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TOWN CLERK'S OFFICE

2025 AUG 14 P 12:14

TOWN OF LUDLOW

**Town of Ludlow, Massachusetts
Office of the Select Board**

**AGENDA
SELECT BOARD
Select Board's Conference Room
August 19, 2025
5:30 p.m.**

Pursuant to MGL Chapter 30A, section 20(f), after notifying the Select Board chair, any person may record the open session of this Select Board meeting, subject to reasonable requirements of the chair. This meeting is being recorded by Ludlow Community Television. If anyone else is recording, please identify yourself now.

I. 5:30 p.m. - CALL TO ORDER/PLEDGE OF ALLEGIANCE

II. 5:30 – 5:45 p.m. – PUBLIC COMMENT

III. CORRESPONDENCE

151. Letter from the Board of Health in support of the approval for Tapestry Health's opioid settlement request from 2024.

152. Charter Communications – Upcoming Changes to channel lineup.

153. Chief Pease – Request to charge of medical expenses and lost wages to Chapter 41, 111F for a Firefighter/Paramedic for an injury that occurred on August 2, 2025.

154. Mass DOT – Small Bridge Inspection Report – Sportsmen's Road/Higher Brook.

IV. UNFINISHED BUSINESS

Board to discuss and possibly vote to accept draft Strategic Planning Committee bylaw to be included in October Town Meeting Warrant (tabled from August 5, 2025)

V. NEW BUSINESS

Board to approve and sign Select Board Meeting Minutes of July 22, 2025.



Town of Ludlow, Massachusetts
Office of the Select Board

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Board to discuss and possibly vote on creating a Ludlow Energy Commission.

Board to appoint a Select Board member to the Mobile Home Rent Control Board.

Board to appoint a Select Board member to the Westover Metropolitan Development Corporation Board of Directors.

Board to discuss and possibly vote to support an art installation at the Riverwalk.

Board to discuss and possibly vote to clarify the town's hiring process.

Board to discuss and possibly approve a designated row at Vets Park for LPVC parking during school hours for Ludlow High School.

VI. BOARD UPDATES/MISC.

Chairman to approve and sign all bills, warrants and abatements. A record of all warrants is in the Select Board's office for perusal until provided to the Town Accountant's office

Event Calendar:

Festa – August 28 – September 1, 2025.

Town Hall Closed Monday, September 1 for Labor Day.

Uniting the Community in Prayer event at Our Lady of Fatima Parish, 438 Winsor Street at the outside shrine being held on Sunday, September 14, 2025, at 3 pm.

Visitations for the next meeting on September 2nd:

Department of Public Works – Jamie Tomas & Jim Goodreau – Quarterly DPW Update

Not all topics listed in this notice may actually be reached for discussion. In addition, the topics listed are those which the chair reasonably expects will be discussed as of the date of this notice.



TOWN OF LUDLOW HEALTH DEPARTMENT

488 Chapin Street
Ludlow, MA 01056
(413) 583-5600 ext. 1271 TEL
(413) 583-5689 FAX



Public Health
Prevent. Promote. Protect.

July 31, 2025

Ludlow Select Board
Town of Ludlow
488 Chapin Street
Ludlow, MA 01056

Dear Members of the Ludlow Select Board,

At the Board of Health meeting held on Wednesday July 30th 2025, the Board voted unanimously in support of Tapestry Health's request regarding the opioid settlement funding (attached). The Board of Health recognizes the critical role that Tapestry Health plays in addressing substance use disorders and supporting harm reduction efforts within our community.

We appreciate and support Tapestry Health's continued commitment to providing essential services and resources to those affected by the opioid crisis. The Board of Health believes that the opioid settlement funds would be well-utilized in furthering their mission and expanding the impact of their programs.

We appreciate your consideration of this request and your continued partnership in addressing this critical public health issue. Please feel free to contact us if any further information is needed.

Sincerely,

Ludlow Board of Health

Kelly Lamas – Chair
Tony Tavares – Secretary
Adrienne DeSantis - Member

Tapestry Funding Proposal
10/3/2024

With opioid settlement funding, Tapestry will be able to provide the below services in Ludlow. In addition to what is listed below, Tapestry harm reduction will also commit to regularly collaborating the Ludlow Board of Health and the larger community to continually assess and implement the best approach to provide Tapestry harm reduction services.

Initial services that we can provide with funding are:

1. Direct provision of services to people who: (1) have a high risk of overdose and/or (2) are unstably housed. This will happen through a combination of routine outreach in locations where people are located, and through cell phone-based outreach. Services will include providing harm reduction supplies and providing supported referrals to needed care (connections to housing, substance use treatment, medical care, etc.)
 - i. There is a wealth of evidence that harm reduction services increase the likelihood of accessing substance use treatment, decrease overdose numbers, and decrease the risk of transmitting preventable injection related infections.
 - ii. Many of the people that Tapestry harm reduction provides services do not receive any form of care from anywhere else and we are often people's first touchpoint to substance use treatment.
2. Increase availability of Narcan. This includes providing group and community-based education to Ludlow residents that center on how respond to an overdose, including how to use Narcan.
3. Increase the availability of safe syringe disposal options for the general community. This includes monitoring potential sharps disposal containers and regular maintenance of containers.
4. Regularly participate in gatherings and events that enhance Tapestry's ability to support those at high risk of overdose, as well as their friends and family.
5. Provide testing and counseling services for HIV/STIs/HCV at housing and substance use related programs and in other locations.
6. Provide on demand basic healthcare services to people at risk of overdose in Ludlow. This includes wound care, treatment for HIV/Hepatitis C/STIs and supported referrals to further needed care.

FY25		FTE	\$/hr	HRs/wk	Wks	Hours	\$\$	Totals
		2080						
Labor	Harm Red Staff	0.10	25.00	4	52	208	5,200 0	
	Total labor	0.1						5,200
Tax & Benefits	Taxes		10.50%				546	
	Benefits		9.35%				486	
	Total Tax & Benefits							1,032
Supplies	Program Supplies						10,000	10,000
Program support								
	Van Maintenance						500	500
Total program expense							16,732	16,732
Admin			16.00%				2,677	2,677
Total Budget							19,409	19,409

Tapstry Health, Inc.
Harm Reduction program unique individuals served from Loudow (zip codes 01056) by calendar year

Demographics (unpublished health data)																				
Year	# of Individuals	Race						Gender						Age						
		Non-Hispanic Black or African American	Asian	Hispanic/Latino	Non-Hispanic American Indian or Alaskan Native	Non-Hispanic Pacific Islander	White	Hispanic/ Latino/x	Cis-female	Cis-male	Non-binary	Transgender	Unreported	18-24	25-34	35-44	45-54	55-64	65+	
2021	75	0	0	5	0	0	48	22	24	18	53	0	0	4	1	21	31	8	7	7
1/1/2021-12/31/2021																				
2022	57	0	1	0	0	0	34	2	12	21	35	0	0	1	1	13	20	10	11	2
1/1/2022-12/31/2022																				
2023	51	0	1	1	0	0	42	7	17	25	25	0	0	1	0	12	22	9	7	1
1/1/2023-12/31/2023																				
2024	40	0	0	0	0	0	35	5	5	17	22	0	0	1	1	8	21	7	2	1
1/1/2024-12/31/2024																				
2025	13	0	0	0	0	0	11	4	5	8	5	0	0	0	0	3	5	1	3	1
1/1/2025-3/31/2025																			3	1

Tapestry Health, Inc.
Harm Reduction Encounters based on unique individual Ludlow (zip code 01056) by calendar year

Year	Total encounters	Location of encounter			Wound care	Sniffing	Smoking	Supplies			
		Inpatient	Outpatient	Other				Quantity of Pipes/stems	Naloxone doses (1 kit = 2 doses)	Syringes collected	Syringes distributed
2021 1/1/2021-12/31/2021	172	91	23	58	4	-	6	data not collected	52	10,788	10,891
2022 1/1/2022-12/31/2022	174	114	14	46	4	5	27	data not collected	34	11,080	11,475
2023 1/1/2023-12/31/2023	177	136	11	30	6	18	29	42	25	11,016	10,919
2024 1/1/2024-12/31/2024	116	91	8	17	2	10	36	75	19	8,422	7,097
2025 1/1/2025-5/31/2025	41	12	9	20	3	5	14	55	48	3,906	4,755



Nancy M. Clark
Director of Government Affairs

August 1, 2025

RE: Charter Communications – Upcoming Changes

Dear Municipal Official:

On or after August 15, 2025, Spectrum Northeast, LLC ("Spectrum") is contractually required to add Big Ten Network to Spectrum TV Select and Spectrum TV Select Signature on the channel lineup serving your community.

If you have any questions, please feel free to contact me at 508-365-6655 or via email at Nancy.Clark@charter.com.

Sincerely,

A handwritten signature in black ink that reads "Nancy M. Clark". The signature is fluid and cursive, with a long horizontal stroke at the end.

Nancy M. Clark
Director, Government Affairs
Charter Communications



Maura Healey, Governor
Kimberley Driscoll, Lieutenant Governor
Monica Tibbits-Nutt, Secretary & CEO
Jonathan L. Gulliver, Highway Administrator



August 5, 2025

Town of Ludlow
Town Selectboard
488 Chapin Street
Ludlow, MA 01056

Attn: Jamie Tomas, Director

SUBJECT: SMALL BRIDGE INSPECTION REPORT

L-16-028 (BVD)

SPORTSMAN RD / HIGHER BROOK

Dated: 06/27/25

Dear Mr. Tomas:

As part of the Massachusetts Bridge Inspection Program, MassDOT – Highway Division now also performs inspections of municipally owned bridges whose spans are between 10 feet and 20 feet.

For your records is a copy of recent bridge inspection field report for the referenced municipally owned bridge. Repair, rehabilitation, or reconstruction of any bridges to address the deficiencies reported is the owner/custodian's responsibility. Chapter 90 funds may be used for these purposes.

Questions regarding the content of the report may be directed to the District Bridge Inspection Engineer, Matthew Barrett, at 857-368-2081.

Sincerely,

Patricia A. Leavenworth, P.E.
District 2 Highway Director

MB/
cc: BIE (2), DHD D-2, DBIE D-2
Enclosure

2-DIST
02B.I.N.
BVDSTRUCTURES INSPECTION FIELD REPORT
CULVERT INSPECTIONBR. DEPT. NO.
L-16-028

CITY/TOWN LUDLOW	8-STRUCTURE NO. L16028-BVD-MUN-BRI	11-Kilo. POINT 000.000	41-STATUS A:OPEN	90-ROUTINE INSP. DATE JUN 27, 2025
07-FACILITY CARRIED HWY SPORTSMAN RD	MEMORIAL NAME/LOCAL NAME	27-YR BUILT 2011	106-YR REBUILT 0000	YR REHAB'D (NON 106) 0000
06-FEATURES INTERSECTED WATER HIGHER BROOK	26-FUNCTIONAL CLASS Urban Local	DIST. BRIDGE INSPECTION ENGINEER M. Barrett <i>M. Barrett</i>		
43-STRUCTURE TYPE 119 : Concrete Culvert	22-OWNER Town Agency	21-MAINTAINER Town Agency	TEAM LEADER Z. C. Wright, P.E. Zachary Wright <i>Zachary Wright</i>	
107-DECK TYPE N : Not applicable	WEATHER Cloudy	TEMP. (air) 19°C	TEAM MEMBERS J. LENARES <i>J. Lenares</i>	

TYPE OF CULVERT:

SHAPE:	BOX
MATERIAL:	CONCRETE
COATING:	NONE

BARRELS: (In Meters)

SIZE:	3.00Wx2.40H	NUMBER:	1
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DEPTH OF COVER

(To the nearest tenth of a meter)

E	W
0.3	0.3

CURB REVEAL

(In millimeters)

N	N
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ITEM 62 CULVERT & RETAINING WALLS

7

I62 (Dive Report):

N

I62 (This Report):

7

Dive This Rpt.	DEF	Dive This Rpt.	DEF	Dive This Rpt.	DEF	UNDERMINING (Y/N) If YES please explain
1.Roof	N 7	-	7.Protective Coating	N N	-	N
2.Floor	N 7	-	8.Embankment	N 7	-	
3.Walls	N 6	-	9.Wearing Surface	N 7	-	COLLISION DAMAGE: Please explain None (X) Minor () Moderate () Severe ()
4.Headwall	N 7	-	10.Railing	N 7	-	
5.Wingwall	N 7	-	11.Sidewalks	N N	-	LOAD VIBRATION: Please explain None (X) Minor () Moderate () Severe ()
6.Pipe	N N	-	12.Utilities	N N	-	
			13.Member Alignment	N 7	-	
			14.Deformation	N 7	-	
			15.Scour	N 7	-	
			16.Settlement	N 6	M-P	
			17.	N N	-	
			18.	N N	-	

ITEM 61 CHANNEL & CHANNEL PROTECTION

7

STREAM FLOW VELOCITY:

Tidal () High () Moderate () Low (X)

APPROACH CONDITION

Dive This Rpt.	DEF	Dive This Rpt.	DEF	ITEM 61 (Dive Report):	ITEM 61 (This Report):	93b-U/W INSP DATE:
1.Channel Scour	N 7	-	5.Utilities	N 7	-	00/00/0000
2.Embankment Erosion	N 7	-	6.Rip-Rap/Slope Protection	N 7	-	
3.Debris	N 4	S-A	7.Aggradation	N 7	-	
4.Vegetation	N 7	-				

	At bridge	Advance
a. Appr. pavement condition	6	-
b. Appr. Roadway Settlement	6	M-P
c. Appr. Sidewalk Settlement	N	-
d.	N	-

WEIGHT POSTING

Not Applicable X

Actual Posting

H	3	3S2	Single
N	N	N	N

Recommended Posting

N	N	N	N
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Waived Date: 00/00/0000

EJDMT Date: 00/00/0000

Signs In Place

(Y=Yes, N=No, NR=Not Required)

Legibility/Visibility

	At bridge	Advance
N	S	N

ITEM 36 TRAFFIC SAFETY

ACCESSIBILITY (Y/N/P):

	36	COND	DEF	Needed Used	Needed Used	TOTAL HOURS
A. Bridge Railing	0	7	-	Ladder	N N	6
B. Transitions	0	7	-	Boat	N N	
C. Approach Guardrail	0	7	-	Waders	Y Y	PLANS (Y/N): Y
D. Approach Guardrail Ends	0	7	-			
						(V.C.R.) (Y/N): N
						TAPE#:

RATING

Rating Report (Y/N): N

Date: 00/00/0000

Inspection data at time of existing rating

I 62: - Date: 00/00/0000

Recommend for Rating or Rerating (Y/N): N

REASON:

If YES please give priority:

HIGH () MEDIUM () LOW ()

X=UNKNOWN

N=NOT APPLICABLE

H=HIDDEN/INACCESSIBLE

R=REMOVED

CITY/TOWN LUDLOW	B.I.N. BVD	BR. DEPT. NO. L-16-028	8-STRUCTURE NO. L16028-BVD-MUN-BRI	INSPECTION DATE JUN 27, 2025
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REMARKS, PHOTOS & SKETCHES

BRIDGE ORIENTATION

Culvert carries Sportsman Road, north and south, over Higher Brook which flows east to west.

Concrete Box Culvert consists of 5 sections, east & west end sections are partial length and incorporate a small wingwall. For the purpose of this report, the 5 sections are numbered east to west.

See Sketches 1 - 3.

ITEM 62 - CULVERT

Item 62.1 - Roof

Roof has minor scaling with minor efflorescence at the west end. See Photo 1.

Item 62.2 - Floor

Culvert Floor has timber debris and sediment, up to 12" deep. Plans specify 24" of native material to be stock piled on bottom (floor) of culvert.

Item 62.3 - Walls

North & South Walls have minor scaling/water abrasion, from the floor bottom up to 3' high. See Photo 1.

Item 62.4 - Headwall

West Headwall has some minor chips along the top. See Photo 2.

CONDITION RATING GUIDE

	CODE	CONDITION	DEFECTS
	N	NOT APPLICABLE	Use if structure is not a culvert.
G	9	EXCELLENT	No deficiencies.
G	8	VERY GOOD	No noticeable or noteworthy differences which affect the condition of the culvert. Insignificant scrape marks caused by drift.
G	7	GOOD	Shrinkage cracks, light scaling, and insignificant spalling, which does not expose reinforcing steel. Insignificant damage caused by drift with not misalignment and not requiring corrective action. Some minor scouring has occurred near curtain walls, wingwalls, or pipes. Metal culverts have a smooth symmetrical curvature with superficial corrosion and no pitting.
F	6	SATISFACTORY	Deterioration or initial disintegration, minor chloride contamination, cracking with some leaching, or spalls on concrete or masonry walls and slabs. Local minor scouring at curtain walls, wingwalls, or pipes. Metal culverts have a smooth curvature, non-symmetrical shape, significant corrosion or moderate pitting.
F	5	FAIR	Moderate to major deterioration, or disintegration, extensive cracking and leaching, or spalls on concrete or masonry walls and slabs. Minor settlement or misalignment. Noticeable scouring or erosion at curtain walls, wingwalls, or pipes. Metal culverts have significant distortion and deflection in one section, significant corrosion or deep pitting.
P	4	POOR	Large spalls, heavy scaling, wide cracks, considerable efflorescence, or opened construction joints permitting loss of backfill. Considerable settlement or misalignment. Considerable scouring or erosion at curtain walls, wingwalls, or pipes. Metal culverts have significant distortion and deflection throughout, extensive corrosion or deep pitting.
P	3	SERIOUS	Any condition described in Code 4 but which is excessive in scope. Severe movement or differential settlement of the segments, or loss of fill. Holes may exist in walls or slabs. Integral wingwalls, nearly severed from culvert. Severe scour or erosion at curtain walls, wingwalls, or pipes. Metal culverts have extreme distortion and deflection in one section, extensive corrosion, or deep pitting with scattered perforations.
C	2	CRITICAL	Advanced deterioration of primary structural elements. Fatigue cracks in steel or shear cracks in concrete may be present or scour may have removed substructure support. Unless closely monitored it may be necessary to close the bridge until corrective action is taken.
C	1	"IMMINENT" FAILURE	Bridge closed. Corrective action may put back in light service.
	0	FAILED	Bridge closed. Replacement necessary.

DEFICIENCY REPORTING GUIDE

DEFICIENCY: A defect in a structure that requires corrective action.

CATEGORIES OF DEFICIENCIES:

M= Minor Deficiency - (Examples include but are not limited to: Spalled concrete, minor to moderate corrosion to steel culverts, minor settlement or misalignment, minor scouring, minor damage to guardrail, etc.)

S= Severe/Major Deficiency - (Examples include but are not limited to: Large spalls, wide cracks, moderate to major deterioration in concrete, considerable settlement, considerable scouring or undermining, extensive corrosion and deflection in steel culverts, etc.)

C-S= Critical Deficiency - A deficiency in a structural component or element of a bridge that poses an extreme hazard or unsafe condition to the public. (Follow-up Critical Deficiency Report must be submitted separately)

URGENCY OF REPAIR:

I = Immediate- (Inspector(s) stay at the bridge until the District Maintenance crew or the responsible Agency crew(if not a State bridge) show up and corrective action is taken.)

A = ASAP- (Action will be taken by the District Maintenance Engineer or the Responsible Agency (if not a State owned bridge) upon receipt of the Inspection Report).

P = Prioritize- (Shall be prioritized by District Maintenance Engineer or the Responsible Party (if not a State owned bridge) and repairs made when funds and/or manpower is available).

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REMARKS

Item 62.5 - Wingwall

Wingwalls are part of the east & west end sections.

East End Section, lower portion has horizontal separation. **Refer to Item 62.16 Settlement.**

Item 62.9 - Wearing Surface

Hot mix asphalt (HMA) Wearing Surface has a transverse crack, up to 1/2" wide, at the north end of culvert. **See Photo 3.**

Item 62.10 - Railing

Railing consists of steel W-beam on steel H-posts mounted to the top of the culvert, which runs continuously over the structure and through the approaches.

A few areas along the railings have minor dents.

Item 62.13 - Member Alignment

Culvert box sections have up to 1" of vertical displacement. **See Photo 1.**

Item 62.16 - Settlement

East End Section, lower portion has horizontal separation with measurements as follows:

- North side at waterline, up to 2.5" of separation.
- South side at waterline, up to 3" of separation. **See Photo 4.**

ITEM 61 - CHANNEL AND CHANNEL PROTECTION

Item 61.3 - Debris

East Elevation has a beaver dam restricting flow through the culvert. **See Photo 1.**

APPROACHES

Approaches a - Appr. pavement condition

North & South Approach has a few transverse cracks, up to 1/4" wide.

Approaches b - Appr. Roadway Settlement

Approach roadway has minor settlement along the roadway edges.

TRAFFIC SAFETY

Item 36a - Bridge Railing

Refer to Item 62.10. - Railing.

Item 36b - Transitions

Refer to Item 62.10. - Railing.

Item 36c - Approach Guardrail

Refer to Item 62.10. - Railing.

Item 36d - Approach Guardrail Ends

All four approach guardrails have terminal ends.

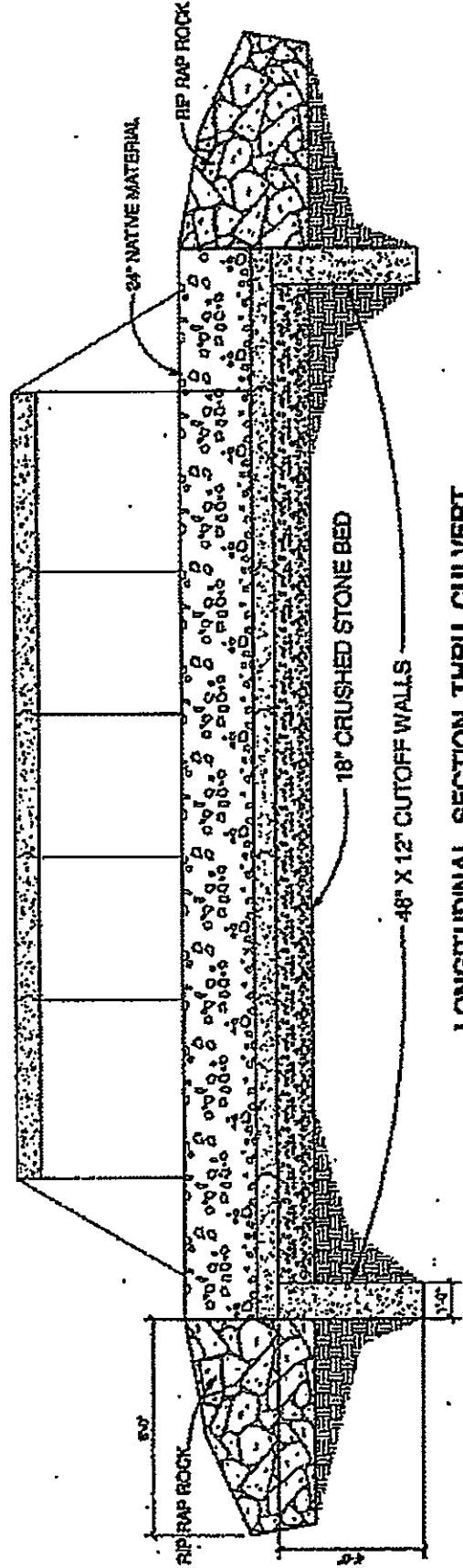
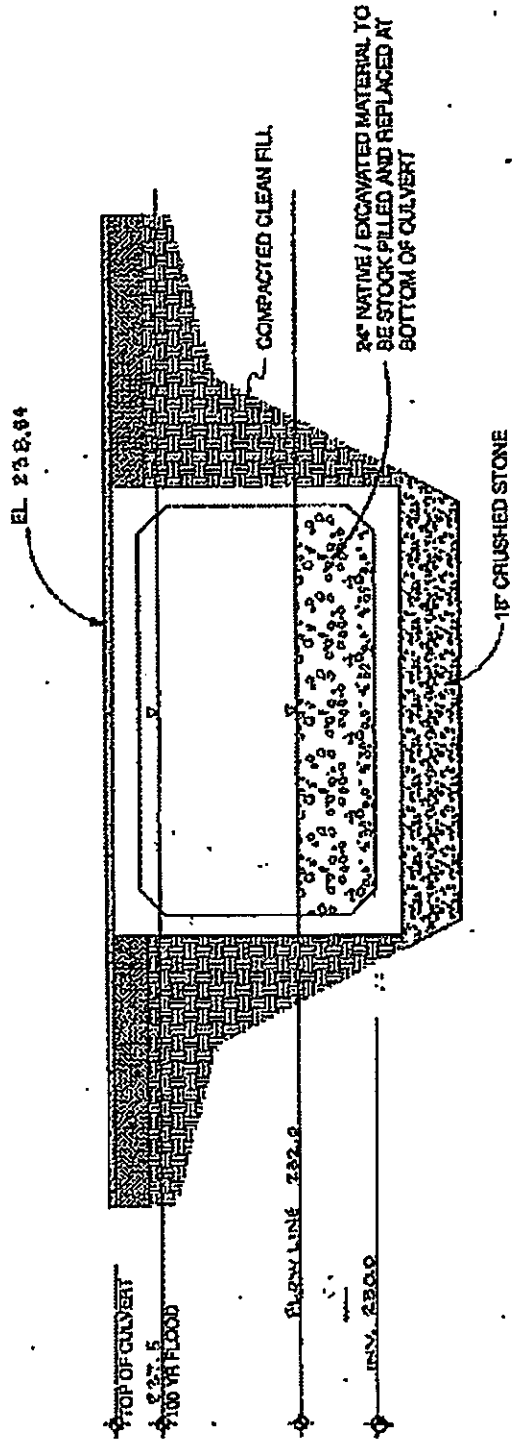
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REMARKS**Sketch / Photo Log**

Sketch 1 : Plan
Sketch 2 : Cross & Longitudinal Section
Sketch 3 : Culvert Box Sections
Photo 1 : Roof at west segment has minor scaling with minor efflorescence, walls have waterline abrasion, segments have minor vertical misalignment, and upstream end has a beaver dam.
Photo 2 : West Headwall has some minor chips along the top.
Photo 3 : Wearing Surface has a transverse crack.
Photo 4 : East Segment has separation and settlement. South side shown.

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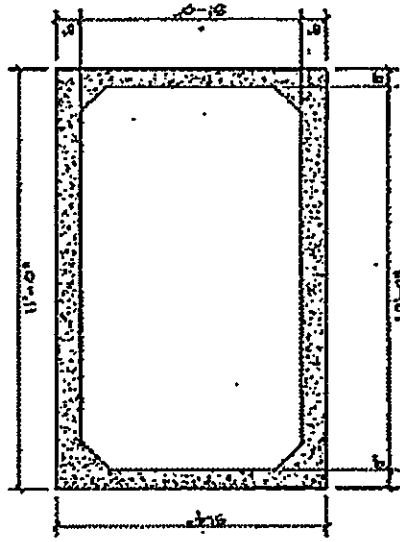
SKETCHES



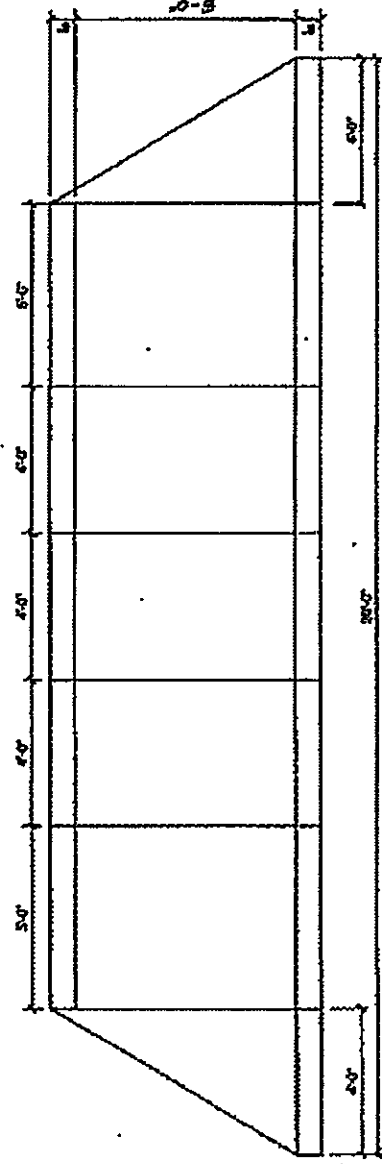
Sketch 2: Cross & Longitudinal Section

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SKETCHES



CULVERT BOX SECTION



CULVERT BOX LONGITUDINAL SECTION - HS-20 LOAD

Sketch 3: Culvert Box Sections

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PHOTOS

Photo 1: Roof at west segment has minor scaling with minor efflorescence, walls have waterline abrasion, segments have minor vertical misalignment, and upstream end has a beaver dam.



Photo 2: West Headwall has some minor chips along the top.

CITY/TOWN LUDLOW	B.I.N. BVD	BR. DEPT. NO. L-16-028	8.-STRUCTURE NO. L16028-BVD-MUN-BRI	INSPECTION DATE JUN 27, 2025
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PHOTOS

Photo 3: Wearing Surface has a transverse crack.



Photo 4: East Segment has separation and settlement. South side shown.

ARTICLE [X] – ESTABLISHMENT OF THE STRATEGIC PLANNING COMMITTEE

Section 1: Purpose and Authority

The Town of Ludlow hereby establishes the **Strategic Planning Committee** (the “Committee”) to guide the long-term, sustainable development, fiscal responsibility, and overall direction of the town. The Committee is charged with creating and maintaining a forward-looking, town-wide strategic plan that identifies Ludlow’s priorities for the coming decades. This plan shall integrate financial forecasting, infrastructure needs, economic trends, population changes, and evolving community values. The Committee shall serve as a central advisory body, empowered to offer policy recommendations, conduct long-range analysis, and coordinate efforts among departments to ensure a cohesive, future-ready vision for Ludlow.

Section 2: Composition of the Committee

The Committee shall consist of seven (7) voting members:

- 1 Resident-at-Large (appointed by the Select Board)
- 2 Members of the Select Board (appointed by the Select Board)
- 2 Members of the Finance Committee (appointed by the Finance Committee)
- 1 Member of the Planning Board (appointed by the Planning Board)
- 1 Member of the School Committee (appointed by the School Committee)

In addition, the **Town Administrator** and the **Town Accountant** shall serve as **non-voting ex officio members** of the Committee, providing financial and operational insight to support the Committee’s work.

Section 3: Term of Service

Members shall serve a two (2) year term, with no term limits. Mid-term vacancies shall be filled by the relevant appointing authority to complete the unexpired term.

Section 4: Purpose and Duties

The Committee shall be responsible for developing and sustaining Ludlow’s long-term strategic and financial framework, including:

1. Creating and Maintaining a Long-Term Strategic and Financial Plan

The Committee shall develop a dynamic, adaptable strategic plan that looks years into the future. The plan shall identify long-range goals related to economic vitality, land use, energy and utilities, infrastructure, education, public health, housing, and community well-being. Each component will include financial modeling, capital improvement strategies, and sustainability benchmarks to ensure Ludlow’s long-term fiscal and operational resilience.

2. Evaluating Town Policies Through a Future-Oriented Lens

The Committee shall review existing and proposed policies, programs, and capital projects for long-term impact and alignment with the strategic plan. This includes analyzing financial

sustainability, operational efficiency, and whether short-term decisions support Ludlow's generational goals. The Committee may recommend policy shifts, innovations, or reforms to strengthen Ludlow's position for future challenges and opportunities.

3. Engaging with Stakeholders and Aligning Long-Term Visions

The Committee shall collaborate with all Town departments, boards, and stakeholders to understand their long-term objectives and operational forecasts. Recognizing that department-level goals may reinforce or conflict with one another, the Committee will act as a centralized forum to synthesize and align those visions. It will identify opportunities for shared resources, cooperative investments, and cross-departmental initiatives, creating a unified plan that is efficient, forward-thinking, and financially sound.

4. Monitoring Progress and Long-Term Outcomes

The Committee shall define long-term performance metrics and success indicators to track implementation and evaluate outcomes over time. These may include fiscal health indicators, service quality benchmarks, infrastructure condition indices, and sustainability measures. The Committee shall use this data to recommend course corrections and report on Ludlow's progress toward its strategic goals.

5. Recommending Structural and Governance Improvements

Based on its long-term outlook, the Committee may recommend amendments to town by-laws, governance frameworks, or organizational structures to support lasting progress. These proposals may include structural reforms that enhance transparency, accountability, financial flexibility, or responsiveness to demographic and economic change.

6. Plan Stewardship and Adaptive Authority

The Committee shall serve as the steward of the strategic plan and is authorized to adjust, refine, and re-prioritize its content as new data, opportunities, risks, and stakeholder input emerge — provided such changes remain consistent with the laws of the Commonwealth of Massachusetts and the overall goals adopted by the Town. These changes may include modifying timelines, updating assumptions, refining goals, or shifting resources in response to financial, demographic, or regulatory developments.

This autonomy ensures that the strategic plan remains a living document — able to evolve and remain relevant between formal updates and long-term reviews.

Section 5: Meetings and Transparency

The Committee shall meet at least quarterly, or more often as necessary. All meetings shall be open to the public in accordance with Massachusetts Open Meeting Law, with agendas posted at least 48 hours in advance. Minutes and supporting materials shall be maintained and made publicly accessible.

Section 6: Officers of the Committee

The Committee shall elect a **Chairperson** and a **Vice-Chairperson** from among its voting members at its earliest meeting after the annual town elections results have been officially recorded by the town Clerk each calendar year.

- The **Chairperson** shall preside over all meetings, coordinate the work of the Committee, and serve as the primary liaison with Town officials and departments.

- The **Vice-Chairperson** shall perform the duties of the Chairperson in their absence and support the leadership of the Committee.

The Committee shall also appoint a **Secretary**, who shall be a **non-voting community volunteer**. The Secretary shall be responsible for:

- Scheduling and organizing meetings
- Preparing and posting agendas in accordance with Open Meeting Law
- Managing communications between the Committee, the public, and Town departments
- Recording, maintaining, and publicly posting meeting minutes and supporting documents

The Secretary shall serve at the pleasure of the Committee and may be reappointed annually.

Section 7: Budget and Funding

To carry out its long-term planning functions, the Committee may request appropriations through the Select Board or Annual Town Meeting. Funding may support consulting services, financial modeling, technology tools, public engagement processes, or professional expertise needed to develop and sustain the long-term plan. All expenditures shall be subject to the Town's financial controls and reporting requirements.

Section 8: Reporting and Long-Term Accountability

The Committee shall provide an annual strategic progress report to the Select Board and Finance Committee prior to the Special Town Meeting in October. Reports shall summarize measurable progress toward long-term goals, shifts in financial or demographic trends, and any recommended policy or budgetary changes.

The Committee shall also summarize any substantive adjustments made to the strategic plan in its annual reports, ensuring transparency while preserving its operational autonomy. Any major shifts in direction, reprioritization, or fiscal re-alignment shall be documented along with the rationale and anticipated impact.

Section 9: Amendments to the By-Law

This by-law may be amended or repealed by majority vote of the Town Meeting, provided that notice of such amendment or repeal appears in the warrant for the meeting.



**Town of Ludlow
Office of the Select Board**

The Meeting of the Select Board held on Tuesday, July 22, 2025, began at 5:30 p.m. in the Select Board's Conference Room.

Members Present: Anthony Alves, James Gennette, William Rosenblum and Manuel Silva.

First order of business: Pledge of Allegiance

Mr. Silva: We have decided to implement a public comment section before we start our meeting and I think we need some direction as far as what the comment is. It won't be anything the Board will be able to make any decision on because it's not on the agenda but if you have something you'd like to bring to the attention of the Board you can come in and express that.

VISITATIONS

5:45 P.M. – Joe Alves & Board of Assessors – To discuss billing practices and FY26 tax classification hearing target dates.

Mr. Silva: Our first visitation is unable to attend because he is ill.

Mr. Strange: The new date will be in August.

CORRESPONDENCE

138. Letter from Bill Rosenblum – requesting to have the soccer field renamed as Antonio "Tony" Goncalves Field in memory of our Selectman and Mr. Tiano's response to the request.

Mr. Rosenblum: I mentioned it to the Board members, but I took it on more as a citizen and a friend because he impacted my life very much. I sent an email to the Superintendent and cc'd the Select Board. I said I feel due to his contributions not just as a Selectman but also his business over 40 years to me warrant a remembrance. I mentioned a few things; fundraising for Luso, St. John the Baptist golf tournament, Night in Portugal scholarship committee, Ludlow CARES Coalition, Planning Board, in 1984 he created the zoning bylaws for this Town, Ideal Realty, Pondview Manor and Ideal Lane. Why I said the soccer field is because of his affinity for and support for soccer. I've been in Town 27 years and every kid that goes through LYSA and summer leagues is wearing a shirt that says Ideal on the back. Whenever the boys or girls have won state championships he would buy them jackets. This isn't to say Joe, Mr. Bettencourt and Suzie didn't have anything to do with that. There are probably thousands of people in the Town that Tony had helped that we don't know about. The reply from Dr. Tiano was that he agreed on the impact that Tony had. I wanted it to go to the School Committee because we handed over the track & field complex to them. I did speak with the Chairman and he's going to look into it. His Board would have to vote on it to make sure it's viable and that we do it the right way. I think the impact he has had on this Town warrants recognition. We could call it Antonio "Tony" Goncalves Pitch. You can name the football field, track & field, baseball field so there's still opportunities for other things. I've reached out to a couple of other people and they seem to agree. We could put a plaque that honors anyone we name for those fields or the complex. The School Committee will take it from here. This wasn't done as a Select Board member; it was done as a citizen.

Mr. Silva: Mr. Rosenblum came to me a few months ago about doing something for him and I am in full support. I think it's a great idea and let's see where it goes from here.

Mr. Gennette: Is that field Town property?

Mr. Strange: Yes, it's in the School Committee bylaws.

Mr. Rosenblum: We turned it over during the ribbon cutting. Tony was the liaison to the track & field.

Mr. Alves: I'm in agreement as long as we go about it the right way. Do we want to submit a letter to their Board from ours supporting?

Mr. Rosenblum: If the three of you want to send a letter of support, I support it. I want to do it the right way so I want to wait until we hear back from Jeff Laing.

Mr. Strange: Just let us know when you want to send it and we'll put something together for you.

Mr. Silva: These have been done before so if we found how these came about it would be an easier process.

Mr. Rosenblum: I would send it now and if it could be done in a timely manner. I'll write a letter on behalf of the Board.

Motion made by Mr. Alves to proceed with a letter of support to be drafted by Mr. Rosenblum for the naming of the soccer field at Ludlow High School in memory of Antonio Goncalves. **Mr. Gennette second. All in favor. Motion passed 4-0.**

139. Letter from Elaine Hodgman – requesting a new kennel for the Animal Control Officer.

Mr. Rosenblum: I messaged Marc to find out what the expense is because we share the expense with the one in Wilbraham.

Mr. Silva: It's not just cost; we need to find out if it's actually needed.

Mr. Rosenblum: The ACO was going to be here but she can't. She mentioned there were positives and negatives. At this point I wouldn't want to act on this until we know dollar amounts, logistics and to hear from the ACO.

Mr. Silva: Maybe we can let the ACO know we'll be looking for her comments.

Mr. Gennette: I'm all for anything we can do like this normally. I'd love to get the research done for this. We've been growing this Animal Control unit for the better part of 3 years and we've put a lot of money into it. It went from part-time to full-time. We have free cash and a lot of debt. I don't know how we can expose that cash and have a lot of debt, especially when we have Wilbraham who is splitting the cost. I'm not interested in pursuing this at this time.

Mr. Alves: If it's being shared now, we probably came to that decision because we couldn't afford the full cost of having our own. I think it might be difficult to absorb the whole thing.

Mr. Rosenblum: This started with a couple of people and now it is someone with an office and automobile so I think we've made great strides.

140. Letter from Eversource – informing the Board that the Department of Public Utilities (DPW) approved an approximate increase of 4% to 9% to rates for the delivery portion of electric bills.

Mr. Gennette: This is horrible timing because Ludlow Power Choice is coming out and people are still having a hard time digesting that there's a difference between your power supply, which is Ludlow Power Choice, and your delivery, which is Eversource. They're two completely separate things. This increase is all of the delivery companies, which are private

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companies and businesses, that are going up in their prices from 4 to 9% in their rates of delivery. This has nothing to do with Power Choice. This is regulated by the State. Eversource, National Grid and all the other providers cannot go up in the prices without State approval.

Mr. Rosenblum: Over the last couple of years, I've mentioned energyswitchma.gov, which is the same thing we've done. If you go onto our website, you can pull up a mock bill. The only thing you can control is your usage and supplier. Ludlow Power Choice is an option for everyone. At this point, the rate is set in stone until November 2027. If Eversource drops below it you can opt out. I did the numbers and at this rate you're saving \$7 a month.

Mr. Gennette: Opting in and out is completely up to you and there's no charge. We are the 200th Town to get municipal power choice. This is not new. Ludlow is behind the times about 20 years. Power Choice has been in operation for 30 years. The other 51 towns have their own municipal utility and another hundred towns that are under 500 residents. This is meant to stabilize the rate. We can't do anything about the delivery rate.

Mr. Rosenblum: Ludlow Power Choice is not a scam.

141. Letter from Eversource – informing the Board that they, along with their contractors, will begin work at Orchard substation, located at 50 Main Street, Indian Orchard in August 2025.

Motion made by Mr. Rosenblum to file. Mr. Alves second.

Mr. Alves: This letter is going to be sent to everybody in that neighborhood.

All in favor. Motion passed 4-0.

142. Chief Dan Valadas, Police Department – requesting a Civil Service list to fill two vacancies prior to the next academy.

Motion made by Mr. Rosenblum to file. Mr. Alves second. All in favor. Motion passed 4-0.

143. Chief Valadas – request to charge off medical expenses & lost wages to Chapter 41, Section 111F for injuries sustained by a Police Officer as a result of an incident that occurred on July 2, 2025.

Motion made by Mr. Alves to approve the request to charge off medical expenses & lost wages to Chapter 41, Section 111F for injuries sustained by a Police Officer as a result of an incident that occurred on July 2, 2025. Mr. Rosenblum second. All in favor. Motion passed 4-0.

UNFINISHED BUSINESS

Board to approve and sign the Selectmen Meeting Minutes of June 24, 2025.

Motion made by Mr. Rosenblum to approve and sign the Selectmen Meeting Minutes of June 24, 2025, with all members present. Mr. Gennette second. All in favor. Motion passed 4-0.

Board to sign two copies of the agreement between the Town of Ludlow and Ludlow Board of Health Nurses Association.

Motion made by Mr. Alves to approve and sign the copies of the agreement between the Town of Ludlow and Ludlow Board of Health Nurses Association. Mr. Rosenblum second. All in favor. Motion passed 4-0.

Board to sign the Licensing Authority Certification for Jai Umiya Ma, Inc dba Ludlow Shell Convenience Plus (approved on 7/8/2025).

Mr. Alves: Do we know where that stands with the Planning Board?

Mr. Strange: I'm not sure if they've had a meeting. Your permitting process is separate from theirs.

NEW BUSINESS

Board to review and possibly approve \$9,950 in Building Infrastructure funds for the Public Safety HVAC cleaning.

Mr. Rosenblum: We don't have a maintenance contract so we need to do it. This is part of the upkeep while we're trying to figure it out.

Motion made by Mr. Rosenblum to approve \$9,950 in Building Infrastructure funds for the Public Safety HVAC cleaning. **Mr. Alves second. All in favor. Motion passed 4-0.**

Board to sign Cain's Mechanical contract for the FY26 DPW Annual Bid.

Motion made by Mr. Gennette to sign Cain's Mechanical contract for the FY26 DPW Annual Bid. **Mr. Alves second. All in favor. Motion passed 4-0.**

Board to approve and Chairman to sign the Sunday Entertainment Permit for Fanelli Amusements for August 31, 2025, for Festa.

Motion made by Mr. Rosenblum to approve and Chairman to sign the Sunday Entertainment Permit for Fanelli Amusements for August 31, 2025, for Festa. **Mr. Gennette second. All in favor. Motion passed 4-0.**

VISITATIONS

6:00 p.m. – David Kelsen – Firefighter/Paramedic Interview

Mr. Silva: Good evening and welcome. We generally have you make a statement about yourself and why you are applying for the position. We may ask you a couple of questions and then you can have some closing comments.

Mr. Kelsen: My name is Dave Kelsen. I've been a Firefighter/Paramedic for the last 17 years and Paramedic for 13 years. I have worked in two other systems. Middleton Fire on the North Shore. I developed my Paramedic from there. My wife is originally from Belchertown and she got a job offer to come to Arbella and be a manager in the Springfield office. After college I got the first job and she followed me through for 10 years. I was at the top of the Lieutenant's list but she got an opportunity that would probably never arise for her and I knew a promotion would always be in my future with my work ethic and dedication. I made the leap to come to Western Massachusetts and followed her. We moved to Belchertown in 2020. I live a half a mile from the Ludlow border and just built a house there. I currently work for Amherst Fire Department. Now I am applying to be a Firefighter/Paramedic in the Town of Ludlow. What brings me to apply here is I've done my homework. Positive leaders attract positive followers and I think that's systemic throughout the Ludlow Fire Department and I'd like to be an active participant in that. I think I have a special skill set that brings not only the Firefighter/Paramedic to the table, but I'm also an instructor for the Massachusetts Fire Academy teaching active attack integrative response. It's become a passion. I'd love to bring the active shooter experience and expertise to the Town of Ludlow. I understand that I'd be starting over from the bottom up and that's OK because you don't need to always have the loudest voice or shirts to tell you how to inspire people around you. I've learned that from being the bottom up in the Town of Amherst right now. Another skill set that brings me to the table that would make me stand out is that I ran the public education SAFER and Senior Safe for the Town of Middleton before leaving for 10 years. I'd love to get back into that and I think this would be a great community to establish that again. Another skill set that would bring me to the table is my passion and drive to better myself. Selflessness is one of my core values that I truly believe is necessary to succeed in life. Giving up the opportunities I had in Eastern Mass to follow my wife is another big one. In the past year I have taken the Amherst Fire promotional test. I put the better of my surrounding coworkers before myself in that process. Most people shut the door and surround themselves with their books and study. I couldn't let our new hires that were coming into the door with no experience along while

everyone else was trying to better themselves. I used that opportunity to not only better myself but better them and that helped me get to a point where I was successful in passing the test. That sums up why I'm here.

Mr. Rosenblum: Thank you for applying. Where do you see yourself in 10 years? What are your career goals?

Mr. Kelsen: My 10-year goal is a leader of men and women in the department. A face and staple within the community. Hopefully back in the schools where I can have a good connection and teach SAFE again.

Mr. Alves: Thank you for coming in. You answered one of my questions which was why you were looking to join Ludlow. How do you prioritize and stay levelheaded during an emergency situation.

Mr. Kelsen: I revert back to my training. The foundation of everything the Fire Department does is paramedics and without that training and drive to continue the training and make yourself better you lose that focus. You can get caught on the low acuity, high frequency call. As long as I stay driven in the field and up to date with all the changes, that's how I'm going to be able to stay levelheaded throughout my future and career with the Fire Department.

Mr. Gennette: Thanks for coming in. You didn't leave us a lot of room for questions. You mentioned core values. What are your core values? What do you value the highest?

Mr. Kelsen: Honesty, loyalty and selflessness along with dependability. That carries over to follow through. Those core values have allowed me to be a leader from the bottom and to drive me to my passion to be a Firefighter/Paramedic.

Mr. Silva: Ludlow is a very ethnic community. Do you speak any other languages?

Mr. Kelsen: I do not.

Mr. Silva: It's something I like to know. It's nothing that would preclude me from hiring a person, but it always helps.

Chief Pease: I don't have anything at this point. Afterwards I will comment on both of the candidates.

Mr. Kelsen: I appreciate you taking the time to sit down with me tonight and I hope going forward I can become a staple in the Town and department and look forward to seeing you in the future.

6:15 p.m. – Krysta Downs – Firefighter/Paramedic Interview

Mr. Silva: We generally have you give an opening statement about you and why you want to come to Ludlow. We'll go into a few questions if we have them and then you'll have closing comments.

Ms. Downs: My name is Krysta. I've been a Firefighter for a year and a half. I currently work for the Town of South Hadley Fire District 1. I received my paramedic certification earlier this year. I decided to become a Firefighter during Covid. I was an aquatics director for 10 years in various states. With Covid, I unfortunately lost my job so I decided to follow my dream to become a Firefighter. South Hadley gave me that opportunity. From what I've seen and heard from social media and other Firefighters in the area, the Town of Ludlow looks like the department I'm looking for in my forever home. The closeness of the group and how everyone gets along, the training, the presence in the community is the type of department I'm looking to be part of.

Mr. Gennette: Thank you for coming in and applying. A lot of people talk about the core values and what they believe is most important in what they do professionally. What are some of your core values?

Ms. Downs: Honesty and integrity are a big thing in my family and professional life. That falls into the fire industry. We're entering people's homes. You have to have integrity and honesty that you're going to do your best. People will let you and in and you're not going to disturb them, you're not stealing from them and you're going to conduct yourself with the utmost respect.

Mr. Alves: Can you take me through how you prioritize and stay levelheaded in an emergency situation?

Ms. Downs: I start with some deep breaths. I look at what is the most important aspect of whatever I'm doing, whether it's fire or paramedic. With paramedics, people's health is on the line so you look at what's more important. You start falling back on your training. Knowing what you have to do, how you have to do it, when you have to do it. Organizing the thoughts in my head before jumping in.

Mr. Rosenblum: Thank you for applying. Where do you see yourself in 10 years with career goals?

Ms. Downs: The next department that I join I hope is my lifelong career move. I would like to be part of some of the special units. I am interested in Hazmat and the Dive Team. I would like to move up the ladder to lieutenant or higher.

Mr. Silva: Thanks for applying. Ludlow is a pretty ethnic community. Do you speak any other languages?

Ms. Downs: Unfortunately, no.

Mr. Silva: It's not something that precludes me. It's just something I like to know.

Ms. Downs: I want to let the Select Board know that I am a hard worker. I put 100% in everything I do. I am a single mother. I put myself through paramedic school while working full-time. I am committed to everything 100%, my training, my life and my job. I hope that I am considered for this position. Thank you for allowing me to be here today.

Chief Pease: We received all the applications. I formed a team of an interview committee. It consisted of myself, the Deputy Chief, a Captain, a Lieutenant and the union president, along with a representative from HR. I had them grade all their packets. We had 3 applicants and one withdrew because they got a job in another community. They rated them based on their education, experience and certifications in Fire Service. Last Tuesday we interviewed them in the Selectmen's conference room. All six of us again graded everybody and ranked them in order. This time the civil service offered us some more options and flexibility in the hiring process. We don't always have to hire off the list. We entered into an agreement with them that enabled us to hire qualified folks outside of the list. There's a contingency with that, that we can't exceed the number from the list off the list. You have to hire an equal number of new employees off the list and on the list. This is the first time we're hiring off that list. My hope was to get somebody that was qualified, hopefully Firefighter 1 & 2 and a Paramedic. The two candidates you saw today, one has the Firefighter 1 & 2 certifications and medic and the other is a new paramedic but seems very qualified to do the job. We'd have to send her to the Fire Academy at some point if Krysta was to be selected in this process. She needs both. She has on the job training at this point. Mr. Kelsen comes to us with 17 years of experience in a couple different departments, has all the certifications, is an instructor at the Fire Academy and has proven himself over time. We did have the Police run everybody's background and everybody came out pretty clean. Nothing outstanding that would preclude them from having the job. I checked all of their references, including calling some of their past supervisors. None of them had anything negative to say; however, all of Mr. Kelsen's references had nothing but glowing things to say about him. Given that information, it would be my recommendation that we hire Mr. Kelsen as a Firefighter/Paramedic at the Fire Department. He'll still have to go through the physical and PAT and we'll have to go through the civil service process on paper.

Mr. Rosenblum: Someone that was going to be a Lieutenant and has done 17 years, he's starting over again, but he's building a home. They're both great candidates but I would have to go with Mr. Kelsen.

Mr. Gennette: Krysta mentioned a Dive Team and Hazmat. Do we have either one of them?

Chief Pease: The State and regionally has a Dive Team through Hampden County. We don't have any members on the Dive Team but the State Hazmat Team we have two members on. Unlike a lot of the other teams, the commitment to that Hazmat Team is fully reimbursed through the State program and they are highly trained individuals that are a resource for our department. It's good to have them in Town to know whether the situation is going to escalate to a district call out or we're going to handle it in house.

Mr. Gennette: That comment by her was intriguing. She's going to have a great career. I'm going to go with Mr. Kelsen. I don't know how you can pass up a candidate with his character and experience. I think she's going to do great. My vote is for Mr. Kelsen as well.

Mr. Alves: I agree with what's being said. Chief, you alluded to experience, education and Mr. Kelsen knocks it out of the park. I don't think we have candidates with 13 years' experience. Not to take anything away from Ms. Downs but I don't think candidates like Mr. Kelsen are falling from the ceiling. I agree with everyone's comments.

Mr. Silva: I'm in agreement as well. Chief, thank you for putting the team members together. It helps us a lot. I always take recommendations from the Chiefs.

Chief Pease: It helps the department too.

Motion made by Mr. Rosenblum to appoint David Kelsen as Firefighter/Paramedic for the Ludlow Fire Department, effective passing his physical and PAT, date to be determined. **Mr. Gennette second. All in favor. Motion passed 4-0.**

UNFINISHED BUSINESS

Board to discuss and possibly vote to accept draft Strategic Planning Committee bylaw to be included in October Town Meeting warrant (tabled from June 24).

Mr. Gennette: I do have a completed draft. I was under the assumption after watching last meeting that I was not at that there were questions about whether or not we needed to include a budget subcommittee, which I don't think we do. I don't want to finalize this until we have everybody's thoughts on it. We got a letter from Mike Kelliher and Tony Sanches. This has some merit to it. I can put the final touches on it and have a final draft ready at the next meeting. I have one change that you might want to deliberate over. Tony made the comment under Section 7 – Budget and Funding. To carry out its long-term planning functions, the committee may request appropriations through the Select Board or Annual Town Meeting. Funding may support consultation services, financial modeling, technology tools, public engagement processes or professional expertise needed to develop and sustain a long term-plan. All expenditures shall be subject to the Town's financial controls and reporting requirements. The statement was made that it should have a dollar amount put in there similar to the FinCom reserve fund of \$100,000 to be used for those purposes should it come up. Most times FinCom doesn't use the reserve fund. This would only be so the Strategic Planning Committee wouldn't have to wait biannually to get funding to move forward. I don't know how you feel about it. I did not include that originally but if we want to add that I think it's a good idea. If Strategic Planning is going to fail because it's in there I would rather leave it out and chase funding for things.

Mr. Alves: On that topic, I personally don't see a need for a specific number, because it's going to be throttled by either this Board or Town Meeting anyway.

Mr. Gennette: If that was in the bylaw, they would be able to use it like FinCom is able to.

Mr. Alves: I'd rather have it on a request basis.

Mr. Gennette: I'm fine with that.

Mr. Strange: I agree with Anthony. The first thing that comes to my head is the committee is probably going to need a consultant to put together reports and policies and procedures. If we plan accordingly for all the other boards and committees through the budget process. I don't think it would hurt if we put in a reasonable amount I don't know that it's necessary. It's also like hitting a moving target. We don't know what the committee's thrust is going to be. They might need \$75,000 in the first year.

Mr. Alves: If this charge & charter gets on the warrant could that be achieved through the subsequent article?

Mr. Strange: Town Meeting wouldn't be able to appropriate money unless we close out the year and free cash was certified so you'd have to wait until May.

Mr. Alves: So, from October to May is standing it up and that process and getting a feel for what's going to be the need.

Mr. Strange: I do think it's going to take some time to find committee members and for the committee to come together and have an understanding of what the priorities and goals are.

Mr. Gennette: The first year is going to be policy and procedure. If you guys are OK with that, I'm fine with it. I'm good with it as it is. The other suggestions were nice but I don't think they helped much. One of the questions from Mike Kelliher was do we want to spell out how long-term we're looking at in 5 years might help to focus the group if there's some definition there. My understanding is we're always looking at one year, and that's Capital. Then we look at 5 years and that's a middle term plan. But what is the 20-year plan? When are buildings going to need to be replaced? What's the plan for those buildings? How are departments working together? I don't know that it needs to be spelled out in this because the things that are happening in 10 years are impacting what happens down the road. It's kind of an overall plan.

Mr. Rosenblum: We did an Open Space one 2-2 ½ years ago. You basically look at what it's going to cost you. There are some things that can be done in 2-3 years and some things in a 10-year window based on feasibility. Some are more immediate and some are more long-term. In 30 years, none of us are going to be around but if we said 10 years we can build up to it.

Mr. Gennette: We're not going to be here in 20-30 years but Ludlow being behind the times, a strategic plan is not new for a municipality. Many functioning, prosperous Towns have a strategic plan. This puts in place things that will transcend when we're gone. It will be picked up by the next people in the meetings. That's why this is so important. So, we can set the guide and as things change and the future comes rolling in, future people can mold it. It will be a growing document. I probably won't be on it long enough to see the fruits of its labor but you have to start somewhere. This is without the money involved and without changing terminology ready to go. If you like it, you can approve it to put it on the warrant.

Mr. Alves: Going over the short-term, long-term things, in the nearer term 0-5 years that direction is being set by this board and other Town boards through the Administrator and budgeting process. As you're building out, you might be a little more concrete in 5-7-10 years and as you get out to 25-30 years they're on the radar.

Mr. Rosenblum: Start out small, do it right.

Mr. Gennette: This should be accompanied by a Building Infrastructure reserve fund, is that correct?

Mr. Strange: We have one. Anthony wants to do a parks revolving fund and we talked about a capital stabilization fund.

Mr. Gennette: If we did need to start allocating resources, we don't know what a building in 10 years is going to cost. I just want to be prepared. In future Town Meetings we can keep

making moves. That would be very interesting to me. Stabilization is usually supposed to stay 7-8% of the budget.

Mr. Strange: That's general stabilization. It's got to be approved by any Town Meeting or deposit. It would have to be approved by Town Meeting with 2/3 vote. The other stabilization is our primary day-to-day reserve.

Motion made by Mr. Alves to table until next meeting. Mr. Rosenblum second. All in favor. Motion passed 4-0.

Board to discuss and possibly vote to adopt a Community Use of Open Spaces Policy (tabled from June 24).

Mr. Rosenblum: The last time we looked at this we had it sent to the departments, Police, Fire and Health Department just to make sure that they put in their checklists. It's very comprehensive at this point. I think it looks good.

Mr. Strange: We did hear back from Health, Police & Fire Departments. We have some comments from the Rec Commission and DPW took a look at it. It's all incorporated in the draft you have except for the Rec comments.

Mr. Silva: I read some of the Rec comments and they didn't seem to make much sense. This is way too much, but I'm good with it.

Mr. Alves: This is the first time I'm seeing these Rec comments. Are these still outstanding?

Mr. Strange: Yes. These have not been incorporated. They're questions as to how it's going to be administered instead of specific suggestions on the policy.

Mr. Silva: That's what I was referring to.

Mr. Gennette: In one of the comments from Mr. Lebeau he said he was under the impression that the shared space would have rules about needing a connection to a Town organization. That was discussed at a meeting and has been nulled and voided. I thought this was a really good Open Space policy. Did legal review it?

Mr. Strange: Yes.

Mr. Gennette: I don't see any issues with it.

Mr. Alves: One question is the Gazebo is used for Cultural Council concerts in the park; will this affect them? The answer is no. It outlines in the policy that this is for non-Town affiliated organizations.

Mr. Strange: There's one about the calendar for tracking events, which Rec does now. That's an operational question.

Mr. Alves: A lot of this seems like mechanics. The Gazebo rental fee is more about working out those mechanics.

Mr. Strange: Like any new policy, we're probably going to have to make tweaks to it as we get into it.

Mr. Gennette: There is a rental fee of \$50 for the Gazebo. Is that residents?

Mr. Strange: I'm not sure.

Mr. Gennette: If it's Town residents I don't think they should be charged at all.

Mr. Rosenblum: There's also questions about the sports organizations in Town.

Mr. Alves: It's outlined in there.

Mr. Rosenblum: We have recommended doing an online calendar and they didn't want to do it. The idea is to get some kind of software. Myrec is used by a ton of people. Bluesombrero is another. I've talked with the Rec Commissioner in South Hadley and Brian Litts in Wilbraham. Everyone uses some kind of software. Priority goes to Town organizations that have an event.

Mr. Alves: I would say maybe Marc can get with them and hammer out the answers to their questions. In terms of the policy, Town Counsel has taken a look at this?

Mr. Strange: Yes.

Mr. Alves: We've incorporated edits from all the Town departments that will touch this. We can edit this if there seems to be a hitch in the process. Since this is new and it isn't taking the place of anything, there is a part where it says requests would need to be 90 days in advance. I would be of the mindset that that maybe for the remainder of this year we waive that down to 45 or 60.

Mr. Gennette: Depends on the scope. We still need Police, Fire, DPW.

Mr. Strange: You could make the motion for any event through October 22 the Board would lower the 90 days' notice requirement to 45 days and after that the full 90-day requirement is in place.

Mr. Silva: If they want to do something like that they can come before us and see if it's feasible. You've got to have some discretion here.

Mr. Rosenblum: At this point it can be a case by case. We're almost in August and requests should have already been in. It's mandatory that it's 2 weeks for the Health Department. At their last meeting that's what Paulina said.

Mr. Strange: All applications must be in writing and submitted to the Select Board's office not less than 90 days.

Mr. Alves: Before I make the motion, it was said do we need this or not need this. It was brought up over a year ago and laid dormant for a year and now we're getting it done.

Motion made by Mr. Alves to approve the Town of Ludlow Use of Open Space Policy with the amendment for the rest of the year that requests be submitted at least 45 days to allow for a grace period while this is being implemented effective immediately. **Mr. Gennette second. Motion passed 3-1.**

Board to discuss and possibly approve changes to Budget Advisory Committee Charge & Charter (tabled from 7/8/2025).

Mr. Alves: Didn't we talk about pulling back from this?

Mr. Strange: We had a conversation about it. Generally speaking, because we have a Strategic Planning Committee that hasn't really got going yet and we're not quite sure how this subcommittee will play into the existing process. Notwithstanding the tightness of the budget last year, I felt like the Boards and Finance Committee and our staff came together collaboratively. FinCom, School Committee and the Select Board meets. This could be another layer to cause us to have to recalibrate the process.

Mr. Alves: I agree on all those points. Most of these things are being done now. I don't want to get committee heavy because they're already hard enough to fill. To me those things are being done and maybe it's a matter of if we want to reinforce things for the next budget cycle. Maybe it's reinforcing with those folks what those responsibilities are.

Mr. Gennette: I agree with you Marc with the Finance Committee. I think they've come a long way. They're a board of 9 complete. Most of them are financially minded. I think a budget

subcommittee at this time would be added hoops I don't think are necessary. I think if we needed to expand the role of the Finance Committee that could be a conversation.

Mr. Rosenblum: It's almost like cross contamination and muddling duties. When I was Chairman last time, the whole idea was to get the process right. I think the past year the budget process worked out great. It will only get better. We have a strong Finance Committee and we worked well with them. We established a process that worked well. The thing is making sure departments get their requests in and we don't get the last second this or that. The process we have now worked great this year. I'm sure it could be a little bit better.

Mr. Gennette: You're right. I think our Town Accountant is starting to put her stamp on stuff and I think it's important that she keeps developing it. It was her first fiscal year here and I'm hoping she has quite an impact on our processes.

Motion made by Mr. Rosenblum to table indefinitely. Mr. Gennette second. All in favor. Motion passed 4-0.

NEW BUSINESS

Board to approve and sign the following Gravel Bank permits: Banas Sand & Gravel, Chenier's Gravel Bank, Inc., Caracas Construction Corp., Ludlow Fish & Game Club, Inc., Nawrocki Construction, Inc., Daniel's Gravel Bank, LLC, Ray Haluch, Inc., Ginmar Enterprises, Inc., & Scantic Lands, LLC. All have been inspected by the DPW and approved as stated on the paperwork attached.

Motion made by Mr. Alves to approve and sign the Gravel Bank permits for Banas Sand & Gravel, Chenier's Gravel Bank, Inc., Caracas Construction Corp., Ludlow Fish & Game Club, Inc., Nawrocki Construction, Inc., Daniel's Gravel Bank, LLC, Ray Haluch, Inc., Ginmar Enterprises, Inc., & Scantic Lands, LLC. Mr. Rosenblum second. All in favor. Motion passed 4-0.

Mr. Strange: Last year Sharon LaDuke implemented this process where she was withholding the Gravel Bank permits until companies paid their back taxes. This year she was able to collect almost \$15,000 in back taxes. I wanted to make sure she got proper credit. She's done a great job on this front over the past couple of years. I'm not sure if we let you know that Sharon is moving down to the Treasurer/Collector's office.

Mr. Alves: Are we seeing that process with any permitting?

Mr. Strange: Yes.

Mr. Gennette: Are we listing her position?

Mr. Rosenblum: It's already listed.

VISITATION

7:00 p.m. – Brittany Beaumier – Project Coordinator Candidate Interview

Mr. Silva: I'm responsible for having you come in. I like to meet important people for the community and Project Manager is going to be important. Can you tell us a little bit about yourself and why you'd like the position.

Ms. Beaumier: I stepped into a municipal role last year after doing insurance for 10 years and I fell in love with it. Being able to help the people in the community. I feel like I'm a problem solver. I try to come up with a solution for people even if it's not necessarily what they want to hear but providing them with a solution.

Mr. Gennette: Where are you coming in from?

Ms. Beaumier: West Springfield?

Mr. Gennette: Is that where you are currently employed?

Ms. Beaumier: My position was eliminated as of July 1. There were multiple positions eliminated.

Mr. Gennette: Have you managed any sizable projects?

Ms. Beaumier: I handled the Big E grant.

Mr. Rosenblum: Where do you see yourself in 10 years?

Ms. Beaumier: I would love to stay on the municipal track growing within the Town. I don't like to hop. I stayed in insurance for 10 years and I got to a point where I couldn't see myself being there for another 10 years so I was trying to find something different. Being able to work for the Mayor was an enjoyable job. There were hard days but it was an enjoyable position.

Mr. Alves: Why Ludlow?

Ms. Beaumier: It's a smaller town. I grew up in Springfield and then went to West Springfield, which is a large city. I feel like Ludlow is one of those towns that not many people know about. We discussed the social media aspect of it being able to be more proactive and getting information to people. Social media is everyone's outlet now.

Mr. Silva: Carrie and Marc talked to and interviewed you and they were favorable. Did you see we have an opening in our Selectmen's office? Obviously you've discussed what the Project Manager is going to do and you feel that you can handle the responsibilities?

Ms. Beaumier: Absolutely. With the potential of changing and ongoing responsibilities being added and moved around.

Mr. Silva: You don't speak any other languages, do you?

Ms. Beaumier: I do not.

Mr. Silva: It's important to speak the language if it's an emergency.

Ms. Beaumier: I hope your meeting goes well and wraps earlier rather than later. I feel as though in this role I can make an impact within the Town. It could be a very good fit for long-term.

Ms. Ribeiro: We were going to interview 3 candidates. One of them backed out and took another position a couple days before so we interviewed Brittany and another candidate. We thought that Brittany's experience working with the Mayor in West Springfield she would be a great fit for the job. There's a lot of things she could help us with that Marc and I are currently juggling right now and we just don't have time for. One of them being the marketing campaign that we're working on. She's well versed in technology. She gave us a few pointers in the interview with social media. We need somebody that can help Mike Hill and keep our webpage and social media accounts up to date. She can communicate with people.

Mr. Alves: This posting had been out there for a bit?

Ms. Ribeiro: It was. She did say she would be interested in learning more about procurement. She can deal with the public and I think it would be a good transition. We explained to her that it is a new position that we took the Chief Procurement Officer position and dialed it down because we have other people that are certified. We need someone to coordinate all the projects and oversee the grants and special projects that may come up. She seems like a go-getter and intelligent and I think she'd be a great fit for the position.

Mr. Alves: Thank you. That was more for the public.

Ms. Ribeiro: We don't have a point person right now who's overseeing grants. It's another thing that needs to be coordinated.

Motion made by Mr. Gennette to approve Brittany Beaumier, Project Coordinator for Ludlow pending contract negotiations.

Mr. Strange: We have to talk to her. She hasn't gotten back to us if she wants to accept the offer.

Mr. Rosenblum second. All in favor. Motion passed 4-0.

Mr. Silva: A couple meetings ago when we discussed with the Chief his retirement, he had submitted that he would like to be appointed to the Special Police pending his last day, August 8th.

Mr. Rosenblum: Do we need a recommendation for who the acting Chief is going to be?

Mr. Strange: I don't know but it's going to be on for August 5th. We're also going to have Lt. Brennan as acting.

Mr. Alves: How would the mechanics of that work? Would Mr. Brennan come in that evening?

Mr. Strange: I'm sure he'd be willing to come in. Carrie and I talked about it very briefly. I just wanted to make sure it was on the agenda.

Mr. Alves: I think it would be good to send him an invitation to come in that day.

NEW BUSINESS

Board to discuss and possibly vote to submit a letter of support for expanding the Springfield Water & Sewer Commission Board of Directors.

Mr. Silva: I had a long conversation with Representative Saunders and he asked me if that is something I'd be willing to support and I said certainly. I don't see any reason not to.

Mr. Rosenblum: He reached out to me as well for our support. This is something we've discussed so I'm fully in support of it.

Mr. Alves: I agree.

Mr. Gennette: I am too.

Motion made by Mr. Rosenblum to submit a letter of support for expanding the Springfield Water & Sewer Commission Board of Directors. **Mr. Gennette second. All in favor. Motion passed 4-0.**

BOARD UPDATES/MISC

Chairman to approve and sign all bills, warrants and abatements. A record of all warrants is in the Select Board's office for perusal until provided to the Town Accountant's office.

Mr. Gennette: I'm very interested in what the price would be for the Gazebo for those weddings. If they're paying residents of Ludlow, they shouldn't get charged to use it. Angela and I went to Belchertown's music on the green. It was a full-on festival.

Mr. Silva: Wilbraham has that on the game farm.

Mr. Rosenblum: I'm responding to a couple of questions I've had. The fact that we're moving our Collector's office downstairs and someone mentioned to me if this is going to cost money. The answer is it's easier access especially for our senior citizens and both the Collector and HR do a lot of work together so they're able to collaborate in the same room. We just approved funding for it last meeting is an ADA compliant counter. The simple answer to the Collector's office moving downstairs is ease of usage for the public and those 2 departments work very closely. The departments aren't being split.

Mr. Alves: It's good to see one of the things we're working on is all the background information for our meetings is uploaded. Congratulations to the Pioneers on another successful year of making the playoffs. Unfortunately, their season ended in the second round. Last Friday I attended the Greenstead Grove ribbon cutting and took a tour. They're very nice units. Wayfinders did a good job there. There were 2,000 applicants to fill 43 units. The Boys & Girls Club splash pad is open to the public Monday through Thursday 4:30 – 7:30, Friday 4:30 – 5:30 and on the weekends 8:00 – 2:00 p.m.

Mr. Silva: I have nothing.

Motion made by Mr. Gennette to adjourn their meeting at 7:20 p.m. **Mr. Alves second. All in favor. Motion passed 4-0.**

____Chairman

Ludlow Select Board

All related documents can be viewed at the Select Board's Office during regular business hours.

Amy Kurtz

From: Marc Strange
Sent: Tuesday, August 12, 2025 10:54 AM
To: Amy Kurtz
Cc: Jamie Tomas
Subject: Fw: Correction & Potential Sculpture Installation at the Ludlow Riverwalk

AK—can you please add this to the 8/19 agenda? Board to discuss and possibly vote to support an art installation at the Riverwalk

From: Jamie Tomas <JTomas@ludlow.ma.us>
Sent: Tuesday, August 12, 2025 10:51 AM
To: Marc Strange <mstrange@Ludlow.ma.us>
Subject: FW: Correction & Potential Sculpture Installation at the Ludlow Riverwalk

Good Morning,

Not sure if you received this is it something the Town would be interested in? If so, I will reply to support the project.

Thanks
Jamie-DPW

From: DPW <DPW@ludlow.ma.us>
Sent: Monday, August 11, 2025 2:33 PM
To: Jamie Tomas <JTomas@ludlow.ma.us>; James Goodreau <jgoodreau@ludlow.ma.us>
Subject: FW: Correction & Potential Sculpture Installation at the Ludlow Riverwalk

From: Donald Longley <donald@hercworx.com>
Sent: Monday, August 11, 2025 2:28 PM
To: DPW <DPW@ludlow.ma.us>
Subject: Correction & Potential Sculpture Installation at the Ludlow Riverwalk

You don't often get email from donald@hercworx.com. [Learn why this is important](#)

Dear [Recipient Name or "Ludlow Public Works Department"],

My name is Donald Longley, and I am a metal artist specializing in large-scale outdoor sculptures. I'm reaching out to correct an error in my earlier message — I had mistakenly mentioned Buttery Brook Park. My interest is actually in creating and installing a sculpture at the **new Ludlow Riverwalk**.

I am preparing a grant application to the Ludlow Cultural Council to help fund this project, and before I proceed, I wanted to check if the Public Works Department would be interested in such an installation along the Riverwalk. If so, I would greatly appreciate your support in the form of a letter of support to accompany my grant application.

The sculpture would be created with the Riverwalk's setting in mind, using durable materials suitable for long-term outdoor display. My goal is to add a unique, engaging piece that complements the Riverwalk's

character and enhances the experience for residents and visitors. Funding for the project would primarily come through the grant, though I'm open to discussing collaboration or contributions if needed. If this is something you'd be interested in supporting, I can provide sketches, concept descriptions, and further details for your review.

Thank you for your time and consideration — and again, my apologies for the earlier mix-up. I look forward to hearing your thoughts.

Best regards,

Donald Longley

Hercworx Metal Art

198 S. Washington St.

Belchertown, MA 01007

donald@hercworx.com

325-829-6577

www.hercworx.com

Amy Kurtz

From: Marc Strange
Sent: Tuesday, August 12, 2025 4:58 PM
To: mannysilva@charter.net; pgapro05@gmail.com; James Gennette; Anthony Alves
Cc: Carrie Ribeiro; Amy Kurtz
Subject: Town Hiring Practices--Please Read

Importance: High

Hi everyone,

After the recent round of interviews/hires, we asked Town Counsel to let us know what our bylaws say about who should be interviewing/hiring whom. In short, (1) the **Police Chief** could perform his own vetting and recommend hires and promotions for the Select Board's approval (in lieu of the SB performing the interviews after the candidates have already interviewed with the PD Supervisors); (2) the **Fire Chief** should be appointing his own hires and promotions without the Select Board's approval (subject to available funding), and (3) the **Select Board** should be appointing all other town employees—department heads and non-department heads--under its umbrella (unless the SB votes to give the Town Administrator the authority).

For the sake of operational efficiency, we recommend (1) allowing the **Police Chief** to vet his own candidates and recommend his preferred candidate to the Select Board for its approval; (2) allowing the **Fire Chief** to handle his own vetting and appointments; and (3) delegating to the **Town Administrator** the authority to appoint all non-department head employees under the Select Board's umbrella with the **Select Board** retaining the authority to appoint department heads under its purview. Under this configuration, HR and the relevant department head (and the Town Administrator, as necessary), would handle the vetting and appointment process for all admins, including those in the Select Board's office. Otherwise, we will have a lot of SB meeting time taken up with vetting and interviews, plus candidates don't always want to be interviewed on camera.

We've been following parts of some of the bylaws, but we think it's to abide by them as written.

Would the Board like to discuss this at an upcoming meeting?

~~~~~  
Police Candidates: The Town has accepted G.L. c. 41, Section 97, which provides, in pertinent part, that the Select Board "shall appoint a chief of police and such other police officers as they deem necessary, and fix their compensation in an amount not in the aggregate exceeding the annual appropriation therefor...The chief of police shall be in immediate control of all town property used by the department, and of the police officers, who shall obey his orders." The statute, the Town bylaws, and the Town's Personnel Policy Manual are otherwise silent on promotions and the hiring process. As such, I don't see any problem with the Police Chief controlling the hiring process and then having the Select Board approve the candidate. Same for promotions.

Fire Candidates: The Town has accepted G.L. c. 48, Section 42, which provides, in pertinent part, that the Fire Chief "shall appoint a deputy chief and such officers and firemen as he may think necessary...shall have full and absolute authority in the administration of the department, shall make all rules and regulations for its operation, shall report to the selectmen from time to time as they may require, and shall annually report to the town the condition of the department with his recommendations thereon; he shall fix the compensation of the permanent and call members of the fire department subject to the approval of the selectmen..." So, here, the Fire Chief can appoint and promote whomever he wants without Select Board approval, provided that compensation is subject to approval by the Select Board.

Select Board Office Employees and Department Heads: Chapter 39 of the Town Charter provides in pertinent part as follows:

The Town Administrator shall be the chief administrative officer of the town, shall act as the agent for the Board of Selectmen and shall be responsible to the Board of Selectmen for the proper operation of town affairs for which the Town Administrator is given responsibility under the provisions of this Article. The Town Administrator, under the policy direction of the Board of Selectmen, shall supervise, direct and be responsible for the efficient administration of all officers appointed by the Board of Selectmen and their respective departments and of all functions for which the Town Administrator is given responsibility, authority or control by this Article, by By-Law, by Town Meeting vote, or by vote of the Board of Selectmen.

[The Town Administrator has the authority to] administer personnel policies, practices, or rules and regulations and any compensation plan and any related matters for all municipal employees...

In short, while the bylaws don't say so explicitly, the Town Administrator supervises, disciplines, and otherwise controls Town employees but does not have any appointment authority – that's the Select Board. This is not to say that the Town Administrator can't have an advisory role in appointing Town employees, but he does not have appointment authority unless it's explicitly delegated to him by the Select Board.

~~~~~

Marc A. Strange
Ludlow Town Administrator
488 Chapin Street
Ludlow, MA 01056
Work: 413-583-5600 x1201
Mobile: 413-262-7645

Please be advised that the Massachusetts Secretary of State and the Massachusetts Attorney General consider e-mail to be a public record, and therefore subject to the Massachusetts Public Records Law, M.G.L. c. 66 § 10.

Amy Kurtz

From: Marc Strange
Sent: Thursday, August 14, 2025 8:51 AM
To: mannysilva@charter.net; James Gennette; pgapro05@gmail.com; Anthony Alves
Cc: Amy Kurtz; Jamie Tomas
Subject: Fw: parking at Vets

Good morning! Please see below from Lisa Nemeth.

AK—can you please add this to the 8/19 agenda for the Board's discussion and possible vote to approve?

MArc

From: Lisa Nemeth <l_nemeth@ludlowps.org>
Sent: Wednesday, August 13, 2025 4:21 PM
To: Marc Strange <mstrange@Ludlow.ma.us>
Subject: parking at Vets

Hi Marc,

Hope you are doing well. I am assuming we are still able to access the Vet Park parking lot during school days from 7:25am-2pm? If so, I was also wondering if we could put up a permanent sign that identifies LPVEC parking during school hours. We have a special education program on our ground floor and many of the students have a 1:1 teacher. I'd like to designate a row at Vets to their parking...and keep the students out of those spots. The spots used to have numbers on them, but those are tremendously faded now. The one row would be the row closest to the Vets Park "old" road entrance. Please let me know if this is possible, it would be tremendously helpful to keep safety and order to parking back there.

Sincerely,
Lisa

--
Lisa Nemeth, C.A.G.S.
(She/Her/Hers)
Principal, Ludlow High School
500 Chapin Street
Ludlow, MA 01056
413.589.9001

*"If we did all the things we are capable of doing, we would literally astound ourselves."
Thomas Edison*