


# BUILDING BLOCKS TO COMPLETION OF A PROJECT

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

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

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

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

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

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

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

## GENERAL GUIDELINES FOR BUILDING COMMITTEES

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

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

### 1. FINANCIAL CONTROL

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

- f. Resolve all disputes over money issues immediately. The longer it takes to reach agreement on a dispute the less people remember. IF YOU PUT OFF DISPUTES TO THE END OF THE PROJECT.

**YOU ARE ALMOST ALWAYS GUARANTEED A LEGAL BATTLE WITH THEIR ATTENDING COSTS.**

- g. Change orders to any contract are costly. The best way to prevent change orders is to have outstanding Plans and Specifications. Spend lots of time reviewing your Plans and Specs. and have as many people as possible conduct independent reviews.

**WHEN THE BUILDING COMMITTEE SIGNS OFF ON THE PLANS AND SPECIFICATIONS YOU OWN ALL MISTAKES, ALL ERRORS, ALL MISUNDERSTANDING, AND ALL THE COSTS TO CORRECT THE PROBLEMS.**

- i. The Building Committee must provide a person by name to make decisions in the field. **YOU ARE RESPONSIBLE FOR TIMELY DECISIONS AND WILL BE CHARGED IF YOU HOLD-UP THE PROJECT.**

## **2. DRAWINGS AND SPECIFICATIONS**

- a. Drawings and specifications generated by the consulting engineering firm are the property of that firm unless the contract states differently. The Town of Ledyard has the right to use them and reproduce them as long as they are used on this project.

**THEY CANNOT BE SOLD OR GIVEN TO ANOTHER FOR USE ON DIFFERENT PROJECT.**

- b. If a dispute exists between the drawings and specifications, than the data the drawing takes president.
- c. Errors on the Drawings or Specifications which are very costly to correct will not be paid for by the consulting engineer unless you could prove it is an engineering error violating codes or good engineering practice.
- d. All drawings allow be generated en AutoCad-10 or 11. This will allow you to store the drawings in the Town's computer and the Town engineer can update them in the future.
- e. A set of as-built drawings should be generated as the project progresses.

- f. Maintainability of the new plant starts with the Drawings and Specifications. Think, access to equipment, corrosion control, long term availability of parts, simplicity of operation, and etc. as you develop the documents.

### 3. PROJECT CONTROL

- a. During construction all on-site changes should first be approved by the consulting engineer. Only one member of the building committee should have authority to coordinate these changes.

**WARNING; IF A MEMBER OF THE BUILDING COMMITTEE VISITS THE SITE AND COMMENTS ON SOME ASPECT OF CONSTRUCTION, IT COULD BE TAKEN AS APPROVAL/CHANGE FOR SOMETHING DIFFERENT THAN IS ON THE DRAWING.**

If you see something on the site you don't like get the appointed building committee representative and the consulting engineer involved.

- b. The Waste Water Treatment Plant upgrade will require a lot of coordination because the existing plant has to continue to operate. The wording in the contract must provide for some reasonable delays, and extra work when making inter-connections with old pipes or equipment.

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

Early in the project, establish an elevation datum in concrete and refer all elevations on the drawing to the one reference point.

**WHEN YOU TRY TO MAKE WATER RUN UPHILL IT IS USUALLY AN ERROR IN ELEVATION ON THE DRAWINGS**

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

**DO NOT WAIT UNTIL THE END OF THE PROJECT.**

### 4. CONSTRUCTION CONSIDERATIONS

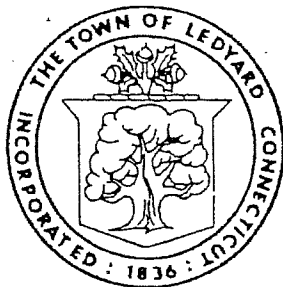
- a. The ground water table on the existing waste water treatment plant site is high. When the elevation of the bottom of the Sequential Batch Reactor, (SBR) is being determined it may be wise to keep it well above Ground water. The cost of de-water holes in the ground can get

expensive and cause delays. Earth berms against the side of the SBR can be used to reduce heat loss if it has to be kept well above ground level.

- b. The SBR will use large blowers to force air through the liquid. Centrifugal compressors or two-impeller positive displacement blowers create very high noise levels and our plant is on the edge of a residential area.

**THE NEW AES CO-GENERATION PLANT IN MONTVILLE HAS SPENT LARGE SUMS OF MONEY TO CORRECT NOISE PROBLEMS. LET'S NOT MAKE THE SAME MISTAKE. Check State Statutes starting at 22a-B7**

- c. OSHA rules for construction sites must be enforced. Our own WPCA employees, and visitors to the site will be subject to these rules, and fines can be imposed.
- d. Most of the project's equipment will be installed in areas classified as "wet areas", and the National Electric Code has extensive detailed directions on the electrical wiring of this equipment. Some of the code applies to the wiring by the manufacturer, and some for the installer. You have to be sure this is detailed in the Drawings and Specifications, but the most difficult part is making sure you get what you pay for in the field.



# TOWN OF LEDYARD CONNECTICUT

PLANNING COMMISSION

Ledyard, Connecticut

Post Office Box 38  
Ledyard, Conn. 06339

## MUNICIPAL IMPROVEMENT CHECK LIST

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

### I. Site Plan Details:

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

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

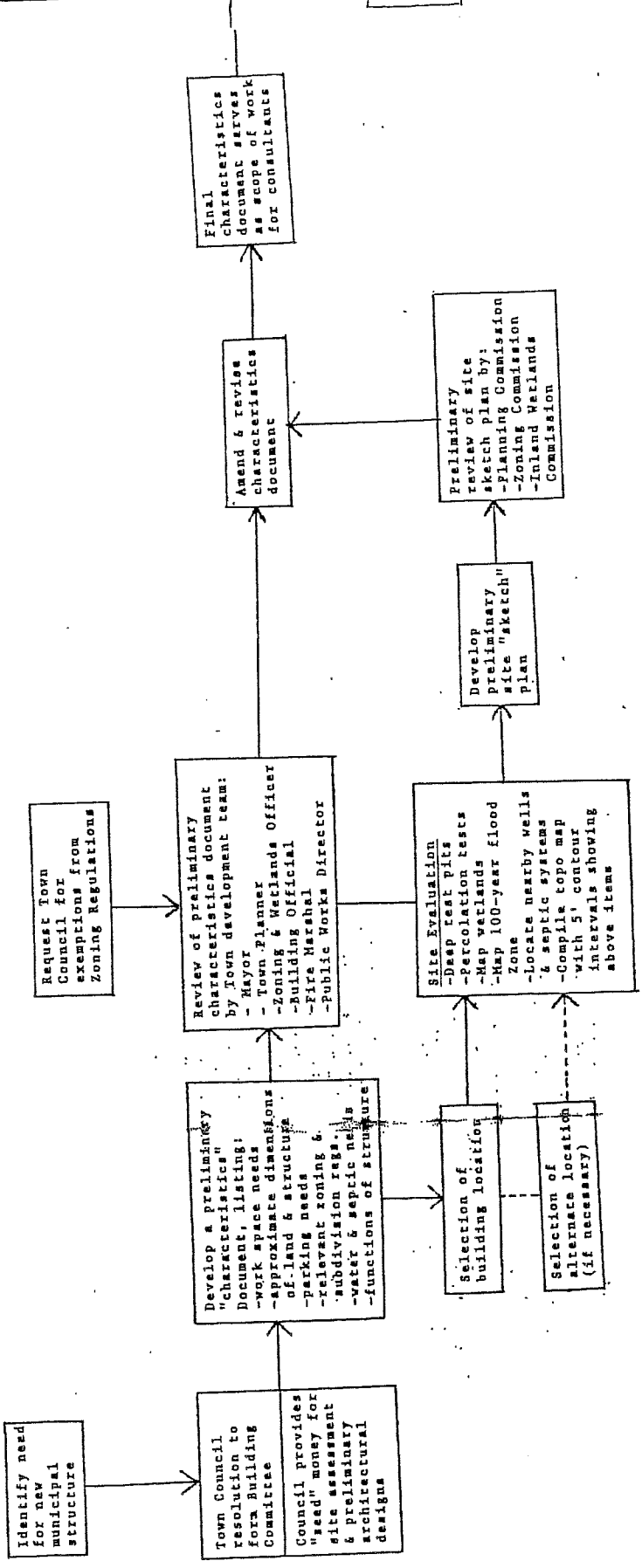
III. Inland Wetlands Commission review (see Zoning & Wetlands Officer).

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

V. Report on fiscal impact to local taxpayers.



MUNICIPAL IMPROVEMENT CHART -- TOWN OF LEWIS



Identify need for new municipal structure

Town Council resolution to form Building Committee  
Council provides "seed" money for site assessment & preliminary architectural designs

Develop a preliminary "characteristics" document, listing:  
-work space needs  
-approximate dimensions of land & structures  
-parking needs  
-relevant zoning & subdivision regs.  
-water & septic needs  
-functions of structure

Review of preliminary characteristics document by Town development team:  
- Mayor  
- Town Planner  
- Zoning & Wetlands Officer  
- Building Official  
- Fire Marshal  
- Public Works Director

Amend & revise characteristics document

Site Evaluation  
- Deep test pits  
- Percolation tests  
- Map wetlands  
- Map 100-year flood zone  
- Locate nearby wells & septic systems  
- Compile topo map with 5' contour intervals showing above items

Selection of building location

Selection of alternate location (if necessary)

Preliminary review of site sketch plan by:  
- Planning Commission  
- Zoning Commission  
- Inland Wetlands Commission

Develop preliminary site "sketch" plan

Final characteristics document serves as scope of work for consultants



POLICY AND GUIDELINES  
FOR REMOTE MEETING PARTICIPATION

Today's technology has provided the ability to provide transparency in the operation of local government with the use of electronic devices and technology such as video teleconference platforms.

Under provisions contained in CGS Section 1-200 which states members can attend a meeting "whether in person or by means of electronic equipment"; the Town Council adopts the following "Policy and Guidelines for Remote Meeting Participation":

It is the Policy of the Town of Ledyard that the Ledyard Town Council and the Town's appointed Committees/Commissions/Boards 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. However, this does not preclude meetings from being held remotely when appropriate.

In accordance with the Freedom of Information Act the following Protocols are required to conduct remote or hybrid meetings:

1. Remote Meetings:  
The public and committee members have the ability to participate, view or listen to each meeting or proceeding either by conference call, videoconference or other technology in real time.
2. Hybrid Meetings:  
Hybrid Meeting provides both in-person and remote participation, for the public, committee/commission/board member and invited guests to be involved in the meeting.
3. Acceptable Means for Remote Participation  
Committee/Commission/Board Members, both elected and appointed, can attend a meeting remotely and may use the following acceptable mediums: telephone, internet, audio or video conferencing, or any other technology means that enables the remote participant and all those present at the meeting to be clearly audible to one another. Remote participation should come from a software platform and device that can provide consistent and persistent signal strength.

The Town shall designate a widely available software platform for Committees/Commissions/Boards to conduct remote meetings.

4. Posting of Notice:

The required notice and agenda for each meeting or proceeding shall be posted on the Town's Website – Meeting Portal, and shall include information about how the meeting will be conducted and how the public can access it.

If a public agency intends to conduct a regular meeting either in part or entirely through remote means, the agency must notify its Members either in writing or through electronic means of that fact not less than forty-eight (48) hours prior to the meeting. The remote meeting invite would be sufficient notification.

In accordance with CGS 1-225 the Agenda shall be posted no later than 24 hours prior to the meeting as follows:

- (1) At its regular office or place of business;
- (2) In the office of the clerk or district of the political subdivision in which the agency is located, and
- (3) On the agency's website if it has one.

The notice must also include instructions for the public on how to attend and provide comment or otherwise participate in the meeting, either in person or by electronic means, as permitted.

5. Meeting Materials:

Materials relevant to matters on the agenda, including but not limited to materials related to specific applications, if applicable, shall be submitted to the agency a minimum of twenty four (24) hours prior and posted to the agency's website for public inspection prior to, during, and after the meeting, and any exhibits to be submitted by members of the public shall, to the extent feasible, also be submitted to the agency a minimum of twenty-four (24) hours prior to the meeting and posted to the agency's website for public inspection prior to, during, and after the meeting.

6. Conducting of Meeting

- (a) All speakers taking part in any such meeting or proceeding shall clearly state their name and title, if applicable, before speaking on each occasion that they speak.
- (b) The meeting host (moderator) should mute and unmute people as needed.
- (c) The meeting host (moderator) shall ask people who are calling in to identify themselves. As an example, the moderator would say "who is calling from 860-464-XXXX?".
- (d) Once callers and video participants are identified, the host (moderator) may ask any participants who have a comment, to please use the "raise your hand" feature in the application for call in.

- (e) Participants may briefly provide comments at the start of each meeting, as specified by the meeting agenda.
- (f) Disruption by Public Participating Electronically - In the event a person or group of person attends a public meeting electronically and interrupts the proceedings or are otherwise preventing the orderly conduct of business, the agency may terminate such person's or persons' electronic access until such time as order is restored. Note that if this occurs, no business which is not on the agenda may be conducted.

7. Remote or Hybrid Participation

(a) Fully Remote Meeting:

The Chairman will serve as the Host (moderator) of the Meeting, unless the Chairman designates another to serve as the Meeting Host (moderator).

(b) Hybrid Meeting:

The Chairman shall be physically at the posted meeting location. In the event they cannot be physically be at the meeting location, they shall designate another member to serve as the Chairman-pro-tem (meeting facilitator).

The Town Council and Town Committees/Commissions/Boards plan to have a quorum present at the physical location the meeting.

It shall be the responsibility of the Chairman to ensure the proper number of committee members will be physically present at the meeting location. However, if for some reason a quorum cannot physically be at the meeting location, the following minimum number of voting members shall be physically present at the meeting location for the meeting to continue:

Committee Voting Members	Committee Members Physically Required at Hybrid Meeting Location
6 or less	2
7-9	3
More than 9	One-third of voting Membership

(c) Changing a Hybrid Meeting to a Fully Remote Meeting:

There may be circumstances in which a scheduled hybrid meeting may need to be changed to a fully remote meeting, such as it was not safe to meet in-person at the designated physical location.

The Hybrid Meeting could be changed to a fully Remote Meeting as follows:

Cancel the "In-Person" portion of the meeting in the same manner as any other meeting would be cancelled.

- ✓ Post a Cancellation in the Town Clerk's Office, on the door of the meeting location, and update the on-line Agenda to state the following:

"The In-Person Portion of the \_\_\_\_\_ meeting has been Cancelled. The meeting will be held totally Electronically/Remotely", and then again list the link and other remote information on the notice.

8. Meeting Record:

The meeting or proceeding shall be recorded or transcribed, and such recording or transcript shall be posted on the agency's website within seven (7) days of the meeting or proceeding and made available within a reasonable time in the agency's office.

9. Quorum

Remote participants will be able to exercise all their duties for the transaction of business, as set forth in the Town Charter; all remote participation will count toward a quorum. It shall be the responsibility of the Chairman to ensure all voting members are properly engaged through both audio and video throughout the meeting.


10. Executive Sessions

Remote participation at an executive session will be permitted in accordance with the guidelines of this policy. The remote participant must state for the record that they are alone and can not be overheard during the executive session.

11. Effective Date

The "Policy and Guidelines for Remote Meeting Participation Policy" shall become effective upon adoption and supersedes other policies pertaining to this subject.

Adopted by the Ledyard Town Council on: March 23, 2022

  
Kevin J. Dombrowski, Chairman

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Revision: "Town Council Guidelines - Remote Participation" Adopted May 9, 2012;  
"Protocols for Remote Meeting Participation" Adopted April 8, 2020.

History:

2022: Updated to delete language regarding the Governors Executive Order No.7A, dated March 13, 2020 "Suspending In-Person Open Meeting Requirements" that was in response the COVID-19 Pandemic; and added introduction language regarding Hybrid Meeting.

In addition, added language throughout the document pertaining to: (1) Section 4 - Noticing of Remote/Hybrid Meetings; (2) Section 6 paragraph (f) To address public disruption by public attending meeting electronically; (3) Section 7 paragraph (b) Hybrid Meetings.

TOWN OF LEDYARD  
POLICY GUIDELINES  
ELECTRONIC COMMUNICATION  
FOR ELECTED TOWN OFFICIALS AND APPOINTED VOLUNTEERS

This Policy provides guidance to elected officials and appointed volunteer members of the Town of Ledyard's Committees, Commissions and Board concerning electronic communication and for managing and retaining electronic messages, including e-mail, e-fax, instant messaging and text messaging under CGS 11-8; 11-8a and 7-109 related to town business and meetings.

1. DEFINITIONS

For the purposes of this Policy, the following shall mean:

Meetings

In accordance with CGS Chapter 14, Section 1-200 "Meeting" means any hearing or other proceeding of a public agency, any convening or assembly of a quorum of a multimember public agency, and any communication by or to a quorum of a multimember public agency, whether in person or by means of electronic equipment, to discuss or act upon a matter over which the public agency has supervision, control, jurisdiction or advisory power.

A conference call, video conference, or other communication by means of electronic equipment may constitute a meeting.

Electronic Communication/Messages

Electronic messages include e-mail, e-fax, instant messaging (IM), text messaging (SMS) and web-based messaging services.

Electronic communication/messages may be transmitted by a variety of mediums, including but not limited to computers and mobile computing devices (e.g. laptops, net books, notebooks, tablets and cellular phones).

Electronic messages are public records and under the Connecticut Uniform Electronic Transactions Act (CUETA) an electronic record is "a record created, generated, sent, communicated, received or stored by electronic means, including, but not limited to facsimiles, electronic mail, telex and internet messaging"(CGS 1-267).

Electronic Thread

"Electronic Thread" is any string of electronic messages.

## Public Record

Pursuant to CGS 1-200 "*public records or files*" means any recorded data or information relating to the conduct of the public business prepared, owned, used, received or retained by a public agency, whether such data or information may be handwritten, typed, tape-recorded, printed, Photostatted, photographed or recorded by any other method".

## Record Custodian

The "Record Custodian" shall be the Administrative Assistant/Support Staff for the Town Council and its Sub Committees; and the Clerical Assistant/Fiscal Assistant/Support Staff for the Committees/Commissions/Boards of the Town of Ledyard.

## 2. USE OF ELECTRONIC MESSAGES/COMMUNICATION TOOL

The following guidelines are provided for Elected Officials and Appointed Volunteer Members of Town Committees/Commissions/Board in using electronic means of communication:

- a) Use e-mail to disseminate information in an effective and timely manner.
- b) Do not engage or deliberate on content contained in electronic communications.
- c) Use of IM; Text messaging and other forms of Direct Messaging for public agency business is prohibited.

## 3. RETENTION OF ELECTRONIC MESSAGES

Retention of electronic messages is based on the content of the message. Generally, most electronic messages have limited value and can be deleted immediately upon receipt.

However, electronic messages that document agency function and provide evidence of agency business must be retained according to the records retention schedules issued by State of Connecticut Office of Public Records Administrator under CGS 7-109 and CGS 11-8.

Electronic messages are similar to traditional postal mail. The message must be evaluated for action and subsequent retention. Maintain electronic messages for the required retention period under the equivalent records series.

Steps to determine the retention period of electronic messages:

- a. Determine whether the electronic message is a public record or non-record as outlined in records series issued by State of Connecticut Office of Public Records Administrator.
- b. If message is a record, determine which records series the message belongs to; for example :
  - Transitory Correspondence, delete at will
  - Routine Correspondence, retain for two (2) years
  - All Other Correspondence, retain for the equivalent records series issued by State of Connecticut Office of Public Records Administrator.
- c. If the message is a non-record, destroy at will (e.g. publications, notices, announcements, employee activities, spam, and unsolicited advertisements; etc. )

4. MANAGEMENT OF ELECTRONIC MESSAGES

For consistency in the management of electronic messages/records the "Record Custodian" must be included in all public record electronic communications.

The Record Custodian shall be responsible for retaining the record copy in accordance with the records retention scheduled issued by the Office of Public Records Administrator under CGS 7-109 and CGS11-8.

After an electronic thread is completed, the record custodian may retain only the last message (as long as it includes the prior messages) as the official record copy.

5. FREEDOM OF INFORMATION ACT DISCLOSURE

Based on the above-mentioned statutes, electronic messages sent or received in the conduct of public business are public records. All electronic accounts including public accounts used to conduct public business are subject to disclosure under FOIA, a court action, or an audit and should be treated in the same manner as any other recorded information.

Elected Public officials are encouraged not to use private e-mail accounts and to obtain public accounts when possible.

Appointed Volunteers Members of Town Committees/Commissions/Board are strongly encouraged to set-up a separate e-mail account from their personal e-mail account to receive town business information such as agendas, minutes and related information.

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