



TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway
Ledyard, Connecticut 06339

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

Organizational Meeting

Thursday, May 21, 2026

4:30 PM

Town Hall Annex

REMOTE MEETING INFORMATION

Join Zoom Meeting

<https://ledyardct.zoom.us/j/86550384432?pwd=efh9hdYmMLU4z2cExAE4THWPbaP2RY.1>

Meeting chat link

<https://ledyardct.zoom.us/launch/jc/86550384432>

Meeting ID: 865 5038 4432

Passcode: 980829

One tap mobile

+13052241968,,86550384432#,,, *980829# US

I. CALL TO ORDER

II. ROLL CALL

III. BUSINESS OF MEETING

1. Election of Officers.
2. MOTION to set the Committee to Develop a Process for Capital Improvement Building Projects Committee's Regular Meeting schedule for the 2026 Calendar Year.
3. Review the Resolution Establishing an Ad Hoc committee to Develop a Process for Capital Improvement Building Projects for the Town of Ledyard.

Attachments: [Building Blocks to Completion of a Project Ordinance #100-015 \(rev.1\) An Ordinance Establishing a Permanent Municipal Building Committee for the Town Of Ledyard](#)
[Res002-2026Feb 11 Resolution Establishing An Ad Hoc Committee To Develop a Process for Capital Improvement Building Projects for The Town of Ledyard](#)

IV. COMMENTS OF COMMITTEE MEMBERS

V. ADJOURNMENT

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



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 26-0693

Agenda Date: 5/21/2026

Agenda #: 1.

POLICY-PROCEDURE

Motion/Request:

Election of Officers.

Background:

(type text here)

Department Comment/Recommendation:

(type text here)

Mayor Comment/Recommendation:

(type text here)

Body:

(type text here)



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 26-0691

Agenda Date: 5/21/2026

Agenda #: 2.

POLICY-PROCEDURE

Motion/Request:

MOTION to set the Committee to Develop a Process for Capital Improvement Building Projects Committee's Regular Meeting schedule for the 2026 Calendar Year.

Background:

In accordance with General State Statutes of Connecticut Section-1-225 we are required to file our meeting schedules for the year.

Department Comment/Recommendation:

(type text here)

Mayor Comment/Recommendation:

(type text here)

Body:

(type text here)



TOWN OF LEDYARD

741 Colonel Ledyard
Highway
Ledyard, CT 06339-1511

File #: 26-0692

Agenda Date: 5/21/2026

Agenda #: 3.

RESOLUITON

Motion/Request:

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

Background:

(type text here)

Department Comment/Recommendation:

(type text here)

Mayor Comment/Recommendation:

(type text here)


Body:

(type text here)

BUILDING BLOCKS TO COMPLETION OF A PROJECT

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

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

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

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

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

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

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

GENERAL GUIDELINES FOR BUILDING COMMITTEES

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

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

1. FINANCIAL CONTROL

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

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

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

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

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

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

2. DRAWINGS AND SPECIFICATIONS

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

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

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

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

3. PROJECT CONTROL

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

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

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

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

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

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

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

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

DO NOT WAIT UNTIL THE END OF THE PROJECT.

4. CONSTRUCTION CONSIDERATIONS

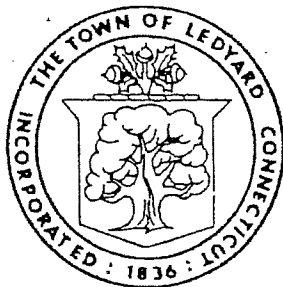
- a. The ground water table on the existing waste water treatment plant site is high. When the elevation of the bottom of the Sequential Batch Reactor, (SBR) is being determined it may be wise to keep it well above Ground water. The cost of de-water holes in the ground can get

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

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

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

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



TOWN OF LEDYARD CONNECTICUT

PLANNING COMMISSION

Ledyard, Connecticut

Post Office Box 38
Ledyard, Conn. 06339

MUNICIPAL IMPROVEMENT CHECK LIST

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

I. Site Plan Details:

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

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

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

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

V. Report on fiscal impact to local taxpayers.

TOWN OF LEYARD
CONNECTICUT

Town of Leyard

Levy Commission

Levy Commission
Town of Leyard

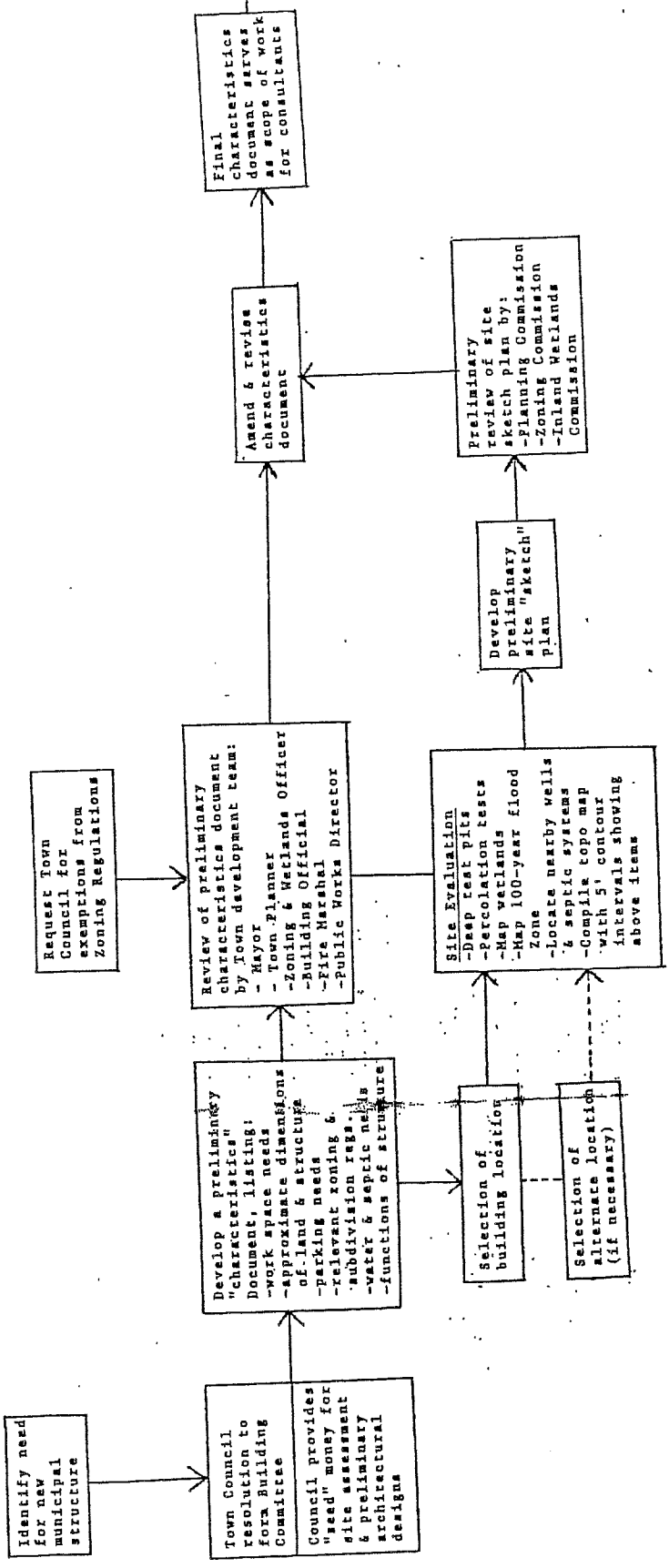
PROPOSED BUDGET

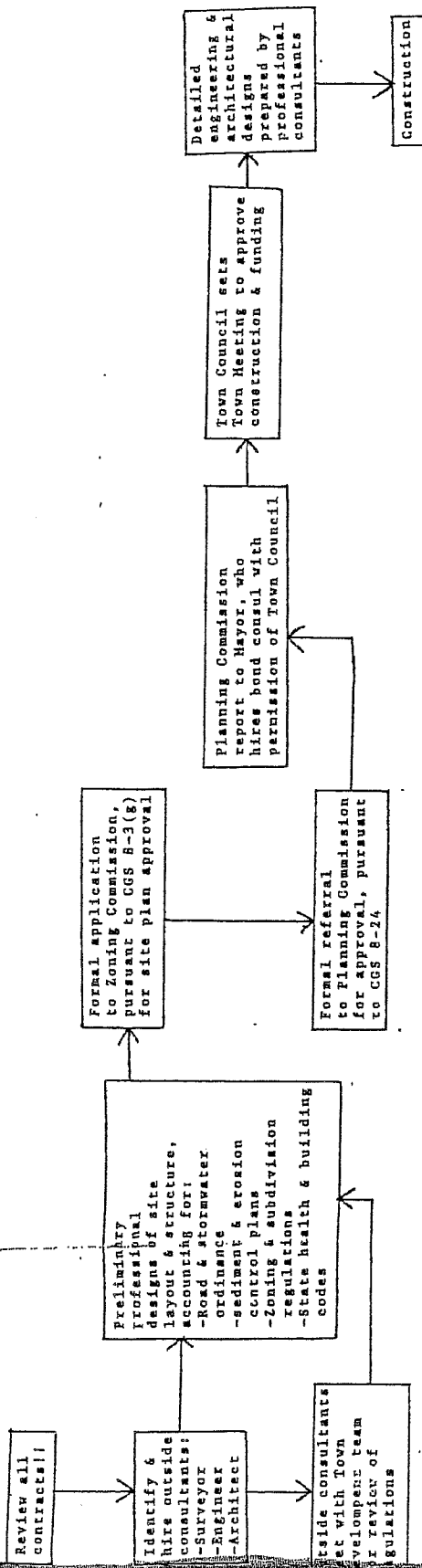
The proposed budget for the Town of Leyard for the year ending June 30, 1998, is presented in the following table. The budget is based on the assumption that the Town will receive the same amount of state aid as in the previous year. The budget is based on the assumption that the Town will receive the same amount of state aid as in the previous year. The budget is based on the assumption that the Town will receive the same amount of state aid as in the previous year.

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POLICY AND GUIDELINES
FOR REMOTE MEETING PARTICIPATION

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

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

It is the Policy of the Town of Ledyard that the Ledyard Town Council and the Town's appointed Committees/Commissions/Boards may conduct all of their in-person meetings in a Hybrid Format enabling both in-person and remote participation, providing the appropriate technology and equipment is available at the physical meeting location. However, this does not preclude meetings from being held remotely when appropriate.

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

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

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

4. Posting of Notice:

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

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

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

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

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

5. Meeting Materials:

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

6. Conducting of Meeting

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

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

7. Remote or Hybrid Participation

(a) Fully Remote Meeting:

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

(b) Hybrid Meeting:

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

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

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

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

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

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

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

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

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

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

8. Meeting Record:

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

9. Quorum

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


10. Executive Sessions

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

11. Effective Date

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

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


Kevin J. Dombrowski, Chairman

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

History:

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

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

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

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

1. DEFINITIONS

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

Meetings

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

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

Electronic Communication/Messages

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

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

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

Electronic Thread

"Electronic Thread" is any string of electronic messages.

Public Record

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

Record Custodian

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

2. USE OF ELECTRONIC MESSAGES/COMMUNICATION TOOL

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

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

3. RETENTION OF ELECTRONIC MESSAGES

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

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

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

Steps to determine the retention period of electronic messages:

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

4. MANAGEMENT OF ELECTRONIC MESSAGES

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

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

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

5. FREEDOM OF INFORMATION ACT DISCLOSURE

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

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

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

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Roxanne Maher

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

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

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

Hope this helps!

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

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

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

Section 1. Authority

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

Section 2. Purpose

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

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

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

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

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

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

Ordinance #100-015 (rev. 1)

An Ordinance Establishing Permanent Municipal Building Committee for the Town of Ledyard

Page 1 of 6

SNR/rm

Submitted to T. Clerk's Office on: 11/14/2024//rm

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 administrating 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
S. Naomi Rodriguez, Chairman

Fred B. Allyn, III
Fred B. Allyn, III, Mayor

Patricia A. Riley
Patricia A. Riley, Town Clerk

Approved/Disapproved on: 11/14/24

Published on:

Effective Date:

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".

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

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

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

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

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

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

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

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

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

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

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

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

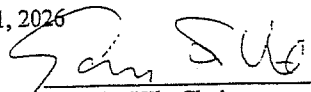
For example:

- a. Preliminary Design and Cost Estimates for Project.

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

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

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


 Gary St. Vil, Chairman