #: 25-2853

Agenda Date: 12/10/2025

Agenda #: 5.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to approve an additional appropriation of \$11,285 from Undesignated Fund Balance to Account 10114301-51800 (Part-time Wages/Fiscal Assistant II) to increase the hours of Land Use Department Fiscal Assistant II from 20-hours to 35-hours per week to support a demanding workload.

Background:

On 10/21/24, the full-time Land Use Dept. Fiscal Asst. II took 12-weeks of maternity leave and the Town hired an experienced former Dept. employee temporarily for 20-hours per week to fill-in for said time period. Subsequently, the FT staff member resigned her position on 2/6/25 and in an effort to reduce costs, a permanent *part-time* 20-hour per week Fiscal Assistant was hired to replace the full-time 35-hour per week position. Once hired, it was determined that the temporary staff had not been carrying-out the same tasks as the FT staff and the Dept. is now overwhelmed with a backload of work. During the months of August and September alone, we received 237 permits. In addition to handling that workload, Erin continues to manage to the best of her ability all of her other responsibilities, including all fiscal matters related to the Dept. & assisting the public requesting information about building, zoning, wetlands & blight in person. Looking ahead, the Dept. will need, in the absence of the Building Official during upcoming, planned FMLA, a person who can not only process permits, but also handle both his phone calls and hers, as well as schedule inspections for the part-time inspectors covering the work.

Department Comment/Recommendation:

In the professional opinion of the Building Official and the Director of Land Use & Planning and the background provided above, to ensure the job is done efficiently and to the best of ability of the Fiscal Asst. II, this position needs to return to full-time status.

Finance Director Comment/Recommendation:

The potential impact to other benefit related expenses has been looked into but is considered minimal and does not warrant any additional appropriations beyond the salary line noted.

Mayor Comment/Recommendation:

(type text here)



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2922

Agenda Date: 12/10/2025

Agenda #: 6.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to authorize the Mayor to sign a contract for the Water Pollution Control Authority (WPCA) to engage Arcadis Engineering Consultants, East Greenwich, Rhode Island, to verify Service Lines and prepare a cost estimate for Lead Survey.

Background:

To comply with the Lead Survey required by the Connecticut Department of Public Health (CT DPH) for all water systems in Connecticut the Ledyard Water Pollution Control Authority solicited Requests for Qualifications (RFQ #2026-02 *Lead and Copper Rules Revisions Compliance*).

The WPCA received three proposals (showing capabilities - not costs) and the WPCA conducted a review and have selected Arcadis Engineering Consultants, East Greenwich, Rhode as the Engineering Firm to manage and conduct the surveys. (see *Ledyard LCRR Compliance 103063882*). The results of the WPCA selection maybe found in the attached spreadsheet "*Clean_Lead_Survey_Spreadsheet_Final_Tally.*"

Because the Ledyard Water Pollution Control Authority (WPCA) has a legacy water system, all service lines have not have been documented in terms of material of construction, and therefore, they were being required in some cases to physically verify the material of construction by digging them up (actually they call it "pot hole"). Therefore, this will be a significant cost project - besides the physical verification, those service lines that are documented need to be verified by an inspection at the curb stop, meter pit, and or basement which involves significant time.

The DPH is providing grants to both economically stressed and non-stressed communities. In order to qualify for these grants Ledyard needed to follow DPH guidelines (see attached document "*Ledyard Lead and Copper Rules Revisions Compliance RFQ 2026-02*").

The WPCA believes that they need to inform the DPH of their selection - and they think that Arcadis could help them with notifying the State Department of Health (DEP).

The Department of Public Health (DPH) process states that once they have identified the Engineering Firm, they would then need a quote from them in order to enter into a contract for the Lead Survey work.

Department Comment/Recommendation:

(type text here)

Finance Director Comment/Recommendation:

(type text here)

Mayor Comment/Recommendation:

(type text here)

Criteria

Project Team

Firm Experience

Project Approach

Standard

Do the personnel have firsthand experience in this type of work? Does the Project Management team have direct experience working with the CT Department of Public Health on LSLR programs? Is the Subject Matter Expert knowledgeable in LCRI and LCRR requirements?

Does the firm have the appropriate support capabilities to meet the demands of the program? Has the firm done previous programs of this type of scope? Demonstrated experience prioritizing LSL replacements in CT with direct experience with LCRR model approval from CT DPH. Has the firm previously worked with CT funding agencies? How much money have they gotten for CT communities on LSL programs? Demonstrated experience for work on private property- creative approaches to gain access and limit Town liabilities. Demonstrated experience with public outreach and consensus building for LSL replacement programs in CT.

Does the project approach show an understanding of the program objectives and the results desired from the program? Does the project approach show creative solutions to meeting project objectives?

Weighting Factor	H2M	Weston & Sampson	Arcadis	Commissioners Rating	Raw data To	
					H2M	W &S
4	7	8	10		28	56
3	9	8	7		27	24
3	8	8	9		24	24
				raw totals	79	104
				Scaled Totals	56	73

Arcvadia

80 Although all can do the job Arcadia is focused on innovative solutions that reduce impact and cost

21 Although all have shown that they have the talent and resources, Arcadia introduced those talents that have already demonstrated proficiency in lead surveys. Because it is a smaller company the band width might not be as large as the other firms

27 Recent work in New London demonstrates proficiency in the work to be done

128
90

Town of Ledyard, CT

Request for Qualifications 2026-02

Lead and Copper Rules Revisions Compliance

Section 1 – Summary

The Town of Ledyard (Town) seeks a qualified consultant to develop and oversee a comprehensive Lead and Copper Rules Revisions (LCRR) Compliance Program. The program will include support to the Town with other aspects of the final Lead and Copper Rule Revisions (LCRR) and the Lead and Copper Rule Improvements (LCRI). This program is anticipated to last for at least five years. A Request for Qualifications is being used to select a firm who can develop such a program.

Interested firms should submit statements of qualifications (3 copies) to the Mayor’s Office, 741 Colonel Ledyard Highway, Ledyard, CT 06339 no later than 2:00 PM on Thursday, October 2, 2025. They should be marked “Lead and Copper Rules Revisions Compliance – RFQ 2026-02.” Additionally a full electronic copy of the submission is required to be emailed to finance.director@ledyardct.org immediately FOLLOWING the 2:00 PM submission deadline.

The Town intends to pursue project funding through the State of Connecticut Department of Public Health, and accordingly all terms and conditions of the grant will be applicable and included in the Agreement with the selected firm including Minority Business Enterprise requirements.

Section 2 – Overview

Since 2010, the Town of Ledyard has contracted with Groton Utilities to operate and maintain the Town’s water system. Fully treated water is delivered through two interconnections, one on Route 12 and the other on Route 117. There are two separate distribution systems with the Route 12 interconnection supplying the Gales Ferry and Avery Hill areas, and the Route 117 interconnection supplying the Ledyard Center area and its immediate environs. As of 2016, the combined systems have about 1,320 metered service connections and two storage tanks, partially dependent on two booster pump stations in both Groton and Ledyard to provide adequate supplies and pressure.

The Town has been in compliance with lead and copper limits under the Lead and Copper Rule as demonstrated through periodic water sampling and reporting in the Annual Water Quality Reports. Most recent lead and copper sampling was performed in 2024; maximum detected levels of lead (1.9 ppb) and copper (0.063mg/l) in the Gales Ferry System and lead (ND<1.0ppb) and copper (0.02mg/l) in the Ledyard Center System were below the action limits for these constituents. The Town uses sodium hydroxide and phosphate as corrosion control inhibitors and is working to identify the location and extent to which lead service lines exist within the distribution system.

In January 2021, the United States Environmental Protection Agency (USEPA) published the final Lead and Copper Rule Revisions (LCRR) with the goal of reducing risks from lead exposure in drinking water to children and families by requiring earlier action and increased transparency and communication around lead in water systems. The Town of Ledyard has maintained compliance with established lead and copper action levels in its water system providing high quality drinking water to its customers. To continue to comply with and exceed the new regulations the Town is proactively advancing a program around lead service line education, inventory, and replacement.

Under the LCRR water systems are required to develop and maintain a lead service line (LSL) inventory within the first three years of the published rule. Ledyard requires support in developing a lead service line inventory and assuring compliance with the requirements under the LCRR.

The LCRR also requires all systems with known or possible LSLs to develop a lead service line replacement (LSLR) plan. As part of the lead service line inventory and replacement program, Ledyard will also provide appropriate education and outreach to its customers to provide both general information around lead and copper in water and specific information to property owners with lead service lines.

Ledyard water operations has the capacity to complete lead service line replacements from the water main to the curb stop. Separate contractor(s) would perform coordinated replacement of the private side service from the curb stop to the meter. The selected consultant will develop the lead service line replacement program and oversee the full LSL replacement (including pre- and post-construction activities) at each property.

Section 3 – Project Scope

The items listed below represent the anticipated minimum scope of work that will be required to be completed by the selected firm. SOQ submissions are expected to include suggestions for the project scope that would enhance the quality of the proposed program, and result in the best project outcomes.

Task 1 – Lead Service Line Inventory

Perform a review and analysis of Ledyard’s Lead Service Line Inventory to validate compliance with LCRR requirements and leverage the inventory in the development of the LSLR Program. Effort may include:

- Confirm inventory development in accordance with LCRR.
- Review of service line materials indicated in the current inventory and how those materials were determined.
- Recommend improvements to the lead service line inventory.
- Recommend process for inventory update and availability of the inventory database to comply with LCRR/LCRI.
- Perform needed work to update inventory.

Task 2 – Lead Service Line Replacement Plan

Develop a lead service line replacement strategy that will meet the needs of Ledyard and provide the greatest benefit for the customer base, ensuring participation from homeowners for achieving full lead service line replacement.

- Develop strategies to ensure homeowner participation in full lead service line replacement program.
- Develop LSL annual replacement goals.
- Develop a communication program that promotes customer participation in LSLR and related water quality testing.
- Develop a method to calculate service line volumes to:
 - Support any service line sampling.
 - Demonstrate time needed to flush to get to water in the supply main.
- Assist in identifying and coordinating with funding sources for a LSLR program.
 - Prepare a report (LSLR Plan) sufficient for Ledyard, CT DPH, and funding/regulatory agencies, including:
 - Strategy for determining the composition of lead status unknown service lines in its inventory,
 - Procedures to conduct full LSLR,
 - Strategy for informing customers before a full or partial LSLR,
 - Recommended LSLR goal rate in the event of a lead trigger level (TL) exceedance,
 - Procedure for customers to flush service lines and premise plumbing of particulate lead,
 - Procedure for pitcher filter distribution/maintenance and tap sampling,
 - LSLR prioritization strategy based on factors including but not limited to the targeting of known LSLs, LSLR for disadvantaged consumers and populations most sensitive to the effects of lead, and
 - Funding strategy for conducting LSLRs which considers ways to accommodate customers that are unable to pay to replace the portion they own.
 - Assist Ledyard with development of legal agreements for work on private side.
 - Develop and maintain lead service line replacement plans including typical lead service line replacement drawings, details and specifications sufficient for Ledyard’s use in replacing lead service lines on the public side.
 - Prepare construction contract documents in accordance with CT bidding laws for lead service line replacement on private side. Assist procurement with bid phase services.

Task 3 – Lead Service Line Replacement Program Management

Provide LSLR Program Management services, including:

- Construction management services for LSLR work
- Management of pitcher filter distribution/maintenance
- Management of tap sampling before and after LSLR work
- Coordinate public education and outreach in areas where LSLR activities are conducted.

Task 4 – Public Education and Outreach Plan

Develop and maintain customer communications and educational materials for general customers:

- Evaluate current communications materials on lead and copper and compliance with LCRR.
- Prepare education and communication materials such as, messaging, website content, door hangers, fact sheets, etc.
- Provide guidance/strategies for use of social media to educate customers.
 - Develop and maintain customer communications and educational materials for those who will be impacted by lead service line replacement activities.
- Provide communication with customers who have an identified lead service line.
- Prepare outreach plan for distribution of communications regarding lead service line replacement program including pre- and post-construction activities.

Task 5 – LCRR/LCRI Support Services

Advise Town on new requirements under the LCRR/LCRI and compliance requirements. These activities may support the requirements under Tasks 1 through 4. Activities may include:

- Adjustments to lead and copper tap sampling procedures
- Selection of lead and copper sampling sites
- Desktop evaluation of corrosion control treatment approaches
- Development of Water Quality Parameter Monitoring Program

Section 4 – Minimum Qualifications

Firms shall submit a Statement of Qualifications that addresses each of the items below, with specific reference to successful project work. Firms shall also review the proposed general scope of services and provide input on additions to the scope that would ensure complete project success. The Firm selected through this process will be asked to submit a proposal for the purpose of entering into an agreement.

Qualifications Statement

Firms will provide a qualifications statement (no longer than 20 pages excluding resumes) to establish their ability to provide the services required to proactively position Ledyard and its residents to comply with the Lead and Copper Rule Revision (LCRR) and exceed the requirements for replacement of lead service lines. Firm qualification shall demonstrate:

- Mastery of the requirements of the LCR and LCRR.
- Experience implementing lead and copper programs for similar sized water systems.
- Specific experience in conducting lead service line inventory and replacement programs, including other utility practices related to lead service line inventories, replacement programs, procedures, policies, funding mechanisms and lessons learned.

- Experience in employing known methods and unique/innovative solutions to address lead service lines. Such experience may include:
 - Innovative communications strategies for educating customers about lead in drinking water.
 - Gaining the most value from available funds and working with funding agencies.
 - Multi-faceted approaches that consider more than customer tap lead levels in approach and success.
 - Differing construction methods for lead service line replacement.
 - Experience with computer hydraulic and water quality models and GIS/mapping to guide lead service line replacement
 - Experience with coordinating with local and state health departments, specifically the CT DPH, DEEP and the EPA.
 - Experience with all aspects of Connecticut Drinking Water State Revolving Fund requirements.
 - Familiarity and prior experience with projects funded in whole or part by grants from the State of Connecticut and ability to meet required participation of Minority & Women Business Enterprises.
 - Experience with multi-year construction management programs, including coordination of multiple contracts and work in private rights-of-way.
 - Experience with the coordination and delivery of professional-level communications and campaigns through community outreach, social media, newsletters, and website content to educate internal and external audiences and promote the program goals and purpose.

Section 5 – Written Qualifications

Firms are required to submit statements of qualifications as outlined in Section 1. Submissions shall be limited to 20 pages (total excluding resumes). Resumes shall be limited to 2 pages each.

The submission must be organized with the following sections:

1. **Table of Contents** – Include a Table of Contents at the beginning, which clearly outlines the contents of your submission.
2. **Cover Letter** (no more than one page) – Indicate your firm’s commitment to the project and how it will meet or exceed the Owner’s expectations. Specifically, describe how your firm will maintain consistent leadership throughout the design and construction of the project, and how it will meet the requirements set forth in this RFQ.
3. **Company Information** – Provide a brief history of your company including the number of years in business, identification of company ownership, number of employees, number of employees that will be assigned to serving the Ledyard area, and overview of services provided. Include similar information for all proposed sub-consultants.

4. **Experience** – Provide specific experience relevant to the scope and qualifications items presented in this RFQ. Provide examples of how your firm is an industry leader in lead and copper. Demonstrate recent experience with projects funded by grants administered by the State of Connecticut.
5. **References** – Provide a minimum of four reference projects relevant to the scope and qualifications items presented in this RFQ. At least two references shall demonstrate LCRI/LCRR regulatory experience in the State of Connecticut. References should be willing and able to discuss their experience working with your project team. Include for each reference: Name and address of the client, Name and contact information for the contact person, and Summary of the services provided.
6. **Project Team / Organization** (no more than three pages not including resumes) – Indicate how your firm will staff this project and provide an organization chart. Your response must include any subconsultant(s) you intend to utilize for this program and your experience working with each subconsultant. Provide the resumes for the Project Manager, Construction Manager, and Lead and Copper Subject Matter Expert (no more than two pages each) that will be assigned to this project.
7. **Project Approach** – Describe your firm’s proposed approach to accomplish the scope items listed in this RFQ. This section should also include relevant additional scope items that your team deem to be important to ensuring a successful project.
8. **Statement of Equal Opportunity / Affirmative Action Policy of the Firm**

Section 6 – Selection

Selection will be made after an evaluation of the firm’s qualifications, confirming fulfillment of the minimum requirements, and the criteria identified above, and verification of the respondent’s firm ability to meet all the requirements of the RFQ. All properly prepared and submitted Qualifications Statements shall be subject to evaluation deemed appropriate for the purpose of selecting a candidate firm that will receive a request for proposal. Evaluation of the SOQ submittals will be based entirely on the qualifications and specific relevant experience submitted.

Submissions conforming to the requirements set forth in this RFQ will be evaluated by a selection committee. Selected personnel from the Town will form an evaluation committee for this SOQ. It will be the responsibility of this committee to evaluate all properly prepared submittals for the RFQ and make a recommendation for a firm with which to solicit a request for proposal.

Criteria	Standard	Weighting Factor
Project Team	Do the personnel have firsthand experience in this type of work? Does the Project Management team have direct experience working with the CT Department of Public Health on LSLR programs? Is the Subject Matter Expert knowledgeable in LCRI and LCRR requirements?	4
Firm Experience	Does the firm have the appropriate support capabilities to meet the demands of the program? Has the firm done previous programs of this type of scope? Demonstrated experience prioritizing LSL replacements in CT with direct experience with LCRR model approval from CT DPH. Has the firm previously worked with CT funding agencies? How much money have they gotten for CT communities on LSL programs? Demonstrated experience for work on private property- creative approaches to gain access and limit Town liabilities. Demonstrated experience with public outreach and consensus building for LSL replacement programs in CT.	3
Project Approach	Does the project approach show an understanding of the program objectives and the results desired from the program? Does the project approach show creative solutions to meeting project objectives?	3

The scale of the criteria is from 1 to 10; 1 is a poor rating, 5 is an average rating, and 10 is an outstanding rating. Criteria will be multiplied by the associated weight to give a weighted criteria score. The weighted criteria scores will be summed for a cumulative score. The maximum possible cumulative score is 100.

Submission of a cost proposal is not required at this time. The Town will review and rank all SOQs received. The highest-ranking firm will then be selected to receive a request for cost proposal. The selected firm will coordinate with the Town to develop a detailed scope of services that will form the basis for the cost proposal. Following review and acceptance of the cost proposal, the Town will execute a professional services agreement with the selected firm. If agreement on the scope of services or agreement cannot be reached the next highest-ranking firm will be contacted.

Request for Qualifications



Town of Ledyard, CT

Lead and Copper Rules Revisions Compliance

October 2025





Section 01.

Table of Contents



Table of Contents

SECTION 01.
Table of Contents

SECTION 02.
Cover Letter

SECTION 03.
Company Information

SECTION 04.
Experience

SECTION 05.
References

SECTION 06.
Project Team/Organization

SECTION 07.
Project Approach

APPENDIX A.
Resumes

APPENDIX B.
Statement of Equal Opportunity/Affirmative
Action Policy of the Firm



Section 02.
Cover Letter

Matthew Bonin, CPA
Director of Finance
Town of Ledyard
741 Colonel Ledyard Highway
Ledyard, CT 06339

October 2, 2025

Re: Lead and Copper Rules Revisions Compliance RFQ2026-02

Dear Mr. Bonin,

Arcadis is excited to submit our qualifications for consideration to partner with the Town of Ledyard, CT, to provide engineering services for the Lead and Copper Rule (LCR) Revisions (LCRR) compliance. Arcadis U.S., Inc. provides the Town a nationally recognized teaming partner that specializes in consulting, design, engineering and management services as well as industry leadership in LCRR compliance. Our office, staff and team are close to the Town of Ledyard. As with our current Lead Service Line (LSL) Replacement (LSLR) work for nearby communities such as the City of Norwich, City of Meriden, City of New London, and Groton Utilities the Arcadis team differentiates ourselves in several key areas.



Expertise and Excellence in Delivering Cost Efficient Lead & Copper Compliance Plans. A significant factor in successfully delivering a comprehensive Lead and Copper Compliance Plan is how well the selected team understands existing and future regulatory requirements. Arcadis brings expertise on the current and revised Lead and Copper Rules (LCR, LCRR) and LSLR from planning through construction, combined with our local knowledge. We have also developed inventories for over 1,800 water systems and understand how to reduce unknown service line materials efficiently.



Nimble, Agile and Creative Solutions. Arcadis invests in digital tools which benefit our clients by providing more information at less cost. As such, we have several creative options for the public outreach efforts to keep everyone informed about the LSL program progress. Solutions like websites, pioneered by Arcadis, allow us to regularly update the public on this program, answers questions, and decreases the workload for Town of Ledyard. We also have cost saving ideas for project execution such as utilizing mathematical algorithms to decrease unknown service line materials in systems with little or no lead. This saves money by digging in the right locations the first time. We also have several tools for program management oversight such as Power BI Dashboards, which affords the Town real-time updates on program progress and aids in managing capital outlays and reporting.



Long-Standing Relationships Provide Trust and Early Insights to Engage Quickly. Arcadis has been serving Connecticut for more than 100 years. Since 2021, we have been working directly with Connecticut Department of Public Health (CT DPH) on LCRR and are trusted advisors for the state as they move forward with LCRR compliance. We consistently bring innovative solutions and project funding options to clients in Connecticut. Our program's organizational chart has long standing experience working together on Connecticut projects with over 50 years of combined experience, including Program Director Jennifer Kelly Lachmayr, Project Manager Amy Anderson George, Project Engineer Sydney Lewis, Public Outreach Specialist Kathryn Edwards, and Geographic Information System (GIS) and Data Management Leader James McCallon. Our team has assisted several communities in Connecticut on LCRR programs receiving State Revolving Funds (SRF) and DPH loan forgiveness of more than \$14 million in the past four years.

Please reach out to me directly at 781.213.4923 or Jennifer.Lachmayr@arcadis.com should you have any questions or require additional information. We look forward to working with you.

Sincerely,
Arcadis U.S., Inc.



Jennifer Kelly Lachmayr, PE, BCEE
Program Director / Principal-in-Charge
✉ jennifer.lachmayr@arcadis.com



Amy Anderson George, CPM
Project Manager
✉ amy.anderson@arcadis.com



Section 03.

Company Information

03. Company Information

Expertise in LCR and Excellence in Delivering Lead Service Line Inventories

About Arcadis

Arcadis is a global company that has a strong local presence and a passion for improving the quality of life in the communities we serve. We have access to over 36,000 engineers, scientists, planners, management consultants, and support staff worldwide, including more than 7,000 personnel located in the United States. We have a network of more than 130 branch and field offices located around the U.S. and more than 350 offices around the world, enabling us to offer a global perspective combined with local knowledge. Currently, our organization is working on environmental and infrastructure projects in more than 30+ countries.



Arcadis offers a comprehensive range of water engineering and management consulting services—from investigations, planning and feasibility studies through design, permitting, instrumentation and controls, construction administration, resident inspection, O&M, and startup.

Arcadis was established in the U.S. in 1957. The firm expanded in response to water supply problems created by a major drought in the Northeast. Arcadis U.S., Inc., is now one of the world’s leading engineering, consulting and program management firms. Arcadis U.S. Inc. is wholly owned by Arcadis North America, Inc., a Colorado Corporation, whose sole shareholder is Arcadis USA, B.V., a Dutch company.

The Arcadis team combines our local and national presence, familiarity with your requirements, national technical expertise and global resources to deliver superior professional engineering services for the Town of Ledyard. **Company information for our subconsultants are located in Section 6.**

Delivering Full-Service LCR Solutions That Connecticut Utilities Can Rely On

In addition to our strong national presence, we also have tremendous local resources. We have 19 offices in New England and New York State. All of our discipline leads and the majority of our senior engineers and critical staff are based out of Middletown, CT, East Greenwich, RI and Wakefield, MA offices, which makes our team easily accessible to the Town of Ledyard with a total of 165 staff members within the area.

Our sizable local delivery team led by Project Management team **Amy Anderson George** and **Sydney Lewis**, has the resources and bandwidth to deliver this important project. Supported by a suite of lead and copper specific digital tools for data collection and management, and established libraries of documentation for reporting, Arcadis will maximize efficiency in the development of your program, saving the Town of Ledyard time and money.

Arcadis at a Glance

Worldwide

- 36,000+ Staff
- 30+ Countries

North America

- 7,000+ Staff
- 130+ Offices

Arcadis Generates Over 5 Billion in Revenues

Founded in 1888 in the Netherlands



Section 04. **Experience**

04. Experience

Relevant Experience

The Town of Ledyard can rely on our team’s expertise and practical experience in lead service line programs encompassing regulatory and industry best practices around service line inventory development and improvements, lead service lines replacement planning, design and construction management, state and federal funding, data management and public education and outreach.

Arcadis has assisted multiple clients with similar programs, including Norwich, CT, New London, CT, Appleton, WI, Aqua America, Meriden, CT, Rochester, NY, NHDES, Trenton, NJ, Birmingham Water Works Board, and Groton Utilities. Arcadis has also provided construction management and support, public outreach support for the LSLR program for DC Water. Similarly, Arcadis has been assisting the Chicago Department of Water Management for over seven years beginning with development and implementation of a lead testing kit program and expanding into lead service line inventory (LSLI), replacement, and data management and integration support.



What do our clients think of Arcadis’ LCRR support?

“Arcadis was hands down the best consultant for helping New London develop and execute a proactive LSLR program. Being the first utility to do this in the State of Connecticut, the Arcadis team has walked us and the state regulators through every step with a fully developed program, outreach materials and construction documents in just over six months. Their staff have also been able to fill every resource gap within the City to successfully and seamlessly execute this entire program in our community.”

-Joe Lanzafame

City of New London Director of Public Utilities



Arcadis LCR Service Line Inventory Experience



Inventory review and development



Automated reports for state submittals and notifications to the customer



Tap card digitization



Dashboards for tracking and stakeholder updates



Statistical analysis and predictive modeling



Integration with GIS, CRM, EAM and LIMS applications and development of statewide portals



Evaluation of conventional and emerging service line investigation techniques



Funding applications and tracking

By The Numbers



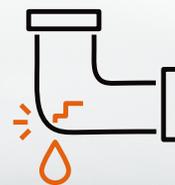
30+

Years of Leadership in Regulatory Development



60+

National LCR/LSL Experts



1,800+

Public Water System (PWS) Inventories



3 Million Service Lines Modeled

Results submitted to regulators in 12 different states



>\$125M

Obtained in Loans & Grants for LSLR/LSLI



Lead Service Line Replacement

Arcadis brings experience in planning, program management, design and construction management services for LSLR programs. Arcadis has also provided powerful dashboards to support ongoing projects with Chicago Department of Water Management, New London and others. These dashboards can pull from multiple data sources, including GIS or work order management systems, to deliver a one-stop, real-time update to project stakeholders on the entire program including participating rates, pitcher filter distribution, service line inventory, sample tracking and results, and schedule.



Corrosion Control Treatment (CCT)

Arcadis has experience developing and conducting CCT studies to address action level exceedances, optimize or evaluate alternate CCT strategies for all size systems, or evaluate changes in source water and/or treatment. Our team has performed desktop and demonstration studies (i.e., bench, coupon and pipe loop testing) for over 50 utilities across the U.S. We have the capabilities of planning and tailoring a study, depending upon the client's objectives, end goals, distribution system materials, sources and lead and copper levels. Upon completion of testing, we have supported dozens of utilities with recommended next steps, whether that be follow-up testing, design and implementation of CCT, and/or additional water quality analysis. We have also helped clients throughout the U.S. address some of the most challenging and infamous corrosion-related water quality challenges.



Sampling & Monitoring

Arcadis has designed, implemented and supported both compliance and residential sampling programs. In 2016, the City of Chicago allowed residents who were concerned about lead in their drinking water to request a free lead test, which resulted in thousands of sample requests. Arcadis was employed to develop and implement a lead kit testing program. This included a comprehensive analysis of lead testing protocols, created sampling, testing, reporting standard operating procedures (SOPs), and training for the Chicago Department of Water Management. Arcadis also provided assistance with water quality analysis and statistics, and based on results, has provided recommendations to improve data collection methods and improve asset management techniques.



Funding Support

Arcadis has developed an excellent working relationship with the authorities having jurisdiction in Connecticut, and we have assisted many

Connecticut public authorities, municipalities, and industries in complying with the range of regulations governing safe drinking water and water quality. This familiarity with the Connecticut regulations, in combination with our extensive engineering experience has enabled Arcadis to develop practical, cost-effective and implementable solutions for our Connecticut clients. Over the last 10 years, we have successfully assisted in securing well over \$100 million worth of state funding for projects in Connecticut.

In addition to state funding, the federal funding landscape is swiftly evolving and in the coming years we expect more dollars will be available for resilience, mitigation, infrastructure, and economic development than ever in history. Arcadis takes a proactive approach to assist our clients with funding needs. We have professional staff whose responsibility is to track and maintain current knowledge of the variety of available funding opportunities for our clients, including a working knowledge of eligibility criteria and positioning opportunities.



Public Education, Outreach and Training Materials

Arcadis has assisted multiple clients with lead in drinking water outreach programs, including the New London, CT, Meriden, CT, Norwich, CT and Groton Utilities. Drawing upon our deep understanding of LCR and LCRR compliance, Arcadis collaborates with in-house and external graphics and communication professionals to develop outreach messaging and materials (web pages, FAQs, door hangers, flyers, yard signs, etc.), and then partners with the water supplier and trusted community members in delivering messaging to the public through open houses, block events, social media, door knocks, and more. We combine unparalleled technical experience with proven consensus-building skills that allow for meaningful input resulting in inclusive, multilingual solutions that integrate the needs and interests of all stakeholders.

Arcadis has developed lead related education materials for every aspect of a lead and copper program from a high velocity flushing protocol developed as part of WRF 4713: Full Lead Service Line Replacement Guidance to homeowner guides to managing lead. We have also leveraged a variety of virtual, interactive tools to keep customers informed. As a creative alternative approach to stakeholder engagement and outreach, our team began preparing a customized website for the New London LSL Replacement Program. Website is a digital platform for a virtual, interactive and anytime-anywhere experience that integrates our subject matter expertise to offer an appropriate and enhanced platform built to meet stakeholder needs. A customized website can be created for the Town of Ledyard to be placed as a link

on the Town’s webpage and allow for frequent updates performed by Arcadis, saving time and effort for your staff.



Data Management and Integration

Arcadis provides a wealth of expertise, resources and support services that transcend just software. In the past 20 years, our focus has been on providing public clients a data management solution that breaks down silos, allows various departments to work seamlessly together and provides their workforce accurate and reliable information. For example, our construction management software solution, Portfolio Insights, pioneered by Arcadis is a response to the evolving needs of our long-time public clients whose vision and mission are similar to the Public Works. These public agencies include the Chicago Department of Water Management, the New York City Mayor’s Office of Recovery and Resiliency, the Army Corps of Engineers, and the City of Columbus. With Portfolio Insights, we help these clients focus on realizing their mission in the most transparent way.

Our experts have supported hundreds of clients in the U.S. and globally on all data management and integration needs including system implementation, configuration, hosting and platform services, integration, training and support and maintenance. In addition to information technology experts, our team is comprised of engineers, planners, project and construction managers who have strong qualifications, experience and leadership working on various compliance programs. Their extensive experience in management and delivery of these programs uniquely enables them to propose practical solutions.

Finally, we bring experience working with all types of data and systems necessary for a successful lead and copper compliance program including GIS, customer information systems (e.g., Oracle, Banner, SAP), work order management systems, laboratory information management systems, mobile applications (e.g., FieldMaps), and more.

Past Experience within Last 5 Years

	Program Management	Public Outreach and Engagement	Funding	Planning and Procurement of LSLR Construction	Construction Management	Post Construction Water Quality Testing
Current Similar Project Experience within the last 5 years						
Lead Service Line Replacement Program City of New London, CT	●	●	●	●	●	●
Comprehensive LCRR Compliance Program Norwich, CT	●	●	●	●	●	●
Engineering Services for LCRR Compliance Meriden, CT	●	●	●	●		
Lead and Copper Rule Compliance Groton, CT		●	●			
PWS LSLI & LSLRP Assistance New Hampshire Department of Environmental Services, NH	●	●	●	●		
Lead Service Line Replacement Plan City of Appleton, WI		●	●	●		
LSLR Program Management DC Water, Washington, DC	●	●		●	●	●
Lead Service Line Replacement Project Youngstown, OH		●	●	●	●	●
Program Management and LSLR Program Support Chicago Department of Water, Management, Chicago, IL	●	●	●		●	●
Comprehensive Corrosion Control Optimization Study Great Lakes Water Authority, Detroit, MI	●	●	●			
LCRR Compliance Assistance Philadelphia Water Department, PA	●	●	●	●		
LCRR Compliance Assistance SAWS, San Antonio, TX	●	●	●	●		
LCRR Program Management Monroe County Water Authority, NY	●	●	●	●		
LCRR Program Management Erie County Water Authority, NY	●	●	●	●		



Section 05. References

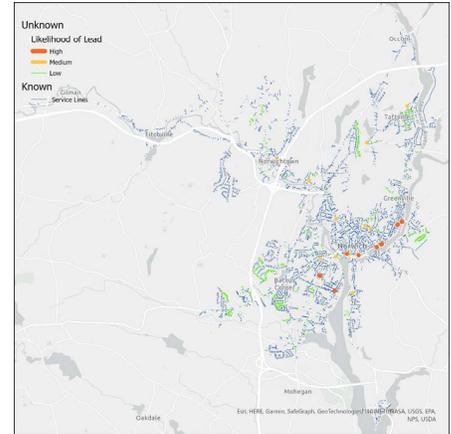
05. References

Comprehensive LCRR Compliance Program Norwich Public Utilities

Norwich Public Utilities (NPU) provides drinking water to approximately 36,000 customers through roughly 12,800 water services. To reduce customer exposure to lead and proactively achieve compliance with the recently finalized LCRR, NPU is embarking on a comprehensive LCRR compliance program.

Arcadis is assisting NPU with development and execution of their Comprehensive LCRR Program. In addition, Arcadis is assisting NPU with the funding, design and construction of 180 lead service line replacements in high-vulnerability areas. A summary of services is as follows:

- Service line inventory development and validation
- Data and funding management
- Development of a lead service line replacement plan
- Desktop corrosion control assessment
- Lead and copper sampling plan program development
- Develop and execute a public education and outreach program
- Design and construction administration



 **Alisa Morrison, PE**
Associate Utility Engineer
173 North Main Street
Norwich, CT 06360
860.823.4527
Alisa.Morrison@npumail.com

Lead Service Line Replacement Program City of New London Department of Public Utilities

The City of New London serves 60,000 customers through 14,000 water services and is aware that approximately 2,400 of these services contain lead. To reduce customer exposure to lead and proactively achieve compliance with the LCRR, the City acting through the leadership of the Water & Water Pollution Control Authority has embarked on a comprehensive full LSLR Program.

Arcadis is providing inventory development, LCRR compliance, design, construction administration, and resident engineering support in development and execution of that program. As the program manager, Arcadis is responsible for developing the LSLR program and overseeing the replacements (including pre- and post-construction activities) at each property.

Work under the program began in early 2022 and includes execution of the public outreach plan, construction management for the replacement of up to 600 lead service lines, capital improvement program (CIP) updates and progress tracking.

Construction Contracts Phase 1A and 1B for removal and replacement of 250 lead services lines began in November of 2023 and are ongoing. Phase 2, which will address an additional 350 replacements and over 1500 test pits is anticipated to be awarded in December of 2025. All of these construction contracts received federal and state grand monies.



 **Joseph Lanzafame, PE**
Director of Public Utilities
15 Masonic Street
New London, CT 06320
860.437.6365
jlanzafame@newlondonct.org

Lead and Copper Rule Compliance

City of Meriden

Meriden Water Division (MWD) serves approximately 17,630 customers in the municipalities of Meriden, Berlin, Cheshire, Southington, and Wallingford. The drinking water system includes four water treatment facilities, four surface water reservoirs, six groundwater wells, and 228 miles of distribution and transmission lines. To achieve compliance ahead of the new requirements under the LCRR, Lead and Copper Rule Improvements (LCRI) MWD is proactively advancing a program to develop a LSLI and LSLR Plan, updated sampling plan, corrosion control assessment, and educate their customers with public outreach resources.

Arcadis is providing lead and copper rule compliance, including inventory development, development of a lead service line replacement plan, corrosion control, strategies for reducing the number of unknowns throughout the City, and development and execution of a public outreach and education program.



Bill Norton

Former Director of Public Utilities Meriden, CT
203.410.8569
wnorton@cityofglensfalls.com

Lead and Copper Rule Compliance

Groton Utilities

Arcadis provides technical support and expertise as needed assistance with lead and copper rule compliance. Work includes development of public outreach materials, interpretation of LCRR/LCRI and ongoing compliance support.



Kelsey Odell, PMP
Project Manager, Projects & Planning
295 Meridian Street
Groton, CT 06340
Office: 860.629.7007
Cellphone: 860.941.8187
odellk@grotonutilities.com

Community Water Systems LSLI & LSLRP Assistance

New Hampshire Department of Environmental Services

Arcadis is working with 220 New Hampshire Community Water Systems (CWSs) to assist them with meeting the requirements of the LCRR. Work includes completing lead service line inventories, replacement and sampling plans as well as public outreach and training.

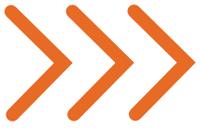
The purpose of this project is to assist New Hampshire CWSs with LCRR compliance including development of a lead service line inventory, replacement, and sampling plans. This effort is in response to the Environmental Protection Agency published regulatory revisions to the National Primary Drinking Water Regulation for Lead and Copper Rule Revisions under the authority of the Safe Drinking Water Act.

The project involves coordination with and assisting the 220 CWSs with their lead service line inventory preparation. This includes program sign-up for the CWSs, a detailed inventory survey and data gathering with each CWS, assisting each CWS to draft their lead service line inventories, advising the PWS on strategies to reduce unknowns and developing a verification plan, assistance with updating each CWSs sampling plan to align with new requirements, and the final lead service line inventory to be submitted to New Hampshire Department of Environmental Services.



Jennifer Mates

Project Manager
29 Hazen Drive, P.O. Box 95
Concord, NH 03302
603.599.0028
Jennifer.S.Mates@des.nh.gov



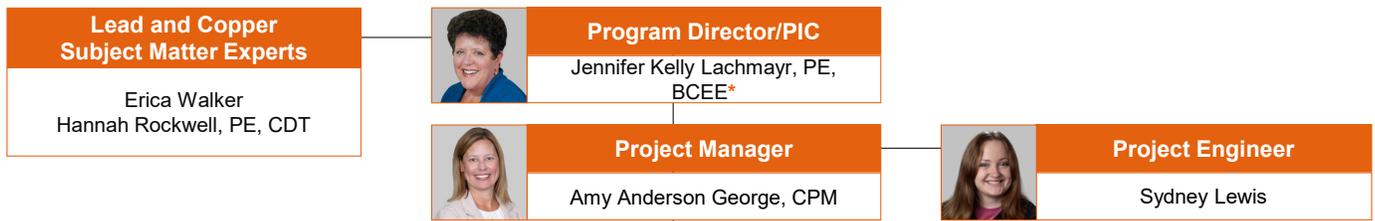
Section 06.

Project Team/Organization

06. Project Team/Organization

Organization Chart

Arcadis will leverage our national expertise in Lead Service Line Replacement through our local team who has demonstrated our capabilities with these programs throughout New England. **Resumes for staff indicated on the organization chart can be found in Appendix A.**



Key Staff		
LCR Compliance Karen Casteloos, PE, CDT	Inventory Alyssa Gouveia Mikayla Billiter	Construction Manager Sofia Lee, EIT
Reporting and Dashboard Ashis Kumar Pal, IAM	Public Education and Outreach Alyssa Gouveia Kathryn Edwards, PE	Construction Contract Documents Sofia Lee, EIT Sean Mitchell, PE*
GIS and Data Management James McCallon, GISP Whitney Campbell	Funding Jennifer Kelly Lachmayr, PE, BCEE* Amy Anderson George, CPM	Inspectors Alyssa Gouveia Hector Salazar Mikayla Billiter
Predictive Modeling Robert Tuttle, PhD Rebecca Ventura, PhD		

Additional Support		
Pereira Engineering, LLC (MBE)	JKMuir, LLC (WBE)	JKB Consulting, LLC (WBE)

* Connecticut PE

Relevant Experience Overview

Arcadis experts closely follow funding opportunities for Comprehensive Lead & Copper Compliance Planning and Replacement, including Drinking Water State Revolving Funds, Community Development Block Grants, and Federal loan programs.

We partner with our clients to enhance sustainability and currently, we are working on several LCRR Compliance Programs including Lead Service Line Replacement Programs as outlined throughout our response – a key step toward improving the standard of living for both the residents and the commercial spaces they rely upon.

Demonstrated by our successful record of accomplishment nationally (Chicago, Washington DC), you can rely on our Team’s proven commitment to deliver quality work and provide practical and cost-effective solutions that meet local and national regulatory requirements. Based on the significance and complexity of this Program, we invited local and specialty subconsultants to enhance the outcomes of this project.

Arcadis’ expertise relative to lead and copper corrosion control is recognized by United States Environmental Protection Agency (USEPA) and American Water Works Association (AWWA) due to our advisory status

on rule making and development of guidance manuals for utilities across the country.

We have helped major utilities deal with recent lead and copper crises including Tucson Water, Washington Aqueduct and City of Flint. Currently we are working with the City of New London providing engineering support in development and execution of their comprehensive LSLR Program. As the program manager, Arcadis is responsible for developing the LSLR program and overseeing the replacements (including pre- and post-construction activities) at each property. Our work on this assignment includes:

- Program Management
- Lead Service Line Inventory
- Lead Service Line Replacement Plan
- Public Education and Outreach Assistance
- Funding Assistance
- Technical Implementation and support
- Pitchers and Filters/Cartridges

Our Team is comprised of local and national experts who are actively entrenched in LCRR compliance planning and lead service line replacement Plans and processes in the New England region and across the U.S., partnered with the best subconsultants working in Connecticut.

Arcadis has successfully supported our clients in securing project eligibility for the Drinking Water State Revolving Fund (DWSRF) program.

We have close relationships with local MBE/WBE subconsultants who will be engaged in our work for the Town. From years of working together, we understand their strengths, recognize their value, and are able to thoughtfully apply their talents.

Project Management

Project management is critical to compliance with the LCRR and the overall success of the Town of Ledyard's program. We will initiate the work with a Kickoff Meeting to introduce key team members, establish lines of communication, confirm objectives, and review the proposed scope and schedule. Our key team includes:



Amy Anderson George, CPM is a proven project manager who is adept at meeting project deadlines and building consensus among many different stakeholders. Amy will host progress calls with the Town of

Ledyard to provide regular updates on completed and upcoming activities and coordinate on any additional information needs or scheduling.



Jennifer Kelly Lachmayr, PE, BCEE, our Program Director, together with Amy will be involved through all phases of work and will report directly to the Town of Ledyard with project administration, scheduling, budget, communication and project metrics for success. Jenn will assure that Arcadis brings its best tools to deliver outstanding technical cost-effective outcomes for this program. Both Jenn and Amy have direct experience working with CT DPH and CWSRF funding programs on LCRR Compliance Programs.



Sydney Lewis is a passionate civil engineer within the New England Resilience Water Business Area, looking to improve water quality through engineering. Her professional experience includes over 2 years working on wastewater and water resources design, engineering, and construction responsibilities. Sydney has direct relevant experience assisting CT communities with LCRR compliance.



Erica Walker is Arcadis' National Lead and Copper Rule Practice Leader and brings over 12-years' experience in the areas of water quality analytics, training, regulatory compliance, asset inventory, replacement planning and implementation, data management, funding, and technical management of programs. She specializes in helping water utilities and state agencies prepare for federal and state regulations targeting lead and in locating and remediating sources of lead in distribution and premise plumbing systems.



Hannah Rockwell, PE, CDT is a senior water engineer with more than ten years of experience. She serves on Arcadis' National Lead and Copper team, collaborating on LCRR / LCRI compliance with communities around the country. She has experience with a wide range of drinking water quality, and her current work includes LSLI inventory and replacement plans, predictive modeling, LSL replacements and the development of comprehensive LCR public education and outreach programming.

Subconsultant Utilization

Arcadis actively supports all programs relating to small, disadvantaged, emerging business, woman-owned, and minority-owned businesses enterprises. While Arcadis is not a DVBE/SLBE/ELBE/SBE/WBE/DBE/MBE firm, we frequently seek out these firms to augment the services we provide.

We have worked with a broad range of firms certified in these specific areas and have become familiar with their internal structures and areas of technical

expertise. Such diversity not only improves our ability to provide high-value services for a broad range of clients and projects, but strengthens our communities and the society in which we live.

Arcadis is committed to equal opportunity and employment diversity and that commitment is reflected in the composition of our staff and management. We are also committed to using diverse and local subcontractors and consultants, and promoting equal opportunity through our business transactions.

Minority/Women Business Enterprise Relationships

Arcadis is one of the world's largest engineering firms active in the fields of water, infrastructure, environment and buildings and is a nationally recognized consulting, design, engineering and management services firm. The Town of Ledyard can look to many of our projects across the country and the globe as examples of the breadth of LCRR Compliance and LSLR Programs that we have led.

We leverage world-class experience with local presence and understanding to engineer optimal water management solutions in every community we serve. We have deep roots in the Northeastern United States, and a long history of helping New England communities improve their quality of life – hundreds of Arcadis professionals live and work in the New England area and over 6,000 professionals in North America.



JKMuir, LLC (WBE)

Role: Energy Efficiency Reviews

JKMuir is a Connecticut-based environmental and energy consulting firm specializing in the water and wastewater industry. The firm's services focus on providing practical energy management strategies that lower costs, decrease greenhouse gas emissions, reduce carbon footprint, and allow for greater control of pumping systems, power consumption, and treatment processes. JKMuir has worked closely with various state and utility rebate and incentive programs to submit project applications, calculate potential energy savings and obtain significant funding. With experience in the planning, detailed design, and construction of water and wastewater infrastructure projects, JKMuir provides technical and engineering services for the development of energy projects and other facility improvements.



JKB CONSULTING, LLC Environmental Permitting, Planning & Compliance

JKB Consulting, LLC (WBE)

Role: Permitting

Julie K. Bjorkman, PE, is the principal, owner and sole member of JKB Consulting, LLC. Ms. Bjorkman handles all aspects of business for JKB Consulting, LLC, including but not limited to all accounting, project management, report and deliverable preparation, and administrative functions. JKB Consulting, LLC maintains one office location in Connecticut. Ms. Bjorkman, a civil engineer, has over 30 years of professional experience in environmental consulting, specializing in handling various Connecticut Department of Energy & Environmental Protection (CTDEEP), Army Corps of Engineers and local wetlands and planning and zoning permitting, wastewater and industrial wastewater discharge permitting, facility pollution prevention planning, and regulatory compliance.



Pereira Engineering, LLC (MBE)

Role: Civil, Site, Survey

Pereira Engineering, LLC is a privately owned Civil & Environmental Engineering and Land Surveying firm located in Shelton, Connecticut. Pereira Engineering (PE) is also certified as a Minority Business Enterprise in Connecticut and Rhode Island and a Disadvantaged Business Enterprise in Connecticut, Massachusetts, New Jersey, New York State, Rhode Island, and Vermont. PE takes a hands-on approach to each phase of the design, construction, and inspection process. PE offers everything you would expect from a top-notch consulting firm. We have a strong vision of commitment and strive to provide our clients with personalized engineering solutions.



Section 07.

Project Approach

07. Project Approach

System Background

The Town of Ledyard serves approximately 1,320 metered service connections in the Gales Ferry and Ledyard Center areas of Ledyard. The Town has contracted with Groton Utilities since 2010 to operate and maintain the Town’s water system through two interconnections, one on Route 12 and one on Route 117.

There are two separate distribution systems with the Route 12 interconnection supplying the Gales Ferry and Avery Hill areas, and the Route 117 interconnection supplying the Ledyard Center area.

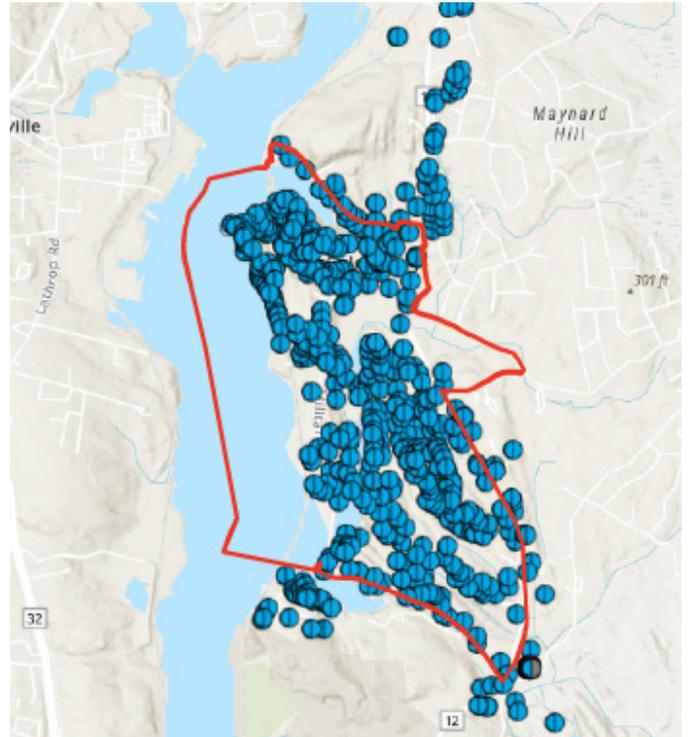
The Town has been in compliance with lead and copper limits under the Lead and Copper Rule as demonstrated through periodic water sampling and reporting in the Annual Water Quality Reports and the Town utilizes sodium hydroxide and phosphate as corrosion control inhibitors as part of the lead and copper control program.

Approach to Program Implementation

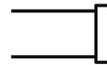
We understand the relationship that the Town of Ledyard has with Groton Utilities and recognize the need to reduce the number of unknowns in the LSLI. The Town wishes to prepare for new LCRR through the development of a compliance program in accordance with the revised USEPA LCRR as administered by the CT DPH that makes certain that all requirements are met in accordance with the required timeframe.

The Town also wants to take advantage of available funding mechanisms, including funds available under the CT DPH (loan forgiveness) and Drinking Water State Revolving Fund Loans to lower the burden of cost on their customers.

Successful development of LCRR compliance plans requires in depth knowledge of the regulations and available funding, as well as flexibility and a continuous improvement mindset to adapt to changing conditions and information. Our experience covers each key component of a lead and copper compliance program, ensuring all your needs are met and work is successfully planned and executed throughout the entire life of the program. Additional details on several of these components is provided in the following tasks.



Unknown service lines in Gales Ferry



Task A. Service Line Material (SLM) Inventory

The Town has limited historical records on the utility side of the service and some records on the customer side. The Town has worked closely with Groton Utilities to develop an initial inventory, however 1,200 unknown service lines still exist within the Ledyard Center and Gales Ferry portion of the system.

Arcadis proposes a three-step process to cost effectively validate the full LSL inventory – on both the Town’s and customers portions – such that the Town can enhance communication to their customer and execute a cost-effective successful replacement program.

STEP 1: Review of Existing Information

The Arcadis team will review available Town service line records to establish a documented common understanding of all available data sources and how those records were or were not used to develop the existing inventory.

Step 1 will begin with a thorough review of existing information, followed by a meeting with key Town staff conducted by core members of our team to discuss/confirm the following:

- Available records/information
 - Historical records
 - Tap/service cards
 - Permits for new services
 - Publicly available information (i.e., tax records for home age, plumbing codes or ordinances)
- Current inventory
 - Format: Scanned versus digital information, GIS compatible, availability of unique premise identification number, etc.
 - Documented data fields: Fields that are available for data input and the percentage of information known.
 - Assumptions: Understanding which assumptions have been applied to current inventory (i.e., all homes built after 1988 have been designated as non-lead on the customer side of the service line).
 - Workflows: General procedure for collecting information and storing in central database.



As part of our work with Norwich Public Utilities, Arcadis collected service line materials by visiting resident's homes and identifying materials using lead swabs (example shown in photo), magnets, scratch tests and photo verification. Arcadis also developed procedures for field confirmation including configuration of a tablet app that was used to collect and track field data results, which could easily be integrated into their existing database.

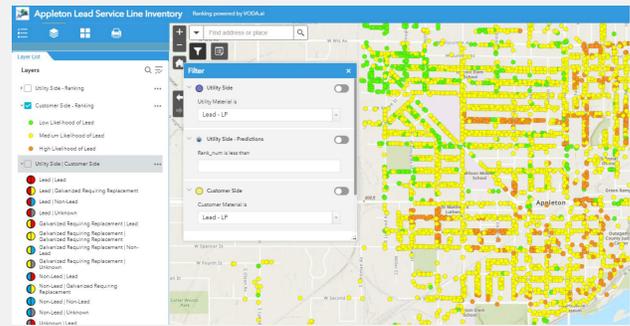
- Ongoing practices to verify unknown materials, such as:
 - Identification of the material on city-portion as part of capital improvement projects
 - Identification of the material on private-portion as part of any in-home water quality investigations, meter replacements/repairs, or proactive in-home identification
 - Customer self-identification/feedback
 - Development of self-reporting portal

TABLE 1. SERVICE LINE MATERIAL INVENTORY IDENTIFICATION STRATEGIES

Strategy	Public	Private	Considerations
Inspection by utility staff during water main or service line replacements or breaks	✓	✓	<ul style="list-style-type: none"> • While the staff is already in the field, service line material information can be collected through forms or mobile applications
Verification inside the customer's home near the meter through visual observation, scratch tests, magnetic tests, and/or lead swabs and self-reporting by the customer		✓	<ul style="list-style-type: none"> • Self-identification websites are an easy way for the customer to self-report service line material. Customer surveys could also be used. • Self-reporting by the customer may not be reliable unless clear photos are attached
Inspection inside the customer's home near the meter by the utility staff or contractor service line sampling	✓	✓	<ul style="list-style-type: none"> • Can be conducted by system staff during meter readings, replacements/repairs, water quality concerns, and other similar situations or by Arcadis staff • Sampling methods and training must be conducted
Traditional excavation methods such as testpits	✓	✓	<ul style="list-style-type: none"> • Field technique • Perform at curb stop to understand both public and private side materials • Contingent on available funding
Predictive models that determine the probability of a given material	✓	✓	<ul style="list-style-type: none"> • Great tool for understanding extent and approximate location of LSLs in system
Emerging techniques like electrical resistance measurement, acoustic wave, eddy current	✓	✓	<ul style="list-style-type: none"> • Field technique • Need access to the curb stop and requires specialized equipment and calibration

Significant Experience with Modeling Techniques to Reduce Unknowns

Our team has deployed service line predictive models for over 30 water systems including systems in Connecticut and will help you drive down overall inventory costs. We regularly partner with the major predictive modeling experts in the U.S., including the EPA's Office of Research and Development and understand the challenges and trade-offs of various modeling strategies. We have used modeling to help several systems reduce unknowns by over 90%. **We are currently using models in Norwich, Meriden, and New London, CT to identify unknowns in the SL Inventory.**



STEP 2: Opportunities for Tracking and Updating Service Line Materials

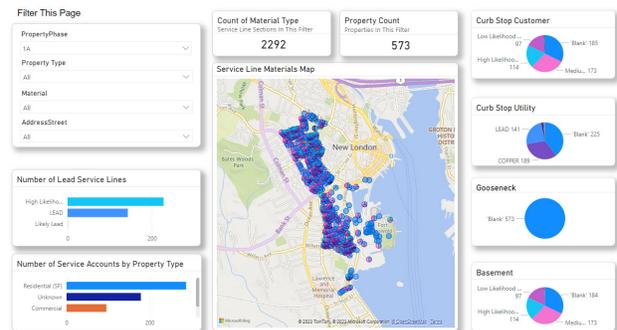
Arcadis will work with Town's staff to identify feasible methods to determine service line material for unknown services, which may include, but are not limited to those outlined in Table 1 on the previous page. Our team will also review or develop relevant procedures and workflows including methods for tracking and updating materials as part of any LSLR work.

For viable options, Arcadis will summarize the estimated costs, pros/cons and schedule impacts. If needed, Arcadis can assist with development and implementation of any of the proposed strategies, such as conducting in-home inspections and documentation of resulting using our ready to go field data collection template configured in ArcGIS Field Maps. Arcadis' previous and current experience working with similar projects in Connecticut provides the team with a clear understanding of the acceptable forms of verification of service line materials. Arcadis can work with the Town's staff to provide insight on the CT DPH's expectations around service line inventory verification forms.

STEP 3: Present Recommendations

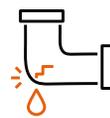
As the next step, Arcadis will present the findings and recommendations from the earlier steps to the Town in a workshop. The recommendations developed as part of this task will take into consideration the existing inventory practices, the number of service lines that are unknown or likely lead as compared to the entirety of the system, staff resources, schedule, or other criteria identified during the kickoff meeting.

Currently for the Town, we anticipate a low number of lead service lines but a higher level of unknown SL materials. We will work with the Town on the best approach for moving forward to complete inventory.



The above PowerBI dashboard was created for the New London Lead Service Line Replacement Program

It is important to reduce the number of unknowns service line materials as quickly as possible as annual reporting to EACH address is required for any unknown service line materials. Our approach will work to succinctly reduce the number of unknown service lines as quickly and cost effectively as possible.



Task B. Lead Service Line Replacement Plan

Once the inventory has been solidified, we will develop a LSLR Plan that meets the requirements of the LCRR and CT DPH, the funding program(s) and the overall objectives of the Town. To do this, we will:

- (1) confirm existing practices around LSLs, including typical replacement costs, policies and procedures,
- (2) facilitate workshop(s) to discuss program goals, options, approaches, costs,
- (3) evaluate and select the appropriate option(s), and
- (4) develop the draft LSLR Plan.

We will meet with your team and regulators to review comments on the plan and finalize potential solutions several key components of this phase are presented in the table below. Arcadis will work with staff to prepare the cost estimates that will be included in the CIP budget and potentially in SRF (and other funding program) requests.

TABLE 2: KEY COMPONENTS OF THE LSLR PROGRAM AND POTENTIAL SOLUTIONS

Category	Arcadis Solutions
Strategies for homeowner participation to achieve full LSLRs	<ul style="list-style-type: none"> • Develop a targeted education and outreach campaign • Develop mandatory ordinance requiring customers to replace their LSL • Use grant funding to cover a portion or all of the cost of the private-side replacement
Procedures to conduct full LSLRs	<ul style="list-style-type: none"> • Assist/oversee development and bidding a municipal contract and/or, • Assist/oversee issuing and reviewing received Request for Qualifications/Proposals for qualified plumbers and/or contractors to replace LSLs • Support development of the necessary authorization forms permitting the Town's staff or selected contractors to perform the work
Strategies for informing customers before a LSLR	<ul style="list-style-type: none"> • Develop and implement a multi-faceted communication approach that includes: a virtual, interactive web-based platform, written materials (such as post cards and/or door hangers), social media posts, block meetings, and door-to-door communication
Recommended LSLR goal rate in the event of a lead trigger level (TL) exceedance	<ul style="list-style-type: none"> • Develop a solid LSL inventory to minimize the number of service lines with unknown materials, as these would have to be counted in the overall replacement goals. • Identify the appropriate annual replacement goals given but not limited to various factors including available resources (i.e., human and financial), the overall time period for replacing all lead service lines, and other ongoing work in the system and communities
Procedure for customers to flush service lines and premise plumbing of particulate lead	<ul style="list-style-type: none"> • Utilize the flushing procedures and infographics developed by this team as part of the WRF Project #4713: Full Lead Service Line Replacement Guidance • Host training session(s) to review the appropriate flushing procedures and customer outreach materials
Procedure for pitcher filter distribution/maintenance and tap sampling	<ul style="list-style-type: none"> • Hand delivery as part of the contractor pre-LSLR activities and/or establish select customer pick up centers; leverage mobile devices to allow real-time tracking • Monitor filter distribution and tap sampling results using PowerBI dashboards or existing cloud-based solutions
LSLR prioritization strategy	<ul style="list-style-type: none"> • Leveraging the results of the inventory in combination with other factors for prioritization such as low income / disadvantaged communities, homes with vulnerable populations, and alignment with other capital projects (replacement of aging water mains)
Funding strategy for public and private-portion LSL replacements, considering customers that are unable to pay for their portion	<ul style="list-style-type: none"> • Maximize State & Federal grants to help support private side replacements • Evaluate other sources like Community Development Block Grants, property tax assessments, or advertisement or cell tower space • Develop an application to prioritize funding for low-income families



Arcadis, as a subconsultant to Cornwell Engineering Group, assisted with the development of guidance for PWSs when planning and conducting full lead service line replacements (FLSLR) to reduce lead exposure. This study included three main components: (1) evaluating the effectiveness of whole-house high velocity flushing (HFV) to reduce particulate levels of lead and other metal at customer tap after LSLRs through field studies conducted at over 100 single family homes with LSLs and 10 single family homes with lead goosenecks, (2) documenting experiences from 16 PWSs who have previously embarked on LSLR, to identify trends and best practices in addition to successes, challenges, and lessons learned, and (3) developing a FLSLR Guidance Toolbox for water systems to use to plan and conduct FLSLRs, including communication with customers before, during, and after these efforts.



Task C. Development of Sampling Program

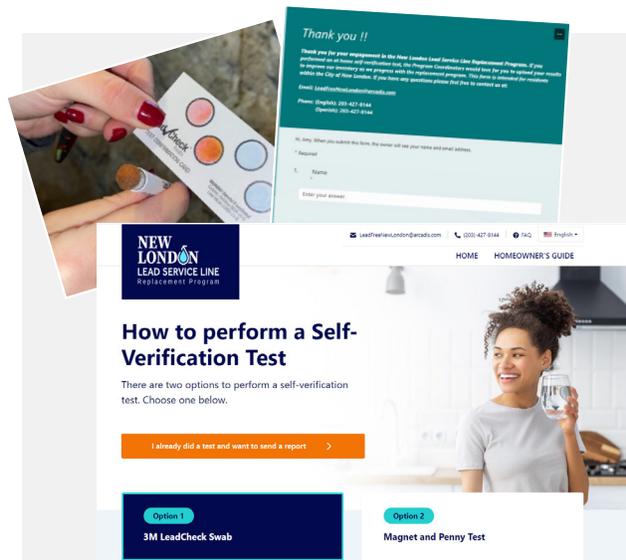
One of the continual challenges in assessing the effectiveness of lead and copper corrosion control efforts is where and how to sample. The LCRR established new sampling tiers (shifting from three tiers to five tiers) and modified the sampling protocol for LSL sites (i.e., LCRR Tier 1 and 2 sites), requiring a 1st liter sample for copper and a 5th liter sample for lead for those homes served by a LSL. Our team has assisted utilities in reviewing LCR sampling pools, sample collection procedures, chain-of-custody, sample collection forms, and regulatory reporting as well as developing monitoring programs for assessing CCT effectiveness and regulatory compliance.

Under this task, Arcadis will:

- Review the existing sampling pool, and if needed, recommend modified locations for compliance monitoring based on the final inventory to align with the new LCRR and provide a robust and representative set of sites
- Provide an updated sampling protocol for conducting 5th liter sampling sites served by an LSL and conduct training for key staff
- Review any existing water quality parameter sites, and if needed, recommend modified locations to support any likely find-and-fix assessments
- Update the existing LCRR sampling plan
- Provide regular updates to the sampling plan as LSLs are replaced

Arcadis can also help develop and implement a comprehensive approach to monitoring in schools and childcare facilities through the following activities:

- Define program goals, scope, schedule, budget, resources/responsible parties
- Provide clear, simple instructions for sample collection and remediation through infographics and templates for each school/building type to be sampled (note these are based on the USEPA Guidance Document: 3Ts for Reducing Lead in Drinking Water in Schools and Child Care Facilities, but are streamlined to improve understanding and reduce collection errors)
- Conduct a recorded, training session on sampling (e.g., locations, collection protocol to sample, reporting)
- Create integrated dashboards for tracking lead sample results and remedial activities



In Home Inspections/Swab Kits

Arcadis can provide best practices and recommendations for in-person inspection or swab kits.

Similar to residential customers, schools and childcare facilities are often reluctant or unable to participate in sampling. To increase participation, Arcadis recommends and can support the following activities:

- Identify key partners (e.g., department of education, childcare licensing agency, parent-teacher associations) for sampling and communication of results
- Conduct walkthroughs at select facilities to understand water use and identify targeted faucets
- Investigate funding sources including sources to support remediation
- Create a recognition program



Task D. Corrosion Control Treatment

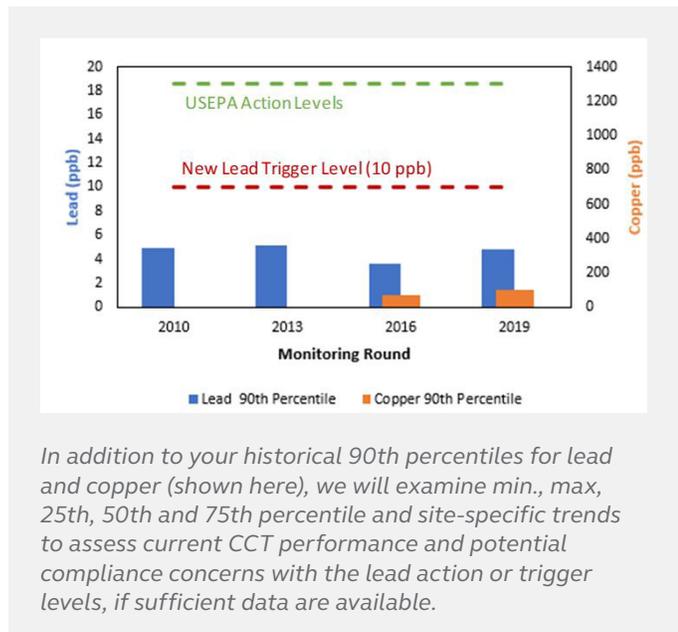
Corrosion control is complex and influenced by system specific factors including water quality and treatment, system materials, distribution system operations and maintenance practices as well as residential plumbing configurations and usage. As such, we would begin with a desktop study to assess CCT current performance and identify opportunities for improvement or additional study. Each major task is described further below.

Desktop Evaluation

The Arcadis team will begin with a review of available data and information to establish a documented common understanding of the system's history and current CCT practices and performance.

Changes in water quality and operations such as a change in pH or decrease in chlorine residual can directly impact corrosion related water quality parameters, existing scale structures and stability or cause physical disturbances or increased microbial growth which can lead to increased metals release. As such, we will conduct a comprehensive review of your treatment systems and historical water quality and operational data, provided as part of the initial RFI, including treatment plant processes, chemical usage, and raw and finished water quality data. In addition to your historical 90th percentiles for lead and copper, we will examine min., max, 25th, 50th and 75th percentile and site-specific trends to assess current CCT performance and potential compliance concerns with the lead action or trigger levels, if sufficient data are available.

Our team will analyze the data by examining trends in various percentiles including 10th, 25th, 50th, 75th, and 90th as well as minimum and maximum values both system-wide and by site. Seasonal and diurnal variations, particularly leaving the reservoirs, will also be examined. For lead and copper, we will also take a deeper dive into samples above the lead and copper action levels, and any sites where frequent elevated levels have been observed. Finally, where 5th liter data are available, we will evaluate impacts to the 90th percentile to determine if there is an increased potential for exceeding the action or new trigger level for lead, both of which could trigger a CCT evaluation.



Recommendations for Improvement

CCT is not a “one-size-fits-all”, and as such, neither are the methods with which it can or should be studied. There are a number of tools that can be used to (re) evaluate CCT should it be determined that there is

room for further optimization or for compliance with the LCRR or forthcoming LCRI requirements.

The next step in the process is to identify and describe in detail the appropriate methods to study, which will be documented as part of the CCT Study Plan and may include recommendations for enhanced monitoring (e.g., sequential sampling scale analysis, total and dissolved lead analysis, or additional water quality parameter monitoring, bench (e.g., coupon) testing, or pipe loop testing. The appropriate corrosion control studies will be refined based on the findings of materials review and through collaborative workshops with all parties. As such, we will follow a thorough, step-wise approach to evaluate alternative CCT strategies.



Task E. Public Education and Outreach Assistance

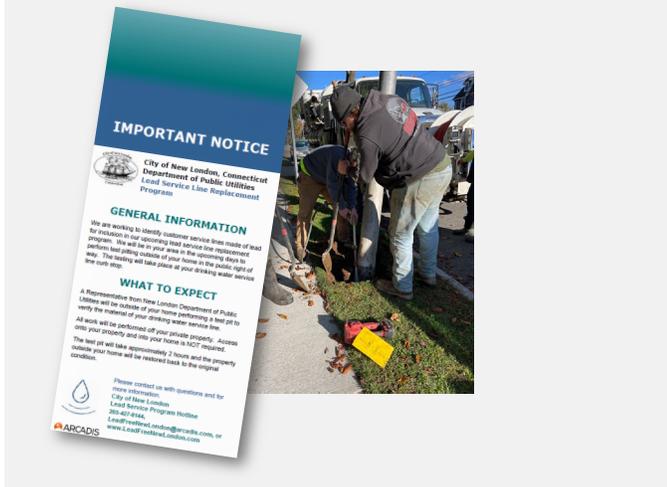
Our team will assist the Town with all communications associated with the LCRR compliance plan to encourage customer participation in the program as well as enhance education and outreach around lead in drinking water as a whole.

We will host workshop(s) to discuss the key building blocks of a robust communications program, including the specific regulatory compliance and policy goals to be supported by the communications program, target audiences, key messages, call-to-action, and methods for measuring success. Once these basic parameters have been established, we will review the existing website, printed information and any social media presence in detail and make recommendations for enhancement, leveraging available information developed by Arcadis as well as materials from the USEPA, AWWA, the Lead Service Line Collaborative, and best practices from other cities. Working closely with the Town, our team will develop an education and outreach plan that will:

- Document key messages and establish expectations to maintain consistency among key parties that may be interacting with the public
- Describe each communication tools/activities, frequency of and lead person responsible for distribution
- Identify partnering organizations, such as neighborhood associations or plumbers, and their roles in the program
- Identify and prioritize materials, processes and resources necessary to successfully address LCRR communication gaps

City of New London Lead Service Line Replacement Program - Public Outreach

Because property owners in New London own their water service lines from the curbstop into the house, there is a shared responsibility to manage lead exposure. Arcadis works with the community to replace lead service lines and answer the communities questions about water quality to help reduce lead exposure.



Our team will also work with Town staff to develop customized outreach content, procedures/workflows and/ or implement selected components of the plan, which could include:

- Systemwide (i.e., Tier 1 Public Notice) and individual notices where lead levels are measured above 15 ppb
- Letters to inform customers of their service line material
- Website instructing customers how to determine and report their service line material
- Postcard or door hanger to notify customers of the planned replacement work
- Educational videos and infographics that explain how to identify if you have a LSL, conduct high-velocity flushing, and properly use and maintain filters
- Facebook posts to educate customers about lead in drinking water and LSL



Task F. Funding Assistance

Our prior experience and familiarity with the unique requirements for state and federally funded projects has allowed Arcadis to develop an established approach to securing and ensuring compliance and funding eligibility. Arcadis has developed an excellent working relationship with the authorities having jurisdiction in Connecticut, and we have assisted many Connecticut public authorities,

municipalities, and industries in complying with the range of regulations governing safe drinking water and water quality. We supported several communities throughout Connecticut in their grant applications to CT DPH for their LSLR programs, resulting in over \$14,000,000 of loan forgiveness.

Under this task, Arcadis will continuously review and summarize available funding sources, including eligibility requirements, for various components of the program including school and childcare sampling, inventory development or private side LSLR. We can help complete the necessary applications for submittal as well as any customer applications, should funding need to be prioritized to select customers. Arcadis will also continue to track alternative funding sources and/ or ways to administer or structure the LCRR program to benefit both the Town and its customers.



Task G. Additional LCRR Support Services

Although we currently do not anticipate Ledyard needing LSL replacement services, our team is well-equipped to support any additional needs to achieve full compliance with the LCRR. Potential activities are those outlined below.

Design and Construction Support

Our team is experienced in Connecticut preparing design details, specifications and contract documents for LSLRs, pitcher filters and more. We also provide bidding assistance and construction management services, including, but not limited to:

- Attend pre-bid meetings
- Prepare and distribute addenda
- Review and analyze bid results and make recommendations on the award of contract
- Review contractor submittals
- Furnish construction inspection
- Schedule and attend progress meetings
- Report on contractor progress
- Review contractor invoices

Our LSLR programs, for example, are guided by the following key objectives (in parenthesis are the steps that Arcadis will take to achieve them):

- Minimize disturbance to private properties. (Use of alternative construction technologies (e.g., pull method) to reduce impact to private and public space where possible.)
- Restore construction impacts to private properties without issue. (Documented pre-construction survey program and use of standardized restoration details.)

- Streamlined payment of contractors. (Use of unit price payment items that cover 95% of all situations.)
- Uniform field implementation. (Creation of “play book”)

Key design activities could include:

- Initial property surveys to define the various property restoration needs and assess house setbacks and
- Surveys, where possible, of the house basements to understand if piping, meter, etc. is accessible and conditions affecting replacement.
- Develop schematic diagrams and standardized installation and restoration details (as opposed to plans and profiles) to define work scopes.

Additional Consulting Services

Our support services may include activities such as:

- Develop procedures and reporting templates for follow up find-n-fix efforts in the event that the lead level exceeds 15 ppb at a compliance sampling site
- Develop water quality monitoring dashboards to monitor and improve consistency with corrosion control/water quality targets
- Develop communication materials to encourage participation in school sampling program including sampling protocols, education materials and templates for rapid reporting to facilities, health departments and primary agency
- Develop and maintain web portal/dashboard for sampling and/ or replacement scheduling and reporting
- On-call support for any questions surrounding LCRR and compliance
- Develop or review the Town’s LCRR compliance plan
- Develop an information management framework to improve program operations and communications

Reviewing existing workflows, data management processes, and providing recommendations for improvement

“Best in Class” Specifications and Details

Arcadis has developed best in class specifications and details through performance of similar programs and review of materials used by some of the largest LSLR programs throughout the country. These design elements have a tremendous impact on the success of any LSLR program. Arcadis would recommend an upfront meeting to review the Town’s current specifications and details being used and discuss any lessons learned on past projects recently completed. Alternative strategies could be discussed and considered to address any concerns from past projects

or the recent construction challenges with escalation and supply chain delays. Additionally, an annual review would be recommended as more experience with the expansion program is gained to maintain a best-in-class designation which will yield efficient and cost-effective program results.

Pitcher Filter Support

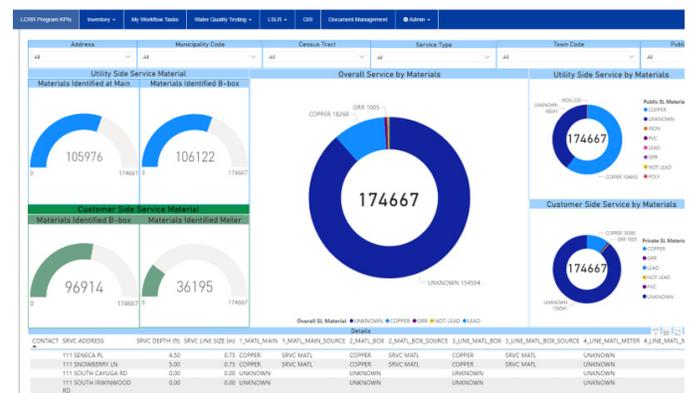
As part of the LCRR, systems are now required to provide pitcher filters or point of use devices to customers following disturbances and replacements of LSLs. Arcadis will work with the Town to develop a strategy for pitcher filter distribution that will allow tracking and monitoring of this important aspect of compliance.

This will include selection of an appropriate filter(s) that are NSF certified (or equivalent) for lead removal along with the appropriate number of replacement cartridges based on the manufacturers estimated filter life. We have experience providing such solutions, designed to ease the compliance burden and improve the customer experience.

Data Management, Dashboards and Reporting

LCRR compliance programs generate incredible amounts of data for tracking, analysis, reporting and notification. Arcadis offers several ready to go tools and applications (such as ArcadisGEN’s Data Quality Repair) to support data cleaning, visualization and reporting. Several critical tools include:

ArcGIS Field Maps. Field maps can be used to collect data in the field as part of the inventory, replacement and sampling efforts by the Arcadis team and selected contractors. Automated workflows can be setup to manage the review process of the collected data.



Client Dashboard

Data Management

Arcadis proposes to leverage digital solutions for LCR compliance to manage the Town’s LSLR program efficiently and effectively from start to finish. Our technology is a collaboration between water industry

experts who are managing lead service line projects every day and industry-leading software developers with decades of experience designing technology for the water sector.

Digital Tools for Compliance

- Unlimited users across this project, including the Town's staff, LSLR contractors, Arcadis staff, and subcontractors to support efficient collaboration.
- Custom workflows which allow users to assign activities to teammates and monitor the progress of those activities.
- Ability to collect data in the field with tablets and mobile devices, such as photos of the service line and site restoration work.
- Comprehensive data tracking capabilities where documents, communications tracking, and post LSLR sampling results are linked to each LSLR property.

Dashboards to Monitor Key Performance Indicators

We will also customize dashboard visualizations and reports within Lead Insights to support an at-a-glance understanding of key performance indicators such as:

- Number of consent forms completed
- Number of LSLs replaced
- Post-replacement samples collected

Project Management

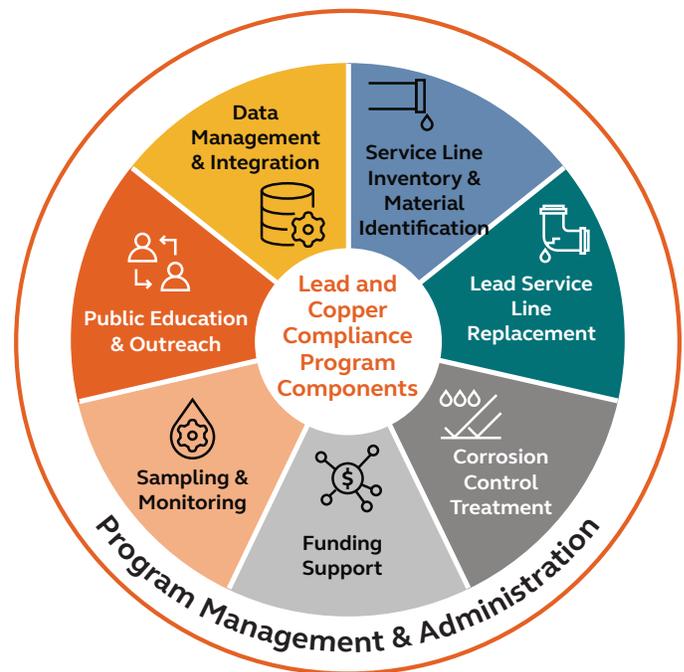
Project management is critical to compliance with the LCRR and the overall success of the Town's program. We will initiate the work with a kickoff meeting to introduce key team members, establish lines of communication, confirm objectives, and review the proposed scope and schedule. Arcadis will use the project kickoff workshop as a key time to establish clear expectations for the project, while also providing an open forum for Town staff to provide input on the project, such as individual staff member's goals, objectives, concerns, and questions.

Our project initiation /management phase provides the foundation for a collaborative approach to achieve buy-in to recommend lead service line inventory and replacement strategies and results in the most effective plan to achieve the Town's objectives. The project kickoff workshop will review the following items:

- **Communication protocols.** Arcadis will provide a monthly update format that will be used for the

project duration. This will include work completed, work planned, budget/schedule status (% complete), and information needs. In addition, regular communication will occur throughout the month.

- **Task goals and objectives.** This project is inherently dynamic with multiple activities occurring in parallel. Fully understanding the Town's priorities will help the Arcadis team proceed efficiently and provide the most value to your staff. This discussion will identify opportunities to optimize and align our technical approach and schedule with your priorities.
- **Major areas of concern.** At the onset of the project, we want to understand what concerns you most, and find measures to mitigate the concerns and risks. For example, large numbers of service lines of unknown material may be a concern as these increase challenges with public communication and the required lead service line replacement counts if triggered into replacement. Delivering filters before the water is turned back on where a major disturbance has occurred requires field staff to have these on hand and be knowledgeable of the mitigation strategies and LCRR requirements. These and other concerns will be discussed in detail so we are on the same page from the beginning.





Appendix A.
Resumes



Jennifer Kelly Lachmayr, PE, BCEE

Program Director/Principal In Charge; Funding

Ms. Lachmayr serves as project principal for numerous municipal clients in Connecticut. She has a strong background in all phases of municipal engineering projects from planning and design through construction. She has over 38 years' experience in managing and conducting large, multi-phased water, wastewater, and stormwater projects in New England. Ms Lachmayr has assisted several communities in Connecticut on LCRR programs with receiving SRF funds and DPH loan forgiveness of more than \$14 million dollars in the past four years.

Education/Qualifications

- BS, Mechanical Engineer, Cornell University, 1985

Years of Experience

Total – 38
With Arcadis – 21

Professional Registration/Certifications

- Professional Engineer – CT, MA, ME, NH, RI
- Board Certified Environmental Engineer – US

Professional Associations

- American Water Works Assoc
- New England Water Environment Assoc, Vice President, WEF Delegate, Executive Committee
- Water Environment Federation, Member, Government Affairs Committee
- American Public Works Assoc
- New England Water Works Assoc, Sponsors Committee

Awards

- WEF Fellow
- Golden Manhole – WEF Collection Systems Committee
- Golden Shovel -Secret Society of Sludge

Office Location

Wakefield, MA

Relevant Experience

Lead Service Line Replacement Program

City of New London, CT

Program director / principal-in-charge for full lead service line (LSL) replacement program. Work includes LSL inventory development leveraging machine learning, design and bidding services, public outreach and communication, program development, and stakeholder communication and funding assistance.

Lead and Copper Rule Compliance Program

Norwich Public Utilities, Norwich, CT

Technical advisor for a comprehensive lead and copper rule revisions compliance program covering inventory development, basement inspections, predictive modeling, sampling updates, development updates, development of detailed design documents for lead service line replacement, and development of a test pit program.

Lead and Copper Rule Compliance

City of Meriden, CT

Serves as the project director providing lead and copper rule compliance, including inventory development, development of a lead service line replacement plan, corrosion control, and development and execution of a public outreach and education program. Work includes development of strategies to reduce the number of unknowns ahead of the LCRI compliance date.

Lead and Copper Rule Compliance

Groton Utilities, Groton, CT

Serves as the project director and technical resource for as-needed assistance with lead and copper rule compliance. Work includes development of public outreach materials, interpretation of LCRR/LCRI and ongoing compliance support.

PWS LSLI & LSLRP Assistance

New Hampshire Dept of Environmental Services, NH

Project director for the state of New Hampshire to assist 220 public water suppliers in developing lead service line inventory, replacement, and sampling plans. Project involves coordination with and assisting the 220 PWSs with their lead service line inventory preparation. This includes program sign-up for the PWSs, a detailed inventory survey and data gathering from each PWS, assisting each PWS to draft their lead service line inventories, advising the PWS on strategies to reduce unknowns and developing a verification plan, assistance with updating each PWSs sampling plan to align with new requirements, and the final lead service line inventory to be submitted to NHDES.

Lake Konomoc Influent Pump Station (IPS)

City of New London, CT

Arcadis provided services from preliminary design through construction oversight for 2,100 feet of new 36-inch HDPE intake pipe and a new pump station. The pump station has two 12-mgd split-case centrifugal pumps, a vacuum prime system, variable frequency drives, and associated valves and piping. The pump station is designed to operate under flow conditions equal to those of the water treatment plant, which was designed for an average flow rate of 9 mgd and a peak flow of 12 mgd. She served as the project principal for this assignment.

Watershed Management Plan

City of New London, CT

Project director to develop a Watershed Management Plan—an important step toward mapping out the city's environmental resources, identifying sources of water pollution, and addressing TMDLs and water quality impairments through prioritized improvements. The City recognizes the urgent need to evaluate hydrology, soils, flora, and fauna as they currently exist as a more reliable and research-based tool for developing a Natural Resource and Watershed Plan. Arcadis guided the process, engaged stakeholders and the general public in the planning, and developed a plan with recommendations on how the City can move forward to protect and manage its natural resources most effectively.

Fishtown Road Pump Station Rehabilitation

Town of Groton, CT

Project director for replacement of existing three pump dry-pit configuration with two submersible pumps utilizing the existing wet well. Services included hydraulic

analysis of existing force main, pump selection, production of contract drawings and specifications, preparing project for public bid, services during bidding engineering services during construction.

Utility Replacement Design through Construction Administration and Resident Engineering

Town of Saugus, MA

Project director for the utility replacement project, which involves the replacement and/or upsizing of water, sanitary sewer, and drain in five different locations throughout the Town of Saugus. Infrastructure required replacement due to either being undersized or at the end of its useful life. Approximately 2,000 linear feet of buried infrastructure will be replaced. Due to most of the utilities being in the roadway, traffic design and pavement design were also completed. As part of the project, Arcadis also added streetscape features by designing new sidewalk complete with granite curbing and ADA compliant curb ramps.

Baxter Roadway Utility Relocation

Town of Nantucket, MA

Project director. The relocation of Baxter Road involves relocating utilities and roadway away from the 2030 and 2050 erosion hazard areas. Work also involves abandoning the existing utilities. The ongoing scope of work will provide for 'shovel ready' Bid Contract Documents for relocated of a portion of Baxter Road.

SCADA System Upgrade, Phases 1 & 2

City of Fitchburg, MA

Phase 1: Project director for evaluation of existing SCADA and telemetry equipment at the City's two water treatment facilities and remote sites. The controls and communication equipment at the plants and remote sites were inventoried. Alternatives evaluations were performed for SCADA software, the plant PLCs and the remote site PLCs. Webinars were held with SCADA software vendors to demonstrate features and functions to City personnel. A final draft version of the Phase 1 Feasibility study was submitted, and the details along with the engineer's opinion of probable cost were presented to the Water & Wastewater Commission.

Phase 2: Project director for design of new SCADA and telemetry equipment at the City's two water filtration facilities and remote sites. The design includes physical and network security, staging replacement of main control panels, and creating new standards across all the sites.



Amy Anderson George, CPM

Project Manager; Funding

Ms. Anderson George is a project manager for various projects in the New England area. She has vast knowledge and experience with planning stage projects analyzing flow data and SSES findings and developing recommendations for long-term infiltration and inflow (I/I) identification and removal programs. Ms. Anderson George provided program management for the City of New London's lead service line replacement program. She provided project management services for the City of East Providence contract operations negotiations between the City and the private contract operations firm. She is a proven project manager who is adept at meeting project deadlines and building consensus among many different stakeholders. She manages large teams of staff and subcontractors to deliver and present high quality results to our clients.

Education/Qualifications

- BS, Environmental Engineering, Roger Williams University, 2005

Years of Experience

Total – 20

With Arcadis – 20

Professional Registration/Certifications

- Certified Project Manager (CPM)

Professional Associations

- Water Environment Federation
- New England Water Environment Association, Member
- Rhode Island Clean Water Association

Office Location

East Greenwich, RI

Relevant Experience

Lead and Copper Rule Compliance

City of Meriden, CT

Serves as the project manager providing lead and copper rule compliance, including inventory development, development of a lead service line replacement plan, corrosion control, and development and execution of a public outreach and education program. Work includes development of strategies to reduce the number of unknowns ahead of the LCRI compliance date.

Lead and Copper Rule Compliance

Groton Utilities, Groton, CT

Serves as the project manager and technical resource for as needed assistance with lead and copper rule compliance. Work includes development of public outreach materials, interpretation of LCRR/LCRI and ongoing compliance support.

Lead Service Line Replacement Program

City of New London, CT

Serves as the program manager for the design and construction of New London's Lead Service Line Replacement Program, assuring the Water and Wastewater Pollution Control Authority and other stakeholders are informed on all aspects of the program throughout the duration of both the design and construction phases. Responsibilities include coordination between the various aspects of the project for continued, smooth progression and that milestones are met on schedule. Responsibilities include holding all program progress meetings, all public outreach, development of construction documents, coordination of all construction related activities, compliance with the Lead and Cooper Rule Revisions, site visits, schedule, costs and funding.

Beaver Street Interceptor Replacement and New Pump Station

Town of Franklin Department of Public Work (DPW), Franklin, MA

Project manager for a sewer interceptor replacement project with new force main and pump station. Work includes rehabilitation of 7,000 LF of existing pipes, replacement/upsizing, and realignment of approximately 7,000 linear feet of gravity sewer, installation of new sewer under existing railroad tracks by jack and bore pipe installation at 3 locations, abandonment of existing pipes and manholes in place, and construction of a new wastewater pump station and associated 4,000 linear foot force main. Work includes extensive temporary bypass operations, environmental permitting, coordination with the DPW, residents, and businesses, acquisition of new temporary construction and permanent sewer easements, and relocation/replacement of several adjacent utilities, including 1,000 linear feet of water main.

East Central Street Force Main Replacement

Town of Franklin, MA

Served as the project engineer and resident engineer for the inspection, design, bidding and construction phase services for the design for the horizontal directional drill (HDD) a new 1,400 LF, 8-inch HDPE force main, 25-feet below all existing utilities, minimizing costs, construction schedule and impacts to numerous commercial businesses and the new State Highway. Construction took place Spring 2016 with a completion time of less than 2 months. Project included coordination with all utilities and stakeholders to minimize disturbance to all homeowners and businesses. Major work items included: drilling and installing 1,400 LF of 8-inch HDPE, installation of a new discharge manhole and connection to the existing sanitary sewer system, a new bypass vault chamber at the pump station.

Citywide Infiltration and Inflow Program

City of Portland, ME

Serves as the project engineer on the City-Wide Infiltration and Inflow Program for the City of Portland. Responsibilities include analyzing and preparing the GIS Data Gap Analysis, management of the flow monitoring program and SSES activities, and rehabilitation recommendations and coordination with the City on all project deliverables. Work included a series of project workshops to ensure all client goals and needs were met on time in accordance with the City's consent decree deadlines.

Townwide Infiltration and Inflow Program

Darien, CT

Facilitated workshop with Town to gather historical information on the system for I/I study planning and GIS updates. Implemented a flow monitoring program, including study area prioritization; selection, field verification, and installation of flow meters and groundwater and rainfall gauges; and data collection and maintenance of flow monitoring equipment. Utilized flow monitoring results to perform an infiltration and inflow analysis and identified follow-on priority SSES investigations. Performed visual condition assessment at all 14 of the Town's pump stations and conducted operation and maintenance interviews.

MDC SSO Elimination Program - SSES

The Metropolitan District, Hartford, CT

Engineer for the MDC's Sanitary Sewer Overflow Elimination Program for the communities of Rocky Hill, Wethersfield and Windsor, CT. This project includes a Sewer System Evaluation Survey, consisting of flow isolation of 550,000 LF of sewers, 280,000 LF of closed-circuit television inspection, 3,200 manhole inspections, 640,000 LF of smoke testing, dye water testing and flooding and 10,000 building inspections. The goal of the project is to eliminate SSO's in accordance with the EPA and CT DEP Consent Decree by eliminating sources of I/I.

Chelsea Creek Remote Headworks Facility Upgrades

Massachusetts Water Resources Authority, Chelsea, MA

Project engineer for the design and construction administration services improvements to the Chelsea Creek Headworks, 160-mgd average flow and 182- to 350-mgd maximum flow. The upgrade will include replacement and automation of all solids handling equipment including screens, grit collector systems and solids conveyance systems; odor control and HVAC systems will be replaced and redundancy added ancillary systems, including emergency generators and fuel oil tanks, will be replaced; and instrumentation and control systems will be upgraded.



Sydney Lewis

Project Engineer

Ms. Lewis is a passionate civil engineer within the New England Resilience Water Business Area, looking to improve water quality through engineering. Her professional experience includes over 3 years working on wastewater and water resources design, engineering, and construction responsibilities.

Education/Qualifications

- BS, Civil Engineering with Environmental Engineering, University of Hartford, 2022

Years of Experience

Total – 3
With Arcadis – <1

Professional Registration/Certifications

- Engineer in Training – CT #EIT.0013288
- 10-Hour OSHA Construction Safety & Health Training
- 30-Hour OSHA Construction Safety & Health Training

Professional Associations

- New England Water Environment Association (NEWEA)
- American Water Works Association Connecticut Section (CTAWWA)
- Society of Women Engineers (SWE)

Office Location

Middletown, CT

Relevant Experience

Lead Service Line Replacement Phase 1A

New London, CT

Assisted as a project engineer, responsible for leading bid phase administration, construction administration, and assisting with field work for the mandated lead service line replacement efforts to comply with the EPA's LCRI. Construction administration includes managing customer outreach for inspections, replacements and tap sampling, as well as issuing balancing change orders, submitting monthly payment applications to the state for inventory and replacement program support. Field work includes inventory development by observing test pits and service line verification through basement inspections. Additionally, the role includes researching and developing a school and childcare program and a master meter inventory by working with the City's utility company and customers directly.

Lead Service Line Replacement Phase 1B

New London, CT

Assisted as a project engineer, responsible for leading bid phase administration, construction administration, and assisting with field work for the mandated lead service line replacement efforts to comply with the EPA's LCRI. Bid phase administration includes developing conformed bid documents, performing contractor evaluations, and leading contract issuance to the lowest bidder. Construction administration includes managing customer outreach for inspections, replacements and tap sampling, issuing balancing change orders and submitting monthly payment applications to the state for inventory and replacement program support. Field work includes inventory development by observing test pits and service line verification through basement inspections.

Lead Service Line Replacement Phase 2

New London, CT

Assisted as a project engineer responsible for leading bid phase administration to comply with the EPA's LCRI. Bid phase administration includes developing conformed bid documents, performing contractor evaluations, and leading contract issuance to the lowest bidder. Other responsibilities include working with subcontractors to review and research flood management certificates and National Diversity Data Base determination.

**East Hartford Water Pollution Control Facility
Aeration, DO Control and SCADA Upgrades – Phase
3B**

The Metropolitan District, Hartford, CT

Assisted in construction administration as well as client and contractor correspondence for the Metropolitan District's East Hartford WPCF improvements project. Responsibilities include submittals and RFIs coordination and review, memorandum drafting, punchlist development, as-builts review, eOM drafting, and other closeout documentation and coordination with the client.

**Richards Corner Dam Diversion Conduit Outlet
Channel and Embankment Repairs**

The Metropolitan District, Hartford, CT

Assisted in construction administration as well as client and contractor correspondence for the Metropolitan District's dam stabilization and rehabilitation project. Responsibilities include submittals and RFI's coordination and review, and punchlist development and coordination with the client.

**South Hartford Conveyance and Storage Tunnel
Pump Station**

The Metropolitan District, Hartford, CT

Assisted in construction administration and management as well as client and contractor correspondence for the Metropolitan District's tunnel pump station project. Major items for work include a new control building, grit/screening facility, odor control facility, head tank, valve vault, and 54-inch force main to the Hartford Water Pollution Control Facility. Responsibilities include submittals and RFI's review and distribution as well as witnessing field testing, memorandum drafting, and weekly and monthly report drafting.

**Annual Sanitary Sewer Cleaning & CCTV Inspection
Program**

Department of Public Works, Darien, CT

Assisted in construction oversight for the annual sanitary sewer cleaning and close-circuit television inspections. Responsibilities include field coordination and part-time oversight of CCTV contractor



Erica Walker

Lead and Copper Subject Matter Expert

Ms. Walker brings over 12 years of experience in the areas of regulatory compliance, funding management, water quality analytics, training, asset inventories, service line replacement planning, data management, and technical management of programs. She helps water utilities and state agencies respond to federal and state regulatory changes and specializes in locating and remediating sources of lead in distribution and premise plumbing systems. At Arcadis, Ms. Walker leads Arcadis' Lead & Copper Rule compliance practice with over 60 team members across the United States.

Education/Qualifications

- MSES, Water Resources, Indiana University 2015
- MPA, Policy Analysis, Indiana University 2015

Years of Experience

Total – 12
With Arcadis – 2

Professional Registration/ Certifications

- American Water Works Association (AWWA)
- Council of Infrastructure Financing Authorities (CIFA)

Office Location

Indianapolis, IN

Relevant Experience

LCR Data Management

Erie County Water Authority, NY

Task leadership and advisor for the development and implementation of a compliance program for the LCRR with a focus on data management and tap sampling. Program covers all aspects of the LCRR including the lead service line inventory, predictive modeling, lead service line replacement, school and childcare sampling, tap and water quality parameter monitoring, and public education and outreach.

Inventory Database & Predictive Modeling

NYC Department of Environment, New York, NY

Quality control and quality assurance manager on a project to develop a new service line inventory database with a customer-facing portal, support in scanning and utilizing over 2 million tap cards, as well as the development and utilization of a predictive model to reduce unknown service lines.

Service Line Inventory & Compliance Planning

City of Fort Lauderdale, FL

Technical advisor on an LCRR compliance program including the development of a service line inventory, field inspections, predictive modeling, public outreach materials, and strategic planning. The project resulted in reducing unknowns by over 90% in the first year.

Predictive Modeling & Field Service Line Inspections

Central Alabama Water, AL

Program advisor for multi-phase compliance project for a system with over 178,000 customer accounts. The project includes over 1,000 service line inspections, the use of predictive modeling, state revolving fund applications, database management tool development, LSLR plan development, and public outreach and education support.

LCRR Program Management

San Antonio Water System, San Antonio, TX

Technical advisor providing guidance and QA/QC of a compliance program for the LCRR with a special focus on Lead Service Line Inventories, School & Childcare Sampling, and Data Management. SAWS serves 2 million people or over half a million water customers (over 600,000 service connections). Program involves developing their service line inventory, data management dashboards and reporting system, predictive modeling outreach and education plan, school/day care sampling plan, compliance sampling plan, and LSLR Plan which will also include funding opportunities to fund replacements.

LCRR Program Management & Workforce Development

Philadelphia Water Department, Philadelphia, PA

Technical advisor providing guidance on a compliance program for LCRR, with a special focus on public communications and school/Childcare sampling. The program expands upon PWD's existing Lead Service Line Replacement effort to cover all areas of LCRR and involves management of and collaboration with numerous subconsultants. Arcadis collaboratively built a school and childcare sampling program with PWD and trained existing staff to conduct sampling and support registered facilities.

LCRR Program Management

Fairfax Water Authority, Fairfax, VA

Technical advisor providing LCRR compliance guidance for Fairfax Water Authority, serving 1.5 million customers in the D.C. area. Program covers lead service line inventory, lead service line replacement planning, school, and childcare sampling, tap and water quality parameter monitoring, and public education and outreach. The project team is currently working with state regulators to apply various modeling strategies across this very large distribution system to reduce unknowns in areas with and without a histories and evidence of lead service lines.

State-Wide LCR Compliance Support

Ohio Environmental Protection Agency, OH

Technical advisor on a state-wide technical assistance program offering support to over 150 water systems serving less than 10,000 customers. Arcadis assists water systems in the program in developing inventories, building LSLR plans, communicating with customers, and reducing unknowns through thousands of field inspections and the use of predictive modeling.

Prior Experience**Lead & Copper Rule Compliance Assessment**

Suez North America, Paramus, NJ

Conducted a holistic review regulatory compliance needs for over 90 water systems owned and operated by Suez North America with respect to Lead Service Line Inventories, Lead Service Line Replacement planning, Tier Site Sampling, School & Childcare Sampling, Customer Notifications and Corrosion Control Treatment approaches. This project provided the company with an understanding of resource needs across the country.

WIIN Grant Management & Lead Service Line Funding Programs

Indiana Finance Authority, Indiana, IN

Program manager for IFA's Lead Sampling in School and Childcare program, which sampled over 1,500 facilities and was funded by an EPA WIIN Grant. Erica also developed programs to assist over 1,300 water systems across Indiana with access to funds and technical assistance for Lead Service Line inventory and replacement projects.

State Water Infrastructure Improvement Program

Indiana Finance Authority, Indianapolis, IN

Managed over 70 projects totaling \$150 Million in infrastructure improvements across the state of Indiana to improve drinking, wastewater and stormwater quality for water utilities and communities



Hannah Rockwell, PE, CDT

Lead and Copper Subject Matter Expert

Ms. Rockwell is a senior water engineer for Arcadis in the Rochester, NY office with more than ten years of experience. She serves on Arcadis' National Lead and Copper team, collaborating on LCRR / LCRI compliance with communities around the country. She has experience with a wide range of drinking water quality, and her current work includes LSLI inventory and replacement plans, predictive modeling, LSL replacements and the development of comprehensive LCR public education and outreach programming. Additionally, Ms. Rockwell has been responsible for securing and oversight of over \$40 million in state grants and more than \$290 million in hardship, subsidized, and market rate SRF loans for critical infrastructure projects.

Education/Qualifications

- BS, Environmental Engineering, The University of Michigan, 2015

Years of Experience

Total – 10

With Arcadis – 10

Professional Registration/Certifications

- Professional Engineer – NY
- Certified Construction Documents Technologist (CDT)

Professional Associations

- American Water Works Association
 - Lead in Water Subcommittee
- Member and Contributor to Schools and Childcare Sampling Guidance

Office Location

Rochester, NY

Relevant Experience

LCRR Program Management

Erie County Water Authority, Buffalo, NY

Program manager overseeing the development and implementation of a compliance program for the LCRR. Program includes lead service line inventory improvements, predictive modeling, test pits for service line inspections, lead service line replacement planning, design and funding support, data management strategy and implementation, school and childcare monitoring program development, tap and water quality parameter monitoring, and public education and outreach.

LCRR and LSLR Support

Hammond Water Works, Hammond, IN

Project manager and lead engineer for development and execution of an LCRR compliance program and a pilot lead service line replacement program for the City of Hammond Indiana. Work includes inventory development and investigations, LSLR construction documents, funding application and management support, and stakeholder coordination along with support for other components of the LCRR.

Service Line Material Inventory

Monroe County Water Authority, Rochester, NY

Project manager and lead engineer for development of a comprehensive service line inventory for LCRR compliance. Work includes development of initial inventory, determination of lead status and unknown service lines, created customer-interactive inventory, LSL replacement program, LSL inventory improvements in Oracle database, predictive modeling, design and bidding services for potholing, public outreach and notification for inspections, and public facing inventory.

SRF Funded Lead Service Line Replacements – City of Rochester, NY

City of Rochester Water Bureau, NY

Program manager and engineer of record for the design and construction of more than 2,000 lead service line replacements for the City of Rochester including implementation of all state revolving fund requirements. Work includes management of onsite resident project representative and ongoing construction administration and data management for regulatory and funding compliance through a mobile application.

LCRR Support – Communications and Outreach Materials

City of Appleton, WI

Leading development of public outreach strategy, messaging, branding and materials for the City's new mandatory lead service line replacement program including a program pamphlet, post cards notifying the customer of the service line material, letter to customers with lead service lines and more.

Lead and Copper Rule Revisions Support

Mishawaka, IN

Providing engineering support for compliance with the LCRR. Work includes a review of existing practices and identification of areas for improvement for compliance, largely focusing around the lead service line inventory in GIS and methods for identifying the service line material.

Lead Service Line Replacement (Communications and Outreach)

New London, CT

The project includes the development of a LSLR plan, construction documents for lead service line replacement, field inspection of service line materials, and the creation of outreach and communications materials to meet the requirements of the Lead and Copper Rule Revisions. Responsibilities include creation of targeted communications and outreach materials on the topics of LSLR program information and best practices following lead service line replacement.

Optimal CCT Study

Erie County Water Authority (ECWA), Buffalo, NY

Provided project engineering support for an evaluation of existing ECWA corrosion control practices and to provide an updated corrosion control desktop study to address current water quality. Work used several databases, including geospatial and historic sampling data using ArcGIS Pro, Power Business Intelligence and Rothberg, Tamburini and Winsor modelling.

Guidance for Using Pipe Loops to Inform Lead and Copper CCT Decisions (WRF #5081)

Water Research Foundation, Denver, CO

Project engineer assisting with the development of a "fit-for-purpose" guidance document for using pipe loops to inform lead and copper CCT decisions. Responsible for the review of historical pipe loop studies and documenting the most common operational parameters for pipe loop operations that will be summarized in the guidance document used to develop practical standard operating procedures for utilities.

Genesee County Expansion – Water Quality and LCRR Compliance Evaluation

Genesee County, NY

Project includes an initial risk and compliance assessment of operations and practices related to corrosion control treatment, lead service line inventory, and lead service line replacement strategies relative to the LCRR and a potential source water change. Following an intensive information review and desktop analyses, a series of workshops will be conducted to identify areas for improvement to comply with the LCRR. Project deliverables include a roadmap and budgetary estimates for recommended next steps to support capital planning and funding decisions related to LCRR compliance.

Initial LCRR Compliance and Risk Assessment

Town of Tonawanda Water Department, NY

Project includes an initial risk and compliance assessment of the Town's operations and practices related to corrosion control treatment, lead service line inventory, and lead service line replacement strategies relative to the LCRR. Following an intensive information review and desktop analyses, a series of workshops were conducted to identify areas for improvement to comply with the LCRR. Project deliverables included a roadmap and budgetary estimates for recommended next steps to support capital planning and funding decisions.

LCR Sampling and Compliance Support

City of Geneva, NY

Manage City's LCR tap sampling program to achieve and maintain compliance following an order on consent. Develop improved customer communications to build and maintain a sampling pool, perform exploratory 5th L testing, and develop / update service line inventory.



Karen Casteloes, PE, CDT

LCR Compliance

Ms. Casteloes is a water quality engineer with Arcadis and brings experience with high-profile drinking water projects, including drinking water treatment selection and optimization and regulatory compliance. She supports systems in developing lead service line inventories, service line materials identification, lead sampling programs, and demonstration studies. Ms. Casteloes is proficient in data management and analysis for water contaminants, such as lead.

Education/Qualifications

- MS, Civil & Environmental Engineering, Purdue University, 2016
- BS, Environmental Engineering, San Diego State University, 2014

Years of Experience

Total – 9
With Arcadis – 9

Professional Registration/Certifications

- Professional Engineer – IN
- Construction Documents Technologist (CDT)

Professional Associations

- American Water Works Association (AWWA)

Office Location

Indianapolis, IN

Relevant Experience

Lead Service Line Replacement Program

City of New London, CT

Project engineer for full LSL replacement program. As part of this program, developed a complete service line materials inventory leveraging machine learning. Additionally, drafted a lead service line replacement plan, reviewed, and assisted in public outreach and communication, program development, and stakeholder communication.

Full Lead Service Line Replacement Guidance (#4713)

Water Research Foundation, Denver, CO

Currently assisting with a research project to evaluate strategies to reduce lead exposure after conducting full lead service line replacements. The study will determine how LSLR effectiveness, both short- and long-term, is impacted by several different characteristics, including size and source water type, corrosion control treatment method, LCR compliance history, demographics, and geographic location.

LCRR Program Management

Philadelphia Water Department (PWD), Philadelphia, PA

Task lead for the pitcher filters and schools and childcare facilities monitoring tasks. Program includes lead service line inventory improvements, and testing of emerging technologies, lead service line replacement planning, data management strategy and implementation, workflow development, school and childcare monitoring program development and pilot, corrosion control treatment scenario planning, tap and water quality parameter monitoring, pitcher filter evaluation, and public education and outreach plan and materials.

Service Line Inventory and LSL Replacement Project

Aqua America, Inc., IL, OH, NJ, PA

Reviewed 53 systems with suspected LSLs to improve their existing service line material inventories by identifying and locating LSLs and to bring consistency across the company. Developed work plans to improve the existing inventories that considered system size, available data regulatory requirements, and system practices. As a project engineer, she created a data dictionary,

performed a gap analysis, facilitated state regulator discussions, and presented service line material identification alternatives.

Small Public Water System (PWS) Lead Service Line Inventory and Replacement Assistance

New Hampshire Department of Environmental Services (NHDES), NH (Statewide)

Assisted and coordinated 220 New Hampshire public water systems (PWSs) to develop a LSL inventory, LSL replacement plan, and update their LCR tap sampling plan. As technical expert, assisted the PWSs in drafting their lead service line inventories, advising the PWS on strategies to reduce unknowns and developing a verification plan, assisted with updating each PWSs sampling plan to align with new requirements, and submitting the final lead service line inventory to NHDES. Created workflows, action plans, and a project management dashboard to track progress through the program.

Lead Program Management and Support

Chicago Department of Water Management (CDWM), Chicago, IL

Implemented a large, city-wide lead testing program with Chicago DWM. Performed data analysis on lab results and applied Geographic Information System (GIS) to improve process efficiency. Assisted the GIS team to create or improve mobile applications for both Water Quality and other groups within Department of Watershed Management. Worked to improve workflows and processes within the Water Quality department. Interfaced on a daily basis with client stakeholders for planning, goal setting, expectation management, and problem resolution. Developed Water Quality and other reports as well as organized and maintained historical information.

Lead and Copper Rule Revisions Impacts Evaluation

Pasco County, FL

Assisted the County in understanding changes in the LCR requirements and how they may impact the county will help with aligning system and practices with the LCRR. As project engineer, developed a service line inventory through a thorough review of existing data and practices as well as identified areas for improvement. Evaluated the current sampling plan, "find-and-fix" protocol, and developed a Tier 1 notification procedure and notice.

Lead and Copper Rule Revisions Program Support

Louisville Water Company, Louisville, KY

Given the complexity of the LCRR, the wide range of required activities, the number of stakeholders involved, and the sheer volume of information to be collected, managed, and analyzed, developing an action plan is a daunting task. As project engineer, providing on-call support to the LCRR team through monthly meetings with focused on utility questions and topics of interest, review of draft content and methodologies developed by the utility, relevant resources, and direct support for development and implementation of program elements.

LCRR Program Management

Monroe County Water Authority (MCWA), Rochester, NY

As a task leader, developed the lead service line replacement plan as well as reviewed service line inventory and predictive modeling results. Includes lead service line inventory improvements, lead service line replacement planning, data management strategy and implementation, workflow development, and public education/outreach plan and materials.

LCRR Program Management

Erie County Water Authority (ECWA), Buffalo, NY

Task lead focused on the sampling and monitoring and lead service line replacement tasks. Program includes lead service line inventory improvements, predictive modeling, test pits for service line inspections, lead service line replacement planning, design and funding support, data management strategy and implementation, school and childcare monitoring program development, tap and water quality parameter monitoring, and public education and outreach.

Ordinance Review and Updates

City of New London, CT

As project engineer, reviewed the current content and structure of the existing water ordinance and made recommendations for updates in accordance with best practices. As part of this work, identified which content should remain in the Ordinances, and which should be referenced in the Ordinance but moved to a regulations document(s). Included a review and addition of lead service line replacement requirements and regulations.



Ashis Kumar Pal, IAM

Reporting and Dashboard

Mr. Ashis Pal is a management consultant with expertise in data visualization, asset management, and geospatial analysis. At Arcadis, he has successfully contributed to various projects by combining his technical knowledge in Power BI, ArcGIS, and SQL with an understanding of environmental engineering principles. His work includes developing dashboards, optimizing inventory processes, conducting field inspections, and creating GIS-based maps that directly influenced project outcomes and decision-making. With a background in industrial and civil & environmental engineering, he focuses on delivering innovative and efficient solutions for complex challenges in water resources, stormwater management, and infrastructure systems.

Education/Qualifications

- MS, Civil and Environmental Engineering, Northeastern University 2024
- BS Industrial and Production Engineering, Bangladesh University of Engineering and Technology, 2017

Years of Experience

Total – 8
With Arcadis – 1

Professional Registration/Certifications

- IAM Certificate – Institute of Asset Management

Office Location

Wakefield, MA

Relevant Experience

Lead Service Line Replacement Program

City of New London Department of Public Utilities, CT

Performed basement inspections to identify service line materials, contributing to the creation of accurate lead service line inventories. Also developed Power BI dashboards to track project progress, ensuring effective visualization of key metrics for better decision-making. These efforts supported compliance with regulatory requirements and informed strategies for the successful implementation of lead service line replacements.

Lead Service Line Inventory and Replacement Program

New Hampshire Department of Environmental Services (NHDES)

Served as a technical advisor, providing critical guidance on project workflows and compliance strategies. Developed a Power BI dashboard accessed and updated daily by clients, offering real-time insights into project metrics and enhancing decision-making processes. The contributions also included maintaining datasets to confirm accuracy and reliability, as well as supporting project management activities to streamline operations and achieve program goals effectively.

Municipal Separate Storm Sewer System (MS4) Management Program

City of Fitchburg and Town of Saugus, MA

Performed comprehensive fieldwork activities, including dry and wet weather inspections, to identify and address potential environmental compliance issues within the MS4. Contributed to the Stormwater Pollution Prevention Plan inspections, maintaining compliance with environmental regulations. The work also included supporting illicit discharge detection through outfall screenings and inspections, contributing to improved water quality management strategies.

Inventory Management Program

City of Virginia Beach Department of Public Works, VA

Supported the optimization of supply room and inventory management processes by aligning workflows with Lean principles. Contributed to documenting and improving inventory management practices, identifying gaps in existing systems, and recommending performance metrics to enhance accountability. Also identified non-moving and slow-moving items, providing recommendations for unstocking underutilized inventory. Additionally, developed a strengths and weaknesses matrix and proposed areas for improvement by leveraging data from Cartegraph, driving more efficient inventory management and operational effectiveness.

Electronic Operations and Maintenance (eOM) Support Project

Metropolitan District, Hartford, CT

Contributed to the development of an electronic library for storing critical documents such as vehicle repair manuals, maintenance guides, and inspection forms. Played a key role in designing prototype configurations for the eOM system, enhancing its usability and efficiency.

Sewer Line Rapid Assessment Tool (SL-RAT) Power BI Technical Support

New Castle County, DE

Supporting the Sewer Line Rapid Assessment Tool (SL-RAT) tracking system through advanced Power BI solutions. He troubleshooted and optimized the Power BI semantic model, ensuring accuracy and reliability in data visualization. Dashboards were deployed on Power BI Services, enabling seamless access for stakeholders to track sewer line assessment progress. Additionally, he managed data integration and transformation from SQL Server, ensuring efficient workflows and real-time insights. Contributions enhanced the usability and performance of the SL-RAT tracker, facilitating data-driven decision-making and operational efficiency for the county.

Wastewater On-Call Engineer Project

New Hampshire Department of Environmental Services, Portsmouth, NH

An ArcGIS map of wastewater facilities across the state of New Hampshire was developed using tabular data from online sources. The map provided a clear and detailed visualization of facility locations and served as a critical component of the client presentation.

Green Infrastructure Research and Development (OGIRAD) Program

New York City Department of Environmental Protection (NYC DEP), NY

Ashis Supported NYC DEP's green infrastructure efforts by developing a digital monitoring system using Power BI for asset condition assessment. Key dashboards include rain garden and infiltration basin maintenance, porous concrete pavement performance tracking, and an experiment index summarizing 12 GI studies across 100+ assets.



James McCallon, GISP

GIS and Data Management

Mr. McCallon brings over 11 years of experience in developing and implementing innovative digital solutions to support regulatory compliance and utility asset management and operations. He has led the effort to implement data management solutions for LCRR and LCRI compliance across several water systems to ensure proper data collection and reporting. With expertise spanning all phases of digital solution development and deployment, he ensures tailored results that meet the unique needs of his clients.

Education/Qualifications

- BS, Geosciences, Murray State University, 2013

Years of Experience

Total – 11
With Arcadis – 7

Professional Registration/Certifications

- Geographic Information System Professional (GISP) – US

Office Location

Louisville, KY

Relevant Experience

Lead Service Line Replacement Program Management

City of New London, CT

Mr. McCallon served as the data management/GIS advisor overseeing the development and implementation of a data management solution for their replacement program. His efforts on this program include developing GIS based field applications for service line material identification, implementation of Lead Insights, and data integrations between GIS and Lead Insights.

LCRR Compliance Management

Erie County Water Authority, Buffalo, NY

Mr. McCallon served as the data management and GIS lead, overseeing the development and implementation of a comprehensive data management solution to support LCRR and LCRI compliance. His efforts included the creation of a detailed service line inventory, coordination of field verification activities, and the development of a public-facing inventory to enhance transparency. Additionally, he designed and implemented digital workflows to streamline sampling compliance, communication processes, and field operations, ensuring efficiency and alignment with regulatory requirements.

LCRR Compliance Management

Monroe County Water Authority, Rochester, NY

Mr. McCallon served as the data management and GIS lead, advising on the a comprehensive data management plan to support LCRR and LCRI compliance. His efforts included the support of a detailed service line inventory and the digital workflows to maintain it, the development of field tools for verification activities, and the development of a public-facing inventory to enhance transparency.

LCRR Compliance Management

City of Ft. Lauderdale, FL

Mr. McCallon served as the data management/GIS lead overseeing the development a service line inventory and field verification efforts His efforts include developing and implementing GIS based field applications for service line material identification and inspection management. He also developed a

Data Management Plan which outlined recommendations and procedures for overall data management with respect to LCRR compliance.

Asset Management Advisor

New York State Department of Environmental Conservation, New York, NY

Mr. McCallon served as the GIS lead overseeing implementation of ArcGIS Online, developing data standards, building QC scripts, and developing a data integration with Maximo. He built out a template geodatabase for participating communities to input linear assets. This geodatabase was run through the developed QC scripts before being published to ArcGIS Online. From there, ArcGIS Online was integrated bidirectionally with the state's Maximo deployment to have a complete asset management solution.

LCRR Program Management

Philadelphia Water Department, Philadelphia, PA

Mr. McCallon served as the data management and GIS lead, overseeing the development and implementation of a comprehensive data management solution to support LCRR and LCRI compliance, including service line replacements, inventory, sampling, and communication activities. His contributions to the program included the creation of a fully integrated service line inventory database, the development of a data management strategy, the implementation of a commercial data management solution, and the design of digital workflows to streamline operations. These efforts involved significant system integrations and the development of strategies to ensure long-term sustainability. Additionally, Mr. McCallon led the development and deployment of GIS-based field applications to support service line material identification and inspection management, enhancing field operations and data accuracy.

LCRR Compliance Management

San Antonio Water System, San Antonio, TX

Mr. McCallon served as the data management and GIS quality control lead, supporting the development of a comprehensive service line inventory, field verification efforts, and a data management strategy to ensure compliance with LCRR and LCRI regulations. His contributions included designing and implementing GIS-based field applications to facilitate service line material identification and inspection management, streamlining data collection and field operations. In addition, Mr. McCallon conducted quality control reviews of the Data Management Plan, ensuring alignment with LCRR and LCRI compliance requirements.

LCRR Compliance Management

City of Hollywood, FL

Mr. McCallon served as the data management/GIS lead overseeing the development a service line inventory and field verification efforts. His efforts include developing and implementing GIS based field applications for service line material identification and inspection management.

PWCSA Lead Service Line Inventory

Prince William County Service Authority, VA

Mr. McCallon served as the data management/GIS lead overseeing the development a service line inventory and public facing GIS applications. This development effort resulted in a SQL database solution that pulls together both static and living datasets to create internal, regulatory, and publishable inventories. This solution was designed to be repeatable, expandable, and modifiable as input datasets or regulatory requirements change.

Capital Program Management – Digital Solutions

Chicago Department of Water Management, Chicago, IL

As the GIS and digital team lead for a multi-year program, Mr. McCallon oversaw the deployment and management of digital solutions designed to support all aspects of the department's operations. This effort encompassed the development of applications, databases, and dashboards for a variety of critical programs, including CSO and MS4 permitting, service line inventory compliance, and the department's Capital Improvement Programs for both water and sewer systems. He also led the road mapping and implementation of a robust ArcGIS Enterprise platform, providing a web-based interface for over 800 internal users and enabling public access to GIS data. Additionally, he led the design and deployment of a fully integrated mobile solution that allowed the department to view and close 311 tickets in real time. This solution significantly improved response times for most department work orders, enhancing operational efficiency, reporting metrics, and customer service.



Whitney Campbell

GIS and Data Management

Ms. Campbell is a recent Western Kentucky University graduate, where she studied Political Science and International Affairs with a certificate in GIS. During her time at Western Kentucky University, she took courses focused on GIS, spatial data analysis, voting and environmental demographics, programming/modeling, and cartography. Since joining Arcadis as a GIS specialist, she applies her GIS experience to conduct application development, data analysis, and visualization for clients.

Education/Qualifications

- BA, Political Science, Western Kentucky University, 2023
- BA, International Affairs, Western Kentucky University, 2023
- Certification, Geographic Information Systems, Western Kentucky University, 2023

Years of Experience

Total – 2
With Arcadis – 2

Office Location

Louisville, KY

Relevant Experience

FFY22 LSLR Project

City of Rochester, NY

Arcadis was retained to provide engineering design, bidding, construction and administration services for a lead service line replacement program that includes three projects totaling more than 3,000 lead service lines. The first project is currently in the design phase, consisting of approximately 1,000 service line replacements. Assisting with developing design drawings, utilizing both CAD and ArcGIS to prepare quality plans.

Commonwealth of Kentucky Catastrophic Urban Flood Plan

Louisville Metropolitan Sewer District, Louisville, KY

GIS specialist for the development of a GIS-based, integrated web solution. This web solution serves in support of the Catastrophic Urban Flood Plan and as a template for other communities in their resilience efforts. It is designed to take in data sources with information related to possible flooding scenarios and display it in an interactive way to support users in planning and real time response activities.

Lead Inventory Technical Assistance Program

Indiana Department of Environmental Management, IN

Consultant for various Community Water and Non-Transient Non-Community Water Systems. This task included traveling on-site to provide service line identification assistance as well developing service line inventories that were in compliance of IDEM and USEPA guidelines.

Data Analyst

San Antonio Water System, San Antonio, TX

Data Management and GIS specialist for San Antonio Water System field inspections. This task has included building a field map application for field inspection data collection and monitorization of service line inspection results while conducting quality control on the data that is being submitted. The purpose of this task is to collect data to meet LCRR compliance requirements for San Antonio's service line inventories.

LCRR Data Management

Philadelphia Water Department, Philadelphia, PA

Consultant and GIS specialist assisting the development and implementation of a data management solution for LCRR compliance, including a field maps application. This field data collection, data management strategy and implementation, and quality control and quality assurance of the data being collected.

Lead Service Line Inventory Task Lead

Columbus City Utilities, Columbus, IN

Consultant responsible with developing and enhancing CCU's service line inventory to align with LCRR regulations. This includes compiling data from historical records, field data from potholing efforts, and asset management records.

Columbus City Utilities Data Analyst

Columbus City Utilities, Columbus, IN

GIS Specialist for development of field map applications for potholing efforts. This task includes monitorization of pothole material identification results while conducting quality control on the data that is being submitted. The purpose of this task is to collect data to meet LCRR compliance requirements for Columbus's service line inventory.

Get the Lead Out Initiative (GLO)

United States Environmental Protection Agency (USEPA)

Analyst assisting in evaluating and verifying lead service line (LSL) materials, supporting the development and maintenance of accurate LSL inventories through data collection and analysis. The role involves collaborating with communities to facilitate outreach initiatives and promote public awareness of LSL identification and replacement efforts, ensuring adherence to EPA guidelines and contributing to the advancement of the GLO initiative.



Robert Tuttle, PhD

Predictive Modeling

Dr. Tuttle is a specialist in predictive modeling and regulatory compliance for lead service line identification under the LCRR and LCRI. At Arcadis, he is a core member of the National Lead and Copper Team, where he develops and applies advanced predictive modeling solutions to help utilities identify lead and non-lead service lines, prioritize field investigations, and build defensible inventories. He has worked with dozens of utilities across the U.S. to design modeling strategies that meet local and state regulatory requirements, and has collaborated with over 12 state regulators to secure approval of modeling and thresholding approaches.

Prior to Arcadis, Dr. Tuttle spent five years in the Applied Research Program at the Philadelphia Water Department, where he led the drinking water lead group and managed the development of their lead service line inventory. His work included evaluating emerging technologies, improving data quality, and partnering with modeling vendors to build and validate predictive models. Dr. Tuttle holds a PhD in marine microbiology and analytical chemistry from Scripps Institution of Oceanography – UCSD and is currently completing a Master of Science in Data Analytics at Georgia Tech, where his studies focus on machine learning applications for the water sector.

Education/Qualifications

- MS, Data Analytics, Georgia Tech, 2023-present
- PhD, Marine Microbiology, SIO - UCSD, 2018

Years of Experience

Total – 11

With Arcadis – 1

Technical Skills

- Numerous coding languages including: R, Python, SQL

Office Location

Philadelphia, PA

Relevant Experience

Development of Lead Likelihood Model

Ohio Environmental Protection Agency, OH

Dr. Tuttle serves as the task lead for the development and application of predictive modeling solutions to identify lead service lines across more than 60 public water systems throughout Ohio. In this role, he coordinates closely with field teams to ensure statistically representative sampling and data quality for model calibration and validation. He leads the integration of public records, GIS datasets, and field inspection results, overseeing feature engineering and the application of advanced machine learning algorithms to generate reliable lead likelihood predictions.

Dr. Tuttle is responsible for guiding the modeling workflow—from data aggregation and model development through to prioritizing field verification and producing actionable outputs for inventory updates. His work supports compliance with the LCRR and LCRI, providing utilities and Ohio Environmental Protection Agency with defensible, data-driven strategies for reducing unknown service lines and planning lead service line replacements.

Development of Lead Likelihood Model

Mishawaka, IN

Dr. Tuttle serves as the technical lead overseeing the development of a predictive model to assess the likelihood of lead service lines in Mishawaka's water system. His role includes managing the project team and guiding the end-

to-end process—from initial data collection and preparation through to model delivery and client engagement. He ensures the modeling effort supports the utility's regulatory goals under the LCRR, and facilitates the translation of technical results into actionable strategies for field validation and inventory development.

Design of Lead Likelihood Model

New Hampshire Department of Environmental Services, NH

As a technical lead for a project with the New Hampshire Department of Environmental Services, Dr. Tuttle is working on helping the state implement a process for selecting and verifying emerging technologies capable of detecting in ground service line materials non-invasively. The work involves both vetting new technologies and developing sampling procedures to help states issue informed guidance on the use of these technologies.

Project Manager / Technical Lead

Fairfax County Water Authority, VA

Dr. Tuttle is currently serving as project manager and technical lead for Fairfax Water's lead service line predictive modeling and statistical analysis initiative. He is responsible for coordinating the development of the predictive model—led by a subcontractor—and ensuring alignment with Virginia Department of Health requirements. His role includes securing regulatory approval for the modeling and statistical approach, guiding how field investigation results are used to support the model, and managing the delivery of final outputs to the client for use in inventory and compliance planning.

Regulatory Coordination for Predictive Modeling Approvals

Multi-State / National Scope

Dr. Tuttle has led cross-jurisdictional efforts to gain regulatory approval for predictive modeling and statistical analysis approaches used to support service line inventories and compliance strategies under the LCRR and LCRI. He has worked directly with over 12 state regulatory agencies to review, refine, and validate modeling methodologies on behalf of multiple utility clients. These efforts have played a critical role in reducing uncertainty in service line inventories—helping utilities collectively identify and eliminate hundreds of thousands of unknown service lines across the country.

LCRR Program Management

San Antonio Water System, San Antonio Tx

Dr. Tuttle is currently serving as a technical lead on several tasks vital to San Antonio Water System's successful role out of their LCRR program. His work involves aiding in the development of the service line inventory, developing laboratory sampling plans to meet regulatory compliance, and designing workflows to help establish protocols related to service line disturbances are required in the LCRR.

Technical Lead

Prince William County Service Authority, VA

Dr. Tuttle is currently serving as a technical advisor for implementation of statistical methodology to rule out lead service lines at their authority. Part of his role is overseeing the development of a field maps application to be used by the utility and subcontractors as they complete required field sampling.

Design of Lead Likelihood Model

New Hampshire Department of Environmental Services, NH

As technical lead, Mr. Tuttle is working on determining the feasibility of developing a statewide lead likelihood model for over 200 primary water systems in New Hampshire. This work includes leading a team of Arcadians through the process of data collection, QA/QC, and build out of a machine learning model.

Technical Advisor

Monroe County Water Authority (MCWA), NY

Dr. Tuttle is currently serving as a technical advisor for MCWA's lead service line predictive modelling task. He is working with Voda.AI to help ensure the development of a statistically sound service line prediction model that meets both client and regulatory requirements.

Technical Advisor

Erie County Water Authority (ECWA), NY

Dr. Tuttle is currently serving as a technical advisor for ECWA's lead service line predictive modelling task. He is working with Blue Conduit and ECWA staff to help ensure the development of a statistically sound service line prediction model. The goal is to both reduce unknowns in the system as well as prioritize areas that may have higher chances of lead for targeted replacement strategies.



Rebecca Ventura, PhD

Predictive Modeling

Dr. Ventura is a dynamic and detail-oriented civil engineer and data scientist specializing in predictive modeling with a strong foundation in statistical analysis and machine learning. She has a proven track record of developing innovative solutions to complex drinking water and sanitation system challenges, leveraging state-of-the-art algorithms and data engineering skills. She is adept at transforming raw data into actionable insights, driving decision-making and strategic planning in research and municipal engineering environments. Dr. Ventura is committed to advancing public infrastructure systems through the integration of data science and civil engineering expertise.

Education/Qualifications

- PhD, Civil Engineering, Concentration in Civil Systems University of Colorado Boulder, 2023
- MSc, Civil Engineering, University of Colorado Boulder Concentration in Civil Systems & Graduate Certificate in Global Engineering, 2022
- BSc, Civil Engineering, University of Illinois at Urbana-Champaign, Concentration in Sustainable Resilient Infrastructure Systems & Environmental Engineering, 2017

Years of Experience

Total – 5
With Arcadis – >1

Office Location

Chicago, IL

Relevant Experience

Ohio Lead Service Line Inventory Modeling

Ohio Environmental Protection Agency (OEPA)

Machine learning modeling expert leading the development of a state-wide model for classifying unknown service lines as lead or non-lead. This work includes reviewing and cleaning data, feature engineering, and employing multiple machine learning models to identify the best methods for predicting lead service lines.

Lead Service Line Replacement Program*

Various Chicago, IL Suburbs

Led the design and application of machine learning modeling for LSLR and LSLI efforts for 14 client communities. Used modeled results to inform potholing plans, estimate quantities for upcoming LSLR projects, and submit updated inventories to the Illinois EPA (IEPA). Collaborated with the US EPA's Office of Research and Development (ORD) on the use of ensemble machine learning modeling to predict lead service lines in small communities (<10,000 service lines) and in communities with missing or limited data. Served as the lead community engagement expert for all resident outreach related to LSLR and LSLI programs. Developed bilingual LSLR program fliers, cover letters, open house invites, lead health risk fliers, post-replacement flushing instructions, and kid-friendly coloring pages. Updated and submitted LSLR Plans to IEPA. Budgeted and drafted Request for Proposals and amendments for potholing projects funded by inventory grants. Reviewed loan applications for submission to IEPA. Presented on LSLR programs at community Open House events. Designed a sequential water sampling protocol for lead service line inventorying. Reviewed potholing, inventory, and lead service line replacement data uploaded to ESRI ArcGIS by contractors.

Doctoral Researcher*

University of Colorado Boulder

Developed and executed multi-year, mixed-method research studies to investigate the social sustainability of international sanitation programs across community and regional-level scales. Designed and distributed a household-level survey in collaboration with a Peruvian non-profit organization. Led qualitative and statistical analyses of the survey data to characterize household sanitation preferences. Conducted and analyzed 24 semi-structured interviews with sanitation practitioners to identify 1) the benefits they believe drive positive sanitation programming outcomes and 2) the barriers they believe limit their program's impact. She systematically analyzed data for themes that spanned technical, psychosocial, and contextual factors.

Completed a case study analysis of seven international sanitation organizations to identify drivers of customer attrition and the strategies the organizations have employed to mitigate this attrition. Disseminated findings, including recommendations for improved collaboration between stakeholders, to practitioners and researchers alike through five conference presentations and two journal articles.

Water for People Practicum*

Water for People (Virtual)

Conducted a literature review and interviews to identify current methods and potential metrics to measure decentralized sanitation's impact on local and regional environmental health. Identified priority pathways to environmental contamination, with an emphasis on surface water sources. Developed a framework for a rapid assessment tool that would evaluate environmental contamination from sanitation systems at the community level.

Student Trainee Hydrology*

United States Geological Survey

Tested a storm water flood model for extreme rain events in DuPage County, IL, identified cases where the model was failing, and addressed those errors in the Fortran code to ensure the model ran smoothly.

Aided in the analysis of large agricultural runoff data sets for use in ESRI ArcMap and a model that tested the application of best management practices including cover crops and nutrient management plans.

Research Experience for Undergraduates (REU)*

University of Illinois-National Center for Supercomputing Applications (NCSA)

Supported the development of Python code using NumPy, math, and gdal modules for a genetic algorithm model. Researched regulations on rain garden placement in residential and commercial areas in the United States.

**Experience prior to Arcadis*



Alyssa Gouveia

Inventory; Public Education and Outreach; Inspector

Ms. Gouveia's undergraduate experience made her passionate about water resources and management. She has worked on various lead service line replacement and pump station upgrade projects for Arcadis to improve water quality services for respective clients for the last few months. Ms. Gouveia is currently pursuing her EIT Certification to further achieve her professional goals in engineering. Ms. Gouveia is currently working on public outreach material for clients to raise awareness of upcoming service line replacement and sampling events. She has worked on creating educational materials for school and childcare facilities.

Education/Qualifications

- BSE, Environmental Engineering, University of Connecticut, 2025

Years of Experience

Total – <1 year
With Arcadis – <1 year

Professional Registration/Certifications

- Pursuing EIT Certification
- OSHA 10-hour Construction Safety and Health
- OSHA 40-hour HAZWOPER

Professional Associations

- Connecticut Water Environment Association (CTWEA)
- University of Connecticut Alumni Community

Office Location

Middletown, CT

Relevant Experience

Lead Service Line Replacement Plan

Norwich Public Utilities, Norwich, CT

The objective of this project is to identify, remove, and replace historically identified lead service lines. Assisted in public outreach to property owners included in the construction phase of replacement program. Responsibilities included compiling and distributing customer outreach materials. Assisted in the school and childcare facility required testing outreach. Responsibilities included creating school and childcare outreach materials for facility coordination and sampling guidance. Assisted in inventory management and Norwich GIS improvements. Responsibilities included manual review of original scanned town records against an AI model review. Assisted in putting together specification and Health and Safety packages. Responsibilities included document review. Current responsibilities will include leading field investigations, coordinating fieldwork, and managing ongoing project tasks. Fieldwork responsibilities include lead service line field work using various testing methods to determine the material of customer water service line at randomly selected sites. Recorded data in the field to be compiled into a model to best predict material of water service lines around the City of Norwich. Responsibilities will include multiple site visits to perform fieldwork and scheduling appointments with customers to test water service lines.

Lead Service Line Inventory

Meriden Water Department, Meriden, CT

The objective of this project is to identify, remove and replace historically identified lead services. Assisted in the school and childcare facility required testing outreach. Responsibilities included creating school and childcare outreach materials for facility coordination and sampling guidance. Current responsibilities will include field investigations to identify service line materials using various testing methods to determine the material of customer water service lines at customer reported lead sites.

Pump Station Upgrades

Town of Trumbull, CT

The objective of this project is to design pump station modifications to improve pump capacity. Assisted in compiling documents and data to be relayed back to the client. Responsibilities included creating client-ready AutoCAD drawings and Microsoft Excel graphs for design proposals. Current responsibilities include creating client-ready AutoCAD drawings for design proposals.

East Street Pump Station

Greater New Haven Water Pollution Control Authority,
New Haven, CT

Assisted in putting together specification and Health and Safety packages. Responsibilities included document review. Assisted in creating documents for client and contractor use in the construction phase of the pump station upgrades. Responsibilities included creating conformed documents. Current responsibilities include assisting in the review of submittals for the construction phase of the project.

Wastewater Treatment Facility Improvements

York Sewer District, York, ME

Assisted in compiling data for the analysis of treatment efficiency. Responsibilities included compiling data and performing calculations from the treatment facility results in Microsoft Excel.

Sanitary Sewer Connection/Capacity Assessment

Town of Darien, CT

Assisted in putting together specification and Health and Safety packages. Responsibilities included document review.



Mikayla Billiter

Inventory; Inspector

Ms. Billiter has provided inspector services on multiple lead service line replacement projects at Arcadis, ensuring quality control, regulatory compliance, and safety at project sites. She has experience conducting on-site inspections, verifying installation methods, documenting field activities, and supporting clients in meeting Lead and Copper Rule requirements. As Task Lead, she has overseen project progress, coordinated with contractors and stakeholders, and ensured accurate reporting of field data. Ms. Billiter is currently pursuing her Engineer-in-Training (EIT) certification to further strengthen her technical expertise and professional growth in engineering inspection services.

Education/Qualifications

- BS, Civil Engineering, Concentration in Environmental Engineering, University of Maine, 2022

Years of Experience

Total – 2
With Arcadis – 2

Professional Registration/Certifications

- OSHA 10-HR Certification
- Pursuing EIT Certification

Office Location

Middletown, CT

Relevant Experience

Engineering Services for LCRI Compliance

Meriden Water Division, Meriden, CT

Currently designated as the project engineer with responsibilities that include leading field investigations, coordinating field work, public outreach, and managing ongoing project tasks. The objective of this project is to provide consultant services to keep Meriden Water Division in compliance with EPA's Lead and Copper Rule Improvements.

Lead Service Line Replacement Program

Norwich Public Utilities, Norwich, CT

Conducted lead service line field work using various testing methods to determine the material of customer water service line at randomly selected sites. Recorded data in the field to be compiled into a model to best predict material of water service lines around the City of Norwich. Responsibilities included multiple site visits to perform field work and scheduling appointments with customers to test water service lines. The objective of this project is to identify, remove and replace historically identified lead service line.

Lead Service Line Replacement Program

City of New London, CT

Conducted service line material investigative field work and recorded field data. Assisted in public outreach to property owners for the first construction phase of the replacement program, including compiling and distributing outreach materials. Responsibilities included review of documents, gathered data into Microsoft Excel, and conducted research on trenchless water service line replacement methods and potential contractors in New England. Responsibilities included recording research findings, developing an understanding of replacement methods, and gathering contractor contact information. Additionally, gathered information on potential contractors for announcing upcoming construction.

Technical Assistance for Public Water Systems

New Hampshire Department of Environmental Services, NH

Assisted public water systems throughout New Hampshire in creating their service line inventories. Responsibilities involved maintaining records, ongoing communication with public water systems, and completing the lead service line inventory.

Engineering Services for LCRI Compliance

Meriden Water Division, Meriden, CT

Currently designated as the project engineer with responsibilities that include leading field investigations, coordinating field work, public outreach, and managing ongoing project tasks. The objective of this project is to provide consultant services to keep Meriden Water Division in compliance with EPA's Lead and Copper Rule Improvements.

Phase 2 Sewer Design and Rehabilitation

Town of Darien, CT

Assisted in putting together specification and Health and Safety packages. Responsibilities included document review. Future responsibilities include Closed Circuit Television Inspection (CCTV) training to review videos from the field. This project is a sanitary sewer project that will design and oversee contractors performing open-cut sanitary sewer rehabilitation.

Town-Wide Infiltration & Inflow and Sanitary Sewer Evaluation Survey

Town of Darien, CT

Assisted in reviewing CCTV sewer line inspection videos looking for defects, deformations, or obstructions to provide rehabilitation recommendations to the client. Responsibilities included reviewing NASSCO's Pipeline Assessment & Certification Program before CCTV review.

2023 Sanitary Sewer Rehabilitation

Town of Danvers, CT

Assisted in reviewing CCTV sewer line inspections videos looking for major defects and pipeline material to provide rehabilitation recommendations to the client. Future responsibilities include the review of more CCTV videos.

Preliminary Engineering Design Services for Relocation of Shipping Street Pump Station and Related Sewer Mains

Norwich Public Utilities, Norwich, CT

Currently designated as the project engineer. Conducted site visits and supervised the installation of flow

monitoring devices. Analyzed flow results, prepared technical memos, participated in client meetings, and facilitated the development of subcontract agreements. This project is preliminary design options for the relocation of the Pump Station located in the regulatory floodway.

PFAS Sampling of Residential Drinking Water Supply Wells

Connecticut Department of Energy and Environmental Protection, Franklin, CT

Currently leading field investigations, tasked with creating subcontract documents, organizing a task list, and coordinating future fieldwork. This objective of this project is to sample and analyze potable well water for PFAS.

Franklin Phase 7 Rehabilitation

Town of Franklin, MA

Assisted in putting together Asset Management Plan documents and specification package. Responsibilities include document review and compilation of documents. This project is a sanitary sewer rehabilitation and design project.

Franklin 2023 Metering and SSE

Town of Franklin, MA

Analyzed flow meter data for high inflow/infiltration sites in Franklin, MA. Responsibilities include gathering and analyzing data using Microsoft Excel and Time Series Analyzer to report back to the client. This project analyzes and reports flow metering data to the client to determine if any rehabilitation steps are necessary. Flow metering is usually done on an annual basis.

Sandy Pond Road Sewer Rehabilitation Design

Town of Ayer, MA

Assisted in putting together specification package. Responsibilities included document review. This project is a sanitary sewer rehabilitation and design project.

Cooperative Extension and Diagnostic Research Laboratory

Orono, ME

Conducted field research in potato fields throughout Central Maine. Responsibilities included reporting of results and communication amongst clients. The purpose of this research was to report the conditions of the fields to the client.



Kathryn Edwards, PE

Public Education and Outreach

Ms. Edwards has more than 20 years' experience in water system, wastewater, stormwater, facilities, and water resources project planning, permitting, design, and construction. She has served as a public engagement specialist and facilitator for a variety of projects, notably climate resilience work and lead service line replacement programs. She works with many municipalities to achieve permitting and regulatory compliance and has assisted communities and state agencies in achieving measurable documented improvements, especially in their stormwater management programs. Ms. Edwards specializes in stormwater management, master planning, and resilience planning.

Education/Qualifications

- BS, Environmental Engineering, Roger Williams University, 2004

Years of Experience

Total – 20

With Arcadis – 20

Professional Registration/Certifications

- Professional Engineer – MA
- Fundamentals of Engineering – RI
- Construction Documents Technologist – Construction Specifications Institute

Professional Associations

- New England Water Environment Association, Stormwater Committee
- Water Environment Federation

Office Location

Wakefield, MA

Relevant Experience

Lead Service Line Replacement Program

City of New London, CT

Serve as the public education and outreach lead to New London, assuring the public, W&WPCA, and other stakeholders are informed on all aspects of the program for the duration of both the design and construction phases. Responsible for the planning, implementation, and facilitation of all public meetings and stakeholder meetings. Work also includes collaborating with the USEPA on LPIPE Grant funding for implementation of portions of the outreach plan.

Lead and Copper Compliance Plan

Norwich Public Utilities, Norwich, CT

Serve as the public education and outreach lead for the lead and copper, compliance plan. Responsibilities include working with the client to identify public outreach and engagement needs and develop and implement a plan to address those needs. Work has included development of public outreach materials to keep the public and other stakeholders informed on all aspects of the program. Responsible for the planning, implementation, and facilitation of all public meetings and stakeholder meetings.

Watershed Management Plan

City of New London, CT

Project manager for the development of a Watershed Management Plan – an important step toward mapping out the City's environmental resources, identifying sources of water pollution, and addressing TMDLs and water quality impairments through prioritized improvements. We guided the process, engaged stakeholders and the general public in the planning, and developed a watershed plan with recommendations for structural and non-structural projects to assist the City to protect and manage its natural resources most effectively. This work included stakeholder engagement, watershed characterization, estimation of pollutant source loads and reductions, selection of management measures, and development of performance indicators.

MS4 Permit Assistance

City of Fitchburg, MA

Serve as project director for assisting with implementation of the City's MS4 Permit compliance program. Work includes Illicit Discharge Detection and Elimination program implementation including outfall inspections, GIS mapping updates using ESRI's ArcGIS online, operations and maintenance at municipal facilities, and annual reporting and recordkeeping assistance. The project also includes work to assess and develop potential rates for a sustainable funding source for stormwater. Previously served as project manager for the City's wastewater and stormwater ordinance updates and development of regulations, including working with City departmental stakeholders on key decisions throughout the regulatory process.

Climate Ready South Boston, MA

City of Boston, MA

Served as local lead for technical and policy solutions for design and implementation planning of coastal resiliency projects in the South Boston area. Heavily involved in stakeholder engagement bringing the City, business owners, developers, regulatory agencies, and residents together in strategic sessions to discuss the proposed plan, technical and regulatory solutions, and facilitate a plan for implementation of both near and long-term projects.

Stormwater Master Plan

Town of Saugus, MA

Served as project manager for the Town of Saugus on a comprehensive Stormwater Master Plan to address specific needs for a robust stormwater management program that meets regulatory MS4 permit requirements, provides conceptual solutions to known surface flooding problems, and explores funding frameworks for a more sustainable program. This project addresses several regulatory requirements, including a written plan, catchment area delineations, and outfall inspections and training for the Illicit Discharge Detection and Elimination Program, as well as some of the required operation and maintenance standard operating procedures for municipal facilities. As part of the plan, we reviewed 20 documented drainage problem areas and identified solutions for capacity improvements or additional infrastructure projects to minimize or eliminate surface flooding.

Climate Ready East Boston & Charlestown Phase II

City of Boston, MA

Served as project manager for design and implementation planning of coastal resiliency projects in the East Boston and Charlestown neighborhoods. Focused on implementable coastal resilience solutions for the near and long-term, and included a robust engagement program with community advisory boards formed for each neighborhood and public engagement.

Nantucket Coastal Resilience Plan

Town of Nantucket, MA

Project prioritization / implementation lead for a coastal resilience planning process for the Town and County of Nantucket. The plan addresses the entire island and involves a comprehensive assessment of coastal risks, including storm surge, tidal flooding with sea level rise, and erosion.

Flood Study & Green Infrastructure Planning

City of Newburyport, MA

Managed flood study analysis of the Little River and Industrial Park area of Newburyport including the development of a hydrologic/hydraulic model in XPSWMM. Coordinated and facilitated community stakeholder meetings to gain insight and feedback on watershed issues. Duties also included development of hydrologic and hydraulic parameters for input into the model, field investigations and inventory of critical culverts, coordination of survey and resource area delineation work, development of the Flood Study report, attendance and participation at public hearings, and preparation and filing of permits. Worked closely with the City, the public, Design Confirmation Report, MEMA, and Federal Emergency Management Agency during this project. Developed follow-on pilot program for green infrastructure initiatives. Facilitated consensus building meetings and workshops with City departments, community stakeholders, and conservation commissions in two towns. Developed a follow-on green infrastructure planning program to pilot realistic green solutions for stormwater management in this flood abatement area.



Sofia Lee, EIT

Construction Manager; Construction Contract Documents

Ms. Lee is a construction inspector with a focus on all aspects of lead service line replacement throughout Connecticut. In addition, she has performed construction inspection services on water main and service line installations. Ms. Lee is experienced with Phase I, II and III Environmental Site Assessments (ESAs), oversight of environmental drilling and remediation, inspection of construction activities, collection and characterization of environmental and geotechnical samples, and collection of hazardous building materials. She is familiar with various methods used in achieving compliance with the Connecticut Remediation Standard Regulations.

Education/Qualifications

- BS, Environmental Engineering, Rensselaer Polytechnic Institute, 2021

Years of Experience

Total – 4
With Arcadis – 2

Professional Registration/Certifications

- Engineer-in-Training (EIT)
- OSHA 40-hour HAZWOPER
- OSHA 10-hour Construction Safety & Health Training
- OSHA 8-hour Refresher Training

Office Location

Middletown, CT

Relevant Experience

Lead Service Line Replacement Program

City of New London, CT

Serves as construction inspector for the City of New London's Lead Service Line Replacement Program. The program includes replacement of over 3,000 lead service lines throughout several phases of construction. Ms. Lee's role is to provide construction inspection of all test pits, customer and utility side lead service line replacements, sidewalk restoration, & paving. Responsibilities also include holding all construction progress meetings, performing basement inspections for service line verification, managing requests for information, involvement with public outreach and communication, preparation of construction contract documents for LSLR, coordination of all construction related activities and oversight, compliance with all LCRR construction requirements.

Environmental Site Assessments, Surveying, Evaluation, and Construction Inspection

Confidential Client, Rocky Hill, CT

Responsibilities include performing Phase I, II and III ESAs, Remedial Action Plans, and SEH Abatement. These entail site inspections, local and state file reviews, oversight of environmental drilling and monitoring well installation, characterization of environmental and geotechnical samples, generation of boring logs using gINT, sampling of soil, groundwater, and concrete, familiarity with achieving compliance with the Connecticut Remediation Standard Regulations and presenting findings in professional environmental reports. Surveying and GPS techniques to mark out explorations and site features and creating site plans and contour maps using AutoCAD. Evaluating the presence of hazardous building materials, such as those containing asbestos, lead, or PCBs, in site buildings. This entails sampling of various types of materials, testing, and reporting findings in technical reports. Construction inspection during water main installation. This entails tracking pay items, construction personnel, and equipment; overseeing water main installation, service line installation, milling,

trench restoration, lawn restoration, and CCTV inspection; and creating progress reports for clients.

Construction Inspection, Drinking Water Sampling

Confidential Client, Bennington, VT

Responsibilities include overseeing water main installation in neighborhoods with private wells affected by PFAS. This includes ensuring contractors were following the approved design specifications, tracking pay items, and writing daily reports on site progress. Collecting drinking water samples from households potentially contaminated by lead service lines, transporting samples to water treatment facilities for laboratory testing, and compiling the laboratory results in data tables.

Construction Inspection, Drinking Water Sampling

Confidential Client, Bennington, VT

Responsibilities include overseeing water main installation in neighborhoods with private wells affected by PFAS. This includes ensuring contractors were following the approved design specifications, tracking pay items, and writing daily reports on site progress. Collecting drinking water samples from households potentially contaminated by lead service lines, transporting samples to water treatment facilities for laboratory testing, and compiling the laboratory results in data tables.

Various Projects

Confidential Client, Vernon, CT

Identifying and removing invasive species on the Belding Wildlife Management Area by physical and chemical methods. Acting as a liaison and guide for school groups participating in outdoor experiments during field trips. Participated in various environmental groups, such as the Riffle Bioassessment By Volunteers, the CT Envirothon committee, and the Rivers Alliance of Connecticut.



Sean Mitchell, PE

Construction Contract Documents

Mr. Mitchell has broad experience in engineering consulting with a strong focus on infrastructure improvement projects. He has worked on projects in the study, design and construction phase, participating in fieldwork, evaluating data, as well as the design and bidding phases for projects throughout New England. He is familiar with the permitting process associated with working in roadways and easements and permitting issues that may arise when evaluating design options. He also has considerable experience designing and providing on-site inspection and oversight.

Education/Qualifications

- BS, Environmental Engineering, University of New Hampshire, 2012

Years of Experience

Total – 13
With Arcadis – 13

Professional Registration/Certifications

- Professional Engineer – MA, CT

Office Location

Wakefield, MA

Relevant Experience

Lead Service Line Replacement Program

City of New London, CT

Construction contract documents specialist for full LSL replacement program. Work includes LSL inventory development leveraging machine learning, design and bidding services, public outreach and communication, program development, and stakeholder communication and funding assistance.

Sewer System Evaluation Survey in Woodbridge and East Haven

Greater New Haven WPCA, Woodbridge and East Haven, CT

Project engineer for the sewer system evaluation survey of five metered areas in Woodbridge and East Haven to identify excessive I/I sources. Work included evaluation of 73,000 linear feet of flow isolation data, development of a CCTV inspection program, 520 manhole inspections and 53,000 linear feet of CCTV inspections. A cost-effective analysis was utilized to develop cost effective rehabilitation recommendations.

I/I Rehabilitation Program State Street and Meter Area 10

Greater New Haven WPCA, East Haven and Hamden, CT

Resident engineer/project engineer for the sanitary sewer rehabilitation design/construction project to rehabilitate defective sewers in East Haven and Hamden. The project included design, permitting, bidding services, and construction oversight for the rehabilitation of approximately 35,000 linear feet of sanitary sewer pipe up to 27-inches in diameter with cured-in-place pipe lining and rehabilitation of over 200 manholes. Project included large-scale sewage bypass pumping during pipeline and lateral service rehabilitation along two major interceptors.

Sewer Improvements to Reduce I/I in East Haven and Hamden

Greater New Haven WPCA, East Haven and Hamden, CT

Project engineer for the sanitary sewer rehabilitation design contract to rehabilitate defective sewer assets in East Haven and Hamden. Work included design for rehabilitation of approximately 26,000 linear feet of sanitary sewer

pipe, ranging from 8-inch to 36-inch in diameter with cured-in-place pipe lining and rehabilitation of 260 manholes, development of local, state and federal permit applications for work in an environmentally sensitive area, coordination with residents, municipalities and permitting agencies, development of design plans, specifications, and cost estimate.

Utility Replacement Project

Town of Saugus, MA

Resident engineer for replacement of watermains and water services, sanitary sewers, and drain lines for five project sites in residential and commercial areas. Work also included full roadway reconstruction, including road reclamation, installation of new granite curbing, and construction of concrete sidewalks and ADA compliant ramps. Construction services included extensive coordination with various stakeholders, including dozens of residents, Town, and State entities.

Residential Water Main Extension and Water Treatment Plant Upgrades

Confidential Client, NH

Project engineer for design of a watermain extension to a residential subdivision, including 20+ new services. Work included coordination with stakeholders, development of bid ready design plans and specifications, and construction cost estimating. Served in a construction administration role, including coordination with the Contractor and Resident Engineer.

Beacon Street Interceptor Area Sewer Rehabilitation

City of Norwalk, CT

Construction administrator for the Beacon Street Interceptor Service Area Rehabilitation. Work included rehabilitation of 20,000 LF of 8-inch to 18-inch diameter pipe with cured-in-place lining, cured-in-place spot repairs, spot excavation repairs, manhole rehabilitation, and extensive temporary bypass operations.

Pilcher Drive Pump Station Wastewater Grinder

Town of Wilmington, MA

Project engineer for design of a wastewater grinder unit at the Pilcher Drive Pump Station. Work included a condition assessment of the existing pump station facility, and development of plans and specifications for the installation of a new sewer manhole with a custom channel, installation of a wastewater grinder unit, and associated electrical work.

Reading Extension Sewer and Metropolitan Sewer Rehabilitation Design

Massachusetts Water Resources Authority, Stoneham, MA

Project engineer/resident engineer for the sanitary sewer rehabilitation design and construction contract to rehabilitate the Reading Extension Sewer and Metropolitan Sewer. Work included rehabilitation of approximately 14,000 linear feet of sanitary sewer pipe with cured-in-place pipe lining and inspection and rehabilitation of 64 manholes, coordination with residents, municipalities and permitting agencies, development of design plans and specifications, and development of construction sequencing and sewer bypass plans.

Beaver Street Interceptor Alternatives Analysis

Town of Franklin, MA

Project engineer for a condition assessment and an alternatives analysis of the Town's major sanitary sewer interceptor. The interceptor is in a railroad easement in a heavily wooded area with challenging accessibility. Work includes CCTV inspection and manhole inspections of the interceptor, a hydraulic model of the interceptor and tributary collector sewers, and development of in place and realignment alternatives to prolong the useful life and serviceability of the interceptor.

Sanitary Sewer I/I Reduction Program

Town of Stoneham, MA

Project engineer and resident engineer for Phases 5-7 of the sanitary sewer I/I reduction program. Work included development of a system-wide approach to identify and remove I/I, CCTV inspection 15,000 linear feet of pipe, inspection of 100 manholes, rehabilitation of approximately 6,000 linear feet of sanitary sewer pipe with cured-in-place pipe lining, cured-in-place spot repairs, testing and sealing of joints and services and manhole rehabilitation. This project also required close coordination with the Stoneham DPW and residents and businesses in the community.



Hector Salazar

Inspector

Mr. Salazar has 5 years' experience in the industry of environmental, health and safety (EHS) compliance. At Arcadis he has participated in environmental compliance projects, health and safety projects and consulting, environmental compliance and safety audits, spill prevention and inspections, hazardous waste contingency plan writing, hazardous materials inventory projects, ecological sampling and surveying projects, construction oversight projects, and coordination and task management for compliance auditing.

Mr. Salazar's additional certifications include HAZWOPER 40-hr, HAZWOPER 8-hr, National Registry of Emergency Medical Technicians, FEMA Certified Hazardous Materials Technician, CPR/AED, and Bloodborne Pathogen training.

Education/Qualifications

- B.S. Environmental Science and Anthropology: Archaeology Concentration, Connecticut College, 2020

Years of Experience

Total – 5
With Arcadis – 3

Training

- 40 Hour OSHA HAZWOPER
OSHA 40 Hour Fall Protection
- 30-Hour OSHA
CONSTRUCTION
- Smith Defensive Driving
- CPR/AED and First Aid
- Nationally Registered
Emergency Medical Technician
- FEMA Certified Hazardous
Materials Technician
- Pro-Board-Certified Structural
Firefighter
- SDI certified open-water SCUBA
diver

Office Location

Middletown, CT

Relevant Experience

Lead Service Line Inspections

City of New London, CT

Supported the execution of the lead service line replacement project to improve community water quality and regulatory compliance. This included conducting detailed field inspections of residential and commercial service lines to identify material, ensuring accurate assessment and prioritization for replacement. Tasks also included educating the residents about the risks of lead and the benefits of service line replacement.

Lead Service Line Inspections

Norwich Public Utilities, CT

Supported the planning and execution of the lead service line replacement project to improve community water quality and regulatory compliance. This included conducting detailed field inspections of residential and commercial service lines to identify material, ensuring accurate assessment and prioritization for replacement. Tasks also included educating the residents about the risks of lead and the benefits of service line replacement.

PFAS Sampling

North Franklin, CT

Conducted field sampling of residential well drinking water systems to assess PFAS contamination in accordance with EPA and state agency protocols. Tasks also included coordinating sampling logistics with homeowners, laboratory and regulatory agencies to ensure efficient and accurate collection of samples.

Stormwater Compliance

C&S Wholesale Grocers, Various Locations, USA

Assist in task managing client stormwater compliance through report preparation and permit assistance. Assist in the ongoing preparation, editing, and finalizing of discharge monitoring reports for various client facilities nationally. Additionally,

support client communications, coordination with analytical laboratory, and facility communications to ensure compliance with state and federal regulations related to stormwater permitting.

Stormwater Compliance

United Parcel Services, Various Location, CT

Conduct ongoing field-related project support, related to stormwater discharge monitoring in compliance with state and federal regulations related to stormwater discharge permits for multiple client facilities.

Hazardous Materials Inventory Project

The Harrington Group Inc, Various Location, USA

Assisted in the research, categorization, and preparation of hazardous materials inventory lists. Tasks included client product review, preparation, and categorization of inventory according to NFPA and IBC codes and regulations and verifying the accuracy and quality of final inventory deliverable.

Housatonic River Waterfowl Study

General Electric, Various Location, CT & MA

Assisted in the collection of Waterfowl Species in the Housatonic River ecosystem for the sampling of PCB contamination in Waterfowl tissue. Tasks included ecosystem evaluation, deployment of sampling equipment and supporting wildlife biology staff with data collection.

Hudson River Tunnel Project

Hudson Tunnel Project, Hoboken, NJ

Conducted oversight and monitoring of federally protected Atlantic Sturgeon in the Hudson River, during active pile driving construction operations. Task included daily river monitoring, construction oversight and documentation in the event of Sturgeon sightings.

Compactor Audit Coordinator/Task Manager

The Home Depot, Various Locations, CA

Support the coordination of client inspections of solid waste compactors for stored throughout the state of California. The client was monitoring compliance with policies for handling hazardous and other waste generated at store locations. The inspections focused on identifying the presence of potentially regulated waste stream items that could not be disposed of via conventional landfills. Tasks included client communication, hauler and disposal facility outreach and communication, allocation of Arcadis staff and resources, health and safety compliance and supporting all office related project functions.

Compactor Audit Coordinator/Task Manager

TJX Companies Inc., Various Locations, CA

Support the coordination of client inspections of solid waste compactors for stored throughout the state of California. The client was monitoring compliance with policies for handling hazardous and other waste generated at store locations. The inspections focused on identifying the presence of potentially regulated waste stream items that could not be disposed of via conventional landfills. Tasks included client communication, hauler and disposal facility outreach and communication, allocation of Arcadis staff and resources, health and safety compliance and supporting all office related project functions.

Waste Water Compliance

PCC Structural Inc., Groton, CT

Conduct ongoing field-related project support, related to the collection of monthly and quarterly waste water samples to assure compliance with facilities Significant Industrial User General Permit and Pretreatment Permit. Assist in the ongoing preparation, editing, and finalizing of discharge monitoring reports for CT, Groton facility. Additionally, support client communications, coordination with analytical laboratory.

Emergency Planning and Community Right to Know Act (EPCRA) Tier II Plans

Panasonic, Olathe, KS, and Reno, NV

Prepared and submitted EPCRA Tier II for facilities nationwide and hazardous materials business plans for multiple sites within the state of California. Assisted client in gathering data to be reported and followed up on regulatory requests. Supported project management efforts to ensure timely submission of required reports.

Toxic Release Inventory (TRI) Program

H&T Group, Waterbury, CT

Prepared and submitted TRI Reports for facility within the state of Connecticut. Assisted client in gathering and processing data related to report preparation.

Regulatory EHS Compliance Auditor

Pittsburgh Water and Sewer Authority (PWSA), Pittsburgh, PA

Conducted site visits to support the evaluation of client's compliance with state and federal health and safety obligations. This included evaluation of facility processes and procedures related to Occupational Health and Safety as well as PWSA's Company Policies and Best Management Practices.



Appendix B.

Statement of Equal Opportunity / Affirmative Action Policy of the Firm



AFFIRMATIVE ACTION/EEO PLAN

DECLARATION OF POLICY: Arcadis U.S., Inc. affirms its commitment to the submittal of an Affirmative Action plan which has the purpose of maintaining equal employment and promotional opportunity, with particular emphasis on improving the Minority and/or Women work force population and utilization of Minority and/or Women owned professional firms, consultants and/or suppliers.

To make clear our commitment to this program, the intent of the plan and individual responsibility for its effective implementation will be discussed at management training programs and employee orientations. Special meetings may be conducted with executive management and supervisory personnel to further explain the affirmative action plan.

Outside sources such as recruiters, subcontractors, vendors and suppliers will be informed verbally and in writing about our affirmative action policies.

Dara Himes is Arcadis U.S., Inc.'s Affirmative Action Officer. She has the day to day responsibility for the implementation and monitoring of our plan.

The affirmative action plan is available for your review in the Human Resources Department during normal working hours. If you wish to review the plan or if you have any questions, please contact Dara Himes at 602.797.4504.

NARRATIVE OF PROGRAMMATIC ACTIVITIES AND/OR GOALS

In accordance with Executive Order 11246, Arcadis U.S., Inc. currently conducts the following programmatic activities and/or pursues the following goals in addressing critical areas of affirmative action in the employment and promotion of the diverse workforce.

RECRUITING AND ADVERTISING: Arcadis U.S., Inc. demonstrates its commitment to affirmative action in its recruiting and advertising efforts through the use of newspapers, trade journals and Professional journals. Arcadis U.S., Inc. identifies itself in printed advertising as an "Equal Opportunity Employer."

The employment application includes the following at the beginning of the form: "We are an



equal employment opportunity company. We are dedicated to a policy of non-discrimination in employment on any basis including race, creed, color, national origin, sex, age, disability, marital status, sexual orientation, citizenship status or any other basis prohibited by law."

When job postings are placed in minority colleges or universities, Arcadis U.S., Inc. identifies itself as an "Equal Employment Opportunity Employer". Arcadis U.S., Inc. is a member of the National Association of Colleges and Employers. Arcadis U.S., Inc. submits its job postings to the America's Job Exchange which is a nationwide job bank sponsored by an association of state departments of labor.

HIRING PROCEDURES: Arcadis U.S. Inc. strives to eliminate and minimize intentional or unintentional bias against applicants with regard to testing, interviewing and selection procedures. In accordance with its affirmative action plan, Arcadis U.S., Inc., recruits and hires in all job classifications without regard to race, color, religion, creed, gender, sexual orientation, citizenship status, gender identity or expression, national origin, age, disability, genetic information, marital status, amnesty, or status as a covered veteran in accordance with applicable federal, state and local laws. Employment decisions are made so as to further the principle of equal employment opportunity. The Company reviews its employment practices to determine whether members of the various protected groups are receiving fair consideration and to determine whether appropriate outreach and positive recruitment activities have been undertaken to remedy deficiencies.

PROMOTION PROCEDURES: Arcadis U.S., Inc. in accordance with its affirmative action plan, ensures that promotion and transfer decisions are made in accord with principles of equal employment opportunity by imposing only valid requirements for promotional opportunities. In all job classifications, the Company promotes individuals without regard to race, color, religion, creed, gender, sexual orientation, citizenship status, gender identity or expression, national origin, age, disability, genetic information, marital status, amnesty, or status as a covered veteran in accordance with applicable federal, state and local laws. Each employee's salary and position are reviewed annually through Arcadis U.S., Inc.'s merit program.

TRAINING PROCEDURES: Arcadis U.S., Inc. in executing its affirmative action plan ensures that company sponsored training, education and tuition assistance are administered without regard to race, color, religion, creed, gender, sexual orientation, citizenship status, gender identity or expression, national origin, age, disability, genetic information, marital status, amnesty, or status as a covered veteran in accordance with applicable federal, state and local laws. Tuition reimbursement is available



to employees enrolled in an accredited degree program and the course(s) must further the career of the individual at Arcadis U.S., Inc.

PUBLICITY (INTERNAL AND EXTERNAL): Internally, Arcadis U.S., Inc. maintains an affirmative action plan with which all employees must comply. This is described in the Employee Handbook: "It is Arcadis U.S., Inc.'s continuing policy to afford equal employment opportunity to qualified individuals regardless of their race, color, religion, creed, gender, citizenship status, sexual orientation, gender identity or expression, national origin, age, disability, genetic information, marital status, amnesty, or status as a covered veteran in accordance with applicable federal, state and local laws" and to conform to applicable employment laws and regulations. For further information or to report violations of the equal employment and sexual harassment policies, contact the Senior Vice President of Human Resources. Externally, the Company identifies itself as an affirmative action employer on recruiting materials.

PROCUREMENT POLICIES: Arcadis U.S., Inc. does not maintain company-wide procurement policies. However, the company does establish subcontracting plans for specific contracts when required by the governmental agency issuing the contract. As such, Arcadis U.S., Inc. shall follow the below procurement policy/plan when performing work under contracts issued by our client.

It is the policy of Arcadis U.S., Inc. that business concerns owned and controlled by socially and economically disadvantaged individuals shall have the maximum practical opportunity to participate in the performance of subcontracts awarded by Arcadis U.S., Inc. It is Arcadis U.S., Inc.'s intention to aggressively pursue, wherever possible, subcontracting opportunities with minority-owned, women-owned, veteran-owned and disabled veteran-owned small businesses and all as Historically Black Colleges and Universities/Minority Institutions (HBCU/Mis).

SELF ANALYSIS AND GOAL SETTING

At the conclusion of every Affirmative Action plan year, goals are discussed at length with employment decisions makers within the organization. Discussion of these goals take place with Business Division leaders and their respective internal Recruitment Managers and it's through that process that our goals are approached and our corresponding strategy and action plans developed.

About Arcadis

Arcadis is the leading global design and consultancy firm for natural and built assets. Applying our deep market sector insights and collective design, consultancy, engineering, project and management services we work in partnership with our clients to deliver exceptional and sustainable outcomes throughout the lifecycle of their natural and built assets. We are more than 36,000 people, active in over 30 countries that generate over \$5 billion in revenues. We support UN-Habitat with knowledge and expertise to improve the quality of life in rapidly growing cities around the world.

www.arcadis.com

Supporting our clients in their quest to become Fit-for-Future.

Utilities must plan for unprecedented scenarios while navigating a changing workforce, but where should leaders focus?

Use the QR code below to explore the five fundamentals of becoming a fit-for-future water utility and the common thread that unites them.



Arcadis. Improving quality of life



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2920

Agenda Date: 12/10/2025

Agenda #: 7.

ORDINANCE

Motion/Request:

MOTION to approve a revised Appendix A- *Qualifying Income Schedule* in accordance with Ordinance #200-005 (rev. 1) “*An Ordinance to Provide Property Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled (rev.1)*” for the filing period of February 1, 2026 - May 15, 2026

Background:

In addition to the State, the town provides tax relief to qualifying homeowners thru the adoption of Ordinance #200-005 (rev. 1) “*An Ordinance to Provide Property Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled.*”

Provisions of the Ordinance required the town to annually update the “*Qualifying Income Schedule*” to be consistent with the State’s Qualifying Income, which was based on the United States Social Security Administration Program.

In accordance with Ordinance #200-005 (rev.1) Paragraph 3 “*Qualifications*”; paragraph (e) “*Persons qualified for tax credit or deferment benefits under this Ordinance are those whose maximum income during the calendar year preceding the year in which application is made for the tax credit does not exceed the Qualifying Income Schedule, as hereby incorporated in the ordinance as though fully set forth herein. A copy of the approved Qualifying Income Schedule shall be filed with the Town Clerk when established and when amended. The income guidelines provided in the Qualifying Income Schedule (Appendix A) shall be adjusted to reflect a cost of living increase issued by the United States Social Security Administration, pending the approval of the Town Council prior to the first of January of the year of application.*”

Because the “*Qualifying Income Schedule*” was an Appendix to the Ordinance, and because they were not changing the Ordinance itself, a public hearing was not required.

Annually updating the “*Qualifying Income Schedule*” for the town’s Tax Relief program was an administrative action.

Please see attached:

- State of Connecticut letter dated 11/26/2025 re: Qualifying Income for Filing Period of February 1, 2026 - May 14, 2026
- Ordinance #200-005 (rev. 1) “*An Ordinance to Provide Property Tax Relief for Certain Homeowners Age Sixty-Five or Over or Permanently and Totally Disabled*”
- Appendix A - Qualifying Income Table Draft dated 12/01/2025

Department Comment/Recommendation:
(type text here)

Mayor Comment/Recommendation:
(type text here)

Body:

Appendix A
 Qualifying Income Schedule
 Filing Period
 February 1, 2026 – May 15, 2026

Qualifying Income		Tax Reduction As Percentage Of Property Tax	Tax Reduction For Any Year	
Over	Not Exceeding			
Married Homeowners			Maximum	Minimum
\$ 0	23,300 22,700	50%	\$1,250	\$400
23,300 22,700-	31,200 30,400	40 %	\$1,000	\$350
31,200 30,400	38,800 37,900	30 %	\$750	\$250
38,800 37,900	46,300 45,200	20%	\$500	\$150
46,300 45,200	56,500 55,100	10%	\$250	\$150
Unmarried Homeowners				
\$ 0	23,300 22,700	40%	\$1,000	\$350
23,300 22,700-	31,200 30,400	30%	\$750	\$250
31,200 30,400	38,800 37,900	20%	\$500	\$150
38,800 37,900	46,300 45,200	10%	\$250	\$150
46,300 45,200	56,500 55,100	None	-0-	-0-

Adopted by the Ledyard Town Council on: _____

 , Chairman

Date: November 26, 2025

To: Assessors and Municipal Agents

From: Patrick Sullivan, Associate Fiscal Administrative Officer

CC: Martin L. Heft, Undersecretary, Office of Policy and Management
 Christine Goupil, Office of Policy and Management
 Duke Chen, Office of Legislative Research
 Christopher Perillo and Robert Wysock, Office of Fiscal Analysis
 Jennifer Bernier, CT Legislative Library

Subject: **QUALIFYING INCOME FOR TAX RELIEF PROGRAM YEAR 2025**

The following tables show the levels of qualifying income for the Elderly and Totally Disabled Tax Relief Program applications to be filed in calendar year 2026. These levels are to be used for:

- 2025 Grand List [Homeowners' - Elderly/Disabled \(Circuit Breaker\) Tax Relief Program](#)
- 2025 Program Year [Renters' Rebate For Elderly/Disabled Renters Tax Relief Program](#)
- 2026 Grand List [Veterans' Additional Exemption Tax Relief Program](#) and may be used for any local option programs.

PLEASE NOTE: Homeowner applications that were taken for the 2024 Grand List (RENEWALS) are calculated for the 2025 Grand List using the 2024 qualifying income schedule, NOT the schedule below.

Homeowners
Income and Grant Information - 2025 Benefit Year
Filing period February 1 - May 15, 2026

Income		Tax Credit %		Tax Credit Maximum		Tax Credit Minimum	
<u>Over</u>	<u>To</u>	<u>Married</u>	<u>Unmarried</u>	<u>Married</u>	<u>Unmarried</u>	<u>Married</u>	<u>Unmarried</u>
\$0	\$23,300	50%	40%	\$1,250	\$1,000	\$400	\$350
\$23,300	\$31,200	40%	30%	\$1,000	\$750	\$350	\$250
\$31,200	\$38,800	30%	20%	\$750	\$500	\$250	\$150
\$38,800	\$46,300	20%	10%	\$500	\$250	\$150	\$150
\$46,300	\$56,500	10%	-0-	\$250	-0-	\$150	-0-

Renters
Income and Grant Information – 2025 Benefit Year
Filing period April 1 – September 30, 2026

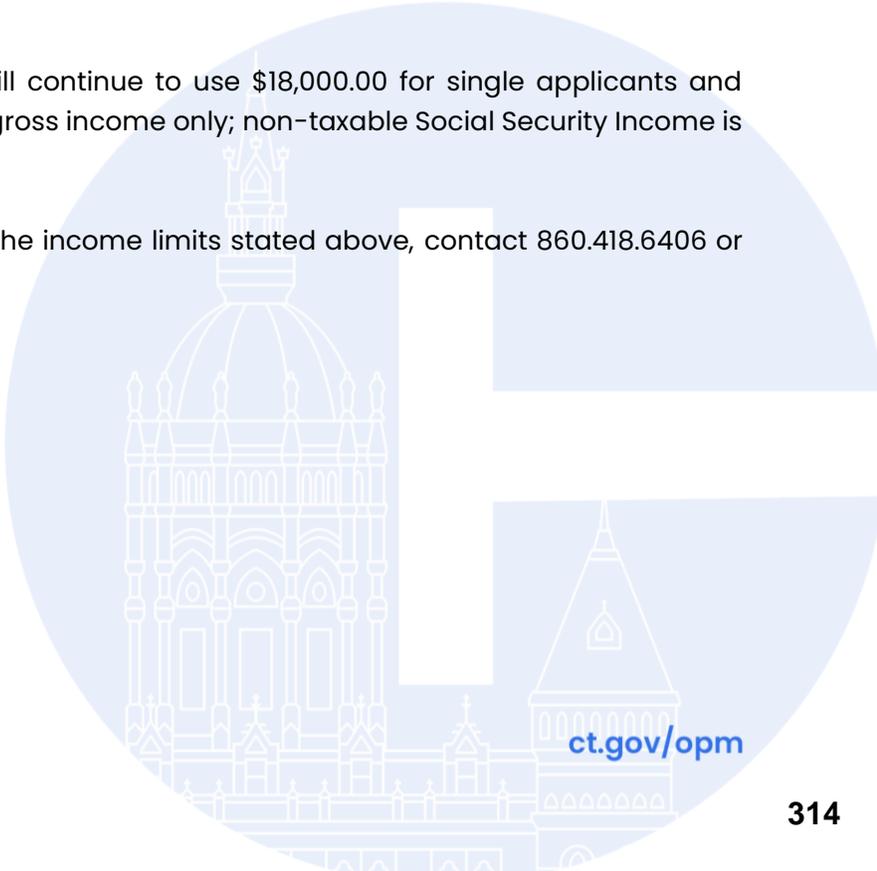
Income		Maximum Rebate		Minimum Rebate	
<u>Over</u>	<u>To</u>	<u>Married</u>	<u>Single</u>	<u>Married</u>	<u>Single</u>
\$0	\$23,300	\$900	\$700	\$400	\$300
\$23,300	\$31,200	\$700	\$500	\$300	\$200
\$31,200	\$38,800	\$500	\$250	\$200	\$100
\$38,800	\$46,300	\$250	\$150	\$100	\$50
\$46,300	\$56,500	\$150	\$0	\$50	\$0

The standard monthly premium for Medicare Part B enrollees will be \$185.00 for 2025. Annual Medicare premiums for calendar year 2025 therefore, are \$2,184.00 for a single applicant and \$4,368.00 for married applicants. WE CONTINUE TO REQUIRE A FORM SSA1099, OR IT'S EQUIVALENT FOR EACH HOMEOWNER AND RENTER APPLICANT TO BE PROVIDED AT THE INTAKE SITE.

The Additional Veterans' exemption for income qualifying applicants for the 2026 Grand List will be based on the following income maximums: The maximum for single applicants will be \$46,300.00; the maximum for married applicants will be \$56,500.00. Also, if applicable in your municipality, the LOCAL OPTION exemption for the Totally Disabled, Blind and Veterans' programs may use these income maximums.

100% V. A. determined Disabled Veterans will continue to use \$18,000.00 for single applicants and \$21,000.00 for married applicants (adjusted gross income only; non-taxable Social Security Income is not considered).

If there are any questions regarding any of the income limits stated above, contact 860.418.6406 or patrick.j.sullivan@ct.gov.





TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2857

Agenda Date: 12/10/2025

Agenda #: 8.

AGENDA ITEM
CORRESPONDENCE

Subject:

MOTION to approve a Budget Letter of Directive to the Mayor and Board of Education for the preparation of the Fiscal Year 2026/2027 Budget, as presented in the draft dated November 24, 2025.

Background:

To begin the Annual Budget Process the Town Council issues a “*Budget Letter of Directive*” to the Mayor and Board of Education, which outlines the preparation process provided in the Town Charter and also provides some direction relative to budget increases for the coming year.

**BUDGET PREPARATION
SUGGESTED SCHEDULE/GUIDE
AND
ANNUAL TOWN BUDGET PROCESS
(Suggested Schedule Guide)**

(Please Note Some Dates are Subject to Change)

Key:

Purple: Suggested Date - Not Dictated by Town Charter;

Green/Blue: Dictated by Town Charter.

Reference: Town Charter Chapter VII - Pages (s) 28 - 31

October/November (Election Year-Dec) Town Council prepares and submits letter of Directive for Fiscal Year Budget to Mayor and Board of Education.

(This Date is NOT dictated by Charter)

December - Town Council approves Town Council Department budget to submit to Mayor's Office.

(This Date is NOT dictated by Charter)

Per Town Charter

(1/20/2026)

3rd Monday in January All Departments submit preliminary budget to Mayor's Office (Monday 1/19/2026 is Martin Luther King Day Holiday).

Per Town Charter

(2/23/2026)

4th Monday in February the Board of Education shall file budget estimates to Mayor's Office.

Per Town Charter

(3/2/2026)

1st Monday in March the Mayor submits budget to Town Council and files with Town Clerk's Office.

March

Finance Committee conducts Departmental Budget Work Sessions. Departments review and submits budget materials to Town Council.

(4/8/2026)

Town Council finalizes budge to Present to a Public Hearing.

(This Date is NOT dictated by Charter)

(4/15/2026)

Town Council files proposed budget with Town Clerk's Office for Public Hearing.

(This Date is NOT dictated by Charter)

Per Town Charter On or Before Last Monday in April

(4/20/2026)

On OR Before the last Monday in April the Town Council conducts one or more Public Hearings on the proposed budget at the Council Chambers. (School Vacation 4/13/2026 - 4/17/2026)

4/22/2026

Town Council Votes to Finalize Budget

(This Date is NOT dictated by Charter)

Per Town Charter

(5/4/2026)

1st Monday of May the Town Council files proposed budget with Town Clerk's Office for Annual Town Meeting

Per Town Charter

(5/18/2026)

3rd Monday in May Annual Town Meeting on the proposed budget to adjourn to a vote on the voting machine the following day (Tuesday).

Per Town Charter

(Tuesday 5/19/2026)

Vote on Budget on voting machine

Per Town Charter

Should the Referendum does not approve the budget; the budget will be referred back to the Council, the Town Council should reconsider the budget and present it for a second vote on the voting machines three weeks following the previous referendum.

In the event the second referendum does not approve a budget, the Town Council shall adopt a final budget by the fourth Monday in June. Should both the referenda and the Town Council fail to adopt a final budget by the fourth

Monday in June, the budget that was presented at the second referendum shall be deemed to have been adopted.

Per Town Charter

6/22/2026

On or before the **Fourth Monday in June**, the Town Council shall fix the tax rate in mils.

** The budget must be presented as a Resolution



Chairman Gary St. Vil

TOWN OF LEDYARD CONNECTICUT TOWN COUNCIL

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339-1551
(860) 464-3203
FAX (860) 464-1485
council@ledyardct.org

DRAFT: 12/9/2025

December 11, 2025

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

Chairman Jennifer Reguin
Ledyard Board of Education
4 Blonder Boulevard
Ledyard, Connecticut 06339

Dear Mayor Allyn:
Dear Chairman Reguin:

Pursuant to Chapter VII, Section 3 of the Ledyard Town Charter, the Ledyard Town Council has approved the standard format for the Fiscal Year 2026/2027 budget submittal.

In working to prepare our budgets for the coming year, we must continue to remain mindful of the inflationary economic challenges impacting interest rates, staples, heating fuel, and gasoline impacting the cost of living for our residents, as well as for the town in working to provide necessary services to our community. ~~It is the Town Council's intention to limit the mil rate increase to _____ if possible.~~ *With the implementation of the 2025 revaluation, it is the Town Council's intention to reduce the mill rate substantially, so residents experience the full benefit of updated assessments while continuing to receive high-quality, efficient services.*

While the Town has continued to reduce expenses including the elimination of departments and our workforce, as technology improvements have enabled efficiencies, we are once again asking that we work to continue to approach the preparation of our Fiscal Year 2026/2027 budget with the objective of minimizing expenses wherever we can find an opportunity and ensure that our tax dollars are spent wisely.

As in years past, funding from the State for the upcoming year will continue to remain uncertain. With the October 1, 2024 implementation of Public Act 24-46 "An Act Establishing a Property Tax Exemption for Veterans Who Have a Service-Connected Permanent and Total Disability Rating", combined with the \$65,000 loss from current veterans' tax relief programs and the loss of tax revenue our town has historically experienced as a host community to the Mashantucket Pequot Tribal Nation, with no taxation on the buildings of any kind; or on the land within the Tribal Reservation; a larger burden has been and will continue to be placed on our taxpayers to make up the difference for these revenue losses.

~~In working to provide a responsible and reasonable budget the Town Council encourages you to look for reductions where possible in areas such as contractual expenses through renegotiation, and corresponding decreases in operating budgets where contractual increases exist. Also, the Town Council asks that increases in specific line items and new expenditures be explained/justified; and be offset with corresponding reductions in other line items. An increase in revenue for any services provided should also be considered.~~

For this year's budget submissions, the Town Council is requesting a clear presentation of departmental needs and priorities. Each department should include a narrative ranking its top ten budget priorities, with an explanation of the operational significance of each item. Submissions should also describe the department's "excellence gap," identifying what level of funding would allow the department to operate at an excellent standard, compared with the amount actually being requested, and explaining the practical differences between the two. Departments are strongly encouraged to limit overall requested increases to below three percent unless essential needs cannot be met within this guideline; any request above this threshold must be accompanied by a clear and compelling justification. Increases in line items or new expenditures should be explained fully and, when possible, offset by reductions in other areas. Funding opportunities through increased revenue for services should also be considered. Budget submissions must identify the number of staff supported by each grouped salary line; Board of Education budget must separate group salary lines by school and delineate supplies, services, and utilities by school where possible.

Budget submissions must identify any services provided that could be shared between other towns or shared between the Board of Education and the Town to reduce taxpayer expenses.

As identified in Section 5 of the Town Charter, your budget submission must include plans for dealing with any reductions in State funding that might occur after the General Government and Board of Education budget are approved at referendum. Plans will include reduction in services, use of Town surplus or an increase in the tax levy. Such contingency plans shall be available at the time of the referendum. The charter requires the Board of Education to include any steps taken to address changing enrollment as part of the budget submission. The Board of Education is required to continue to provide its own Capital Improvement Plan showing the proposed source of revenue for each expenditure.

The budget format should include all items specified in Section 1 and Section 3 of Chapter VII of the Ledyard Town Charter (see attached). It is requested that Budget Format be provided by Department for the General Government; and by School for the Board of Education. In addition, grouped salary lines should identify the number of staff being paid from the expense line.

The Capital Improvement Plan (CIP) should attempt to maintain the normal funding levels for long-term capital expenditures and regular capitalized item maintenance. All items should be reviewed and prioritized with regard to potential savings or increases in efficiency or services. Extending the in-service times of vehicles and equipment should be considered when justifiable. Additional reserve funds for large cost maintenance items such as roof replacements or parking lot maintenance should be identified and analyzed to determine the appropriate amount of annual funding. We recommend the Board of Education and General Government review their respective list of major maintenance items (e.g., building repairs, boiler replacement/repair, parking lot repaving) and present a long-term plan (projected out 5 – 7 years) for funding sufficient capital in the CIP to support replacement or repair/upgrade, as applicable.

While the long-term debt for Ledyard remains relatively low, the current and potential future bonded construction projects have resulted in a significant increase to the mill rate over the past few years, peaking in FY 23 at \$4,476,232. Given the mill rate increases for the three largest capital projects the Town of Ledyard has ever undertaken, we recommend the General Government and Board of Education continue to look at required staffing and reduce staffing levels where possible while maintaining the quality of town services and education to our children. We need to be mindful of the taxpayer in every financial decision that is made to ensure we are providing the quality services our residents expect and in the most cost-effective manner under the present circumstances.

In accordance with the Town Charter, if during the budget year the State does not meet the revenue anticipated by the budget that has been already passed, the Town Council may re-open the budget and put a revised budget to the voters. If the budget does not pass at referendum, the Town Council is required by the charter to reduce the current budget to eliminate the shortfall.

The Ledyard Town Charter requires that the Board of Education submit their proposed budget in a Microsoft Excel format, not Munis Printouts, and include the information as prescribed above, to the Mayor by February 23, 2026 (fourth Monday in February); and the Mayor submit a proposed budget to the Town Council on or before March 2, 2026 (the first Monday of March). It is anticipated that budget work sessions will be held during regular business hours. Your consent is respectfully requested for Town Hall staff to attend work sessions/meetings with the Town Council and its subcommittees as we make every effort to develop workable plans that can be implemented on July 1, 2026. If the members of the Town Council can be of any assistance to you or your staff in preparing your proposed budget, please feel free to call on us.

Sincerely,

Gary St. Vil
Chairman
Ledyard Town Council

cc: Finance Director
Business Manager

Budget Submittal Data & Format (As outlined in the Town Charter)

The budget format should include all items specified in Section 1 and Section 3 of Chapter VII of the Ledyard Town Charter. All figures for audited years must balance to the audited financial statements.

The budget should be provided electronically in *Microsoft Excel and Adobe Portable Document Format (PDF)* as specified in the sections below. PDF documents should be original documents printed to or saved in PDF, not scanned copies of printed documents.

1.0 Budget Message (Executive Summary)

Section I shall provide the Budget Message and should be as required by Section 3 of Chapter VII of the Ledyard Town Charter. The budget message must outline the financial policy of the Town government and describing the important features of the budget plan indicating any major changes from the current year in financial policies, regionalization efforts, expenditures, and revenues together with the reasons for such changes, and containing a clear general summary of its contents. Please make all efforts to have this executive summary read to a maximum of two (2) pages and in such a format that the general public (taxpayers) can read and comprehend.

Please provide the budget message in PDF Format.

2.0 Grand List

Section II shall provide historical, current, and projected Grand List figures for fiscal years 2021/2022 through 2026/2027.

Please provide the Grand List in Microsoft Excel format.

3.0 Revenue and Expense Summary

Section III shall provide historical, current, and budget year Revenue and Expense Summary figures for fiscal years 2021/2022 through 2026/2027. All figures must balance to the data provided in the Revenue and Expense details sections of the budget. All figures for audited years must balance to the audited financial statements.

Historical data shall include budgeted, amended and actual revenue and expense summaries. Budgeted figures shall be the amounts included in the fiscal year's approved budget. Amended expense figures shall include the budgeted figures plus or any carry over from the previous year which was applied to the spending plan. Actual figures shall provide actual fiscal year revenue and expense figures.

Current fiscal year data shall include budgeted, amended, received or expended as of December 31, 2025. Separately the Mayor's recommendations for the amounts to be appropriated should be included for the fiscal year 2026/2027 for all line items (other than Board of Education line items).

Amended budget figures shall be the sum of the adopted budget figures plus any transfers and additional appropriations as of December 31, 2025.

Fiscal Years 2021/2022 through 2026/2027 shall be presented in an Excel Spreadsheet using the Munis Financial System.

4.0 Revenue Detail

Section IV shall provide historical, current, and budget year Revenue Detail figures for fiscal years 2021/2022 through 2026/2027. All figures for audited years must balance to the audited financial statements.

Historical data shall include budgeted, amended and actual revenue detail. Budgeted figures shall be the amounts included in the fiscal years approved budget. Amended revenue figures should equal budgeted. Actual figures shall provide actual fiscal year revenue and expense figures.

Current fiscal year data shall include budgeted, amended, and received as of December 31, 2025, Department projected, and Mayor/Superintendent projected for fiscal year 2026/2027. Budgeted figures shall be the amounts included in the fiscal years approved budget. Amended revenue figures should equal budgeted. Revenue shall be those monies received as of December 31, 2025.

Budget year data Revenue Detail figures shall include both the department and Mayor's/Superintendent's projected revenue.

Fiscal Years 2020/2021 through 2025/2026 shall be presented in an Excel Spreadsheet.

5.0 Revenue Narratives

Section V shall provide a narrative description for each revenue line item shown in Section IV stating the source of the estimated revenue figure (i.e. Estimate, State Data, etc.), the date of the revenue estimate (i.e. state publication date, date of estimate, etc.), and a revenue narrative providing the person or persons responsible for the estimate and any other relevant information.

Revenue Narratives shall be provided.

6.0 Expense Detail

Section VI shall provide historical, current, and budget year Expense Detail figures for Fiscal Years 2021/2022 through 2026/2027. All figures for audited years must balance to the audited financial statements.

Historical data shall include amended and actual expense detail. Amended budget figures shall be the amounts included in the fiscal year's approved budget plus transfers and additional appropriations. Actual figures shall provide actual fiscal year expense figures.

Current fiscal year data shall include budgeted, amended, received, or expended as of December 31, 2025.

Budget year data expense detail figures shall include both the department and Mayor's/Superintendent's requested expenses.

Fiscal Years 2021/2022 through 2025/2026 shall be presented in an Excel Spreadsheet.

7.0 Expense Narratives

Section VII shall provide a brief narrative description for each expense line item shown in Section IV stating the source of the estimated expense figure and an expense narrative providing the person or persons responsible for the estimate and any other relevant information.

Expense Narratives shall be provided as *follows: for General Government expense lines shall be provided by Department; and for the Board of Education expense lines shall be provided by each School.*

8.0 Salaries

Section VIII shall provide current and budget year salary detail figures for Fiscal Years 2025/2026 and 2026/2027 using the salary spreadsheet provided by the finance department.

A line shall exist for each employee and shall be identified by an Employee ID which means the same account number may exist for several line items. If an employee is shared between departments then there should be an entry for each department. *Grouped salary lines should identify the number of staff being paid from the expense line i.e. (5-Public Work Staff; or 5-Math Teachers).*

This information shall be derived from Munis Financial System.

9.0 Health Insurance

Section IX shall provide details on employee health insurance and payments made in lieu of health insurance. A line shall exist for each employee and shall be identified by an Employee ID.

The union the employee belongs to shall be identified as well as the benefit description None, Single, Single + 1, or Family.

Any and all payments made to retired employees shall also be detailed in this section.

Please provide the Health Insurance information in Microsoft Excel format. Please provide any additional health insurance backup data in PDF Format.

10.0 Capital and Non-Recurring Detail

Section X shall contain a program of proposed capital and road projects in accordance with Chapter VII of the Town Charter. This program should be accompanied by plans or layouts, costs and details associated with the proposal. In addition, the road proposal should be in such a format defining each project, its separate costs, and the planned schedule of accomplishment. Allocations from funds such as LoCIP should be specifically identified so that the total funds required for tax levy can be clearly determined.

Please provide the Capital and Non-Recurring detail in Excel Spreadsheet.

Please provide all Capital and Non-Recurring backup data in PDF or Excel format. Photos should also be included in the pdf file if available.

11.0 Local Capital Improvement Program (LoCIP) and Other Grant Funding for Capital Projects

Please provide LoCIP and any other grant funding received in FY 2024/2025, the current year and the FY 2025/2026 year in Excel format. Please provide any additional LoCIP backup data in PDF Format.

12.0 Capital Reserve Funds

Section XII shall provide an accounting of all capital reserve funds including:

1. Balance as of December 31, 2025.
2. Revenue from grants and contributions from the general fund for FY 2026/2027.
3. Departments' requested funding for FY 2026/2027
4. Mayor's projected funding for FY 2026/2027.
5. Board of Education's Projected funding for FY 2026/2027
5. Departments actual and five-year projected payments or expenses for FY 2021/2022 through FY 2026/2027.
6. Mayor's actual and five-year projected payments or expenses for FY 2021/2022 through FY 2026/2027.
7. Board of Education's actual and five-year projected payments or expenses for FY 2021/2022 through FY 2026/2027.

Please submit the Reserve Funds in an Excel Spreadsheet. Please provide any additional Reserve Funds backup data in PDF Format.

13.0 Long Term Capital Improvement Plan

In accordance with the Charter, Section XIII each department or agency shall submit a Six Year Projected Budget for capital improvements that includes the current fiscal year and the next five years. In addition to the current year, please provide: (1) analysis of town expenditures for capital and operating expenses for the previous five years; and (2) estimates of revenues and expenditures for capital and operating expenses for the subsequent five years.

Please provide Long Term Capital Improvement Plan data in PDF Format.

14.0 Long Term Debt Service

Section XIV shall provide an accounting of all long term debt service including:

1. Issue Date
2. Years Financed
3. Maturity Date
4. Interest Rate
5. Balance as of June 30, 2025
6. Projected Balance as of June 30, 2026
7. Monthly Principal and Interest
8. Other Monthly costs if any
9. Principal due at Maturity
10. Interest due at Maturity
11. Other due at Maturity

Please provide the Long Term Debt Service in an Excel Spreadsheet. Please provide any additional Long Term Debt Service backup data in PDF Format.

16.0 Library Budget – Fund 0202

Section XVI shall provide the data required in Section 3 through Section 9 for Fund 0202.

Data shall be provided in an Excel format with PDF documents as required.

17.0 Other Liabilities

Section XVII shall provide details on all other town liabilities such as sick time, comp time, state grant reimbursements owed, etc. as of June 30, 2024.

Data shall be shall provided in an Excel Spreadsheet.

18.0 Fund Balances

Section XVIII shall provide all fund balances, current, projected and encumbered. All projected revenue and encumbered expenses shall be detailed.

Roxanne Maher

From: Adrianna Hedwall
Sent: Wednesday, November 19, 2025 11:30 AM
To: Roxanne Maher
Subject: RE: Veterans Tax Relief Programs - Loss of Revenue for FY 25/26

Hello.

The new exemption for permanent and totally disabled veterans incurred a grand list loss of \$11,962,000 or a revenue loss of \$444,200. I have several new applicants this year as well.

Let me know if you need further information 😊

Adrianna

Adrianna S. Hedwall, CCMA II



Assessor, Town of Ledyard
741 Colonel Ledyard Hwy.
Ledyard, CT 06339
(860) 464-3237
www.ledyardct.org

***** EFFECTIVE JUNE 11, 2018 OUR NEW OFFICE HOURS WILL BE: *****
MON – THURS 7:30AM TO 4:45PM
TOWN HALL WILL BE CLOSED ON FRIDAYS

From: Roxanne Maher <council@ledyardct.org>
Sent: Wednesday, November 19, 2025 10:45 AM
To: Adrianna Hedwall <assessor@ledyardct.org>
Cc: Roxanne Maher <council@ledyardct.org>
Subject: Veterans Tax Relief Programs - Loss of Revenue for FY 25/26

Good Morning Adrianna:

Could you please tell me the total loss in tax revenue that was a result of the Veterans Tax Relief programs for the current Year (FY 25, 26).

Thank you,

Roxanne

Roxanne M. Maher

Administrative Assistant to

The Ledyard Town Council

(860) 464-3203

council@ledyardct.org

Town Hall Hours:

Monday – Thursday 7:45 a.m. – 4:45 p.m.

Closed on Friday



**BUDGET PREPARATION
SUGGESTED SCHEDULE/GUIDE
AND
ANNUAL TOWN BUDGET PROCESS
(Suggested Schedule Guide)**

(Please Note Some Dates are Subject to Change)

Key:

Purple: Suggested Date - Not Dictated by Town Charter;

Green/Blue: Dictated by Town Charter.

Reference: Town Charter Chapter VII - Pages (s) 28 – 31

October/November (Election Year-Dec) Town Council prepares and submits letter of Directive for Fiscal Year Budget to Mayor and Board of Education.

(This Date is NOT dictated by Charter)

December – Town Council approves Town Council Department budget to submit to Mayor's Office.

(This Date is NOT dictated by Charter)

Per Town Charter

(1/20/2026)

3rd Monday in January All Departments submit preliminary budget to Mayor's Office (Monday 1/19/2026 is Martin Luther King Day Holiday).

Per Town Charter

(2/23/2026)

4th Monday in February the Board of Education shall file budget estimates to Mayor's Office.

Per Town Charter

(3/2/2026)

1st Monday in March the Mayor submits budget to Town Council and files with Town Clerk's Office.

March

Finance Committee conducts Departmental Budget Work Sessions. Departments review and submits budget materials to Town Council.

(4/8/2026)

Town Council finalizes budget to Present to a Public Hearing.

(This Date is NOT dictated by Charter)

(4/15/2026)

Town Council files proposed budget with Town Clerk's Office for Public Hearing.

(This Date is NOT dictated by Charter)

Per Town Charter On or Before Last Monday in April

(4/20/2026)

On OR Before the last Monday in April the Town Council conducts one or more Public Hearings on the proposed budget at the Council Chambers. (School Vacation 4/13/2026 - 4/17/2026)

4/22/2026

Town Council Votes to Finalize Budget
(This Date is NOT dictated by Charter)

Per Town Charter

(5/4/2026)

1st Monday of May the Town Council files proposed budget with Town Clerk's Office for Annual Town Meeting

Per Town Charter

(5/18/2026)

3rd Monday in May Annual Town Meeting on the proposed budget to adjourn to a vote on the voting machine the following day (Tuesday).

Per Town Charter

(Tuesday 5/19/2026)

Vote on Budget on voting machine

Per Town Charter

Should the Referendum does not approve the budget; the budget will be referred back to the Council, the Town Council should reconsider the budget and present it for a second vote on the voting machines three weeks following the previous referendum.

In the event the second referendum does not approve a budget, the Town Council shall adopt a final budget by the fourth Monday in June. Should both the referenda and the Town Council fail to adopt a final budget by the fourth Monday in June, the budget that was presented at the second referendum shall be deemed to have been adopted.

Per Town Charter

6/22/2026

On or before the **Fourth Monday in June**, the Town Council shall fix the tax rate in mills.

** The budget must be presented as a Resolution



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2859

Agenda Date: 12/10/2025

Agenda #: 9.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to approve the Town Council Department Fiscal Year 2026/2027 Budget in the amount of \$289,255.

Background:

As part of the Fiscal Year Budget Preparation process the Town Council is required to approve a Town Council Department Budget to be included in the Mayor's proposed budget (please see attached excel spreadsheet).

The Town Council's Department Budget would come back to the Finance Committee / Town Council as part of the Annual budget deliberation preparation process.

The proposed Fiscal Year 2026/2027 Town Council Department Budget is presented in the amount of \$289,255; a \$40,000 or 31.95% increase over the current year's budget.

Increases include the following:

- \$30,000 Increase for Legal Fees regarding Tribal and Indian Law Issues; and Tax Recovery;
- \$10,000 Increase for Audit Fees - The Town will solicit bids for the Annual Audit Services. Per Finance Director a 5% increase has been included. This budget line can be adjusted based on the bids received.
- \$30,000 - NEW ACCOUNT - Grant Writer (Consultant) to assist Departments seek and apply for Grant Funding to off-set costs for

The Town Council Department proposed Fiscal Year 2026/2027 includes salaries for employees, funds for the annual audit along with legal fees and other operating expenses. There were no major changes to the expenses.

The Salary Lines are listed at the current year's salary, the Mayor's Office will update in accordance with the "*Resolution Establishing Administrator/Department Head Benefits*" "*Employees shall be paid at the rate as designated by the Mayor or contractually negotiated. Increases in wages shall be effective on the first day of July; and continuing until June 30, 2025, wage increases may not be less than the percentage of the highest union contracted increase for that fiscal year.*"

For clarification, the Town Council budget does not include funding for the members of the Town Council, they do not receive a stipend or compensation for serving the community.

The Town will solicit Requests for Proposals for Auditing Services for fiscal years ending June 30, 2025 and June 30, 2026; which also included two one-year extensions options.

Department Comment/Recommendation:

To approve the Town Council Department proposed Fiscal Year 2026/2027 as presented. The proposed budget increases were due to increases in contracted services required (Annual Audit required per Town Charter; and Legal Fees); and the addition of a new account to provide for a Grant Writer (Consultant per diem)

Finance Director Comment/Recommendation:

(type text here)

Mayor Comment/Recommendation:

(type text here)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	DRAFT 11/19/2025 1 - TOWN COUNCIL															
2	The Ledyard Town Council to ensure the Town's quality of life and to balance the financial and operations structure of the Town. to ensure the Town's quality of life and to balance the financial and operations structure of the Town. serves as the legislative & financial body of the community pursuant to the Town Charter for the residents and taxpayers of the Town of Ledyard. Also, to ensure the Town's quality of life and to balance the financial and operations structure of the Town.															
3	Fund	Dept	Obj		Funct		Line Item Title	Line Item Description	Narrative - Justification	Status	2022/2023	2023/2024	2024/2025	Revised Budget 2025/2026	Expenditure to Date 11/19/2025	Department Proposed 2026/2076
4	1	10	1010	10101	5160	51600	TREASURER	Current Salary listed as a Place Holder to be adjusted during the Budget Preparation Process per Mayor / Finance Director	Salary to be adjusted during the Budget Preparation Process per Mayor / Finance Director	M	\$18,296	\$18,430	\$18,430	\$19,551	\$7,519	\$19,551
5		10	1010	10101	5160	51602	ADMINISTRATIVE ASST.	Current Salary listed as a Place Holder to be adjusted during the Budget Preparation Process per Mayor / Finance Director	Salary to be adjusted during the Budget Preparation Process per Mayor / Finance Director. Request fair and equitable increase based on workload, duties and responsibilities. In accordance with "Resolution Establishing Administrator/Department Head Benefits" adopted on 2/15/2023- wage increases may not be less than the percentage of the highest union contracted increase for that fiscal year. Duties include serving as an Administrator and to support staff and volunteers with the Granicus-Legistar System. Also serve as Deputy Treasurer. In addition to overseeing the day to day operation of the Town Council Office I assist with drafting / managing routine correspondence / emails, letters, memos, Resolutions, Ordinances, managing the Department Budget-Purchase Orders, I also support the Farmers Market. During the 2025 Calendar year I handled / supported 141 meetings.	EB	\$65,860	\$68,166	\$80,217	\$82,624	\$31,778	\$82,624
6	101	10	1010	1010	5166	53600	AUDITOR'S FEE	Place Holder to be adjusted one Proposals are received. Per Finance Director a 5% increase was included. Annual Audit Report INCREASE:10,000	In accordance with Chapter III, Section 11 of the Town Charter: "The Town Council shall annually designate an independent public accountant or firm of independent public accountants to audit the books and accounts of the Town in accordance with the provisions of the General Statutes". In accordance CGS 7-396 and 4-232 the Office of Management and Policy (OPM) must be notified of the Municipalities Appointed Auditor 30 days (May 31st) before the end of the Fiscal Year. The Town will solicit Requests for Proposals (RFP) for Auditing Services for fiscal years ending June 30, 2026 and June 30, 2028. ; which also included two one-year extensions options. Per Finance Director 5% was added to the current year's cost; as a holding place until Proposals are recieved Increase: \$,10,000 (As a Place Holder)	M	\$35,500	\$36,385	\$38,200	\$40,110	\$6,000	\$50,110

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
7	101	10	1010	10101	53600	53610	SPECIALLY APPROVED COUNSEL	Legal Fees for continuing Tribal and Indian law issues and tax recovery (Increase) .	Legal Fees for continuing Tribal and Indian law issues and tax recovery. Based on projected cases and fees. Based on current Litigation and on-going Proceedings (\$30,000 Increase)	EB	\$50,000	\$50,000	\$50,000	\$70,000	\$7,928	\$100,000
8	101	10	1010	1010	53600	56100	OPERATING EXPENSES	OPERATING EXPENSES \$3,970 Provides for the following:		EB	\$2,560	\$2,560	\$3,971	\$3,971	\$233	\$3,970
9								1) General Miscel. Office Supplies: \$1,820. (No Increase)	Purchase Office Supplies such as Archival Paper, Binders, DVD's; Name Plates, Frame TC Photo, Folders, etc.. (No Increase)							
10								2) DUES-TRAINING - \$1,500.	Members of the Town Council have expressed interest in attending CCM Trainings, etc. In speaking to the Mayor, \$1,500 has been added to the Town Council Operating Budget to pay for Trainings. This Line was previously used to pay for the Treasurer's GFOA Membership which was now being paid out of the Finance Department Budget. (No Increase)	EB						
11								3) EQUIPMENT MAINT \$425 (No Increase)	Funds to repair various office equipment.	EB						
12	101	10	1010	10101	56100	58790	MISCELLANEOUS EXPENSES (FKA COUNCIL CONTINGENCY)	MISCELLANEOUS EXPENSES (No Increase) .	Funds for un-anticipated but necessary Town expenditures. Appropriation can be reduced by funds available to carry-over (No Increase)	EB	\$15,600	\$14,000	\$14,000	\$3,000	\$0	\$3,000
13							***NEW ACCOUNT** GRANT WRITER (Consultant)	GRANT WRITER (CONSULTANT- PART-TIME- PER DIEM)	NEW ACCOUNT: Grant Writer (Consultant) to assist Departments with seeking and applications for Grant Funding - Part-Time - Per Diem \$30,000							\$30,000
14											\$187,816	\$189,541	\$204,818	\$219,256	\$53,458	\$289,255
15							TOTAL DEPT	Budget Change: increase \$70,000 or 31.95%								
16																
17																
18																
19																

Town and Schools of Ledyard



YTD REPORT -TOWN COUNCIL-10/30/2024

FOR 2025 12							
ACCOUNTS FOR: 10110101 TOWN COUNCIL							
ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED	
51600 DEPARTMENT HEAD WAGES							
0101-10-1010-10101-51600 -		DEPARTMENT HEAD WAGES					
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
TOTAL DEPARTMENT HEAD WAGES							
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
51601 TREASURER							
0101-10-1010-10101-51601 -		TREASURER					
18,981.00	0.00	18,981.00	5,135.45	0.00	13,845.55	27.1%	
TOTAL TREASURER							
18,981.00	0.00	18,981.00	5,135.45	0.00	13,845.55	27.1%	
51602 ADMIN TOWN COUNCIL							
0101-10-1010-10101-51602 -		ADMIN TOWN COUNCIL					
70,217.00	10,000.00	80,217.00	23,648.20	0.00	56,568.80	29.5%	
TOTAL ADMIN TOWN COUNCIL							
70,217.00	10,000.00	80,217.00	23,648.20	0.00	56,568.80	29.5%	
53300 PROFESSIONAL/TECH SERVICES							
0101-10-1010-10101-53300 -		PROFESSIONAL/TECH SERVICES					
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
TOTAL PROFESSIONAL/TECH SERVICES							
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
53600 ACCOUNTING SERVICES/AUDIT							
0101-10-1010-10101-53600 -		ACCOUNTING SERVICES/AUDIT					
38,200.00	0.00	38,200.00	13,728.00	24,472.00	0.00	100.0%	

YTD REPORT -TOWN COUNCIL-10/30/2024

FOR 2025 12							
ACCOUNTS FOR: 10110101 TOWN COUNCIL	ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED
TOTAL ACCOUNTING SERVICES/AUDIT	38,200.00	0.00	38,200.00	13,728.00	24,472.00	0.00	100.0%
53610 LEGAL SERVICES							
0101-10-1010-10101-53610 -	50,000.00	0.00	LEGAL SERVICES 50,000.00	0.00	30,000.00	20,000.00	60.0%
TOTAL LEGAL SERVICES	50,000.00	0.00	50,000.00	0.00	30,000.00	20,000.00	60.0%
53655 MEETING MANAGEMENT SYSTEM							
0101-10-1010-10101-53655 -	0.00	0.00	MEETING MANAGEMENT SYSTEM 0.00	0.00	0.00	0.00	.0%
TOTAL MEETING MANAGEMENT SYSTEM	0.00	0.00	0.00	0.00	0.00	0.00	.0%
54310 EQUIPMENT MAINTENANCE							
0101-10-1010-10101-54310 -	0.00	0.00	EQUIPMENT MAINTENANCE 0.00	0.00	0.00	0.00	.0%
TOTAL EQUIPMENT MAINTENANCE	0.00	0.00	0.00	0.00	0.00	0.00	.0%
55420 PRINTING/BINDING SERVICES							
0101-10-1010-10101-55420 -	0.00	0.00	PRINTING/BINDING SERVICES 0.00	0.00	0.00	0.00	.0%
TOTAL PRINTING/BINDING SERVICES	0.00	0.00	0.00	0.00	0.00	0.00	.0%
55555 COVID19 EXPENSES							
0101-10-1010-10101-55555 -			COVID19 EXPENSES				

YTD REPORT -TOWN COUNCIL-10/30/2024

FOR 2025 12							
ACCOUNTS FOR: 10110101 TOWN COUNCIL							
ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED	
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
TOTAL COVID19 EXPENSES							
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
56100 OPERATING EXPENSES							
0101-10-1010-10101-56100 -		OPERATING EXPENSES					
3,971.00	0.00	3,971.00	288.98	1,010.02	2,672.00	32.7%	
TOTAL OPERATING EXPENSES							
3,971.00	0.00	3,971.00	288.98	1,010.02	2,672.00	32.7%	
58100 DUES & FEES							
0101-10-1010-10101-58100 -		DUES & FEES					
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
TOTAL DUES & FEES							
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
58300 EMPLOYEE REIMBURSEMENT							
0101-10-1010-10101-58300 -		EMPLOYEE REIMBURSEMENT					
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
TOTAL EMPLOYEE REIMBURSEMENT							
0.00	0.00	0.00	0.00	0.00	0.00	.0%	
58790 CONTINGENCY							
0101-10-1010-10101-58790 -		CONTINGENCY					
14,000.00	0.00	14,000.00	0.00	0.00	14,000.00	.0%	
TOTAL CONTINGENCY							
14,000.00	0.00	14,000.00	0.00	0.00	14,000.00	.0%	

Town and Schools of Ledyard



YTD REPORT -TOWN COUNCIL-10/30/2024

FOR 2025 12							
ACCOUNTS FOR: 10110101 TOWN COUNCIL							
ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED	
TOTAL TOWN COUNCIL							
195,369.00	10,000.00	205,369.00	42,800.63	55,482.02	107,086.35	47.9%	
TOTAL EXPENSES							
195,369.00	10,000.00	205,369.00	42,800.63	55,482.02	107,086.35		

YTD REPORT -TOWN COUNCIL-10/30/2024

FOR 2025 12							
ORIGINAL APPROP	TRANS/ADJSMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	% USED	
195,369.00	10,000.00	205,369.00	42,800.63	55,482.02	107,086.35	47.9%	GRAND TOTAL

** END OF REPORT - Generated by ROXANNE MAHER **

RESOLUTION ESTABLISHING
ADMINISTRATOR/DEPARTMENT HEAD BENEFITS

WHEREAS, The Town Council recognizes the need to compensate its Administrators/Department Heads in a fair and equitable manner;

NOW, THEREFORE BE IT RESOLVED, That the Town Council reaffirms the practices, policies, plans and benefits set forth in the Town of Ledyard Employee Handbook which applies to all Employees, including Administrators/Department Heads and provides further that if the terms of this Resolution differ from the terms of the Town of Ledyard Employee Handbook, the provisions and terms of this Resolution shall apply exclusively.

For the purpose of this Resolution, the Town Council Chairperson shall be the immediate supervisor of the Administrative Assistant to the Town Council; the Chairperson of the Town Council Finance Committee shall be the immediate supervisor for the Town Treasurer; the Director of Finance shall be the immediate supervisor for the Assistant Director of Finance; the Mayor shall be the immediate supervisor for all other Administrators/Department Heads.

All benefits are computed based on a 40-hour work week. Benefits for employees working less than 40 hours will be pro-rated based on a 40-hour work week.

As of the date of this revision there are 17 non-union positions covered by the Administrator /Department Head Resolution:

1. Town Clerk
2. Director of Finance
3. Assistant Director of Finance/Treasurer
4. Director of Administrative Services/Mayoral Assistant
5. Director of Human Resources
6. Administrator of Emergency Services
7. Director of Civil Preparedness and Emergency Management
8. Library Director
9. Public Health Nursing Administrative Supervisor
10. Director of Parks and Recreation
11. Public Works Director/Town Engineer
12. Director of Planning and Development
13. Administrative Assistant to the Town Council
14. WPCA Wastewater Operations Supervisor
15. Mayor *
16. Chief of Police **
17. Police Captain **

* Elected position. Applicable sections of this Resolution are limited to insurance, pension, and workers compensation.

** Appointed/Contracted Position. Applicable sections of this Resolution are limited to those not specifically covered in the contract.

Note: At times some of the positions listed above may be unfilled, combined, or contracted. Appropriate adjustments to benefits will be made in these circumstances.

LEAVES AND ABSENCES

All leaves and absences are based on a 40 hour work week. Leave and absences for employees working less than 40 hours will be pro-rated based on a 40 hour work week.

VACATION

See Personnel Handbook

SPECIAL LEAVE

Special Holiday leave shall be granted on the days, or portions thereof, listed below:

- a. December 24, whenever it occurs on a Monday;
- b. December 24, after having worked one-half of their normal daily work schedule, whenever it occurs on a Tuesday, Wednesday, or Thursday;
- c. December 26, whenever it occurs on a Friday;
- d. December 31, whenever it occurs on a Monday;
- e. December 31, after having worked one-half of their normal daily work schedule, whenever it occurs on a Tuesday, Wednesday, or Thursday;
- f. January 2, whenever it occurs on a Friday.

The above Holiday leave may be adjusted based on Town Hall schedules; e.g. if union contracts are negotiated to allow the Town Hall to be open on any of these days compensatory time-off may be granted.

The Administrators/Department Heads whose duties and responsibilities require them to work during periods of special leave shall be eligible for equivalent amounts of compensatory time off.

LEAVE OF ABSENCE WITHOUT PAY

All requests for a Leave of Absence Without Pay must be made in writing and approved in advance by the Mayor. If the leave is for more than five (5) days in any one month, the Administrator/Department Head shall not earn sick or vacation leave for that month. The Administrator/Department Head shall not be paid for any holiday or special leave day which may occur during the Leave of Absence Without Pay. In order to qualify to be paid for a holiday or a special leave day, an Administrator/Department Head who has been on a Leave of Absence Without Pay must have worked the last work day directly preceding said holiday or special leave day.

SICK LEAVE TERMINATION

Upon termination of service from the Town of Ledyard, all unused sick leave up to a maximum of fifty (50) days will be paid to the Administrator/Department Head in a lump sum payment, provided the individual has been an Employee of the Town for a minimum of ten (10) years, and said Administrator/Department Head is not terminated for cause.

Employees hired on or after July 1, 2014 with a minimum of ten (10) consecutive years of service will upon termination be paid for a maximum of twenty (20) days.

PERSONAL LEAVE

Each Administrator/Department Head shall be entitled to three (3) personal leave days annually without loss of pay, provided such Administrator/Department Head notifies the Supervisor at least twenty-four (24) hours in advance, except in the case of a personal emergency. Personal days may be used in conjunction with a holiday or vacation provided a two (2) week written notice is supplied to the Supervisor and provided approval is granted by the Supervisor. During an Employee's first fiscal year, he or she shall be eligible for one (1) personal day for every four (4) months worked.

COMPENSATORY TIME

Administrator/Department Heads may, with the advanced approval of the Supervisor or Mayor, be provided compensation in the form of compensatory time at the rate of one hour of compensatory time for each hour worked in excess of the maximum work week of each employee. Salaried exempt employees shall be eligible for compensatory time off for work

performed which is beyond the normal scope of duties. All compensatory time must be taken within three months, unless otherwise approved by immediate supervisor. Compensatory time which is not taken within three months of accrual will be forfeited.

INSURANCE

The Town shall continue to provide eligible Employees and their dependents substantially similar group health and dental insurance coverage and benefits as exist in the Town's conventional insurance plan. The Town reserves the right to change or provide alternate insurance carriers, health maintenance organizations, or benefit levels or to self-insure as it deems appropriate for any form or portion of insurance coverage, so long as the new coverage and benefits are substantially similar to the conventional insurance. The Town will not be responsible for changes unilaterally imposed by an insurance provider so long as the Town uses its best efforts to minimize changes by incumbent insurance providers from one plan year to another.

- a. Each Employee shall be responsible for fifty percent (50%) of the cost of the dental plan for spouse or family coverage, and the applicable Employee contribution rate, as set forth below, for the Employee's dental coverage.
- b. The Town will purchase for each Employee at no cost to Employee, life insurance which in the event of death of the Employee while employed by the Town, will provide a benefit of \$50,000 or a sum equivalent to the Employee's base salary, whichever is less.
- c. Effective with the adoption of this Resolution, each employee shall be responsible for the percentage of the applicable conventional premium rate determined by the insurance carrier or administrator for all health and dental benefits as outlined in Paragraph d below.
- d. Effective July 1, 2010 and each July 1 following, the co-insurance and co-pay contributions shall be the same as the lowest negotiated Town Hall labor contracts effective on that date.
- e. Employees may elect to waive all group insurance benefits, and in lieu thereof, be remunerated in the amount of twenty-five percent (25%) of the actual premium saved.
- f. Employees are required to notify Human Resources of significant changes to circumstances affecting insurance, including but not limited to births, death of dependents, marriage, adoptions, divorce, or change in eligibility of dependents.

PENSION

Employees hired prior to July 1, 2009 may be eligible to participate in the town's Defined Benefit Pension Plan. Details of this plan are provided in the Defined Benefit Summary Plan Description which will be provided to all eligible employees.

Employees hired on or after July 1, 2009 may be eligible to participate in the town's Defined Contribution Pension Plan. Details of this plan are provided in the Defined Contribution Summary Plan Description which will be provided to all eligible employees.

Effective July 1, 2022 employees eligible for the Defined Contribution Plan will be automatically enrolled at date of hire at a contribution rate of ten percent (10%) of base salary. The Town will match the employee's contribution effective six months after the date of hire.

WORKERS' COMPENSATION

If an Employee is injured in the performance of his or her duties or is otherwise qualified for benefits under the Workers' Compensation Act, the net after tax difference between his or her regular base pay and Workers' Compensation shall be paid by the Employer for a period not to exceed six (6) months or until maximum recovery is attained (whichever is first.)

Until a determination is made as to the eligibility for Workers' Compensation payments, absences shall be charged, at the Employee's option, to accumulated sick leave and/or vacation time, provided eligibility requirements are met. The Employee's time will be credited when compensation becomes effective.

Notwithstanding the above, if the Town, in its sole discretion, advances pay before an eligibility determination is made, and the Employee is thereafter found ineligible or the Employee's eligibility is terminated for any reason, the deficiency shall be charged at the Employee's option to accumulated sick leave and/or accumulated vacation leave. However, if an Employee has not accumulated sufficient sick and/or annual leave to cover the period of absence, the Employee shall be considered on leave with pay and shall be required to repay the Town for any salary advanced while on leave with pay in the following manner:

- a. Sick Leave
- b. Vacation
- c. Personal Leave
- d. Incentives
- e. Wages
- f. Welfare Benefits

WAGES AND COMPENSATION

Employees shall be paid at the rate as designated by the Mayor or contractually negotiated. Increases in wages shall be effective on the first day of July; and continuing until June 30, 2025, wage increases may not be less than the percentage of the highest union contracted increase for that fiscal year.

Employees required to be available via cell phone outside of regular work hours who are not issued a Town cell phone, shall receive a monthly stipend for usage of their personal cell phone at a rate equivalent to the highest stipend paid to any of the Town's bargaining units.

With the implementation of this Resolution, retroactive reimbursement for wages and personal cell phones shall be paid to employees who were on staff as of July 1, 2022.

EDUCATION AND TRAINING

The Administrator/Department Head shall be reimbursed for travel expenses, meals, lodging, registration fees and other appropriate expenses as may be required when attending professional meetings, training and/or conducting Town business, provided prior approval to attend such meeting and incur such expenses is obtained from the immediate supervisor.

Any Administrator/Department Head who successfully completes an education or vocational course approved, in advance, by the immediate supervisor shall be reimbursed the cost of such courses up to a maximum of fifty percent (50%) not to exceed One Thousand Dollars (\$1,000) per year. Courses eligible for reimbursement must be at an accredited college or university and directly relate to the Administrator/Department Head's professional development. Employees who receive tuition reimbursement shall remain in the employment of the Town for one year following completion of the course or shall be required to reimburse the tuition.

LONGEVITY

In return for good and faithful service to the Town, each Administrator/Department Head shall receive the following longevity payments:

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

Payment shall be paid in one lump sum annually on the pay date nearest the Administrator/Department Head’s anniversary date of employment.

Employees hired after July 1, 2014 shall not be eligible for Longevity payments.

TRIENNIAL REVIEW

The terms of this Resolution shall be reviewed every three (3) years from its adoption date by the Administrator/Department Heads and Town Council.

Adopted by the Ledyard Town Council on: February 22, 2023



Kevin J. Dombrowski, Chairman

 Revisions: March 10, 1989; July 13, 1998; September 26, 1990; January 27, 1993; October 8, 2003; May 28, 2014; January 13, 2016.

History:

2023: Updated the titles of the following positions:

Librarian to Library Director; Assistant Finance Director to include Treasurer; Police Lieutenant to Police Capitan.

Insurance Section paragraph (c): Removed/replaced the following language
~~Effective with the adoption of this Resolution, each Employee shall be responsible for ten percent (10%) of the applicable conventional premium rate (COBRA rate) determined by the insurance carrier or administrator for all health and dental insurance benefits, excluding life insurance. An Employee with individual coverage shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for individual coverage. An Employee and spouse or an Employee and eligible dependent, (two person coverage classification), shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for such two person coverage. An Employee with family coverage shall have deducted from his/her monthly wages ten percent (10%) of the monthly conventional premium rate (COBRA rate) for family coverage.~~

(New Language): Effective with the adoption of this Resolution, each employee shall be responsible for the percentage of the applicable conventional premium rate determined by the insurance carrier or administrator for all health and dental benefits as outlined in Paragraph d below.

Pension Section: Removed/replaced the following language:

~~Effective July 1, 2014 employees eligible for the Defined Contribution Plan will be auto-enrolled at an employee contribution rate of 3% of base salary effective the first day of the first full quarter of the fiscal year after the hire date. Unless the employee directs the town otherwise, the employee minimum contribution rate will increase by 1% on July 1st each year until an employee contribution rate of 15% is achieved. Employees have the right to opt out of or modify the auto-enrollment by notifying Human Resources within 90 days after the actions are effective. The Town will match the employee’s contributions up to a rate equal to the highest rate negotiated by Town Hall labor contracts currently in effect on July 1st of each fiscal year.~~

(New language) Effective July 1, 2022 employees eligible for the Defined Contribution Plan will be automatically enrolled at date of hire at a contribution rate of ten percent (10%) of base salary. The Town will match the employee's contribution effective six months after the date of hire.

Added New Section : "Wages and Compensation".

Longevity Section: Updated longevity payments as follows:

a.	Ten years, but less than fifteen years	\$250.00 \$350.00
b.	Fifteen years, but less than twenty years	\$350.00 \$450.00
c.	Twenty or more years	\$450.00 \$550.00

(New Section): Triennial Review: The terms of this Resolution shall be reviewed and acknowledged every three (3) years from its adoption date by the Administrator/Department Heads and Town Council; and shall remain in place until further action is agreed upon by both parties.



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2860

Agenda Date: 12/10/2025

Agenda #: 10.

FINANCIAL BUSINESS REQUEST (FBR)

Motion/Request:

MOTION to approve the Town Council Department Fiscal Year 2026/2027 Capital Improvement Budget in the total amount of \$1,500.

Background:

As part of the Fiscal Year Budget Preparation process the Town Council is required to approve a Capital Plan for Town Council Department.

The proposed Capital Plan was in the amount of \$1,500 (please see attached quote)

The Town Council is submitting a request for funding in the Town Council's New Equipment/Laptop Computer Replacement CNR Sinking Fund as they have in previous years.

This fund is used to provide members of the Town Council and the Administrative Assistant a laptop to conduct town business and purchase equipment to support/access the cloud-based meeting portal.

The attached quote in the amount of \$663 provides:

Dell Pro 14 Essential \$663.26

\$1,500.00 is being submitted/requested for the New Equipment/Laptop Replacement Initiative in Fiscal Year 2026/2027 CIP Budget.

Planning/Background Context:

The Town Council began planning for improvements for their technological needs in the 2006/2007 Fiscal Year budget by allocating \$2,000 per year for the replacement of the laptop computers for Councilors, over the years this funding allocation has been reduced to \$1,500 annually.

In 2011/2012 the Town Council transitioned to paperless meetings and being completely electronic with the use of laptop computers and a cloud-based meeting portal. This has reduced operating costs involving paper, copying, postage and other related office supplies.

\$1,500 is being submitted/requested for Fiscal Year 2026/2027

Initiative in Fiscal Year 2026/2027 CIP Budget.

11/24/2025 Current Account Balance:

\$893.12

Schedule: Laptop Replacement Sinking Fund/Town Council

For the current Fiscal Year 2025/2026 Funding was used for the following:

- ✓ New Laptop for Councilor Parad
- ✓ To support technology upgrades in the Council Chambers which included microphones.

Laptops are needed for Town Councilors to participate in their elected role relative to town business. As in years past some Councilors have chosen to use their own personal computer devices.

Laptop computers are issued and older laptops are replaced on an as-needed basis/rotation. There is no specific schedule.

Purchase of equipment to support access/participation to cloud-based meeting portal.

Coordination: New Equipment/Laptop Replacement Sinking Fund/Town Council

This sinking fund project does not coordinate with other projects.

Town and Schools of Ledyard 

YTD REPORT TOWN COUNCIL 11/19/2025

FOR 2026 12							
ACCOUNTS FOR:	ORIGINAL	TRANFRS/	REVISED	YTD EXPENDED	ENCUMBRANCES	AVAILABLE	PCT
21010101 TOWN COUNCIL	APPROP	ADJSTMTS	BUDGET			BUDGET	USED
57300 NEW EQUIPMENT							
TOTAL NEW EQUIPMENT	1,371	1,500	2,871	663.26	1,314.77	893.12	68.9%
TOTAL TOWN COUNCIL	1,371	1,500	2,871	663.26	1,314.77	893.12	68.9%

Department Comment/Recommendation:
(type text here)

Finance Director Comment/Recommendation:
(type text here)

Mayor Comment/Recommendation:
(type text here)

**Town Council
Capital Improvement Plan
Fiscal Year 2026/2027**

(1) Project Description: Laptop Replacement Sinking Fund/Town Council \$1,500

As technology and the use of portable computer devices have become essential for the town's day-to-day operations and necessary to conduct business funding has been allocated on an annual basis..

The Town Council is submitting a request for funding in the Town Council's New Equipment/Laptop Computer Replacement CNR Sinking Fund as they have in previous years.

This fund is used to provide members of the Town Council and the Administrative Assistant a laptop to conduct town business and purchase equipment to support/access the cloud-based meeting portal.

The attached quote in the amount of \$663.26 provides:

Dell Pro 14 Essential PV (see attached)

\$1,500.00 is being submitted/requested for the New Equipment/Laptop Replacement Initiative in Fiscal Year 2026/2027 CIP Budget.

Planning/Background Context:

The Town Council began planning for improvements for their technological needs in the 2006/2007 Fiscal Year budget by allocating \$2,000 per year for the replacement of the laptop computers for Councilors, over the years this funding allocation has been reduced to \$1,500 annually.

In 2011/2012 the Town Council transitioned to paperless meetings and being completely electronic with the use of laptop computers and a cloud-based meeting portal. This has reduced operating costs involving paper, copying, postage and other related office supplies.

\$1,500 is being submitted/requested for Fiscal Year 2026/2027

Initiative in Fiscal Year 2026/2027 CIP Budget.

10/30/2023 Current CIP Account Balance: \$893.12

Schedule: Laptop Replacement Sinking Fund/Town Council

During the current Fiscal Year 2025/2026 Funding was used for the following:

- ✓ Purchase New Laptop for Councilor Parad
- ✓ To support technology upgrades in the Council Chambers which included the purchase of new microphones.

Laptops are needed for Town Councilors to participate in their elected role relative to town business. As in years past some Councilors have chosen to use their own personal computer devices.

Laptop computers are issued and older laptops are replaced on an as-needed basis/rotation. There is no specific schedule.

Purchase of equipment to support access/participation to cloud-based meeting portal.

Coordination: New Equipment/Laptop Replacement Sinking Fund/Town Council

This sinking fund project does not coordinate with other projects.

FOR 2026 12		ORIGINAL APPROP	TRANSFRS/ADJSTMTS	REVISED BUDGET	YTD EXPENDED	ENCUMBRANCES	AVAILABLE BUDGET	PCT USED
57300 NEW EQUIPMENT								
TOTAL NEW EQUIPMENT		1,371	1,500	2,871	663.26	1,314.77	893.12	68.9%
TOTAL TOWN COUNCIL		1,371	1,500	2,871	663.26	1,314.77	893.12	68.9%

Town and Schools of Ledyard



YTD REPORT TOWN COUNCIL 11/19/2025

To: Justin Dube <mis.director@ledyardct.org>
Subject: Your Dell Quote 3000194189794.1



Your quote is ready for purchase.

Complete the purchase of your personalized quote through our secure online checkout before the quote expires on **Oct. 11, 2025**.

You can download a copy of this quote during checkout.

Place your order

Quote No.	3000194189794.1	Sales Rep	Tatyana Thompson
Total	\$663.26	Phone	1(800) 4563355, 6186436
Customer #	12740676	Email	Tatyana.Thompson@Dell.com
Quoted On	Sep. 11, 2025	Billing To	ACCTS PAYABLE DORIS FONNER TOWN OF LEDYARD 741 COLONEL LEDYARD HWY LEDYARD, CT 06339-1511
Expires by	Oct. 11, 2025		
Contract Code	C000001019611		
Customer Agreement #	NCPA 01-143		
Deal ID	28787823		

Message from your Sales Rep

Please use the Order button to securely place the order with your preferred payment method online. You may contact your Dell sales team if you have any questions. Thank you for shopping with Dell.

Regards,
Tatyana Thompson

Product	Unit Price	Quantity	Subtotal
Dell Pro 14 Essential PV14250	\$663.26	1	\$663.26

Subtotal:	\$663.26
Shipping:	\$0.00
Non-Taxable Amount:	\$663.26
Taxable Amount:	\$0.00
Estimated Tax:	\$0.00

Total: \$663.26



Shipping Group Details

Shipping To JUSTIN DUBE TOWN OF LEDYARD 741 COLONEL LEDYARD HWY LEDYARD, CT 06339-1511 (860) 464-3225	Shipping Method Standard Delivery
---	---

Dell Pro 14 Essential PV14250 **Unit Price** \$663.26 **Quantity** 1 **Subtotal** \$663.26
 Estimated delivery if purchased today:
 Sep. 24, 2025
 Contract # C000001019611
 Customer Agreement # NCPA 01-143

Description	SKU	Unit Price	Quantity	Subtotal
Dell Pro 14 Essential PV14250	210-BTGV	-	1	-
Intel(R) Core(TM) 5 120U (10 cores, up to 5.0 GHz)	338-CTVM	-	1	-
Windows 11 Pro	619-BBQD	-	1	-
8GB, 1x8GB, DDR5, 5200MT/s	370-BBVM	-	1	-
512GB M.2 PCIe NVMe Solid State Drive	400-BTFK	-	1	-
Intel(R) Graphics	490-BLDZ	-	1	-
14", Non-Touch, FHD+, IPS, WVA, Anti-Glare, 300 nits	391-BJXS	-	1	-
Carbon Black Power Button without Fingerprint Reader	346-BKSW	-	1	-
Apollo English AI Backlit Keyboard	580-BBQV	-	1	-
Wireless Driver	555-BNFC	-	1	-
Realtek Wi-Fi 6 RTL8852BE, 2x2, 802.11ax, MU-MIMO, Bluetooth(R) wireless card	555-BMPQ	-	1	-
4-Cell Battery, 54WHr (Integrated)	451-BCUK	-	1	-

65 Watt AC Adapter	450-BBDG	-	1	-
US Power Cord	470-AFNL	-	1	-
Documentation	340-DNBV	-	1	-
Energy Star Label	389-DOVG	-	1	-
Fixed Hardware Configuration	998-HVJM	-	1	-
Regulatory Label	389-FPKS	-	1	-
Shipping Material	328-BHBK	-	1	-
Windows System Driver	631-BCKW	-	1	-
English, French, Spanish, Brazilian Portuguese	619-BBPD	-	1	-
Carbon Black (Plastic)	320-BGDV	-	1	-
Intel(R) Core(TM) 5 non-vPro Processor Label	389-FGYB	-	1	-
Mail In Service 12 Months	709-BJWM	-	1	-
Basic Onsite Service Initial, 12 Month(s)	199-BYXQ	-	1	-
Activate Your Microsoft 365 For A 30 Day Trial	658-BCSB	-	1	-
Additional Software	658-BFYK	-	1	-
McAfee Business Protection 1-year	634-CLSV	-	1	-
CyberLink PowerDirector 2025 Ultra & PhotoDirector 2025 Ultra	634-BYSN	-	1	-

Subtotal:	\$663.26
Shipping:	\$0.00
Estimated Tax:	\$0.00
Total:	\$663.26

CONNECT WITH DELL: 

BROWSE MORE OPTIONS:

 IT Transformation	 Laptops	 Desktops
 Servers & Storage	 2-in-1's	 Electronics & Accessories
 Financing Options	 Dell Services	 Dell Support



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2944

Agenda Date: 12/10/2025

Agenda #: 11.

CONTRACT-LEASE

Motion/Request:

MOTION to reject the Agreement between the Ledyard Board of Education and the Ledyard Education Association, Ledyard, Connecticut for the period of July 1, 2026 through June 30, 2029.

Background- Terms:

November 18, 2025: The Ledyard Education Association (LEA), ratified a new three year Contract Agreement effective July 1, 2026 through June 30, 2029. (Please see attached)

At its November 18, 2025 meeting the Ledyard Board of Education also voted to approve the LEA Agreement.

Some minor changes in language including incorporation of existing MOAs and applicable current practices, the following compensation was negotiated:

Salary

A total Salary increase of 13.19%, inclusive of steps/increments and including any Stipend increases was negotiated. Assuming all staffing remains the same, the breakout by contract year is as follows:

Year 1- GWI + Step (total negotiated increase 4.447%) = \$898,066

Year 2- GWI + Step (total negotiated increase 4.439%) = \$936,220

Year 3- GWI + Step (total negotiated increase 4.308%) = \$949,034

Insurance

Year 1- 25% increase Employee share would be 24.50%

Year 2- .25% increase Employee share would be 24.75%

Year 3- 25% increase Employee share would be 25.00%

Based on an 8% increase in premium rates year over year, it would be an approximately \$390,000 savings over the course of the contract.

Under CGS 10--153d(b), the municipal legislative body (Town Council) may: (see attached)

1. Reject the Agreement by a majority vote within the 30-day period, or
2. Vote NOT to Reject the Agreement by a majority vote within the 30-day period (essentially accepting the Agreement)
3. Take no action, in which case the Agreement is deemed approved by operation of law at the conclusion of the 30 days.

Should the Legislative Body (Town Council) vote to reject the agreement, the matter proceeds directly to

binding arbitration under CGS 10-153f.

Procedural Timeline and Next Steps

- December 4, 2025: Agreement submitted to the Town Clerk and transmitted to the Town Council.
- Statutory deadline: The Town Council has 30 days from filing to act.
- If no vote occurs: The contract becomes effective automatically at the close of the 30-day period.
- If the Council votes to reject: The agreement moves to binding arbitration as required by state law.

Department Comment/Recommendation:

(type text here)

Finance Director Comment/Recommendation:

(type text here)

Mayor Comment/Recommendation:

(type text here)

MEMORANDUM

To: Mr. Gary St. Vil, Chair, Ledyard Town Council
From: Jason S. Hartling, Superintendent of Schools *JSH*
Date: December 4, 2025

Subject: Transmittal of the Ratified LEA Collective Bargaining Agreement and Statutory Timeline

This memo accompanies the transmittal of the newly negotiated Collective Bargaining Agreement between the Ledyard Board of Education and the Ledyard Education Association (LEA), effective July 1, 2026 - June 30, 2029. The Agreement has been ratified by the LEA and approved by the Board of Education.

Pursuant to Connecticut General Statutes §10-153d(b), once a Board of Education has approved a teachers' collective bargaining agreement, the agreement "shall be filed by the board of education with the legislative body of the municipality" and the legislative body has thirty (30) days from the date of filing to act. The contract was filed on December 4, 2025.

Under §10-153d(b), the municipal legislative body may:

1. Reject the agreement by a majority vote within the 30-day period, or
2. Take no action, in which case the agreement is deemed approved by operation of law at the conclusion of the 30 days.

It is important to note that if the legislative body votes to reject the agreement, the matter proceeds directly to binding arbitration under CGS §10-153f.

Please contact me if you have any questions or I can be of assistance in this matter.

Procedural Timeline and Next Steps

- December 4, 2025: Agreement submitted to the Town Clerk and transmitted to the Town Council.
- Statutory deadline: The Town Council has 30 days from filing to act.
- If no vote occurs: The contract becomes effective automatically at the close of the 30-day period.
- If the Council votes to reject: The agreement moves to binding arbitration as required by state law.



Ledyard Public Schools

Administrative Offices

December 2, 2025

Mr. Gary St. Vil, Chair
Ledyard Town Council
Town of Ledyard
741 Colonel Ledyard Highway
Ledyard, CT 06339

Dear Mr. St. Vil:

This letter is to notify you that the Ledyard Education Association (LEA), through a vote of its membership, ratified a new four year Contract Agreement effective July 1, 2026 through June 30, 2029. At a meeting on November 18, 2025 the Ledyard Board of Education also voted to approve the LEA Agreement.

In addition to some minor changes in language including incorporation of existing MOAs and applicable current practices, the following compensation was negotiated:

Salary

A total Salary increase of 13.19%, inclusive of steps/increments and including any Stipend increases was negotiated. Assuming all staffing remains the same, the breakout by contract year is as follows:

Year 1- GWI + Step (total negotiated increase 4.447%) = \$898,066
Year 2- GWI + Step (total negotiated increase 4.439%) = \$936,220
Year 3- GWI + Step (total negotiated increase 4.308%) = \$949,034

Insurance

Year 1- .25% increase Employee share would be 24.50%
Year 2- .25% increase Employee share would be 24.75%
Year 3- .25% increase Employee share would be 25.00%

Based on an 8% increase in premium rates year over year, it would be an approximately \$390,000 savings over the course of the contract.

The contract is on file with the Ledyard Town Clerk's Office.

Sincerely,

Jenn Reguin, Chair, Ledyard Board of Education

Cc: Jason S. Hartling, Superintendent of Schools

CHAPTER 10

EDUCATION AND CULTURE

Sec. 10-153d. Meeting between board of education and fiscal authority required. Duty to negotiate. Procedure if legislative body rejects contract. (a) Within thirty days prior to the date on which the local or regional board of education is to commence negotiations pursuant to this section, such board of education shall meet and confer with the board of finance in each town or city having a board of finance, with the board of selectmen in each town having no board of finance and otherwise with the authority making appropriations therein. A member of such board of finance, such board of selectmen, or such other authority making appropriations, shall be permitted to be present during negotiations pursuant to this section and shall provide such fiscal information as may be requested by the board of education.

(b) The local or regional board of education and the organization designated or elected as the exclusive representative for the appropriate unit, through designated officials or their representatives, shall have the duty to negotiate with respect to salaries, hours and other conditions of employment about which either party wishes to negotiate. For purposes of this subsection and sections 10-153a, 10-153b and 10-153e to 10-153g, inclusive, (1) "hours" shall not include the length of the student school year, the scheduling of the student school year, the length of the student school day, the length and number of parent-teacher conferences and the scheduling of the student school day, except for the length and the scheduling of teacher lunch periods and teacher preparation periods and (2) "other conditions of employment" shall not include the establishment or provisions of any retirement incentive plan authorized by section 10-183jj. Such negotiations shall commence not less than two hundred ten days prior to the budget submission date. Any local board of education shall file forthwith a signed copy of any contract with the town clerk and with the Commissioner of Education. Any regional board of education shall file forthwith a signed copy of any such contract with the town clerk in each member town and with the Commissioner of Education. Upon receipt of a signed copy of such contract the clerk of such town shall give public notice of such filing. The terms of such contract shall be binding on the legislative body of the local or regional school district, unless such body rejects such contract at a regular or special meeting called and convened for such purpose within thirty days of the filing of the contract. If a vote on such contract is petitioned for in accordance with the provisions of section 7-7, in order to reject such contract, a minimum number of those persons eligible to vote equal to fifteen per cent of the electors of such local or regional school district shall be required to participate in the voting and a majority of those voting shall be required to reject. Any regional board of education shall call a district meeting to consider such contract within such thirty-day period if the chief executive officer of any member town so requests in writing within fifteen days of the receipt of the signed copy of the contract by the town clerk in such town. The body charged with making annual appropriations in any school district shall appropriate to the board of education whatever funds are required to implement the terms of any contract not rejected pursuant to this section. All organizations seeking to represent members of the teaching profession shall be accorded equal treatment with respect to access to teachers, principals, members of the board of education, records, mail boxes and school facilities and, in the absence of any recognition or certification as the exclusive representative as provided by section 10-153b, participation in discussions with respect to salaries, hours and other conditions of employment.

(c) If the legislative body rejects the contract pursuant to the provisions of subsection (b) of this section, the parties shall commence the arbitration process, in accordance with the provisions of subsection (c) of section 10-153f, on the fifth day next following the rejection which, for the purposes of this procedure, shall serve as the equivalent of the one hundred thirty-fifth day prior to the budget submission date, provided, if requested by either party, the parties shall mediate the contract dispute prior to the initial arbitration hearing. The parties shall meet with a mediator mutually selected by them, provided such parties shall inform the commissioner of the name of such mediator. If the parties are unable to mutually select a mediator, then the parties shall meet with the commissioner or the commissioner's agent or a mediator designated by said commissioner. Mediators shall be chosen from a panel of mediators selected by the State Board of Education or from outside such panel if mutually agreed by the parties. Such mediators shall receive a per diem fee determined on the basis of the prevailing rate for such services, and the parties shall share equally in the cost of such mediation. In any civil or criminal case, any proceeding preliminary thereto, or in any legislative or administrative proceeding, a mediator shall not disclose any confidential communication made to such mediator in the course of mediation unless the party making such communication waives such privilege. The parties shall provide such information as the commissioner may require. The commissioner may recommend a basis for settlement but such recommendations shall not be binding upon the parties.

Sec. 10-153f. Mediation and arbitration of disagreements. (a) There shall be in the Department of Education an arbitration panel of not less than twenty-four or more than twenty-nine persons to serve as provided in subsection (c) of this section. The Governor shall appoint the members of such panel, with the advice and consent of the General Assembly, as follows: (1) Seven members who are representative of the interests of local and regional boards of education and selected from lists of names submitted by such boards; (2) seven members who are representative of the interests of exclusive bargaining representatives of certified employees and selected from lists of names submitted by such bargaining representatives; and (3) not less than ten or more than fifteen members who are impartial representatives of the interests of the public in general, residents of the state of Connecticut, experienced in public sector collective bargaining interest impasse resolution and selected from lists of names submitted by the State Board of Education. The lists of names submitted to the Governor pursuant to subdivisions (1) to (3), inclusive, of this subsection shall, in addition to complying with the provisions of section [4-9b](#), include a report from the State Board of Education certifying that the process conducted for soliciting applicants made adequate outreach to minority communities and documenting that the number and make-up of minority applicants considered reflect the state's racial and ethnic diversity. Each member of the panel serving on or appointed after January 1, 2016, shall serve a term of four years, except that each arbitrator shall hold office until a successor is appointed and any arbitrator not reappointed shall finish to conclusion any arbitration for which such arbitrator has been selected or appointed. Arbitrators may be removed for good cause. If any vacancy occurs in such panel, the Governor shall act within forty days to fill such vacancy in the manner provided in section [4-19](#). Persons appointed to the arbitration panel shall serve without compensation but each shall receive a per diem fee for any day during which such person is engaged in the arbitration of a dispute pursuant to this section. The parties to the dispute so arbitrated shall pay the fee in accordance with subsection (c) of this section.

(b) If any local or regional board of education cannot agree with the exclusive representatives of a teachers' or administrators' unit after negotiation concerning the terms and conditions of employment applicable to

the employees in such unit, either party may submit the issues to the commissioner for mediation. On the one hundred sixtieth day prior to the budget submission date, the commissioner shall order the parties to report their settlement. If, on such one hundred sixtieth day, the parties have not reached agreement and have failed to initiate mediation, the commissioner shall order the parties to notify the commissioner of the name of a mutually selected mediator and to commence mediation. The commissioner may order the parties to appear before said commissioner during the mediation period. In either case, the parties shall meet with a mediator mutually selected by them, provided such parties shall inform the commissioner of the name of such mediator, or with the commissioner or the commissioner's agents or a mediator designated by said commissioner. Mediators shall be chosen from a panel of mediators selected by the State Board of Education or from outside such panel if mutually agreed by the parties. Such mediators shall receive a per diem fee determined on the basis of the prevailing rate for such services, and the parties shall share equally in the cost of such mediation. In any civil or criminal case, any proceeding preliminary thereto, or in any legislative or administrative proceeding, a mediator shall not disclose any confidential communication made to such mediator in the course of mediation unless the party making such communication waives such privilege. The parties shall provide such information as the commissioner may require. The commissioner may recommend a basis for settlement but such recommendations shall not be binding upon the parties. Such recommendation shall be made within twenty-five days after the day on which mediation begins.

(c) (1) On the fourth day next following the end of the mediation session or on the one hundred thirty-fifth day prior to the budget submission date, whichever is sooner, the commissioner shall order the parties to report their settlement of the dispute or, if there is no settlement, to notify the commissioner of either their agreement to submit their dispute to a single arbitrator or the name of the arbitrator selected by each of them. Within five days of providing such notice, the parties shall notify the commissioner of the name of the arbitrator if there is an agreement on a single arbitrator appointed to the panel pursuant to subdivision (3) of subsection (a) of this section or agreement on the third arbitrator appointed to the panel pursuant to said subdivision. The commissioner may order the parties to appear before said commissioner during the arbitration period. If the parties have notified the commissioner of their agreement to submit their dispute to a single arbitrator and they have not agreed on such arbitrator, within five days after such notification, the commissioner shall select such single arbitrator who shall be an impartial representative of the interests of the public in general. If each party has notified the commissioner of the name of the arbitrator it has selected and the parties have not agreed on the third arbitrator, within five days after such notification, the commissioner shall select a third arbitrator, who shall be an impartial representative of the interests of the public in general. If either party fails to notify the commissioner of the name of an arbitrator, the commissioner shall select an arbitrator to serve and the commissioner shall also select a third arbitrator who shall be an impartial representative of the interests of the public in general. Any selection pursuant to this section by the commissioner of an impartial arbitrator shall be made at random from among the members appointed under subdivision (3) of subsection (a) of this section. Arbitrators shall be selected from the panel appointed pursuant to subsection (a) of this section and shall receive a per diem fee determined on the basis of the prevailing rate for such services. Whenever a panel of three arbitrators is selected, the chairperson of such panel shall be the impartial representative of the interests of the public in general.

(2) The chairperson of the arbitration panel or the single arbitrator shall set the date, time and place for a hearing to be held in the school district between the fifth and twelfth day, inclusive, after such chairperson or such single arbitrator is selected. At least five days prior to such hearing, a written notice of the date, time and place of the hearing shall be sent to the board of education and the representative organization

which are parties to the dispute, and, if a three-member arbitration panel is selected or designated, to the other members of such panel. Such written notice shall also be sent, by registered mail, return receipt requested, to the fiscal authority having budgetary responsibility or charged with making appropriations for the school district, and a representative designated by such body may be heard at the hearing as part of the presentation and participation of the board of education. At the hearing each party shall have full opportunity to submit all relevant evidence, to introduce relevant documents and written material and to argue on behalf of its positions. At the hearing a representative of the fiscal authority having budgetary responsibility or charged with making appropriations for the school district shall be heard regarding the financial capability of the school district, unless such opportunity to be heard is waived by the fiscal authority. The nonappearance of the representative shall constitute a waiver of the opportunity to be heard unless there is a showing that proper notice was not given to the fiscal authority. The chairperson of the arbitration panel or the single arbitrator shall preside over such hearing.

(3) The hearing may, at the discretion of the arbitration panel or the single arbitrator, be continued but in any event shall be concluded within twenty-five days after its commencement.

(4) After hearing all the issues, the arbitrators or the single arbitrator shall, within twenty days, render a decision in writing, signed by a majority of the arbitrators or the single arbitrator, which states in detail the nature of the decision and the disposition of the issues by the arbitrators or the single arbitrator. The written decision shall include a narrative explaining the evaluation by the arbitrators or the single arbitrator of the evidence presented for each item upon which a decision was rendered by the arbitrators or the single arbitrator and shall state with particularity the basis for the decision as to each disputed issue and the manner in which the factors enumerated in this subdivision were considered in arriving at such decision, including, where applicable, the specific similar groups and conditions of employment presented for comparison and accepted by the arbitrators or the single arbitrator and the reason for such acceptance. The arbitrators or the single arbitrator shall file one copy of the decision with the commissioner, each town clerk in the school district involved, the legislative body or bodies of the town or towns for the school district involved, or, in the case of a town for which the legislative body of the town is a town meeting or representative town meeting, to the board of selectmen, and the board of education and organization which are parties to the dispute. The decision of the arbitrators or the single arbitrator shall be final and binding upon the parties to the dispute unless a rejection is filed in accordance with subdivision (7) of this subsection. The decision of the arbitrators or the single arbitrator shall incorporate those items of agreement the parties have reached prior to its issuance. At any time prior to the issuance of a decision by the arbitrators or the single arbitrator, the parties may jointly file with the arbitrators or the single arbitrator, any stipulations setting forth contract provisions which both parties agree to accept. In arriving at a decision, the arbitrators or the single arbitrator shall give priority to the public interest and the financial capability of the town or towns in the school district, including consideration of other demands on the financial capability of the town or towns in the school district. In assessing the financial capability of the town or towns, there shall be an irrebuttable presumption that a budget reserve of five per cent or less is not available for payment of the cost of any item subject to arbitration under this chapter. The arbitrators or the single arbitrator shall further consider, in light of such financial capability, the following factors: (A) The negotiations between the parties prior to arbitration, including the offers and the range of discussion of the issues; (B) the interests and welfare of the employee group; (C) changes in the cost of living averaged over the preceding three years; (D) the existing conditions of employment of the employee group and those of similar groups; and (E) the salaries, fringe benefits, and other conditions of employment prevailing in the state labor market, including the terms

of recent contract settlements or awards in collective bargaining for other municipal employee organizations and developments in private sector wages and benefits. The parties shall submit to the arbitrators or the single arbitrator their respective positions on each individual issue in dispute between them in the form of a last best offer. The arbitrators or the single arbitrator shall resolve separately each individual disputed issue by accepting the last best offer thereon of either of the parties, and shall incorporate in a decision each such accepted individual last best offer and an explanation of how the total cost of all offers accepted was considered. The award of the arbitrators or the single arbitrator shall not be subject to rejection by referendum. The parties shall each pay the fee of the arbitrator selected by or for them and share equally the fee of the third arbitrator or the single arbitrator and all other costs incidental to the arbitration.

(5) The commissioner shall assist the arbitration panel or the single arbitrator as may be required in the course of arbitration pursuant to this section.

(6) If the day for filing any document required pursuant to this section falls on Saturday, Sunday or a holiday, the time for such filing shall be extended to the next business day thereafter.

(7) The award of the arbitrators or single arbitrator may be rejected by the legislative body of the local school district or, in the case of a regional school district, by the legislative bodies of the participating towns. Such rejection shall be by a two-thirds majority vote of the members of such legislative body or, in the case of a regional school district, the legislative body of each participating town, present at a regular or special meeting called and convened for such purpose within twenty-five days of the receipt of the award. If the legislative body or legislative bodies, as appropriate, reject any such award, they shall notify, within ten days after the vote to reject, the commissioner and the exclusive representative for the teachers' or administrators' unit of such vote and submit to them a written explanation of the reasons for the vote. Within ten days after receipt of such notice, the exclusive representative of the teachers' or administrators' unit shall prepare, and the board of education may prepare, a written response to such rejection and shall submit it to such legislative body or legislative bodies, as appropriate, and the commissioner. Within ten days after the commissioner has been notified of the vote to reject, (A) the commissioner shall select a review panel of three arbitrators or, if the parties agree, a single arbitrator, who are residents of Connecticut and labor relations arbitrators approved by the American Arbitration Association and not members of the panel who issued the rejected award, and (B) such arbitrators or single arbitrator shall review the decision on each rejected issue. The review conducted pursuant to this subdivision shall be limited to the record and briefs of the hearing pursuant to subdivision (2) of this subsection, the written explanation of the reasons for the vote and a written response by either party. In conducting such review, the arbitrators or single arbitrator shall be limited to consideration of the criteria set forth in subdivision (4) of this subsection. Such review shall be completed within twenty days of the appointment of the arbitrators or single arbitrator. The arbitrators or single arbitrator shall accept the last best offer of either of the parties. Within five days after the completion of such review, the arbitrators or single arbitrator shall render a final and binding award with respect to each rejected issue. The decision of the arbitrators or single arbitrator shall be in writing and shall include the specific reasons and standards used by each arbitrator in making his decision on each issue. The decision shall be filed with the parties. The reasonable costs of the arbitrators or single arbitrator and the cost of the transcript shall be paid by the legislative body or legislative bodies, as appropriate. Where the legislative body of the school district is the town meeting, the board of selectmen shall have all of the authority and responsibilities required of and granted to the legislative body under this subdivision.

(8) The decision of the arbitrators or a single arbitrator shall be subject to judicial review upon the filing by a party to the arbitration, within thirty days following receipt of a final decision pursuant to subdivision (4) or (7), as appropriate, of a motion to vacate or modify such decision in the superior court for the judicial district wherein the school district involved is located. The superior court, after hearing, may vacate or modify the decision if substantial rights of a party have been prejudiced because such decision is: (A) In violation of constitutional or statutory provisions; (B) in excess of the statutory authority of the panel; (C) made upon unlawful procedure; (D) affected by other error of law; (E) clearly erroneous in view of the reliable, probative and substantial evidence on the whole record; or (F) arbitrary or capricious or characterized by abuse of discretion or clearly unwarranted exercise of discretion. In any action brought pursuant to this subdivision to vacate or modify the decision of the arbitrators or single arbitrator, reasonable attorney's fees, costs and legal interest on salary withheld as the result of an appeal of said decision may be awarded in accordance with the following: Where the board of education moves to vacate or modify the decision and the decision is not vacated or modified, the court may award to the organization which is the exclusive representative reasonable attorney's fees, costs and legal interest on salary withheld as the result of an appeal; or, where the organization which is the exclusive representative moves to vacate or modify the decision and the decision is not vacated or modified, the court may award to the board of education reasonable attorney's fees, costs and legal interest on salary withheld as the result of an appeal.

(d) The commissioner and the arbitrators or single arbitrator shall have the same powers and duties as the board under section [31-108](#) for the purposes of mediation or arbitration pursuant to this section, and subsection (c) of section [10-153d](#), and all provisions in section [31-108](#) with respect to procedure, jurisdiction of the Superior Court, witnesses and penalties shall apply.

(e) The local or regional board of education and the organization designated or elected as the exclusive representative for the appropriate unit, through designated officials or their representatives, which are parties to a collective bargaining agreement, and which, for the purpose of negotiating with respect to salaries, hours and other conditions of employment, mutually agree to negotiate during the term of the agreement or are ordered to negotiate said agreement by a body of competent jurisdiction, shall notify the commissioner of the date upon which negotiations commenced within five days after said commencement. If the parties are unable to reach settlement twenty-five days after the date of the commencement of negotiations, the parties shall notify the commissioner of the name of a mutually selected mediator and shall conduct mediation pursuant to the provisions of subsection (b) of this section, notwithstanding the mediation time schedule of subsection (b) of this section. On the fourth day next following the end of the mediation session or on the fiftieth day following the date of the commencement of negotiations, whichever is sooner, if no settlement is reached the parties shall commence arbitration pursuant to the provisions of subsections (a), (c) and (d) of this section, notwithstanding the reference to the budget submission date.

(f) The State Board of Education shall adopt regulations pursuant to chapter 54 concerning the method by which names of persons who are impartial representatives of the interests of the public in general are placed on lists submitted by the State Board of Education to the Governor for appointment to the arbitration panel established pursuant to subsection (a) of this section. Such regulations shall include, but not be limited to (1) a description of the composition of the group which screens persons applying to be such impartial representatives, which group shall include representatives of local legislative and fiscal authorities and local and regional boards of education and exclusive bargaining representatives of certified employees, (2) application requirements and procedures and (3) the selection criteria and process, including an evaluation

of an applicant's experience in arbitration. Such regulations shall provide for a training program for applicants who lack experience in arbitration but who are otherwise qualified and shall describe the criteria for participation in the training program.

CHAPTER 10

EDUCATION AND CULTURE

Sec. 10-153d. Meeting between board of education and fiscal authority required. Duty to negotiate. Procedure if legislative body rejects contract.

In accordance with CGS; Sec. 10-153d Meeting between board of education and fiscal authority required. Duty to negotiate. Procedure if legislative body rejects contract that “*Upon receipt of a signed copy of such contract the clerk of such town shall give public notice of such filing. The terms of such contract shall be binding on the legislative body of the local or regional school district, unless such body rejects such contract at a regular or special meeting called and convened for such purpose **within thirty days of the filing of the contract**.....”*



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 25-2937

Agenda Date: 12/10/2025

Agenda #: 12.

AGENDA REQUEST
GENERAL DISCUSSION ITEM

Subject:

MOTION to cancel the Town Council Regular Meeting of December 24, 2025 for the Holidays.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)