



# TOWN OF LEDYARD CONNECTICUT

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

## Administration Committee

### ~ AGENDA ~

Chairman Gary St. Vil

Special Meeting

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Wednesday, January 28, 2026

5:30 PM

Town Hall Annex- Hybrid Format

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In -Person: Council Chambers, Town Hall Annex Building

Remote Participation: Information Noted Below:

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

**<https://ledyardct.zoom.us/j/83022655634?pwd=DrfkA0cZHR19uUQ8V0ZLyeLQvp9Riq.1>**

**Or by Audio Only: Telephone: +1 646 558 8656; Meeting ID: 830 2265 5634; Passcode: 738746**

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

MOTION to approve the following Administration Committee Minutes:

- Organizational Meeting Minutes of December 10, 2025
- Regular Meeting Minutes of December 10, 2025

**Attachments:** [ADMIN-2025-12-10-Organizational Mtg](#)  
[ADMIN-2025-12-10](#)

VI. OLD BUSINESS

- 1. Discussion and possible action on the proposed “ Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission”.

**Attachments:** [10-29 Clean Copy with Employee and Public Feedback-TRACK CHANGES](#)  
[Amendments to Ethics Ordinance](#)  
[10-29 Clean Copy with Employee Feedback](#)  
[BUHLE EMAIL-2025-10-28-TRANSMITTING ADDITIONAL CORRESPONDENCE-REDLINE](#)  
[Secondary Attorney Revisions Clean Copy 10-28](#)  
[Secondary Attorney Revisions Redline 10-28](#)  
[Final Draft with Attorney Revisions - Clean Copy](#)  
[BUHLE-ATTORNEY-PROPOSED ETHICS ORDINANCE-EMAIL COMMUNICATION-2025-10-27](#)  
[Modified Draft with Attorney Revisions](#)  
[Modified Draft with Attorney Revisions-with communications email](#)  
[Redline Glastonbury to Ledyard ordinance](#)  
[Ethics Ordinance DRAFT-2025-10-27](#)  
[Code of Ethics Searchable Version-GLASTONBURY](#)  
[Attorney Legal Opinion-Ethics Ordinance Adopted](#)  
[October8-2025-email-2025-10-22](#)  
[MEMO TRANSMITTING MAYOR LTR VETO-ORDINANCE ESTABLISHING ETHICS COMMISSION-2025-10-16](#)  
[Exhibit 1 Comments to Ordinance MRitter 10.15.2025](#)  
[Exhibit 2 Parks & Recreation Director Ordinance Comments 10.14.2025](#)  
[Exhibit 3 JBuhle Correspondence 10.9.2025](#)  
[TC-MIN-2025-09-24-PUBLIC HEARING](#)  
[DRAFT CODE OF ETHICS AND ETHICS COMMISSION-ADMIN MTG-2025-09-10](#)  
[AN ORDINANCE ESTABLISHING A TOWN OF LEDYARD CODE OF ETHICS AND ETHICS-ATTORNEY RED LINE DRAFT](#)  
[AN ORDINANCE ESTABLISHING A TOWN OF LEDYARD CODE OF ETHICS AND ETHICS-RITTER-22434477-v2](#)  
[Ethics Ordinance - FAQ- J-Buhle-2025-09-10](#)  
[DRAFT CODE OF ETHICS AND ETHICS COMMISSION-JESSICA-2025-09-08](#)  
[Town Attorney-Ethics Ordinance-email-2025-07-24](#)  
[DRAFT AN ORDINANCE ESTABLISHING A TOWN OF LEDYARD CODE OF ETHICS AND ETHICS COMMISSIONDRAFT-2025-06-11-CLEAN COPY](#)  
[SCHROEDER - Proposed Changes CoE 9\\_10\\_2025](#)  
[Ball-Ethics Commission email-2025-08-21](#)  
[Schroeder ltr-Proposed Ordinance Creating a Code of Ethics & Ethics Commission-Attorney Comments-2025-08-06](#)  
[Acknowledgement Form-Code of Ethics-DRAFT.docx](#)  
[Town Charter-Investigation-Conflict of Interest](#)  
[Fraud Policy - Adopted-2014-05-28](#)



[CGS - CHAPTER 10-ETHICS PUBLIC EMPLOYEES.docx](#)  
[Ethics Commission- Fothergill-dmail-2024-09-13](#)  
[Ethics Commission- Franzone email-2024-09-13](#)  
[Ethics Commission- Lyons-email-2024-09-13](#)  
[Ethics Commission- Wilkinson-email-2024-09-13](#)  
[Ethics Commission-Samos-email-2024-09-24](#)  
[Ethics Commisison - Wilkinson-email-2024-11-18](#)  
[Ethics Commission-Edwards email-2024-12-07](#)  
[EThis Commission-Porazzi-email-2024-12-11](#)  
[Ethics Commisison-Schroeder ltr-2024-12-11](#)  
[Jelden-Ethics Commission-email-2024-12-16](#)  
[Murray - Ethics Commission-email-2025-1-08](#)  
[Ethics Commission Ordinance-Ball email-2025-02-02](#)  
[House of Representatives HB 6502 Ethics Reform 2008-07-09.pdf](#)  
[ACC Municipal Ethics - Minimum Provisions \(2019\).docx](#)  
[Representative France-Code of Ethics E-mail 2019-03-04.pdf](#)  
[Ethics Commisison-Ball-email-2025-02-02](#)  
[Kil Ethics Commission email-2025-01-10](#)  
[RTC Ethics Commission email-2025-01-10](#)  
[S Pealer Ethics Commission email-2025-01-10](#)  
[Saums Ethics Commission email-2025-01-10](#)  
[Cherry-Ethics Commission Draft Ordinance-email-2025-02-12](#)  
[D-Pealer-Ethics Commission-email-2025-02-12](#)  
[Hellekson-Ethics Commissioneemail-2025-02-12](#)  
[Lamb Third Party Flags-Ethics Commission--email- 2025-02-12](#)  
[Cassidy -email-2025-02-11-Ethics Commission](#)  
[D-Pealer Ethics Commission email-2025-02-11](#)  
[Hurt-Ethics Commission- email-2025-02-11](#)  
[Siegel-Miles-Ethics Commission--email-2025-02-11](#)  
[Shelton email-Ethics Commission-2025-03-11](#)  
[Roberts-Pierson-Ethics Commision-email-2025-04-01](#)  
[Consolini -ETHICS COMMISSION-EMAIL-2025-04-07](#)  
[Larson-Ethics Commission-2025-04-08](#)  
[Schroeder -ETHICS COMMISSION-EMAIL-2025-04-07](#)  
[Berry-Ethics Commisstion-ltr -2025-04-08- Page 1-](#)  
[Berry-Ethics Commisstion-ltr -2025-04-08- Page 2-](#)  
[Khors-Ethics Commisstion-ltr -2025-04-08](#)  
[Christy-Fogg-DEI-In Schools-email-2025-04-08](#)  
[Porazzi-Ethics Commisstion-ltr -2025-04-08](#)  
[Zeronsa-Ethics Commisstion-ltr -2025-04-08](#)  
[Atwood-Ethics Commission-email-2025-04-08](#)  
[Franzone-Ethics Commisstion-ltr -2025-04-08](#)  
[MURRAY-PROPOSED ORDINANCE ETHICS](#)  
[COMMISSION-PUBIC HEARING-EMAIL-2025-10-28](#)

[Administrator of Emergency Services -Buhle email thread-Comments on Ethics Ordinance-2025-`0-28](#)

[Administrator of Emergency Services -Buhle-Mayor email thread-Comments on Ethics Ordinance-Vehicle Usage Policy-2025-`0-28](#)

[Police Chief -Buhle--email thread-Comments on Ethics Ordinance-2025-`0-29-Vehicle Usage Policy](#)

[Buhle-Attorney -email thread-Comments on Ethics Ordinance-2025-`0-29-Vehicle Usage Policy](#)

[Mayor-Comments Proposed Ethics Ordinance ltr-2025-10-29](#)

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

**Attachments:** [RES-AG-AD HOC CMT-BUILDING PROJECTS-DRAFT-2025-12-10-LAMB](#)  
[RES-AG-AD HOC CMT-BUILDING PROJECTS=DRAFT-2025-12-01](#)  
[Process for School Projects-2025-01-30](#)  
[BUILDING BLOCKS FOR BUILDING PROJECTS](#)  
[BUILDING PROJECTS-MUNICIPAL CHECK LIST- 1990](#)  
[BOARD OF EDUCATION REQUESTT TOWN COUNCIL](#)  
[ESTABLISH AD HOC COMMITTEE FOR BUILDING PROJECTS](#)  
[PROCESS-EMAIL-2025-10-21](#)  
[Gush-Support Ad Hoc Building Cmt-email-2025-10-22](#)

3. Discussion and possible action to review and update the Res#001-2023/Feb 22 “Resolution Establishing Administrator Department Head Benefits”

**Attachments:** [DEPARTMENT HEAD RESOLUTION-DRAFT-2026-01-22-C-DIAS](#)  
[001-2023-FEB-12-ADMINISTRATOR -DEPARTMENT HRAD](#)  
[RESOLUTION-2023-02-22](#)

## VII. NEW BUSINESS

1. MOTION to appoint the following Temporary Members to the Permanent Municipal Building Committee (PMBC) to serve as Representatives for Board of Education Projects in accordance with Ordinance #100-015 (Rev. 1) “An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard:

- Mr. Branden Graber (R) 42 Church Hill Road, Ledyard
- Mr. Alex Fritsch (D) 1 North Wind Circle, Ledyard

**Attachments:** [Board of Education Representatives-Permanent Municipal Building Cmt-Ltr-2025-12-11](#)  
[ORD-#100-015 \(REV 1\) -An Ordinance Establishing](#)  
[PMBC-2024-11-13](#)

2. MOTION to appoint Ms. Yvonne Walsh (U) 38 Fairway Drive, Ledyard, to the Ledyard Beautification Committee to complete a three (3) year term ending October 26, 2026 filling a vacancy left by Ms. Bingham.

**Attachments:** [Appoint Application-Walsh-Beautification Cmt -2025-12-0=10](#)  
[Walsh-Resume-Beautification Cmt -2025-12-0=10](#)  
[LEDYARD BEAUTIFICATION COMMITTEE-2025-11-05](#)

3. MOTION to appoint Mr. James Harwood (D) 10 Eska Drive, Ledyard to the Sustainable CT Ad Hoc Committee to complete a two (2) year term ending December 15, 2027.

**Attachments:** [DTC- Recommendation- Appoint Harwood-Sustainable CT Ad Hoc](#)  
[Cmt-2026-01-18](#)  
[Appoint Application-Harwood-Sustainable CT Ad Hoc](#)  
[Cmt-2025-12-0=10](#)  
[Harwood-Resume-2025-12-0=10](#)  
[Sustainable CT Ad Hoc Committee- Memo- Request](#)  
[Noninations-2027-10](#)

#### IV ADJOURNMENT

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



# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

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**File #:** 26-0038

**Agenda Date:** 1/28/2026

**Agenda #:**

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## MINUTES

### **Minutes:**

MOTION to approve the following Administration Committee Minutes:

- Organizational Meeting Minutes of December 10, 2025
- Regular Meeting Minutes of December 10, 2025



Chairman Gary St. Vil

**TOWN OF LEDYARD**  
CONNECTICUT  
TOWN COUNCIL  
HYBRID FORMAT

741 Colonel Ledyard Highway

Ledyard, CT 06339

[towncouncil@ledyardct.org](mailto:towncouncil@ledyardct.org)

860 464-3203

Roxanne Maher

Administrative Assistant

MINUTES  
ADMINISTRATION COMMITTEE  
ORGANIZATIONAL MEETING

Wednesday, December 10, 2025

5:15 PM

Annex Meeting Room - Video Conference

- I. CALL TO ORDER - The Meeting was called to order by Committee Chairman Councilor Garcia-Irizarry 5:15 p.m. at the Council Chambers Town Hall Annex Building.

Councilor Garcia-Irizarry welcomed all to the Hybrid Meeting. She stated for the Town Council Finance Committee and members of the Public who were participating via video conference that the remote meeting information was available on the Agenda that was posted on the Town's Website – Granicus-Legistar Meeting Portal.

II. ROLL CALL

Attendee Name	Title	Status	Location	Arrived	Departed
Bill Barnes	Town Councilor	Present	In-Person	5:15 pm	5:28 pm
April Brunelle	Town Councilor	Present	In-Person	5:15 pm	5:28 pm
Carmen Garcia-Irizarry	Committee Chairman	Present	In-Person	5:15 pm	5:28 pm
Earl (Ty) Lamb	Town Councilor	Present	In-Person	5:15 pm	5:28 pm
Joe Gush	Permanent Municipal Building Committee Chairman	Present	In-Person	5:15 pm	5:28 pm
Nate Woody	Planning & Zoning Commission	Present	In-Person	5:15 pm	5:28 pm
M. Dave Schroeder, Jr.	Resident	Present	In-Person	5:15 pm	5:28 pm
Roxanne Maher	Administrative Assistant	Present	In-Person	5:15 pm	5:28 pm

III. BUSINESS OF MEETING

1. MOTION to set the Administration Committee's Regular Meeting date for the 2026 Calendar Year to be the second Wednesday of the month at 5:30 p.m. in the Town Hall Annex Building as noted below:

**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 <sup>^</sup>	December 9
January 14, 2026			.

<sup>^</sup> Denotes meeting cancelled due to holiday

\* Denotes regular meeting date scheduled is different from regular schedule

Moved by Councilor Brunelle, seconded by Councilor Barnes

Discussion: Councilor Barnes noted that November 11, 2026 meeting would be cancelled due to the Veterans Day Holiday.

VOTE: 3– 0 Approved and so declared

**RESULT: 3 – 0 APPROVED**  
**MOVER:** April Brunelle, Committee Member  
**SECONDER:** Bill Barnes, Committee Member  
**AYES:** Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

2. Review of outstanding action items as forwarded in Administration Committee's memo dated November 17, 2025.

The Administration Committee reviewed the Outstanding/Unfinished Business as noted below:

- (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.

Councilor Garcia-Irizarry explained at the end of its term the Town Council and its Subcommittees have traditionally prepared a memo to forward outstanding items of business to the newly elected incoming Town Council.

In accordance with Roberts Rules of Order:

*"After each annual meeting in such case, the board elects new officers and committees, the same as if the entire board had been re-elected.*

*All unfinished business falls to the ground when the new board is elected.*

*It is customary for the by-laws to require an annual report from the Board of Managers, which usually gives a brief account of its doings for the year with recommendations for the future."*

Councilor Garcia-Irizarry noted that the Administration Committee would be discussing these items further at their Regular Meeting scheduled for 5:30 p.m. this evening:

**RESULT: COMPLETED**

IV. COMMENTS OF COMMITTEE MEMBERS – None.

X. ADJOURNMENT

VOTE: Councilor Garcia-Irizarry moved the meeting be adjourned, seconded by Councilor Brunelle  
3 - 0 Approved and so declared, the meeting was adjourned at 5:28 p.m.

Respectfully submitted,

Carmen Garcia-Irizarry.  
Committee Chairman  
Administration Committee



**TOWN OF LEDYARD**  
CONNECTICUT  
TOWN COUNCIL  
HYBRID FORMAT

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

Chairman Gary St. Vil

**MINUTES**  
**ADMINISTRATION COMMITTEE**  
**REGULAR MEETING**

Wednesday, December 10, 2025

5:30 PM

Town Hall Annex Building

**DRAFT**

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

Councilor Garcia-Irizarry welcomed all to the Hybrid Meeting. She stated for the Town Council Administration Committee and members of the Public who were participating via video conference that the remote meeting information was available on the Agenda that was posted on the Town's Website – Granicus-Legistar Meeting Portal.

II. **ROLL CALL-**

Attendee Name	Title	Status	Location	Arrived	Departed
Bill Barnes	Town Councilor	Present	In-Person	5:30 pm	6:50 pm
April Brunelle	Town Councilor	Present	In-Person	5:30 pm	6:50 pm
Carmen Garcia-Irizarry	Committee Chairman	Present	In-Person	5:30 pm	6:50 pm
Gary St. Vil	Town Council Chairman	Present	Remote	5:30 pm	6:50 pm
Earl (Ty) Lamb	Town Councilor	Present	In-Person	5:30 pm	6:50 pm
Fred Allyn, III	Mayor	Present	In-Person	5:30 pm	6:50 pm
Christine Dias	Human Resources Director	Present	In-Person	5:30 pm	6:50 pm
Joe Gush	Permanent Municipal Building Committee Chairman	Present	In-Person	5:30 pm	6:50 pm
Doug Kelley	Historic District Commission	Present	In-Person	5:30 pm	6:50 pm
Nate Woody	Planning & Zoning Commission	Present	In-Person	5:30 pm	6:50 pm
Eric Treaster	Resident	Present	Remote	5:30 pm	6:50 pm
Doug Kelley	Historic District Commission	Present	In-Person	5:30 pm	6:50 pm
Anne Roberts-Pierson	Resident	Present	In-Person	5:30 pm	6:50 pm
M. Dave Schroeder, Jr.	Resident	Present	In-Person	5:30 pm	6:50 pm
LeeAnne Berry	Resident	Present	In-Person	5:30 pm	6:50 pm
Brandon Sabbag	Resident	Present	Remote	5:30 pm	6:50 pm
Roxanne Maher	Administrative Assistant	Present	In-Person	5:30 pm	6:50 pm

III. **CITIZENS' COMMENTS**

**Mr. Ty (Earl) Lamb**, 95 Lambtown Road, Ledyard, Town Councilor, stated as the former Historic District Commission Chairman that he submitted letters to support the reappointments of Mr. Doug Kelley and Mr. Ken Geer. He stated that he also wanted to express his support for moving Mrs. Rebecca Watford from an Alternate Member to a Regular Member on the Historic District Commission. He noted the Yuletide Celebration



that was held at the Nathan Lester House on December 7, 2025, stating that the Mr. Kelley and members of the Historic District Commission were instrumental in working with the Historical Society, to make it a great event. He went on to state that Mr. Geer has been a great consultant for the Commission and that Mrs. Watford and her family have been volunteering at the Nathan Lester House. He stated all three members were an asset to the Commission.

**Mr. Doug Kelley**, 40 Pinelock Drive, Gales Ferry, Historic District Commission Member, noted that he was present this evening to express his support for the appointment of Ms. Anne Roberts-Pierson to the Historic District Commission. He stated that Ms. Roberts-Pierson previously served on the Commission, and that she was a mentor for him when he initially joined the Commission. He stated that Ms. Roberts-Pierson served with great passion and provided a great deal of organization skills for the Commission. He stated that Ms. Roberts-Pierson has been an active member of the community noting that she has served on other community organizations such as the Avalonia Land Conservancy.

**Mr. Joe Gush**, 57 Town Farm Road, Ledyard, Permanent Municipal Building Committee (PMBC) Chairman, stated he was present this evening to address Item #3 on tonight's Agenda regarding the proposal to "*Establish an Ad Hoc Committee to Develop Process for Capital Improvement Building Projects*". He explained the reason the proposed Ad Hoc Committee was important was to develop a flow-path for the proposal, development and execution of building projects to provide new members of the Permanent Municipal Building Committee with a clear process. He stated that since the Ad Hoc Committee was proposed that Administrative Assistant Roxanne Maher provided him with the following documents that were developed years ago; however, he stated that it seemed that no one on the Permanent Municipal Boiling Committee knew about these documents:

- Process for Town and School Building Projects.
- Building Blocks and workflow for Building Projects.
- Building Projects - Municipal Check List -1990.

Mr. Gush continued by stating by having a flow-path in place there would not be a large learning curve for new members of the Permanent Municipal Building Committee (PMBC) in the future, because they would know what was required of them to ensure building projects went smoothly.

**Mr. Nate Woody**, 777 Long Cove Road, Gales Ferry, noted that the Planning & Zoning Commission was made aware that a document was submitted to the Administration Committee at their December 10, 2025 meeting which provided a list of suggested questions to ask a candidate applying to serve on the Planning & Zoning Commissioner, noting that some of the questions were a purity test for a particular Zoning Application. However, he stated it was reasonable to say what would make a good Planning & Zoning Commissioner. He stated that he has served on the Planning & Zoning Commission for a number of years, noting that he has seen some members succeed and some members fail. He stated therefore, they have learned about what it takes to make a good Planning & Zoning Commission Member. He suggested the Administration Committee consider the following prerequisites when considering Appointment Applications to the Planning & Zoning Commission:

1. ***Experience Reading Maps or Plans*** - The technical process of evaluating applications required reading and understanding maps describing topography, driveways, and drainage. Commissioners are expected to be able to accurately read and understand these documents. Prospective Commission Members would need to attend the UConn Land Use Academy Basic Training for an overview of the required skills - <https://clear.uconn.edu/lu-old/basic-old/>
2. ***Experience in Land Use*** - Candidates should expect to be able to document experience in a related field in order to demonstrate their ability to successfully execute the job of Commissioner. Relevant experience could include a wide range of applicable skills such as architecture, legal experience, engineering, or real estate. The Planning & Zoning Commission wants to have a diverse view point, homeowners, renters, members who were new to town, and members who have lived in town for 50 years.
3. ***Time Commitment*** - Prospective volunteers should expect to spend several hours (and sometimes more) preparing for each meeting. All Applications include significant documentation that Commissioners were expected to review prior to each meeting. While the Commission has regular meetings once a month, special meetings with higher frequency are not unusual. Commissioners should understand that the time commitment required more than a meeting once a month. They would be required to attend trainings, and review materials prior to the meetings, etc.
4. ***A willingness to Learn*** - Zoning is defined by State Statutes and Legal Precedent, both of which were constantly evolving. Commissioners were expected to not only complete mandatory training minimums, but to also be willing to stay up-to-date with this changing landscape. A successful Commissioner would need to keep an open mind to how these changes could affect Applications, Regulations, and the Town. Mr. Woody noted that just last week the laws changed again.

Mr. Woody concluded his comments by stating that he hoped these criteria might be helpful when the Administration Committee was considering Appointment Applications for the Zoning & Planning Commission. He stated he did not know if Mr. Macklin was still interested in volunteering to serve on the Planning & Zoning Commission, however, he stated that if they applied these criteria to him that their conclusion may be fairly simple.

Mr. Woody went on to note that he also saw that Ms. Anne Roberts-Pierson was on tonight's Agenda to serve on the Historic District Commission. He stated although he and Ms. Roberts-Pierson have often disagreed; that he has not known anyone who has been more prepared for anything than Ms. Roberts-Pierson was. He stated that Ms. Roberts-Pierson would be an asset to any Commission she chooses to join.

**Ms. LeeAnne Berry**, 78 Military Highway, Gales Ferry, questioned whether it was necessary to fill the Alternate Member position on Planning & Zoning Commission so quickly. She noted the Administration Committee tabled the appointment of an Alternate Member at their November 12, 2025 meeting. She stated that she was wondering whether it would be beneficial to have more than one candidate for the position; so they would have some options.

**Mr. Dave Schroeder, Jr.** 290 Whalehead Road, Gales Ferry, stated that he appreciated and agreed with Mr. Woody's comments this evening. He noted the Administration Committee tabled the appointment of an Alternate Member at their November 12, 2025

meeting to provide more time to vet the candidate. He stated during the November 4, 2025 General Election that Councilor Parad and Councilor Lamb supported the idea of vetting candidates for the appointment to town committees.

Councilor Garcia-Irizarry thanked the residents for their comments. She stated that she hoped the Administration Committee would be able to answer some of their questions later this evening.

III. PRESENTATIONS/INFORMATIONAL ITEMS - None.

IV. REVIEW AND APPROVAL OF PRIOR MEETING MINUTES

MOTION to approve the Regular Meeting Minutes of November 12, 2025  
Moved by Councilor Brunelle, seconded by Councilor Barnes

**VOTE: 3– 0 Approved and so declared**

V. OLD BUSINESS -

Councilor Garcia-Irizarry explained that although the Administration Committee does have some old business items, as they reviewed during their Organizational Meeting earlier this evening. However, she explained because tonight was the first Regular Meeting for this newly assigned Administration Committee all items would appear under New Business this evening.

VII. NEW BUSINESS

1. MOTION to 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.

Moved by Councilor Barnes, seconded by Councilor Brunelle

**VOTE: 3 – 0 Approved to Remove from the Table**

**RESULT: 3 – 0 APPROVED TO REMOVE FROM THE TABLE**

**MOVER:** Bill Barnes, Committee Member

**SECONDER:** April Brunelle, Committee Member

**AYES:** Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

2. 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.

Moved by Councilor Brunelle, seconded by Councilor Barnes

Discussion: Councilor Barnes noted that Mr. Mackin has withdrawn his Application.

Councilor Garcia-Irizarry stated this afternoon Mr. Mackin withdrew his Application citing personal reasons. However, she stated that Mr. Mackin noted that he was still interested in serving on the Planning & Zoning Commission, and would like to reapply again in the future.

Councilor Garcia-Irizarry continued by noting that she appreciated the questions Ms. LeeAnne Berry provided to the Administration Committee their November 12, 2025 meeting to ask residents who have submitted Applications to volunteer to serve on the Planning & Zoning Commission. She also noted that she appreciated Mr. Woody's perspective this evening as well.

Councilor Garcia-Irizarry noted the Administration Committee's process in making a recommendation to move an appointment forward to the Town Council, noting that the Committee reviewed the Candidate's Appointment Application and Resume. She stated that she would like to see the Applicants attend the Administration Committee's meeting at which they were going to be evaluated; so that the members of the Administration Committee would have the opportunity to ask them questions, etc., especially for the Regulatory Commissions such as the Planning & Zoning Commission and the Inland Wetland & Water Courses Commission, because in the past few years the Planning & Zoning Commission's decision has affected every resident in the town.

Councilor Barnes stated that he agreed that there were some town commissions in which the skill set was broader than the information that was being solicited in the Appointment Application; or considered "*normal*" in a Resume'. He stated that he would look to the respective Commission's Leadership to help them define their role what should be added as supplemental content to the Appointment Application. He stated for those who were interested in serving their community that he hoped there was a path to get involved and gain the relevant experience needed to be a member of a commission. He stated that he agreed that the Administration Committee should know about the Applicant's skill set and experience before approving to move a nomination forward to the Town Council for appointment.

Councilor Garcia-Irizarry suggested the website include a description of what was required for each of the town's committees/commission/boards.

Administrative Assistant Roxanne Maher noted that the town's website currently provided a description for each of the town's commissions and boards. She noted the descriptions could be updated to provide more detail regarding the skill sets and experience required. She went on to explain when Appointment Applications were submitted/received using the on-line portal they were forwarded to their respective parties. She stated the role of the Nominating Committees was to interview and vet the Applicants to determine whether the Applicant had the skills and qualifications for the Committee they were interested in serving on, before forwarding a recommendation for appointment to the Administration Committee. However, she stated that Applicants that were registered Unaffiliated were not vetted by a party, noting that they go directly to the Administration Committee for their review and consideration.

Councilor Brunelle stated that she agreed with the comments made this evening; and she appreciated the residents questions. She suggested if they received an Unaffiliated/ Independent Applicant that they should send them an email with some questions if they were not able to attend the Administration Committee meeting in-person. She stated it would be helpful if the Application included an area for the Applicant to indicate that if they did not have one of specific skill sets, and whether they would be willing to learn.

Councilor Barnes noted in reviewing the website that for the Planning & Zoning Commission that he did not think that the description spelled out the requirements and skills needed to serve on this Commission. He went on to express concern about the Party's Nominating Committee's vetting the candidates, noting that he did not know whether the RTC or DTC would have a consistent ability to know all of the requirements for each of the town's committees/commissions/boards. He stated his preference would be to modify the description of the commissions to include the skills they were looking for.

Councilor Garcia-Irizarry stated each of the Parties may evaluate the candidates a certain way; noting that their evaluation process may not be the same. Therefore, she stated to be equitable and fair that they should have the same body, which was the Admiration Committee, to independently look at each of the candidates. She stated the more information that candidates provide the better for those making the decision.

**VOTE:**

**0 – 3 Motion Failed**

<b>RESULT:</b>	<b>0 – 3 MOTION FAILED</b>
<b>MOVER:</b>	April Brunelle, Committee Member
<b>SECONDER:</b>	Bill Barnes, Committee Member
<b>AYES:</b>	Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

3. Establish an Ad Hoc Committee to Develop Process for Capital Improvement Building Projects.

Councilor Garcia-Irizarry provided some background that stating that based on some issues that occurred with the *Renovate As New - Schools Consolidation Projects* at the Middle School and Gallup Hill School, that Mayor Allyn, III proposed amending Ordinance #001-015 (Rev 1) "*An Ordinance Establishing a Permanent Municipal Building Committee for Town of Ledyard*" to include the hiring of an Owners Representative for projects that cost \$500,000 or more. She stated the proposed Ordinance amendments were adopted on November 13, 2024.

Councilor Garcia-Irizarry went on to note that during the past year there were some issues with the Roof Replacement Projects at the Gales Ferry School and the Juliet W. Long School, which were still on-going. Therefore, she stated that former Board of Education Member Mr. Lamb suggested that the Town Council establish an Ad Hoc Committee to provide the end-to-end process for large Construction Projects to provide guidance to the Permanent Municipal Building Committee (PMBC). She also noted former Board of Education Chairman Anthony Favry's October 20, 2025 email; and

Permanent Municipal Building Committee Chairman Joe Gush October 22, 2025 letter in which they both expressed support to establish an Ad Hoc Committee.

Councilor Garcia-Irizarry continued by stating that she agreed that they needed to have a “*Lessons Learned*” and to “*Evaluate the Process*” to identify where things may have gone wrong. She stated a preliminary draft Resolution has been provided as a starting point for discussion this evening.

Councilor Barnes noted Permanent Municipal Building Committee Chairman Joe Gush’s comments earlier this evening, and that he was in-favor of the concept of having an *Ad Hoc Committee To Develop a Process For Capital Improvement Building Projects*. He stated in reviewing the preliminary draft Resolution that he liked the proposed composition of the Ad Hoc Committee noting that it would be comprised of the following:

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

Permanent Municipal Building Committee Chairman Joe Gush stated that he had envisioned the Ad Hoc Committee to provide an Addendum to Ordinance #100-105 (Rev 1) “*An Ordinance Establishing a Permanent Municipal Building Committee for Town of Ledyard*” to provide the steps and guidelines for how to proceed with a Project; and to evaluate when to seek grant funding. He stated the Addendum could be updated from time-to-time, as needed, without having to change the Ordinance.

Mr. Gush went on to note the delay and increased cost for the Heating Ventilation and Air Conditioning (HVAC) project for the Juliet W. Long School. He stated to obtain the Grant Funding the project needed to be redesigned causing the cost of the project to increase by \$1.25 million and it significantly delayed the project by nearly two-years. He explained in seeking grant funding that the town was required to do certain things that would not have been otherwise required by state statute. He stated in some cases projects may cost the town less if the town did not seek grant funding and the townspeople paid 100% of the project cost.

In reviewing the proposed Resolution the Committee agreed that some additional clarification was needed. Councilor Lamb suggested the following words noted in *Blue Bold Italic font* be added to paragraph at the bottom of page 1 to provide clarification as follows:

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

*For example:”*

Councilor Garacia-Irizarry stated that she liked Mr. Gush’s suggestion to provide an Addendum to Ordinance #100-015 (Rev. 1) “*An Ordinance Establishing a Permanent Municipal Building Committee for Town of Ledyard*”; and Councilor Lamb’s additional wording to provide clarification. She stated that she would add the suggestions presented this evening to the draft Resolution in preparation for the Administration Committee’s January 14, 2026 meeting.

**RESULT: CONTINUED**

**Next Meeting:01/14/2026 5:30 p.m.**

4. MOTION to recommend the Town Council appoint Mechelle Barber (D) 20 Quakertown Meadows, Ledyard, to the Ledyard Beautification Committee to complete a three (3) year term ending October 26, 2028 filling a vacancy left by Ms. Brousseau.  
Moved by Councilor Brunelle, seconded by Councilor Barnes  
Discussion: Councilor Garcia-Irizarry noted that she read Ms. Barber’s Application and that she did not have any concerns with Ms. Barber being appointed to the Beautification Committee.

**VOTE: 3 – 0 Approved and so declared**

**RESULT: 3 – 0 APPROVED TO RECOMMEND**

**MOVER:** April Brunelle, Committee Member

**SECONDER:** Bill Barnes, Committee Member

**AYES:** Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

5. MOTION to recommend the Town Council appoint Michelle Hagerty (D) 6 Greystone Court, Ledyard, to the Ledyard Beautification Committee to complete a three (3) year term ending October 26, 2027 filling a vacancy left by Ms. Holdsworth.  
Moved by Councilor Barnes, seconded by Councilor Brunelle  
Discussion: Councilor Garcia-Irizarry noted that she read Ms. Haggerty Application and that she did not have any concerns with Ms. Haggerty being appointed to the Beautification Committee.

**VOTE: 3 – 0 Approved and so declared**

**RESULT: 3 – 0 APPROVED TO RECOMMEND**

**MOVER:** Bill Barnes, Committee Member

**SECONDER:** April Brunelle, Committee Member

**AYES:** Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

6. MOTION to recommend the Town Council reappoint the following members to the Historic District Commission for a five (5) year term ending December 3, 2030:

- Mr. Douglas Kelley (D) 40 Pinelock Drive, Gales Ferry (Regular Member)
- Mr. Kenneth Geer (U) 23 Thomas Road, Ledyard (Alternate Member)

Moved by Councilor Barnes, seconded by Councilor Brunelle

Discussion: Councilor Barnes stated that he previously served on the Historic District Commission and that these two gentleman were an asset to the Commission. He noted that Mr. Kelley was present this evening; and he stated the work that he has done at the Nathan Lester House was amazing, which including preparing the property the for the filming of the production movie “*The Fog of War*”. He stated every year Mr. Kelley does something great, noting that he was the most qualified person in Ledyard to serve on the Historic District Commission.

Councilor Barnes continued by noting the things Mr. Geer does for the Town and for the Historic District Commission were incredible. He stated that Mr. Geer has tremendous insight and was a very skilled individual. He stated that Mr. Geer was involved with the repair/replacement of the tailrace which was an important component of the Historic Up-Down Sawmill. He stated the work that Mr. Geer did with what was left of the rock formation was incredible, noting that he did not foresee that any additional repairs would be needed during his lifetime.

Councilor Garcia-Irizarry stated that she appreciated the work and service that Mr. Kelley does not only for the Historic District Commission, but also for the Gales Ferry District and for the Town. She stated based on both Mr. Kelley and Mr. Geer’s work that she was pleased that they were interested in continuing to serve the town.

**VOTE: 3 – 0 Approved and so declared**

<b>RESULT:</b>	<b>3 – 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	Bill Barnes, Committee Member
<b>SECONDER:</b>	April Brunelle, Committee Member
<b>AYES:</b>	Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

7. MOTION to recommend the Town Council appoint Ms. Rebecca Watford (R) 429 Colonel Ledyard Highway, Ledyard as a Regular Member to the Historic District Commission to complete a five (5) year term ending December 6, 2027 filling a vacancy left by Mr. Lamb.

Moved by Councilor Barnes, seconded by Councilor Brunelle

Discussion: Councilor Garcia-Irizarry noted that earlier this year the Town Council appointed Ms. Watford as an Alternate Member to the Historic District Commission. She stated that Ms. Watford would be moving to a Regular Member status to fill a vacancy left by Mr. Lamb, who was elected to the Town Council during the November 4, 2025 General Election. She stated that she appreciated Mr. Lamb’s recommendation; and she thanked Mr. Lamb for his service on the Historic District Commission. She stated that she appreciated it when residents attend the Administration Committee to endorse candidates, because it helped the Committee to learn more about the candidates.



Councilor Barnes stated prior to being appointed to the Historic District Commission that Ms. Watford was the Tenant/Caretaker of the Nathan Lester House. He stated in that capacity that he had the opportunity to work with Ms. Watford, noting she helped his son with his Eagle Scout Project, stating that she was very helpful. He stated that Ms. Watford was a force with anything that she volunteered to do, especially events that have food, noting that she always exceeded expectations. He stated that Ms. Watford knows a lot about the Nathan Lester House and the Historic District Commission was lucky to have her.

**VOTE: 3 – 0 Approved and so declared**

<b>RESULT:</b>	<b>3 – 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	Bill Barnes, Committee Member
<b>SECONDER:</b>	April Brunelle, Committee Member
<b>AYES:</b>	Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

8. MOTION to recommend the Town Council appoint Ms. Anne Roberts-Pierson (U ) 4 Andersson Drive, Gales Ferry as an Alternate Member to the Historic District Commission to complete a five (5) year term ending December 6, 2028 filling a vacancy left by Ms. Watford.

Moved by Councilor Barnes, seconded by Councilor Brunelle

Discussion: Councilor Garcia-Irizarry noted she has not had the opportunity to work with Ms. Roberts-Pierson on an Commission. However, she stated when Ms. Roberts-Pierson speaks at a Town Council meeting that she was always prepared.

Councilor Barnes stated that he has had some wonderful conversations with Ms. Roberts-Pierson when she has attended events at the Nathan Lester House. He stated it was clear that she had a sense of the history of the Nathan Lester House and an interest in preserving it. He noted as others have commented that they were fortunate to have someone like Ms. Roberts-Pierson volunteering to serve the town.

**VOTE: 3 – 0 Approved and so declared**

<b>RESULT:</b>	<b>3 – 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	Bill Barnes, Committee Member
<b>SECONDER:</b>	April Brunelle, Committee Member
<b>AYES:</b>	Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

9. MOTION to recommend the Town Council reappoint Ms. Sharon Wadecki (D) 44 Fanning Road, Ledyard, to the Retirement Board for a three (3) year term ending January 20, 2029.

Moved by Councilor Brunelle, seconded by Councilor Barnes

Discussion: Councilor Garcia-Irizarry noted that Ms. Wadecki has been serving on the Retirement Board for some time, noting that tonight's recommendation was for reappointment. She stated the Retirement Board Chairman highly recommended her

reappointment and that the DTC Nominating Committee also endorsed her reappointment.

Councilor Barnes stated that he has known Ms. Wadecki for many years. He stated the town was fortunate to have her do anything she wanted to do. He stated that he supported her reappointment to the Retirement Board.

Administrative Assistant Roxanne Maher stated that Mrs. Wadecki was a Certified Public Accountant (CPA) and served on the Town Council for 14-years. She stated during her time on the Town Council that Ms. Wadecki served as the Finance Committee Chairman. She noted that the Retirement Board Chairman John Rodolico stated that Ms. Wadecki was an asset to the Board.

**VOTE: 3 – 0 Approved and so declared**

<b>RESULT:</b>	<b>3 – 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	April Brunelle, Committee Member
<b>SECONDER:</b>	Bill Barnes, Committee Member
<b>AYES:</b>	Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

10. MOTION to recommend the Town Council reappoint Mr. Greg Lockhart, (D) 30 Tanager Lane, Gales Ferry, as an Alternate Member, to the Planning & Zoning Commission for a three (3) year term ending December 31, 2028.

Moved by Councilor Barnes, seconded by Councilor Brunelle

Discussion: Councilor Garcia-Irizarry stated Planning & Zoning Commission Chairman Marty Wood has endorsed Mr. Lockhart's reappointment to the Commission. She stated Chairman Wood noted that Mr. Lockhart's experience in the area of construction operations was an asset to the Commission. She stated that DTC Nominating Committee also endorsed Mr. Lockhart's reappointment.

**VOTE: 3 – 0 Approved and so declared**

<b>RESULT:</b>	<b>3 – 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	Bill Barnes, Committee Member
<b>SECONDER:</b>	April Brunelle, Committee Member
<b>AYES:</b>	Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

11. MOTION to recommend the Town Council appoint Councilor Jessica Buhle (D) 65 Pheasant Run Drive, Gales Ferry, as the Land Use/Planning/Public Works Committee Member to the Sustainable CT Ad Hoc Committee to complete a two (2) year term ending December 15, 2027 filling a vacancy left by Councilor Garcia-Irizarry.

Moved by Councilor Brunelle, seconded by Councilor Barnes

Discussion: Councilor Garcia-Irizarry stated the "*Town of Ledyard Resolution Supporting the Participation in the Sustainable CT Municipal Certification Program*"; called for a member of the Town Council's Land Use/Planning/Public Works Committee to serve on

the Ad Hoc Committee. She explained when appointments were initially made she was a member of the Land Use/Planning/Public Works Committee and was appointed as the Town Council's Representative. However, she stated with the November 4, 2025 General Election and the new Committee assignments she was no longer a member of the LUPPW Committee; therefore, she submitted her resignation letter from the Sustainable CT Ad Hoc Committee. She stated with Councilor Buhle's assignment to the LUPPW Committee that Chairman St. Vil has recommended she be appointed to serve on the Ad Hoc Committee.

**VOTE: 3 – 0 Approved and so declared**

<b>RESULT:</b>	<b>3 – 0 APPROVED TO RECOMMEND</b>
<b>MOVER:</b>	April Brunelle, Committee Member
<b>SECONDER:</b>	Bill Banres, Committee Member
<b>AYES:</b>	Bill Barnes, April Brunelle, Carmen Garcia-Irizarry

12. Discussion and possible action to review and update the Res#001-2023/Feb 22 *“Resolution Establishing Administrator Department Head Benefits”*

Administrative Assistant Roxanne Maher explained that the *“Resolution Establishing Administrator Department Head Benefits”* has been in effect since 1989 and provided the terms of the benefits such as compensation/wages, insurance, and other things for the Department Heads who were not covered by a labor contract; and for benefits which were not covered in the Employee Handbook. She noted during the 2023 revision that the following language was added requiring the Resolution to be reviewed every three (3) years in February for the upcoming annual budget preparation:

*“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”.*

Councilor Garcia-Irizarry questioned other than the Department Heads whether there were any other employees that were not covered by *“Resolution Establishing Administrator Department Head Benefits”* or another contract/agreement. Human Resources Director Christine Dias explained that the town had some non-union part-time/per diem employees that were not covered by a labor contract, however, she stated that they were covered by the provisions in the Employee Handbook. She went on to note that the non-union part-time/per diem employees do not receive benefits.

Councilor Garcia-Irizarry noted that the Resolution included the following:

- *“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.”*

However, Councilor Garcia-Irizarry stated that she believed this paragraph was in conflict with the Town Charter noting Chapter VI; Section 13 (page 27) as follows:

**SECTION 13. SALARIES**

*“Salaries of all directors and of all employees in the classified service of the Town shall be determined by the Town Council, in conformity with a systematic pay plan for the positions involved, upon recommendation of the Mayor, provided nothing herein shall be construed to limit the power of the Board of Education to fix compensation of the professional employees of the school system”.*

Councilor Garcia-Irizarry suggested the “*Resolution Establishing Administrator Department Head Benefits*” be amended to mirror the language provided in the Town Charter as follows:

*“Salaries of all directors and of all employees in the classified service of the Town shall be determined by the Town Council, with the recommendation of the Mayor”.*

Councilor Barnes asked Human Resources Director Christine Dias for her perspective on the proposed language. Ms. Dias stated that she would like to review the information and get back to the Administration Committee. Councilor Garcia-Irizarry noted that the Committee would not be voting on the “*Resolution Establishing Administrator Department Head Benefits*” this evening, noting that they were just in the discussion phase.

Councilor Garcia-Irizarry questioned whether Mayor Allyn, III or Human Resources Director Christine Dias had any changes they would like to make to the “*Resolution Establishing Administrator Department Head Benefits*”. Mayor Allyn noted the paragraph regarding “*Compensatory Time*” stating as currently written that employees had three-months to use their Compensatory Time. However, he explained that the past practice, going back to before his Administration, has given employees to the end of the fiscal year (June 30th) to use the compensatory time. Therefore, he suggested this language be updated to reflect the current practice, which has been working. Councilor Garcia-Irizarry asked Mayor Allyn, III and Ms. Dias to send the wording regarding their proposed amendments for the “*Resolution Establishing Administrator Department Head Benefits*” to the Administration Committee for their January 14, 2026 meeting.

**RESULT: CONTINUED**

**Next Meeting: 01/14/2026 5:30 p.m.**

13. Discussion and possible action on the proposed “ *Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”.

Councilor Barnes stated that he has shared some of his suggestions regarding the “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” with Chairman St. Vil as well as with several members of the Town Council. He stated although he would not go through all of his suggestions this evening that he would like to mention the following:

- The Appointment of members to the Ethics Commission would require the vote of seven (7) members of the Town Council. Councilor Barnes noted as currently proposed the Ordinance was calling for the vote of six (6) members of the Town Council.

Councilor Barnes stated since their last Public Hearing regarding the proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” that he believed they were close to having a product. However, he stated at the same time they had some valid feedback from town staff, directors that would be involved, town committee members, and a number of concerned citizens. Therefore, he stated that he would be supportive of an having an Ad Hoc Committee that would involve town employees and the public who would want to participate in refining the current draft Ordinance further.

Councilor Brunelle stated that she had no problem having an Ad Hoc Committee that would involve town employees and the public to participate in refining the current draft Ordinance further, because with their involvement there would be less questions and less doubt regarding the initiative.

Councilor Garcia-Irizarry addressed Councilor Barnes’ suggestion to require the vote of seven (7) members of the Town Council for the appointment of members to the Ethics Commission. She noted in reviewing the Town of Glastonbury’s Ethics Commission Ordinance that they also required the vote of seven (7) members of the Town Council for the appointment of members to the Ethics Commission. However, she explained the reason she changed Ledyard’s proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” to only require the vote of six (6) members of the Town Council for the appointment of members to the Ethics Commission, was because she interpreted Glastonbury’s requirement of seven (7) members to be their *Super Majority*. Therefore, she stated for Ledyard’s Town Council that a *Super Majority* would be a vote of six (6) members. She stated that subsequently she learned that Glastonbury also had nine members on their Town Council. Therefore, she was not opposed to changing Ledyard proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” to require the vote of seven (7) members of the Town Council for the appointment of members to the Ethics Commission.

Councilor Garcia-Irizarry went on to state that Councilor Buhle forwarded the following items to her on Monday December 8, 2025, noting that she has not had time to review them:

- Language to include a *Code of Ethics* in the proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”
- Attorney Matt Ritter’s feedback, which included a recommendation not to include “*Campaigning*” as a definition in the proposed Ordinance. Councilor Garcia-Irizarry noted that Attorney Ritter explained that excluding a candidate from serving on the Ethics Commission would be getting into First Amendment and Free Speech territory.

Councilor Garcia-Irizarry continued by addressing Councilor Barnes’ suggestion to set up an Ad Hoc Committee that would involve town employees and the public who would want to participate in refining the current draft Ordinance further. She stated that two-years ago when they began working on this initiative that she would not have been in-favor of having an Ad Hoc Committee for to receive additional input regarding the proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. However, she stated she was not in-favor of doing that now, noting that the Town Attorney has reviewed the proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” and that he seemed to be satisfied with the last version, with some changes. She stated that the Administration Committee could add Attorney Ritter’s suggested changes plus the changes the public suggested. She stated none of these changes do not significantly change the document. She stated the document they now have was much better than what they previously had. She stated that they still had to review the document for typos and punctuation, noting with these final changes that she believed they could go to the finish line with the proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”.

Councilor Barnes stated given Councilor Garcia-Irizarry’s preference to proceed with the proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”; and not to have Ad Hoc Committee to involve town employees and the public to participate in refining the current draft Ordinance further, that there were some structural additions that he and Councilor Garcia-Irizarry discussed off-line prior him becoming a member of the administration Committee, and he noted the following.

- Add the following language:

***“The authority of this Ordinance shall be limited to the Mayor, Town Council, Board of Education, and Regulatory Commissions those being Planning & Zoning Commission, the Inland Wetlands and Water Courses Commission, and other Quasi-Legislative Boards, as well as any other groups that the Town Council determined appropriate.”***

Councilor Barnes stated that it was his opinion that applying the Ordinance to all town personnel and volunteer members of the town’s other committees/commissions/boards was too broad. He suggested that they start with this structure,

noting that they would most likely learn a lot from the process. He stated the language proposed above would allow the Town Council to add to the population structure that the Ordinance would apply to, as they learned from the experience of the Ethics Commission.

- Provide an Addendum to the Code of Ethics to provide the following:

***“As we learn through the experience from the Ethics Commission, to be able to modify to add additional activities that would either be Acceptable or Unacceptable.”***

Councilor Barnes stated adding the language he suggested, as noted above would allow the proposed Ordinance to stand on its own; and it afforded the town the ability to modify or increase the scope, and provide clarity based on their experience; and the experience of their neighboring towns. He stated for these reasons that he believed having an Ad Hoc Committee to include town staff and the public to review such recommendations would be beneficial. He stated during the last year the Administration Committee/Town Council has failed to give the town employees the chance to have a detailed voice in the drafting of the proposed “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”.

Councilor Garcia-Irizarry addressed Councilor Barnes’ suggestions and comments as follows:

- ***Feedback/Involvement of Town Staff*** – Councilor Garcia-Irizarry noted that the Human Resources Director and Town Clerk provided feedback to Councilor Buhle in an email, which she just received on Monday, along with the Town Attorney’s recommendations, as she previously noted.
- ***Limit the authority of the proposed “Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission” to “the Mayor, Town Council, Board of Education, and Regulatory Commissions those being Planning & Zoning Commission, the Inland Wetlands and Water Courses Commission, and other Quasi-Legislative Boards, and their staff.”*** Councilor Garcia-Irizarry stated that she was not opposed to this language. However, she stated that she would like to also include some staff. Councilor Barnes stated that his point was for the proposed Ordinance not to apply to everybody. He suggested they apply the proposed Ordinance to the areas where they thought the risk was the highest, to learn from the experience to determine whether they had a good foundation, before they create what could be a monster of a process. Councilor Garcia-Irizarry stated that she would be interested in hearing which employees should be included in the proposed Ordinance.
- ***“Allow Town Council to expand to include other groups as appropriate.”*** – Councilor Garcia-Irizarry noted that she liked this proposed language that Council Barnes’ suggested.

Councilor Garcia-Irizarry stated that she would incorporate all of the recommendations provided by Attorney Matt Ritter, Town Clerk Patricia Riley, Councilor Barnes, as well as what Human Resources Director Christine Diaz would be sending to her for the Administration Committee's review at their January 14, 2026 meeting. She asked that Councilor Barnes and Councilor Brunelle forward any additional suggestions to Administrative Assistant Roxanne Maher, who would then forward them on to her.

**RESULT: CONTINUED**

**Next Meeting: 01/14/2026 5:30 p.m.**

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

#### VIII. ADJOURNMENT

**VOTE:** Councilor Barnes moved the meeting be adjourned, seconded by Councilor Brunelle  
**3 - 0 Approved and so declared**, the meeting was adjourned at 6:50 p.m.

Respectfully submitted,

Carmen Garcia-Irizarry  
Committee Chairman  
Administration Committee





# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

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**File #:** 25-2715

**Agenda Date:** 1/28/2026

**Agenda #:** 1.

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## ORDINANCE

### **Motion/Request:**

Discussion and possible action on the proposed “ *Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”.

### **Background:**

**Town Council Special Meeting - October 29, 2025:** By consensus the Town Council sent the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” back to the Administration Committee.

Also, please review the following Meetings for additional information:

- September 24, 2025 Public Hearing
- October 8, 2025 Town Council Meeting
- October 22, 2025 Town Council Meeting
- November 10, 2025 Public Hearing
- November 12, 2025 Town Council Meeting

**Town Council Special Meeting - October 29, 2025** - The Town Council did not Remove from the Table 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.

**Administration Committee Special Meeting - October 29, 2025** - The Administration Committee reviewed a “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” and took actions to incorporate public feedback, staff feedback and recommendations provided by the Town Attorney.

The Administration Committee forwarded a recommendation to the Town Council to adopt a proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” ” as updated on or about October 29, 2025. (Please see both a Clean Draft and a Track Changes Draft).

**Town Council Meeting - October 22, 2025:** Approved the following:

Tabled the following Motion to a date to be determined by the Chairman:

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.

**Mayor VETO- October 16, 2025:** (Please see attached Mayor's letter dated 10/16/2025)

In accordance with the Town Charter, I am transmitting "*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission for the Town of Ledyard*" which the Mayor stated his disapproval in his letter dated October 16, 2025 listing his reasons for not approving the proposed Ordinance.

Chapter III, Section 12 of the Town Charter states the following:

*Every ordinance, except an emergency ordinance or an ordinance relating to the Town Council or its procedures, shall, before it becomes effective, be certified to the Mayor for his approval within seven (7) days of the final passage by the Town Council. The Mayor shall sign the proposed ordinance, if he approves it, whereupon, subject to the provisions of Section 5 of this Chapter, it shall become effective. If he disapproves a proposed ordinance, he shall, within five (5) days of its receipt by him, return it to the clerk of the Town Council with a statement of the reasons for his disapproval, which statement shall be transmitted by said clerk to the Town Council at its next meeting.*

*If the Town Council shall pass the proposed ordinance by an affirmative vote of at least six (6) members within fourteen (14) days after such ordinance has been returned with the Mayor's disapproval, it shall become effective without his approval subject to said Section 5. If the Mayor does not return the proposed ordinance within the time required, it shall become effective without his approval subject to said Section 5.*

**Town Council Meeting - October 8, 2025:** Town Council approved Amendments to the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" dated September 10, 2025 as follows:

- ✓ **Section 4, paragraph 3b**, remove the phrase "~~spouse or minor child~~" and replace it with "**or immediate family of**".
- ✓ **Section 4, paragraph 8**, Town Employee definition will be modified to add the phrase, "**including outsourced administrative or executive professionals, including but not limited to consultants and the Town Attorney**"
- ✓ **Section 5, paragraph 3**, add the phrase, "**unless the contract or purchase order is awarded through the traditional bid or quote process and conflict is disclosed.**"
- ✓ **Section 5, paragraph 4**, add the following sentence, "**This provision does not apply to Town employees or Board of Education employees providing recreational services including but not limited to classes, coaching, camp counseling through Ledyard Parks and Recreation or Ledyard Board of Education**".
- ✓ **Section 7, paragraph 1b6**, add the phrase "**unless disclosed to the Ethics Commission.**"

And adopted a proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" dated October 8, 2025.

**October 14, 2025:** The adopted Ordinance was certified/signed and submitted to the Mayor.

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**Public Hearing- September 24, 2025**

As a follow-up to September 24, 2025 Public Hearing, Chairman St. Vil requested from the Town Council the following deliverables.

**1) Resident Questions & Responses**

For the September 24, 2025 Public Hearing on the proposed “**Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission**” (draft attached), please submit:

- **The question** you wish to address (as stated at the hearing).
- **Your written response** (suitable for the official record).
- **Deadline:** Wednesday, October 1, 2025 (email to Town Council Office).

These Q&As will be included in the 9/24/2025 Public Hearing Minutes as “Post Meeting Notes.”

**2) Proposed Amendments**

A discussion on the proposed ordinance is planned for the October 8, 2025 Town Council meeting. To ensure a productive, collaborative session:

- Review the draft ordinance and the hearing video (**Town Council - 2025-09-24 5:00 PM - Public Hearing**).
- If there are issues preventing your support, **propose solutions in full amendment text** (additions/removals), ready for debate and a vote for inclusion on October 8.
- **Deadline:** Wednesday, October 1, 2025 (email amendment text to the Town Council to be included the meeting packet).

The Administration Committee began working to draft a Code of Ethics and Ethics Commission on June 12, 2024 under the Committee Chairmanship of Councilor Garcia-Irizarry.

March, 2025 changes were made Standing Committees with Councilor Buhle being assigned as Committee Chairman of the Administration Committee.

The Committee spent several months receiving residents comments and drafting a proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”.

- **June 23, 2025** the Administration Committee forwarded a draft Ordinance dated June 11, 2025 to Town Attorney Matt Ritter for his legal review and recommendations.
- **June 25, 2025** Councilor Buhle and Attorney Ritter spoke by telephone about the proposed Ordinance.
- **July 14, 2025** Attorney Ritter provided a Red Line document with his legal recommendations
- **August 6, 2025** Administration Committee Meeting; Councilor Buhle asked the Administration Committee to review Attorney Ritters comments and recommendation for discussion at their September 01, 2025 meeting.
- **September 8, 2025** Councilor Buhle provided a revised draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethic Commission*”.(dated July 8, 2025).
- **September 10, 2025** Administration Committee Meeting the Committee reviewed the revised draft provided by Councilor Buhle and made a change to the Section 8 “*Penalties for Violations of the Code of Ethics*”(f) to strike the following language “**and/or removal from elected or appointed office**” as noted below:

- Termination of employment ~~and/or removal from elected or appointed office;~~
- And forwarded a proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethic Commission*” presented in the draft dated September 10, 2025 to the Town Council for approval and also recommend setting a Public Hearing on September 24, 2025.
- **September 10, 2025** Town Council Meeting - Set Public Hearing on September 24, 2025 to receive public comment on the *An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethic Commission*” presented in the draft dated September 10, 2025.
- **September 24, 2025** Public Hearing - 20 Residents/Town Staff provided comments regarding the proposed Ordinance.

**June, 2024** At the request of Residents, Chairman Rodriguez referred the subject of an Ethics Commission to the Administration Committee.

Over the years previous Town Councils have discussed establishing an Ethics Commission.

Please find attached the following documentation:

- Draft Ordinance Establishing a Town of Ledyard Code of Ethics
- Acknowledgement Form
- Fraud Policy
- Town Charter- Investigation-Conflict of Interest
- Attorney Dietter email re: Review draft Ordinance
- ACC Municipal Ethics Minimum Provisions
- Former State Representative France email dated 3/4/2019
- CGS Chapter 10 Ethics Public Employees
- State Representative Reynolds memo dated July 9, 2008 re: House Bill 6502- Ethics Reform

**Department Comment/Recommendation:**

(type text here)

**Mayor Comment/Recommendation:**

(type text here)

**Body:**

(type text here)

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.
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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

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

2. The names of any firm, proprietorship, partnership, or corporation of which said elected official is an employee or in which such elected official holds at least a five (5) percent interest, and which firm, proprietorship, partnership, corporation, or limited liability corporation has sold or supplied goods or services in excess of ten thousand dollars (\$10,000.00) per annum to the Town of Ledyard during the two (2) years immediately preceding such official's election to office.
  3. Any income, fees, salary, or wages directly or indirectly, received by such official from the Town of Ledyard during the two (2) years immediate proceeding such official's election to public office.
- d. If there is an uncertainty whether a Town official, employee, or consultant has a conflict of interest, financial interest, or beneficial interest that could disqualify that individual from participation in a matter, such individual shall disclose such possible conflict of interest to the following:
1. For a Town official who is a member of an elective or appointive board, commission, committee, or authority - to the particular chair of the commission or committee of which such official is a member.
  2. For Town employees and officials appointed by the appropriate authorities – the Mayor or Town Council.
  3. For Board of Education employees - to the superintendent of schools
  4. The Town department directors - to [the Mayor](#) or the Town Council.
  5. The superintendent of schools - to the Board of Education.
  6. For a consultant - to the agent executing the contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report to seek an advisory opinion from the Ethics Commission regarding whether such official, employee, or consultant should abstain from participating in the transaction or decision related to the possible conflict of interest.
- f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

#### Section 10. Incompatible activities

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

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

#### Section 11. Penalty for violation

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

#### Section 12. Acknowledgment form

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

#### Section 13. Ethics Commission

- a. Structure
  - 1. The Ethics Commission shall be comprised of five (5) regular members and two (2) alternate members. All members of the Ethics Commission shall be electors of the Town
  - 2. No more than two (2) of the regular members may be affiliated with any one political party. At all times, at least one regular member shall be unaffiliated with any political party. Both alternate members may not be affiliated with the same political party.
  - 3. Members will not be compensated for their service on the Commission.
  - 4. Within thirty (30) days of the appointment of the Ethics Commission, an organizational meeting shall be held at which members shall choose a Chairman, Vice-Chairman, and a Secretary

b. Member and alternate member qualifications

- a. Members and alternate members must be residents of the Town of Ledyard.
- b. No member or alternate member shall:
  - a. Be employed by the Town;
  - b. Have been employed by the Town for a period of two years prior to being appointed to the Ethics Commission.
  - c. Hold or seek any Town office.
  - d. Have campaigned for any other person seeking a town office.
  - e. Have held any Town office for a period of two years prior to being appointed to the Ethics Commission.
  - f. Serve as a member of another Town agency.
  - g. Hold office in a political party or political committee.
  - h. Have been found in violation of state, local, or professional code of ethics.

c. Method of appointment: The Town Council shall appoint the Ethics Commission members in the manner provided in the Town Charter. Members of the Ethics Commission shall be appointed by a minimum of (6) affirmative votes of the Town Council.

d. Terms of appointment

1. Members will be appointed for three (3) year terms.
2. If a member is appointed to fill an unexpired term, then that member's term ends at the same time as the term of the person being replaced.
3. In making the original appointments under this ordinance, the Town Council shall designate two (2) regular members to serve for three (3) years, two (2) regular members to serve for two (2) years; one (1) regular member to serve for (1) year; one (1) alternate member to serve for three (3) years and one (1) alternate member to serve for two (2) years. Thereafter, vacancies shall be filled for a three (3) year term.
4. Inaugural members shall be eligible to serve two (2) additional three (3) years term beyond his/her initial appointment. No member may serve more than three (3) terms total.
5. The Town Council may remove members for cause and fill the vacancy in accordance with the Town Charter. Cause for removal shall include, but is not limited to, an unexcused absence from three (3) consecutive meetings. It shall be the responsibility of the Chairman of the Ethics Commission to notify the Town Council when a member has not properly performed his/her duties.

e. Powers and duties

1. The Ethics Commission shall be authorized to consult the Town Attorney or another attorney hired by the Commission if so authorized by the Town Council.
2. The Ethics Commission shall be authorized to request that the Town Attorney provide advisory opinions.
3. The Ethics Commission has the power to render advisory opinions to any Town official, employee, or consultant on whether conduct by that person would constitute a violation of the Code of Ethics. Individuals seeking an advisory opinion should follow the procedures outlined in Section 14 of the Code.

4. The Ethics Commission has the power to examine complaints and to make a determination of probable cause, pursuant to the procedures outlined in Section 14.
5. The Ethics Commission has the power to hold hearings concerning alleged violations of the code, may administer oaths, and may compel attendance of witnesses by subpoena to the extent permitted by law.
6. The Ethics Commission has the power to review the Code of Ethics policies and procedures on an as-needed basis and will make recommendations to the Town Council regarding changes to the Code of Ethics policies and procedures.
7. The Ethics Commission will make advisory opinions available to the public unless doing so would violate the confidentiality provision of this Code of Ethics or is otherwise prohibited by law.
8. The Ethics Commission will protect the personal privacy rights of any individual who is the subject of an inquiry or complaint, except as necessary to investigate and make determinations of probable cause. If there is a finding of no probable cause, the existence of an inquiry or complaint and any records relating to that inquiry or complaint shall remain confidential pursuant to Section 14.
9. The Ethics Commission may take action to increase public awareness of the Code of Ethics.

#### Section 14. Ethics Commission rules of procedure

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

#### (b) Advisory opinions

1. Any current, former, or prospective Town of Ledyard employee, official, or consultant may request an advisory opinion from the Ethics Commission as to whether conduct by that person or entity would violate the Code of Ethics. Any current Town official also may request an advisory opinion concerning the activities of any department over which he/she has jurisdiction or board or commission on which he/she serves.
2. Individuals initiating a request for an advisory opinion must do so by completing a form available through the Ledyard Town Clerk's Office or through the Town's website [www.ledyardct.org](http://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](http://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

I make a motion to amend the proposed ordinance:

In Section 5a, I would like to add the following language, with exact language suggested by Town Attorney Matt Ritter:

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

In Section 5e, I would like to add the following, with exact language suggested by Attorney Ritter:

This section does not apply to Town-owned vehicles issued to emergency responders who are authorized by the Mayor, Fire Chief or Police Chief to take their Town-owned vehicles home, or vehicles issued to employees who are permitted to bring their Town-owned vehicles home as part of an employment agreement or contract.

In Section 14. C. 4 . v., I would like to add the following language, which has been reviewed and agreed upon by Attorney Ritter:

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

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. “*Complainant*” means a person or person 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.
6. “*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.
7. “*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.
8. “*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.
9. “*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.
10. “*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.
11. “*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.

12. "*Inquiry*" means a complaint or allegation of a possible violation of the Code.

13. "*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.

14. "*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 or supervise a member of his/her family.
- 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

- a. Any Town official, employee, or consultant who has a conflict of interest, financial interest, or beneficial interest, direct or indirect, in any contract, transaction or decision within the purview of his/her official responsibilities shall disclose that conflict of interest in accordance with section 9(b) through 9(e). Such disclosure shall disqualify the official, employee, or consultant from participation in the matter, transaction, or decision.
- b. No Town official, employee, or consultant shall appear on behalf of any private person or party before any agency in connection with any cause, proceeding, application, or other matter in which he/she has financial interest or beneficial interest without first disclosing such interest to the agency, which shall record such disclosure in the record of the agency's proceeding.
- c. All Town Councilors, Board of Education members, and the Mayor shall, on or before January 1<sup>st</sup> each year, file with the Town Clerk, on a form to be prepared by the Town Attorney, a statement, under oath, containing the following information:
  1. All real estate located within the Town of Ledyard owned by such elected official or held under lease for a term exceeding five years, excluding, however, his/her principal residence. The foregoing shall also apply to real estate in the Town of Ledyard owned or leased, as aforesaid, by a corporation, trust or partnership in which any such elected official is the legal or equitable holder of

- at least five (5) percent of the legal or equitable interest in said corporation, trust, or partnership.
- 2. The names of any firm, proprietorship, partnership, or corporation of which said elected official is an employee or in which such elected official holds at least a five (5) percent interest, and which firm, proprietorship, partnership, corporation, or limited liability corporation has sold or supplied goods or services in excess of ten thousand dollars (\$10,000.00) per annum to the Town of Ledyard during the two (2) years immediately preceding such official's election to office.
- 3. Any income, fees, salary, or wages directly or indirectly, received by such official from the Town of Ledyard during the two (2) years immediate proceeding such official's election to public office.
- d. If there is an uncertainty whether a Town official, employee, or consultant has a conflict of interest, financial interest, or beneficial interest that could disqualify that individual from participation in a matter, such individual shall disclose such possible conflict of interest to the following:
  - 1. For a Town official who is a member of an elective or appointive board, commission, committee, or authority - to the particular chair of the commission or committee of which such official is a member.
  - 2. For Town employees and officials appointed by the appropriate authorities – the Mayor or Town Council.
  - 3. For Board of Education employees - to the superintendent of schools
  - 4. The Town department directors - to the Town Council.
  - 5. The superintendent of schools - to the Board of Education.
  - 6. For a consultant - to the agent executing the contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report to seek an advisory opinion from the Ethics Commission regarding whether such official, employee, or consultant should abstain from participating in the transaction or decision related to the possible conflict of interest.
- f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

#### Section 10. Incompatible activities

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



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

#### Section 11. Penalty for violation

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

#### Section 12. Acknowledgment form

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

#### Section 13. Ethics Commission

##### a. Structure

- 1. The Ethics Commission shall be comprised of five (5) regular members and two (2) alternate members. All members of the Ethics Commission shall be electors of the Town.
- 2. No more than two (2) of the regular members may be affiliated with any one political party. At all times, at least one regular member shall be unaffiliated with any political party. Both alternate members may not be affiliated with the same political party.
- 3. Members will not be compensated for their service on the Commission.
- 4. Within thirty (30) days of the appointment of the Ethics Commission, an organizational meeting shall be held at which members shall choose a Chairman, Vice-Chairman, and a Secretary

##### b. Member and alternate member qualifications

- a. Members and alternate members must be residents of the Town of Ledyard.
- b. No member or alternate member shall:
  - a. Be employed by the Town;
  - b. Have been employed by the Town for a period of two years prior to being appointed to the Ethics Commission.
  - c. Hold or seek any Town office.
  - d. Have held any Town office for a period of two years prior to being appointed to the Ethics Commission.
  - e. Serve as a member of another Town agency.
  - f. Hold office in a political party or political committee.
  - g. 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.
  - 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](http://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.

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.
- i. All advisory opinions must be in writing and communicated to the individual making the request.
- ii. 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](http://www.ledyardct.org) or through the Town's Clerk office, and signed under penalty of false statement. The form shall be delivered to the Town Clerk in a sealed envelope who will date stamp, but not open, the envelope and forward same promptly to the chair or vice-chair of the Ethics Commission. On the day said request is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice-chair of the Commission, or both, and the respondent within five (5) days of receipt of the complaint. The Ethics Commission shall also notify the respondent that it will conduct a probable cause determination and invite the respondent to provide any information the respondent deems relevant to the Ethics Commission's determination of probable cause.

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

The Complaint shall include:

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

### 2.Evaluation and Acknowledgment

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

### 3.Hearings

- i. If the Ethics Commission decides that probable cause of a violation of the Code of Ethics exists, it will conduct a public hearing to determine whether or not a violation occurred in accordance with Uniform Administrative Procedure Act ("UAPA") (See Chapter 54 of the Connecticut General Statutes). At the hearing, the

respondent will have the right to be represented by legal counsel, to present evidence and witnesses and compel attendance of witnesses and the production of books, documents, records, and papers, and to examine and cross-examine witnesses and inspect and copy relevant and material records, papers and documents not in such person's possession. Hearings are not governed by the legal rules of evidence and any information relevant to the matter may be considered. The Ethics Commission will respect the rules of privilege recognized by the law. Not later than ten (10) days before the start of the hearing, the Ethics Commission will provide the respondent with a list of its intended witnesses. The Ethics Commission will make a record of the proceedings.

#### 4. Final Decisions

- i. 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.
- ii. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.
- iii. 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.
- iv. 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.
- v. Penalties for Violations of the Code of Ethics  
A violation of the Code of Ethics may lead to any one or a combination of the following penalties:
  - b. Order to cease and desist the violation
  - c. Pay a civil penalty of up to the maximum amount permitted by State law.
  - d. Censure
  - e. Suspension without pay
  - f. 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: \_\_\_\_\_

\_\_\_\_\_  
Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn , III, Mayor

## Roxanne Maher

---

**From:** Jessica Buhle  
**Sent:** Tuesday, October 28, 2025 10:35 AM  
**To:** Roxanne Maher  
**Subject:** Fwd: Redline version of the draft and two notes.  
**Attachments:** Secondary Attorney Revisions Clean Copy 10-28.docx; Secondary Attorney Revisions Redline 10-28.docx

Good morning Roxanne,

Please attach this additional correspondence between Attorney Ritter and I.

I am also attaching a secondary redline draft showing these recommended changes, and a new attorney revised clean copy of the draft to attach as well.

Thank you.

Best,

Jessica Buhle  
Ledyard Town Council  
jessicab@ledyardct.org

Begin forwarded message:

**From:** "Ritter, Matthew D." <MRitter@goodwin.com>  
**Subject:** **Re: Redline version of the draft and two notes.**  
**Date:** October 28, 2025 at 8:59:39 AM EDT  
**To:** Jessica Buhle <Jbuh@ledyardct.org>

Thanks. -Matt

Sent from my iPhone

On Oct 28, 2025, at 8:31 AM, Jessica Buhle <[Jbuh@ledyardct.org](mailto:Jbuh@ledyardct.org)> wrote:

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Thank you. I will incorporate those changes and send you a clean copy after the meeting as requested.



-Jessica

Sent from my iPhone

On Oct 28, 2025, at 8:29 AM, Ritter, Matthew D. <MRitter@goodwin.com> wrote:

Hood morning Jessica – some small comments below. I have no additional comments at this time. However, after the meeting tomorrow please send me a clean version just so I can proofread it one more time for typos, section ordering, etc. Thanks. -Matt

1. Gift definition. I think it should be something like this:

“*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) calendar year from the same person, as well as loans that are not commercially reasonable.”

Under this language, you could take someone out to dinner for \$99.99 once a calendar year. Does that make sense?

2. Add the word two times to Section 9(d). 6:

1. For a consultant - to **the** agent  
executing **the** contract on behalf of the Town or  
Board of Education.

3. Section 10 – maybe re-title it since the employment language has been deleted?

4. Section 12 – not a legal issue...just concerned about the Town Clerk’s ability to get all these forms signed in 60 days especially since it includes teachers, etc. And if the ordinance is adopted in November, there are a lot of holidays/vacation days in the subsequent 60 days.

Maybe use 120 days? I would just make sure the Town Clerk can handle this in whatever time period is given.

Thanks, Matt

[<image001.png>](#)

**Matthew D. Ritter**

Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

Tel: (860) 251-5092

Fax: (860) 251-5212

[MRitter@goodwin.com](mailto:MRitter@goodwin.com)

[www.shipmangoodwin.com](http://www.shipmangoodwin.com)

*[Shipman & Goodwin LLP is a 2022 Mansfield Certified Plus Firm](#)*

Disclaimer: Privileged and confidential. If received in error, please notify me by e-mail and delete the message.

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**From:** Jessica Buhle <Jbuh@ledyardct.org>

**Sent:** Monday, October 27, 2025 7:30 PM

**To:** Ritter, Matthew D. <MRitter@goodwin.com>

**Subject:** Re: Redline version of the draft and two notes.

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Good evening,

I am attaching a final redline draft incorporating your changes.  
I have made the changes from the clean draft I sent you.

Green items are the changes you've recommended adding or  
defended modifying; redlines are items we've deleted.

With these changes adopted, do you feel this ordinance is  
effective to protect the Town of Ledyard and can be defended if  
the need arose?

Thank you again for your assistance and prompt replies (but if  
you happen to read this this evening, please don't reply until  
tomorrow and enjoy your evening).

Best,

Jessica Buhle  
Ledyard Town Council  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

On Oct 27, 2025, at 6:29 PM, Ritter, Matthew D.  
<[MRitter@goodwin.com](mailto:MRitter@goodwin.com)> wrote:

Hi Jessica – thanks for the redline. Very  
helpful. Comments/suggested edits below:

1. Definition of “Gift” - I think you accidentally deleted the phrase “and one hundred dollars (\$100.00) total in any one (1) year from the same person.”

2. You include the “Town Attorney” in the definition of “Official.” However, the Town Attorney is already included in the definition of consultant.

If you include Town Attorney in the definition of “Official” you will have to clarify some provisions in which the term “Official” is used. See Section 9.d., Section 12.a. and #8 of “Gifts do not include”, for example. There may be some more as well.

3. Conflicts of Interest – I fully appreciate that this language below in subsection (a) comes directly from the Glastonbury code. I will only point out that this is a subjective standard. I just note that it will be easier for the Ethics Commission to make rulings if there are objective criteria (i.e. the gift rule or financial interest rule). However, this is a policy decision for the Town Council/Mayor to determine.

“that is incompatible with the proper discharge of that individual’s official responsibilities in the public interest or would tend to impair his/her independent judgment or action in the performance of official responsibilities.”

-I think it is fine to leave in subsection (d) even though it is already in the employee handbook.

-I would delete (f) because it appears earlier in the ordinance (or vise versa...delete the earlier section).

4. Section 9(c) – I assume section 1. applies only to property in Ledyard? I would clarify that for the corporation, trust, partnerships, etc.

Section(c) 3. – delete the term “political subdivision.” Or let me know what you are trying

to capture here? This was in my prior comments as well.

Section 9(d) – I know this comes from Glastonbury but what does it mean for a Town official to report to a “particular agency?” I would recommend that these officials report to the Town Council Chair and/or Mayor maybe? Or maybe the chair of that board or commission?

For Town employees, it is hard without a Town Manager. However, the term “appropriate authorities” may not be clear enough. Again, maybe it is the Mayor and/or Town Council Chair? Or the full Town Council like with department heads?

-It may also be easier to just require anyone who is uncertain to ask for an advisory opinion? Maybe eliminate the middle step? The involvement of other individuals raises questions about FOIA, confidentiality, etc.

5. Section 10 – is almost identical to the conflicts of interest section I highlighted above. If the Town Council keeps the provision, I would just use it once in the ordinance.

-10. b. I understand subsection (c) because it relates to a matter a consultant/employee may have been involved with in their role as a consultant (and they may be privy to certain confidential information, etc). However, it does not work as well for subsection (b). What is meant by “affiliated” for a consultant? For example, if the P&Z Commission hires a consultant for advice in 2025, can that consultant advise a different applicant in 2026 if it is a completely different property and an unrelated matter?

“No former Town official, employee, or consultant shall appear on behalf of any person or other entity before any agency with which he/she previously was employed or affiliated for a period of one (1) year after the termination of his/her public service or employment; provided,

however, that such an individual may be permitted to make such an appearance upon receipt of a favorable prior advisory opinion by the Ethics Commission pursuant to Section 13 following its review of the individual's written application and relevant facts."

-As noted before, I understand that Glastonbury has these revolving door provisions but I do not know if they will pass legal muster for certain consultants, unionized employees, etc. We can certainly research this issue further if requested.

-10. f. – I know this is in Glastonbury, but I still think it is a typo. I would recommend deleting this language in yellow. This was also in my earlier comments.

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, **not otherwise restrained by the Code**, 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.

6. Section 12. How are you going to handle existing employees/consultants as opposed to new hires/contracts? Are you going to require them to all sign the form or just new employees? The language may have to be amended to reflect this policy decision.

7. There are no legal issues with adding the training requirements.

<image001.png>

**Matthew D. Ritter**  
Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

Tel: (860) 251-5092  
Fax: (860) 251-5212  
[MRitter@goodwin.com](mailto:MRitter@goodwin.com)  
[www.shipmangoodwin.com](http://www.shipmangoodwin.com)

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**From:** Jessica Buhle <[Jbuh@ledyardct.org](mailto:Jbuh@ledyardct.org)>  
**Sent:** Monday, October 27, 2025 4:09 PM  
**To:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>  
**Subject:** Redline version of the draft and two notes.

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Good afternoon,

I have attached the redline draft of the ordinance proposed comparing to the Glastonbury code of ethics. There are also notes in the document as well regarding some of the changes if they are visible. If they are not visible, please let me know and I can send those separately.

Before a final draft is adopted, I have two changes I would like to make to it that didn't get changed before I sent it to you.

First, I would like to change the requirements for finding probable cause to 3 votes instead of 4 while retaining 4 for a final decision.

Second, I would like to re-add section c and d from Section 2-68 about maintaining training for town employees and officials. The language as written in the Glastonbury code is sufficient removing the reference to their charter and naming the Mayor instead of the Town Manager.

Lastly, if you think the language specific to inquiries and complaints directly from the Glastonbury code is better overall, we can move forward with that language instead of the previously proposed language. All of the hearing and procedural language in the draft sent to you is directly from the previous draft.

Thank you for all the feedback and assistance  
you have provided to support effective  
legislation for Ledyard

Best,

Jessica Buhle  
Ledyard Town Council  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

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<image001.png>



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. “*Complainant*” means a person or person 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.
6. “*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.
7. “*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.
8. “*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.
9. “*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.
10. “*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.
11. “*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.

12. *"Inquiry"* means a complaint or allegation of a possible violation of the Code.

13. *"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.

14. *"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.
- 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 or supervise a member of his/her family.
- 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.
- 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 virtue of his/her position or business association.

## Section 9. Disclosure and disqualification

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

4. The Town department directors - to the Town Council.
  5. The superintendent of schools - to the Board of Education.
  6. For a consultant - to the agent executing the contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report to seek an advisory opinion from the Ethics Commission regarding whether such official, employee, or consultant should abstain from participating in the transaction or decision related to the possible conflict of interest.
  - f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

#### Section 10. Incompatible activities

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

#### Section 11. Penalty for violation

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

#### Section 12. Acknowledgment form

- a. The Town Clerk shall provide a copy of the Code of Ethics to every Town official and employee within sixty (60) days of date that he/she begins his/her duties. Every Town official and employee shall sign and file with the Town Clerk an acknowledgment form indicating his/her awareness of the provisions of this Code. Current Town officials and employees shall acknowledge the Code of Ethics within one-hundred-twenty (120) days of its effective date.
- b. Each consultant shall sign and file with the Town Clerk an acknowledgment form indicating his or her awareness of the provisions of this Code on or before being retained

by the Town, Board of Education, or other agency. Current consultants shall acknowledge the Code of Ethics within one-hundred-twenty (120) days of its effective date.

- c. The Mayor and superintendent of schools shall develop a protocol for periodic training of employees concerning the Code of Ethics. The Commission shall develop a protocol for periodic training of officials.
- d. The Town Council shall approve a procedure for monitoring compliance with this section and approve the training protocols specified in subsection (c).

### Section 13. Ethics Commission

#### a. Structure

- 1. The Ethics Commission shall be comprised of five (5) regular members and two (2) alternate members. All members of the Ethics Commission shall be electors of the Town.
- 2. No more than two (2) of the regular members may be affiliated with any one political party. At all times, at least one regular member shall be unaffiliated with any political party. Both alternate members may not be affiliated with the same political party.
- 3. Members will not be compensated for their service on the Commission.
- 4. Within thirty (30) days of the appointment of the Ethics Commission, an organizational meeting shall be held at which members shall choose a Chairman, Vice-Chairman, and a Secretary

#### b. Member and alternate member qualifications

- a. Members and alternate members must be residents of the Town of Ledyard.
- b. No member or alternate member shall:
  - a. Be employed by the Town;
  - b. Have been employed by the Town for a period of two years prior to being appointed to the Ethics Commission.
  - c. Hold or seek any Town office.
  - d. Have held any Town office for a period of two years prior to being appointed to the Ethics Commission.
  - e. Serve as a member of another Town agency.
  - f. Hold office in a political party or political committee.
  - g. 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.
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](http://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.

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.
- i. All advisory opinions must be in writing and communicated to the individual making the request.
- ii. 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](http://www.ledyardct.org) or through the Town's Clerk office, and signed under penalty of false statement. The form shall be delivered to the Town Clerk in a sealed envelope who will date stamp, but not open, the envelope and forward same promptly to the chair or vice-chair of the Ethics Commission. On the day said request is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice-chair of the Commission, or both, and the respondent within five (5) days of receipt of the complaint. The Ethics Commission shall also notify the respondent that it will conduct a probable cause determination and invite the respondent to provide any information the respondent deems relevant to the Ethics Commission's determination of probable cause.

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

The Complaint shall include:

- Name of the person accused (respondent).
- Name of the person filing the complaint.

- The specific acts alleged to constitute a violation of the Code of Ethics and when said actions occurred.

## 2.Evaluation and Acknowledgment

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

## 3.Hearings

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

## 4.Final Decisions

- 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.
- The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.

- iii. 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.
- iv. 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.
- v. Penalties for Violations of the Code of Ethics
  - a. A violation of the Code of Ethics may lead to any one or a combination of the following penalties:
  - b. Order to cease and desist the violation
  - c. Pay a civil penalty of up to the maximum amount permitted by State law.
  - d. Censure
  - e. Suspension without pay
  - f. Demotion
  - g. Termination of employment
  - h. Restitution of any benefits received because of the violation committed.

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 envelope 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: \_\_\_\_\_

\_\_\_\_\_  
Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn , III, Mayor

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. “*Complainant*” means a person or person 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.
6. “*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.
7. “*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.
8. “*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.
9. “*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.
10. “*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.
11. “*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) ~~for any one (1) occasion, and one hundred dollars (\$100.00) total~~ 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.

12. "*Inquiry*" means a complaint or allegation of a possible violation of the Code.

13. "*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.

14. "*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.
- 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 or supervise a member of his/her family.
- 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.
- 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 virtue of his/her position or business association.

## Section 9. Disclosure and disqualification

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

4. The Town department directors - to the Town Council.
  5. The superintendent of schools - to the Board of Education.
  6. For a consultant - to the agent executing ~~the~~ contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report to seek an advisory opinion from the Ethics Commission regarding whether such official, employee, or consultant should abstain from participating in the transaction or decision related to the possible conflict of interest.
  - f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

#### Section 10. Incompatible ~~employment and~~ 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 ~~sixty (60)~~ ~~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 ~~sixty (60)~~ **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 held any Town office for a period of two years prior to being appointed to the Ethics Commission.
  - e. Serve as a member of another Town agency.
  - f. Hold office in a political party or political committee.
  - g. 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.
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.

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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.
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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](http://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.

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.
- i. All advisory opinions must be in writing and communicated to the individual making the request.
- ii. 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](http://www.ledyardct.org) or through the Town's Clerk office, and signed under penalty of false statement. The form shall be delivered to the Town Clerk in a sealed envelope who will date stamp, but not open, the envelope and forward same promptly to the chair or vice-chair of the Ethics Commission. On the day said request is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice-chair of the Commission, or both, and the respondent within five (5) days of receipt of the complaint. The Ethics Commission shall also notify the respondent that it will conduct a probable cause determination and invite the respondent to provide any information the respondent deems relevant to the Ethics Commission's determination of probable cause.

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

The Complaint shall include:

- Name of the person accused (respondent).
- Name of the person filing the complaint.

- The specific acts alleged to constitute a violation of the Code of Ethics and when said actions occurred.

## 2.Evaluation and Acknowledgment

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

## 3.Hearings

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

## 4.Final Decisions

- 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.
- The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.



- iii. 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.
- iv. 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.
- v. Penalties for Violations of the Code of Ethics
  - a. A violation of the Code of Ethics may lead to any one or a combination of the following penalties:
  - b. Order to cease and desist the violation
  - c. Pay a civil penalty of up to the maximum amount permitted by State law.
  - d. Censure
  - e. Suspension without pay
  - f. Demotion
  - g. Termination of employment
  - h. Restitution of any benefits received because of the violation committed.

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 envelope 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: \_\_\_\_\_

\_\_\_\_\_  
Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn , III, Mayor

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. “*Complainant*” means a person or person 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.
6. “*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.
7. “*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.
8. “*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.
9. “*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.
10. “*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.
11. “*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) for any one (1) occasion, and one hundred dollars (\$100.00) total 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.

12. *"Inquiry"* means a complaint or allegation of a possible violation of the Code.

13. *"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.

14. *"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.
- 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 or supervise a member of his/her family.
- 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.
- 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 virtue of his/her position or business association.

## Section 9. Disclosure and disqualification

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

4. The Town department directors - to the Town Council.
  5. The superintendent of schools - to the Board of Education.
  6. For a consultant - to the agent executing contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report to seek an advisory opinion from the Ethics Commission regarding whether such official, employee, or consultant should abstain from participating in the transaction or decision related to the possible conflict of interest.
  - f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

#### Section 10. Incompatible employment and 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 sixty (60) 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 sixty (60) 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 held any Town office for a period of two years prior to being appointed to the Ethics Commission.
  - e. Serve as a member of another Town agency.
  - f. Hold office in a political party or political committee.
  - g. 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.
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](http://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.
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.
- i. All advisory opinions must be in writing and communicated to the individual making the request.
- ii. 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.

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

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

The Complaint shall include:

- Name of the person accused (respondent).
- Name of the person filing the complaint.

- The specific acts alleged to constitute a violation of the Code of Ethics and when said actions occurred.

## 2.Evaluation and Acknowledgment

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

## 3.Hearings

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

## 4.Final Decisions

- 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.
- The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.

- iii. 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.
- iv. 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.
- v. Penalties for Violations of the Code of Ethics
  - a. A violation of the Code of Ethics may lead to any one or a combination of the following penalties:
  - b. Order to cease and desist the violation
  - c. Pay a civil penalty of up to the maximum amount permitted by State law.
  - d. Censure
  - e. Suspension without pay
  - f. Demotion
  - g. Termination of employment
  - h. Restitution of any benefits received because of the violation committed.
- 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 envelope 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: \_\_\_\_\_

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Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

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Fred B. Allyn , III, Mayor

## Roxanne Maher

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**From:** Jessica Buhle  
**Sent:** Monday, October 27, 2025 7:41 PM  
**To:** Roxanne Maher  
**Subject:** Forward of communication with Matt Ritter  
**Attachments:** Modified Draft with Attorney Revisions.docx

Begin forwarded message:

**From:** Jessica Buhle <jessicab@ledyardct.org>  
**Subject: Re: Redline version of the draft and two notes.**  
**Date:** October 27, 2025 at 7:29:29 PM EDT  
**To:** "Ritter, Matthew D." <MRitter@goodwin.com>

Good evening,

I am attaching a final redline draft incorporating your changes. I have made the changes from the clean draft I sent you.

Green items are the changes you've recommended adding or defended modifying; redlines are items we've deleted.

With these changes adopted, do you feel this ordinance is effective to protect the Town of Ledyard and can be defended if the need arose?

Thank you again for your assistance and prompt replies (but if you happen to read this this evening, please don't reply until tomorrow and enjoy your evening).

Best,

Jessica Buhle  
Ledyard Town Council  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

On Oct 27, 2025, at 6:29 PM, Ritter, Matthew D. <MRitter@goodwin.com> wrote:

Hi Jessica – thanks for the redline. Very helpful. Comments/suggested edits below:

1. Definition of "Gift" - I think you accidentally deleted the phrase "and one hundred dollars (\$100.00) total in any one (1) year from the same person."



2. You include the “Town Attorney” in the definition of “Official.” However, the Town Attorney is already included in the definition of consultant.

If you include Town Attorney in the definition of “Official” you will have to clarify some provisions in which the term “Official” is used. See Section 9.d., Section 12.a. and #8 of “Gifts do not include”, for example. There may be some more as well.

3. Conflicts of Interest – I fully appreciate that this language below in subsection (a) comes directly from the Glastonbury code. I will only point out that this is a subjective standard. I just note that it will be easier for the Ethics Commission to make rulings if there are objective criteria (i.e. the gift rule or financial interest rule). However, this is a policy decision for the Town Council/Mayor to determine.

“that is incompatible with the proper discharge of that individual’s official responsibilities in the public interest or would tend to impair his/her independent judgment or action in the performance of official responsibilities.”

-I think it is fine to leave in subsection (d) even though it is already in the employee handbook.

-I would delete (f) because it appears earlier in the ordinance (or vise versa...delete the earlier section).

4. Section 9(c) – I assume section 1. applies only to property in Ledyard? I would clarify that for the corporation, trust, partnerships, etc.

Section(c) 3. – delete the term “political subdivision.” Or let me know what you are trying to capture here? This was in my prior comments as well.

Section 9(d) – I know this comes from Glastonbury but what does it mean for a Town official to report to a “particular agency?” I would recommend that these officials report to the Town Council Chair and/or Mayor maybe? Or maybe the chair of that board or commission?

For Town employees, it is hard without a Town Manager. However, the term “appropriate authorities” may not be clear enough. Again, maybe it is the Mayor and/or Town Council Chair? Or the full Town Council like with department heads?

-It may also be easier to just require anyone who is uncertain to ask for an advisory opinion? Maybe eliminate the middle step? The involvement of other individuals raises questions about FOIA, confidentiality, etc.

5. Section 10 – is almost identical to the conflicts of interest section I highlighted above. If the Town Council keeps the provision, I would just use it once in the ordinance.

-10. b. I understand subsection (c) because it relates to a matter a consultant/employee may have been involved with in their role as a consultant (and they may be privy to certain confidential information, etc). However, it does not work as well for subsection (b). What is meant by “affiliated” for a consultant? For example, if the P&Z Commission hires a consultant for advice in 2025, can that consultant advise a different applicant in 2026 if it is a completely different property and an unrelated matter?

“No former Town official, employee, or consultant shall appear on behalf of any person or other entity before any agency with which he/she previously was employed or affiliated for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable prior advisory opinion by the Ethics Commission pursuant to Section 13 following its review of the individual’s written application and relevant facts.”

-As noted before, I understand that Glastonbury has these revolving door provisions but I do not know if they will pass legal muster for certain consultants, unionized employees, etc. We can certainly research this issue further if requested.

-10. f. – I know this is in Glastonbury, but I still think it is a typo. I would recommend deleting this language in yellow. This was also in my earlier comments.

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, not otherwise restrained by the Code, 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.

6. Section 12. How are you going to handle existing employees/consultants as opposed to new hires/contracts? Are you going to require them to all sign the form or just new employees? The language may have to be amended to reflect this policy decision.

7. There are no legal issues with adding the training requirements.

<image001.png>

**Matthew D. Ritter**  
Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

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[MRitter@goodwin.com](mailto:MRitter@goodwin.com)  
[www.shipmangoodwin.com](http://www.shipmangoodwin.com)

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Disclaimer: Privileged and confidential. If received in error, please notify me by e-mail and delete the message.

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**From:** Jessica Buhle <[Jbuh@ledyardct.org](mailto:Jbuh@ledyardct.org)>  
**Sent:** Monday, October 27, 2025 4:09 PM  
**To:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>  
**Subject:** Redline version of the draft and two notes.

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Good afternoon,

I have attached the redline draft of the ordinance proposed comparing to the Glastonbury code of ethics. There are also notes in the document as well regarding some of the changes if they are visible. If they are not visible, please let me know and I can send those separately.

Before a final draft is adopted, I have two changes I would like to make to it that didn't get changed before I sent it to you.

First, I would like to change the requirements for finding probable cause to 3 votes instead of 4 while retaining 4 for a final decision.

Second, I would like to re-add section c and d from Section 2-68 about maintaining training for town employees and officials. The language as written in the Glastonbury code is sufficient removing the reference to their charter and naming the Mayor instead of the Town Manager.

Lastly, if you think the language specific to inquiries and complaints directly from the Glastonbury code is better overall, we can move forward with that language instead of the previously proposed language. All of the hearing and procedural language in the draft sent to you is directly from the previous draft.

Thank you for all the feedback and assistance you have provided to support effective legislation for Ledyard

Best,

Jessica Buhle  
Ledyard Town Council  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

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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. “*Complainant*” means a person or person 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.
6. “*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.
7. “*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.
8. “*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.
9. “*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.
10. “*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.
11. “*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) for any one (1) occasion, and **one hundred dollars (\$100.00) total** 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.

12. *"Inquiry"* means a complaint or allegation of a possible violation of the Code.

13. *"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, ~~Town attorney~~, or any other agency.

14. *"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 ~~that is incompatible with the proper discharge of that individual's official responsibilities in the public interest or would tend to impair his/her independent judgment or action in the performance of official responsibilities where~~ the Town official, employee, or consultant has a financial or beneficial interest.

- 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 or supervise a member of his/her family.
- 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.
- ~~f. No Town official, employee, or consultant may use his/her public office or position or disclose or use confidential information, in order to obtain a financial or beneficial interest for herself, himself, or for his/her family, or for any business associate.~~
- g. 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 virtue of his/her position or business association.

## Section 9. Disclosure and disqualification

- a. Any Town official, employee, or consultant who has a conflict of interest, financial interest, or beneficial interest, direct or indirect, in any contract, transaction or decision within the purview of his/her official responsibilities shall disclose that conflict of interest in accordance with section 9(b) through 9(e). Such disclosure shall disqualify the official, employee, or consultant from participation in the matter, transaction, or decision.
- b. No Town official, employee, or consultant shall appear on behalf of any private person or party before any agency in connection with any cause, proceeding, application, or other matter in which he/she has financial interest or beneficial interest without first disclosing such interest to the agency, which shall record such disclosure in the record of the agency's proceeding.
- c. All Town Councilors, Board of Education members, and the Mayor shall, on or before January 1<sup>st</sup> 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 ~~or its political subdivisions~~ during the two (2) years immediate proceeding such official's election to public office.
- d. If there is an uncertainty whether a Town official, employee, or consultant has a conflict of interest, financial interest, or beneficial interest that could disqualify that individual from participation in a matter, such individual shall disclose such possible conflict of interest to the following:

1. For a Town official who is a member of an elective or appointive board, commission, committee, or authority - to the particular ~~agency~~ 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 Town Council.
  5. The superintendent of schools - to the Board of Education.
  6. For a consultant - to the agent executing contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report ~~whether such official, employee, or consultant should abstain from participating in the transaction or decision to which the possible conflict of interest relates and whatever other appropriate action should be taken~~ to seek an advisory opinion from the Ethics Commission regarding whether such official, employee, or consultant should abstain from participating in the transaction or decision related to the possible conflict of interest.
  - f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

## Section 10. Incompatible employment and activities

- ~~a. No Town official or employee shall engage in or accept private employment or render services when the employment or services: (1) are incompatible with the proper discharge of the official duties of the official or employee; or (2) would tend to impair independence of judgment, or action by the official or employee in the performance of that individual's official duty. No consultant shall engage in employment or render services for interest other than the Town when such employment or services: (1) are incompatible with the proper discharge of his or her consulting duties on behalf of the town; or (2) would tend to impair the independence of the consultant's judgment or action on the matter for which the consultant has been engaged by the Town.~~
- ~~b. No former Town official, employee, or consultant shall appear on behalf of any person or other entity before any agency with which he/she previously was employed or affiliated for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable prior advisory opinion by the Ethics Commission pursuant to Section 13 following its review of the individual's written application and relevant facts.~~
- ~~c. No former Town official, employee, or consultant shall appear on behalf of any person or other entity before any agency in regard to a matter in which that individual previously participated in the course of his/her official responsibilities for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable advisory opinion by the Ethics Commission pursuant to Section 13.~~
- a. Subsection (a), (b), and (c) of This section 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, ~~not otherwise restrained by the Code~~, 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 sixty (60) 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 sixty (60) 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 held any Town office for a period of two years prior to being appointed to the Ethics Commission.
    - e. Serve as a member of another Town agency.
    - f. Hold office in a political party or political committee.
    - g. 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.
    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](http://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.

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.
- i. All advisory opinions must be in writing and communicated to the individual making the request.
- ii. 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](http://www.ledyardct.org) or through the Town's Clerk office, and signed under penalty of false statement. The form shall be delivered to the Town Clerk in a sealed envelope who will date stamp, but not open, the envelope and forward same promptly to the chair or vice-chair of the Ethics Commission. On the day said request is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice-chair of the Commission, or both, and the respondent within five (5) days of receipt of the complaint. The Ethics Commission shall also notify the respondent that it will conduct a probable cause determination and invite the respondent to provide any information the respondent deems relevant to the Ethics Commission's determination of probable cause.

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

The Complaint shall include:

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

## 2. Evaluation and Acknowledgment

- i. 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.

- ii. If the Ethics Commission makes a finding of probable cause, which shall require ~~four (4)~~ **three (3)** affirmative votes, it shall so advise both the complainant and the respondent and begin a formal investigation process.

### 3. Hearings

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

### 4. Final Decisions

- i. 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.
- ii. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.
- iii. 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.
- iv. 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.
- v. Penalties for Violations of the Code of Ethics
  - a. A violation of the Code of Ethics may lead to any one or a combination of the following penalties:



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

\_\_\_\_\_  
Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn , III, Mayor

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. “*Complainant*” means a person or person 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.
6. “*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.
7. “*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.
8. “*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.
9. “*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.
10. “*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.
11. “*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) for any one (1) occasion, and **one hundred dollars (\$100.00) total** 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.

12. *"Inquiry"* means a complaint or allegation of a possible violation of the Code.

13. *"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, ~~Town attorney~~, or any other agency.

14. *"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 ~~that is incompatible with the proper discharge of that individual's official responsibilities in the public interest or would tend to impair his/her independent judgment or action in the performance of official responsibilities where~~ the Town official, employee, or consultant has a financial or beneficial interest.

- 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 or supervise a member of his/her family.
- 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.
- ~~f. No Town official, employee, or consultant may use his/her public office or position or disclose or use confidential information, in order to obtain a financial or beneficial interest for herself, himself, or for his/her family, or for any business associate.~~
- g. 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 virtue of his/her position or business association.

## Section 9. Disclosure and disqualification

- a. Any Town official, employee, or consultant who has a conflict of interest, financial interest, or beneficial interest, direct or indirect, in any contract, transaction or decision within the purview of his/her official responsibilities shall disclose that conflict of interest in accordance with section 9(b) through 9(e). Such disclosure shall disqualify the official, employee, or consultant from participation in the matter, transaction, or decision.
- b. No Town official, employee, or consultant shall appear on behalf of any private person or party before any agency in connection with any cause, proceeding, application, or other matter in which he/she has financial interest or beneficial interest without first disclosing such interest to the agency, which shall record such disclosure in the record of the agency's proceeding.
- c. All Town Councilors, Board of Education members, and the Mayor shall, on or before January 1<sup>st</sup> 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 ~~or its political subdivisions~~ during the two (2) years immediate proceeding such official's election to public office.
- d. If there is an uncertainty whether a Town official, employee, or consultant has a conflict of interest, financial interest, or beneficial interest that could disqualify that individual from participation in a matter, such individual shall disclose such possible conflict of interest to the following:

1. For a Town official who is a member of an elective or appointive board, commission, committee, or authority - to the particular ~~agency~~ 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 Town Council.
  5. The superintendent of schools - to the Board of Education.
  6. For a consultant - to the agent executing contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report ~~whether such official, employee, or consultant should abstain from participating in the transaction or decision to which the possible conflict of interest relates and whatever other appropriate action should be taken~~ to seek an advisory opinion from the Ethics Commission regarding whether such official, employee, or consultant should abstain from participating in the transaction or decision related to the possible conflict of interest.
  - f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

## Section 10. Incompatible employment and activities

- ~~a. No Town official or employee shall engage in or accept private employment or render services when the employment or services: (1) are incompatible with the proper discharge of the official duties of the official or employee; or (2) would tend to impair independence of judgment, or action by the official or employee in the performance of that individual's official duty. No consultant shall engage in employment or render services for interest other than the Town when such employment or services: (1) are incompatible with the proper discharge of his or her consulting duties on behalf of the town; or (2) would tend to impair the independence of the consultant's judgment or action on the matter for which the consultant has been engaged by the Town.~~
- ~~b. No former Town official, employee, or consultant shall appear on behalf of any person or other entity before any agency with which he/she previously was employed or affiliated for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable prior advisory opinion by the Ethics Commission pursuant to Section 13 following its review of the individual's written application and relevant facts.~~
- ~~c. No former Town official, employee, or consultant shall appear on behalf of any person or other entity before any agency in regard to a matter in which that individual previously participated in the course of his/her official responsibilities for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable advisory opinion by the Ethics Commission pursuant to Section 13.~~
- a. Subsection (a), (b), and (c) of This section 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, ~~not otherwise restrained by the Code~~, 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 sixty (60) 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 sixty (60) 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 held any Town office for a period of two years prior to being appointed to the Ethics Commission.
    - e. Serve as a member of another Town agency.
    - f. Hold office in a political party or political committee.
    - g. 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.
    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](http://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.

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.
- i. All advisory opinions must be in writing and communicated to the individual making the request.
- ii. 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](http://www.ledyardct.org) or through the Town's Clerk office, and signed under penalty of false statement. The form shall be delivered to the Town Clerk in a sealed envelope who will date stamp, but not open, the envelope and forward same promptly to the chair or vice-chair of the Ethics Commission. On the day said request is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice-chair of the Commission, or both, and the respondent within five (5) days of receipt of the complaint. The Ethics Commission shall also notify the respondent that it will conduct a probable cause determination and invite the respondent to provide any information the respondent deems relevant to the Ethics Commission's determination of probable cause.

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

The Complaint shall include:

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

## 2. Evaluation and Acknowledgment

- i. 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.

- ii. If the Ethics Commission makes a finding of probable cause, which shall require ~~four (4)~~ **three (3)** affirmative votes, it shall so advise both the complainant and the respondent and begin a formal investigation process.

### 3. Hearings

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

### 4. Final Decisions

- i. 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.
- ii. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.
- iii. 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.
- iv. 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.
- v. Penalties for Violations of the Code of Ethics
  - a. A violation of the Code of Ethics may lead to any one or a combination of the following penalties:

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

\_\_\_\_\_  
Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn , III, Mayor

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:

- ~~• Fulfill the requirement of establishing guidelines for ethical conduct, pursuant to Section 1101 of the Town Charter~~
- 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~~ ~~Glastonbury~~ Town Clerk is closed to the public for business.
5. *“Complainant”* means a person or person 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.
6. *“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.
7. *“Consultant”* ~~means is~~ any independent contractor or professional person or firm that is by virtue of an award of a public bid or contract ~~as defined in Glastonbury Code of Ordinances sections 2-262 and 2-263,~~ 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.
8. *“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.
9. *“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.~~
10. ~~Significant~~ *“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.
11. ~~Valuable~~ *“Gift”* is a gift of more than ~~fifty dollars (\$50.00)~~ one hundred dollars (\$100.00) in value. A ~~valuable~~ gift includes, but is not limited to, entertainment, food, beverage, travel, and lodging to the extent that the gift value exceeds ~~fifty dollars (\$50.00)~~ ~~one hundred dollars (\$100.00)~~ for any one (1) occasion, and ~~one hundred dollars (\$100.00) total~~



in any one (1) year from the same person, as well as loans that are not commercially reasonable. A ~~valuable~~ 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.

12. "Inquiry" means a complaint or allegation of a possible violation of the Code.

13. "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 plan & zoning commission,~~ Town commissions and committees, town attorney, or any other agency.

14. "Respondent" means a person who is the subject of a complaint.

#### Section 4. Confidential information ~~Section 2-60~~

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 ~~Section 2-61 and 2-64~~

- a. A ~~At~~ 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 that is incompatible with the proper discharge of that individual's official responsibilities in the public interest or would tend to impair his/her independent judgment or action in the performance of official responsibilities.
- b. A ~~significant~~ 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 ~~At~~ 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 or supervise a member of his/her family.
- 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.
- f. No Town official, employee, or consultant may use his/her public office or position or disclose or use confidential information, in order to obtain a financial or beneficial interest for herself, himself, or for his/her family, or for any business associate.
- g. 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 ~~Section 2-59~~

- 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 ~~Section 2-62~~

- 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 valuable 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 ~~Section 2-63~~

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 ~~Section 2-65~~

- a. Any Town official, employee, or consultant who has a conflict of interest, significant 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) ~~section 2-65(e)(1) through (6)~~. Such disclosure shall disqualify the official, employee, or consultant from participation in the matter, transaction, or decision.
- b. No Town official, employee, or consultant shall appear on behalf of any private person or party before any agency in connection with any cause, proceeding, application, or other matter in which he/she has significant financial interest or beneficial interest without first disclosing such interest to the agency, which shall record such disclosure in the record of the agency's proceeding.
- c. All Town Councilors, Board of Education members, and the Mayor shall, on or before January 1<sup>st</sup> 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 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 or its political subdivisions during the two (2) years immediate proceeding such official's election to public office.
- d. If there is an uncertainty whether a **Town** official, employee, or consultant has a conflict of interest, financial interest, or beneficial interest that could disqualify that individual from participation in a matter, such individual shall disclose such possible conflict of interest to the following:
1. For a **Town** official who is a member of an elective or appointive board, commission, committee, or authority - to the particular agency of which such official is a member.
  2. For **Town** employees and officials appointed by the **appropriate authorities** ~~the town manager to town manager~~.
  3. For Board of Education employees - to the superintendent of schools
  4. The **Town department directors** ~~manager~~ - to the Town Council
  5. The superintendent of schools - to the Board of Education.
  6. For a consultant - to the agent executing contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the **Town** official, employee, or consultant making the report whether such official, employee, or consultant should abstain from participating in the transaction or decision to which the possible conflict of interest relates and whatever other appropriate action should be taken.
- f. **Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.**

#### Section 10. Incompatible employment and activities

- a. No **Town** official or employee shall engage in or accept private employment or render services when the employment or services: (1) are incompatible with the proper discharge of the official duties of the official or employee; or (2) would tend to impair independence of judgment, or action by the official or employee in the performance of that individual's official duty. No consultant shall engage in employment or render services for interest other than the Town when such employment or services: (1) are incompatible with the proper discharge of his or her consulting duties on behalf of the town; or (2) would tend to impair the independence of the consultant's judgment or action on the matter for which the consultant has been engaged by the Town.

- b. No former [Town](#) official, employee, or consultant shall appear on behalf of any person or other entity before any agency with which he/she previously was employed or affiliated for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable prior advisory opinion by the Ethics Commission [pursuant to Section 13](#) following its review of the individual's written application and relevant facts.
- c. No former [Town](#) official, employee, or consultant shall appear on behalf of any person or other entity before any agency in regard to a matter in which that individual previously participated in the course of his/her official responsibilities for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable advisory opinion by the Ethics Commission [pursuant to Section 13](#).
- d. Subsection (a), (b), and (c) of this section 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.
- e. 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.
- f. 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, not otherwise restrained by the Code, 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 [Section 2-67](#)

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 [Section 2-68](#)

- a. The Town Clerk shall provide a copy of the Code ~~and Town Charter Section 1101~~ 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 ~~and of Section 1101 of the Town Charter~~.
- 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 ~~and Section 1101 of the Town Charter~~ on or before being retained by the Town, Board of Education, or other agency.

~~c. The town manager and superintendent of schools shall develop a protocol for periodic training of employees concerning this division and Town Charter Section 1101. 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 ~~Section 2-58~~

#### 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 ~~and one alternate 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 ~~Glastonbury~~ 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 ~~six (6) seven (7)~~ affirmative votes of the Town Council.
- d. Terms of appointment
  1. Members will be appointed for ~~three (3) four (4)~~ 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.
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 2-69(b) of the Code.
4. The Ethics Commission has the power to examine ~~inquiries or~~ complaints and to make a determination of probable cause, pursuant to the procedures outlined in Section 14 2-69(e) and 2-69(d) of the Code.
5. ~~The Commission itself, by majority vote, may initiate an inquiry or complaint.~~
6. 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.
7. 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.
8. The Ethics Commission will make advisory opinions available to the public unless doing so would violate the confidentiality provision of this Code of Ethics ~~Section 2-60~~ or is otherwise prohibited by law.
9. 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 2-60.

10. The **Ethics** Commission may take action to increase public awareness of the Code of Ethics.

Section 14. Ethics Commission rules of procedure ~~Section 2-69~~

(a) These procedures shall be used by the Ethics Commission established in Section ~~14-2-58~~ 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), inquiries, describes a process for resolving questions about specific conduct of a current town officer, official, employee or consultant, or about a town office or function.~~ Subsection (c)(d), complaints, describes a formal, public procedure for **filing complaints** ~~considering matters that cannot be resolved through the processes outlined in subsection (c) for inquiries.~~ Subsection (d) ~~(e)~~, 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) Initiation~~

1. Any current, former, or prospective Town of **Ledyard** ~~Glastonbury~~ 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](http://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.
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.

(2) Proceedings



1. The chair will present the request to the **Ethics** Commission at its next regular meeting for ~~which no agenda has been filed yet with the Town Clerk~~ 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.
2. 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, ~~and/or (5) treat the matter as an inquiry under subsection (e) hereof.~~

### (3) Decisions

1. Advisory opinions will be made by a majority of **the Ethics** Commission members voting at a meeting at which a quorum is present.
2. 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.
3. All advisory opinions must be in writing and communicated to the individual making the request.
4. 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.

### (4) Confidentiality

1. 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. ~~open session unless, upon review by the Commission chair or vice chair, it is determined that the matter would be more appropriately treated as an inquiry under subsection (e) hereof and pursuant to G.S. 1-82a.~~
2. Advisory opinions ~~for matters not treated as inquiries under subsection (e) hereof~~ **reviewed in open sessions** will be made available for public inspection by delivery to the Town Clerk's office.

~~(e) Inquiries:~~

~~———— (1) Initiation~~

- ~~a. Any member of the public may submit an inquiry asking whether a current official, consultant, or employee has failed to comply with the Code or asking about the appropriateness of conduct of a particular Town office, agency, or consultant.~~
- ~~b. The Commission may itself initiate an inquiry regarding a possible violation of the Code.~~
- ~~c. Individuals initiating an inquiry must do so by completing a form, available through the Glastonbury Town Clerk's office or through the town's web site at [www.glastonbury-ct.gov](http://www.glastonbury-ct.gov). The initiating individual must sign the form under penalty of false statement. The form must contain a description of the relevant facts in sufficient detail so that the Commission and any person who is subject of the inquiry can reasonably be expected to understand the nature of the allegations.~~
- ~~d. Inquiries must be addressed in a sealed envelope to the Commission, c/o the Glastonbury Town Clerk, 2155 Main Street, Town Hall, Glastonbury, Connecticut, who will date stamp but not open, the envelope and forward same promptly to the chair or vice chair of the Commission.~~
- ~~e. The date an inquiry is received by the Town Clerk will mark the official date of receipt for purposes of deadlines for decisions.~~

~~(2) Preliminary review.~~

- ~~a. The chair or vice chair of the Commission will conduct a preliminary review of all inquiries to determine whether the matter should be dismissed or reviewed by the entire Commission.~~
- ~~b. The chair or vice chair may dismiss a matter on any of these grounds:
  - ~~i. The complainant does not allege a violation of, or does not give enough information to suggest a violation of, Sec. 2-60 through 2-66 of the Code.~~
  - ~~ii. The person who is the subject of the inquiry is a minor.~~
  - ~~iii. The person who is the subject of the inquiry is no longer an official, employee, or consultant of the town.~~
  - ~~iv. The matter occurred more than (3) years earlier of before the enactment of the Code by the Town of Glastonbury.~~
  - ~~v. The Commission has already taken action on the matter.~~~~
- ~~c. If a matter is dismissed by the chair or vice chair after a preliminary review, the chair or vice chair will notify the complainant within five (5) business days, by regular mail of the reasons for the dismissal.~~
- ~~d. If a matter is dismissed by the chair or vice chair after a preliminary review, no further action by the Commission, including notice to the respondent(s), is necessary.~~

- e. ~~Complainants may appeal a dismissal by the chair or vice chair by filing with the Town Clerk a new inquiry form that contains additional evidence that would warrant review by the entire Commission.~~

~~(3) Notice.~~

- a. ~~Within five (5) business days of the Town Clerk's receipt of the inquiry or initiation of an independent inquiry, the chair or vice chair will notify the respondent(s) by regular mail and will provide the person with a copy of the completed form and the Code. The Commission will confirm by regular mail to the person who initiates an inquiry that it was received by the Commission.~~
- b. ~~In the event that an inquiry contains allegations against multiple respondents, the chair or vice chair must notify each respondent individually. Respondents are subject to the confidentiality provisions of Sec. 2-60 and Sec. 2-69(c)(7) of the Code.~~
- c. ~~Respondents may file a written response with the chair of the Commission within ten (10) business days after receiving the notice. In response to allegations against multiple respondents, respondents may respond individually or collectively.~~

~~(4) Proceedings.~~

- a. ~~Unless the inquiry previously was dismissed by action of the chair or vice chair pursuant to Section 2-69(c)(2) above, the chair will present the inquiry and any response received from the subject to the Commission at its next regular meeting or in a special meeting held after receipt of the inquiry, the mailing of notice to the subject, and the passage of at least (10) additional business days.~~
- b. ~~The Commission will meet one (1) or more times in closed session from which the public is excluded to review the inquiry and to determine whether or not there exists probable cause that the Code has been violated. In those sessions, 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 Commission, (3) proceed to investigate the relevant facts and issues in order to render a decision, (4) decline to review the matter further, pursuant to subsection (c)(5) hereof, (5) endeavor to resolve the matter by convening a confidential meeting that includes the individual who is the subject of the inquiry and others relevant to the issue, (6) make a finding of probable cause and treat the matter as a complaint under subsection (d) hereof, and/or (7) make a finding of no probable cause. If the Commission proceeds under steps (1), (2), (3), or (5) above, it will establish a schedule of meetings for consideration of the inquiry, subject to the provisions of subsection (c)(4)(a) hereof.~~
- c. ~~A finding of probable cause means that based on a review of the available information the Commission determines that reasonable grounds exist to believe that the respondent engaged in prohibited conduct outlined in Sec. 2-60 through 2-66 of the Code.~~

~~(5) The Commission may decline to review a matter on any of these grounds:~~

- ~~a. The alleged facts do not evidence the existence of probable cause of a violation of Sec. 2-60 through 2-66 of the Code.~~
- ~~b. The matter is judged to be vexatious, frivolous, groundless, or brought for the purpose of harassment. A vexatious matter is one that lacks any serious purpose or value that is designed to cause disruption or annoyance.~~
- ~~c. The person who is the subject of the matter has already taken corrective action and the Commission believes the action taken was appropriate in the circumstances and the matter should not be pursued.~~
- ~~d. There are other reasonable grounds for not taking action.~~

~~(6) Decisions:~~

- ~~a. As expeditiously as possible but in any event within one hundred twenty (120) days after the meeting at which the Town Clerk received the inquiry form, the Commission will decide that (1) the inquiry requires no further action because it was resolved or did not require further review under subsection (c)(5) hereof, or (2) probable cause exists that a violation of the Code occurred, in which case the inquiry will be treated as a complaint under subsection (d) hereof. The Commission may extend the time for decision if circumstances justify a delay.~~
- ~~b. No finding of the existence of probable cause may be made except upon the vote of at least (4) members of the Commission.~~
- ~~c. Within five (5) business days after making a decision under this subsection (c), the Commission will inform in writing both complainants and respondents of its decision and its reasons for the decision. It shall be sufficient that the Commission cite as a reason for its decision any of the reasons enumerated in section 2-69(c)(5), above.~~

~~(7) Confidentiality~~

- ~~a. If the Commission does not make a finding of probable cause, then the inquiry and the record of the Commission's investigation shall remain confidential, except upon the request of the respondent. If the inquiry alleged violations by multiple respondents, then the request to release information must be made by all respondents.~~
- ~~b. The Commission may publish decisions in whole or in part if it decides that publication would serve the public interest and publication can be made in such a way as to protect the personal identity and privacy of persons who were the subject of any evaluation of a possible violation of the Code.~~

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

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

The Complaint shall include:

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

### 2.Evaluation and Acknowledgement

i. 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.

ii.If the Ethics Commission makes a finding of probable cause, which shall require four (4) affirmative votes, it shall so advise both the complainant and the respondent and begin a formal investigation process.

### 3.Hearings

i.If the Ethics Commission decides that probable cause of a violation of the Code of Ethics exists, it will conduct a public hearing to determine whether or not a violation occurred in accordance with Uniform Administrative Procedure Act ("UAPA") (See Chapter 54 of the Connecticut General Statutes). At the hearing,

the respondent will have the right to be represented by legal counsel, to present evidence and witnesses and compel attendance of witnesses and the production of books, documents, records, and papers, and to examine and cross-examine witnesses and inspect and copy relevant and material records, papers and documents not in such person's possession. Hearings are not governed by the legal rules of evidence and any information relevant to the matter may be considered. The Ethics Commission will respect the rules of privilege recognized by the law. Not later than ten (10) days before the start of the hearing, the Ethics Commission will provide the respondent with a list of its intended witnesses. The Ethics Commission will make a record of the proceedings.

#### 4. Final Decisions

- i. 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.
- ii. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.
- iii. 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.
- iv. 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.
- v. Penalties for Violations of the Code of Ethics
  - a. A violation of the Code of Ethics may lead to any one or a combination of the following penalties:
  - b. Order to cease and desist the violation
  - c. Pay a civil penalty of up to the maximum amount permitted by State law.
  - d. Censure
  - e. Suspension without pay
  - f. Demotion
  - g. Termination of employment
  - h. Restitution of any benefits received because of the violation committed.

#### (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 envelope 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: \_\_\_\_\_

\_\_\_\_\_  
Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn , III, Mayor

AN ORDINANCE ESTABLISHING A  
TOWN OF LEDYARD CODE OF ETHICS

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. “*Complainant*” means a person or person 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.
6. “*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.
7. “*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.
8. “*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.
9. “*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.
10. “*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.
11. “*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) for any one (1) occasion, and 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.

12. *"Inquiry"* means a complaint or allegation of a possible violation of the Code.

13. *"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, Town attorney, or any other agency.

14. *"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 that is incompatible with the proper discharge of that individual's official responsibilities in the public interest or would tend to impair his/her independent judgement or action in the performance of official responsibilities.

- 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 or supervise a member of his/her family.
- 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.
- f. No Town official, employee, or consultant may use his/her public office or position or disclose or use confidential information, in order to obtain a financial or beneficial interest for herself, himself, or for his/her family, or for any business associate.
- g. 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 virtue of his/her position or business association.

## Section 9. Disclosure and disqualification

- a. Any Town official, employee, or consultant who has a conflict of interest, financial interest, or beneficial interest, direct or indirect, in any contract, transaction or decision within the purview of his/her official responsibilities shall disclose that conflict of interest in accordance with section 9(b) through 9(e). Such disclosure shall disqualify the official, employee, or consultant from participation in the matter, transaction, or decision.
- b. No Town official, employee, or consultant shall appear on behalf of any private person or party before any agency in connection with any cause, proceeding, application, or other matter in which he/she has financial interest or beneficial interest without first disclosing such interest to the agency, which shall record such disclosure in the record of the agency's proceeding.
- c. All Town Councilors, Board of Education members, and the Mayor shall, on or before January 1<sup>st</sup> 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 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 or its political subdivisions during the two (2) years immediate proceeding such official's election to public office.
- d. If there is an uncertainty whether a Town official, employee, or consultant has a conflict of interest, financial interest, or beneficial interest that could disqualify that individual from participation in a matter, such individual shall disclose such possible conflict of interest to the following:
  - 1. For a Town official who is a member of an elective or appointive board, commission, committee, or authority - to the particular agency of which such official is a member.

2. For Town employees and officials appointed by the appropriate authorities.
  3. For Board of Education employees - to the superintendent of schools
  4. The Town department directors - to the Town Council
  5. The superintendent of schools - to the Board of Education.
  6. For a consultant - to the agent executing contract on behalf of the Town or Board of Education.
- e. The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the Town official, employee, or consultant making the report whether such official, employee, or consultant should abstain from participating in the transaction or decision to which the possible conflict of interest relates and whatever other appropriate action should be taken.
  - f. Any such questions concerning a possible conflict of interest may be referred to the Ethics Commission pursuant to Section 13 for an advisory opinion.

#### Section 10. Incompatible employment and activities

- a. No Town official or employee shall engage in or accept private employment or render services when the employment or services: (1) are incompatible with the proper discharge of the official duties of the official or employee; or (2) would tend to impair independence of judgement, or action by the official or employee in the performance of that individual's official duty. No consultant shall engage in employment or render services for interest other than the Town when such employment or services: (1) are incompatible with the proper discharge of his or her consulting duties on behalf of the town; or (2) would tend to impair the independence of the consultant's judgement or action on the matter for which the consultant has been engaged by the Town.
- b. No former Town official, employee, or consultant shall appear on behalf of any person or other entity before any agency with which he/she previously was employed or affiliated for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable prior advisory opinion by the Ethics Commission pursuant to Section 13 following its review of the individual's written application and relevant facts.
- c. No former Town official, employee, or consultant shall appear on behalf of any person or other entity before any agency in regard to a matter in which that individual previously participated in the course of his/her official responsibilities for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable advisory opinion by the Ethics Commission pursuant to Section 13.
- d. Subsection (a), (b), and (c) of this section 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.
- e. 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.

- f. 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, not otherwise retrained by the Code, 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. Acknowledgement 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 acknowledgement form indicating his/her awareness of the provisions of this Code.
- b. Each consultant shall sign and file with the Town Clerk an acknowledgement 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.

#### 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 held any Town office for a period of two years prior to being appointed to the Ethics Commission.

- e. Serve as a member of another Town agency.
  - f. Hold office in a political party or political committee.
  - g. 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.
  - 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](http://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.
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.
  - i. All advisory opinions must be in writing and communicated to the individual making the request.
  - ii. 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](http://www.ledyardct.org) or through the Town's Clerk office, and signed under penalty of false statement. The form shall be delivered to the Town Clerk in a sealed envelope who will date stamp, but not open, the envelope and forward same promptly to the chair or vice-chair of the Ethics Commission. On the day said

request is received by the Town Clerk, the Town Clerk or his/her representative shall notify the chair or vice-chair of the Commission, or both, and the respondent within five (5) days of receipt of the complaint. The Ethics Commission shall also notify the respondent that it will conduct a probable cause determination and invite the respondent to provide any information the respondent deems relevant to the Ethics Commission's determination of probable cause.

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

The Complaint shall include:

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

## 2.Evaluation and Acknowledgement

i. 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.

ii.If the Ethics Commission makes a finding of probable cause, which shall require four (4) affirmative votes, it shall so advise both the complainant and the respondent and begin a formal investigation process.

## 3.Hearings

i.If the Ethics Commission decides that probable cause of a violation of the Code of Ethics exists, it will conduct a public hearing to determine whether or not a violation occurred in accordance with Uniform Administrative Procedure Act ("UAPA") (See Chapter 54 of the Connecticut General Statutes). At the hearing, the respondent will have the right to be represented by legal counsel, to present evidence and witnesses and compel attendance of witnesses and the production of books, documents, records, and papers, and to examine and cross-examine witnesses and inspect and copy relevant and material records, papers and documents not in such person's possession. Hearings are not governed by the legal rules of evidence and any information relevant to the matter may be considered.

The Ethics Commission will respect the rules of privilege recognized by the law. Not later than ten (10) days before the start of the hearing, the Ethics Commission will provide the respondent with a list of its intended witnesses. The Ethics Commission will make a record of the proceedings.

#### 4. Final Decisions

i. 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.

ii. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.

iii. 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.

iv. 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.

#### iii. Penalties for Violations of the Code of Ethics

- a. A violation of the Code of Ethics may lead to any one or a combination of the following penalties:
- b. Order to cease and desist the violation
- c. Pay a civil penalty of up to the maximum amount permitted by State law.
- d. Censure
- e. Suspension without pay
- f. Demotion
- g. Termination of employment
- h. Restitution of any benefits received because of the violation committed.

#### 5. 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 envelope 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: \_\_\_\_\_

\_\_\_\_\_  
Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn , III, Mayor

<b>INTRODUCED:</b>	<b>OCTOBER 8, 2, 2013</b>
<b>PUBLIC HEARING:</b>	<b>OCTOBER 22, 2013</b>
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<b>PUBLISHED:</b>	<b>OCTOBER 29, 2013</b>
<b>EFFECTIVE DATE:</b>	<b>NOVEMBER 8, 2013</b>

**DIVISION 3. CODE OF ETHICS  
REVISION DATED OCTOBER 22, 2013**

Sec. 2-56. - Declaration of policy and purpose.

Sec. 2-57. - Definitions.

Sec. 2-58. - Ethics Commission.

Sec. 2-59. - Consultants.

Sec. 2-60. - Confidential information.

Sec. 2-61. - Use of influence.

Sec. 2-62. - Gifts and favors.

Sec. 2-63. - Equal treatment.

Sec. 2-64. - Conflict of interest.

Sec. 2-65. - Disclosure and disqualification.

Sec. 2-66. - Incompatible employment and activities.

Sec. 2-67. - Penalty for violation.

Sec. 2-68. - Acknowledgment form.

Sec. 2-69. - Ethics Commission rules of procedure.

Sec. 2-70. - Reserved.

Sec. 2-56. - Declaration of policy and purpose.

It is the intent of the Glastonbury Town Council that Town officials, employees, and consultants adhere to high standards of ethical conduct, that they act impartially in the performance of their duties, do not abuse their authority or influence, and do not have interests that would be incompatible with the discharge of their official responsibilities. Officials, employees, and consultants are expected to comply with the standards of ethical conduct outlined in Sections 2-60 through 2-66 of the Town of Glastonbury Code of Ethics (“Code”).

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

- Fulfill the requirement of establishing guidelines for ethical conduct, pursuant to Section 1101 of the Town Charter.
- Identify standards of ethical conduct to guide officials, officers, employees, and consultants as they conduct their public responsibilities,
- Clarify the role of the Ethics Commission,
- Outline a process that allows town officials, 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 violations of the Code.

Sec. 2-57. - Definitions.

*Agency* is any board, commission, authority, or committee of the Town, including the Town Council and Board of Education.

*Beneficial interest* means any nonfinancial interest or special treatment that is not common to other citizens of the Town.

*Business associate* means a person joined together with another person through employment or to achieve a common financial and/or business-related objective.

*Business day* means a day other than a Saturday, Sunday or other day on which the office of the Glastonbury Town Clerk is closed to the public for business.

*Complainant:* A person or persons who files a sworn statement, pursuant to Sec. 2-69(c)(1), against an official, employee, or consultant containing allegations of prohibited activities under the Code.

*Consultant* is any independent contractor or professional person or firm that is by virtue of an award of a public bid or contract as defined in Glastonbury Code of Ordinances sections 2-262 and 2-263, 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.

*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.

*Family* means the spouse, domestic partner, fiancé, fiancée, parents, grandparents, great-grandparents, lineal descendants, stepchildren, siblings, lineal descendants of siblings and stepsiblings of an official, employee, or consultant, or of his/her spouse or domestic partner.

*Inquiry* means a complaint or allegation of a possible violation of the Code.

*Official* is any person holding elective or appointive office in the government of the town and shall include, but not be limited to, the town council, board of education, board of finance, town plan & zoning commission, town attorney, or any other agency.

*Respondent*: A person who is the subject of an inquiry or complaint.

*Significant financial interest* means any interest that: (1) 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; and (2) is not common to the other citizens of the town. An individual's "significant 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.

*Valuable gift* is a gift of more than fifty dollars (\$50.00) in value. A valuable gift includes, but is not limited to, entertainment, food, beverage, travel, and lodging to the extent that the gift value exceeds fifty dollars (\$50.00) for any one (1) occasion, and one hundred dollars (\$100.00) total in any one (1) year from the same person, as well as loans that are not commercially reasonable. A valuable gift may also include donations to a third party on behalf of an official, employee, or consultant for which s/he receives some favor or advantage or consideration.

Valuable 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) Honorary degrees.
- (6) A meal, ticket, beverages, and lodging costing less than or equal to fifty dollars (\$50.00), but only if the total of all such gifts from a particular person does not exceed one hundred dollars (\$100.00) in any one (1) year.

Sec. 2-58. - Ethics Commission.

(a) Structure.

- (1) The Ethics Commission shall consist of five (5) regular members and two (2) alternate members.
- (2) No more than two (2) of the regular members may be affiliated with any one political party and the alternate members may not both be affiliated with the same political party. At all times, at least one regular member and one alternate member shall be unaffiliated with any political party.
- (3) Members will not be compensated for their service on the Commission.
- (4) The Commission shall elect a chair and vice chair/secretary who shall serve for two-year terms.

(b) Member and alternate member qualifications

- (1) Members and alternate members must be residents of the Town of Glastonbury.
- (2) 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 Commission.
  - c. Hold or seek any Town office.
  - d. Have campaigned for any other person seeking a Town office.
  - e. Have held any Town or State office for a period of two years prior to being appointed to the Commission.
  - f. Serve as a member of another agency.
  - g. Hold office in a political party or political committee.
  - h. Have been found in violation of any State, local, or professional code of ethics.

- (c) Method of Appointment: The Town Council shall appoint Commission members in the manner provided in the Town Charter. Members of the Ethics Commission shall be appointed by a minimum of seven (7) affirmative votes of the Town Council.

(d) Terms of appointment.

- (1) Members will be appointed for four (4) -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.

(e) Powers and duties.

- (1) The Commission has the power to render advisory opinions to any official, employee, or consultant on whether conduct by that person would constitute a violation of the Code. Individuals seeking an advisory opinion should follow the procedures outlined in Section 2-69(b) of the Code.



- (2) The Commission has the power to examine inquiries or complaints and to make a determination of probable cause, pursuant to the procedures outlined in Sections 2-69(c) and 2-69(d) of the Code.
- (3) The Commission itself, by majority vote, may initiate an inquiry or complaint.
- (4) The Commission has the power to hold hearings concerning alleged violations of the Code, may administer oaths, and may compel the attendance of witnesses by subpoena to the extent permitted by law.
- (5) The Commission has the power to review Code policies and procedures on an as-needed basis and will make recommendations to the Town Council regarding changes to the Code policies and procedures.
- (6) The Commission will make advisory opinions available to the public unless doing so would violate the confidentiality provision of this Code, Section 2-60, or is otherwise prohibited by law.
- (7) The 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 2-60.
- (8) The Commission may take action to increase public awareness of the Code.

Sec. 2-59. - Consultants.

The Code shall be incorporated by reference into all contracts entered into by the Town and Board of Education with a consultant.

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, and the Commission may make recommendations to the entity employing such persons.

Sec. 2-60. - Confidential information.

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.

Sec. 2-61. - Use of influence and/or intentional misrepresentation

- (a) No official, employee, or consultant may seek, demand, or obtain a significant financial interest or a beneficial interest in his/her favor or the favor of any member of his/her family or business associate.
- (b) No official, employee, or consultant may use her or his public office or position or disclose or use confidential information, in order to obtain a significant financial or beneficial interest for herself, himself, or for her or his immediate family, or for any business associate.
- (c) No official, employee, or consultant, except for police officers in the course of the police investigative process, may intentionally commit or omit any material fact designed to deceive others in the performance of his or her official duties.

- (d) No 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.

Sec. 2-62. - Gifts and favors.

(a) No 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 valuable 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 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 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, 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.

Sec. 2-63. - Equal treatment.

Without proper authorization, no 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 virtue of his/her position or business association.

Sec. 2-64. - Conflict of interest.

An 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 that is incompatible with the proper discharge of that individual's official responsibilities in the public interest or would tend to impair his/her independent judgment or action in the performance of official responsibilities.

A significant 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 official, employee or consultant has reason to believe or expect that he/she will obtain, secure or advance such interest by reason of his/her actions in performance or nonperformance of his/her official responsibilities.

An official, employee or consultant does not have a significant 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 as a member of a profession, occupation, or group to no greater extent than 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).

Sec. 2-65. - Disclosure and disqualification.

(a) Any official, employee or consultant who has a conflict of interest, significant 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 2-65(c)(1) through (6). Such disclosure shall disqualify the official, employee or consultant from participation in the matter, transaction, or decision.

(b) No 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 a significant financial interest or beneficial interest without first disclosing such interest to the agency, which shall record such disclosure in the record of the agency's proceeding.

(c) If there is an uncertainty whether an official, employee or consultant has a conflict of interest, significant 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 an official who is a member of an elective or appointive board, commission, committee, or authority to the particular agency of which such official is a member.

(2) For town employees and officials appointed by the town manager to town manager.

(3) For board of education employees to the superintendent of schools.

(4) The town manager to town council.

(5) The superintendent of schools to the board of education.

(6) For a consultant to the agent executing contract on behalf of the town or board of education.

(d) The appropriate authority to which the disclosure is made shall make an appropriate record of such disclosure and shall recommend to the official, employee or consultant making the report whether such official, employee or consultant should abstain from participating in the transaction or decision to which the possible conflict of interest relates and whatever other appropriate action should be taken.

(e) Any such questions concerning a possible conflict of interest may be referred to the Commission for an advisory opinion.

Sec. 2-66. - Incompatible employment and activities.

(a) No official or employee shall engage in or accept private employment or render services when the employment or services: (1) are incompatible with the proper discharge of the official duties of the official or employee; or (2) would tend to impair independence of judgment or action by the official or employee in the performance of that individual's official duty. No consultant shall

engage in employment or render services for interests other than the town when such employment or services: (1) are incompatible with the proper discharge of his/her consulting duties on behalf of the town; or (2) would tend to impair the independence of the consultant's judgment or action on the matter for which the consultant has been engaged by the town.

(b) No former official, employee or consultant shall appear on behalf of any person or other entity before any agency with which he/she previously was employed or affiliated for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable prior advisory opinion by the Ethics Commission following its review of the individual's written application and relevant facts.

(c) No former official, employee or consultant shall appear on behalf of any person or other entity before any agency in regard to a matter in which that individual previously participated in the course of his/her official responsibilities for a period of one (1) year after the termination of his/her public service or employment; provided, however, that such an individual may be permitted to make such an appearance upon receipt of a favorable advisory opinion by the Ethics Commission.

(d) Subsections (a), (b) and (c) of this section shall not prohibit any current or former official, employee or consultant from appearing before any agency on his/her own behalf. To avoid an actual or perceived conflict, officials are strongly discouraged from appearing before the agency on which they are a member or officer, absent extenuating circumstances, unless s/he has received a prior favorable advisory opinion by the Ethics Commission prior to appearing.

(e) 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 wetlands and watercourses boards or commissions.

(f) 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, an official, not otherwise restrained by the Code, shall exercise care when appearing before other agencies and shall disclose whether s/he is appearing in his/her official capacity or as a private citizen.

#### Sec. 2-67. - Penalty for violation.

A failure to comply with the Code shall be considered grounds for censure, reprimand, suspension, demotion, removal, or dismissal of 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.

#### Sec. 2-68. - Acknowledgment form.

(a) The Town Clerk shall provide a copy of the Code and Town Charter Section 1101 to every official consultant within sixty (60) days of date that s/he begins his/her official duties. Every

town official shall sign and file with the Town Clerk an acknowledgment form indicating his/her awareness of the provisions of this Code and of Section 1101 of the Town Charter.

(b)Each consultant shall sign and file with the Town Clerk an acknowledgment form indicating his/her awareness of the provisions of this Code, and Section 1101 of the Town Charter on or before being retained by the town, board of education, or other agency.

(c)The town manager and superintendent of schools shall develop a protocol for periodic training of employees concerning this division and Town Charter Section 1101. 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).

Sec. 2-69. - Ethics Commission rules of procedure.

(a)These procedures shall be used by the Ethics Commission established in section 2-58 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), inquiries, describes a process for resolving questions about specific conduct of a current town officer, official, employee or consultant, or about a town office or function. Subsection (d), complaints, describes a formal, public procedure for considering matters that cannot be resolved through the processes outlined in subsection (c) for inquiries. Subsection (e), other communications; miscellaneous, describes the process to be followed by anyone wishing to bring something to the attention of the Commission, without requesting an advisory opinion or filing an inquiry.

(b)Advisory opinions

(1)Initiation.

a.Any current, former or prospective Town of Glastonbury employee, official, or consultant may request an advisory opinion from the Commission as to whether conduct by that person or entity would violate the Code. Any current town official also may request an advisory opinion concerning the activities of any department over which he or she has jurisdiction or board or Commission on which he or she serves.

b.Individuals initiating a request for an advisory opinion must do so by completing a form available through the Glastonbury Town Clerk's Office or through the town's web site [www.glastonbury-ct.gov](http://www.glastonbury-ct.gov). 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 Commission can reasonably be expected to understand the nature of the request. The individual making the request must sign it.

c. Requests must be addressed in a sealed envelope to the Commission, c/o the Glastonbury Town Clerk, 2155 Main Street, Town Hall, Glastonbury, Connecticut, who will date stamp, but not open, the envelope and forward same promptly to the chair or vice chair of the Commission. On the day said request is received by the Town Clerk, the Town Clerk or his or her representative shall notify the chair or vice chair of the Commission, or both, of same.

d. The date the request is received by the Town Clerk will mark the official date of receipt for purposes of deadlines for decisions.

## (2) Proceedings.

a. The chair will present the request to the Commission at its next regular meeting for which no agenda has been filed yet with the town clerk or at a special meeting called by the Commission chair or vice chair.

b. The Commission will meet 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 Commission, (3) hold an informal hearing to receive comments from the individual who requested the advisory opinion and/or from the public, (4) investigate the relevant facts and issues in order to render the advisory opinion, and/or (5) treat the matter as an inquiry under subsection (c) hereof.

## (3) Decisions.

a. Advisory opinions will be made by a majority of Commission members voting at a meeting at which a quorum is present.

b. The 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 Commission may extend the time for decision for up to an additional thirty (30) days.

c. All advisory opinions must be in writing and communicated to the individual making the request.

d. The Commission may decline to render an advisory opinion if (1) the subject matter is not covered by the Code, (2) the known facts are incomplete or incorrect and the omissions or misstatements are material to the advisory opinion requested, or (3) other reasonable grounds exist for not taking action. If the Commission decides to so act, it shall state its reasons.

## (4) Confidentiality.

a. Requests for advisory opinions will be reviewed in open session unless, upon review by the Commission chair or vice chair, it is determined that the matter

would be more appropriately treated as an inquiry under subsection (c) hereof and pursuant to G.S. § 1-82a.

b. Requests for advisory opinions that are treated as inquiries under subsection (c) hereof will be reviewed in closed session, except upon the request of the person who is the subject of the inquiry.

c. Advisory opinions for matters not treated as inquiries under subsection (c) hereof will be made available for public inspection by delivery to the town clerk's office.

(c) Inquiries:

(1) Initiation.

a. Any member of the public may submit an inquiry asking whether a current official, consultant or employee has failed to comply with the Code or asking about the appropriateness of conduct of a particular Town office, agency, or consultant.

b. The Commission may itself initiate an inquiry regarding a possible violation of the Code.

c. Individuals initiating an inquiry must do so by completing a form, available through the Glastonbury Town Clerk's office or through the town's web site at [www.glastonbury-ct.gov](http://www.glastonbury-ct.gov). The initiating individual must sign the form under penalty of false statement. The form must contain a description of the relevant facts in sufficient detail so that the Commission and any person who is the subject of the inquiry can reasonably be expected to understand the nature of the allegations.

d. Inquiries must be addressed in a sealed envelope to the Commission, c/o the Glastonbury Town Clerk, 2155 Main Street, Town Hall, Glastonbury, Connecticut, who will date stamp, but not open, the envelope and forward same promptly to the chair or vice chair of the Commission.

e. The date an inquiry is received by the Town Clerk will mark the official date of receipt for purposes of deadlines for decisions.

(2) Preliminary review.

a. The chair or vice chair of the Commission will conduct a preliminary review of all inquiries to determine whether the matter should be dismissed or reviewed by the entire Commission.

b. The chair or vice chair may dismiss a matter on any of these grounds:

- i. The complainant does not allege a violation of, or does not give enough information to suggest a violation of, Sec. 2-60 through 2-66 of the Code.
  - ii. The person who is the subject of the inquiry is a minor.
  - iii. The person who is the subject of the inquiry is no longer an official, employee, or consultant of the town.
  - iv. The matter occurred more than three (3) years earlier or before the enactment of the Code by the Town of Glastonbury.
  - v. The Commission has already taken action on the matter.
- c. If a matter is dismissed by the chair or vice chair after a preliminary review, the chair or vice chair will notify the complainant within five (5) business days, by regular mail, of the reasons for the dismissal.
  - d. If a matter is dismissed by the chair or vice chair after a preliminary review, no further action by the Commission, including notice to the respondent(s), is necessary.
  - e. Complainants may appeal a dismissal by the chair or vice chair by filing with the Town Clerk a new inquiry form that contains additional evidence that would warrant review by the entire Commission.

### (3) Notice.

- a. Within five (5) business days of the Town Clerk's receipt of the inquiry or initiation of an independent inquiry, the chair or vice chair will notify the respondent(s) by regular mail and will provide the person with a copy of the completed form and the Code. The Commission will confirm by regular mail to the person who initiates an inquiry that it was received by the Commission.
- b. In the event that an inquiry contains allegations against multiple respondents, the chair or vice chair must notify each respondent individually. Respondents are subject to the confidentiality provisions of Sec. 2-60 and Sec. 2-69(c)(7) of the Code.
- c. Respondents may file a written response with the chair of the Commission within ten (10) business days after receiving the notice. In response to allegations against multiple respondents, respondents may respond individually or collectively.

### (4) Proceedings.

- a. Unless the inquiry previously was dismissed by action of the chair or vice chair pursuant to Section 2-69(c)(2) above, the chair will present the inquiry and any response received from the subject to the Commission at its next regular meeting



or in a special meeting held after receipt of the inquiry, the mailing of notice to the subject, and the passage of at least ten (10) additional business days.

b. The Commission will meet one (1) or more times in closed session from which the public is excluded to review the inquiry and to determine whether or not there exists probable cause that the Code has been violated. In those sessions, 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 Commission, (3) proceed to investigate the relevant facts and issues in order to render a decision, (4) decline to review the matter further, pursuant to subsection (c)(5) hereof, (5) endeavor to resolve the matter by convening a confidential meeting that includes the individual who is the subject of the inquiry and others relevant to the issue, (6) make a finding of probable cause and treat the matter as a complaint under subsection (d) hereof, and/or (7) make a finding of no probable cause. If the Commission proceeds under steps (1), (2), (3), or (5) above, it will establish a schedule of meetings for consideration of the inquiry, subject to the provisions of subsection (c)(4)(a) hereof.

c. A finding of probable cause means that based on a review of the available information the Commission determines that reasonable grounds exist to believe that the respondent engaged in prohibited conduct outlined in Sec. 2-60 through 2-66 of the Code.

(5) The Commission may decline to continue to review a matter on any of these grounds:

a. The alleged facts do not evidence the existence of probable cause of a violation of Sec. 2-60 through 2-66 of the Code.

b. The matter is judged to be vexatious, frivolous, groundless, or brought for the purpose of harassment. A vexatious matter is one that lacks any serious purpose or value or that is designed to cause disruption or annoyance.

c. The person who is the subject of the matter has already taken corrective action and the Commission believes the action taken was appropriate in the circumstances and the matter should not be pursued.

d. There are other reasonable grounds for not taking action.

(6) Decisions.

a. As expeditiously as possible but in any event within one hundred twenty (120) days after the meeting at which the Town Clerk received the inquiry form, the Commission will decide that (1) the inquiry requires no further action because it was resolved or did not require further review under subsection (c)(5) hereof, or (2) probable cause exists that a violation of the Code occurred, in which case the inquiry will be treated as a complaint under subsection (d) hereof. The Commission may extend the time for decision if circumstances justify a delay.

b.No finding of the existence of probable cause may be made except upon the vote of at least four (4) members of the Commission.

c.Within five (5) business days after making a decision under this subsection (c), the Commission will inform in writing both complainants and respondents of its decision and its reasons for the decision. It shall be sufficient that the Commission cite as a reason for its decision any of the reasons enumerated in section 2-69(c)(5), above.

*(7)Confidentiality.*

a. If the Commission does not make a finding of probable cause, then the inquiry and the record of the Commission's investigation shall remain confidential, except upon the request of the respondent. If the inquiry alleged violations by multiple respondents, then the request to release information must be made by all respondents.

b. The Commission may publish decisions in whole or in part if it decides that publication would serve the public interest and publication can be made in such a way as to protect the personal identity and privacy of persons who were the subject of any evaluation of a possible violation of the Code.

*(d)Complaints:*

*(1)Initiation.*

a.After conducting an investigation of any inquiry under subsection (c) hereof, if the Commission finds probable cause exists, then it will make public by providing to the Town Clerk its findings and its record of the investigation not later than five (5) business days after its decision, except it may postpone public release of the record for up to fourteen (14) days for the purpose of resolving the matter with the person who is the subject of the inquiry. If no resolution is reached, the Commission will proceed in the manner described in this subsection (d).

b.The findings and record of the investigation shall include: (1) the inquiry; (2) evidence received or considered; (3) a reference to the particular section of the Code involved; and (4) a short and plain statement of the Commission's reason for finding probable cause.

c.Any member of the public who desires to file a complaint against a current officer, official, consultant or employee for allegedly violating the Code must first pursue the matter as an inquiry under subsection (c) hereof.

*(2)Public hearings.*

If the Commission decides, after its investigation under subsection (c) hereof, that probable cause of a violation of the Code exists, it will conduct a public hearing to determine whether or not a violation occurred. At the hearing, the person who is the subject of the hearing 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. Not later than ten (10) days before the start of the hearing, the Commission will provide the person with a list of its intended witnesses. The Commission will make a record of the proceedings.

*(3) Powers and conduct of hearings.*

a. For the hearing, the Commission will have the power to administer oaths, question witnesses, consider oral and documentary evidence, subpoena witnesses under procedural rules adopted by the Commission as regulations in accordance with the provisions of G.S. Chapter 54 (Uniform Administrative Procedure Act) to compel attendance before the Commission, and require the production for examination by the Commission of any books and papers which it deems relevant in any matter under investigation or in question.

b. The Commission may require witnesses to testify under oath administered by the presiding officer or any other duly qualified person. The hearings shall be recorded and/or transcribed.

c. Hearings are not governed by the legal rules of evidence and any information relevant to the matter may be considered. The Commission will respect the rules of privilege recognized by the law. When a hearing will be expedited and the interests of the parties will not be prejudiced substantially, any part of the evidence may be received in written form. Documentary evidence may be received in the form of copies or excerpts, if the original is not readily available, and, upon request, parties and the Commission will be given an opportunity to compare the copy with the original.

*(4) Decisions.*

a. Decisions by the Commission that a person is in violation of the Code must result from the concurring vote of four (4) of its members.

b. The Commission must render its decision within sixty (60) days of the closing of the hearing.

c. Such finding and memorandum will be deemed to be the final decision of the Commission for the purposes of G.S. Chapter 54. The person who was the subject of the hearing may appeal to the superior court in accordance with the provisions of G.S. § 4-183.

d. If the Commission finds that the Code was violated, it will provide the party who was the subject of the hearing and the Glastonbury Town Council with a copy of its findings and memorandum within ten (10) days after its decision. It will also advise the party of the right of appeal under G.S. § 4-183. At the same time, it will provide a copy of its findings and memorandum to the Glastonbury Town Manager, if such party is an employee, consultant or official appointed or under the jurisdiction of the town manager,

or the superintendent of schools and the board of education of the Town of Glastonbury if such person is an employee, consultant or official appointed or under the jurisdiction of the superintendent or such board.

e. Other communications; miscellaneous:

The 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 Commission, c/o the Glastonbury Town Clerk, 2155 Main Street, Town Hall, Glastonbury, Connecticut, who will date stamp, but not open, the envelope and forward same promptly to the chair or vice chair of the Commission. On the day said communication is received by the Town Clerk, the Town Clerk or his or her representative shall notify the chair or vice chair of the 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 Commission.

Sec. 2-70. - Reserved.

## Roxanne Maher

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**From:** Roxanne Maher  
**Sent:** Wednesday, October 22, 2025 10:54 AM  
**To:** Town Council Group  
**Cc:** Roxanne Maher  
**Subject:** FW: Request for Legal Opinion – October 8, 2025 Town Council Vote on Ethics Ordinance

Tracking:	Recipient	Read
	Town Council Group	
	Roxanne Maher	
	Jessica Buhle	Read: 10/22/2025 10:59 AM
	Adrienne L. Parad	Read: 10/22/2025 11:01 AM
	Timothy Ryan	Read: 10/22/2025 11:44 AM
	Carmen Garcia Irizarry	Read: 10/22/2025 4:52 PM

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**From:** Fred Allyn, III <mayor@ledyardct.org>  
**Sent:** Wednesday, October 22, 2025 10:40 AM  
**To:** Roxanne Maher <council@ledyardct.org>  
**Subject:** FW: Request for Legal Opinion – October 8, 2025 Town Council Vote on Ethics Ordinance

Roxanne,

I don't know if Chairman St. Vil provided the legal opinion from the Town Attorney or not, so I've included it below. This opinion was rendered based on a written request from Chairman St. Vil on October 20, 2025. Given the content (a legal opinion on a pending matter), I thought it appropriate to provide to the Councilors as a whole.

Best,

Fred B. Allyn III



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

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

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**From:** Fred Allyn, III  
**Sent:** Tuesday, October 21, 2025 12:12 PM  
**To:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>  
**Subject:** RE: Request for Legal Opinion – October 8, 2025 Town Council Vote on Ethics Ordinance

Thank you Matt,

Fred

*Fred B. Allyn III*



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

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

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**From:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>  
**Sent:** Tuesday, October 21, 2025 8:12 AM  
**To:** Fred Allyn, III <[mayer@ledyardct.org](mailto:mayer@ledyardct.org)>  
**Subject:** FW: Request for Legal Opinion – October 8, 2025 Town Council Vote on Ethics Ordinance



**Matthew D. Ritter**  
Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

Tel: (860) 251-5092  
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[Shipman & Goodwin LLP is a 2022 Mansfield Certified Plus Firm](#)

Disclaimer: Privileged and confidential. If received in error, please notify me by e-mail and delete the message.

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**From:** Ritter, Matthew D.  
**Sent:** Tuesday, October 21, 2025 7:24 AM  
**To:** Gary St. Vil <[GSVil@ledyardct.org](mailto:GSVil@ledyardct.org)>  
**Subject:** RE: Request for Legal Opinion – October 8, 2025 Town Council Vote on Ethics Ordinance

Gary – The Freedom of Information Commission has consistently held that a meeting agenda “must fairly apprise the public of the action proposed” and “of the matters to be taken up at the meeting in order to [permit the public] to properly prepare and be present to express their views.” See Zoning Board of Appeals of the Town of Plainfield v. Freedom of Information Commission (Docket No. CV 99-047917-S, 2000 WL 765186 (superior court, judicial district of New Britain, May 3, 2000)).

On October 8, 2025, the agenda item on the Town Council agenda was as follows:

“Discussion and possible action to review and consider text amendments to the proposed “An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission” in preparation to present at a Public Hearing.”

A plain reading of the agenda item indicates that the Town Council planned to discuss and possibly take action on “text amendments” to the ordinance and that these text amendments were to be made “in preparation to present at a Public Hearing.” That language indicates that the Town Council was planning on having an additional public hearing after the text amendments were adopted. It calls into question whether the public was fairly apprised of the action taken that night to adopt the ordinance in full.

Section 1-225(c) of the General Statutes does authorize a legislative body to add items to a regular meeting agenda “ [u]pon the affirmative vote of two-thirds of the members of a public agency present and voting.” However, the minutes do not indicate that a motion was made to add an item to the agenda to formally adopt the ordinance. In addition, the final vote was 5-3-1 so the 2/3 vote threshold was not met even if the minutes are incomplete and do not properly reflect a motion to add an item to the agenda.

It is also worth noting that the motion in the meeting minutes (See Page 14 of 25) does not mirror the agenda item. The motion that was made and seconded is to “adopt a proposed ‘An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission as presented in the draft dated September 10, 2025.” The motion is then amended it appears to change the date from September 10, 2025 to October 8, 2025. The motion differs from the agenda item in that it adopts the ordinance as opposed to text amendments and there is no mention of the language “in preparation to present at a Public Hearing.” The motion also changes the date of the draft under review which provides further concern that the public was not properly informed of the action to be taken at the meeting.

Based upon my review above, I believe that Section 1-225(c) was violated and the Town Council should consider that the Freedom of Information Commission (“FOIC”), if a complaint were filed, may hold that the October 8, 2025 action is null and void.

The FOIC has an ombudsman who is very helpful in advising municipalities in situations like this. With the Town Council’s permission, I can reach out to the ombudsman and get his feedback.

Thanks, Matt



Matthew D. Ritter  
Shipman & Goodwin LLP

Tel: (860) 251-5092  
Fax: (860) 251-5212

[Shipman & Goodwin LLP is a 2022 Mansfield Certified Plus Firm](#)

Disclaimer: Privileged and confidential. If received in error, please notify me by e-mail and delete the message.

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**From:** Gary St. Vil <[GSVil@ledyardct.org](mailto:GSVil@ledyardct.org)>  
**Sent:** Monday, October 20, 2025 11:05 PM  
**To:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>  
**Subject:** Request for Legal Opinion – October 8, 2025 Town Council Vote on Ethics Ordinance

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Dear Attorney Ritter,

I am requesting your formal legal opinion regarding the procedure followed by the Town Council during its October 8, 2025 meeting when it voted on the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission.*”

Please review whether the Council’s actions that evening were consistent with the requirements of **Connecticut General Statute** (including § 1-225(c), which governs agenda posting and amendments) as well as any applicable provisions of the **Ledyard Town Charter** and the **Town Council’s Rules of Procedure**. Specifically, your opinion should address:

1. Whether the October 8, 2025 Town Council agenda and subsequent vote to adopt the ordinance complied with the statutory and charter requirements for agenda content and posting.
2. Whether the procedure used to introduce and act upon the motion was consistent with accepted statutory practice for municipal legislative bodies.

For your convenience, I am attaching:

- The October 8, 2025 Town Council Meeting Agenda (which was posted online on October 2, 2025)
- The Draft Minutes of that meeting (TC-MIN-2025-10-08.pdf)
- Town Council’s Rules of Procedure

Please provide your written opinion **no later than Tuesday, October 22, 2025, by 5:00 p.m.**, so it may be available for reference at that evening’s regular meeting.

Respectfully,  
**Gary A. St. Vil**  
Chairman, Ledyard Town Council

860-980-0656



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# TOWN OF LEDYARD CONNECTICUT

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

Chairman Gary St. Vil

## MEMORANDUM

DATE: October 16, 2025  
TO: Ledyard Town Council  
FROM: Roxanne M. Maher, Administrative Assistant *RM*  
To the Ledyard Town Council

Subject: *"Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission for the Town of Ledyard"*

In accordance with the Town Charter, I am transmitting *"Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission for the Town of Ledyard"* which the Mayor stated his disapproval in his letter dated October 16, 2025 listing his reasons for not approving the proposed Ordinance.

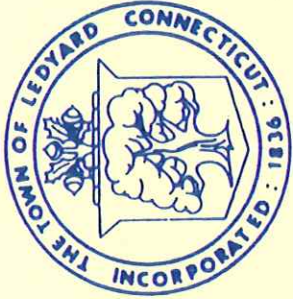
Chapter III, Section 12 of the Town Charter states the following:

*Every ordinance, except an emergency ordinance or an ordinance relating to the Town Council or its procedures, shall, before it becomes effective, be certified to the Mayor for his approval within seven (7) days of the final passage by the Town Council. The Mayor shall sign the proposed ordinance, if he approves it, whereupon, subject to the provisions of Section 5 of this Chapter, it shall become effective. If he disapproves a proposed ordinance, he shall, within five (5) days of its receipt by him, return it to the clerk of the Town Council with a statement of the reasons for his disapproval, which statement shall be transmitted by said clerk to the Town Council at its next meeting.*

*If the Town Council shall pass the proposed ordinance by an affirmative vote of at least six (6) members within fourteen (14) days after such ordinance has been returned with the Mayor's disapproval, it shall become effective without his approval subject to said Section 5. If the Mayor does not return the proposed ordinance within the time required, it shall become effective without his approval subject to said Section 5.*

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

Thank you.



# 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) 464-8455

October 16, 2025

Ledyard Town Council  
C/O Chairman Gary St. Vil  
741 Colonel Ledyard Hwy.  
Ledyard, CT 06339

**RE: Disapproval of Ordinance #100-021**

**Chairman St. Vil,**

I return to you the attached Ordinance #100-021 which is disapproved. Also attached are 2+ pages of comments from the Town Attorney, indicating issues with the document as well as 2 pages of comments from Parks and Rec Director Scott Johnson Jr. My concern is and continues to be a lack of a proper ordinance that reasonably addresses concerns raised in prior meetings, reduces liability exposure to the Town, does not adversely impact Parks and Rec programming for our residents and does not become a political weapon- as demonstrated in Montville and Waterford most recently. The Town Attorney has stated "he cannot defend this ordinance". Of grave concern is another attachment, which is Councilor Buhles reply email to me on Thursday, October 9th at 11:30AM. (You are provided both my email to her and her response to me). The one line response "I am working on it now and anticipate having it to you shortly" flies right in the face of governmental transparency as the Town Council voted on this ordinance the previous night (without the benefit of any Councilor having a copy of the ordinance they were voting on, other than Ms. Buhle). This email does not suggest, it says that she is **working on an ordinance that was passed the night before**. No ordinance should be edited in any way after approval- it should be exactly as was voted on the previous night. An ordinance that goes to Public Hearing is meant to be the final draft- it should not be amended post- Public Hearing. Lastly, I want to add further context to a memo you read at the October 8, 2025 meeting authored by Fred Allyn Jr, then Mayor. In said memo, it suggested the town create an ethics commission. What was omitted from the 10/8 meeting is that as part of the forensic audit- completed as a result of the embezzlement by a Town Employee, a decision was made to implement a Fraud Policy, require two sign-off's on checks of a certain dollar threshold, the

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tax refund policy and the vehicle use policy. Since that time nearly two decades ago, the implemented policies continue to protect the Town and taxpayers.

As I previously stated in my letter to the Town Council on 9/24/25:

- The Town Charter grants the Town Council the power to investigate.
- The Fraud Policy outlines no less than eight different situations that constitute fraud.
- The Employee Handbook covers Nepotism, Conflict of Interest, Outside Employment and the Vehicle Use Policy.

Lastly, *there is no budget for this new commission or its attorneys*. Please note, the Authority/Duty of the new commission, upon receipt of a complaint is "To consult with The Town Attorney or another attorney" and "To request that the Town Attorney provide advisory opinions". These consultations, investigations and advisory opinions cost money. The Town Attorney has suggested a minimum of \$20,000 for such a commission- though it can go markedly higher based on the allegations, if the result is appealed to Superior Court, etc. Also know, the Town is required to provide legal counsel to the accused. Our insurance carrier, CIRMA includes stated deductibles between \$1,000 and \$10,000 per occurrence.

In closing, please know I do fully support a proper "Code of Ethics" and updating to our Fraud Policy and Conflict of Interest statement, if warranted.

Thank you,



Fred B. Allyn III

Mayor

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, and Town employees be independent, impartial, and responsible to the people; that governmental decisions and policies be made in the proper channels of governmental structure; that public office and employment not be used for personal gain; and that the public has confidence in the integrity of its government.

Therefore, herewith is an established Code of Ethics for all Town officials and Town employees. The purpose of this code is to establish standards of ethical conduct for all such officials and employees, and for those who serve or conduct business with the Town of Ledyard, to assist those parties under the jurisdiction of the Ethics Commission by establishing guidelines for their conduct in order to maintain a tradition of responsible and effective public service; and to establish rules of procedure to be followed by the Ethics Commission in receiving adjudicating, and reporting on alleged violations of the Code of Ethics.

Section 3. Applicability

The Code of Ethics shall apply to all Town officials, including members of the Board of Education, and all Town and Board of Education employees.

Section 4. Definitions

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

1. “*Complainant*” means any person who signs a complaint under penalties of false statement alleging a violation of this Code.
2. “*Confidential Information*” means information acquired by a Town official or Town employee 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.
3. “*Financial Interest*” means:
  - a. Any interest that has a monetary value of more than one hundred dollars (\$100.00) in any calendar year and is not common to the other citizens of the Town;
  - b. Pecuniary or material benefit accruing to a Town official or Town employee, or immediate family of an official or employee of the Town as a result of a contract, transaction, zoning decision or other matter which is, or may be, the subject of an official act or action by or with the Town of Ledyard except for such contracts of transactions which by their terms and by the substance of their provisions confer the opportunity and right to realize the accrual of similar benefits to all persons and/or property similarly situated;

- c. Shall be deemed to exist if any Town official, Town employee, immediate family of a Town official or employee might, directly or indirectly, derive financial gain or suffer loss from any purchase, contract, transaction, zoning decision, or other matter involving any such Town office, board, commission, authority or committee, and shall also be deemed to exist if a business or professional enterprise in which the Town official or employee has any financial interest as owner, member, partner, officer, employee or stockholder or has any other form of participation which will be affected by the outcome of the matter under consideration.

4. "Gift" means anything of economic value in excess of one hundred dollars (\$100.00), including but not limited to entertainment, food, beverage, travel, and lodging. A gift does not include:

- a. A political contribution that is otherwise reported in accordance with the law.
- b. Services provided by persons volunteering their time.
- c. A commercially reasonable loan that is made on terms not more favorable than loans made in the ordinary course of business.
- d. A gift received from a member of a person's immediate family or fiancé.
- e. Goods or services which are provided to the municipality and facilitate government actions or functions.
- f. A certificate, plaque, or other ceremonial award.
- g. 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.
- h. Printed or recorded information germane to municipal action or functions. An honorary degree.
- i. Costs associated with attending a conference or business meeting and/or the registration or entrance fee to attend such conference or business meeting in which the Town official or Town employee participates in his or her official capacity.
- j. Any gift provided to a Town Official or Town Employee or to an immediate 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.

5. "Immediate family" means spouse, fiancé, child, parent, grandchild, brother, sister, grandparent, niece, nephew, daughter-in-law, son-in-law, mother-in-law, father-in-law, sister-in-law, brother-in-law, or anyone living in the same household.

6. "Respondent" means any person accused of violating this Code.

7. "Town Official" means any person holding elective or appointive office in the government of the Town, including members of the Board of Education.

8. "Town Employee" means any person receiving a salary, wages, or stipend from the Town or the Board of Education for services rendered, whether full-time or part-time, including outsourced administrative or executive professionals, including but not limited to consultants and the Town Attorney.

## Section 5. Conflict of Interest Provisions

- 1. A Town official, Town employee, or any member of his or her immediate family shall not engage in or participate in any business or transaction, nor have an interest, direct or indirect, which is incompatible with the proper discharge of that person or persons' independent judgement or action in the performance of that person or persons' official duties.

2. A Town official or any member of his or her immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment or contractual services furnished to or used by the board, agency or commission of which that person is an elected or appointed member.
3. A Town employee or any member of his or her immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment, or contractual services that is within the purview of such Town employee, unless the contract or purchase order is awarded through the traditional bid or quote process and conflict is disclosed.
4. The Mayor of the Town of Ledyard and members of the Town Council of the Town of Ledyard, members of the Board of Education of the Town of Ledyard, and any members of their immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment, or contractual services furnished to or used by the Town of Ledyard. This provision does not apply to Town employees or Board of Education employees providing recreational including but not limited to classes, coaching, or camp counseling through Ledyard Parks and Recreation or Ledyard Board of Education.
5. A Town official or employee shall refrain from voting upon or otherwise participating in any matter on behalf of the municipality if he or she, a member of his or her immediate family, or a business with which the person is associated has a financial or personal interest in the transaction or contract, including but not limited to the sale of real state, material, supplies, or services to the municipality. If such participation is within the scope of the Town official's or Town employee's responsibility, he or she shall be required to provide written disclosure, that sets forth in detail the nature and extent of such interest.
6. A Town official or Town employee shall not accept or receive, directly or indirectly, from any person or business to which any contract or purchase order may be awarded by the Town of Ledyard or any of its boards, agencies, or commissions any money, rebate, or gifts, or any promise, obligation, or contract for future reward or compensation.
7. No Town officials or employees shall accept a gift or engage in private employment or render services when the gift, employment, or services are incompatible with the proper discharge of the official duties of the Town official or Town employee, or could tend to impair independence of judgement or action by the Town official or Town employee, in the performance of his or her official duties. If a prohibited gift is offered to a Town official or a Town employee, he or she shall refuse it, return it, or pay the donor the market value of the gift.
8. To avoid even the appearance of impropriety or creation of a situation that would be contrary to the declared policy and purpose of this Code, a Town official or a Town employee, not otherwise restrained by the Code, shall exercise care when appearing before other Agencies and shall disclose whether he or she is appearing in his or her official capacity or as a private citizen.
9. A Town official or employee who have a financial or personal interest in any transactions or contract with the Town, including but not limited to the sale of real estate, materials, supplies, or services to the Town, on which that person or persons may be called upon to act in that persons official capacity shall not vote or otherwise participate in the transaction on behalf of the Town. The Town official or employee shall declare on the record that he or she has or have a conflict of interest.
10. No Town official or Town employee shall solicit or accept a gift from any person or business entity which is interested directly or indirectly in any business transaction or pending matter that is within the purview of such Town official or Town employee.
11. Town officials and Town employees shall not use Town owned vehicles, equipment, facilities, materials, or property for personal convenience or profit.
12. No Town official or Town employee shall disclose or use confidential information acquired in the course of and by reason of his or her official duties for personal or financial gain or for the personal or financial gain of a member of his or her immediate family.

13. No Town official or Town employee may directly hire or supervise a member of his or her immediate family or participate in influencing the appointment or hiring of his or her immediate family.
14. No former Town official shall represent anyone before any Town agency, board, commission, council, or committee in which he or she was formerly an elected or appointed member for a period of one (1) year following the end of such former member's service on such agency, board, commission, council, or committee.
15. No former Town employee shall represent anyone before any Town agency or department for which he or she was formerly employed for a period of one (1) year following the end of such former employee's employment with the Town.

#### Section 6. Disclosure of Interests Required

1. Any Town official or Town employee who has a private financial interest in any action, legislative or otherwise, by any Town agency and who is a member of, participates in discussion with or give an official opinion to such Town agency shall disclose on the written records of such agency the true nature and extent of such interest. This section shall not apply to:
  - a. Contracts awarded to the lowest responsible bidder after public advertisement.
  - b. Unpaid appointed officials during a declared state of emergency.
  - c. Matters requiring disclosure to or approval by a court.
  - d. The Town Attorney, Town Engineer, or similar Official, who is participating in or offering an opinion on behalf of said agency, and whose financial interest is merely in being paid for such services.
2. All Town Councilors, Board of Education members, and the Mayor shall, on or before January 1<sup>st</sup> 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:
  - a. All real estate located within the Town of Ledyard owned by such elected official or held under a lease for a term exceeding five years, excluding, however, his or her principal residence. The foregoing shall also apply to real estate 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 5% of the legal or equitable interest in said corporation, trust, or partnership.
  - b. 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) per annum to the Town of Ledyard during the two years immediately preceding such official's election to office.
  - c. Any income, fees, salary, or wages directly or indirectly, received by such official from the Town of Ledyard or its political subdivisions during the two years immediate preceding such official's election to public office.

#### Section 7. Establishment of an Ethics Commission

##### 1. Membership

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.

- a. No more than two (2) Regular Members may be affiliated with any one political party. Both Alternate Members may not be affiliated with the same political party. At least one Regular Member shall be registered as an unaffiliated.



- b. No regular member or alternate member of the Ethics Commission shall:
  - i. Be a Town official or Town employee of the Town of Ledyard or be a member of the immediate family of any Town official;
  - ii. Have held any elected Town or State office for a period of one (1) year prior to being appointed to the Ethics Commission.
  - iii. Be a member of a Town committee or commission.
  - iv. Serve as a member of another Town agency, board, commission, council, or committee.
  - v. Have been employed by the Town for a period of one (1) year prior to being appointed to the Ethics Commission.
  - vi. Have any financial interest in matters before the Town or the Board of Education unless disclosed to the Ethics Commission.
  - vii. Have been found in violation of any federal, state, municipal, or professional Code of Ethics.

## 2. Terms of Appointment

- a. Members shall be appointed by the Town Council for a term of three (3) years and shall serve until their successor has qualified or is removed by the Town Council.
- b. 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.
- c. Inaugural members shall be eligible to serve two (2) additional three (3) year term beyond his or her initial appointment.
- d. Any vacancy on the Ethics Commission, other than by expiration of term, shall be filled for the unexpired portion of the term by the Town Council.
- e. 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 or her duties.
- f. 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.

## 3. Authority/Duties

The Town of Ledyard Ethics Commission shall be authorized to perform the following:

- a. To consult with the Town Attorney or another attorney hired by the Ethics Commission if so authorized by the Town Council.
- b. To request that the Town Attorney provide advisory opinions.

## 4. Filing of Complaints

A complaint alleging any violation of the Code of Ethics shall be made on a form prescribed by the Ethics Commission and signed under penalty of false statement. The form shall be delivered to the Town Clerk who shall transmit a copy of the complaint to the Chairperson of the Ethics Commission 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:

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

In the application of this Code of Ethics, care will be given to distinguish between concerns of management of Town employees and violations of the public trust. The daily management of employee performance is the responsibility of the Mayor or School Superintendent in the case of the employees of Ledyard Public Schools. Personnel policies should be the first guide in those areas where applicable. Similarly, the routine activities of the Commission should be governed by its rules and regulations.

#### 5. Evaluation and Acknowledgement

- 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 four (4) affirmative votes, it shall so advise both the complainant and the respondent within ten (10) business days of its finding and begin a formal investigation process.

#### 6. Hearings

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.

#### 7. Final Decisions

- a. 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.
- b. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.

c. Such finding and memorandum will be deemed to be final decision of the commission for the purposes of the UAPA. The respondent may appeal to the superior court in accordance with the provision of Section 4-183 of the Connecticut General Statutes.

d. 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 or her right to appeal the decision pursuant to Section 4-183 of the Connecticut General Statutes.

## 8. Penalties for Violations of the Code of Ethics

A 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;
- f. Termination of employment;
- g. Restitution of any pecuniary benefits received because of the violation committed;

## Section 8. Severability

If any part of this Code 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: October 8, 2025

Signed/Certified on: 10.14.2025


Approve/Disapprove on: 10/16/25


Published on:

Effective Date:

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History: Based on the public's interest to establish standards of ethical conduct for all town officials and town employees and for those who serve or conduct business with the Town of Ledyard. This Code of Ethics and Ethics Commission was developed to establish guidelines for the conduct of those in public service; and to establish a procedure to be followed by the Ethics Commission in receiving, adjudicating, and reporting on alleged violations of the Code of Ethics.

  
Gary St. Vil, Chairman

  
Fred B. Allyn, III, Mayor

Patricia A. Riley, Town Clerk



**Fred Allyn, III**

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**From:** Ritter, Matthew D. <MRitter@goodwin.com>  
**Sent:** Wednesday, October 15, 2025 1:33 PM  
**To:** Fred Allyn, III; Kristen Chapman  
**Subject:** Comments to Ordinance

Mayor – I hope you can kindly share my comments with the Town Council. I would note that some of my previously suggested edits have been made.

However, I did flag many of the same sections discussed below in my prior draft and I did not review any subsequent drafts after my initial review. In addition, this ordinance appears to be a blend of several other municipal ordinances. In some cases, as I will note below, there are capitalized terms or key terms that are not defined or the ordinance contains redundant sections. I would suggest the Town start over with an ordinance from a single Town and add in provisions to that ordinance. I believe that will lead to a more streamlined review process and avoid inconsistencies within the ordinance.

Comments Below:

1. Definition of a “Financial Interest” – in the new subsection (b) it says “pecuniary or material benefit.” A pecuniary benefit is defined in subsection (a) above as anything worth more than \$100. I would add a definition to clarify what a “material benefit” is for a Town official or Town employee.
2. I would recommend merging subsections (b) and (c) under the new definition of financial interest because there is little difference between the two definitions. Both provisions are aimed at preventing a Town official or employee from obtaining a financial gain or loss due to official Town action.

However, subsection (c) does not have the same carve out that appears in subsection (b) – “except for such contracts or transactions which by their terms and by the substance of their provisions confer the opportunity and right to realize the accrual of similar benefits to all persons and/or property similarly situated.”

I also want to clarify the following fact pattern: a BOE secretary has a husband who is an electrician. Can the electrician bid on a Town contract under the new definitions? Is this a “contract or transactions which by their terms and by the substance of their provisions confer the opportunity and right to realize the accrual of similar benefits to all persons and/or property similarly situated?”

3. Under the language in subsection (c), if a Town Council member owns \$200 worth of stock in a company and that company wants to move to Town, is it a violation of this provision for that member of the Town Council to vote on an agreement with the company to relocate to Ledyard? What if the stock is held in a trust or 401k? Same outcome?

Subection (c) also says that a Town employee has a financial interest if they are an “employee” of a business or professional enterprise that may “directly or indirectly” receive a financial gain or loss as a result of a Town action. These types of sections usually run to the owner (or other high ranking officials) of the company and not regular employees. For example, what if a member of the Planning & Zoning Commission works at CVS as a cash clerk in New London. Are they prohibited from voting on a CVS zoning application in Ledyard?

4. Typo in this sentence: “except for such **contracts of transactions** which by their terms and by the substance of their provisions confer the opportunity and right to realize the accrual of similar benefits to all persons and/or property similarly situated”... it should say “or” not “of.”

5. New definition of immediate family – “anyone living in the same household.” Does this include someone who may rent a room and is not related to the owner? What about two roommates who are not related and move in together?

6. Town employee definition has been expanded to include the “town attorney” and “outsourced administrative or executive professionals.”

A. Whose responsibility is it to alert every outsourced administrative or executive professionals that they are subject to the Town’s Code of Ethics and that they are held to the same standard as Town employees? Will these provisions be part of standard Town contracts?

B. Who is an “outsourced administrative or executive professional?” I would make this a defined term if it is to remain in the ordinance.

C. Under the current draft, if the Town hires an “executive professional”, certain provisions of Section 5 apply to the spouse or the child, for example, of that executive professional. Section 5, subsection 6. now provides that the spouse of an executive professional cannot receive a gift from another Town contractor (and in this example neither the executive professional or the Town contractor work for the Town or the BOE). I think the Town will find it difficult, if not legally impossible, to regulate non-Town employees to this extent.

7. Section 5 – I deleted this provision in my original comments because it is a subjective standard as opposed to an objective standard. I think the Ethics Commission and lawyers will have a hard time agreeing on what is “incompatible with the proper discharge” of a person’s “independent judgment or action in the performance of that person or person’s duties.”

8. Section 5, subsection (4) typo: “This provision does not apply to Town employees or Board of Education employees providing **recreational including** but not limited to classes, coaching, or camp counseling through Ledyard Parks and Recreation or Ledyard Board of Education.”

Should it say “recreational services”?

9. Section 5, subsection 6. - A Town official or Town employee shall not accept or receive, directly or indirectly, from any person or business to which any contract or **purchase order may be awarded** by the Town of Ledyard or any of its boards, agencies, or commissions any money, rebate, or gifts, or any promise, obligation, or contract for future reward or compensation.

What does “may be awarded” mean? I would clarify that it means someone who has bid on a contract or has been awarded a contract.

10. Section 5, Subsection 7. – I would recommend deleting subjective standards. What constitutes private employment that “could tend to impair independence of judgment or action by the Town official or Town employee”?

11. Section 5 – Subsection 8. – what does this mean- “A Town official or a Town employee, not otherwise restrained by the Code”?



In addition, that same section cites to "Agencies" which is capitalized and not defined elsewhere in the Ordinance.

12. Section 5 – Subsection 12 – what is "personal gain?" It is not defined in the ordinance.

13. Section 5 – Subsection 15 – I am not sure whether the Town can prohibit former employees from working in a job for 1 year after leaving Town service. I am OK with the language as it applies to former Town officials but Town employees may have a claim as to the legality of this provision.

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**Sections 1&2:**

- Both sections mention establishing a “Code of Ethics” and “standards of ethical conduct” (section 2). Where is the Code of Ethics or standards of ethical conduct?

**Section 3:**

- “Shall apply to all” groups town, BOE employees and officials together. In a small town essentially every PR&SC instructor falls into one of those 4 categories. Note: Program Instructors are paid as 1099 contractors for classes, Town/ BOE employees are W-2 creating the “conflict of interest”. Same applies to volunteer officials.

**Section 4:**

- 3.(a) “is not common to the other citizens of the town” Does this sufficiently cover instructors?
- 4.(d) “or fiancé” Not needed, fiancé is already defined as “Immediate family” in Sec. 5
- 5. “anyone living in the same household” This means we can’t hire roommates, further restricting ability to hire camp staff.
- 8. Classifying contractors as “town employees” has major concerns
  - Contracts are already executed and this would require amendments.
  - Possible conflicts with Fed/ State grants.

**Code of Ethics?:**

- Where is the Code of Ethics- should be after definitions? A Code of Ethics is referenced multiple times, but one is not included in this ordinance. If a Code of Ethics from another source is used (ex. charter, employee handbook) it should be referenced.

**Section 5:**

- 3. “Unless the contract or purchase order is awarded through the traditional bid or quote process and conflict is disclosed.” Instructors don’t go through the traditional bid or quote process. The conflict is disclosed to HR.
- 3. Concerns with P&R maintenance contractors due to newly added language. This will not allow us to use our maintenance contractors for things that are not included in the initial contract. Example M&M Hydroseeding recommends after soil testing that we apply lime to a field. We would currently set up a PO for the lime, and he applies it at the same time as an application covered under the contract so there are no added labor costs.
- 3. Provision from Section 5-4 should be included in 5-3 with correct department name.

- 4. Provision is in wrong section, and the department name is incorrect, should read Parks, Recreation, and Senior Citizens Department. Provision should be kept in this section but worded to allow the Mayor, volunteer board/ commission members, and BOE members to teach. Also, wording is wrong as it states "...employees providing recreational including..."

**General Concerns/Result:**

- Conflicts with Fed/ State grants that have required ethic/ equal right codes. There are also VERY specific reporting and investigation procedures, who has the authority to conduct that investigation, appeal processes, and timelines for all of the above.
- Loss of \$30,690.00 in program fees, almost \$7,000.00 in revenue.
- Eliminate more than 15 programs enjoyed by more than 500 residents annually.
- Loss of revenue will result in increased budgetary needs to subsidize Senior Center programs and an increase in camp fees.
- This ordinance eliminates all our inclusive programing. This is a possible Federal ADA violation.
- Reduces our ability to hire summer camp staff because we can't hire roommates or family within the same department. We already have measures in place to hire a siblings/ roommate. We allow it but they work at different camp sites so there are no conflicts or sibling rivalries.
- We would no longer be able to use P&R Assistant Courtney for shirt orders. We do get quotes for substantial orders but some of the companies won't quote an order for 2-3 shirts.



**Fred Allyn, III**

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**From:** Jessica Buhle  
**Sent:** Thursday, October 9, 2025 11:30 AM  
**To:** Fred Allyn, III  
**Subject:** Re: Redline copy of proposed ordinance

**Importance:** High

Good morning,

I am working on it now and anticipate having it to you shortly.

Thank you.

Best,

Jessica Buhle  
Ledyard Town Council  
jessicab@ledyardct.org

On Oct 9, 2025, at 11:29 AM, Fred Allyn, III <mayor@ledyardct.org> wrote:

Good morning,

Following up on when I can anticipate receiving the electronic copy of the redline draft of the Town Attorney draft, showing all deletions, additions, edits. Councilor Buhle stated last night that she would send the newly revised copy this morning. The window of time for review is narrow and I will not permit the Town to be exposed to additional liability of not having a final review of an ordinance that has inherent liability risks anyway.

Best,

Fred

*Fred B. Allyn III*

<image001.png>

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

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



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; SEPTEMBER 24, 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 presented in the draft dated September 10, 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.

Chairman St. Vil stated they should all appreciate their differences in perspectives and viewpoint; and therefore, he asked that they all respect one another as they express their viewpoints this evening. He stated if something was out of bounds, that he would preempt it.

- 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 Wednesday, September 24, 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*”

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/86939760385?pwd=DHa2p2bE3BeJWMNbr1HqRBmGzO5CxR.1>

or by audio only dial: +1 646 558 8656 Meeting ID: 869 3976 0385; Passcode: 723306

At this hearing interested persons may appear and be heard and written communications will be accepted at [towncouncil@ledyardct.org](mailto:towncouncil@ledyardct.org).

Dated at Ledyard, Connecticut this 11th day of September, 2025.

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

Please Publish on Monday, September 15, 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 contained in the draft dated September 10, 2025.

DRAFT: 9/10/2025

Ordinance # XXX-XXX

### 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, and Town employees be independent, impartial, and responsible to the people; that governmental decisions and policies be made in the proper channels of governmental structure; that public office and employment not be used for personal gain; and that the public has confidence in the integrity of its government.

Therefore, herewith is an established Code of Ethics for all Town officials and Town employees. The purpose of this code is to establish standards of ethical conduct for all such officials and employees, and for those who serve or conduct business with the Town of Ledyard, to assist those parties under the jurisdiction of the Ethics Commission by establishing guidelines for their conduct in order to maintain a tradition of responsible and effective public service; and to establish rules of procedure to be followed by the Ethics Commission in receiving, adjudicating, and reporting on alleged violations of the Code of Ethics.

#### Section 3. Applicability

The Code of Ethics shall apply to all Town officials, including members of the Board of Education, and all Town and Board of Education employees.

## Section 4. Definitions

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

1. “*Complainant*” means any person who signs a complaint under penalties of false statement alleging a violation of this Code.
2. “*Confidential Information*” means information acquired by a Town official or Town employee 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.
3. “*Financial Interest*” means:
  - a. any interest that has a monetary value of more than one hundred dollars (\$100.00) in any calendar year and is not common to the other citizens of the Town;
  - b. pecuniary or material benefit accruing to a Town official or Town employee, spouse or minor child of an official or employee of the Town as a result of a contract, transaction, zoning decision or other matter which is, or may be, the subject of an official act or action by or with the Town of Ledyard except for such contracts of transactions which by their terms and by the substance of their provisions confer the opportunity and right to realize the accrual of similar benefits to all persons and/or property similarly situated;
  - c. shall be deemed to exist if any Town official, Town employee, immediate family of a Town official or employee might, directly or indirectly, derive financial gain or suffer loss from any purchase, contract, transaction, zoning decision, or other matter involving any such Town office, board, commission, authority or committee, and shall also be deemed to exist if a business or professional enterprise in which the Town official or employee has any financial interest as owner, member, partner, officer, employee or stockholder or has any other form of participation which will be affected by the outcome of the matter under consideration.
4. “*Gift*” means anything of economic value in excess of one hundred dollars (\$100.00), including but not limited to entertainment, food, beverage, travel, and lodging. A gift does not include:
  - a. A political contribution that is otherwise reported in accordance with the law.
  - b. Services provided by persons volunteering their time.
  - c. A commercially reasonable loan that is made on terms not more favorable than loans made in the ordinary course of business.
  - d. A gift received from a member of a person’s immediate family or fiancé.
  - e. Goods or services which are provided to the municipality and facilitate government actions or functions.
  - f. A certificate, plaque, or other ceremonial award.
  - g. 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.
  - h. Printed or recorded information germane to municipal action or functions.
  - i. An honorary degree.
  - j. Costs associated with attending a conference or business meeting and/or the registration or entrance fee to attend such conference or business meeting in which the Town official or Town employee participates in his or her official capacity.
  - k. Any gift provided to a Town Official or Town Employee or to an immediate 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.

5. *“Immediate family”* means spouse, fiancé, child, parent, grandchild, brother, sister, grandparent, niece, nephew, daughter-in-law, son-in-law, mother-in-law, father-in-law, sister-in-law, brother-in-law, or anyone living in the same household.
6. *“Respondent”* means any person accused of violating this Code.
7. *“Town Official”* means any person holding elective or appointive office in the government of the Town, including members of the Board of Education.
8. *“Town Employee”* means any person receiving a salary, wages, or stipend from the Town or the Board of Education for services rendered, whether full-time or part-time.

## Section 5. Conflict of Interest Provisions

1. A Town official, Town employee, or any member of his or her immediate family shall not engage in or participate in any business or transaction, nor have an interest, direct or indirect, which is incompatible with the proper discharge of that person or persons’ independent judgement or action in the performance of that person or persons’ official duties.
2. A Town official or any member of his or her immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment or contractual services furnished to or used by the board, agency or commission of which that person is an elected or appointed member.
3. A Town employee or any member of his or her immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment, or contractual services that is within the purview of such Town employee.
4. The Mayor of the Town of Ledyard and members of the Town Council of the Town of Ledyard, members of the Board of Education of the Town of Ledyard, and any members of their immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment, or contractual services furnished to or used by the Town of Ledyard.
5. A Town official or employee shall refrain from voting upon or otherwise participating in any matter on behalf of the municipality if he or she, a member of his or her immediate family, or a business with which the person is associated has a financial or personal interest in the transaction or contract, including but not limited to the sale of real state, material, supplies, or services to the municipality. If such participation is within the scope of the Town official’s or Town employee’s responsibility, he or she shall be required to provide written disclosure, that sets forth in detail the nature and extent of such interest.
6. A Town official or Town employee shall not accept or receive, directly or indirectly, from any person or business to which any contract or purchase order may be awarded by the Town of Ledyard or any of its boards, agencies, or commissions any money, rebate, or gifts, or any promise, obligation, or contract for future reward or compensation.
7. No Town officials or employees shall accept a gift or engage in private employment or render services when the gift, employment, or services are incompatible with the proper discharge of the official duties of the Town official or Town employee, or could tend to impair independence of judgement or action by the Town official or Town employee, in the performance of his or her official duties. If a prohibited gift is offered to a Town official or a Town employee, he or she shall refuse it, return it, or pay the donor the market value of the gift.
8. To avoid even the appearance of impropriety or creation of a situation that would be contrary to the declared policy and purpose of this Code, a Town official or a Town employee, not otherwise restrained by the Code, shall exercise care when appearing before other Agencies and shall disclose whether he or she is appearing in his or her official capacity or as a private citizen.
9. A Town official or employee who have a financial or personal interest in any transactions or contract with the Town, including but not limited to the sale of real estate, materials, supplies, or services to the Town, on which that person or persons may be called upon to act in that persons official capacity shall not vote or otherwise participate in the transaction on behalf of the Town. The Town official or employee shall declare on the record that he or she has or have a conflict of interest.

10. No Town official or Town employee shall solicit or accept a gift from any person or business entity which is interested directly or indirectly in any business transaction or pending matter that is within the purview of such Town official or Town employee.
11. Town officials and Town employees shall not use Town owned vehicles, equipment, facilities, materials, or property for personal convenience or profit.
12. No Town official or Town employee shall disclose or use confidential information acquired in the course of and by reason of his or her official duties for personal or financial gain or for the personal or financial gain of a member of his or her immediate family.
13. No Town official or Town employee may directly hire or supervise a member of his or her immediate family or participate in influencing the appointment or hiring of his or her immediate family.
14. No former Town official shall represent anyone before any Town agency, board, commission, council, or committee in which he or she was formerly an elected or appointed member for a period of one (1) year following the end of such former member's service on such agency, board, commission, council, or committee.
15. No former Town employee shall represent anyone before any Town agency or department for which he or she was formerly employed for a period of one (1) year following the end of such former employee's employment with the Town.

#### Section 6. Disclosure of Interests Required

1. Any Town official or Town employee who has a private financial interest in any action, legislative or otherwise, by any Town agency and who is a member of, participates in discussion with or give an official opinion to such Town agency shall disclose on the written records of such agency the true nature and extent of such interest. This section shall not apply to:
  - a. Contracts awarded to the lowest responsible bidder after public advertisement.
  - b. Unpaid appointed officials during a declared state of emergency.
  - c. Matters requiring disclosure to or approval by a court.
  - d. The Town Attorney, Town Engineer, or similar Official, who is participating in or offering an opinion on behalf of said agency, and whose financial interest is merely in being paid for such services.
2. All Town Councilors, Board of Education members, and the Mayor shall, on or before January 1<sup>st</sup> 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:
  - a. All real estate located within the Town of Ledyard owned by such elected official or held under a lease for a term exceeding five years, excluding, however, his or her principal residence. The foregoing shall also apply to real estate 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 5% of the legal or equitable interest in said corporation, trust, or partnership.
  - b. 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) per annum to the Town of Ledyard during the two years immediately preceding such official's election to office.
  - c. Any income, fees, salary, or wages directly or indirectly, received by such official from the Town of Ledyard or its political subdivisions during the two years immediate proceeding such official's election to public office.

#### Section 7. Establishment of an Ethics Commission

##### 1. Membership

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.

- a. No more than two (2) Regular Members may be affiliated with any one political party. Both Alternate Members may not be affiliated with the same political party. At least one Regular Member shall be registered as an unaffiliated.

- b. No regular member or alternate member of the Ethics Commission shall:
  - i. Be a Town official or Town employee of the Town of Ledyard or be a member of the immediate family of any Town official;
  - ii. Have held any elected Town or State office for a period of one (1) year prior to being appointed to the Ethics Commission.
  - iii. Be a member of a Town committee or commission.
  - iv. Serve as a member of another Town agency, board, commission, council, or committee.
  - v. Have been employed by the Town for a period of one (1) year prior to being appointed to the Ethics Commission.
  - vi. Have any financial interest in matters before the Town or the Board of Education;
  - vii. Have been found in violation of any federal, state, municipal, or professional Code of Ethics.

## 2. Terms of Appointment

- a. Members shall be appointed by the Town Council for a term of three (3) years and shall serve until their successor has qualified or is removed by the Town Council.
- b. 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.
- c. Inaugural members shall be eligible to serve two (2) additional three (3) year term beyond his or her initial appointment.
- d. Any vacancy on the Ethics Commission, other than by expiration of term, shall be filled for the unexpired portion of the term by the Town Council.
- e. 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 or her duties.
- f. 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.

## 3. Authority/Duties

The Town of Ledyard Ethics Commission shall be authorized to perform the following:

- a. To consult with the Town Attorney or another attorney hired by the Ethics Commission if so authorized by the Town Council.
- b. To request that the Town Attorney provide advisory opinions.

## 4. Filing of Complaints

A complaint alleging any violation of the Code of Ethics shall be made on a form prescribed by the Ethics Commission and signed under penalty of false statement. The form shall be delivered to the Town Clerk who shall transmit a copy of the complaint to the Chairperson of the Ethics Commission 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:

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

In the application of this Code of Ethics, care will be given to distinguish between concerns of management of Town employees and violations of the public trust. The daily management of employee performance is the responsibility of the Mayor or School Superintendent in the case of the employees of Ledyard Public Schools. Personnel policies should be the first guide in those areas where applicable. Similarly, the routine activities of the Commission should be governed by its rules and regulations.

5. Evaluation and Acknowledgement

- 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 four (4) affirmative votes, it shall so advise both the complainant and the respondent within ten (10) business days of its finding and begin a formal investigation process.

6. Hearings

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.

7. Final Decisions

- a. 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.
- b. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.
- c. Such finding and memorandum will be deemed to be final decision of the commission for the purposes of the UAPA. The respondent may appeal to the superior court in accordance with the provision of Section 4-183 of the Connecticut General Statutes.
- d. 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 or her right to appeal the decision pursuant to Section 4-183 of the Connecticut General Statutes.



8. Penalties for Violations of the Code of Ethics

A 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;
- f. Termination of employment;
- g. Restitution of any pecuniary benefits received because of the violation committed;

Section 8. Severability

If any part of this Code 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: \_\_\_\_\_

\_\_\_\_\_  
Gary St. Vil, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn, III

Published on: \_\_\_\_\_

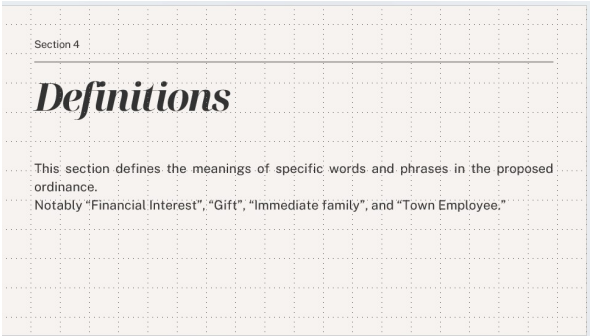
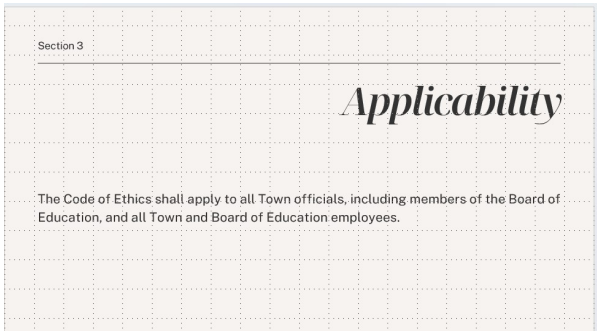
Effective Date: \_\_\_\_\_

\_\_\_\_\_  
Patricia A. Riley, Town Clerk

\*\*\*\*\*

History: Based on the public’s interest to establish standards of ethical conduct for all town officials, employees, and for those who serve or conduct business with the Town of Ledyard, this Code of Ethics and Ethics Commission was developed to establish guidelines for the conduct of those in public service; and to establish rules of procedure to be followed by the Ethics Commission in receiving, adjudicating, and reporting on alleged violations of the Code of Ethics.

Councilor Buhle reviewed the following PowerPoint Presentation



Section 5

Conflict of Interest Provisions

The [Conflict of Interest](#) Provisions in the proposed ordinance define specific situations that constitute a conflict of interest. These definitions remove ambiguity and uncertainty regarding what is and is not considered a conflict of interest.

Section 6

Disclosure of Interests

This section has two parts, which I've summarized below:

Part one requires all Town officials or Town employees who have a private financial interest in any action, legislative or otherwise, that they participate in discussion on or are a part of to disclose the true nature and extent of such interest.

Part two requires all Town Councilors, Board of Education Members, and the Mayor to file a statement under oath containing property they own in Ledyard outside of their principal residence, any companies they own at least 5% of that have done business with the town of Ledyard in the amount of over \$10,000, and any income received directly or indirectly from the Town of Ledyard.

Section 5

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The [Conflict of Interest](#) Provisions in the proposed ordinance define specific situations that constitute a conflict of interest. These definitions remove ambiguity and uncertainty regarding what is and is not considered a conflict of interest.

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Part one requires all Town officials or Town employees who have a private financial interest in any action, legislative or otherwise, that they participate in discussion on or are a part of to disclose the true nature and extent of such interest.

Part two requires all Town Councilors, Board of Education Members, and the Mayor to file a statement under oath containing property they own in Ledyard outside of their principal residence, any companies they own at least 5% of that have done business with the town of Ledyard in the amount of over \$10,000, and any income received directly or indirectly from the Town of Ledyard.

Section 7.1-2

Establishment of an Ethics Commission

The Ethics Commission shall be comprised of 5 regular members and 2 alternate members.

- No more than 2 regular members may be affiliated with the same political party. Both alternate members may not be affiliated with the same political party. At least one regular member must be registered as unaffiliated.
- Members may not be a town employee, on any town committee, be elected or immediate family of [an](#) Town official; may not be a past elected official or employee for a period of 1 year, and may not have been found in violation of any Code of Ethics.
- Terms of 3 years, with staggering first appointments. Other terms follow the same standards as other existing commissions.

Section 7.3-5

Establishment of an Ethics Commission

The Commission can seek advisory opinions from the Town Attorney or another attorney to provide consultation for complaints.

Complaints are filed under penalty of false statement and include the complainant's name, the respondent's name, and the specific acts alleged to constitute a violation of the Code of Ethics and when said actions occurred.

The Ethics Commission must determine probable cause within 60 days of the receipt of a complaint. 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.

Section 7.6-7

Establishment of an Ethics Commission

If the Ethics Commission decides that probable cause of a violation of the Code of Ethics exists, it will conduct a public hearing.

The respondent has the right to legal counsel, to present evidence and witnesses, and to compel attendance of witnesses and the production of books and records. The Commission must render its decision within 60 days of the closing of the hearing. The Commission will provide the respondent, the Mayor, and the Town Council with a copy of its findings and memorandum within 10 days after its [decision](#), [and](#) will advise the respondent of their rights to appeal to the Superior Court.

Section 7.8:

Establishment of an Ethics Commission

A 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;
- f. Termination of employment;
- g. Restitution of any pecuniary benefits received because of the violation committed.

Section 8

Severability

If any part of this Code 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.

Why an Ethics ordinance?

“Ethics is not about the way things are, but about the way they ought to be.”

**John Rawls**  
*Political Philosopher*

79% ↑

133 towns in Connecticut (79%) have a Code of Ethics, an Ethics Ordinance, an Ethics Commission, or a Board of Ethics, with two more currently in progress (Ledyard and Goshen).

Inspiration

The following towns' ordinances were read to collaborate ideas and inspiration for an ordinance that reflects the needs of Ledyard.

- Glastonbury
- Simsbury
- Norwich
- Stonington
- Essex
- Madison
- and more...

# Questions & Public Comment

Councilor Buhle concluded her presentation by providing an overview of the timeline to present the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” dated September 10, 2025 at tonight’s Public Hearing as follows:

- Administration Committee drafted the proposed Ordinance.
- June 23, 2025 - Administration Committee forwarded the draft Ordinance to Town Attorney Matt Ritter for a legal review and recommendations.
- June 24, 2025 Councilor Buhle and Attorney Ritter spoke by telephone regarding the proposed Ordinance.
- July 14, 2025 Town Attorney provided a red line document with recommendations to Councilor Buhle. In the July 14, 2025 draft Attorney Ritter removed parts of the proposed Ordinance, even though he had verbally advised Councilor Buhle that they were admissible.
- August 6, 2025 Administration Committee reviewed Attorney Ritter’s recommendations and agreed to provide comments at their September 10, 2025 meeting.\
- September 10, 2025 Councilor Buhle stated she provided a revised draft Ordinance dated September 8, 2025, which included some parts that Attorney Ritter had removed (July 14, 2025 draft) for the Administration Committee to review.
- September 10, 2025 Administration Committee provided additional revisions to the proposed Ordinance; and forwarded the draft dated September 10, 2025 to the Town Council for tonight’s Public Hearing.

## 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. Eric Treaster**, 10 Huntington Way, Ledyard, stated that he was only representing himself this evening. He stated that he provided written communications this afternoon. He stated that he would not review the twelve points in his written communication; however, he would like to identify the following:

- **Enabling State Statute** – Mr. Treaster stated the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics And Ethics Commission*” should reference the enabling the State Statute for Ethics Boards.



- **Section 6 “Disclosure of Interests Required”** Mr. Treaster noted that he believed that this Section should be deleted, because he thought that it would discourage people from running for elected office.
  - ✓ Section 6; Paragraph (1) – Mr. Treaster pointed out that this text allowed a town official or town employee *to participate in a discussion; or give an official opinion if he/she disclosed the nature and extent of his/her financial interest in the issue being decided*. However, he stated in Section 5 “Conflict of Interest”; Paragraph (5) the *elected official was not allowed to participate if he/she had a financial interest in the issue*. He stated the text of these two Sections were in conflict with each other because Section 6; paragraph (1) does not permit participation, even with disclosure. Therefore, he stated that these types of things within the proposed Ordinance needed to be resolved before the Town Council moved forward to consider the adoption of the proposed Ordinance.
- **Hearings** – Mr. Treaster stated everywhere the proposed Ordinance talked about “Public Hearing” there should be an option for an Executive Session, noting that the Executive Session should come first, because he thought that it was only fair to the respondent to first discuss the matter in an Executive Session.
- **Section 7 “Final Decision:”** – Mr. Treaster noted that the maximum of each Phase of the process would take 155 days for something to happen.
- **Section 8 “Penalties for Violations of the Code of Ethics”** – Mr. Treaster stated that it was unclear whether the Penalties issued by an Ethics Commission were *Orders* or *Suggestions*. He noted for example:
  - ✓ Order to cease and desist the violation - Mr. Treaster questioned whether there was an opportunity to make restitution of community benefits; if appropriate.
  - ✓ Pay a civil penalty of up to the maximum amount permitted by State law – Mr. Treaster noted that there were unanswered questions about the civil penalty. What would happen if the civil penalty was not paid.
  - ✓ Censure.
  - ✓ Suspension without pay – Mr. Treaster stated there were questions regarding suspension without pay.
  - ✓ Demotion - Mr. Treaster stated there were questions regarding *Demotion*; noting that it should be a suggestion.
  - ✓ Termination of employment - Mr. Treaster stated there were questions regarding *Termination*; noting that it should be a suggestion.
- **Section 7; Subsection 2 “Terms”** – Mr. Treaster stated the three-year term limit was too short, noting that there should not be a term limit. He stated if everyone was doing a good job they should let them go on forever; in 3-year increments, but be allowed to continue to serve on the Ethics Commission.

Mr. Treaster concluded his comments stating that he favored an Ethics Commission, noting that the proposed Ordinance was about 90% there. He stated that it needed to be amended so that **non-financial issues would be included in the Ordinance**.

**Ms. Kristen Chapman, Executive Assistant to the Mayor** stated that she was present this evening to read into the record a letter from Mayor Allyn, III; as he was already scheduled to be out of town before this September 24, 2025 Public Hearing was scheduled. Ms. Chapman read the following:

“Councilors,

*I write in opposition to the proposed “An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission” for the following reasons:*

- 1) *CT General Statutes 7-148(h). A municipality in Connecticut can cite this section to incorporate the state’s ethical conduct rules into local investigations of misconduct by officials or employees.*

- 2) *The Town Charter, Chapter III, Section 9 grants this power to the Town Council to investigate, call witnesses, appear before the Town Council and testify. The electors of this town have vested this power with the Town Council, not another group.*
- 3) *Town of Ledyard Fraud Policy. Dated May 28, 2014 clearly outlines no less than eight (8) different actions that constitute fraud. It is noted the language also include the words “....but not limited to”.*
- 4) *Town of Ledyard Employee Handbook. The handbook includes Nepotism (page 20), Conflict of Interest (page 20), Outside employment (page 21) and Vehicle Use Policy (appendix 8). Every Town employee received a copy of the handbook and are required to sign and accept the obligations contained in said handbook.*
- 5) *Though the draft ordinance, dated 6/11/25 did receive a legal review, the Council has not requested a legal review for the draft dated 9/7/2025. At the September 10, 2025 meeting, Councilor Buhle states “...the draft for tonight incorporates probably 80% of the Town Attorney’s language.” That statement would imply the newly revised ordinance would be approximately 20% shorter, however the proposed document is now 2+ pages longer than the 6/11/2025 draft. In an ordinance where substantial liability exposure to the Town may exist, I would certainly think a second legal review of the 9/7/25 draft should be mandatory.*
- 6) *There is no budget line for this new commission. The Town Attorney has suggested a minimum of \$20,000 annually for legal fees, with some towns spending as much as \$200,000. Keep in mind, if the aggrieved party does not agree with the outcome, the next stop for the town and the aggrieved party does not agree with the outcome, the next stop for the town and the aggrieved is Superior Court. Sincerely, Fred B. Allyn”,*

**Ms. Kristen Chapman, Executive Assistant to the Mayor** stated as the Administrator of Liability-Auto-Property (LAP) Insurance Claims on the behalf of the Town, that she would like to make the Town Council aware of the potential costs related to the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. She stated per CGS 7-101a **Protection of Municipal Officers and Municipal Employees from Damage Suits**: “*Each municipality shall protect and save harmless any such municipal officer or municipal employee from financial loss and expense, including legal fees and costs, if any, arising out of any claim, demand or suit instituted against such officer or employee by reason of alleged malicious, wanton or willful act or ultra virus act, on the part of such officer or employee while acting in the discharge of his duties*”. Ms. Chapman stated that the insurance deductibles related to such claims range from \$1,000 to \$10,000 per claim.

**Ms. Patricia Riley, Town Clerk**, thanked the Town Council for the opportunity to provide comment this evening regarding the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” noting that she wanted to discuss the following concerns regarding the proposal as it would directly affect her and the Town Clerk’s Office:

- **Section 7; Paragraph 4**, The Town Clerk shall transmit a copy of the Complaint Form to the Chairperson of the Ethics Commission and the respondent within 5 days. Ms. Riley stated that this was a major problem noting the following:
  - ✓ Ms. Riley questioned what would happen if she was on vacation for a week, the 5 days would have already passed. If the Town Clerk’s Office cannot accept the Complaint Form; while she was out of the Office would the person need to come back when she returned to the office; and she questioned how this type of situation be handled.
  - ✓ Ms. Riley noted if that she was not available or out of the office and unable to receive the initial Complaint Form; that she had concerns that this would cause complaints against her.
  - ✓ Ms. Riley questioned whether Town Staff (Herself or Assistant Town Clerk) should have knowledge of complaints of other employees.
  - ✓ Ms. Riley questioned what if the complaint was about an Ethics Commission Member. What would that process be.

- **Section 6; Paragraph 2,** - All Town Councilors, Board of Education Members and Mayor shall file each year by January 1<sup>st</sup> a form with a statement under oath. Who will give that oath? Ms. Riley stated that it would be a conflict of interest for the Town Clerk to give the oath since she was also going to be the only one accepting the Complaint Forms. She suggested that perhaps the Complaint Form should be notarized by someone other than the Town Clerk's Office.

- ***Not a matter of public record or knowledge unless a probable cause exists.***

Ms. Riley stated after some research, it appeared for the towns that have an Ethics Commission that their Ordinance/Code of Ethics was written so that all the Complaint Forms would go directly to the Ethics Commission. She stated that she thought this made sense because she was also an employee and she should not have access to those confidential records.

- ***FOIA Concerns vs. Ethics Exemptions*** – Ms. Riley questioned the following:
  - ✓ What about the Ethics Commission Members emails.
  - ✓ What happens to the paperwork/emails when they come off the Commission relative to the FOIA/Retention requirements.
  - ✓ Where would she as Town Clerk store the confidential records away from staff. She stated her Assistant Town Clerk had access to all locked and unlocked spaces in the Town Clerk's Office.
  - ✓ As Town Clerk that she did not have access to the Board of Education Members to send notifications in the event of a complaint. Would the MIS Director be required to get all Board of Education Members into the Town's Outlook email system.
- ***Record Retention Schedule Requirements*** – Ms. Riley questioned whether anyone researched the Record Retention for ethics documents with the State Library.
- ***Freedom of Information Act (FOIA) Requirements*** – Ms. Riley questioned whether anyone researched FOIA Laws against Ledyard's Town Charter, Employee Handbook & Union Contracts regarding Ethics Commission vs any exemptions. She stated that she would have liked the opportunity to research other towns and to consult with the State FOIA Commission about these concerns.

Ms. Riley stated that she strongly recommended that if the Town Council wished to proceed with an Ethics Commission that they consider one of the following:

1. Consider a Code of Ethics that refers the ethics complaints to be submitted under the Mayor for Town employees, Superintendent for Board of Education employees, and elected officials under Town Council. This would align with the official documents already in place such as the Town Charter, Employee Handbook, and Union Contracts.

-OR-

2. Refer all ethics complaints to the Ethics Commission directly.

Ms. Riley concluded her comments by stating on September 10, 2025, she attended the Administration Committee to bring forward these concerns. However, she stated that no member from the Administration Committee or Town Council has reached out to her to have a conversation. She stated that she would have hoped that there would have been a discussion on these topics; and that she was disappointed that her concerns were not acknowledged.

**Mr. Jeff Eilenberger**, 2 Village Drive, Ledyard, noted the Town Clerk's concerns and he questioned whether this was the first time the Town Council heard about all of the concerns the Town Clerk had with the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*". Councilor Buhle stated that Ms. Riley provided comments at the Administration Committee's September 10, 2025 meeting. Chairman St. Vil interjected explaining that this was a Public Hearing; and that Mr. Eilenberger was free to speak this evening and that his comments would be entered into the record. However, he stated that they were not going to get into discourse. Mr. Eilenberger continued by questioning and commenting on the following:

- ***Town Clerk's Concerns*** – Mr. Eilenberger questioned whether anyone talked to the Town Clerk during the last fourteen-days to try to iron some things out.
- ***Legal Fees*** - Mr. Eilenberger noted the \$4,000 cost for the Town Attorney to provide a legal review and recommendations regarding the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Ordinance*”, noting that it did not make sense to disregard the Attorney’s recommendations.
- ***Budget to Support the work of the Ethics Commission*** – Mr. Eilenberger questioned the budget for the first year; and the cost per year to maintain. He stated if there was no budget to go along with the proposal that anyone would be insane to vote for it.

***Mr. Scott Johnson, Jr., Parks, Recreation & Senior Citizens Director***, stated that he hoped he could provide his comments in the three-minute allotted time, noting that he would try to fit it all in. He stated as a Parks & Recreation Professional, equity and inclusion were at the forefront of every decision they make. Whether it was ensuring fair play in sports or equal opportunities in programming, noting that ethics played a vital role in our profession and was something they take very seriously.

Mr. Johnson noted that he has held this position in Ledyard for six- years; and every Town Council except the current one has consulted with Department Heads on various ordinances and decisions being made, especially when it would affect the department they oversee. He stated the town’s Directors were experts in their respective fields, they were versed in laws, regulations, and industry standards within their disciplines. He stated the Department Heads were one of the greatest tools at the town’s disposal and he urge the Town Council going forward to utilize this tool to ensure they were making informed decisions.

Mr. Johnson went on to state that previous Town Councils would have emailed a draft of their proposed Ordinance to all the Department Heads to ask for their input or concerns long before a bringing the proposal to a Public Hearing. He stated this process was not only a professional courtesy but would ensure that taxpayers’ dollars were not being wasted like they were in this situation. He stated having this type of dialog would have allowed Town Councilors and Department Heads to work together to develop and draft a proposed Ordinance that would have been worthy of being sent to the Town Attorney. He noted as they say in the Parks & Recreation Department “*Teamwork makes the Dream work*”.

Mr. Johnson stated he was present this evening to strongly oppose the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” . He stated the Town already had measures in place through the Town Charter, Employee Handbook, Policies & Procedures, and most importantly Connecticut General Statutes. He stated that these measures have proven to protect the town in the past without affecting town operations or eliminating services for residents.

Mr. Johnson noted as he mentioned this evening, that if a simple email was sent, that he would have provided all these concerns prior to the town wasting over \$4,000 in attorney fees. He stated that he would like to believe that no one wrote the proposed Ordinance with the intention of eliminating recreational programs, raising summer camp fees, or creating a significant loss of revenue for the Parks, Recreation & Senior Citizens Department. He commented that signing the proposed Ordinance would instantly eliminate more than 15 programs that were enjoyed by over 500 residents, noting that those Programs generated \$30,690 in Program Fes last year increasing the in revenue into their Department’s Special Revenue Account. He stated this revenue was used to help keep summer camp costs down for parents who were already struggling to make ends meet. He stated this revenue provided an opportunity to subsidize the Senior Center Programs using \$10,000 from their General Fund. He stated a town Commission was eliminated when they merged the Parks & Recreation Commission with the Senior Citizens Commission, explaining that merger saved the town money, which this proposed Ordinance would add right back. He stated this proposed Ordinance would undo the three-years of hard work he has put into saving the Town thousands of dollars.

Mr. Johnson continued by stating that members of the Town Council may be asking themselves “*How an Ethics Ordinance would have such a catastrophic effect on the Parks, Recreation, & Senior Citizens Department’s operation?*”. With that he would ask them the following question: “*What type of person makes the best Program Instructors?*” He stated the answer was “*The Parks & Recreation Professionals, Summer Camp Staff, Teachers, and Coaches*”. He stated these individuals were town employees in some capacity that Parks & Recreation then contracts with to teach many of their Programs.

Mr. Johnson explained at the end of each summer, the Parks & Recreation Department surveys their staff to see if they have any skills that could be used for Programs and if they would be available during the school year. He stated for those interested they then pay them as a Contractor to offer some of their Preschool Sports Programs such as T-Ball, Little Tykes’ Soccer and Peanut Basketball. He stated that all of these Programs would disappear if this proposed Ordinance were to pass because it would eliminate the Feeder Programs for Ledyard’s Youth Sport Leagues. He stated that they have Parks, Recreation, & Senior Center union employees that run the Rowing and Fencing Programs. He explained that both of these Programs were something their Department brags about offering, as they were unique. He stated over the years they have put in a lot of effort to develop and grow these programs. Whether it was the countless hours coordinating with the Board of Education to have participants dropped off at the Boat Launch after school, to the thousands of dollars spent on equipment needed to start the Fencing Program, noting that these Programs would also disappear if this proposed Ordinance were to be enacted.

Mr. Johnson went on to note that his next concern was with their Coaches. He questioned “*Did this proposed Ordinance only pertain to staff working directly for this department?*” He explained that the Parks & Recreation Department works with the High School Coaches to offer Clinics and Camps during the off seasons. He stated the CIAC, the State’s Body that oversees High School Sports Ethics, makes it very clear “*That no coach can hold team practices in the off season as it was an unfair advantage*”. However, he explained that those coaches could offer clinics or camps through the local Recreation Department in the off season. He stated the State Organization responsible for High School Sports Ethics not only allows for clinics and camps to be offered, but encourages them. He stated because the proposed Ethics Ordinance would deem this practice unethical they would potentially lose all Clinics provided by High School Coaches simply because they were already paid to coach through the Board of Education.

Mr. Johnson stated that one of his biggest concerns was that this proposed Ordinance would eliminate all the town’s current inclusive programming. He stated in Connecticut it was illegal for a public entity to remove inclusive recreation programs unless it was due to non-discriminatory budget cuts, low participation, or safety concerns.

Chairman St. Vil stated that Mr. Johnson’s three-minutes were up. Mr. Johnson stated he was almost done with his comments and asked if he could finish. Chairman St. Vil explained that they had to allow time for everyone present this evening that would like to speak.

**Mr. Jay Pealer**, 48 Highland Drive, Ledyard, stated that he would be reading comments provided by his son, Daniel, who could not be present this evening.

*“Dear Mr. Chair and Members of the Council:*

*Thank you for the opportunity to address you. I write to express my strong opposition to the proposed ordinance titled “An Ordinance Establishing A Town of Ledyard Code of Ethics and Ethics Commission,” dated September 10, 2025.*

*This ordinance raises serious legal concerns. It risks violating existing union contracts and intrudes upon personnel matters already governed by collective bargaining agreements. To be clear, this is not a question of values—it is a question of law.*

**Key Legal Issues:**

- **Conflict with Labor Law:** *The ordinance appears to grant investigatory and disciplinary authority to the Ethics Commission over unionized employees, disregarding the grievance procedures and protections enshrined in their contracts. This directly conflicts with Connecticut labor law, which guarantees just cause standards, progressive discipline, and arbitration rights. These are binding and enforceable—not optional.*



- **Unfair Labor Practice:** By introducing new oversight and penalties outside the scope of negotiated agreements, the ordinance effectively alters terms and conditions of employment without bargaining. This constitutes an unfair labor practice and exposes the Town to legal liability.
- **Failure to Differentiate Roles:** The ordinance does not distinguish between classified civil service positions and appointed or at-will roles. It treats all Town employees uniformly, ignoring the contractual protections unionized workers depend on. Disciplining union members outside the grievance procedure may be legally indefensible.
- **Lack of Due Process:** The Ethics Commission is empowered to impose penalties - including suspension and termination—without specifying representation rights, evidentiary standards, or appeal mechanisms. For union members, this omission bypasses contractual safeguards and invites arbitrary enforcement.
- **Statutory Conflict:** The ordinance conflicts with Connecticut General Statutes §7-474, which require municipalities to negotiate in good faith with recognized bargaining units over employment conditions. Applying the ordinance broadly to “Town employees” disregards this statutory framework and risks preemption by state law.

#### **Specific Concern: Town Clerk’s Role**

*The ordinance assigns the Town Clerk sole responsibility for receiving and transmitting ethics complaints within five days, without naming an alternate or providing a backup mechanism. This creates a structural bottleneck that effectively prevents the Clerk from taking any leave longer than five days. Such a provision may violate the Clerk’s rights under the collective bargaining agreement and imposes unreasonable work conditions. In cases of illness, emergency, or protected leave, the Ethics Commission’s operations could be paralyzed—undermining the very governance the ordinance seeks to uphold.*

#### **Conclusion**

*This ordinance is legally insufficient. It places the Town at risk, undermines negotiated contracts, and imposes undue burdens on unionized employees. I respectfully urge the Council to reconsider. Please engage in meaningful consultation with union representatives, legal counsel, and the public.*

*Thank you for your time and consideration.  
Sincerely, Daniel Pealer”*

**Mrs. Sharon Pealer**, 48 Highland Drive, Ledyard, stated that she attended the September 10, 2025 Administration Committee at which the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” to listen. She noted that what she heard from the people who were both for and against the proposal such as Mr. M. Dave Schroeder, Jr., Councilor Dombrowski and Councilor Ryan: “*That the proposed Ordinance was not ready*”. She went on to state that drawing a line through the strictest penalties would not do away with the violation of the union labor contracts and it would not fix the fact that no one bothered to talk to the Town Clerk, the one person that would be most affected by the stipulations written in the proposed Ordinance. She noted at the September 10, 2025 Administration Committee meeting that Councilor Buhle said: “*She was concerned about letting perfect get in the way of good enough*”. However, Mrs. Pealer stated the Town should be concerned with “*Unfinished getting passed*”. She stated the proposed Ordinance as presented in the draft dated September 10, 2025 was incomplete and as such was not ready for passage.

**Ms. Christine Dias**, Director of Human Resources, stated although the Employee Handbook has already been brought up this that she would bring it up again. She stated that the Town Employees were already required to follow the *Employee Handbook*, which was last revised and approved by the Town Council on April 26, 2023; noting that she was sure that the Board of Education had their own Policies and Handbook. She explained that the Employee Handbook included the following Sections and Appendices:

- ✓ Conflict of Interest
- ✓ Nepotism Policy
- ✓ Outside Employment

Ms. Dias stated that she was very concerned with the Section 7; Subsection 8 “*Penalties and Violations of the Code of Ethics*”. She explained that the Town had seven Collective

Bargaining Agreements, and the Board of Education had six Collective Bargaining Agreements. She stated the following penalties as listed in the proposed Ordinance may conflict with their Collective Bargaining Agreements:

- ✓ Pay a civil penalty of up to the maximum amount permitted by State law.
- ✓ Censure.
- ✓ Suspension without pay.
- ✓ Demotion.
- ✓ Termination of employment.

Ms. Dias stated while the Town Attorney reviewed the prior draft Ordinance, that his review was as it related to Connecticut General Statutes; not how it related to these 14 Collective Bargaining Agreements and the Employee Handbook, noting that the Town's Labor Attorney had not reviewed the proposal. She stated the town already had ways to handle employees, so maybe the proposed Ordinance needed to be just be for the Town's Elected Officials and Volunteers.

**Mrs. Pamela Ball**, 674 Shewville Road, Ledyard, noted that she had more than three-minutes of material, therefore, she asked if there was time at the end of the Public Hearing that she hoped the Town Council would allow her time to finish her comments. Mrs. Ball proceed with her comments noting that she has submitted four letters in opposition to the proposed Ordinance. She stated that they would not be discussing this proposed *"An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission"* if people were not disappointed in what was going to happen with the Sweet Hill Farm Property. She stated that she thought if people were happy with the proposal for the property that they might not be discussing this proposed Ordinance. She stated that she thought having a Code of Ethics laid out in an Ordinance was fine; however, she stated that she thought having an Ethics Commission was a terrible idea. She stated just because 30 of Connecticut's 169 towns have an Ethics Commission was not a reason for Ledyard to have one. She stated only 30 of Connecticut towns had a Mayor-Town Council form of government, noting that the other 139 towns had a form of governance that was not or different from a Mayor-Town Council structure.

Mrs. Ball continued by addressing the following:

- **Volunteers** – Mrs. Ball stated Volunteers should be excluded from the proposed *"An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission"*. She stated that the town's volunteers donate hundreds and hundreds of hours of time to this town. She stated as an example, that all it would take to turn someone's whole life upside down was for somebody to say, *"Oh, I saw somebody take money out of the donation jar at the Farmer's Market"*.
- **Ethics Commission Members** – Mrs. Ball stated the volunteers serving on the Ethics Commission were not a jury of peers, noting that a jury and a judge were trained people. She stated that juries were vetted for every single instance when they were needed. She stated that she would use the Farmers Market again as an example, questioning: *What if somebody complains to the Farmer's Market; and what if there were people on the Ethics Commission that know people on the Farmer's Market, or they were familiar with the situation. Would those volunteer Ethics Commission Members be removed, and would new people be vetted to serve on the Ethics Commission?*
- **Complaint Form** – Mrs. Ball stated that the Complaint Form and proposed Ordinance should state which issues would be excluded. She state the proposed Ordinance should not be voted on without the Complaint Form, because it was an integral part of the process.
- **Financial Matters** – Mrs. Ball stated that she understands that it was implied that only financial things would be addressed under the Code of Ethics and Ethics Commission. However, she stated that the Compliant Form and Ordinance should list the types of things that were not applicable.
- **Conflict of Interest**- Ms. Ball suggested outlining all the details of what constituted a *"Conflict of Interest"* in Chapter IX; Section 6, of the Town Charter to include the text in the proposed Ordinance. She stated that the town should fix the Town Charter; so they would not have neighbors sitting in judgment of neighbors.

- ***Town Charter*** – Mrs. Ball stated that she believed that all this could be addressed by a Charter Revision. She stated if they had the time and energy to form an Ethics Commission and to educate the town, then she thought that they had time to revise the Town Charter, and educate the people about the amendments to the Town Charter.
- ***Impartiality*** – Mrs. Ball addressed a comment about the Town Council struggling to be impartial, noting that as the Town’s Elected Officials that the Town Council had a duty to be impartial. She stated that she did not think that if the Town Council was struggling with impartiality, they could see an impartial Ethics Commission. She stated that there was no guarantee that an Ethics Commission would be impartial, because so many people know so many other people in their small town.
- ***Legal Costs*** - Mrs. Ball stated that all it would take was one lawsuit from somebody who was accused of something to have their life ruined. She stated although the accuser could file the *Form Under Penalty of False Statement*, and they could truly believe their accusation was true; that the accusation still might not be right. She stated that it does not have to be a deliberate lie to be untrue.
- ***Frequently Asked Questions and Answers*** – Mrs. Ball noted the *Frequently Asked Questions and Answers* included the following Questions: “*Why do we need this?*” She stated that she did not think the town needed the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. She stated that she believed that they needed to make the Town Charter more clear. She stated that she thought it was awful for people in town to be judging other people in town or judging town volunteers, or judging town employees; and then making recommendations about their employment.
- ***Commission Member Terms*** – Mrs. Ball stated the Section 7; Paragraph 2 in the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” stated that members would be removed if they missed three consecutive meetings. She stated what Ethics Commission members bullied people; or, or harassed people on Social Media. She stated that none of those reasons were listed as reasons to be removed from the Commission; noting the only one reason listed was for missing three consecutive meetings. She stated if they were going to have an Ethics Commission that passes judgment on people in their community that they need to have better guidance as to what it would take to get them kicked off the Commission.

***Mrs. Deborah Edwards***, 30 Bluff Road West, Gales Ferry, stated that she would try to be brief as she has spoken on the topic of an Ethics Commission previously. She stated that this has been a long process and not the first time their Town has been requested to create a Code of Ethics and Ethics Commission, noting that the systems that were in place have failed to address any issue of misconduct, and she thought that it was important to note. She stated that there were many people who have come forward to roll up their sleeves and put in the work to help get this established, so that their Town has very clear guidance on their values of both ethical conduct and transparency. She stated that she was in full support of getting this across the finish line and moving forward with confidence in town operations. With that said, that she did not believe the draft “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” presented tonight accomplished that goal. She stated that she did not think it was far off, and with a few thoughtful modifications that it could be achieved. She noted that an example was a review that was submitted by Mr. Schroeder that illuminated some of the potential loopholes that exist in the current draft, and he also offered suggestions on how to close those gaps. She stated the town needed a strong and clear Code, as well as an impartial Commission that could support it. She stated that she did not believe leaving Ethics issues to be addressed by the Town Council was in the town’s best interest or in the best interest of their Council members. She stated the Town Council does a wonderful job and at your personal expense of time, but the Town Council was a political body and showed itself in discussions on serious matters. Further, she stated that Town Councilors interact with employees and other committee members frequently as part of their duties. She stated that she thought it was unfair to put them in the difficult position of handling sensitive ethics issues regarding “co-workers” and that she was not sure the results would satisfy the impartiality required to instill confidence in the outcome. She stated for that reason, she was here today to urge the Town Council to forgo a vote tonight, to take in all the information presented, make modifications where suggested, and then present and

vote upon a document that closer achieved the stated goal of forming guidance that was explicit in its intentions to help prevent questionable actions, as well as to receive, investigate and advise on questions of ethics when they arise. She concluded her comments by stating that she was in full support of a clear Code of Ethics and the creation of a strong Ethics Commission, when they have a proposal before them. She noted that Councilor Buhle stated; “*She does not want to see “perfect” getting in the way of “good”*”. However, Mrs. Edwards stated that they can do better. Thank you.

**Mr. Bruce Edwards**, 30 Bluff Road West, Gales Ferry, stated that he wanted to be clear; that there was a standing need for an Ethics Commission, commenting that they were about 40-50-years late. However, he stated that he was grateful for the efforts that were being put into drafting the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. He stated to keep this simple, the Town needed a kind of a bumper system to protect it from wrongdoing. He stated that his comments were not to suggest that there was wrongdoing, but that if something arises the Ethics Commission was a way for the public to question things. He stated that tonight was a good example, noting not that there was anything wrong, but that he cannot come before the Tow Council and ask questions; such as “*How do I handle an ethics question?*” He questioned whether he should pick one Town Councilor and pull them off to the side, noting that he did not know. Therefore, he stated that they just need an avenue for the public to ask questions.

Mr. Edwards continued by stating that he has been a resident and or landowner in this town since 1965, noting that he was 73 years old, which was a long time. He stated that there have been ethics violations in this town; some of them serious, noting that he knows that was an absolute fact. He stated at one time his family was subject to an ethics violation, and that he was not going to get into the details this evening, but that it does happen. He stated for anybody to sit around here and paint a pretty picture like it does not happen in Ledyard that he would tell them that they were naive. He stated that he was sorry to say that, but it was the truth, it was naive. He stated that there were motivations in this world that we conceive all around us and they were not right; and the public had a right to question it. He stated the public has a right for an impartial Ethics Commission to look at ethics issues. Thank you

**Mr. Brandon Sabbag**, 16 Nutmeg Drive, Gales Ferry, stated that he was definitely opposed to the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” for the following reasons:

- **Small Town – Small Government** – Mr. Sabbag stated that Ledyard was a small town, and therefore, he believed they we should have small government. He stated adding more things that were already covered by the Town Charter, which many have said this evening, would just adding more money and more time, which were two valuable things to all of them.
- **Taxes** - Mr. Sabbag stated that Ledyard just saw the highest tax increase in 20 years. He stated the townspeople voted on the Budget two times, and the Town Council completely negated the votes of the townspeople.
- **Staff Concerns** - Mr. Sabbag stated today they have heard comments from the Mayor, the Mayor’s Executive Assistant, the Town Clerk, the Director of Human Resources and the Director of Parks, Recreation & Senior Citizens. He stated their comments and concerns were very clear that they were against the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. He stated that these were people that work full-time every day for their town and that he thought their concerns were something they should strongly consider.
- **Local Election** – Mr. Sabbag stated that Ledyard was literally one month away from an election. Therefore, he stated if anything else, that maybe they should wait to let the townspeople speak and see the results of the November 4, 2025 Election before they move forward with the proposed Ordinance, noting that there might be some new appointments to see what that Town Council would say.

Mr. Sabbag stated in closing that he if possible, he would like to yield the rest of his time to the gentleman from the Parks & Recreation Department to complete his comments.

Chairman St. Vil stated that he would allow Mr. Sabbag to yield the remainder of his time which was 1 minute and 42 seconds to the Director of Parks, Recreation & Senior Citizens Scott Johnson, Jr.

Mr. Scott Johnson, Jr. Director of Parks, Recreation & Senior Citizens thanked Mr. Sabbag and Chairman St. Vil for the opportunity to finish his comments that he started earlier this evening (see above) noting that this was the most important part of what he had to say. He stated the provisions in the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*", would be a direct violation of the Americans with Disabilities Act (ADA) and Connecticut General Statutes 46a-64. He stated enacting an Ordinance that restricted the town from hiring the individuals that were the most qualified to teach inclusive programs was not an allowable situation because it would eliminate inclusive programing.

Mr. Johnson stated everything he explained tonight was not only ethical but the Industry Standard in the Parks & Recreation field. He stated that he would use himself as an example, noting that when he was working for the City of New London that he was on payroll as the Recreation Supervisor, while he was also being paid as a contractor to instruct their Kids Marathon Program, Youth Triathlon Team, Kindergarten Fitness Enrichment Classes, and an Adaptive Sports Class for Children on the Autism Spectrum. He stated in accordance with the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*", to do this would be an ethics violation.

Mr. Johnson stated that he wanted to reiterate that passing this proposed Ordinance in its current form would have a detrimental effect on the Parks, Recreation & Senior Citizens Department and the residents of Ledyard, because it would result in a loss of Programs, Registrations Fees, and Revenue, while increasing Camp Fees, requiring moneyto be added back into the general fund, and creating staffing challenges across their entire operation. He stated that it was important for the Town Council to have the full picture.

**Mr. M. Dave Schroeder, Jr.**, stated he was present this evening to speak in support of suggested amendments titled "*Citizens Concerns to the proposed 'An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission'*" because they thought the draft dated September 10, 2025 was insufficient.. Mr. Schroeder stated that he provided written communication that included suggested Amendments that were put together by Concerned Citizens and they also provided Justifications that provided the arguments to support their suggested amendments. He explained his name was attached to the documents because he was presenting the *Concern Citizens Suggested Amendments*, noting that they were not solely his suggestions. He stated the residents wanted to attend tonight's Public Hearing essentially to review their a Point-by-Point Arguments, and the reasons as to why they thought the current draft Ordinance dated September 10, 2025 was insufficient. However, he stated because Chairman St. Vil has stated that the Town Council has received a copy of the *Concerned Citizens Suggested Amendments and Justifications* and that they would read them, that instead of him reading what the Concerned Citizens submitted that he would like to point out a couple of things as follows:

- **Monitor the adequacy of the Ordinance** – Mr. Schroeder suggested the proposed "*An Ordinance Establishing a Code of Ethics and Ethics Commission*" include a Section for the Ethics Commission to monitor the adequacy of the Ordinance and to report back and advise to the Town Council when they think amendments needed to be made. He stated they were going to come up with a 100% amazing thing right from the get-go. He stated as others have already mentioned the people that would serve on the Commission were going to be fully invested in this, and would be able to advise the Town Council.
- **Advisory Role** – Mr. Schroeder noted that it was his understanding that the Ethics Commission was going to essentially be an Advisory Role. He stated the Ethics Commission was not going to be the Judge, Jury, and Executioner. He stated that the Commission's role would be to investigate complaints; and to come up with a decision, and then they would advise the proper authority, whether that was the Town

Council or the Mayor, or the Superintendent of Schools, as proposed in the Ordinance. He stated it was important to point out that they were not setting up some kind of an inquisition or something like that. He stated the Ethics Commission would be advisory, and ultimately the Town Council would retain all the power as the authority to change anything they want in the ordinance. However, he stated the current September 10, 2025 draft Ordinance does not yet achieve that. He stated that he was hoping by reading the suggestions, that they would be included as part of the town's records, that they would convince and show the Town Council a way to remedy that. He stated Ledyard citizens deserve a Code of Ethics and an Ethics Commission that was fair and workable.

- **Transparency and Accountably** – Mr. Schroeder addressed the need for Transparency and Accountability, noting there was no reason and no need to accept anything less.

Mr. Schroeder concluded his comments by stating that he broadly supported everything that Mrs. Deborah Edwards said this evening. He asked that the Town Council work on the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” to consider the suggested amendments and give Ledyard the best Code of Ethics and Ethics Commission they can.

**Mr. Carlo Porazzi**, 30 Chapman Lane, Gales Ferry, stated although he did not have any prepared comments, that in listening to other residents comments that he has been making some notes. He stated pointed out the following:

- **Town Charter-Chapter IX; Section 6 “Conflict of Interest”** – Mr. Porazzi stated that it was not sufficient.
- **Advisory Role** – Mr. Porazzi noted as Mr. Schroeder mentioned the Ethics Commission would be Advisory; and that he believed that it would only be used for Grievous Reporting and Grievous Conduct.
- **Impact on Programs** – Mr. Porazzi stated that he personally cannot see how having an Ethics Commission would impact Programs. He stated if he was not well educated on that, that he would like to be.
- **Fees** – Mr. Porazzi stated if there was a fee for something like this, that he thought that it would be small, and irrelevant in the big picture of the town budget.
- **Government Transparency** – Mr. Porazzi stated that he thought having an Ethics Commission would go a long way for governmental transparency. He stated that he felt strongly that there needed to be an impartial panel to vet suspected violations; or else the public would be left with possible partisan local Town Councils; and any existing biases. He stated that this would mean that someone could complain all day and it was only going to go so far depending on the channels available.

Mr. Porazzi stated that Mr. Schroder mentioned that the Town Council has received all the written submissions; and that Chairman St. Vil mentioned the Town Council has received the written communications that were submitted for tonight's Public Hearing and that they would be included as part of the record; therefore, he stated let's not go other those again. Mr. Porazzi stated as he alluded to earlier, and to be quite honest, that he did not believe the current channels for Ethics, where there were Conflicts of Interest, were working; and that he would leave it at that, noting that Mrs. Deborah Edwards also alluded to that as well.

Mr. Porazzi concluded his comments by stating, that if the proposed “*An Ordinance Establishing a Code of Ethics and Ethics Commission*” does not go any further that he believed that it would go to vote, so the people of the town will have the final say. Thank you.

**Mr. Samuel Roudebush**, 63 Hurlbutt Drive, Gales Ferry, began by stating that Mr. Edwin Murray, 26 Devonshire Drive, Gales Ferry, provided written comments and although he would not read them this evening, that he would submit them for the record on Mr. Murray's behalf.

*“Ledyard Town Council: 09/24/2025  
Public Hearing on Adopting a Code of Ethics*

*Good evening Councilors,*

*A Code of Ethics provides clear expectations for how our town officials, employees, and volunteers should conduct themselves. By formally stating these values, we make it clear that public service in Ledyard requires honesty, accountability, and integrity.*

*It is surprising that our town—despite its educated and engaged leadership—has not yet adopted a Code of Ethics when roughly 87% of Connecticut municipalities already have one. Corporations, nonprofits, and governments at every level rely on such codes. They are not window dressing; they are public commitments to ethical behavior.*

*The draft before you is a worthy start, but it falls short of its purpose. Residents have identified specific weaknesses and offered constructive options for improvement. These deserve serious consideration before moving forward.*

*I'm also concerned about the process. Eighteen months of limited public input is not enough, and the public hearing tonight is scheduled for only two hours—hardly sufficient for a decision of this importance. Likewise, if the Council approves a ballot question, the proposed 40-day window is too short to educate thousands of voters and allow meaningful discussion.*

*For these reasons, I urge the Council to revise the ballot question. Instead of asking residents to vote yes or no on this draft, ask whether they support forming an ad hoc committee to develop a stronger Code of Ethics and bring that final document back for public approval.*

*A code of ethics is not something to fear. It is simply a pledge to accountability—something every resident has the right to expect. If there is confusion or opposition, let's take the time to resolve it and get this right.*

*Ledyard deserves a clear, thoughtful, and truly effective Code of Ethics. Please give our community the time and process it needs to achieve that goal.*

*Thank you.*

*Edwin Murray*

*26 Devonshire Drive, Gales Ferry, Connecticut”*

**Mr. Samuel Roudebush**, 63 Hurlbutt Drive, Gales Ferry, continued by stating the comments he prepared for tonight were no longer relevant. However, he stated what he has heard this evening was that there was not much disagreement with the concept of having an Ethics Commission, but that there was a sort of a reaction to the process. He noted as an example Director of Parks, Recreation & Senior Citizens Director Scott Johnson, Jr., brought up some excellent points about the way the Parks & Recreation Programs were run that leverage other capabilities already within the town. He stated that these opportunities would be considered in conflict with the current language of the proposed “An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission” as presented in the draft dated September 10, 2025. However, Mr. Roudebush stated that it was an easy fix so the Parks, Recreation & Senior Citizens Department would not have to lose \$30,000 in the revenue for the 12 or 16 Programs. He stated that they could create exemptions that they could work into the proposed Ordinance, where appropriate. He stated the same would go for the Town Clerk, noting that he thought those procedures may take some discussion and negotiation, but that they could be worked out and that it would be worth it. He stated the pushback they were getting on the proposed Ordinance reminded him of when the Federal Inspector General Act was passed post-President Nixon. He stated at that time there was a lot of pushback saying that Departments that could manage their own discipline. However, he stated that during the last 40 years, 50 years, that he believed that it has been proven that the Inspector General Program at the Federal Level had merit and has worked well.



Mr. Roudebush went on to state that having an independent commission that was politically independent was critical for the integrity of the process. He stated if the proposed Ordinance moves in that direction that he was in support of having a Code of Ethics and Ethics Commission. He noted that others already mentioned that Ethics was already addressed in several places within the Town Charter, within the Employee Handbook, and so forth. He stated that those Policies were important and should not be overlooked or in the way of what the Ethics Commission does. He stated the proposed *"An Ordinance Establishing a Town of Ledyard a Code of Ethics and Ethics Commission"* would create a process that would allow those policies to be implemented properly, fairly, and without undue interference from the existing structure.

Mr. Roudebush continued by noting a comment made earlier this evening regarding the process for adjudicating complaints and that it would violate the current Human Resources processes in terms of Union Labor Contract Agreements. He stated that the proposed Ordinance could also address this. He stated as one speaker mentioned this evening that the proposed Ordinance provided an Independent Investigation, Recommendations, and then then Actual Actions that would be taken by those who have the Authority.

Mr. Roudebush concluded his comments by stating that there has been a tremendous amount of work done on this document. He stated that he supported the concept and the majority of the language that was in the current draft Ordinance. However, he stated that he did think they could do better, noting that the decision whether to go forward was up to the Administration Committee and the Town Council. He suggested that it may be better to move forward with the proposed Ordinance and fix it later, than not to enact it because it may be dropped or forgotten, or left untouched. Thank you,

**Ms. Angela Cassidy**, 62 Hurlbutt Road, Gales Ferry, stated that she read some posts on Social Media today in which a few stated that having an Ethics Commission would be a witch hunt. She noted that she was hearing so many injectors tonight that were just not true; however, she stated that it makes her raise an eyebrow and ask, *"Why would anybody even think that"*. She stated if they were having those thoughts, then maybe there was a problem, and they need an Ethics Commission, and a Code of Ethics even more. She questioned why anybody would fight against having a Code of Ethics, noting that she thought the draft *"An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission"* that Councilor Buhle and many others worked so diligently on was almost there. She stated that they should all be questioning *"Why Ledyard would not want that"*. She stated that over 80% or about 150 of Connecticut's 169 towns already have a Code of Ethics, noting that this information was on the Connecticut State website, if anyone was questioning her numbers. She stated that both Republicans and Democrats have been strongly calling for an Ethics Commission for more than 18-months, noting that it was not partisan, it was about Accountability, Trust, and Protecting their community. She stated the proposed draft *"An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission"* has been reviewed by experts, including their Town Attorney, noting that several experts have already examined the draft Ordinance to make sure it was fair; and that some of those people were here tonight. She stated that she would ask any concerned citizens to please read the proposed Code of Ethics before making judgments. She stated that she did not think the response she was hearing from the public was what this Code of Ethics was about; and that she doubted that many have read the Code of Ethics. She stated that if she was running a personal business and she wanted to volunteer as a commissioner, that she just needed to disclose her properties, and possibly anything that she was receiving a large amount of over 10% from an investment. She stated that it seemed to be fair game for anybody who was playing honest. She stated that there was no reason they should not want this from their politicians and from people working for their community. She stated the proposed *"An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission"* only required town officials, town employees, and town volunteers to disclosure their potential *Conflicts of Interest* and recuse themselves if necessary. Therefore, she stated if people think there might be a *Conflict of Interest*, that as long as it was disclosed, and people decided that it was okay, they could still do that, noting that it was not necessarily stopping the person. She went on to state that as far as the money situation goes, she



thought that the town would be paying attorney's fees anyway; whether there was a Code of Ethics or not. She stated that unfortunately she thought that they would need some training for the Ethics Commission members; as well as annual trainings. She stated that a Code of Ethics was not just a formality, noting that it was a promise to their citizens where decisions would be made with honesty, openness, and fairness. She stated that it would protect their town and would strengthen their public trust. She stated that she thought the general message that has been online and everywhere else was not what they were making it out to be. She stated the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" was fair and it was simple. . She noted as Mr. Roudebush stated the Ethics Commission would provide an opinion and recommendations to the Town Council and/or Mayor; and then the Town Council and/or Mayor would make the decision.

**Mr. Jacob Hurt**, 6 Nugget Hill Drive, Gales Ferry, stated that he was speaking for himself tonight. He stated that he strongly support the adoption of "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*"; noting that the Ordinance was not just an unfunded mandate from the State. He stated the last budget cycle showed that their town needed to urgently and responsibly grow their Grand List and reduce the tax burden on their property owners; so they could stop having to cut everything. He stated that there were people who might exploit the town's need to benefit for themselves. In other words, he stated some people may use public office to benefit privately. Therefore, he stated that an Ordinance like this meets the state requirements and was an important way to deter; and if necessary, hold accountable, anyone who used their position of public trust to benefit themselves. He stated that Ledyard simply had too much history of elected officials failing to hold each other accountable, no matter how strong the case for doing so. He stated the proposed Ordinance was necessary to provide a way to confidentially raise a question, and not have to hope that the right people won the last election in order for the right thing to be done. However, he stated more than that, they have plenty of examples of government officials obstructing investigations, blocking efforts of transparency, and interfering with the process to benefit themselves.

Mr. Hurt went on to state that he wanted to register his disappointment with the Mayor tonight. He noted the Mayor's letter that was read into record and he stated that they just saw him use his Office, and the knowledge it gives him, to obstruct and play *gotcha* with the creation of this Ordinance and the Commission; instead of collaborating with the Town Council and to ensure stakeholders got involved to get the best outcome for the town. He stated the Mayor's letter was a shining example of why they need this Ordinance and why they needed this process. He stated that people who have to win popularity contests cannot be trusted to tell on themselves, noting that they now have another great example as to why.

Mr. Hurt stated that he has talked a lot about the number of towns that have Ethics Ordinances in place, and have functioning Ethics Commissions, noting that it was large number. He stated that the Ethics Commission in the many other towns do not appear to be detrimental or deterring anyone from entering public service. He stated that there was also no apparent evidence that these Ethics Commissions were being weaponized against individuals. He stated in fact the proposed Ordinance was one way to deal with those potential issues instead of allowing mis-information and gossip to fill an information void; and then it becomes a question. He stated instead of letting gossip go around, that the issue would either meet the threshold to fill a Complaint Form, or not. He stated in summary, that he did not find any argument against adopting a Code of Ethics to be sound. He stated although he did support some of these proposed changes, that he did not see any of them as showstoppers, just improvements. He noted as Mr. Schroeder mentioned earlier this evening that he was also very curious to see what feedback the first Commissioners provide, and hope they would have a way to hear and address those ideas as well. Thank you.

**Mr. Steve Munger**, 12 Nutmeg Drive, Gales Ferry, began by stating as he always says when he addressed the Town Council that he appreciated all of their time that they were putting into the proposed "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*". He stated whether they agree or disagreed on the outcome, that he would still appreciate the people that contributed their talents for the electorate.

Mr. Munger went on to state that it was his understanding that there were a few issues that occurred in town some time ago and they were taken care of. He stated if he was wrong about this information than he would admit that for some who were on the other side of the aisle.

Mr. Munger noted that the problem was that a lot of people complained about the increase of their taxes, noting that he was one of them, but they had a low voter turnout. He noted the number of residents present this evening because of their concerns about the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”, stating that he has not seen some of these residents before. Therefore, he stated if all of these people were really concerned about the things that happen in a town then they need to get involved.

Mr. Munger continued by stating that he wanted to address the following:

- ***If it's not broke don't fix it*** – Mr. Munger stated that he uses common sense, noting that he does not look at numbers or statistics. He stated “*If it's not broke don't fix it.*” He stated that he has done this his whole life, and it has been pretty successful.
- ***A Committee that doesn't lean one way or the other*** - Mr. Munger stated that they need to look at the climate in the country right now, noting that it was pretty much split. Therefore, he stated that he would find it really hard to believe they could find 3 people who say, “*Oh, I won't, I won't, I won't.*” He stated if the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” does get passed that he would like to make sure that those people would be very strongly looked at before being appointed to the Commission, and that he would follow what they decide after each incident.
- ***80% of Connecticut Towns have an Ethics Commission*** - Mr. Munger stated that he did not care about what other towns were doing. He stated this was Ledyard and that they should be concerned about what happens in Ledyard. He questioned because 80% of Connecticut Towns have an Ethics Commission would that also mean if 100 people stand at a cliff and 80 people jump over; should the rest of them jump over the cliff too; commenting “*No we do not have to jump over the cliff*” . He stated he was not saying the 80% towns were right or wrong. However, he stated he did not see any reason why they keep bringing those other people into a Ledyard issue. He stated this was something they have to discuss, argue, and fight about; and the decide amongst themselves in Ledyard and do what was best for their town.
- ***Just pass the Ordinance, we will fix it later*** – Mr. Munger noted comments made this evening that they should pass the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” and fix it later. He stated although he did not like to bring federal politics into this, that the best analogy he has was when House Representative Nancy Pelosi said: “*Oh let's just pass this, we'll read it later*”. Mr. Munger stated what they got was terrible. Therefore, he stated if they were going to move forward with an Ethics Commission, noting that he would support whatever way it goes; that they do not rush it and they should make sure it was right before they adopt the Ordinance, so they do not run into problems later. He stated let's not have a cavalier attitude, like, “*Oh, let's just pass it, and we'll worry about it later.*” He stated that was not the way they should operate. He stated that they need to make sure they have it right the first time, and then pursue it, noting that he personally did not want to see the town form an Ethics Commission.

**Mr. Mike Cherry**, 5 Whippoorwill Drive, Gales Ferry, provided for the record:

- Connecticut General Statutes -Chapter 124 – Zoning
  - Section 8-11 “*Disqualification of Members of Zoning Authorities*”
- Connecticut General Statutes - Chapter 128 – Municipal Planning Commission
  - Section 8-21- “*Disqualification of Planning Commission Members*”

- Connecticut General Statutes - Chapter 440 – Wetlands and Watercourses
  - Section 22a-42( c)
- Connecticut General Statutes - Chapter 98- Municipal Powers
  - 7-148t- *Conflict of Interest for Members of Land Use and Purchasing Commissions*
- Connecticut General Statutes - Chapter 113 – Municipal Employees
  - Section 7-479 “*Conflicts of Interest*”
- Ledyard Town Charter
  - Chapter III; Section 9 “*Investigation*”
  - Chapter IV; Section 9 “*Appointments and Removals*”
  - Chapter IX; Section 6 “*Conflicts of Interest*”

Mr. Cherry continued by noting in February, 2025 he stated that he was ambivalent about an Ethics Commission; however, he stated that now he was in support of the town having an Ethics Commission. However, he stated that tonight he wanted to talk about the deficiencies in the proposed draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” in terms of fixes noting the following:

- ***Code of Ethics*** – Mr. Cherry stated although he saw the words *Code of Ethics* that he did not see a *Code of Ethics* in the draft Ordinance dated September 10, 2025, noting that what he saw was a *Conflict of Interest List*. He explained that a Code of Ethics was something they could hang on the wall listing the positive things that they want to live by. He noted that the a good example of a *Code of Ethics* was provided in the Board of Education’s Handbook as Attachment A “*Policy Notes*” and on the next page, it provided *Conflict of Interest Rules*. He stated the proposed draft “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” dated September 10, 2025 was missing this type of information. He stated during his lifetime he has been part of Government Organizations which included the Engineers Nuclear Society, noting that event the Military has a Code that they live by.
- ***Does the proposed “An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission” apply to the Board of Education*** – Mr. Cherry stated the Board of Education has their own *Code of Ethics and Conflict of Interest List*; therefore, he questioned whether the proposed Ordinance would conflict with what the Board of Education has published and had in place for a while.
- ***Section 5 “Conflict of Interest Provisions”***- Mr. Cherry stated Connecticut General Statute Section 7-479 says that the town can establish an ordinance saying what a *Conflict of Interest* is; noting that it was covered by state statute.
- ***Section 7 “Establishment of an Ethics Commission” Paragraph 1 (b)*** - Mr. Cherry stated he was not sure what they were talking about noting that it looked like there was a difference between what the Town Attorney said, in what they published. He suggested this section be looked at.

Mr. Cherry noted the language “*serve as a member of any other town agency, board, commission, council, or committee*”. He questioned whether they were being redundant, or whether he missed something in the definitions.

Mr. Cherry stated that Mr. Schroeder suggested some good words that solved problems with the proposed draft Ordinance, noting that Mr. Schroeder added words to give the Commission some duties and responsibilities other than calling a lawyer. He noted the language was in the original draft Ordinance; however, it came out with the Town Attorney’s red line lawyers markup, and the Administration Committee did not vote to put the language back in. Therefore, the language in Section 7; Paragraph (3) “*Authority/Duties*” was for the Ethics Commission to contact one of two lawyers.

- ✓ **Section 7; Paragraph 6 “Hearings”** Mr. Cherry stated these sections and others in the proposed “*An Ordinance Establishing a Code of Ethics and Ethics Ordinance*” mentions public hearings or executive sessions and he questioned whether they were talking about labor things, or individuals. He stated for privacy that he was not sure that a public hearing was the right answer. He suggested the Town Council talk with the Director of Human Resources.
- ✓ **Section 7; Paragraph 7 Final Decisions** – Mr. Cherry stated that Mr. Schroeder did a good job with the wording that would require the Ethics Commission to write a report, and make recommendations to provide to the people with the authority to implement the recommended actions. He noted that Mr. Schroeder indicated that the words needed to be workable and clear and to improve existing draft Ordinance.
- **Sunset Clause** – Mr. Cherry suggested they think about including a Sunset Clause to force the Town Council in 2 or 3-years to review the Ordinance.
- **Training** – Mr. Cherry stated that he agreed with the comment to require training for the Ethics Commission. He suggested that they also require training for all those who were covered by the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” including all the employees, all the volunteers, all the board members. He stated if they're covered by the Ordinance, they ought to be trained in what the Ordinance says.

Mr. Cherry concluded his comments by stating that although the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Ordinance*” was not ready for a vote tonight, because it does not give the Ethics Commission a job, other than tell them to contact the Attorney. He stated with the suggested words that were provided tonight that he thought the Ordinance was getting close to being done. Thank you.

**Mr. Dan Pealer**, 48 Highland Drive, Ledyard, stated that he comes before the Town Council this evening having recently submitted comments by email. However, he stated that he would not focus on the written communication he already submitted. He proceeded by urging the Town Council not to factor the cost fallacy into their decision regarding the adoption of a “*Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*”. He noted the hours that have been spent drafting, debating, and refining the proposed Ordinance does not make it a good policy. He stated the time invested was not a reason to proceed. He stated, “*The amount of effort poured into making a mud pie does not make it anything other than a mud pie*”. He stated labor does not transform substance; and sentiment does not substitute for scrutiny. He stated the Town Council’s job tonight was not to defend the process; and not to factor in the process that was used to get here, noting that it was to evaluate the product of that process. He stated the Town Council must weigh the proposed Ordinance on its actual merits and its demerits, not on how much work has already gone into it, or how hard it would be to change. He stated that good intentions are not actions; and they do not shield anybody; and they do not correct any flaws that were present in the proposed Ordinance, noting that only clear-eyed governance could do that. He stated that he was pleading with the Town Council not to be the stewards of the effort, but to please use their sound judgment to choose what was right; and not to mistake momentum for wisdom. Thank you.

Chairman St. Vil thanked all those who spoke this evening. He explained that unfortunately, as it stands at this moment, the Town Council does not have a quorum this evening for their 7:00 p.m. Regular Meeting, and therefore, they were going to have to cancel the meeting. He stated the Town Council would revisit the topic of the proposed “*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*” at their October 8, 2025 meeting.

VII. ADJOURNMENT

Chairman St. Vil stated hearing no further public comment, that the Public Hearing was adjourned at 6:27 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 September 24, 2025

Attest: \_\_\_\_\_  
Gary St. Vil, Chairman

AN ORDINANCE ESTABLISHING A TOWN OF LEDYARD  
CODE OF ETHICS

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.

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 and Town employees 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 personal gain; and that the public has confidence in the integrity of its government.

Section 3. Applicability

The Code of Ethics shall apply to all Town officials, including members of the Board of Education, and all Town and Board of Education employees.

Section 4. Definitions

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

1. “*Complainant*” means any person who signs a complaint under penalties of false statement alleging a violation of this Code.
2. “*Confidential Information*” means information acquired by a Town official or Town employee 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.
3. “*Financial Interest*” means any interest that has a monetary value of more than one hundred dollars (\$100.00) in any calendar year and is not common to the other citizens of the Town.

4. “*Gift*” means anything of economic value in excess of one hundred dollars (\$100.00), including but not limited to entertainment, food, beverage, travel and lodging.

A gift does not include:

- a. A political contribution that is otherwise reported in accordance with the law.
  - b. Services provided by persons volunteering their time.
  - c. A commercially reasonable loan that is made on terms not more favorable than loans made in the ordinary course of business.
  - d. A gift received from a member of a person’s immediate family.
  - e. Goods or services which are provided to the municipality and facilitate government actions or functions.
  - f. A certificate, plaque or other ceremonial award.
  - g. 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.
  - h. An honorary degree.
  - i. Costs associated with attending a conference or business meeting and/or the registration or entrance fee to attend such conference or business meeting in which the Town official or Town employee participates in his or her official capacity.
  - j. Any gift provided to a Town Official or Town Employee or to an immediate 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.
5. “*Immediate family*” means spouse, fiancé, child, parent, grandchild, brother, sister, grandparent, niece, nephew, daughter-in-law, son-in-law, mother-in-law, father-in-law, sister-in-law, and brother-in-law.
6. “*Respondent*” means any person accused of violating this Code.
7. “*Town Official*” means any person holding elective or appointive office in the government of the Town, including members of the Board of Education.

8. *“Town Employee”* means any person receiving a salary, wages or stipend from the Town or the Board of Education for services rendered, whether full-time or part-time.

#### Section 5. Conflict of Interest Provisions

1. A Town official or any member of his or her immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment or contractual services furnished to or used by the board, agency or commission of which that person is an elected or appointed member.
2. A Town employee or any member of his or her immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment or contractual services that is within the purview of such Town employee.
3. The Mayor of the Town of Ledyard and members of the Town Council of the Town of Ledyard and any members of their immediate family shall not have a financial interest in any contract or purchase order for any supplies, materials, equipment, or contractual services furnished to or used by the Town of Ledyard.
4. No Town official or Town employee shall solicit or accept a gift from any person or business entity which is interested directly or indirectly in any business transaction or pending matter that is within the purview of such Town official or Town employee.
5. Town officials and Town employees shall not use Town owned vehicles, equipment, facilities, materials or property for personal convenience or profit.
6. No Town official or Town employee shall disclose or use confidential information acquired in the course of and by reason of his or her official duties for financial gain or for the financial gain of a member of his or her immediate family.
7. No Town official or Town employee may directly hire or supervise a member of his or her immediate family.
8. No former Town official shall represent anyone for compensation before any Town agency, board, commission, council or committee in which he or she was formerly an elected or appointed member for a period of one (1) year following the end of such former member's service on such agency, board, commission, council or committee.
9. No former Town employee shall represent anyone for compensation before any Town agency or department for which he or she was formerly employed for a period of one (1) year following the end of such former employee's employment with the Town.

#### Section 6. Ethics Commission



1. Membership

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.

- A. The five (5) Regular Members of the Commission shall include at least one attorney or paralegal (current or retired) and at least one member with a financial background.
- B. No more than two (2) Regular Members may be affiliated with any one political party. Both Alternate Members may not be affiliated with the same political party. At least one Regular Member and one Alternate Member shall be registered as an unaffiliated.
- C. No Regular member or Alternate member of the Ethics Commission shall:
  - A. Be a Town official or Town employee of the Town of Ledyard or be a member of the immediate family of any Town official;
  - B. Have held any elected Town or State office for a period of one (1)-year prior to being appointed to the Ethics Commission.
  - C. Be a member of a town committee.
  - D. Serve as a member of another Town agency, board, commission, council or committee.
  - E. Have been employed by the Town for a period of one (1) prior to being appointed to the Ethics Commission.
  - F. Have any financial interest in matters before the Town or the Board of Education.
  - G. Have been found in violation of any federal, state, municipal or professional code of ethics.

2. Terms of Appointment

- A. Members shall be appointed by the Town Council for a term of three (3) years and shall serve until their successor has qualified or is removed by the Town Council.
- B. 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 alternate member to serve for two (2) years. Thereafter, vacancies shall be filled for a three (3) year term.

- C. Inaugural members shall be eligible to serve two (2) additional three (3) year term beyond his/her initial appointment.
- D. Any vacancy on the Ethics Commission, other than by expiration of term, shall be filled for the unexpired portion of the term by the Town Council.
- E. 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.
- F. 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.

3. Authority/Duties

The Town of Ledyard Ethics Commission shall be authorized to perform the following:

- A. To consult with the Town Attorney or another attorney hired by the Ethics Commission if so authorized by the Town Council.
- B. To request that the Town Attorney provide advisory opinions. Advisory opinions rendered by the Town Attorney, until amended or revoked by the Ethics Commission, shall be binding and shall be deemed to be final decisions.

4. Procedures

A. Filing of Complaints

A complaint alleging any violation of the Code of Ethics shall be made on a form prescribed by the Ethics Commission and signed under penalty of false statement. The form shall be delivered to the Town Clerk who shall transmit a copy of the complaint to the Chairperson of the Ethics Commission 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.

B. Evaluation and Acknowledgement

- i. 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.
- ii. If the Ethics Commission makes a finding of probable cause, which shall require four (4) affirmative votes, it shall so advise both the complainant and respondent and began a formal investigation process.

C. 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.

D. Final Decisions.

- i. 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.
- ii. The Ethics Commission must render its decision within sixty (60) days of the closing of the hearing.
- iii. Such finding and memorandum will be deemed to be the final decision of the 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.
- iv. If the Ethics Commission determines that the Code of Ethics was violated, it will provide the respondent and 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 or her right to appeal the decision pursuant to Section 4-183 of the Connecticut General Statutes.

E. Penalties for Violations of the Code of Ethics.

- i. A violation of the Code of Ethics may lead to any one or a combination of the following the following penalties:
  1. Order to cease and desist the violation.
  2. Pay a civil penalty of up to the maximum amount permitted by State law.
  3. Censure.
  4. Suspension without pay.
  5. Demotion.
  6. Termination of employment.
  7. Restitution of any pecuniary benefits received because of the violation committed.

Section 7. Severability

If any part of this Code 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: \_\_\_\_\_

\_\_\_\_\_  
S. Naomi Rodriguez, Chairman

Approve/Disapprove on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn, III, Mayor

DRAFT

## **Frequently Asked Questions**

### **“An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission”**

#### **Q&A as written by Jessica Buhle**

These are my responses and opinions on this ordinance, and I do not speak for the Council or Administration Committee as a whole. I have received and heard these questions several times and wanted to take the time to address them one by one in a format that is conversational and easy to understand.

#### **Q: Doesn't the Town Charter cover us in these situations? Why do we need an Ordinance and a Commission?**

A: The Town Charter has provisions which cover Investigation and Conflicts of Interest. The Charter does not outline specifically what constitutes a Conflict of Interest, and also requires the Town Council to vote to perform an Investigation. I personally feel that the Council would struggle to remain impartial against other councilors or Town officials there may be speculation against. Creating a Code of Ethics outlines what constitutes a Conflict of Interest in participation in the town, and creates a nonpartisan Commission which can respond to any filed complaints.

Per Chapter 9, Section 6 of the Town Charter, “The Town Council may by ordinance specify what is, or what is not, a conflict of interest for officials and employees of the Town.” This ordinance falls in line with that language.

#### **Q: Will this result in political weaponization to attack people anyone disagrees with politically?**

A: I believe this Code of Ethics is specific enough to outline what does and does not constitute a breach of the Code of Ethics, and Complaints are filed under penalty of false statement, so I do not believe frivolous complaints will be filed to weaponize the Commission against anyone politically.

In fact, as mentioned in the above question, I believe the current system has more potential to be politically weaponized, as current investigation requirements require a majority of the Council, a partisan group.

#### **Q: The Town Attorney recommended a different version. Why are you supporting this version?**

A: Where possible, we adopted all the Town Attorney's recommendations. The Town Attorney had removed provisions that we had considered important to the submitted draft Ordinance (specifically section 6, which he had verbally advised me was legally admissible). There are limited other sections which were modified or re-added after verifying they were following Connecticut General Statutes. This proposed draft incorporates most of the Town Attorney's recommendations while maintaining the provisions we felt would best protect the town.

#### **Q: Will this cost us any money?**

A: While legal and other fees may be incurred through investigations and legal advisory, all commissioners are unpaid volunteers, and this Ordinance has the potential to protect the towns' reputation and integrity. Many Ethics Commissions across the state meet very rarely and very rarely have complaints; I expect us to follow a similar pattern.

#### **Q: Who does this Ordinance apply to?**

A: As it is written, this Ordinance applies to all Town officials, elected or appointed, including all members of committees, commissions, and boards, and all Town employees, including Board of Education members and employees.

Some provisions, such as the disclosure statement in Section 6, only apply to Town Councilors, Board of Education members, and the Mayor.

**Q: I am a volunteer or employee for the town. Should I be worried about someone filing a false complaint against me?**

A: The Ordinance as it is written only pertains to ethical misconduct relating to financial benefit of the Respondent. As mentioned, complaints are filed under penalty of false statement. The Ordinance cannot be used to file a complaint against someone if they are unhappy with a decision or unhappy with the service they have received at a town office or event. After a complaint is received, the process to determine Probable Cause is entirely confidential, and any complaints that are unwarranted and have no Probable Cause will be dismissed and remain confidential.

**Q: We don't need this. Why waste any time creating a commission?**

A: We have low crime rates in Ledyard, but we have an excellent police department to respond when we need them. I've never had a fire in my home (and fingers crossed I don't in the future), but I want Ledyard to have a great fire department. Most in this town believe we have an ethical town government, but I want to make sure we have an ordinance in place to protect us from future unscrupulous behavior and to set the standard for what our town considers financial benefit and conflict of interest.

Also, the last I knew, Ledyard was one of twenty-four towns in Connecticut without an Ethics ordinance or Code of Ethics. I do not see harm in establishing a Code of Ethics to protect our town as many of our neighboring towns have done.

## Roxanne Maher

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**From:** Ritter, Matthew D. <MRitter@goodwin.com>  
**Sent:** Tuesday, June 24, 2025 1:05 PM  
**To:** Kristen Chapman; Jessica Buhle  
**Cc:** Fred Allyn, III; Roxanne Maher  
**Subject:** RE: Request Town Attorney Review - Ledyard Draft Ethics Ordinance

Chair Buhle – would you have time this week to discuss the draft ordinance?

Thanks, Matt



**Matthew D. Ritter**  
Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

Tel: (860) 251-5092  
Fax: (860) 251-5212  
MRitter@goodwin.com  
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*Shipman & Goodwin LLP is a 2022 Mansfield Certified Plus Firm*

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**From:** Roxanne Maher <[council@ledyardct.org](mailto:council@ledyardct.org)>  
**Sent:** Monday, June 23, 2025 5:58 PM  
**To:** Kristen Chapman <[mayoral.asst@ledyardct.org](mailto:mayoral.asst@ledyardct.org)>  
**Cc:** Roxanne Maher <[council@ledyardct.org](mailto:council@ledyardct.org)>; Jessica Buhle <[jbuh@ledyardct.org](mailto:jbuh@ledyardct.org)>; Fred Allyn, III <[mayor@ledyardct.org](mailto:mayor@ledyardct.org)>  
**Subject:** Request Town Attorney Review - Ledyard Draft Ethics Ordinance

Good Afternoon Kristen:

Could you please forward the email below and attached draft Ordinance to Attorney Ritter.

Should you have any questions, please do not hesitate to contact me.

Thank you,  
Roxanne

\*\*\*\*\*

Hello Attorney Ritter:

The Ledyard Town Council's Administration Committee has drafted the attached "*An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*" dated 6/11/2025; and respectfully requests your legal review and recommendations/suggestions prior to them setting a Public Hearing date.

Should you have any questions or need additional information regarding the Committee's draft Ordinance, please contact Administration Committee Chairman Jessica Buhle at: Telephone (708) 307-6572; or email: Email: [jbuh@ledyardct.org](mailto:jbuh@ledyardct.org); or me.



The Administration Committee looks forward to your comments and recommendations.

Thank you,  
Roxanne

*Roxanne M. Maher*  
Administrative Assistant to  
The Ledyard Town Council  
(860) 464-3203  
[council@ledyardct.org](mailto:council@ledyardct.org)

Town Hall Hours:  
Monday – Thursday 7:45 a.m. – 4:45 p.m.  
Closed on Friday



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# Proposed Amendments to 24-0481 - DRAFT CODE OF ETHICS AND ETHICS COMMISSION -JESSICA-2025-09-08

## Section 3. Applicability

The Code of Ethics shall apply to all Town officials, including members of the Board of Education[, and all Town and Board of Education employees[, and to those conducting business with the Town of Ledyard and to all contractors retained by the Town, including attorneys.

## Section 4. Definitions

9. **Contractor.** Any business, proprietorship, firm, partnership, person in a representative or fiduciary capacity, association, venture, trust or corporation, whether paid or unpaid, including members of any board, committee or commission thereof.<sup>1</sup>

## Section 5. Conflict of Interest Provisions

(All provisions need to be reviewed to include "Contractor", where applicable)

### Section 7.1. Membership

#### Note: EITHER

The Ethics Commission shall be comprised of five (5) regular members and two (2-3) alternate members. All members of the Ethics Commission shall be electors of the Town.

a. No more than two (2 1) Regular Members may be affiliated with any one political party. Both Alternate Members may not be affiliated with the same political party. At least one three Regular Member(s) shall be registered as an unaffiliated.

#### OR

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.

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<sup>1</sup> Norwich Code of Ethics - Ord. No. 909, Section 2-52 b

~~a. No more than two (2) Regular Members may be affiliated with any one political party. Both Alternate Members may not be affiliated with the same political party. At least one Regular Member shall be registered as an unaffiliated.~~<sup>2</sup>

## Section 7.3 Authority /Duties

The Town of Ledyard Ethics Commission shall be authorized to perform the following:

- a. To **receive, review, investigate, and adjudicate complaints** alleging violations of the Town Code of Ethics, in accordance with the procedures set forth in this Ordinance.
- b. To conduct hearings, issue findings, and impose penalties as provided herein.
- ~~a~~ c. To consult with the Town Attorney or another attorney hired by the Ethics Commission if so authorized by the Town Council.
- ~~b~~ d. To request that the Town Attorney provide advisory opinions.
- e. To provide formal advisory opinions, upon request, to Town officials, Town employees, or other parties subject to this Code of Ethics, for the purpose of clarifying the application of the Code to specific situations.

## Section 7.4 Filing of Complaints

In the application of this Code of Ethics, care will be given to distinguish between concerns of management of Town employees and violations of the public trust. The daily management of employee performance is the responsibility of the Mayor or School Superintendent in the case of the employees of Ledyard Public Schools. Personnel policies should be the first guide in those areas where applicable. Similarly, the routine activities of the Commission should be governed by its rules and regulations. **This in no way compromises the Commission's mandate to investigate complaints on such matters.**

## Section 7.5 Evaluation and Acknowledgement

- b. If the Ethics Commission makes a finding of probable cause which shall require ~~four~~ **three** (4 **3**) affirmative votes, it shall so advise both the complainant and the respondent within ten (10) business days of its finding and begin a formal investigation process.<sup>3</sup>

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<sup>2</sup> Norwich Code of Ethics - Ord. No. 909, Section 2-55 (a) 1

<sup>3</sup> Norwich Code of Ethics - Ord. No. 909, Section 2-55 (c) 3

## Section 7.7 Final Decisions

- d. 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~~ *Report of Recommendations* within ten (10) days after its decision. It will also advise the respondent of his or her right to appeal the decision pursuant to Section 4-183 of the Connecticut General Statutes.
- e. **Report of recommendations.** When there has been a finding of a violation the commission shall report the finding and a recommendation for action to the town council. The commission shall also report to such other officer or board of the City with the power granted by the charter or state statute to remove the officer, official or employee found to have committed the violation, when such power of removal exists.<sup>4</sup>
- f. When the power of removal exists, the officer or board of the City with the power to remove the violator shall within sixty (60) days of receiving a report of violation, report back to the Ethics Commission the disposition of the matter. In all other cases, a report of disposition may be made by the council at their discretion.<sup>5</sup>

## Section 7.9 Advisory Opinions

- a. **ADVISORY OPINIONS.** Any officer, official or employee may seek from the commission, upon written request, an advisory opinion as to the application of any provision of this article to a particular situation or as to an interpretation of any such provision. The commission shall act on a written request within sixty (60) days of receipt. Such action may be an affirmative vote to decline ruling on the matter. In the event the commission fails to achieve a majority vote for any proposal, such failure shall be construed as an affirmative vote to decline ruling on the matter. The city clerk shall maintain a file of advisory opinions.<sup>6</sup>

Dear Commissioners,

Please consider the above revisions to the current Code of Ethics draft:

24-0481 - DRAFT CODE OF ETHICS AND ETHICS COMMISSION-JESSICA-2025-09-08

Sincerely,

David Schroeder Jr.

290 Whalehead Rd.

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<sup>4</sup> Norwich Code of Ethics - Ord. No. 909, Section 2-55 (c) 7

<sup>5</sup> Norwich Code of Ethics - Ord. No. 909, Section 2-55 (c) 8

<sup>6</sup> Norwich Code of Ethics - Ord. No. 909, Section 2-56

## Roxanne Maher

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**From:** Roxanne Maher  
**Sent:** Thursday, August 21, 2025 7:06 PM  
**To:** Town Council Group; Adrienne Parad  
**Subject:** Fwd: Ethics Committee Letter #2

Begin forwarded message:

**From:** Pamela Ball <pcball@earthlink.net>  
**Date:** August 21, 2025 at 4:50:28 PM EDT  
**To:** Roxanne Maher <council@ledyardct.org>  
**Subject:** Ethics Committee Letter #2

Dear Council,

I write again in opposition of the proposed "Ethics Committee". In addition to my comments in my first letter (reproduced below), I would like to add the following:

I do not believe that Council has made a good case for needing this Committee. The town charter provides for instances where it is necessary to investigate suspect activities committed by elected, paid or volunteer town personnel. There is no instance in which the guidelines in place can be imagined to fail to resolve an issue and do so without public humiliation. You may say that if you have nothing to hide, then it shouldn't be a problem but that is a horrible way to look at a situation in which someone has to defend themselves even when they are blameless.

Why does Council choose not to do this part of their job? It is not burdensome as the town has only used the processes in place a few times. Is it not their job as elected officials to represent the town when conflict arises? Dealing with matters of conflict in a confidential manner resides with Council and not with any townsfolk who think they should be able to judge people. This is passing the buck and shirking their duties.

Lastly, as a volunteer and current manager of the farmers market, I have many interactions with townspeople. Some interactions are pleasant while others are confrontational, unpleasant, and uncomfortable. With this committee in place, I could now have to defend any decision I make should the person not liking the decision go to the committee. I, and my team, as VOLUNTEERS should not be put in a position where an unpopular decision could cause personal turmoil. As I mentioned in my first letter, a friend of mine in charge of her town farmers market was run out of town for making a decision that followed market rules. It wasn't fair to her and it would not be fair to ANY volunteer who freely helps to support this town.

Here is a recent example: At one market, we were very short handed and the market table was unattended for some time. A person rang the market bell very loudly so I went over to see what they wanted. I ended up getting berated for not having a food truck from Ledyard on the premises and informed that we should have their truck at the market because they were from Ledyard. No matter what explanation I offered (out of space, no trucks from Ledyard applied, etc.) I was met with an argument. It was apparently my fault that they did not know about the application time frame for the market and when I told them how we distributed information I was met with "I'm not on FB" or "I don't read the Events magazine". Then I was chastised for using taxpayer money to run the market to which I explained that the market runs on vendor fees. Then this person argued again that it was their taxpayer dollars that allowed us to use the space

free of charge and he deserved and had the right to have his food truck at the market because he was a taxpayer. I would rather the market pay for the space than have to deal with this kind of criticism. I won't even go into the harassment the team and I had to endure running the market during Covid where we had to require people to follow masking, distancing, and glove guidelines.

I do not want a person with this attitude making a complaint about me, a VOLUNTEER, for making any decision for the market. This person was not nice to interact with and is just the kind of person I could imagine would lodge a complaint and want to be judge and jury against other townspeople. I do not need or want this kind of potential threat in my life nor in the lives of any other team member.

Also as I mentioned in my first letter, what makes one person qualified to judge another? In this political climate, I believe that it would be impossible for some people to be impartial in judging a person or situation. Juries are vetted for each particular trial and I do not recall a provision for this in the proposed resolution. This is proverbial witch hunt waiting to happen.

If this committee does go through, I would more than likely no longer volunteer my services to the town. It's not a threat; I simply do not need this kind of cloud in the background of my life. It is sad to think that Council is willing to allow their elected, paid and volunteer personnel be publicly dragged over the coals for when all issues should be handled by Council, privately and with attorney-client privilege.

At the least, volunteers should be exempt from complaints made to an "ethics committee"; complaints about volunteers should go directly to Council to be handled discretely and under privilege.

Thank you,

Pam Ball

Dear Council,

Having read the proposed ordinance and letters from town residents in support of the ordinance to create an Ethics Committee (EC), several issues and questions come to mind.

Being subjected to an "ethics" investigation, especially without an attorney, can have serious lifelong negative effects. I know of a situation in another town where a resident volunteering on a town committee made a decision that was correct, proper and in keeping with the duties of the committee but was not popular with the townsfolk. At a town meeting, I witnessed first hand how the town select person simply refused to listen to and consider any comments in support of her and the decision she made. Several of us gave statements that were rudely ignored. There was unflattering newspaper coverage and she was treated poorly by town residents and town authorities. She was subjected to such harsh treatment that she felt forced to - and did - move out of town to escape the hostility. This person was an acquaintance of mine and I know first hand how horrible this was for her.

Once an accusation is made to the EC, since there are no attorneys involved and thus no attorney-client privilege, is it not discoverable? Cannot all of the "confidential" information that is part of any EC investigation, from the filing of the complaint to the final decision, be discovered by a FOIA request? Would an accused have to turn over their personal

email, texts or other documents to five members of the EC and could that information be discovered by anyone else via a FOIA request? Would all of their social media posts be subject to scrutiny? All it would take is one person in town with an issue with the accused to use that information to start rumors, post negative things on social media, post content of personal emails, etc. because without attorney-client privilege, isn't the information accessible through a FOIA request? Potential employers could find out if a person was called before the EC and, without attorney-client privilege, wouldn't the town have to reveal that information if the employer filed a FOIA? Even if a person subjected to an accusation is found to be "innocent" there is no way to repair their reputation, their standing in the community, to gain back the hours of time spent in defense, or to be repaid expenses incurred to defend themselves. Once negative comments are out there, they are out there forever.

Will there be any requirements to be an EC committee member other than to be a registered voter in town? How will you determine if a committee member is qualified to sit in judgement of other townspeople? Will they receive any training such as intrinsic bias training? Will Council read the social media posts of potential EC members to see if they have made political, insulting or other disparaging comments against other residents? Who will determine what information should or should not be redacted from subpoenaed personal communications of the accused? Who will do the research to make sure that any documentation that an accuser submits is valid? Who will and how can an EC make sure that any proceedings are free from personal or political bias? If an attorney is not involved, could anyone make a FOIA request of the members of the EC to reveal information from their discussions and any communications on the topic?

Going before the EC has been compared to being judged by a jury of peers but that activity is carried out in a courtroom with a judge, attorneys (*i.e.*, trained professionals) and a jury selected to hear the case at hand; that is not the situation proposed here. Here you would have five untrained individuals who would sit in judgement on a fellow townsman. What if a person on the EC knows the accused or is familiar with the situation? In a jury selection process, that person would be removed; is Council going to vet and seat a new member each time this occurs? If the EC determines that a complaint is not valid, what plans will there be to stop the accuser from making their accusations public in other ways? The accused has no protection or privacy until an attorney is involved so the simple act of filing a complaint puts the accused in a position of needing one. What if they don't have the money to hire a lawyer? You may argue that a FOIA could be requested for any proceedings under the current policies, but under the current policies situations are handled by professionals, not neighbors, and attorney-client privilege would likely be in place.

What kind of complaints have ECs in other towns received and what kinds of actions have they taken? Did they need an EC to address the issues or would the policies in place have worked just as well? I believe that it would be a good idea to reach out to other towns to see how their EC was used and to talk to the accusers and accused to see how they were affected, especially those who went through the process and were found innocent. I do not know if a formal EC was in place for the situation I described above. Regardless, it devolved into a situation of neighbor attacking neighbor with awful consequences.

Have there been any "ethical violations" that have been identified that have not been or could not be adequately addressed by policies already in place? I understand that there have been some unpopular goings on in town (proposed blasting, proposed apartment complex) but just because a decision is unpopular does not mean it is a violation of ethics.

Some arguments for the committee included noting that Ledyard was one of the few towns in the state that didn't have an EC. Since we have policies in place, we don't need a committee. Other comments were directed to preparedness; there are policies in place so the town is prepared. And the last argument was that if you haven't done anything wrong, you don't have anything to worry about. All it will take is for someone in town to suspect you of doing wrong, filing a complaint and your life could be changed. Knowing that you haven't done anything wrong isn't going to protect you from an investigation. It's like arguing that you don't care about privacy because you have nothing to hide; do you really want people poking around in your life even if you haven't done anything wrong?

It seems to me that what is really needed is to make everyone aware of the policies already in place to handle complaints in a professional manner with trained personnel rather than asking five townspeople to make a judgement on another. Maybe the existing policies could be updated to include information from the ordinance about the "ethical

violations” that would be subject to an investigation and outline the steps to file a complaint under the current system. Such an amendment would address those who say that the current guidelines are too vague.

Is Council going to make a town wide announcement should this committee be established? If so, why not make a town wide announcement to educate folks as to the (updated) policies in place?

If this committee is put in place, all present and future volunteers should be made aware that anyone in town can file an ethics complaint against them. My friend was simply volunteering to make a good thing happen for the town. If the situation had been handled professionally, perhaps she wouldn't have been harassed so badly as to have to move away. Who would want to be a volunteer in Ledyard knowing that anyone could make a complaint against them? Volunteering should be rewarding, not a risk.

Thank you for reading,

Pam Ball



Good Evening Councillors,

Before I begin, I would like to be very clear: my comments are not intended as a personal critique of Attorney <sup>Keller</sup> Avena. I sincerely appreciate the time and expertise he has contributed in editing the draft document. His insights are clearly thoughtful, grounded in legal reasoning, and I recognize that I'm speaking without the benefit of having heard his full explanation for the revisions that have been made.

That said, in the interest of keeping this discussion focused on the content rather than individuals, I'll refer to the proposed revisions simply as "the attorney edits" or "the edits."

As someone who is not legally trained, I understand that some of these edits may be intended to streamline the language—removing redundant definitions or simplifying structure. Where that's the case, I fully support those changes. Clarity and simplicity serve everyone.

However, there are other edits that I find more difficult to understand—and, in some cases, entire sections of the draft have been eliminated. I worry that these edits may substantially alter the intent or effectiveness of the ethics code itself.

Did the state not provide model templates or example language to help municipalities establish effective codes of ethics and ethics commissions? After more than a year of effort, it's worth asking: have we simply recreated what already existed, or have we truly improved upon it? Was it really this challenging to arrive at a workable ethics code with clear enforcement mechanisms, and have we even managed to do that?

It would be helpful to understand how this edited draft compares to those already adopted by neighboring towns—many of which have relied on more standardized, broadly accepted language.

Given the time and energy invested in this process, one would hope this Committee has produced a document that not only reflects best practices, but sets a high standard. Otherwise, we risk ending up with a code that appears substantial but ultimately lacks the scope, authority, and enforceability needed to be truly effective. And if it's not effective, the town would have been better served with the model template(s) and generic language.

Thank You,  
Dave Schroeder Jr.  
290 Whattlehead Rd

#### Comment on Section 1

For example, in Section 1, the phrase "...there is hereby established a Town of Ledyard Code of Ethics" originally included the additional words "and Ethics Commission," which have been struck in the edits. Yet, in the revised Section 6—titled "Ethics Commission"—a commission is clearly established, with defined membership, terms of appointment, duties, and procedures. This raises a question: if the Ethics Commission is no longer explicitly established in Section 1, does that omission undermine or potentially nullify the authority outlined later in Section 6?

#### Comment on Section 4 Definitions

I assume the defined terms that were struck from the draft are legally unnecessary? Does this mean that they're defined already in some other statute or that their definition is not relevant to this ordinance?

#### Comment on Section 5 – Conflict of Interest Provisions:

Thank you for the clarification between officials and employees—that's a helpful improvement.

However, I'm concerned about the removal of the original language in **Subsection 5.1** that prohibited any interest—direct or indirect—that could compromise a person's independent judgment. This language addressed a broad spectrum of ethical concerns, including non-financial conflicts of interest, and provided a vital safeguard for maintaining public trust.

By narrowing the focus only to financial interests in contracts or purchases, the revised language may unintentionally weaken the scope of the ethics code. Ethical conflicts don't always come down to money—they can involve personal relationships, affiliations, or outside obligations that impair objectivity.

I would recommend reinstating or adapting the original "independent judgment" clause to preserve its broader intent, while still benefiting from the added clarity and structure introduced in the new draft.

**Subsection 5.3** "Personal beneficial interest" and "directly or indirectly" have been removed. These terms were important for covering non-obvious or indirect benefits (like a benefit to a friend, business associate, or shell company), not just direct financial gain. Their removal could narrow the definition of a conflict.

#### **Removal of draft Subsection(s) 5.3 A-N, replacing them with new Subsection(s) 5.4-5.9**

While the edits for subsections 5.4-5.9 are well written, important and acceptable, I'm concerned that most of the original provisions that were deleted—covering things like disclosure of conflicts, recusals, misuse of position, and protection against even the appearance of impropriety—have been removed.

It is important that together these clauses should form a broad framework of ethical protections. Without addressing them all, we risk leaving the Town vulnerable to real or perceived ethical violations. I'd urge the Council to carefully consider the new clauses, and reinstating or restoring any of the protections that seem to be missing in this section.

#### Comment of Section 6

**Section 6.1.B** I recommend that no more than one (1) Regular Member be affiliated with any single political party. Additionally, at least three (3) Regular Members and one Alternate Member should be registered as unaffiliated. This structure helps prevent the two major parties from colluding to block ethical complaints when it serves their interests.

**Section 6.4.A** I suggest that the identity of the person filing a complaint not be made public. While the complainant should not remain anonymous, their name should be kept confidential to protect them from potential retaliation by individuals in positions of authority. At the same time, it is important to ensure that the complaint process is not exploited through frivolous filings, which should neither be tolerated nor encouraged.

I was only able to review about half of the revised draft document. I apologize for not having more feedback to offer at this time, as there are still numerous edits and deletions I was unable to address.

Thank you for your dedication and effort in helping to create the best ethical code possible for the town.

## TOWN OF LEDYARD FRAUD POLICY

### 1. Purpose:

This fraud policy is established to facilitate the development of controls that will aid in the detection and prevention of fraud against the Town of Ledyard. It is the intent of the Town of Ledyard to promote consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conduct of investigations.

### 2. Scope of Policy:

This policy applies to any irregularity, or suspected irregularity, involving employees as well as volunteers, vendors, consultants, contractors, outside agencies doing business with employees of such agencies, and/or any other parties with a business relationship with the Town of Ledyard. Any required investigative activity will be conducted without regard to the suspected wrongdoer's length of service, position/title, or relationship to the Town of Ledyard.

### 3. Policy:

Management is responsible for the detection and prevention of fraud, misappropriations, and other irregularities. Fraud is defined as the intentional, false representation or concealment of a material fact for the purpose of inducing another to act upon it to his or her injury. Each member of the management team will be familiar with the types of improprieties that might occur within his or her area of responsibility, and be alert for any indication of irregularity. Any irregularity that is detected or suspected must be reported immediately to the Mayor, who coordinates all investigations with the Town's legal counsel, and other affected areas, both internal and external.

### 4. Actions That Constitute Fraud

The terms defalcation, misappropriation, and other fiscal irregularities refer to, but are not limited to:

- Any dishonest or fraudulent act
- Misappropriation of funds, securities, supplies, or other assets
- Impropriety in the handling or reporting of money or financial transactions
- Profiteering as a result of insider knowledge of Town activities
- Disclosing confidential information to outside parties
- Accepting or seeking anything of material value from contractors, vendors, consultants, or person providing services/materials to the Town of Ledyard. Exception: Gifts less than \$25 in value.
- Destruction, removal, or inappropriate use of records, furniture, fixtures, and equipment; and/or
- Any similar or related irregularity

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2014 MAY 29 AM 9:08  
TOWN OF LEDYARD  
LEDYARD TOWN CLERK

5. Other Irregularities:

Irregularities concerning an employee's moral, ethical, or behavioral conduct should be resolved by departmental management and the Mayor. If there is any question as to whether an action constitutes fraud, contact the Mayor for guidance.

6. Investigation Responsibilities:

The Mayor has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the policy. If the investigation substantiates that fraudulent activities have occurred, the Mayor will issue reports to appropriate designated personnel and to the Town Council. Decisions to prosecute or refer the examination results to the appropriate law enforcement and/or regulatory agencies for independent investigation will be made in conjunction with legal counsel and senior management, as will final decisions on disposition of the case.

7. Confidentiality

The Mayor treats all information received confidentially. Any employee who suspects dishonest or fraudulent activity will contact their supervisor immediately, and *should not attempt to personally conduct investigations or interviews/interrogations* related to any suspected fraudulent act (see Reporting Procedure section below). Investigation results will not be disclosed or discussed with anyone other than those who have a legitimate need to know. This is important in order to avoid damaging the reputations of persons suspected but subsequently found innocent of wrongful conduct and to protect the Town of Ledyard from potential civil liability.

8. Authorization for Suspected Fraud:

The Mayor will have:

- Free and unrestricted access to all Town records and premises, whether owned or rented; and
- The authority to examine, copy, and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities on the premises without prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of his/her investigation.

9. Reporting Procedures:

Great care must be taken in the investigation of suspected improprieties or irregularities so as to avoid mistaken accusations or alerting suspected individuals that an investigation is under way. An employee who discovers or suspects fraudulent activity will contact the Mayor immediately. The employee or other complainant may remain anonymous. All inquiries concerning the

activity under investigation from the suspected individual, his or her attorney or representative, or any other inquirer should be directed to the Mayor. No information concerning the status of an investigation will be given out. The proper response to any inquiries is: "I am not at liberty to discuss this matter." Under no circumstances should any reference be made to "the allegation," "the crime," "the fraud," "the forgery," "the misappropriation," or any other specific reference. The reporting individual should be informed of the following:

- Do not contact the suspected individual in an effort to determine facts or demand restitution.
- Do not discuss the case, facts, suspicions, or allegations with *anyone* unless specifically asked to do so by legal counsel.

10. Termination:

If an investigation results in a recommendation to terminate an individual, the recommendation will be reviewed for approval by legal counsel before any such action is taken.

11. Administration:

The Mayor is responsible for the administration, revision, interpretation, and application of this policy. The policy will be reviewed annually and revised as needed.

Adopted by the Ledyard Town Council on May 28, 2014

Linda C Davis  
Linda C. Davis, Chairman

## Roxanne Maher

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**From:** Keva Fothergill <kevafothergill@sbcglobal.net>  
**Sent:** Friday, September 13, 2024 7:28 AM  
**To:** Town Council Group  
**Subject:** Ethics committee

Town Council:

I support the formation of an Ethics Committee

In Ledyard and would gladly sit on said committee, if members are needed. I do not currently participate in any other boards/committees.

Contact information:

Keva Fothergill  
16 Osprey drive  
Gales Ferry  
[8608573565](tel:8608573565)

[Sent from AT&T Yahoo Mail for iPhone](#)

**Roxanne Maher**

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**From:** Joe Franzone <joefranzone@gmail.com>  
**Sent:** Thursday, September 12, 2024 10:26 PM  
**To:** Town Council Group  
**Subject:** Ethics Committee

We should have one!  
Thanks, Joe Franzone  
66 Hurlbutt Rd.

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*'Every day's a Holiday!'*



**Roxanne Maher**

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**From:** Alicia <amlyons77@aol.com>  
**Sent:** Thursday, September 12, 2024 9:08 PM  
**To:** Town Council Group  
**Subject:** I support an Ethics Committee

Good evening,

I am a Ledyard resident of 17 years now. As I am reading about the proposed apartment complex in Gales Ferry, a blasting company and other projects being done its past time for Ledyard to have an Ethics Committee to protect our residents, wildlife and businesses.

I fully support our town organizing an ethics committee and hope it happens before these big projects are approved.

Please reply with any questions or concerns.

Thank you,  
Alicia Lyons

**Roxanne Maher**

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**From:** Lynn Wilkinson <lynnwilkinson57@comcast.net>  
**Sent:** Thursday, September 12, 2024 6:04 PM  
**To:** Town Council Group  
**Subject:** Ethics committee

Dear Town Council members

I am would like to respectfully request that an Ethics commission be formed for our town. It seems odd to me that Ledyard is one of very few towns that doesn't have one, and I believe this should be rectified.

Lynn Wilkinson  
57 Terry Road  
Gales Ferry, CT 06335  
Sent from my iPhone

**Roxanne Maher**

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**From:** Markos Samos <markwsamos@gmail.com>  
**Sent:** Saturday, September 14, 2024 8:28 AM  
**To:** Town Council Group  
**Subject:** Ethics Committe

I wish to request that the Town Council create an ethics committee. I am concerned that without such a committee this town runs the risk of self interested parties making decisions on their behalf and not that of the town's people.

I have been a resident of Gales Gales for 44 years and love this town. I am concerned that given the current political climate some decisions may not be in the best interest of the town.

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Thank You  
Markos Samos  
33 Robin Hood Drive  
Gales Ferry

## Roxanne Maher

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**From:** LYNN WILKINSON <lynnwilkinson57@comcast.net>  
**Sent:** Monday, November 18, 2024 9:19 AM  
**To:** Town Council Group; Fred Allyn, III  
**Subject:** Town Council meeting 11/13/2024 Ethics Commission

11/18/2024  
Lynn Wilkinson  
57 Terry Road  
Gales Ferry, CT 06335

Ledyard Town Council  
Mayor Fred Allyn

Dear Town Council and Mr. Allyn,  
I have just finished watching the video from the last council meeting, and I have several comments and concerns.

Of the 169 towns in Connecticut, we are in the minority with no ethic commission, or code of ethics for elected officials. I fail to see how correcting this lack is "a solution looking for a problem". The example given of successfully addressing embezzlement is all well and good, but many ethical issues are not nearly so clear cut. Financial gain is not the only measure of ethics violation, and I am disappointed to see an elected official ignore that in his statements.

Furthermore, although I understand a commission to investigate wrongdoing can be called, an *independent* commission would do more for the public trust. This is the very reason so many asked for independent studies to supplement application to P&Z recently. Essentially asking a body to investigate itself (should the need ever arise) would do little to assuage resident's concerns about potential improprieties.

Ledyard is in a period of rapid change, and there are many impactful projects on the table, with presumably more to come. There is a lot of fear and uncertainty, which is not unusual in these circumstances. Adopting a code of ethics and an Ethics Commission, which seems to be fairly standard practice in Connecticut towns, is hardly following your friends off the proverbial bridge; it would improve voter confidence in our elected official's decisions, and lay many concerns about transparency to rest.

I hope that going forward, the council will be open to considering the taxpayer's requests, rather than relying on the old standard of "this is how we've always done it".

Respectfully,  
Lynn Wilkinson

**Roxanne Maher**

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**From:** Deborah K <whistldyxc@gmail.com>  
**Sent:** Saturday, December 7, 2024 11:25 AM  
**To:** Carmen Garcia Irizarry  
**Cc:** Town Council Group  
**Subject:** Ethics progress

Dear Chair and Administration Committee members,

I had meant to get this to you weeks ago, but life here in Gales Ferry has had much going on recently. I have watched the Administrative Committee in action regarding formation of a Code of Ethics and an Ethics Committee. After reviewing again the meetings of Sept. 11th and Nov. 12th, I want to thank those who are putting in the work to get this important task accomplished. I feel Chairperson Garcia-Irizarry and Councilors Brunelle and Buhle expressed a very good understanding of how an Ethics Committee can be helpful on many levels. Unfortunately, I was extremely disappointed to observe that the full Administrative Committee is not on board with having an informative discussion on the topic and, in fact, Councilor Dombrowski stated at the outset (several times - Sept.) he would vote against it, if pursued. He confirmed the same at the subsequent Nov. meeting. As a resident, I would like to see all of our elected officials participate in the process, regardless of personal feelings.

I commend and encourage those willing to work, to push forward, and I look forward to reading the final draft proposal. This is something that has been requested several times over previous years and is an important step in guidance and transparency for both residents and those who serve our Town in any capacity.

Thank you for your efforts,

Deborah Edwards  
30 Bluff Road West  
Gales Ferry, CT

**From:** Carlo M Porazzi <porazzicm@gmail.com>  
**Sent:** Wednesday, December 11, 2024 12:58 PM  
**To:** Town Council Group  
**Subject:** Ethics Commision

Ledyard Town Council,

As a current resident and taxpayer I am writing to voice my support for the formation of a Ledyard Ethics Commission.

I find it very concerning that Ledyard is one of the few towns that does not have this oversight committee. The objection over forming this committee by at least one standing member of the town council is also concerning. Simply having a code of ethics established with no board to administer is much like the example given of having laws but no police force. In my opinion there have been and are instances of poor judgement by town leaders in local matters and I believe the establishment of this commission will allow for complaints to be lodged, with pertinent facts supporting. I also agree this will go far in increasing trust between residents and Ledyard local government, something I believe is waning currently.

To that matter, while the draft I read is a very good start I would offer some changes if I may:

- Sec 2 - the follow sentence leaves some ambiguity as to what this could allow: "Specific portions of this Ordinance shall not be applicable if they conflict in whole or in part with any labor agreement, employment contract or state statute." It would be beneficial if some high -level examples could be provided
- Sec 4, subsection J & M - I would suggest any former member of town government be prohibited from representing any party seeking business with or in the town, or seeking employment

with that party for a term of three (3) years from their vacancy of their town position

- Any reference or suggestion, explicit or implied, to the mayor in office at the time having any control or oversight in the dealings of the Ethics Committee except for receiving reports of current status and/or findings

Thank you for your consideration,  
Carlo Porazzi  
30 Chapman Ln  
Gales Ferry

To:  
 Ledyard Town Council  
 Working Group on Creation of an Ethics Committee  
 Ledyard, CT

12/11/2024

Dear Members of the Town Council,

As a current resident of the town of Ledyard, I would like to voice my support for the creation of a Code of Ethics and a Ledyard Ethics Committee, as your own investigations have indicated we are one of the very few towns in Connecticut that do not currently have sufficient vehicles to apply such oversight.

I found the discussion so far in the town minutes very enlightening, though it disturbs me to learn that there would be *any* dissenting voice on our town council against establishing a vehicle for oversight, as ethical behavior in government is a cornerstone of maintaining the trust the electorate has in our town officials, both elected, hired and appointed.

I have read the Draft Ordinance for Establishing a Code of Ethics and an Ethics Commission. I must say I largely approve of the language, but call you attention to the following points that perhaps merit discussion:

1. **Section 5.5.a** stipulates "No complaint may be made under the code unless it is filed with the Commission within three (3) years after the violation alleged in the complaint has been committed."
  - o *I pose the question whether 3 years is too short a period, since that does not even equal the 4-year term of office for many positions outlined in the Chapter II of the Town Charter. Perhaps a 4 or even 5 years limitation for making a complaint would be better in a spirit of just accountability?*
2. **Section 5.3 Terms of Appointment** stipulates Members shall be appointed by the Town Council for a period of 3 years. **Section 5.5.c** requires 3-out-of-5 concurring votes to establish *probable cause* during an ethics investigation. Subsequently **Section 5.5.e** further requires a unanimous 5-out-of-5 concurring members to be able to take action upon any violations found.
  - o *Unlike a jury in a criminal trial who are chosen at random from the general public, the Ethics Committee is appointed by the Town Council, which potentially introduces (political or other) influence/bias into its composition. Thus is 5-out-of-5 concurring members too high a bar to expect any findings to ever result in disciplinary action? I am wondering what is the norm for taking disciplinary action in other such ethics bodies (either in government or in business), or if there is perhaps another model to use?*

Thank you for your Consideration,  
 Milton Schroeder Jr.  
 290 Whalehead Road



## Roxanne Maher

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**From:** Chris Jelden <chrisjelden@gmail.com>  
**Sent:** Monday, December 16, 2024 4:10 PM  
**To:** Town Council Group  
**Cc:** April Brunelle; Jessica Buhle; Carmen Garcia Irizarry; Kevin J. Dombrowski; Gary Paul; Tony Saccone; Gary St. Vil; Naomi Rodriguez; Timothy Ryan  
**Subject:** Support for Establishing a Code of Ethics and Ethics Commission

Dear Members of the Ledyard Town Council,

I am writing to express my strong support for the proposed ordinance to establish a Code of Ethics and an Ethics Commission for the Town of Ledyard.

Until very recently I simply assumed Ledyard already had a Code of Ethics in place—it seemed like the kind of fundamental safeguard that any reasonable person would expect. In fact, when I asked around to fellow Ledyard residents, most people either believed we had one or felt we definitely should. Our current situation puts us in a small group of Connecticut towns without this framework, and that's not a distinction we should want to maintain.

Having a Code of Ethics isn't about suggesting that unethical behavior is rampant. It's about being prepared when gray areas arise. Clear guidelines offer those working within the town a reference point for iffy situations, ensuring decisions are made with integrity and transparency. An Ethics Commission would then serve as a resource for officials and employees—someone they can turn to for guidance, rather than having to navigate challenging situations alone.

I understand there may be concerns about the costs associated with implementing these measures. However, the cost of not having a proper ethical framework would be the breakdown of public trust and the difficulty of reacting after a problem emerges. A Code of Ethics and an Ethics Commission help us proactively safeguard our community's interests and maintain the trust of our residents.

Ultimately, no one needs a Code of Ethics until they do. By adopting this ordinance, Ledyard steps confidently toward good governance. It reassures the community that we value honesty, accountability, and responsible leadership.

Thank you for your time and consideration.

Sincerely,  
Chris Jelden

**Roxanne Maher**

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**From:** Ed Murray <murrayed92021@outlook.com>  
**Sent:** Wednesday, January 8, 2025 1:19 PM  
**To:** Roxanne Maher  
**Subject:** Ethics

To: Chair and members of Ledyard Town Council:

I believe it is essential for Ledyard to have a Code of Ethics and an Ethics Commission as a demonstration of our commission to good government. Not having one makes us different but not better.

As to the makeup of the commission, i believe it should be representative of the electorate and should have 2 regular and 1 alternative member who are not affiliated with any party.

Ed Murray  
26 Devonshire Dr  
Gales Ferry, CT 06335

## Roxanne Maher

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**From:** Pamela Ball <pcball@earthlink.net>  
**Sent:** Sunday, February 2, 2025 10:05 PM  
**To:** Roxanne Maher  
**Subject:** Ethics committee ordinance

Dear Council,

Having read the proposed ordinance and letters from town residents in support of the ordinance to create an Ethics Committee (EC), several issues and questions come to mind.

Being subjected to an “ethics” investigation, especially without an attorney, can have serious lifelong negative effects. I know of a situation in another town where a resident volunteering on a town committee made a decision that was correct, proper and in keeping with the duties of the committee but was not popular with the townsfolk. At a town meeting, I witnessed first hand how the town select person simply refused to listen to and consider any comments in support of her and the decision she made. Several of us gave statements that were rudely ignored. There was unflattering newspaper coverage and she was treated poorly by town residents and town authorities. She was subjected to such harsh treatment that she felt forced to - and did - move out of town to escape the hostility. This person was an acquaintance of mine and I know first hand how horrible this was for her.

Once an accusation is made to the EC, since there are no attorneys involved and thus no attorney-client privilege, is it not discoverable? Cannot all of the “confidential” information that is part of any EC investigation, from the filing of the complaint to the final decision, be discovered by a FOIA request? Would an accused have to turn over their personal email, texts or other documents to five members of the EC and could that information be discovered by anyone else via a FOIA request? Would all of their social media posts be subject to scrutiny? All it would take is one person in town with an issue with the accused to use that information to start rumors, post negative things on social media, post content of personal emails, etc. because without attorney-client privilege, isn't the information is accessible through a FOIA request? Potential employers could find out if a person was called before the EC and, without attorney-client privilege, wouldn't the town have to reveal that information if the employer filed a FOIA? Even if a person subjected to an accusation is found to be “innocent” there is no way to repair their reputation, their standing in the community, to gain back the hours of time spent in defense, or to be repaid expenses incurred to defend themselves. Once negative comments are out there, they are out there forever.

Will there be any requirements to be an EC committee member other than to be a registered voter in town? How will you determine if a committee member is qualified to sit in judgement of other townspeople? Will they receive any training such as intrinsic bias training? Will Council read the social media posts of potential EC members to see if they have made political, insulting or other disparaging comments against other residents? Who will determine what information should or should not be redacted from subpoenaed personal communications of the accused? Who will do the research to make sure that any documentation that an accuser submits is valid? Who will and how can an EC make sure that any proceedings are free from personal or political bias? If an attorney is not involved, could anyone make a FOIA request of the members of the EC to reveal information from their discussions and any communications on the topic?

Going before the EC has been compared to being judged by a jury of peers but that activity is carried out in a courtroom with a judge, attorneys (*i.e.*, trained professionals) and a jury selected to hear the case at hand; that is not the situation proposed here. Here you would have five untrained individuals who would sit in judgement on a fellow towns person. What if a person on the EC knows the accused or is familiar with the situation? In a jury selection process, that person would be removed; is Council going to vet and seat a new member each time this occurs? If the EC determines that a complaint is not valid, what plans will there be to stop the accuser from making their accusations public in other ways? The accused has no protection or privacy until an attorney is involved so the simple act of filing a complaint puts the accused in a position of needing one. What if they don't have the money to hire a lawyer? You may

argue that a FOIA could be requested for any proceedings under the current policies, but under the current policies situations are handled by professionals, not neighbors, and attorney-client privilege would likely be in place.

What kind of complaints have ECs in other towns received and what kinds of actions have they taken? Did they need an EC to address the issues or would the policies in place have worked just as well? I believe that it would be a good idea to reach out to other towns to see how their EC was used and to talk to the accusers and accused to see how they were affected, especially those who went through the process and were found innocent. I do not know if a formal EC in was in place for the situation I described above. Regardless, it devolved into a situation of neighbor attacking neighbor with awful consequences.

Have there been any "ethical violations" that have been identified that have not been or could not be adequately addressed by policies already in place? I understand that there have been some unpopular goings on in town (proposed blasting, proposed apartment complex) but just because a decision is unpopular does not mean it is a violation of ethics.

Some arguments for the committee included noting that Ledyard was one of the few towns in the state that didn't have an EC. Since we have policies in place, we don't need a committee. Other comments were directed to preparedness; there are policies in place so the town is prepared. And the last argument was that if you haven't done anything wrong, you don't have anything to worry about. All it will take is for someone in town to suspect you of doing wrong, filing a complaint and your life could be changed. Knowing that you haven't done anything wrong isn't going to protect you from an investigation. It's like arguing that you don't care about privacy because you have nothing to hide; do you really want people poking around in your life even if you haven't done anything wrong?

It seems to me that what is really needed is to make everyone aware of the policies already in place to handle complaints in a professional manner with trained personnel rather than asking five townspeople to make a judgement on another. Maybe the existing policies could be updated to include information from the ordinance about the "ethical violations" that would be subject to an investigation and outline the steps to file a complaint under the current system. Such an amendment would address those who say that the current guidelines are too vague.

Is Council going to make a town wide announcement should this committee be established? If so, why not make a town wide announcement to educate folks as to the (updated) policies in place?

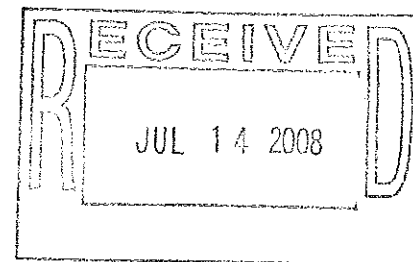
If this committee is put in place, all present and future volunteers should be made aware that anyone in town can file an ethics complaint against them. My friend was simply volunteering to make a good thing happen for the town. If the situation had been handled professionally, perhaps she wouldn't have been harassed so badly as to have to move away. Who would want to be a volunteer in Ledyard knowing that anyone could make a complaint against them? Volunteering should be rewarding, not a risk.

Thank you for reading,

Pam Ball



**State of Connecticut**  
**HOUSE OF REPRESENTATIVES**  
 STATE CAPITOL  
 HARTFORD, CONNECTICUT 06106-1591




**REPRESENTATIVE TOM REYNOLDS**  
 FORTY-SECOND ASSEMBLY DISTRICT

47 BITTERSWEET DRIVE  
 GALES FERRY, CONNECTICUT 06335  
 HOME: (860) 464-0441  
 CAPITOL: (860) 240-8585  
 TOLL FREE: 1-800-842-8267  
 FAX: (860) 240-0206  
 E-MAIL: Tom.Reynolds@cga.ct.gov

**VICE CHAIRMAN**  
 PUBLIC SAFETY AND SECURITY COMMITTEE

**MEMBER**  
 APPROPRIATIONS COMMITTEE  
 EDUCATION COMMITTEE

**MEMORANDUM**

**DATE:** July 9, 2008  
**TO:** Mayor Fred Allyn, Jr.  
**FROM:** Representative Tom Reynolds   
**RE:** New Ethics Law

You asked me about the new ethics law adopted by the legislature and signed by the Governor this year. Specifically, you were interested in the pension revocation provision. Attached is a summary of the new law.

The law generally permits state courts to revoke or reduce any retirement or other benefit due to state or municipal public officials or employees who commit certain crimes related to their employment. The law requires the Attorney General to apply to the Superior Court for an order to revoke or reduce the benefits of a public official or employee who, on and after the bill's passage, is convicted of or pleads guilty or nolo contendere (no contest) in federal or state court to various crimes.

The effective date of the law is October 1, 2008. Therefore, pension revocation is not an option for towns seeking to apply this new law to pensioners who were convicted of certain crimes before that date.

A retroactive pension revocation provision was in the original bill, but we could not get the votes to pass the bill if the retroactivity language was left in. I regret this, but it's the best we could do this year.

I hope this information is responsive to your inquiry. If you have any questions, please let me know.

Copy: Ledyard Town Council  
 Attachment

## OLR Bill Analysis

HB 6502

*Emergency Certification*

## AN ACT CONCERNING COMPREHENSIVE ETHICS REFORMS.

## SUMMARY:

This bill:

1. generally permits state courts to revoke or reduce any retirement or other benefit due to state or municipal officials or employees who commit certain crimes related to their employment;
2. makes it a class A misdemeanor for public servants to fail to report a bribe;
3. expands illegal campaign finance practices to cover certain solicitations by chiefs of staff;
4. makes several changes to state codes of ethics such as limiting gift exceptions, prohibiting state contractors from hiring certain former public officials and state employees, restricting the Office of State Ethics' (OSE) authority to issue subpoenas, prohibiting *ex parte* communications during OSE hearings on ethics complaints, limiting Citizens' Advisory Board members who can act on ethics complaints, and subjecting the governor's spouse to the code;
5. requires OSE to provide mandatory training to legislators on the Code of Ethics for Public Officials; and
6. requires public agencies to post, on available web sites, meeting dates, times, and minutes required by law to be publicly disclosed.

EFFECTIVE DATE: October 1, 2008

## §§ 1-5 — CORRUPT OFFICIALS AND EMPLOYEES

The bill generally permits state courts to revoke or reduce any retirement or other benefit due to state or municipal public officials or employees or quasi-public agency members and directors who commit certain crimes related to their employment.

The bill requires the court to order payment of any benefit or payment that is not revoked or reduced.

*Exceptions to Reduction or Revocation*

Under the bill:

1. no revocation or reduction may prohibit or limit benefits that are the subject of a qualified domestic relations order (e. g. , child support);
2. no pension may be reduced or revoked if the IRS determines that the action will negatively affect or invalidate the status of the state's or a municipality's government retirement plans under Section 401 (a) of the Internal Revenue Code of 1986; and
3. the pension benefits of a public official or employee who cooperated with the state as a whistleblower before learning of the criminal investigation may not be revoked or reduced if the court determines or the attorney general certifies that the official or employee voluntarily provided information to the attorney general, state auditors, or a law enforcement agency against a person more blameworthy than the official or employee.

Additionally, no pension may be revoked if the court determines that to do so would constitute a unilateral breach of a collective bargaining agreement. Instead the court may issue an order to reduce the pension by an amount necessary to (1) satisfy any fine, restitution, or other monetary order issued by the criminal court and (2) pay the cost of the official's or employee's incarceration.

#### *Crimes Related to Office or Employment*

The bill requires the attorney general to apply to the Superior Court for an order to revoke or reduce the benefits of a public official or employee who, on and after the bill's passage, is convicted of or pleads guilty or *nolo contendere* (no contest) in federal or state court to:

1. committing or aiding or abetting the embezzlement of public funds from the state, a municipality, or a quasi-public agency;
2. committing or aiding or abetting any felonious theft from the state, a municipality, or a quasi-public agency;
3. bribery connected to his or her role as a public official or employee; or
4. felonies committed willfully and with intent to defraud to obtain or attempt to obtain an advantage for himself or herself or others through the use or attempted use of his or her office.

The attorney general must notify the prosecutor in these criminal cases of the pension revocation statute and that the pension may be used to pay any fine, restitution, or other monetary order the court issues.

"Public officials" are (1) statewide elected officers, (2) legislators and legislators-elect, (3) judges, (4) gubernatorial appointees, (5) municipal elected and appointed officials, (6) public

members and union representatives on the Investment Advisory Council, (7) quasi-public agency members and directors, and (8) people appointed or elected by the General Assembly or either chamber. The term does not include advisory board members or members of Congress.

"State employees" includes employees of quasi-public agencies.

### *Sentencing Considerations*

When determining whether to revoke or reduce a public official's or employee's benefits or payments, the bill requires the court to consider:

1. the severity of the crime;
2. the amount of money the state, municipality, quasi-public agency, or anyone else lost as a result of the crime;
3. the degree of public trust reposed in the person by virtue of his or her position;
4. if the crime was part of a fraudulent scheme against the state or a municipality, the defendant's role in it; and
5. any other factors the court determines that justice requires.

After determining to reduce pension benefits, the court must consider the needs of an innocent spouse or beneficiary and may order that all or part of the benefits be paid to the spouse or beneficiary.

### *Pension Contributions*

If an official's or employee's pension is revoked, the bill entitles the person to the return of any contributions he or she made to it, without interest. But, the repayment cannot be made until the court determines that the official or employee has fully satisfied any judgment or court-ordered restitution related to the crime against the office. If the court determines that he or she has not, it may deduct the unpaid amount from the individual's pension contributions.

### *Collective Bargaining Agreements*

Beginning October 1, 2008, the bill prohibits collective bargaining agreements from containing any provision that bars the revocation or reduction of a corrupt state or municipal employee's pension.

## §§ 6 & 7 — BRIBERY

The bill makes it a class A misdemeanor for public servants to fail to report a bribe (see BACKGROUND). Public servants commit this crime when they do not report to a law



enforcement agency as soon as reasonably practicable that (1) another person has attempted to bribe them by promising, offering, transferring, or agreeing to transfer to them any benefit as consideration for their decision, opinion, recommendation, or vote or (2) they knowingly witnessed someone attempting to bribe another public servant or another public servant committing bribe receiving. By law, a person is guilty of bribe receiving if he or she solicits, accepts, or agrees to accept any benefit for, because of, or inconsideration for his or her decision, opinion, recommendation, or vote.

The bill expands the definition of "public servant" that applies to existing bribery and bribe receiving crimes, as well as this new crime. The bill expands the public servants covered by these crimes to include quasi-public agency officers and employees. Elected and appointed government officers and employees and people performing a government function, including advisors and consultants, are already covered.

## § 12 — CAMPAIGN FINANCE

The bill makes it an illegal campaign practice for chiefs of staff to solicit contributions from certain people on behalf of, or for the benefit of, any state, district, or municipal office candidate. Under the bill, the chief of staff (1) for a legislative caucus cannot solicit an employee of the caucus, (2) for a statewide elected official cannot solicit a member of the official's office, and (3) for the governor or lieutenant governor cannot solicit from any member of the official's office or from any state commissioner or deputy commissioner.

By law, it is an illegal campaign finance practice for, among other things, state department heads and their deputies to solicit political contributions at any time, and for anyone to knowingly and willfully violate a campaign finance law. Campaign finance violators are subject to criminal penalties of up to five years in prison, a \$ 5,000 fine, or both for knowing and willful violations. They are also subject to civil penalties of up to \$ 2,000 per offense.

## STATE ETHICS CODE

### §§ 16 & 17 — *Ethics Complaint Enforcement*

By law, when an ethics complaint is filed with OSE, the office conducts probable cause investigations, including hearings. If probable cause is found, OSE's Citizens' Advisory Board initiates a hearing to determine whether there has been a violation. A judge trial referee conducts the hearing. Both OSE and its advisory board can subpoena witnesses and records during their respective proceedings.

*Subpoenas.* The bill restricts OSE's authority to issue subpoenas by requiring it to get (1) approval from a majority of the advisory board members or (2) the chairperson of the board to sign the subpoena. It authorizes the vice chair to sign the subpoena if the chair is unavailable.

*Ex Parte Communications.* During the hearing on whether a violation has occurred, the bill prohibits ex parte communications about the complaint or respondent between the board or any of its members and the judge trial referee conducting the hearing or a member of OSE's

staff.

*Voting on Existence of Violation.* By law, the Citizens' Advisory Board, at the conclusion of the hearing, determines whether a violation occurred and, if so, imposes penalties. The bill restricts the board members who can vote on whether a violation occurred to those who were physically present during the entire violation hearing.

The bill makes a technical change by specifying the number of board members, rather than the fraction of the board, necessary to find a violation of the State Code for Lobbyists. The bill requires six members, rather than two-thirds of the board, to find a violation. By law, there are nine board members.

### *§§ 13 & 14 — Gifts*

With several exceptions, the law prohibits public officials, candidates for public office, and state employees from accepting gifts (generally anything of value over \$ 10) from lobbyists. It also prohibits public officials and state employees from accepting gifts from people doing, or seeking to do, business with their agency; people engaged in activities regulated by their agency; or prequalified state contractors. The law also prohibits these people from giving gifts to public officials and employees.

The bill caps at \$ 1,000 the exception for gifts provided at celebrations of major life events by people unrelated to the recipient. Major life events include a ceremony commemorating an individual's induction into religious adulthood such as a confirmation or bar or bat mitzvah, a wedding, a funeral, and the birth or adoption of a child. It does not include any event that occurs on an annual basis such as an anniversary (Conn. State Agency Regulations § 1-92-53).

### *§ 15 — Employment Restrictions*

The bill prohibits a party to a state contract or agreement from employing a former public official or state employee who substantially helped negotiate or award a contract valued at \$ 50,000 or more or an agreement for the approval of a payroll deduction. The prohibition applies to employees or officials who resign within one year after the contract or agreement is signed and ends one year after the resignation. The law already prohibits former officials and employees from accepting the job. The penalty for violations is a fine of up to \$ 10,000. First-time intentional violations are punishable by up to one year in prison, a \$ 2,000, or both. Subsequent intentional violations are punishable by up to five years in prison, a \$ 5,000 fine, or both.

### *§§ 9 & 10 — Governor's Spouse*

The bill makes the governor's spouse subject to the State Ethics Code by extending the definition of "public official" to include him or her. Currently, "public officials" are statewide elected officers, legislators and legislators-elect, gubernatorial appointees, public members and union representatives on the Investment Advisory Council, quasi-public agency members and directors, and people appointed or elected by the General Assembly or any house thereof. The

term does not include judges, advisory board members, or members of Congress.

## § 8 — TRAINING

By December 31, 2010, the bill requires OSE to establish and administer a program for providing mandatory training to legislators on the Code of Ethics for Public Officials. The program must provide for mandatory training of (1) newly elected legislators and (2) all legislators every four years beginning in 2011. However, the Legislative Management Committee must request OSE to train all legislators before the next regularly scheduled training if it determines that there has been a significant revision to the Code of Ethics for Public Officials.

## BACKGROUND

### *Penalties for Class A Misdemeanors*

A class A misdemeanor is punishable by up to one year in prison, a \$ 2,000 fine, or both.

## Roxanne Maher

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**From:** Rep. France, Mike <Mike.France@cga.ct.gov>  
**Sent:** Monday, March 04, 2019 9:31 PM  
**To:** Fred Allyn, III; Linda C. Davis; Robert Congdon (Preston First Selectman); Mayor Ron McDaniel; Tom McNally (Montville TC)  
**Cc:** Michael Sinko (Preston BoS); Lynwood Crary (Preston BoS); Roxanne Maher; zRepresentative Mike France  
**Subject:** FW: Municipal Ethics Legislative Proposal  
**Attachments:** ACC Municipal Ethics - Minimum Provisions (2019).docx

Municipal Leaders,

Attached is a recommendation approved by the Citizen's Ethics Advisory Board, which was received today from the Office of State Ethics for consideration before the GAE Committee. It provides a requirement for each municipality to adopt a code of ethics by October 1, 2020 that complies with the minimum provisions described therein. As stated below, the GAE Committee raised a placeholder concept bill on February 15, 2019 that could be updated with the attached proposed language. Please provide any feedback on this proposal.

Regards,  
Mike France  
State Representative, 42nd Assembly District  
Ledyard, Preston, Montville  
District: (860) 464-9229  
Capitol: (860) 842-1423  
Web: [www.RepFrance.com](http://www.RepFrance.com)

**From:** Gagnon, Hailey  
**Sent:** Monday, March 04, 2019 4:25 PM  
**To:** Rep. France, Mike  
**Subject:** FW: Municipal Ethics Legislative Proposal

**From:** Lewandowski, Peter [mailto:Peter.Lewandowski@ct.gov]  
**Sent:** Monday, March 04, 2019 4:20 PM  
**To:** Sen. Flexer, Mae; Rep. Fox, Dan; Sen. Sampson, Rob; zRepresentative Mike France  
**Cc:** Rogers, Nick; Carson, Carol; Nicolescu, Nancy  
**Subject:** Municipal Ethics Legislative Proposal

Dear Co-Chairs and Ranking Members:

Attached is a legislative proposal from the Office of State Ethics concerning municipal ethics. On February 15, 2019, the GAE Committee voted to raise a concept with respect to municipal ethics (Agenda item, V.27). The attached proposed language was approved by the Citizen's Ethics Advisory Board at its February 28, 2019 meeting.

The proposal requires that all municipalities adopt a municipal code of ethics that has, at a minimum, basic ethics provisions that would apply to municipal officials and employees. Municipalities have an

option to draft their own minimum provisions, as described in the proposal, or adopt model minimum provisions included in the proposal.

During 2018, the Citizen's Ethics Advisory Board Subcommittee on Municipal Ethics ("Subcommittee") held numerous meetings during which it discussed with various stakeholders their views concerning municipal ethics. In addition, the Subcommittee conducted a survey of all Connecticut municipalities regarding their treatment of municipal ethics matters. Based on the these discussions and the results of the survey, the Subcommittee determined that, at this time, the best approach concerning municipal ethics is to require all municipalities in Connecticut to have a Code of Ethics that, at a minimum, has certain basic ethics provisions.

The proposed minimum provisions are commonly used in any governmental ethics code. In fact, the results of the municipal ethics survey indicate that a large number of municipalities in Connecticut, both cities and towns, already have these basic provisions in their existing ethics codes. However, there is still a considerable segment of Connecticut municipalities that do not have an ethics code in place.

The Office of State Ethics hopes that members of the GAE Committee will support this proposal. A copy of the proposal was forwarded to Shannon McCarthy at the Legislative Commissioners' Office.

Please let me know if you have any questions or concerns.

Sincerely,

Peter J. Lewandowski  
Associate General Counsel  
Office of State Ethics

18-20 Trinity Street | Hartford, CT 06106-1660  
Tel: 860.263.2392 | Fax: 860.263.2402 | E-mail: [peter.lewandowski@ct.gov](mailto:peter.lewandowski@ct.gov)

## Roxanne Maher

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**From:** Roxanne Maher  
**Sent:** Monday, February 3, 2025 6:24 AM  
**To:** Town Council Group  
**Cc:** Roxanne Maher  
**Subject:** FW: Ethics committee ordinance

Tracking:	Recipient	Read
	Town Council Group	
	Roxanne Maher	
	Timothy Ryan	Read: 2/3/2025 9:46 AM
	Jessica Buhle	Read: 2/3/2025 10:30 AM
	William Barnes	Read: 2/3/2025 10:37 AM
	Naomi Rodriguez	Read: 2/3/2025 10:38 AM
	Carmen Garcia Irizarry	Read: 2/3/2025 11:00 AM
	April Brunelle	Read: 2/3/2025 11:49 AM

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**From:** Pamela Ball <pcball@earthlink.net>  
**Sent:** Sunday, February 2, 2025 10:05 PM  
**To:** Roxanne Maher <council@ledyardct.org>  
**Subject:** Ethics committee ordinance

Dear Council,

Having read the proposed ordinance and letters from town residents in support of the ordinance to create an Ethics Committee (EC), several issues and questions come to mind.

Being subjected to an “ethics” investigation, especially without an attorney, can have serious lifelong negative effects. I know of a situation in another town where a resident volunteering on a town committee made a decision that was correct, proper and in keeping with the duties of the committee but was not popular with the townsfolk. At a town meeting, I witnessed first hand how the town select person simply refused to listen to and consider any comments in support of her and the decision she made. Several of us gave statements that were rudely ignored. There was unflattering newspaper coverage and she was treated poorly by town residents and town authorities. She was subjected to such harsh treatment that she felt forced to - and did - move out of town to escape the hostility. This person was an acquaintance of mine and I know first hand how horrible this was for her.

Once an accusation is made to the EC, since there are no attorneys involved and thus no attorney-client privilege, is it not discoverable? Cannot all of the “confidential” information that is part of any EC investigation, from the filing of the complaint to the final decision, be discovered by a FOIA request? Would an accused have to turn over their personal email, texts or other documents to five members of the EC and could that information be discovered by anyone else via a FOIA request? Would all of their social media posts be subject to scrutiny? All it would take is one person in town with an issue with the accused to use that information to start rumors, post negative things on social media, post content of personal emails, etc. because without attorney-client privilege, isn't the information is accessible through a FOIA request? Potential employers could find out if a person was called before the EC and, without attorney-client privilege, wouldn't the town have to reveal that information if the employer filed a FOIA? Even if a person subjected to

an accusation is found to be “innocent” there is no way to repair their reputation, their standing in the community, to gain back the hours of time spent in defense, or to be repaid expenses incurred to defend themselves. Once negative comments are out there, they are out there forever.

Will there be any requirements to be an EC committee member other than to be a registered voter in town? How will you determine if a committee member is qualified to sit in judgement of other townspeople? Will they receive any training such as intrinsic bias training? Will Council read the social media posts of potential EC members to see if they have made political, insulting or other disparaging comments against other residents? Who will determine what information should or should not be redacted from subpoenaed personal communications of the accused? Who will do the research to make sure that any documentation that an accuser submits is valid? Who will and how can an EC make sure that any proceedings are free from personal or political bias? If an attorney is not involved, could anyone make a FOIA request of the members of the EC to reveal information from their discussions and any communications on the topic?

Going before the EC has been compared to being judged by a jury of peers but that activity is carried out in a courtroom with a judge, attorneys (*i.e.*, trained professionals) and a jury selected to hear the case at hand; that is not the situation proposed here. Here you would have five untrained individuals who would sit in judgement on a fellow townspeople. What if a person on the EC knows the accused or is familiar with the situation? In a jury selection process, that person would be removed; is Council going to vet and seat a new member each time this occurs? If the EC determines that a complaint is not valid, what plans will there be to stop the accuser from making their accusations public in other ways? The accused has no protection or privacy until an attorney is involved so the simple act of filing a complaint puts the accused in a position of needing one. What if they don't have the money to hire a lawyer? You may argue that a FOIA could be requested for any proceedings under the current policies, but under the current policies situations are handled by professionals, not neighbors, and attorney-client privilege would likely be in place.

What kind of complaints have ECs in other towns received and what kinds of actions have they taken? Did they need an EC to address the issues or would the policies in place have worked just as well? I believe that it would be a good idea to reach out to other towns to see how their EC was used and to talk to the accusers and accused to see how they were affected, especially those who went through the process and were found innocent. I do not know if a formal EC was in place for the situation I described above. Regardless, it devolved into a situation of neighbor attacking neighbor with awful consequences.

Have there been any “ethical violations” that have been identified that have not been or could not be adequately addressed by policies already in place? I understand that there have been some unpopular goings on in town (proposed blasting, proposed apartment complex) but just because a decision is unpopular does not mean it is a violation of ethics.

Some arguments for the committee included noting that Ledyard was one of the few towns in the state that didn't have an EC. Since we have policies in place, we don't need a committee. Other comments were directed to preparedness; there are policies in place so the town is prepared. And the last argument was that if you haven't done anything wrong, you don't have anything to worry about. All it will take is for someone in town to suspect you of doing wrong, filing a complaint and your life could be changed. Knowing that you haven't done anything wrong isn't going to protect you from an investigation. It's like arguing that you don't care about privacy because you have nothing to hide; do you really want people poking around in your life even if you haven't done anything wrong?

It seems to me that what is really needed is to make everyone aware of the policies already in place to handle complaints in a professional manner with trained personnel rather than asking five townspeople to make a judgement on another. Maybe the existing policies could be updated to include information from the ordinance about the “ethical violations” that would be subject to an investigation and outline the steps to file a complaint under the current system. Such an amendment would address those who say that the current guidelines are too vague.

Is Council going to make a town wide announcement should this committee be established? If so, why not make a town wide announcement to educate folks as to the (updated) policies in place?

If this committee is put in place, all present and future volunteers should be made aware that anyone in town can file an ethics complaint against them. My friend was simply volunteering to make a good thing happen for the town. If the situation had been handled professionally, perhaps she wouldn't have been harassed so badly as to have to move away. Who would want to be a volunteer in Ledyard knowing that anyone could make a complaint against them? Volunteering should be rewarding, not a risk.

Thank you for reading,

Pam Ball



## Roxanne Maher

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**From:** barbarakil@sbcglobal.net  
**Sent:** Monday, February 10, 2025 9:44 PM  
**To:** Roxanne Maher  
**Subject:** Ethics Committee

As a resident of Ledyard (50 Seabury Avenue) I would like to express my strong disapproval of the proposed Ethics Commission, as written.

I am also a member of the Ledyard Republican Town Committee, at our Monthly Meeting tonight we voted unanimously against the Proposed Ethics Commission as written.

These issues should not be voted on by a handful of people when the majority of the residents of Ledyard have no idea what is being proposed

Barbara Kil

## Roxanne Maher

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**From:** Sharon Pealer <pealerl@att.net>  
**Sent:** Monday, February 10, 2025 10:18 PM  
**To:** Roxanne Maher  
**Subject:** Code of Ethics

The Ledyard Republican Town Committee opposes the code of ethics ordinance as written.

Sharon Pealer; Chair Ledyard RTC



Virus-free. [www.avg.com](http://www.avg.com)

## Roxanne Maher

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**From:** Sharon Pealer <pealerl@att.net>  
**Sent:** Monday, February 10, 2025 11:08 PM  
**To:** Roxanne Maher  
**Subject:** Ethics ordinance

I am writing to express my opposition to the proposed Ethics ordinance being presented to the administration committee of the Ledyard Town Council on Wednesday February 12 in the year 2025. I have read through the entire proposed ordinance and as written it does not serve the town or her residents well. This ordinance as proposed allows for persons with an axe to grind to use the commission to attack someone and the only chance for relief is at the extreme end of the proposed procedures where a full vote of the five commission members is required to find someone guilty. In the meantime the accused must suffer through a several months long process, the expenses and stresses all of it. In the punitive discussion portion of this ordinance it looks to be a political tool which is not something that is in the better interests of any residents of the town. This town has had to deal with uncomfortable issues in the past and has managed to resolve these issues without making political attacks. I should think that mature adults would be able to resolve issues by talking and actively listening to the parties involved, and I would hope that this would include those elected representatives now serving the towns residents.

Sharon Pealer

## Roxanne Maher

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**From:** William D. Saums <bsaums@centechsolutions.com>  
**Sent:** Monday, February 10, 2025 5:40 PM  
**To:** Roxanne Maher  
**Subject:** Ethics commission

Dear Councilors:

As you know, I served on the Town Council for many years, and I've learned that the Admin Commission is once again considering forming an ethics commission.

Speaking as a citizen with experience, I do not support the formation of an ethics commission. Such a commission will waste commissioners' and Town employees' time, it could result in unnecessary legal fees for the Town, and it would duplicate controls already in place: laws, ordinances, regulations, and the Town employee code of conduct.

If Town employees break the law, they should be prosecuted. If the existing laws don't work, fix them; but don't introduce an uncontrollable element like this into our system of government.

Here is an excerpt from just one study on the effectiveness ethics commissions:

"Even so, the raw correlations and point estimates that we present indicate that state ethics commissions have only very weak, and possibly perverse, effects on public corruption. Consequently, while we cannot rule out some small beneficial impact of state ethics commissions, our results do imply that this outcome is no more likely than a harmful effect of similar or larger magnitude. As such, it is reasonable to conclude that there is no support for claims that state ethics commissions, including bipartisan and nonpartisan commissions, serve to reduce political corruption."

Source:

[https://capi.law.columbia.edu/sites/default/files/content/practitioner\\_toolkits/do\\_state\\_ethics\\_commissions\\_reduce\\_political\\_corruption\\_an\\_exploratory\\_investiga.pdf](https://capi.law.columbia.edu/sites/default/files/content/practitioner_toolkits/do_state_ethics_commissions_reduce_political_corruption_an_exploratory_investiga.pdf)

In the event this proposal makes it onto the Town Council agenda, please read this statement into the minutes of the Town Council meeting.

Thank you.

Sincerely,

-Bill Saums  
(O) 1-860-572-7181  
(M) 1-401-225-5362

## Roxanne Maher

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**From:** Mike Cherry <mj\_cherry@hotmail.com>  
**Sent:** Wednesday, February 12, 2025 10:25 AM  
**To:** Roxanne Maher  
**Subject:** Comments on Code of Ethics and Ethics Commission Draft of 09/09/2024

I am ambivalent as to creating an ethics commission in Ledyard.  
That being said I do have a few comments on the proposed draft:

- Section 4 Paragraph 2.A. third paragraph refers to subsection 3(a) – I don't see a paragraph 3(a) in the document
- Section 4.2.I seems to contradict CGS 8-11 with regards to Land Use Commissions dealing with Zoning. There are similar CGS sections dealing with planning and wetlands

Paragraph 4.1 seems limited to interests and transactions that would limit independent judgement in performance of Official Duties and seems too vague to be effective.

Reading other comments for this proposal leads me to believe many of those supporting creation of a commission do not realize the scope in paragraph 4.2 seems limited to financial misuse and gain.

Mike Cherry  
5 Whippoorwill Dr  
Gales Ferry, CT 06335  
(860) 460-3546  
mj.cherry@comcast.net

## Roxanne Maher

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**From:** Roxanne Maher  
**Sent:** Wednesday, February 12, 2025 8:48 AM  
**To:** Town Council Group  
**Subject:** FW: Regarding the Proposed Code of Ethics

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**From:** Daniel Pealer <danieljpealer@gmail.com>  
**Sent:** Tuesday, February 11, 2025 9:40 PM  
**To:** Roxanne Maher <council@ledyardct.org>  
**Subject:** Regarding the Proposed Code of Ethics

Dear Members of the Town Council,

I am writing to express my concerns regarding the proposal to establish a code of ethics and committee and to urge the council not to adopt this measure. While the intention behind promoting ethical standards and accountability is commendable, I believe that creating such a committee could lead to significant legal and practical challenges for the town as I detail below.

**Legal Implications:** The introduction of a code of ethics could lead to increased litigation if breaches of the code result in legal challenges or disputes. This could place a financial and administrative burden on the town, diverting resources from other important areas.

Focusing on potential legal issues, it is important to consider the potential for conflicts of interest and bias within an ethics committee. Members of such a committee are often personally selected from within the community, which can lead to partiality and favoritism. In the Supreme Court case, *Caperton v. A.T. Massey Coal Co.* (2009), the Court ruled that due process requires recusal when there is a serious risk of actual bias or conflicts of interest. Establishing an ethics committee could create a similar risk, where personal relationships and affiliations influence the decision-making process, undermining the committee's credibility and impartiality. Any committee established to enforce a code of ethics must not just actually be fair and impartial it must also appear to be fair and impartial.

Further the proposed code of ethics focuses on the lack of a clause prohibiting retroactive application. Without such a clause prohibiting the application of this code to conduct that occurred prior to the adoption of such a code there is the risk of a person facing punishment Ex Post Facto. The punishment can be any of the following: "an order to cease and desist the violation, to pay a civil penalty of up to the maximum allowed per state law per violation, censure, reprimand, suspension without pay, termination of employment and/or removal from appointed office. Additionally, the commission may refer violators to the proper authorities for further civil or criminal" (Page 10 of the draft ordinance)

Article I, Section 10, Clause 1 of the U.S. Constitution, One of the two Ex Post Facto Clauses, prohibits states (and by extension, municipalities) from enacting laws that apply retroactively, thus criminalizing conduct that was legal when originally performed. This clause ensures that individuals have fair notice of the laws and consequences that govern their actions. If a town were to create a code of ethics and apply

it retroactively, it would violate this constitutional prohibition by potentially punishing individuals for actions that were not considered unethical at the time they were committed. By preventing such retroactive application, the clause safeguards individuals against unjust legal changes that could undermine the principles of fairness and due process in the legal system.

Of critical note, while there are some exceptions to the Ex Post Facto Clauses they apply those apply when the law is non-punitive, which the proposed ordinance is not. (see *Smith v. Doe* (2003), *Stogner v. California* (2003), *Lynce v. Mathis* (1997) and *Miller v. Florida* (1987))

In conclusion, while I am sure that supporters of this proposal believe that it is going to produce a brighter future, the gleam of those intentions can blind us to the perils of the dark path they may lead us on. Therefore, it is crucial to thoroughly evaluate the possible drawbacks and challenges that come with adopting a new code of ethics. I strongly encourage the town council to consider alternative strategies that already exist to deal with these concerns.

Thank you for your attention to this matter. I look forward to the council's thoughtful deliberation on this important issue.

Sincerely,  
Daniel Pealer

## Roxanne Maher

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**From:** Wendy Hellekson <whelleks@icloud.com>  
**Sent:** Wednesday, February 12, 2025 7:14 AM  
**To:** Town Council Group  
**Subject:** Ethics Commission

Dear Councilors,

I am writing in support of an ethics commission for the Town of Ledyard. A strong and balanced government requires that there be oversight to the members of that government. I mean that from all sides, and all parties. This is not a partisan issue. Government should work for the people and not for personal gains, financial or otherwise .

I realize that this is coming from the Chair of the DTC, but I personally feel an ethics commission is important and would be advocating for it if I was not DTC Chair.

Wendy Hellekson  
DTC Chair and Citizen of Ledyard



**Roxanne Maher**

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**From:** Edmund Lamb <edmundlamb@sbcglobal.net>  
**Sent:** Wednesday, February 12, 2025 11:42 AM  
**To:** Roxanne Maher  
**Subject:** Two Proposed Town Ordinances: Fly Additional Flags @ Town Hall & Form Ethics Committee

I am very OPPOSED to both proposed ordinances which are totally unnecessary and will certainly lead to issues later on.

The flags, signs, banners etc. that already exist on RT 117 near & adjacent to the town hall, are very distractive to drivers.

As you well know, there is a great deal of foot traffic across RT117, much of it NOT in the crosswalks.. I for one, don't feel safe driving if distracted by more roadside clutter.

The "ethics committee" is clearly a duplication of existing policies, is not necessary, and surely will lead to more legal & government turmoil and also added costs.

Sincerely; Ed Lamb

47 Lambtown Rd

**Roxanne Maher**

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**From:** Angela Cassidy <acassidy1122@yahoo.com>  
**Sent:** Tuesday, February 11, 2025 9:19 PM  
**To:** Roxanne Maher; Town Council Group  
**Subject:** Ledyard Ethics Committee/Code of Ethics

February 11, 2025

Administrative Commission Chair

cc: Ledyard Town Council

Ledyard, Ct

Subject: Urgent Need for an Ethics Commission and a Code of Ethics

Dear Commissioners,

I am writing to urge action on the establishment of an Ethics Commission and a comprehensive Code of Ethics for Ledyard. Despite many previous letters and discussions on this matter over the past several months, there has been little progress, and the absence of clear ethical guidelines and accountability measures remains a serious issue.

The lack of consequences for unethical behavior allows misconduct to go unchecked. Without an enforceable Code of Ethics and a dedicated Ethics Commission, there is no formal mechanism to address conflicts of interest, abuses of power, or breaches of public trust. This gap undermines transparency, weakens public confidence,

The delay in addressing this issue is concerning. Ethical governance should be welcomed and a fundamental requirement. Other municipalities and organizations have long recognized the need for such a commission and code.

Sincerely,

Angela Cassidy

62 Hurlbutt Rd

Gales Ferry, Ct 06335

860-271-1749

## Roxanne Maher

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**From:** Daniel Pealer <danieljpealer@gmail.com>  
**Sent:** Tuesday, February 11, 2025 9:40 PM  
**To:** Roxanne Maher  
**Subject:** Regarding the Proposed Code of Ethics

Dear Members of the Town Council,

I am writing to express my concerns regarding the proposal to establish a code of ethics and committee and to urge the council not to adopt this measure. While the intention behind promoting ethical standards and accountability is commendable, I believe that creating such a committee could lead to significant legal and practical challenges for the town as I detail below.

**Legal Implications:** The introduction of a code of ethics could lead to increased litigation if breaches of the code result in legal challenges or disputes. This could place a financial and administrative burden on the town, diverting resources from other important areas.

Focusing on potential legal issues, it is important to consider the potential for conflicts of interest and bias within an ethics committee. Members of such a committee are often personally selected from within the community, which can lead to partiality and favoritism. In the Supreme Court case, *Caperton v. A.T. Massey Coal Co.* (2009), the Court ruled that due process requires recusal when there is a serious risk of actual bias or conflicts of interest. Establishing an ethics committee could create a similar risk, where personal relationships and affiliations influence the decision-making process, undermining the committee's credibility and impartiality. Any committee established to enforce a code of ethics must not just actually be fair and impartial it must also appear to be fair and impartial.

Further the proposed code of ethics focuses on the lack of a clause prohibiting retroactive application. Without such a clause prohibiting the application of this code to conduct that occurred prior to the adoption of such a code there is the risk of a person facing punishment Ex Post Facto. The punishment can be any of the following: "an order to cease and desist the violation, to pay a civil penalty of up to the maximum allowed per state law per violation, censure, reprimand, suspension without pay, termination of employment and/or removal from appointed office. Additionally, the commission may refer violators to the proper authorities for further civil or criminal" (Page 10 of the draft ordinance)

Article I, Section 10, Clause 1 of the U.S. Constitution, One of the two Ex Post Facto Clauses, prohibits states (and by extension, municipalities) from enacting laws that apply retroactively, thus criminalizing conduct that was legal when originally performed. This clause ensures that individuals have fair notice of the laws and consequences that govern their actions. If a town were to create a code of ethics and apply it retroactively, it would violate this constitutional prohibition by potentially punishing individuals for actions that were not considered unethical at the time they were committed. By preventing such retroactive application, the clause safeguards individuals against unjust legal changes that could undermine the principles of fairness and due process in the legal system.

Of critical note, while there are some exceptions to the Ex Post Facto Clauses they apply those apply when the law is non-punitive, which the proposed ordinance is not. (see *Smith v. Doe* (2003), *Stogner v. California* (2003), *Lynce v. Mathis* (1997) and *Miller v. Florida* (1987))

In conclusion, while I am sure that supporters of this proposal believe that it is going to produce a brighter future, the gleam of those intentions can blind us to the perils of the dark path they may lead us on. Therefore, it is crucial to thoroughly evaluate the possible drawbacks and challenges that come with adopting a new code of ethics. I strongly encourage the town council to consider alternative strategies that already exist to deal with these concerns.

Thank you for your attention to this matter. I look forward to the council's thoughtful deliberation on this important issue.

Sincerely,  
Daniel Pealer

**Roxanne Maher**

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**From:** Jacob Hurt <jacob.d.hurt2@gmail.com>  
**Sent:** Tuesday, February 11, 2025 6:23 PM  
**To:** Town Council Group  
**Subject:** Ethics Commission - I Support!

Councilors,

I spoke with a couple of you recently about the idea of an Ethics Commission. I strongly support it, and look forward to its formation. I would like to try and be a member!

Ethics Commissions are functioning well in several towns throughout the state, providing a clear path for concerned citizens to report and substantiate potential conflicts of interest. Government officials should not be using public office to privately benefit themselves, nor should unsubstantiated gossip and rumors about such conduct go unchecked. Such conduct, or even the appearance of that conduct, undermines public trust and could open the town and taxpayers to unintended liabilities.

Ethics Commissions provide a standard for elevating and investigating claims. With one in place, there is a way to investigate worthy claims, dismiss unsubstantiated ones, and uphold the public's trust that public servants are not misusing their office or its resources.

Thank you for your consideration.

Jacob Hurt  
6 Nugget Hill Drive

## Roxanne Maher

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**From:** Alyssa Siegel-Miles <alyssajsiegel@gmail.com>  
**Sent:** Tuesday, February 11, 2025 9:55 PM  
**To:** Town Council Group; Roxanne Maher  
**Subject:** Support for Ledyard Ethics Commission

Dear Ledyard Town Council,

Thank you for all the hard work you have been doing for our town. I am grateful for your work on crafting a responsible budget, plus your great work on the Finance and Admin Committees, and the Community Relations Committee for Diversity, Equity, and Inclusion, among many other things.

I am writing to support the development of a Ledyard Ethics Commission. Ledyard needs a commission that is empowered to investigate allegations of unethical conduct, corrupting influence, illegal activities, or other behavior that would reflect adversely on our town. Citizens must have a mechanism to be aware of who is trying to influence officials and to address real or perceived conflicts of interest.

I expect that people who work or are elected to serve in Ledyard are accountable for their actions. An ethics commission would be a critical step forward for enabling our town to shed light on financial and other conflicts of interest among public officials or town employees. A strong, independent ethics agency is essential to maintaining a government that is representative, responsive, and accountable.

An ethics commission must be built on the principles of independence, accountability, and transparency. A well-designed ethics commission will help the public trust that our government officials have integrity, as well as enable accountability for violations of the public trust.

Quite a few other CT towns and cities have Ethics Commissions. We need one in Ledyard as well.

Thank you for your time and attention.

Sincerely,  
Alyssa Siegel-Miles  
712 Colonel Ledyard Hwy.

**From:** Alexa Shelton <alexa.shelton@gmail.com>  
**Sent:** Tuesday, March 11, 2025 7:23 AM  
**To:** Roxanne Maher; Town Council Group  
**Subject:** Support for an Ethics Commission and Appreciation for Black History Month Initiatives

Dear Members of the Ledyard Town Council,

I am writing to express my strong support for the establishment of an Ethics Commission in Ledyard and to extend my appreciation for the town's efforts in recognizing Black History Month through events and the essay contest. As a longtime resident of Gales Ferry, a mother, and an active member of our community, I believe that both initiatives reflect our town's commitment to integrity, inclusivity, and progress.

The creation of an Ethics Commission is a necessary step to ensure transparency, accountability, and fairness in our local government. Trust in our town's leadership is foundational to a thriving community, and having an independent body to oversee ethical concerns will only strengthen that trust. Establishing clear ethical guidelines and providing a system for addressing concerns in a fair, impartial manner benefits all residents, regardless of political affiliation. Our town's decisions impact our children, our neighborhoods, and our collective future—ensuring those decisions are made with integrity should be a priority for us all.

Additionally, I want to commend the Council and those involved in organizing Black History Month events and the essay contest. As a mother, I believe it is vital that my children, and all children in Ledyard, grow up in a community that values diversity, acknowledges history, and fosters a spirit of learning and understanding. These programs not only honor the contributions of Black Americans but



also encourage meaningful discussions and personal reflection that help bridge divides and create a more unified community.

I urge the Council to continue supporting initiatives that promote ethical governance and inclusivity. Ledyard is a wonderful place to live, and by committing to these values, we can ensure it remains a welcoming, fair, and forward-thinking community for all.

Thank you for your time and for your dedication to making Ledyard the best it can be.

Sincerely,

**Alexa Shelton**

Gales Ferry resident

## Roxanne Maher

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**From:** Anne Roberts-Pierson <ar-pierson@att.net>  
**Sent:** Tuesday, April 1, 2025 3:07 PM  
**To:** Town Council Group  
**Subject:** Creation of Ethics Commission

Dear Chairman and Administration Committee members,  
As a current Ledyard resident and taxpayer, I would like to voice my support for creation of an Ethics Commission for Ledyard. Ethical behavior is the cornerstone of maintaining trust and transparency between the electorate and town officials.

I realize that within the past decade efforts began but went nowhere in this endeavor. More recently, I brought up, in person, the request for the creation of an Ethics Commission in May 2024. Others did the same and I was glad to see a Draft proposal come forth in September 2024. Thank You for this.

Alas, informative discussions on this topic of an Ethics Commission for Ledyard seem to have come to a halt of late. This is disappointing to be sure as I see that within the growing pile of correspondence you are receiving on this topic, there are even two (2) individuals who are anxious to serve on the Ethics Commission !

In trying to educate myself on this topic, I believe the CT State Office of Ethics even provides training for municipal ethics commissions.

Perhaps a way to move this process along might be to collaborate with other nearby towns who have taken the leap already and created an Ethics Commission. Their guidance could prove helpful and useful. Maybe you might think about an outreach to them. Holding a public forum on this topic could also prove useful and informative.

The devil is always in the details (draft proposals always require fine-tuning) but achieving critical mass with strong momentum in the first place will surely help move the process forward.

Thanks for listening. Thank you for your service.

Yours sincerely,  
Anne Roberts-Pierson  
4 Anderson Drive  
Gales Ferry, CT 06335

**Roxanne Maher**

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**From:** Lou Consolini <louconsolini@gmail.com>  
**Sent:** Monday, April 7, 2025 10:15 AM  
**To:** Roxanne Maher  
**Subject:** Ethics board or committee

Sent from my iPhone I'm writing to say that I'm in favor of forming an ethics committee in our town.  
Louis Consolini 168R Iron St.

From: Mary B. Larson  
Sent: April 8 2025  
To: Members of the Administration Committee and the Town Council  
Subject: Ethics Commission

First of all, thank you for your dedication, your talents and your time devoted to our town. It cannot be easy! We are a small town, with growing pains and challenging issues that our forebears could not have imagined. I am writing to voice my opinion that it is time that we join the majority of towns and cities in the state who have formally addressed the difficult questions of ethics in today's world.

I have been a resident of town since 1969, raised a family here, and ministered 20 years in two different churches in town. I have always been an unaffiliated voter, because I vote by character and not by party. Obviously, though, ethics are a primary concern in my life. My concern is that I am seeing the town I love being torn apart by contentious issues and proposals, and that trust in public officials is being eroded by rumors and ethical concerns.

I know there is a proposal which you are considering to create a code of ethics, along with an ethics commission to oversee it, whose time, I believe, has come. We need an independent, neutral body of residents who would have the responsibility to advise public officials with ethical questions, evaluate questions and concerns, and render decisions. They must be trained for this responsibility, not be employees of the town or members of any commission or board in the town, and not motivated by political agendas.

The town, as any organization, must have clear standards of ethical conduct. Public trust depends upon avoiding even appearances of impropriety. The State of Connecticut had a recommendation that municipalities adopt a code addressing several important issues: conflict of interest, disclosure and recusal, gifts, use of property and information, mis-use of office or position, nepotism, and contracting, including hiring and firing.

I have read concerns that adopting a code will create threats of retroactive complaints, or incur legal expenses for the town. The longer we wait, however, the greater the difficulty. The draft of the code needs some tweaks before being adopted, yes; but unaddressed issues could create even worse legal expenses in years to come. It never works to think problems will disappear if we ignore them!

Rev. Dr. Mary Brown Larson (Mobby)  
53 Harvard Terrace, Gales Ferry



## Roxanne Maher

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**From:** miltnal@aol.com  
**Sent:** Monday, April 7, 2025 9:19 AM  
**To:** Roxanne Maher  
**Subject:** Ethics committee

290 Whalehead Rd  
Gales aFerry Ct 06335..

Attention to the Administration Committee for the formation of an Ethics Committee.  
To Whom It May Concern.

As citizens of Ledyard since 1972, we are very concerned with the apparent reluctance of some in our town to establish an Ethics Committee. Although this matter has been proposed and discussed for sometime, there has been no result. Ledyard is known as a community which works to provide and protect the needs and desires of its citizens. As issues become more complicated it is important that we safeguard our standards and goals. An ethics committee is vital in that regard.

Thank you for your time and effort serving Ledyard/Gales Ferry  
Alice and Milton D Schroeder sr.



**Gales Ferry District**  
18 Hurlbutt Road / P.O. Box 181  
Gales Ferry, Ct. 06835-1825  
GalesFerryDistrict@gmail.com



April 9, 2025

Ledyard Town Council

Ledyard, CT

Cc: Administrative Committee, Economic Development, Mayor Allyn

Dear Councilors,

I am writing on behalf of the residents of Gales Ferry to express our concerns regarding representation and ethical governance in our town. Perhaps the most important issue pending, some would say languishing, before the Council is that relating to the establishment of a Code of Ethics that expands on Chapter IX, Section 6, *Conflicts of Interest*, of the Town Charter (revised November 2018, effective December 3, 2018). Not only does the Town Charter not address ethics, provide a code of ethics, or process for addressing potential ethical lapses by town officials, commissioners, and councilors, there is no separate ordinance that does. It is most important that this gap in our governance structure be remedied as soon as practicable.

Concerns have been raised by constituents of the Gales Ferry District that reinforce the need for a clear and enforceable ethical framework for our town. Some of these actions included the firing of a town official without any rationale provided. If this was the result of a potential ethics concern, having a written Code of Ethics would have allowed the violation to be made clear. Further, the existence of an Ethics Commission would have permitted an objective investigation ensuring the appropriate level of transparency and accountability in such a critical personnel action.

Other concerns have also been raised. For example, the appointment of persons who receive compensation from companies or organizations that would be perceived to have clear interests in the decisions before various town commissions to which they are appointed. Another is the perception that municipal infrastructure investments have been prioritized to benefit only a specific few individuals or families. Discussion of such issues require transparency, accountability, and authenticity. Otherwise, they create ethical dilemmas that happen all too often.

It has now been over ten months since the council was approached regarding the creation of a town ethics code and commission. In that time, many issues have surfaced. This topic has been on the Town Council and Administrative Committee agendas for months and there has been no shortage of discussion in the community. Below we share several strong examples of ethics codes and commission structures from other towns.



At this point, we respectfully ask: Where does this stand?

We urge the Administrative Committee to bring this matter back to the table for discussion, completion, and adoption. Ensuring fair representation is essential to maintaining trust and equity in how we govern.

Towns across Connecticut have already taken action to ensure transparency, accountability, and public trust in their governance. These include:

- Norwich, CT: Ethics Commission consists of five members and two alternates none of whom may *not* be officers, officials, or employees of the City. The Code of Ethics is in Chapter 2, Article IV of the Norwich Code of Ordinances.
- Burlington, CT: Ethics Commission investigates allegations of unethical conduct or illegal activity that reflects poorly on the town.
- East Hampton, CT: Ethics Commission acts as an independent body to hear and investigate complaints under a local Code of Ethics and Conduct.
- Glastonbury, CT: Ethics Commission interprets and enforces a local ethics code for officials, consultants, employees, and residents.
- Somers, CT: Ethics Commission reviews and investigates potential ethics violations from public officials and contractors.
- Windham, CT: Ethics Commission upholds the town's ethics code and promotes government accountability.

These towns provide clear, accessible guidance for public servants and the community alike. Ledyard should be no different.

Thank you for your time and attention to these pressing matters. We look forward to your response.



Lee Ann Berry,  
President, Gales Ferry District



## Roxanne Maher

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**From:** Kathrine Kohrs <kathrine.kohrs@gmail.com>  
**Sent:** Tuesday, April 8, 2025 3:01 PM  
**To:** BOE@ledyard.net; boemembers@ledyard.net  
**Cc:** Town Council Group; Jay Hartling; Roxanne Maher  
**Subject:** Support DEI in our schools

Dear Board of Education Members,

Thank you for your continued dedication to our schools, our students, and the thoughtful work you do on behalf of the community—especially in navigating the complexities of the school budget.

I'm writing to express my deep concern regarding the recent directive from the current federal administration concerning Diversity, Equity, and Inclusion (DEI) in our schools.

While you await formal guidance from the Connecticut Department of Education, I urge the board to refrain from taking any premature action to remove DEI language or initiatives from school policies. These values are essential to creating a safe and supportive environment for all students. Please stand firm and do not act out of fear or pressure from federal agencies that are overreaching their authority.

New York's public schools have already indicated they will not comply with the directive. I sincerely hope that Connecticut will also demonstrate the same resolve and commitment to our students.

Now more than ever, we must be vocal and unwavering in our support for all students—especially those who are most vulnerable and currently being targeted by these harmful political efforts. Just as we do not tolerate bullying within our school communities, we should not tolerate bullying from the highest levels of government.

Thank you for your time and for standing up for what's right.

Sincerely,

Kate Kohrs

Gales Ferry

## Roxanne Maher

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**From:** Mike Christie-Fogg <fogg.mike@gmail.com>  
**Sent:** Tuesday, April 8, 2025 1:01 PM  
**To:** BOE@ledyard.net; boemembers@ledyard.net; jhartling@ledyard.net; Roxanne Maher;  
Town Council Group  
**Subject:** Please protect all students

Hello,

Thank you again for all your hard work on the BOE budget and all the work you do for our schools and students.

I am writing because I am very concerned about the latest federal directive from the current administration regarding DEI in our schools.

While you await direction from the state Department of Education, I urge you not to take any action that would remove any "DEI" initiatives or wording from our school policies. Please hold out for as long as possible and do not take action prematurely out of fear. I encourage you to fight back against federal agency demands to censor anything it deems diversity, equity and inclusion, which they do not have authority to make.

NY public schools have told the federal administration that they won't comply with the DEI order. I hope that Connecticut stands strong and does the same.

We must loudly and publicly protect and support ALL students in our school, especially those that are currently being targeted by the malicious whims of the federal administration. We don't tolerate bullying in our schools and we shouldn't tolerate or give in to bullying from our president either!

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Michael Fogg  
Furniture~Sculpture~Faux Bois  
351 Shewville Rd. Ledyard CT 06339  
860.287.5087  
[www.foggfauxbois.com](http://www.foggfauxbois.com)  
[Instagram](#)

## Roxanne Maher

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**From:** Carlo M Porazzi <porazzicm@gmail.com>  
**Sent:** Tuesday, April 8, 2025 2:00 PM  
**To:** Town Council Group; Fred Allyn, III; Roxanne Maher; April Brunelle; Jessica Buhle; Kevin J. Dombrowski  
**Subject:** Town Ethics Commission

Ledyard Town Council Administrative Team and others,

I write once again to request that the administrative committee push forward with a clear and transparent set of ethics guidelines and subsequently, a commission to apply those overarching guidelines to the code of conduct by the town government representatives. I understand the town has a working draft. As mentioned many times previous, Ledyard is one of a few towns in the state that still does not have an ethics commission. There have been discussions at the town council meetings about more reach and transparency to the residents and taxpayers in regards to the actions of our local government, yet this major step in that direction still seems elusive. It would be unfortunate for a few at the local government level to hamper the wishes of the community when the benefit would speak volumes about our town government respecting the will of the people. And being respected in return. I understand that our current charter empowers the Town Council to handle complaints of this type currently, but I know that any complaint deemed "too sensitive or controversial" by some will be summarily dismissed. Conversely, an Ethics Commission will have more autonomy, or should have. In regards to finding suitable local volunteers to sit on this panel, I don't think that will be an issue at all. I submit the following for your review (thanks to AI):

In government, ethics refers to **the application of moral principles to the actions and decisions of public officials, ensuring fairness, transparency, and accountability, and prioritizing the public interest over personal gain.** [1, 2, 3, 4]

**Here's a more detailed breakdown:** [1, 3]

- Public Interest vs. Personal Gain: Government ethics emphasizes serving the public good and avoiding actions that could be seen as benefiting personal interests or those of a select few. [1, 3]
- Integrity and Honesty: Ethical behavior in government requires honesty, integrity, and adherence to high standards of conduct. [3, 5]
- Accountability: Public officials are accountable to the public for their decisions and actions, and ethical conduct ensures that they are held responsible for their actions. [3, 5]
- Fairness and Impartiality: Ethical government ensures that decisions are made fairly and impartially, without bias or discrimination. [1, 3, 5]
- Transparency: Ethical government promotes transparency in decision-making and operations, allowing the public to understand how decisions are being made and held accountable. [1, 2, 3]
- Conflict of Interest: Government ethics addresses conflicts of interest, where a public official's personal interests could potentially influence their official duties. [1, 6]
- Ethical Codes and Standards: Many governments have established codes of conduct and ethical standards for public officials, outlining expected behavior and potential consequences for violations. [4, 5]
- Importance of Ethics: Ethical behavior in government is crucial for maintaining public trust, ensuring effective governance, and upholding the principles of democracy. [1, 3, 4]
- Ethical Governance: Ethical governance means governance based on a certain value premise, which is also "good". For example, probity, integrity, compassion, empathy, responsibility, social justice etc. without which ethical issues can't be upheld. [7]
- Political Ethics: Political ethics, also known as political morality or public ethics, refers to the practice of aligning political actions with moral and ethical principles to ensure fair governance. [8]

[1] <https://www.scu.edu/government-ethics/resources/what-is-government-ethics/>

- [2] [https://en.wikipedia.org/wiki/Public\\_sector\\_ethics](https://en.wikipedia.org/wiki/Public_sector_ethics)  
[3] <https://www.govpilot.com/blog/guide-to-local-government-ethics-what-makes-an-ethical-government>  
[4] <https://www.aspanet.org/ASPA/ASPA/Code-of-Ethics/Code-of-Ethics.aspx>  
[5] <https://manifold.open.umn.edu/read/chapter-8-ethics-and-accountability-in-public-administration>  
[6] <https://www.cityofdenton.com/DocumentCenter/View/884/Local-Government-Ethics-in-a-Nutshell-PDF>  
[7] <https://www.drishtiias.com/daily-updates/daily-news-analysis/ethical-mode-of-governance-for-india>  
[8] <https://www.vaia.com/en-us/explanations/anthropology/political-anthropology/political-ethics/>  
[-] <https://www.vaia.com/en-us/explanations/anthropology/political-anthropology/political-ethics/>  
[-] <https://www.scribd.com/document/657640415/Ethics-Vision-VAM-Merged>  
[-] <https://www.drishtiias.com/daily-updates/daily-news-analysis/ethical-mode-of-governance-for-india>

Finally, below is a copy of my previous email to the town council on this matter and the ethics draft at hand.

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12/11/2024

Ledyard Town Council,

As a current resident and taxpayer I am writing to voice my support for the formation of a Ledyard Ethics Commission. I find it very concerning that Ledyard is one of the few towns that does not have this oversight committee. The objection over forming this committee by at least one standing member of the town council is also concerning. Simply having a code of ethics established with no board to administer is much like the example given of having laws but no police force. In my opinion there have been and are instances of poor judgement by town leaders in local matters and I believe the establishment of this commission will allow for complaints to be lodged, with pertinent facts supporting. I also agree this will go far in increasing trust between residents and Ledyard local government, something I believe is waning currently. To that matter, while the draft I read is a very good start I would offer some changes if I may:

- Sec 2 - the following sentence leaves some ambiguity as to what this could allow: "Specific portions of this Ordinance shall not be applicable if they conflict in whole or in part with any labor agreement, employment contract or state statute." It would be beneficial if some high -level examples could be provided
- Sec 4, subsection J & M - I would suggest any former member of town government be prohibited from representing any party seeking business with or in the town, or seeking employment with that party for a term of three (3) years from their vacancy of their town position
- Any reference or suggestion, explicit or implied, to the mayor in office at the time having any control or oversight in the dealings of the Ethics Committee except for receiving reports of current status and/or findings

Thank you for your consideration,  
Carlo Porazzi  
30 Chapman Ln  
Gales Ferry

## Roxanne Maher

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**From:** Jennifer Zeronson <jengetter@yahoo.com>  
**Sent:** Tuesday, April 8, 2025 1:56 PM  
**To:** Town Council Group; Roxanne Maher  
**Cc:** Jennifer Zeronson  
**Subject:** Support for Ethics Commission

Dear Town Council,

Thank you for all you are doing to lead our town.

I am writing today in strong support of an Ethics Commission / Code of Ethics in the Town of Ledyard. My understanding is that we are one of the few towns in the state that does not have one. Accordingly, examples are readily available and should provide a strong framework for our own.

This issue has been sporadically included on Council agendas for almost a year now. It is time for the Council to decisively act.

Jennifer Zeronson

18 Bluff Road West

## Roxanne Maher

---

**From:** nelatwood@aol.com  
**Sent:** Tuesday, April 8, 2025 1:33 PM  
**To:** Town Council Group  
**Cc:** Fred Allyn, III; Roxanne Maher; April Brunelle; Jessica Buhle; Kevin J. Dombrowski; Gales Ferry District  
**Subject:** Ethics

Councilors:

I write in support of the recent letter submitted to you from Lee Ann Berry, President of the Gales Ferry District regarding an Ethics Code/Commission/Committee.

I urge you, for the protection of citizens and dedicated public servants of the Town of Ledyard, to address this matter as a priority and implement a Code of Ethics ASAP beginning with this week's meeting.

My question is: Why would anyone NOT want to have a Code of Ethics in place? It helps everyone to clearly define boundaries and ensure business is conducted fairly. Thank you for your consideration of this matter and for all your work.

Respectfully,  
Ellen Atwood  
8 Harvard Ter

**Roxanne Maher**

---

**From:** Joe Franzone <joefranzone@gmail.com>  
**Sent:** Tuesday, April 8, 2025 6:11 PM  
**To:** Town Council Group  
**Subject:** Ethics

We should have an ethics committee.

It's common sense!

Please get on this and be suspicious of any who oppose it!

Thanks for all your time and efforts! Much appreciated!

Joe Franzone, 66 Hurlbutt Rd., 860-303-1387

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*'Every day's a Holiday!'*

To: Gary St. Vil, Chairman of Town Council  
Members of Town Council

A Code of Ethics provides us with a clear descriptions of what we, as residents, can expect from those who serve the town as employees and volunteers.

By formalizing these essential values it will make clear the expected behaviors of all those who take a responsible position in our town.

Included in the Code is the requirement to establish an Ethics Commission the purpose of which is to serves as administrator of the code.

It is surprising that our town, with its educated and informed leaders, has not adopted a Code of Ethics when 87% of the towns and municipalities throughout Connecticut have already done so.

Corporations, organizations, all levels of government live by the code they have adopted. They are essential to their way of functioning. They are the public announcement of their values.

Ledyard deserves a Code of Ethics. The draft currently under review is a valiant effort but does not fulfill the expected purpose. Interested and caring residents have identified weaknesses and have provided options to improve the areas of concern.

I hope these recommendations will be seriously considered by the Town Council.

This process has taken approximately 18 months to reach this point, and it as had limited input and the public has not received adequate notice for something this important.

I am also surprised that the Town Council allotted only two hours for a public hearing. Again, that is hardly any time at all for something this important to our town.

I was also under the impression that the approved version was to be presented to the electorate in a YES or NO ballot question. Why was that changed?



The council did approve this version to become the town code. Predictably, it was vetoed by the Mayor.

I believe the residents deserve better than this. I believe we need their collective wisdom to assist in creating this document.

To this end, I ask the Council to let the veto stand and change the motion to establish an Ad hoc committee to develop a Code of Ethics. This should be bipartisan.

Contrary to arguments otherwise, there is no downside to establishing a Code of Ethics, if it is done with sincerity, honesty and a commitment to fairness and confidentiality.

A code establishes values and behaviors for employees and volunteers to follow and be held accountable to the residents for whom they serve. To be accountable is the least our residents should expect.

Let's take the time to create an Ethics Code that will serve Ledyard well.

Respectfully submitted,

Ed Murray  
26 Devonshire

**Roxanne Maher**

---

**From:** Steve Holyfield  
**Sent:** Tuesday, October 28, 2025 10:50 AM  
**To:** Jessica Buhle; Roxanne Maher  
**Subject:** Re: AES Comments on Ethics Ordinance

Jessica -

Thank you for the response. I hadn't applied 5.c to my comments on 5.a, as I found the wording on 5.c to be tough to understand absent a law degree.

When I say "conduct business with the town", we have some members of the fire departments that own things such as septic companies, lawn care businesses, fire training businesses, entertainment businesses. I'm not aware of any being awarded a "contract" with the Town, however Section 5.a as a standalone would preclude them from any business with the Town. As long as the intent is to follow existing purchasing policies and procedures, then my concerns are addressed. We already do have a review of expenditures and all of the fire department purchase orders are reviewed by myself and the finance office. I just wanted to ensure that "employees" (including volunteers that receive stipends) were able to continue their business ventures in accordance with existing Town policies. My greater concern was this Ordinance reducing the number of volunteer members by forcing them to choose between helping the community and running their businesses.

As for the vehicles, we do have an existing vehicle use policy in town. Perhaps a carve out that specifically addresses the fire department vehicles would be prudent. I'm happy to work on that through my office and town hall.

Thank you for the conversation and feedback!

Steve

*Stephen C. Holyfield*

Administrator of Emergency Services  
 Deputy Emergency Management Director  
 Public Safety Commission, Chair  
 Phone 860-449-3364  
 E-mail - admin.emergency@ledyardct.org  
 Office Location -741 Colonel Ledyard Highway, Basement (Room 8), Ledyard, CT 06339-1511  
 Mailing Address - 741 Colonel Ledyard Highway, Ledyard, CT 06339-1511

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**From:** Jessica Buhle <Jbuh@ledyardct.org>  
**Sent:** Tuesday, October 28, 2025 10:24 AM  
**To:** Roxanne Maher <council@ledyardct.org>  
**Cc:** Steve Holyfield <admin.emergency@ledyardct.org>  
**Subject:** Re: AES Comments on Ethics Ordinance

Good morning Steve,

Regarding Section 5.a., “A Town official, employee, consultant has a conflict of interest when... the Town official, employee, or consultant has a financial or beneficial interest.” Section 5.b. clarifies that a financial or beneficial interest presents a conflict of 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.” This statement is further clarified by 5.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).” Therefore, this Ordinance does not prohibit volunteer firefighters or Town employees from owning their own businesses.

When you say “conduct business with the Town,” are you referring to firefighters who are engaging in contracts with the Town?

During my conversations with the attorney, we discussed Town employees who own businesses which provide services and goods to the Town, and potential conflicts with the Ordinance. I expressed the intent to continue past practice in allowing those opportunities to continue. I would personally interpret 5.c. to allow a business owned by a Town employee to engage in a contract with the Town as long as the contract was awarded without preference specific to that person, but toward the contract process set forth in An Ordinance for Purchasing, and conflict is disclosed per Section 9.a. I will forward your concerns to the Attorney to verify my interpretation.

To address your second concern regarding Town owned vehicles, I defer to the Attorney’s recommendation in this regard. We certainly have no intention of creating a requirement that increases emergency response times in our community.

Best,

Jessica Buhle  
Ledyard Town Council  
Chair - Administration Committee  
jessicab@ledyardct.org

On Oct 28, 2025, at 9:49 AM, Roxanne Maher <council@ledyardct.org> wrote:

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**From:** Steve Holyfield <[admin.emergency@ledyardct.org](mailto:admin.emergency@ledyardct.org)>  
**Sent:** Tuesday, October 28, 2025 9:47 AM  
**To:** Roxanne Maher <[council@ledyardct.org](mailto:council@ledyardct.org)>  
**Cc:** Jon Mann <[lfld.chief@ledyardct.org](mailto:lfld.chief@ledyardct.org)>; Jeff Erhart <[Chief@gffc.org](mailto:Chief@gffc.org)>  
**Subject:** AES Comments on Ethics Ordinance

Good morning, Roxanne -

Attached is a document with some comments I have on the proposed Ethics Ordinance. Could you please share it with the council and the admin committee?

I have copied the fire chiefs on this email for their awareness since this directly effects their membership.

Thanks and have a good day!

Steve

*Stephen C. Holyfield*

Administrator of Emergency Services

Deputy Emergency Management Director

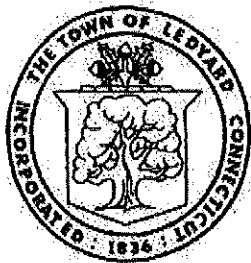
Public Safety Commission, Chair

Phone 860-449-3364

E-mail - [admin.emergency@ledyardct.org](mailto:admin.emergency@ledyardct.org)

Office Location - 741 Colonel Ledyard Highway, Basement (Room 8), Ledyard, CT 06339-1511

Mailing Address - 741 Colonel Ledyard Highway, Ledyard, CT 06339-1511



## TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway  
Ledyard, CT 06339-1551  
(860) 464-3226  
FAX (860) 464-1126

Date: October 28, 2025

To: Ledyard Town Council, Ledyard Town Council Administrative Committee

From: Stephen C Holyfield, Administrator of Emergency Services

Subject: *An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission*

Councilors,

I understand that the Ordinance has been a topic of debate at recent council meetings and is scheduled for additional debate and possible revision at your upcoming Administrative Committee meeting as well as a Special Meeting of the Council.

I wanted to offer some feedback regarding impacts that this draft will have on Emergency Services and to encourage you to consider these impacts as you craft your Ordinance language.

Section 3, Item 8 defines "*Employee is any person receiving salary, wages, or stipend from the Town or Board of Education for services rendered...*".

The town currently issues a stipend to both Fire Chiefs and to active town volunteers for consideration of their involvement in the fire department. For the scope of workers compensation insurance, the volunteer firefighters are considered employees and receive comp coverage following a workplace injury. For purposes of tax code, the volunteers receive an IRS 1099 form at the end of the year and are considered independent subcontractors when completing their income taxes.

While this may seem to be splitting hairs, it does create issue when Section 5, Item a. ("*A town official, employee...has a financial or beneficial interest*"). We have several volunteer fire department members who are also small business owners and who do business with the Town. I have concerns that the business owners will be forced to make a choice of either continuing to be volunteer firefighters in Town or continue to conduct business with the Town, but will be precluded from doing both based upon the current language.

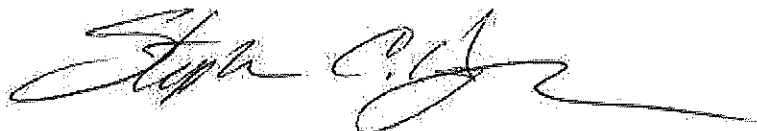
Additionally, Section 5, item e states "*Town officials and town employees shall not use Town owned vehicles... for personal convenience or profit*". It is important to note that



the Fire Chiefs have historically been issued Town vehicles for use as Chief. Furthermore, the Chiefs have always been allowed full off-duty use of those vehicles without restriction. The theory behind this allowance is that while the Chief may be conducting personal business in town, he or she is readily available to respond and take command and control of an incident. Passage of this wording in the Ordinance will limit the use of these vehicles. Limiting the use of these vehicles will lead to increased emergency response times and an adverse effect on our emergency services customers.

I hope that this feedback is beneficial to your committee and to the Council as a whole. I sincerely hope that you will consider these impending issues and their impacts as you revise the ordinance.

Regards,

A handwritten signature in black ink, appearing to read "Stephen Holyfield", with a long, sweeping horizontal line extending to the right.

Stephen Holyfield  
Administrator of Emergency Services  
Admin.emergency@ledyardct.org  
(860) 449-3364

## Roxanne Maher

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**From:** Fred Allyn, III  
**Sent:** Tuesday, October 28, 2025 2:12 PM  
**To:** Jessica Buhle  
**Cc:** Roxanne Maher  
**Subject:** RE: Town Owned Vehicles Question

Good afternoon Councilor,

A good question for clarification. The Fire Chiefs have had town owned vehicles and sometimes not- as the case with Chief Erhart now who prefers to use his own vehicle, so currently only one Fire Chief vehicle in the fleet. They do have the ability to use these vehicles for some (not all) non-emergency use, generally back and forth to the fire companies, fire house meetings, parades, public engagement, etc. The Fire Marshal also has a "take home" vehicle assigned directly to him. This pickup truck is essentially his office on wheels. It contains his fire marshal needs like cameras, lights, batteries, and whatnot that he takes in the middle of the night when disaster strikes in the form of a fire.

The Police Chief and Captain both have take home cars as well. Those are written into their employment agreements. I am also told (though never authorized) that the LT also has a take home cruiser. I'm not a fan of "mission creep" as it pertains to fleet vehicles going back and forth on a daily basis-outside of those previously authorized.

I believe the BoE also permits Wayne Donaldson to drive his truck back and forth on a daily basis too. I am not privy to the terms of that agreement. You will need to reach out to Supt. Hartling on that one, as well as if there are any others on the BoE side.

Best,

*Fred B. Allyn III*



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

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

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**From:** Jessica Buhle <Jbuh@ledyardct.org>  
**Sent:** Tuesday, October 28, 2025 1:07 PM  
**To:** Fred Allyn, III <mayor@ledyardct.org>

**Cc:** Roxanne Maher <council@ledyardct.org>

**Subject:** Town Owned Vehicles Question

Good afternoon Mayor

In reviewing feedback received from Administrator of Emergency Services Steve Holyfield regarding the proposed ethics ordinance, I have a question that I think you are best suited to answer.

Mr. Holyfield mentioned the town owned vehicles provision listed in the Conflict of Interest Provisions, and I referenced the town vehicle use policy available on the town website.

The usage described by Mr. Holyfield contradicts the policy available on the town website. The vehicle use policy states that it is applicable to Town Hall / Library / Senior Center - Parks and Recreation Employees, and Section 4.a. states "Municipal vehicles shall only be used for legitimate municipal business," which contradicts the statement of "It is important to note that the Fire Chiefs have historically been issued Town vehicles for use as Chief. Furthermore, the Chiefs have always been allowed full off-duty use of those vehicles without restriction."

I plan to modify the ordinance in order to protect our emergency responders, but are there any other town owned vehicles that are being used in a manner outside of the vehicle use policy that should be included in an exemption?

Is there an alternate vehicle use policy that applies to emergency vehicles or different departments?

Best,

Jessica Buhle

Ledyard Town Council

[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)



## Roxanne Maher

---

**From:** Jessica Buhle  
**Sent:** Wednesday, October 29, 2025 11:52 AM  
**To:** Roxanne Maher; John Rich  
**Subject:** Re: An Ordinance Establishing a Town of Ledyard Code of Ethics

Good morning,

Thank you for asking such a thoughtful and great question.

Section 7 states “No Town official, employee, or consultant... or group of employees shall solicit or accept any gift... 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.”

If a person is giving a gift for the sake of giving a gift or donation, I do not see a conflict with the ordinance.

If a person is giving a gift for preferential treatment or preferential consideration on any business transaction or matter (someone asking for increased patrols near their home in exchange for donating to the ACO, a donation to the department in exchange for looking the other way when someone speeds through town, etc...), that would be a violation of the ordinance.

Best,

Jessica Buhle  
Ledyard Town Council  
jessicab@ledyardct.org

On Oct 28, 2025, at 2:14 PM, Roxanne Maher <council@ledyardct.org> wrote:

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**From:** John Rich <[chief.rich@ledyardct.org](mailto:chief.rich@ledyardct.org)>  
**Sent:** Tuesday, October 28, 2025 2:10 PM  
**To:** Roxanne Maher <[council@ledyardct.org](mailto:council@ledyardct.org)>  
**Subject:** FW: An Ordinance Establishing a Town of Ledyard Code of Ethics

Roxanne,

Please see below, I just had a question regarding the Ethics Ordinance and donations to town departments.

Thanks,

John

---

**From:** Kristen Chapman <[mayoral.asst@ledyardct.org](mailto:mayoral.asst@ledyardct.org)>  
**Sent:** Tuesday, October 28, 2025 1:57 PM  
**To:** John Rich <[chief.rich@ledyardct.org](mailto:chief.rich@ledyardct.org)>  
**Cc:** Fred Allyn, III <[mayor@ledyardct.org](mailto:mayor@ledyardct.org)>  
**Subject:** RE: An Ordinance Establishing a Town of Ledyard Code of Ethics

Chief Rich,

I would suggest sending your concerns to Roxanne as the ordinance is currently with the Administration Committee.

Best,  
Kristen

---

**From:** John Rich <[chief.rich@ledyardct.org](mailto:chief.rich@ledyardct.org)>  
**Sent:** Tuesday, October 28, 2025 1:40 PM  
**To:** Kristen Chapman <[mayoral.asst@ledyardct.org](mailto:mayoral.asst@ledyardct.org)>  
**Cc:** Fred Allyn, III <[mayor@ledyardct.org](mailto:mayor@ledyardct.org)>  
**Subject:** RE: An Ordinance Establishing a Town of Ledyard Code of Ethics

Kristen,

At this point, I'm particularly interested in the question of whether the police department, dispatch, or animal control can accept a donation from a citizen or organization to benefit that department, of if such donations would meet the definition of a "gift", as they don't appear to be excluded under Section 7.

As you may know, ACO gets many community donations, dispatch receives an annual donation from America's Styrenics, and LPD receives donations for our employee wellness programs.

Who's the right person to ask?

Chief

---

**From:** Kristen Chapman <[mayoral.asst@ledyardct.org](mailto:mayoral.asst@ledyardct.org)>  
**Sent:** Tuesday, October 28, 2025 8:38 AM  
**To:** John Rich <[chief.rich@ledyardct.org](mailto:chief.rich@ledyardct.org)>; James Mann <[fire.marshal@ledyardct.org](mailto:fire.marshal@ledyardct.org)>; Steve Holyfield <[admin.emergency@ledyardct.org](mailto:admin.emergency@ledyardct.org)>; Elizabeth Burdick <[planner@ledyardct.org](mailto:planner@ledyardct.org)>; Scott Johnson <[Scott@ledyardrec.org](mailto:Scott@ledyardrec.org)>; Patricia A. Riley <[town.clerk@ledyardct.org](mailto:town.clerk@ledyardct.org)>; Matthew Bonin <[finance.director@ledyardct.org](mailto:finance.director@ledyardct.org)>; Stephen Banks <[wpca.supervisor@ledyardct.org](mailto:wpca.supervisor@ledyardct.org)>; Justin Dube <[mis.director@ledyardct.org](mailto:mis.director@ledyardct.org)>; Christine Dias <[hr.director@ledyardct.org](mailto:hr.director@ledyardct.org)>  
**Cc:** Fred Allyn, III <[mayor@ledyardct.org](mailto:mayor@ledyardct.org)>  
**Subject:** FW: An Ordinance Establishing a Town of Ledyard Code of Ethics

Good morning,

Attached, please find an updated draft posted to the agenda this morning.

Best,  
Kristen

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**From:** Kristen Chapman

**Sent:** Monday, October 27, 2025 4:32 PM

**To:** John Rich <[chief.rich@ledyardct.org](mailto:chief.rich@ledyardct.org)>; James Mann <[fire.marshall@ledyardct.org](mailto:fire.marshall@ledyardct.org)>; Steve Holyfield <[admin.emergency@ledyardct.org](mailto:admin.emergency@ledyardct.org)>; Elizabeth Burdick <[planner@ledyardct.org](mailto:planner@ledyardct.org)>; Scott Johnson <[Scott@ledyardrec.org](mailto:Scott@ledyardrec.org)>; Patricia A. Riley <[town.clerk@ledyardct.org](mailto:town.clerk@ledyardct.org)>; Matthew Bonin <[finance.director@ledyardct.org](mailto:finance.director@ledyardct.org)>; Stephen Banks <[wpcasupervisor@ledyardct.org](mailto:wpcasupervisor@ledyardct.org)>; Justin Dube <[mis.director@ledyardct.org](mailto:mis.director@ledyardct.org)>

**Subject:** An Ordinance Establishing a Town of Ledyard Code of Ethics

Good afternoon,

Please be advised the attached draft “An Ordinance Establishing a Town of Ledyard Code of Ethics” dated 10/27/2025 is on the agenda for the 10/29 Administration Committee special meeting. This ordinance may have implications for your department.

Best,  
Kristen

*Kristen Chapman*



Executive Assistant to the Mayor/  
Social Services Coordinator  
Town of Ledyard  
741 Colonel Ledyard Highway  
Ledyard, CT 06339  
860-464-3222  
[mayoral.asst@ledyardct.org](mailto:mayoral.asst@ledyardct.org)

**Town Hall Hours:**

**Monday – Thursday 7:30 a.m. to 4:45 p.m.**  
**CLOSED FRIDAYS**

## Roxanne Maher

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**From:** Jessica Buhle  
**Sent:** Wednesday, October 29, 2025 2:02 PM  
**To:** Ritter, Matthew D.  
**Cc:** Roxanne Maher  
**Subject:** Re: Ethics Ordinance Clarifying Question - Administrator of Emergency Services

Matt,

Thank you again for your prompt reply. I will move forward with the language you have suggested and will send you a redline and clean copy tomorrow morning.

Best,

Jessica Buhle  
Ledyard Town Council  
jessicab@ledyardct.org

On Oct 29, 2025, at 1:47 PM, Ritter, Matthew D. <MRitter@goodwin.com> wrote:

Jessica – my suggestion would be to say:

1. 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.

-Does the Mayor get a car? Just curious. If so, I would include that position as well.

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

I am OK with this language.

3. Good luck this evening and please remember to send me a final clean and redline copy if you can so I can do one final review with all of these edits. Thanks, Matt

<image001.png>

**Matthew D. Ritter**  
Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

Tel: (860) 251-5092  
Fax: (860) 251-5212  
[MRitter@goodwin.com](mailto:MRitter@goodwin.com)  
[www.shipmangoodwin.com](http://www.shipmangoodwin.com)

Disclaimer: Privileged and confidential. If received in error, please notify me by e-mail and delete the message.

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**From:** Jessica Buhle <[Jbuh@ledyardct.org](mailto:Jbuh@ledyardct.org)>  
**Sent:** Wednesday, October 29, 2025 12:07 PM  
**To:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>  
**Cc:** Roxanne Maher <[council@ledyardct.org](mailto:council@ledyardct.org)>  
**Subject:** Re: Ethics Ordinance Clarifying Question - Administrator of Emergency Services

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Good afternoon,

I am sending you language for consideration to confirm legality and that it does not conflict with our ordinance.

In regards to the Town owned vehicles, I would like to add this language:

This does not apply to Town owned vehicles issued to emergency responders as “take home” vehicles, or vehicles issued to employees as part of an employment agreement or contract.

I have also received feedback to clarify who determines the penalty for an Ethics Violation. I would like to add the following language after the Penalties (Section 14.c.4.v.)

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

Again, thank you for your concise feedback and assistance in drafting this ordinance. I appreciate your time and effort.

Best,

Jessica Buhle  
Ledyard Town Council  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

On Oct 28, 2025, at 1:32 PM, Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)> wrote:

I would add one more thing... we can certainly be clearer to avoid these questions.

"Notwithstanding anything contained in this ordinance to the contrary, 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.”

<image001.png>

**Matthew D. Ritter**

Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

Tel: (860) 251-5092

Fax: (860) 251-5212

[MRitter@goodwin.com](mailto:MRitter@goodwin.com)

[www.shipmangoodwin.com](http://www.shipmangoodwin.com)

*[Shipman & Goodwin LLP is a 2022 Mansfield Certified Plus Firm](#)*

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---

**From:** Jessica Buhle <[Jbuh@ledyardct.org](mailto:Jbuh@ledyardct.org)>

**Sent:** Tuesday, October 28, 2025 1:23 PM

**To:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>

**Subject:** Re: Ethics Ordinance Clarifying Question - Administrator of Emergency Services

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Thank you. I will move forward with that language.

To confirm, this exemption in 5.a. would also cover town employees or Board of Education employees who are also entering into a contract as an instructor or camp counselor for Parks and Recreation, correct?

Best,

Jessica Buhle  
Ledyard Town Council  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

On Oct 28, 2025, at 12:46 PM, Ritter, Matthew D.

<[MRitter@goodwin.com](mailto:MRitter@goodwin.com)> wrote:

Hi Jessica – with respect to 5a. -- see suggested revisions below:

"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.”

If you say “and” will that cover the tshirt example? Maybe they get a public quote? I would delete the part about disclosing the “conflict” because it is no longer a conflict if that makes sense....

For the vehicles, maybe confirm with the Mayor if there are other vehicles in a similar situation? Probably good to exempt them all?

Thanks.

<image001.png>

**Matthew D. Ritter**  
Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

Tel: (860) 251-5092  
Fax: (860) 251-5212  
[MRitter@goodwin.com](mailto:MRitter@goodwin.com)  
[www.shipmangoodwin.com](http://www.shipmangoodwin.com)

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---

**From:** Jessica Buhle <[Jbuh@ledyardct.org](mailto:Jbuh@ledyardct.org)>  
**Sent:** Tuesday, October 28, 2025 11:39 AM  
**To:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>  
**Subject:** Re: Ethics Ordinance Clarifying Question - Administrator of Emergency Services

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Hi Matt,

I had interpreted b. and c. to be clarifying portions of a, as they read as such, defining what is and what is not a conflict.

However, in order to address the concerns you and I had discussed yesterday regarding the fire training and Parks and Recreation shirts and other services small business owned by town employees provide to our town, I am proposing the following addition:

Under section 5.a., add "A Town official, employee, or consultant may engage in a contract, transaction, decision, or rendering of service to the Town where the contract is publicly quoted or bid and the Town official, employee, or consultant is not involved in awarding the contract, and conflict is disclosed.”

Under Section 5.e., add “This does not apply to vehicles assigned to Town vehicles issued to members of Ledyard Fire Department and Gales Ferry Fire Company.”

Please let me know if either of these additions cause legal issues or invalidate portions of our ordinance.

Best,

Jessica Buhle  
Ledyard Town Council  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

On Oct 28, 2025, at 11:19 AM, Ritter, Matthew D.  
<[MRitter@goodwin.com](mailto:MRitter@goodwin.com)> wrote:

Hi Jessica - no need to apologize 😊

1. Under the revised Code as currently drafted, Section 5(a) may prohibit a firefighter from having a contract with the Town because it generally prohibits Town employees from having contracts with the Town. However, Section 5(b) would not be an issue (unless it was a contract with the volunteer fire department) because it specifically requires the employee to be involved in the awarding of the contract somehow.

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.**

Maybe you could look at amending Section 5(a) by exempting any contracts that are publicly bid and that the individual employee has no involvement in the contract award process? Or maybe you merge Sections (a) and (b)?



Here is a hypothetical – can a teacher who owns a cleaning company have a contract with the Town to provide cleaning services at Town Hall?

Under 5(a), maybe not...with the revisions discussed above, it probably is OK. However, I think a Town Council member could not because they are involved in the awarding of the contract.

2. With respect to the Town vehicles, this is a policy decision. However, if you want to continue to allow the Chief or any other Town official to use the vehicle for personal business you will need to amend the ordinance.

Thanks, Matt

<image001.png>

**Matthew D. Ritter**  
Shipman & Goodwin LLP  
Partner  
One Constitution Plaza  
Hartford, CT 06103-1919

Tel: (860) 251-5092  
Fax: (860) 251-5212  
[MRitter@goodwin.com](mailto:MRitter@goodwin.com)  
[www.shipmangoodwin.com](http://www.shipmangoodwin.com)

*[Shipman & Goodwin LLP is a 2022 Mansfield Certified Plus Firm](#)*

Disclaimer: Privileged and confidential. If received in error, please notify me by e-mail and delete the message.

---

**From:** Jessica Buhle <[Jbuh@ledyardct.org](mailto:Jbuh@ledyardct.org)>  
**Sent:** Tuesday, October 28, 2025 10:29 AM  
**To:** Ritter, Matthew D. <[MRitter@goodwin.com](mailto:MRitter@goodwin.com)>  
**Subject:** Ethics Ordinance Clarifying Question - Administrator of Emergency Services

**CAUTION: EXTERNAL EMAIL:** Please be cautious of links and attachments.

Good morning,

Sincerest apologies for monopolizing your time on this Ordinance recently, but working hard to address feedback.

I received a letter from the Administrator of Emergency Services.

His concerns regard Section 5.a-c, and 5.e. and his letter is attached. I have attached my feedback and interpretation, so I will look for your feedback to confirm or refute my interpretation, or any further comments you may have.

If his concerns are correct and are prohibited in the proposed ordinance, can you propose language to modify the ordinance to correct?

Best,

Jessica Buhle  
Ledyard Town Council  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

Begin forwarded message:

**From:** Jessica Buhle  
<[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)>  
**Subject:** Re: AES Comments  
on Ethics Ordinance  
**Date:** October 28, 2025 at  
10:24:45 AM EDT  
**To:** Roxanne Maher  
<[council@ledyardct.org](mailto:council@ledyardct.org)>  
**Cc:** Steve Holyfield  
<[admin.emergency@ledyardct.org](mailto:admin.emergency@ledyardct.org)>

Good morning Steve,

Regarding Section 5.a., “A Town official, employee, consultant has a conflict of interest when... the Town official, employee, or consultant has a financial or beneficial interest.” Section 5.b. clarifies that a financial or beneficial interest presents a conflict of 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.” This statement is further clarified by 5.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).” Therefore, this Ordinance does not prohibit volunteer firefighters or Town employees from owning their own businesses.*

When you say “conduct business with the Town,” are you referring to firefighters who are engaging in contracts with the Town?

During my conversations with the attorney, we discussed Town employees who own businesses which provide services and goods to the Town, and potential conflicts with the Ordinance. I expressed the intent to continue past practice in allowing those opportunities to continue. I would personally interpret 5.c. to allow a business owned by a Town employee to engage in a contract

with the Town as long as the contract was awarded without preference specific to that person, but toward the contract process set forth in An Ordinance for Purchasing, and conflict is disclosed per Section 9.a. I will forward your concerns to the Attorney to verify my interpretation.

To address your second concern regarding Town owned vehicles, I defer to the Attorney's recommendation in this regard. We certainly have no intention of creating a requirement that increases emergency response times in our community.

Best,

Jessica Buhle  
Ledyard Town Council  
Chair - Administration Committee  
[jessicab@ledyardct.org](mailto:jessicab@ledyardct.org)

On Oct 28, 2025, at  
9:49 AM, Roxanne  
Maher  
<[council@ledyardct.org](mailto:council@ledyardct.org)> wrote:

---

**From:** Steve Holyfield  
<[admin.emergency@ledyardct.org](mailto:admin.emergency@ledyardct.org)>  
**Sent:** Tuesday, October  
28, 2025 9:47 AM  
**To:** Roxanne Maher  
<[council@ledyardct.org](mailto:council@ledyardct.org)>  
>

**Cc:** Jon Mann  
<[lfld.chief@ledyardct.org](mailto:lfld.chief@ledyardct.org)>; Jeff Erhart  
<[Chief@gffc.org](mailto:Chief@gffc.org)>  
**Subject:** AES Comments  
on Ethics Ordinance

Good morning,  
Roxanne -

Attached is a document with some comments I have on the proposed Ethics Ordinance. Could you please share it with the council and the admin committee?

I have copied the fire chiefs on this email for their awareness since this directly affects their membership.

Thanks and have a good day!

Steve

*Stephen C.  
Holyfield*

**Administrator of  
Emergency Services**

Deputy Emergency  
Management Director

Public Safety Commission,  
Chair

Phone 860-449-3364

E-mail  
- [admin.emergency@ledyardct.org](mailto:admin.emergency@ledyardct.org)

Office Location -741  
Colonel Ledyard Highway,  
Basement (Room 8),  
Ledyard, CT 06339-1511

Mailing Address - 741  
Colonel Ledyard Highway,  
Ledyard, CT 06339-1511

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# 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) 464-8455

October 29, 2025

Ledyard Town Council  
741 Colonel Ledyard Hwy.  
Ledyard, CT 06339

Councilors,

I write today to include my comments regarding the newly proposed replacement "An Ordinance Establishing a Town of Ledyard Code of Ethics and Ethics Commission" dated 10/27/2025:

- 1) **Section 2, bullet 3:** I do not support including consultants in the proposed ordinance. It's often a challenge to get bids now- this new requirement may have a further chilling effect on bidders.
- 2) **Section 3, definition 5:** "a person or person" should likely read "a person or persons".
- 3) **Section 3, definition 7:** Again, this includes consultants. See item 1 above. It appears this will also include attorney utilized by the town.
- 4) **Section 3, definition 8:** Does "stipend" also include those providing programming for Parks and Recreation? Summer camp activities?
- 5) **Section 5, § c:** this paragraph, starting with "...that is incompatible with the proper discharge..." is not clear to the layperson- the very people that will be expected to follow this ordinance. Suggest language revisions.
- 6) **Section 5, § d:** This can occur in emergency situations, including winter storms, tropical storms, or labor shortages, primarily with Public Works and the Police Dept.
- 7) **Town of Ledyard Employee Handbook.** The handbook includes Nepotism (page 20), Conflict of Interest (page 20), Outside employment (page 21) and Vehicle Use Policy (appendix 8). Every Town employee receives a copy of the handbook and are required to sign and accept the obligations contained in said handbook.
- 8) **Section 6, § a:** Suggest removing all references to consultants for reasons stated above.
- 9) **Section 9, § c:** This section does not appear in the Glastonbury model ordinance. What is the intent of inclusion of this clause and how is this of benefit? I'd appreciate clarification as to why this clause is included.
- 10) **Section 9, § d, 2 and 4:** Reference is made to the conflict provision reporting with "Town employees and officials" the Mayor or Town Council, while Department Heads (Directors) are not afforded the same treatment. Please clarify why this is drafted this way.



- 11) **Section 12: Suggest removal in its entirety.** This section poses an added unreasonable, unnecessary burden on the Town Clerk and existing workload. With more than 520 employees and numerous consultants to track and report on, this poses substantial work with little to no benefit. Suggest deleting and instead require annual electronic distribution of the ordinance to all employees "during the first week of January of each year."
- 12) **Section 13, § b:** It is noted that the Glastonbury model ordinance included the following: "No member or alternate member shall...Have campaigned for any other person seeking a Town office." What is the rationale for omitting this particular line when all other "no member shall" items were included? If the Council is seeking unbiased, neutral parties to fill the commission, it would seem that someone that campaigns for another would not fall in the desired bucket.
- 13) **Section 13, § c:** to be bipartisan, suggest a minimum of seven (7) affirmative votes.
- 14) **Section 13, § e 1):** There is no budget line for this new commission. Attorney Ritter has suggested budgeting a minimum of \$20,000 annually for legal fees, with some towns spending as much as \$200,000, if the aggrieved party opts to appeal to Superior Court. Additionally, the Town is required to provide legal counsel for the respondent, with an insurance deductible between \$1,000 and \$10,000 per occurrence. Both the Town Attorney and Insurance lines will require amendment.
- 15) **Section 14 § b 2):** suggest changing last line from "must sign it" to "must sign the form".
- 16) **Section 14, § 5 ii):** typo reads "...will meet in to review..." Determine proper language intent.
- 17) **Section 14 § 4 d):** Suggest deleting this paragraph in its entirety. The charge of the Ethics Committee is to offer advisory opinions, address inquiries and handle complaints of possible ethics violations. To that end, this committee is not a sounding board for other communications, particularly where it states "...communications from the public, even if they do not fall within the categories of an advisory opinion, inquiry or complaint". The other communications should be directed to the Town Council or the Mayor.

Thank you,



Fred B. Allyn III

Mayor



# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

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**File #:** 25-2774

**Agenda Date:** 1/28/2026

**Agenda #:** 3.

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## RESOLUITON

### **Motion/Request:**

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

### **Background:**

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

### **Department Comment/Recommendation:**

(type text here)

### **Mayor Comment/Recommendation:**

(type text here)

### **Body:**

(type text here)

Res: 002-2026/xxxx

DRAFT: 12/10/2025

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

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

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

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

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

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

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

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

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

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

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

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

*For example:*

- a. Preliminary Design and Cost Estimates for Project.

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

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

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

\_\_\_\_\_  
, Chairman

Res: 002-2026/xxxx

DRAFT: 12/01/2025

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

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

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

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

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

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

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

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

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

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

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

Develop a Process and Timeline/Schedule for assigned Municipal and Board of Education Capital Improvement Projects to include:

- a. Preliminary Design and Cost Estimates for Project.
- b. Present Project to Town Council and request seed money for the town to hire Architects/Engineering Design Professionals.

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

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

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

\_\_\_\_\_  
, Chairman

### Building Blocks to Completion of a Project

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

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

Note:

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

**NOTE:**

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


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



# BUILDING BLOCKS TO COMPLETION OF A PROJECT

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

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

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

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

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

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

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

**MEMORANDUM**

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

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

## GENERAL GUIDELINES FOR BUILDING COMMITTEES

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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

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

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

## 2. DRAWINGS AND SPECIFICATIONS

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

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

### 3. PROJECT CONTROL

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

#### 4. CONSTRUCTION CONSIDERATIONS

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



# TOWN OF LEDYARD CONNECTICUT

PLANNING COMMISSION

Ledyard, Connecticut

Post Office Box 38  
Ledyard, Conn. 06339

## MUNICIPAL IMPROVEMENT CHECK LIST

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

### I. Site Plan Details:

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

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

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

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

V. Report on fiscal impact to local taxpayers.





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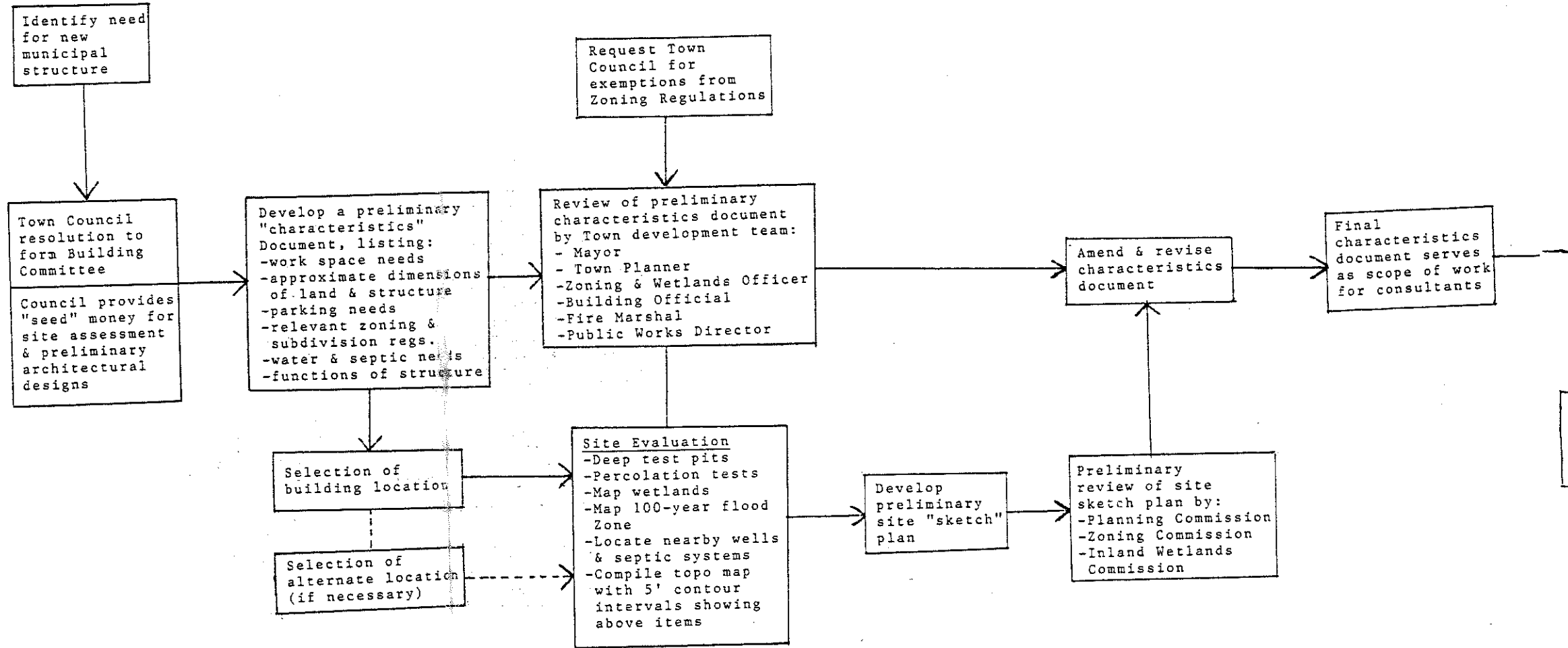
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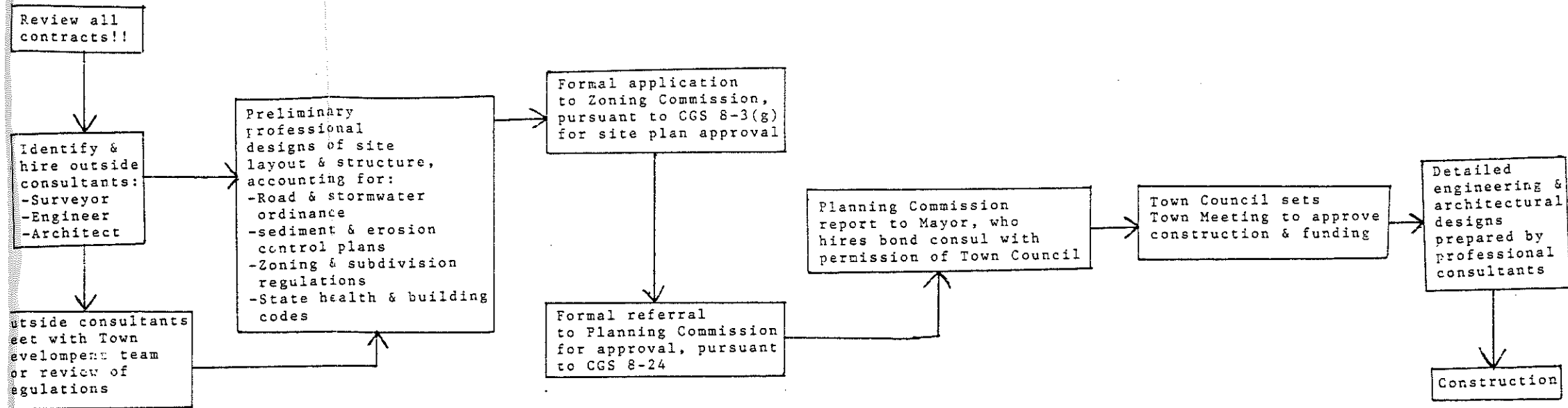
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IV. Compliance with Plan of Development and other municipal planning documents (see Town Planner).

V. Report on fiscal impact to local taxpayers.

# MUNICIPAL IMPROVEMENT CHART -- TOWN OF LE RD





**Roxanne Maher**

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

Good Evening Chairman St. Vil -

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

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

Should you have any questions, please let me know.

Thank You,  
Anthony Favry  
Chairman, Ledyard Board of Education

22 October 2025

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

Dear Town Council Chair,

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

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

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

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



# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

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**File #:** 25-2878

**Agenda Date:** 1/28/2026

**Agenda #:** 3.

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## RESOLUITON

### **Motion/Request:**

Discussion and possible action to review and update the Res#001-2023/Feb 22 “*Resolution Establishing Administrator Department Head Benefits*”

### **Background:**

Res#001-2023/Feb 22 “*Resolution Establishing Administrator Department Head Benefits*” provides the provisions for which the town’s Non-Union Department Heads work under; in addition to the Employee Handbook and other Town Policies.

The terms of the Resolutions currently requires that it be reviewed every three (3) years from its adoption date by the Administrator/Department Heads and the Town Council.

The Anniversay date for review/readoption is February 22, 2023

### **Department Comment/Recommendation:**

(type text here)

### **Mayor Comment/Recommendation:**

(type text here)

### **Body:**

(type text here)

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 Executive Assistant to the Mayor~~
- 5.4. Director of Human Resources
- 6.5. Administrator of Emergency Services
- 7.6. Director of Civil Preparedness and Emergency Management
- 8.7. Library Director
- 9.8. Public Health Nursing Administrative Supervisor
- 10.9. Director of Parks and Recreation
- 11.10. Public Works Director/Town Engineer
- 12.11. Director of Planning and Development
- 13.12. Administrative Assistant to the Town Council
- 14.13. WPCA Wastewater Operations Supervisor
- 15.14. Mayor \*
- 16.15. Chief of Police \*\*
- 17.16. 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](#)

**SICK LEAVE**

[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.

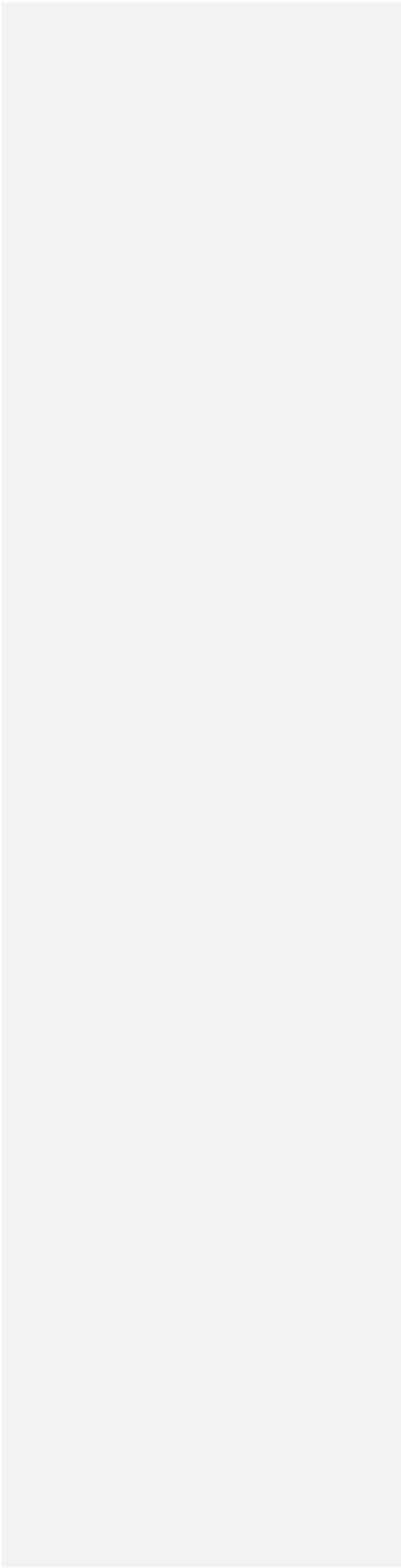
**COMPENSATORY TIME**

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

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performed which is beyond the normal scope of duties. All compensatory time must be taken within ~~six~~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~~ and vision 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.a. 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~~ and vision benefits as outlined in Paragraph ~~d-c~~ 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. The Town will match the employee's contribution up to 12%.

**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 [of the year this resolution is up for review, 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 Gary St. Vil, 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 1<sup>st</sup> 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 1<sup>st</sup> 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    | <del>\$250.00</del> <b>\$350.00</b> |
| b. | Fifteen years, but less than twenty years | <del>\$350.00</del> <b>\$450.00</b> |
| c. | Twenty or more years                      | <del>\$450.00</del> <b>\$550.00</b> |

*(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.*

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;

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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 accumulated vacation 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 1<sup>st</sup> 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 1<sup>st</sup> 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	<del>\$250.00</del> -\$350.00
b.	Fifteen years, but less than twenty years	<del>\$350.00</del> -\$450.00
c.	Twenty or more years	<del>\$450.00</del> -\$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

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**File #:** 26-0002

**Agenda Date:** 1/28/2026

**Agenda #:** 1.

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## APPOINTMENT

### **Motion/Request:**

MOTION to appoint the following Temporary Members to the Permanent Municipal Building Committee (PMBC) to serve as Representatives for Board of Education Projects in accordance with Ordinance #100-015 (Rev. 1) *“An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard:*

- Mr. Branden Graber (R) 42 Church Hill Road, Ledyard
- Mr. Alex Fritsch (D) 1 North Wind Circle, Ledyard

### **Background:**

In accordance with Ordinance #100-015 (Rev. 1) *“An Ordinance Establishing A Permanent Municipal Building Committee for the Town of Ledyard”* (Section 3)

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

*For Board of Education projects, at least one **temporary member** shall be a Board of Education member. Temporary members shall have the right to vote on the activities of the Permanent Municipal Building Committee only with respect to the particular project for which such members were appointed.”* (please see attached)

The Board of Education has selected and forwarded for appointment Mr. Graber, and Mr. Fritsch to serve as their Representatives. (Please see attached letter dated December 11, 2025)

### **Administrative Notes:**

(type text here)

### **Nominating Committee Recommendation:**

(type text here)

**Minority Representation - CGS 9-167a:**

In accordance with Chapter IV; Section 8 of the Town Charter "Except as otherwise provided for in this Charter, the Town Council may appoint members to fill vacancies in other offices, boards, and commissions established by this Charter and by ordinance as vacancies may occur, and appointing members to such offices, boards, and commissions as may be created in the future. Such appointments shall be made by the Town Council for such terms and upon such conditions as provided in the respective ordinance".

Chapter IV, Section 9: "In making appointments and removals, the Town Council shall act by the affirmative votes of at least a majority of all its members.

All members of boards, commissions, and committees contained in this Charter, or subsequently created under this Charter, except members of the Building Code Board of Appeals, the Fire Marshal, and the Deputy Fire Marshal(s), shall be electors of the Town at the time of their appointment and during their terms of office."

**Connecticut General Statutes**

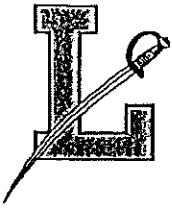
Sec. 9-167a. Minority representation. (a) (1) Except as provided in subdivision (2) of this subsection, the maximum number of members of any board, commission, legislative body, committee or similar body of the state or any political subdivision thereof, whether elective or appointive, who may be members of the same political party, shall be as specified in the following table:

Total Membership	Maximum from One Party
3	2
4	3
5	4
6	4
7	5
8	5
9	6
More than 9 Two-thirds of total membership	

(2) The provisions of this section shall not apply (A) to any such board, commission, committee or body whose members are elected wholly or partially on the basis of a geographical division of the state or political subdivision, (B) to a legislative body of a municipality (i) having a town meeting as its legislative body or (ii) for which the charter or a special act, on January 1, 1987, provided otherwise or (C) to the city council of an unconsolidated city within a town and the town council of such town if the town has a town council and a representative town meeting, the town charter provides for some form of minority representation in the election of members of the representative town meeting, and the city has a city council and a body having the attributes of a town meeting or (D) to the board of directors and other officers of any district, as defined in section 7-324, having annual receipts from all sources not in excess of two hundred fifty Thousand dollars.

(b) Prior to any election for or appointment to any such body, the municipal clerk, in cases of elections, and the appointing authority, in cases of appointments, shall determine the maximum number of members of any political party who may be elected or appointed to such body at such election or appointment. Such maximum number shall be determined for each political party in the following manner: From the number of members of

one political party who are members of such body at the time of the election or appointment, subtract the number of members of such political party whose terms expire prior to the commencement of the terms for which such election or appointment is being held or made and subtract the balance thus arrived at from the appropriate number specified in column II of subsection (a) of this section.



December 11, 2025

Ledyard Town Council  
Town of Ledyard  
741 Colonel Ledyard Highway  
Ledyard, CT 06339

As Chair of the Ledyard Board of Education I have nominated Brandon Graber and Alex Fritsch as the Board of Education representatives to the Permanent Municipal Building Committee (PMBC).

Please let me know if you have any questions and when the above named members are approved and able to represent the Board.

Thank you,

Jenn Reguin

Chair

Ledyard Board of Education

Cc: J. Hartling, Superintendent of Schools

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

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

Section 1.      Authority

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

Section 2.      Purpose

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

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

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

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

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

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



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

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

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

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

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

### Section 3. Membership

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

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

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

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

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

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

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

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

#### Section 4. Terms of appointment

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

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

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

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

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

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

#### Section 5. Powers and Duties

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

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

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

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

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

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

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

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

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

#### Section 6. Spending Funds

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

#### Section 7. Definitions:

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

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

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

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

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

Section 7. Severability

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

Section 8. Effective Date

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

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

\_\_\_\_\_  
S. Naomi Rodriguez, Chairman

Approved/Disapproved on: \_\_\_\_\_

\_\_\_\_\_  
Fred B. Allyn, III, Mayor

Published on:

Effective Date:

\_\_\_\_\_  
Patricia A. Riley, Town Clerk

\*\*\*\*\*

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

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

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

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

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

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

*“Public Works Director, Board of Education Director of Facilities and Grounds.*

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

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

#### *NEW Paragraph 4*

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



# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

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**File #:** 26-0003

**Agenda Date:** 1/28/2026

**Agenda #:** 2.

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## APPOINTMENT

### **Motion/Request:**

MOTION to appoint Ms. Yvonne Walsh (U) 38 Fairway Drive, Ledyard, to the Ledyard Beautification Committee to complete a three (3) year term ending October 26, 2026 filling a vacancy left by Ms. Bingham.

### **Background:**

Ms. Walsh attended Eastern Connecticut State University and Three Rivers Community College She is currently employed as a Manager at Charter Oak Federal Credit Union.

Ms. Walsh currently volunteers her time in Community Outreach through her employer and also on the *Committee for Together We Give*.

Ms. Walsh had been a Ledyard resident, and now that her children have grown she has time and would like to become involved in her community.

### **Administrative Notes:**

Ledyard Beautification Committee currently has four vacancies; with two Applications being presented at the Town Council's January 14, 2026 meeting.

Please see Ledyard Beautification Committee Roster

### **Nominating Committee Recommendation:**

### **Minority Representation - CGS 9-167a:**

In accordance with Chapter IV; Section 8 of the Town Charter "Except as otherwise provided for in this Charter, the Town Council may appoint members to fill vacancies in other offices, boards, and commissions established by this Charter and by ordinance as vacancies may occur, and appointing members to such offices, boards, and commissions as may be created in the future. Such appointments shall be made by the Town Council for such terms and upon such conditions as provided in the respective ordinance".

Chapter IV, Section 9: "In making appointments and removals, the Town Council shall act by the affirmative votes of at least a majority of all its members.

All members of boards, commissions, and committees contained in this Charter, or subsequently created under this Charter, except members of the Building Code Board of Appeals, the Fire Marshal, and the Deputy Fire Marshal(s), shall be electors of the Town at the time of their appointment and during their terms of office."

### **Connecticut General Statutes**

Sec. 9-167a. Minority representation. (a) (1) Except as provided in subdivision (2) of this subsection, the maximum number of members of any board, commission, legislative body, committee or similar body of the state or any political subdivision thereof, whether elective or appointive, who may be members of the same political party, shall be as specified in the following table:

Total Membership	Maximum from One Party
3	2
4	3
5	4
6	4
7	5
8	5
9	6
More than 9 Two-thirds of total membership	

(2) The provisions of this section shall not apply (A) to any such board, commission, committee or body whose members are elected wholly or partially on the basis of a geographical division of the state or political subdivision, (B) to a legislative body of a municipality (i) having a town meeting as its legislative body or (ii) for which the charter or a special act, on January 1, 1987, provided otherwise or (C) to the city council of an unconsolidated city within a town and the town council of such town if the town has a town council and a representative town meeting, the town charter provides for some form of minority representation in the election of members of the representative town meeting, and the city has a city council and a body having the attributes of a town meeting or (D) to the board of directors and other officers of any district, as defined in section 7-324, having annual receipts from all sources not in excess of two hundred fifty Thousand dollars.

(b) Prior to any election for or appointment to any such body, the municipal clerk, in cases of elections, and the appointing authority, in cases of appointments, shall determine the maximum number of members of any political party who may be elected or appointed to such body at such election or appointment. Such maximum number shall be determined for each political party in the following manner: From the number of members of one political party who are members of such body at the time of the election or appointment, subtract the number of members of such political party whose terms expire prior to the commencement of the terms for which such election or appointment is being held or made and subtract the balance thus arrived at from the appropriate number specified in column II of subsection (a) of this section.

Application Form

Profile

Yvonne Walsh  
First Name Middle Initial Last Name

ywalsh@cofcu.com  
Email Address

38 Fairway Dr Unit 4  
Home Address Suite or Apt

Ledyard CT 06339  
City State Postal Code

Mobile: (860) 808-6488 Mobile: (860) 941-8654  
Primary Phone Alternate Phone

Which Boards would you like to apply for?

Ledyard Beautification Committee: 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 am looking to get more involved with my hometown.

Community Involvement

Habitat for humanity United Way Together We Give I also conduct presentations at Ledyard High School

Educational Background

High School and College

Charter Oak FCU Manager  
Employer Job Title

Yvonne\_Walsh\_Resume.docx  
Upload a Resume

Party Affiliation

Party Affiliation \*

☒ Unaffiliated



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**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)**

---

Yvonne Walsh

**YVONNE WALSH**

38 FAIRWAY DR UNIT 4 LEDYARD, CT 06339

PH: 860-808-6488

EMAIL: Y.WALSH641@GMAIL.COM

Credit Union professional with 12 plus years of experience as a Branch Manager. Provided outstanding member services thanks to in depth knowledge of financial services offered by Charter Oak Federal Credit Union. Strong leadership skills to promote strong staff loyalty, communication is key. Knowledge of revenue, business development, finance, regulatory requirements, and general bank operations. Proficient multi-tasker and team leader with attention to details and sales oriented.

**EXPERIENCE****JULY 2022-CURRENT****PROMOTED TO BRANCH OFFICER, CHARTER OAK CREDIT UNION**

- OVERSEEING SECOND HIGHEST VOLUME BRANCH IN CHARTER OAK FCU. IN THE 3<sup>RD</sup> QUARTER OF 2022 EXCEEDED BRANCH GOAL AT 122.96%. IN THE 4<sup>TH</sup> QUARTER OF 2022 EXCEEDED BRANCH GOAL AT 106.63%. IN THE 1<sup>ST</sup> Q OF 2023 MET OR EXCEED BRANCH GOAL IN ALL CORE PRODUCTS.

**SEPTEMBER 2012-JULY 2022****BRANCH MANAGER, CHARTER OAK FEDERAL CREDIT UNION**

- Responsible for achieving Branch sales goals.
- Responsible for retention of sales goals through Huddles, Skills Coaching, Check-Ins, Skill Builders, and Sales Routines.
- Support growth in the Branch by identifying cross-sell opportunities, deepening relationships and increasing member retention.
- Effectively manage existing relationships in order to sustain growth.
- Utilized relationship management by networking to achieve growth and meet benchmarks.
- Continuously train and develop knowledge of Credit Union operations, compliance, procedure, and security.
- Train, coach and mentor employees through onboarding, APEX, policies and procedures.
- Provide construction feedback for team/employees through APEX routines and performance reviews.
- Promoting the Credit Union services to attract new members.
- Mentored and coached several Assistant Branch Managers to a higher level of management.

## **SKILLS**

- Strong analytical skills necessary to evaluate credit union requests and prepare budgets.
- Demonstrated ability to work within and develop my team.
- Proven commitment to quality of member services
- Ability to proactively solicit new business.
- Thorough product knowledge to fit the needs of our membership
- Thorough knowledge of regulatory, policy and compliance issues
- Strong background in sales and sales management practices
- Ability to manage multiple tasks/projects and deadlines simultaneously.
- Ability to resolve complex problems with minimal guidance.
- Strong communication skills with members, team, and management.
- Knowing the strengths of each team/employee to appropriately delegate tasks or projects to accomplish in a timely manner.

## **CERTIFICATIONS, LICENSES, AND ACCOMPLISHMENTS**

- Notary Public
- Medallion Certified up to \$250K.
- Licensed to sell life and disability on selective loans.
- Completed CT Credit Union League's Executive Education Program
- Completed CT Credit Union League Advance Supervisor Course
- Nationwide Multistate Licensing System NMLS
- Three out of six years on the Leadership Team of Business Networking International
- From 3<sup>rd</sup> Q of 2014 to 2<sup>nd</sup> Q of 2021, I averaged an overall of 115.73% of meeting Branch Sales Goal.
- 3<sup>rd</sup> Q of 2021 no goals due to pandemic.
- 4<sup>th</sup> Q of 2021 to 1<sup>st</sup> Q of 2023 met or exceed overall sales goals.



# TOWN OF LEDYARD

741 Colonel Ledyard  
Highway  
Ledyard, CT 06339-1511

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**File #:** 26-0119

**Agenda Date:** 1/28/2026

**Agenda #:** 3.

---

## APPOINTMENT

### **Motion/Request:**

MOTION to appoint Mr. James Harwood (D) 10 Eska Drive, Ledyard to the Sustainable CT Ad Hoc Committee to complete a two (2) year term ending December 15, 2027.

### **Background:**

Mr. Harwood has BS Chemistry BS Biology PhD Biochemistry and is a Retired Biochemist

Mr. Harwood has been an active participant in the community serving as a member of the Ledyard Planning and Zoning Commission and the Ledyard Conservation Commission. He has also volunteered for Ledyard Soccer Club (1990 - 2020) - coach, referee, referee assignor, fields coordinator, board member.

Mr. Harwood attended the Sustainable CT Ad Hoc Committee's Organizational Meeting in December and is interested in joining the Committee to assist them in furthering the mission of the Sustainable CT Ad Hoc Committee.

### **Administrative Notes**

In accordance with Res #004-2025/Jan 25 the Ledyard Sustainable CT Ad Hoc Committee shall be comprised of five members appointed by the Ledyard Town Council with the following representatives:

- One member from the Planning & Zoning Commission or Inland Wetlands & Water Courses Commission
- One member from the Economic Development Commission or Conservation Commission
- One member from the Town Council Land Use Committee
- Two members from the Community-at-Large

BE IT FURTHER RESOLVED, each member shall serve for a term of two (2) years. Members shall commence to serve their terms immediately upon appointment and shall serve until their successor has qualified or they have been reappointed or removed by the Town Council.

### **Nominating Committee Recommendation:**

1/18/2026 DTC endorsed Mr. Harwood's Appointment to the Sustainable CT Ad Hoc Committee

**Minority Representation - CGS 9-167a:**

In accordance with Chapter IV; Section 8 of the Town Charter “Except as otherwise provided for in this Charter, the Town Council may appoint members to fill vacancies in other offices, boards, and commissions established by this Charter and by ordinance as vacancies may occur, and appointing members to such offices, boards, and commissions as may be created in the future. Such appointments shall be made by the Town Council for such terms and upon such conditions as provided in the respective ordinance”.

Chapter IV, Section 9: “In making appointments and removals, the Town Council shall act by the affirmative votes of at least a majority of all its members.

All members of boards, commissions, and committees contained in this Charter, or subsequently created under this Charter, except members of the Building Code Board of Appeals, the Fire Marshal, and the Deputy Fire Marshal(s), shall be electors of the Town at the time of their appointment and during their terms of office.”

**Connecticut General Statutes**

Sec. 9-167a. Minority representation. (a) (1) Except as provided in subdivision (2) of this subsection, the maximum number of members of any board, commission, legislative body, committee or similar body of the state or any political subdivision thereof, whether elective or appointive, who may be members of the same political party, shall be as specified in the following table:

Total Membership	Maximum from One Party
3	2
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More than 9 Two-thirds of total membership	

(2) The provisions of this section shall not apply (A) to any such board, commission, committee or body whose members are elected wholly or partially on the basis of a geographical division of the state or political subdivision, (B) to a legislative body of a municipality (i) having a town meeting as its legislative body or (ii) for which the charter or a special act, on January 1, 1987, provided otherwise or (C) to the city council of an unconsolidated city within a town and the town council of such town if the town has a town council and a representative town meeting, the town charter provides for some form of minority representation in the election of members of the representative town meeting, and the city has a city council and a body having the attributes of a town meeting or (D) to the board of directors and other officers of any district, as defined in section 7-324, having annual receipts from all sources not in excess of two hundred fifty Thousand dollars.

(b) Prior to any election for or appointment to any such body, the municipal clerk, in cases of elections, and the appointing authority, in cases of appointments, shall determine the maximum number of members of any political party who may be elected or appointed to such body at such election or appointment. Such maximum number shall be determined for each political party in the following manner: From the number of members of

one political party who are members of such body at the time of the election or appointment, subtract the number of members of such political party whose terms expire prior to the commencement of the terms for which such election or appointment is being held or made and subtract the balance thus arrived at from the appropriate number specified in column II of subsection (a) of this section.

## Application Form

---

### Profile

James

First Name

Harwood

Last Name

Middle  
Initial

h.james.harwood@gmail.com

Email Address

10 Eska Drive

Home Address

Suite or Apt

Ledyard

City

CT

State

06339

Postal Code

Home: (860) 464-9653

Primary Phone

Alternate Phone

---

### Which Boards would you like to apply for?

Sustainable CT Ad Hoc Committee: 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 am currently a member of the Ledyard Planning and Zoning Commission and the Ledyard Conservation Commission. Last night at the inaugural meeting of the Sustainable CT Ad Hoc Committee, Committee members asked if I would be interested in joining the Committee to fill a current vacancy and to assist them in furthering the mission of the Sustainable CT Ad Hoc Committee.

---

### Community Involvement

Ledyard Planning and Zoning Commission (10-24-24 to present), Ledyard Conservation Commission (6-30-21 to present), Ledyard Soccer Club (1990 - 2020) - coach, referee, referee assignor, fields coordinator, board member

---

### Educational Background

BS Chemistry BS Biology PhD Biochemistry

Retired

Employer

Retired Biochemist

Job Title

[Ledyard\\_Conservation\\_Commission\\_application\\_6-9-2021\\_.pdf](#)

Upload a Resume

---

**Party Affiliation****Party Affiliation \***

---

☒ Democrat

---

**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)**

---

James Harwood

This application is approved by the Ledyard DTC Nominating Committee



Craig M. Breverman 1/18/2026



## Application Form

---

### Profile

James

First Name

Harwood

Last Name

Middle  
Initial

h.james.harwood@gmail.com

Email Address

10 Eska Drive

Home Address

Suite or Apt

Ledyard

City

CT

State

06339

Postal Code

Home: (860) 464-9653

Primary Phone

Alternate Phone

---

### Which Boards would you like to apply for?

Sustainable CT Ad Hoc Committee: 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 am currently a member of the Ledyard Planning and Zoning Commission and the Ledyard Conservation Commission. Last night at the inaugural meeting of the Sustainable CT Ad Hoc Committee, Committee members asked if I would be interested in joining the Committee to fill a current vacancy and to assist them in furthering the mission of the Sustainable CT Ad Hoc Committee.

---

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BS Chemistry BS Biology PhD Biochemistry

Retired

Employer

Retired Biochemist

Job Title

[Ledyard\\_Conservation\\_Commission\\_application\\_6-9-2021\\_.pdf](#)

Upload a Resume

---

**Party Affiliation****Party Affiliation \***

---

☒ Democrat

---

**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)**

---

James Harwood

**CONTACT INFORMATION:**

First Name \*

James

Last Name \*

Harwood

Phone \*

860-464-9653

Alternative Phone

Email \*

j.james.harwood@gmail.com

Street Address

10 ESKA DR

City:

LEDYARD

State

Connecticut

Zip Code

06339

Party Affiliation: \*

Democrat

Are you a registered voter in the Town of Ledyard? \*

Yes

**GENERAL BOARD/COMMITTEE APPLICANT INFORMATION**

Thank you for your interest in serving the Town of Ledyard. Please carefully consider your obligation before choosing which board you would like to serve on. A description of each board can be found [HERE](#). Please note that in addition to the regular board meetings, members may be required to attend training, work sessions, and joint meetings.

☒ New Applicant

Please choose the Board/Committee you are applying for (First Choice): \*

Conservation Commission - Regular Meeting



Second Choice:

-Select-



Appointment to a Board, Commission, or Committee will require your consistent attendance at regularly scheduled meetings.

Are you available for:

☒ Evening Meetings☒ Daytime Meetings

Employment Status:

Retired

Employer (optional)



Reason for Applying: \*

Interest in doing trailwork in Ledyard.

Educational Background:

BS Chemistry

BS Biology

PhD Biochemistry

Occupational Background:

Assistant Professor - Univ. of Florida

Principal Research Investigator - Pfizer

Chief Consultant - Delphi BioMedical Consultants

Adjunct Professor - Wake Forest University

Adjunct Professor - Univ. of Rhode Island

Relevant Experience:

Through the Adopt-A-Trail program of the White Mountains National Forest in New Hampshire, my wife and I have, since 2009, maintain an eight mile loop trail on the east side of the WMNF. The trailhead for our adopted trails, Carter Ledge Trail and Middle Sister Trail, departs from the White Ledge campground south of Albany NH, climbs, via the Carter Ledge Trail, to Carter Ledge and then to Middle Sister peak, and then returns via the Middle Sister Trail, to the campground. Our activities primarily involve brushing the corridor, blowdown removal, drainage clearance, and trail blazing when needed. We have also rerouted small sections of the trail when necessary.

Community Involvement:

Ledyard Soccer Club (1990 - 2020) - coach, referee, board member.

**ATTENDANCE POLICY**

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 Commission and the vacancy shall be filled, except that the Commission may vote to waive the 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 when a member has not properly performed his/her duties.

**APPLICATION AGREEMENT**

If selected as a board member, I understand that information on this application is subject to the Freedom of Information Act and may be disclosed to anyone requesting this information.

☒ I understand \*

Signature (type full name below):

James Harwood

Signature Date

09 Jun 2021

Add Files



# TOWN OF LEDYARD

## CONNECTICUT

### TOWN COUNCIL

741 Colonel Ledyard Highway  
Ledyard, Connecticut 06339-1551  
(860) 464-3203  
FAX (860) 464-1485  
[council@ledyardct.org](mailto:council@ledyardct.org)

Chairman S. Naomi Rodriguez

## MEMORANDUM

TO: Conservation Commission  
Economic Development Commission  
Planning & Zoning Commission  
Inland Wetlands & Water Courses Commission  
Democratic Town Committee  
Republican Town Committee

FROM: Chairman S. Naomi Rodriguez *SNR*

DATE: July 9, 2025

RE: Sustainable CT Ad Hoc Committee – Request for Nominations

In 2020 the Ledyard Town Council adopted a “*Town of Ledyard Resolution Supporting the Participation in the Sustainable CT Municipal Certification Program*”; with the hope to boost our local economy, help reduce costs with initiatives to provide for more efficient municipal operations, and to obtain grants and other programs to help support our community. However, due to the Covid-19 Pandemic and limited staff this initiative stalled.

Because Ledyard has continued to implement a number of Sustainable CT initiatives designed to create a resilient, collaborative, and a forward-looking community; the Town Council felt that it was appropriate to continue its efforts to obtain the *Sustainable CT Municipal Certification*. Therefore, at our June 25, 2025 meeting the attached “*Resolution Supporting the Town’s Continued Participation in the Sustainable CT Municipal Certification Program And Establishing A Sustainable CT Ad Hoc Committee*” was adopted. The Sustainable CT Ad Hoc Committee would be a short-term two-year assignment and calls for five-members comprised of our knowledgeable and experienced Land Use and Development Commissions; as well as members from of our Community as follows:

- One member from the Planning & Zoning Commission or Inland Wetlands & Water Courses Commission;
- One member from the Economic Development Commission or Conservation Commission;
- Two members from the Community-at-Large
- One member from the Town Council Land Use Committee

The Town Council would like to appoint members to the *Sustainable CT Ad Hoc Committee* as soon as possible and respectfully requests that your Commission/Committee submit the names of those who are interested in participating on this progressive Committee.

Your attention to this request and your cooperation is appreciated. Should you have any questions, please feel free to contact the Town Council Office at e-mail [council@ledyardct.org](mailto:council@ledyardct.org).

Thank you.

cc: Mayor Allyn, III; Land Use Director/Town Planner





# TOWN OF LEDYARD CONNECTICUT

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

Chairman S. Naomi Rodriguez

Res: 004-2025/Jun 25

## TOWN OF LEDYARD RESOLUTION SUPPORTING THEIR CONTINUED PARTICIPATION IN THE SUSTAINABLE CT MUNICIPAL CERTIFICATION PROGRAM AND ESTABLISHING A SUSTAINABLE CT AD HOC COMMITTEE

WHEREAS, On March 11, 2020 the Ledyard Town Council adopted a “*Town of Ledyard Resolution Supporting the Participation in the Sustainable CT Municipal Certification Program*”; recognizing that Sustainable CT is a comprehensive, statewide, action-oriented voluntary certification program, built by and for municipalities, with the vision that: “*Sustainable CT communities strive to be thriving, resilient, collaborative, and forward-looking*”.

WHEREAS, Sustainable CT is designed to boost local economies, help municipal operations become more efficient, reduce operating costs, and provide grants and additional support to municipalities.

WHEREAS, the Town of Ledyard continues to embrace an ongoing process of working toward greater sustainability, selecting which actions it chooses to pursue from the voluntary menu of actions provided by Sustainable CT; and

WHEREAS; The Town of Ledyard has implemented a number of programs which included a streetlight assessment that resulted in the purchase of the streetlights from Eversource and converting them to Light-Emitting Diode (LED) light bulbs saving both energy and taxpayer dollars; constructed the Multi-Use Pathway from Ledyard High School to Ledyard Center to expand safe, connected, active transportation for pedestrians and bicyclists; extending the sewer line providing infrastructure for both affordable housing and business development; improvements to the Linda C. Davis Food Pantry providing an equitable community food action plan to ensure that all community members can access sustainable, nutritious food; improvements to the Town Green providing handicap access to one of the best Farmers’ Markets in the State for residents to purchase fresh produce from local farmers and featuring many community organizations providing information to residents regarding fuel assistance, mental health services, public safety services, and many other commodities and programs; regionalization of shared services with the Town of Preston by providing Emergency Dispatch Communication Services, Tax Assessor Services, Public Works Mechanic Services, and the shared purchase of a streetsweeper to maintain the required MS4 (Municipal Separate Storm Sewer System) Permit Certifications.

WHEREAS, the Director of Land Use & Planning is authorized to serve as the Town of Ledyard’s Sustainable CT contact person for the Sustainable CT Municipal Certification process and authorizes him/her to complete Municipal Registration on behalf of the Town of Ledyard;

WHEREAS: it is recognized that the town is minimally staffed; and supplemental support is needed to continue efforts to reach the Sustainable CT Goals of the community.



NOW, THEREFORE, BE IT RESOLVED, that to focus attention and effort within the Town of Ledyard on matters of sustainability, and in order to promote local initiatives and actions toward Sustainable CT Municipal Certification, the Ledyard Town Council establishes a Ledyard Sustainable CT Ad Hoc Committee to be comprised of five members appointed by the Ledyard Town Council.

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

- One member from the Planning & Zoning Commission or Inland Wetlands & Water Courses Commission
- One member from the Economic Development Commission or Conservation Commission
- One member from the Town Council Land Use Committee
- Two members from the Community-at-Large

BE IT FURTHER RESOLVED, each member shall serve for a term of two (2) years. Members shall commence to serve their terms immediately upon appointment and shall serve until their successor has qualified or they have been reappointed or removed by the Town Council.

Any vacancies on said committee shall be filled by the appointment of the Ledyard Town Council, with priority given to maintaining as much as possible the structure above; and

Any member of the Committee who is absent from three (3) consecutive regular meetings and any intervening duly called special meetings shall be considered to have resigned from the Commission and the vacancy shall be filled as hereinbefore provided, except that the Commission may vote to waive the requirements of the section in each case where illness or other extenuating circumstances make it impossible for a member to meet the attendance requirements of this action. It shall be the responsibility of the Chairman of the Committee to notify the Town Council when a member has not properly performed his/her duties.

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

- (1). Work with the Land Use Director and the Mayor to engage staff; and or, contract with consultants, or a Sustainable CT Fellow through Southeastern Connecticut Council of Government (SCCOG) Program.
- (2). Review the Sustainable CT Tool Kit and Guidelines; and to oversee the preparation and submission of Application at the appropriate time.
- (3). Develop initiatives, goals, and recommendations to achieve Points required to complete the process to obtain the Sustainable CT Certification to include:
  - Building our community and our local economy;
  - Equitably promote the health and well-being of current and future residents;
  - Encourage and participate in regional collaboration and other forms of partnership.
  - Improve the services and quality of life for our residents, while focusing on sustainability, efficiencies, and reducing the impact of inflationary costs for residents.
- (4). Work with the Public Works Director on Food Waste Composting and other waste management initiatives.
- (5). Work with the Planning & Zoning Commission to ensure the Town's Plan of Conservation and Development supports the proposed Sustainable CT Initiatives.
- (6). Work with the Board of Education to ensure that Ledyard's educational facility needs are considered and met in developing a plan and implementing Sustainable CT initiatives.



- (7). Prepare and present to the Town Council for approval a Capital Improvement Plan to support and move the Sustainable CT Plan forward.
- (8). Identify funding sources, including grant funding, and other grassroots funding options such as *In Our Backyard* (IOB) Grants, to support the goals and initiatives; complying with the town's Grant Policy.
- (9). Work with the Finance Director on the application and administration of any grant funding received; and the preparation of bid specifications and advertisement for Requests for Proposals to facilitate approved Sustainable CT Initiatives, in accordance with Ordinance #200-001 "*Purchasing Ordinance for the Town of Ledyard*".

RESOLVED, that the first meeting of the Sustainability CT Ad Hoc Committee must be held within 90 days of passing this resolution and that the Sustainability Ad Hoc Committee shall meet as frequently as needed, but no less than quarterly; and shall select a Chairman, Recording Secretary, and Fiscal Officer from its body.

RESOLVED, that the Sustainability Ad Hoc Committee shall report annually to the Ledyard Town Council on the progress of its activities toward the Sustainable CT Certification, with reports and presentations being publicly available.

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the adoption of this Resolution reaffirms the Town of Ledyard's March 11, 2020 initial desire and commitment to continue their work in achieving the Sustainable Development CT Certification.

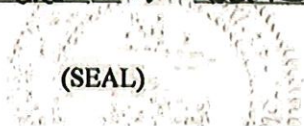
Adopted by the Ledyard Town Council on: June 25, 2025

  
S. Naomi Rodriguez, Chairman

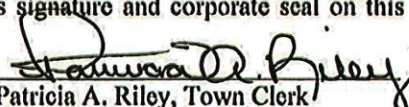
\*\*\*\*\*

The above is a certified a true copy of a Resolution adopted by the Town of Ledyard at a meeting of its Town Council on June 25 2025 and which has not been rescinded or modified in any way whatsoever.

IN WITNESS WHEREOF: The undersigned has affixed his signature and corporate seal on this 26th day of June 2025.



(SEAL)

  
Patricia A. Riley, Town Clerk

\*\*\*\*\*

Revision: "*Town of Ledyard Resolution Supporting the Participation in the Sustainable CT Municipal Certification Program*" Adopted: March 11, 2020

#### History:

Due to other competing demands on staff the Town of Ledyard was unable to continue their Application process to obtain the Sustainable CT Certifications. However, the Town has continued to take on and has completed a number of initiatives that have contributed to building its community and our local economy; to equitably promote the health and well-being of current and future residents; and has developed, fostered and participated in regional collaboration and other forms of partnership with other communities in the area.

The 2025 adoption of this Resolution reaffirms the Town of Ledyard's desire and interest to achieve the Sustainable CT Certification to continue to improve the services and quality of life for its residents, while focusing on sustainability, efficiencies, and reducing inflationary costs for its residents.