BOARP OF SELECTMAN
Minutes
January 16, 2019 – 6:30PM
Town Hall

Vision Statement - The Town of Ashland will be a prosperous and fiscally sound community with a full range of housing, business, cultural, educational, and recreational opportunities in a safe and attractive environment for residents and visitors.

Mission Statement - The Ashland Board of Selectmen is dedicated to promoting responsible fiscal management, advocating for sustainable development & growth and providing excellent municipal services which will enhance the quality of life in our diverse community. The Ashland Board of Selectmen is committed to providing clear goals and objectives for Town management and creating effective engagement and public participation with residents, state legislators and other elected officials in order to achieve our mission.

Call Meeting to Order
Rob Scherer called the meeting to order at 6:30 pm. Present at the meeting were Chair Rob Scherer, Vice Chair Steve Mitchell, Yolanda Greaves, Joe Magnani, Town Manager Michael Herbert and Assistant Town Manager Jenn Ball.

Mark Dassoni led the Pledge of Allegiance.

Citizen's Participation
Mark Dassoni explained that he had been following the shutdown of the Federal Government and wanted to understand if this affects the services we are providing locally.

Scheduled Hearings/Appearances
FY 20 Budget Presentation
Adam Elbirt called the Finance Committee meeting to order.

Michael Herbert thanked the members of the Finance Committee and School Committee for attending the budget presentation. Michael reviewed the progress made in the last few years. He explained that we need to plan for our future and that we maintain to be the best value in the area. Additionally, Michael explained that the town has purchased several properties which helps to control growth in town, but we must be mindful of the cost associated with those purchases.

Brittany Iacaponi explained that a portion of revenue is considered elastic, which includes permits and fees. We received an increase when the permits came in for the Cirrus apartments but dropped off as the permits for the project was completed. Motor vehicle excise tax is also considered an elastic revenue, because it is not a constant and it tends to fluctuate. Brittany reviewed the expenses and explained that the figures are estimates.

Joe Magnani asked that if we are exploring other insurance carriers, which Michael said cannot happen for FY20, but it will be considered in the future.
Michael reviewed several requests addressed by department including adding personnel to Fire, Police, and Town Clerk departments, a Project Engineer, Nurse, Maintenance and GIS Technician. Michael said that the School Department is facing a deficit and we need to figure out as a community how to fund the needs.

Yolanda Greaves asked what the next steps are in the process. Michael explained that after the Governor releases his numbers then a discussion can be had based on those figures.

Laurie Tosti, School Department Chair, said the committee is moving along with the with budget process challenges due to increased enrollment and special education requirements. Laura said she is looking forward to working with Board of Selectmen and Finance Committee members who are on the Liaison Committee in order to address the shortfall. The budget hearing will be scheduled at the end of February or beginning of March, before Town Meeting but after the Governor’s announcement.

Laurie Tosti explained that the School Department projected budget deficit is $600,000 to $700,000, and a 6.1 % increase for level service.

Adam Elbirt made a motion to close the Finance Committee meeting.

Roadway Safety Committee
Ed Burman, Police Dept. and Chair of the Roadway Safety Committee, said that over the last few years the town has made many improvements to intersection of Eliot and Prospect Streets hoping to find a solution, but accidents continue. The committee has continued to look at additional solutions and adding traffic signals would cost approximately $180,000.00 to $240,000.00. The committee concluded that making the intersection a 4-way stop would be the best way to address the speed and site distance issue, and they are seeking the Board’s approval to implement that change.

Yolanda Greaves explained that she is concerned about people being unaware of the new traffic pattern. Ed explained that he is plans to place an electronic sign for three to four weeks warning drivers of the change.

Kevin Langmeyer said that increases the color and size of the signs will also help. Adding the signage that is being requested would cost about $5,000.00. Steve Mitchell asked how the Police Department would monitor and enforce the stop signs. Kevin Langmeyer said that solar signs would take about 3 weeks to come in. Izzy Assencoa said that supports the recommendation of the committee.

Yolanda Greaves made a motion approve the installation of two additional traffic signs to implement the plan as presented. This motion was seconded by Steve Mitchell with unanimous vote of 4-0-0.

Long Acre, Inc – dba Stone’s Public House
Rob Scherer opened the public hearing for the change of manager for Stone’s Public House. Andrea Dunne-Adrian explained that she is the new manager for Stone’s Public House.

Steve Mitchell made a motion to close the public hearing. This motion was seconded by Yolanda Greaves with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the change of manager to Andrea Dunne-Adrian for Long Acre, Inc. dba, Stone’s Public House. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

United Group of Companies
Michael Herbert reported that he has been working with United Group of Companies (UGC) and property owner and develop an affordable senior housing project on the RTD.
Bill Flanigan, United Group Development Executive, explained that he wants to introduce the project and the concept to use on the Ashland site, Lot 2A. UGC’s primary focus is multi-family housing. They are currently operating in four states with the headquarters in Troy New York. The Senior Umbrella Network Program (SUN Program), which is an activities lifestyle program including health and wellness. The project typically consists of age restricted rental units, with a club house, meeting room, activity rooms, a salon, indoor swimming pool and shuttle bus service. Bill said they have found that by offering these activities and programs the apartment turnover is reduced. The average age of the residents is early seventies. They would expect to rent 1-bedroom apartments at $1,800.00 and 2-bedrooms at $2,400.00. Bill said rental rates will be based on the cost of the project and the market, so at this point it is tough to say exactly what the rental rates would be.

Bill explained that the proposal includes three buildings with 180 units and a club house on the parcel. One of the buildings is 4-stories high and with 1-story garage space behind it. They expect to provide 25% affordable units, and they took into consideration the buffer between the site and Apple Ridge.

Joe Magnani asked if it was possible to increase the buffer zone to 150 ft. to 200 ft. and what they expect the buffer to consist of. Bill explained that they will not clear cut the site and they will not cut anything in the area that is not being built on.

Steve Mitchell explained that the Board’s understanding was the number of proposed units was 150, less than what is being presented tonight. Michael from UGC said that the 180 units being presented is the number of units estimated based on demand and operational feasibility prospective.

Peter Daner, 41 Wilbur Drive stated that the visibility of development and the project being an eyesore is concerning. He also said the Cirrus Apartments are unsightly with the High Street properties. He explained that placing the building in a row along the Cirrus Apartments would allow for more open space buffer and therefore would be preferable.

Paul Wilkinson, 16 Russet Hill Road explained that he would like to see the proposed apartments moved closer to the existing apartments. Paul said that he does not support this project and fears that this will look like Cirrus project.

Terry Meltzer, 46 Wilbur Drive said she does not support this project and would prefer to see low-rise buildings in place of the higher buildings.

Mark Dassoni, 49 Hawthorne Road supports adding affordable senior housing to the community.

Peter Daner said that he is a senior and the equity in his house is his retirement and he fears the value will plummet if this project goes through.

Vilma Burnelle, 10 Rodman Road something put in place for that will restricted this housing to seniors.

Joe Magnani wanted to know if it is possible to modify the plan to provide an additional buffer

Tom Dziubek, Wilbur Drive wanted to understand, regarding the town’s tight water, whether there is adequate supply for 180 more units and if asking for concessions have been considered. Michael Herbert explained that the town has approved a connection to the MWRA if additional water supply is needed. Tom also said he is not in favor of the Siberian architecture that is currently on High St.

Steve Mitchell explained that the Board and developer would work on a Development Agreement and incorporate concession.
Michael Herbert explained that he has been working with Bill and feels that he is straight shooter, but he thinks the buildings are too big. Michael said the project would need to be in the 140-unit range and possibly changing the project to two buildings, four stories high with an increased buffer.

Steve Mitchell said that he has walked the land several times and there is an opportunity to hide the buildings more effectively by moving them towards the access road.

Yolanda Greaves said she was in a unique position where we have a builder that is looking to work with the community and build a project that is good for the community. Additionally, Yolanda is hoping that we can all come up with a compromise.

Michael thanked the Board and the neighbors for their comments and said they will come back with a solution to address the concerns.

Michael Herbert asked that the next step is and UGC said this month they will go back to site to review the topology and look at what adjustments can be made to the project.

**JC Auto Sales**

Juan Mendez presented the Board with the site plan showing the vehicles that he has onsite and how spaces are utilized.

Steve Mitchell asked what the process is how many vehicles are on the property that are for sale. Juan explained that he accepts trades and during that time he needs to decide if he is going to keep the vehicle or send it to auction.

Yolanda Greaves said that based on the license he is only allowed to have 15 cars in the used car inventory, and she feels that having more than allowed is what is creating the issue.

Joe Magnani stressed that their permit is limited to used car inventory up to 15 vehicles, including all retail vehicles. Joe also suggested that the Class II License may need to reevaluate the distinct inventory conditions.

Ms. Mendez explained that they in compliance with the 15 vehicles and she does not understand why the Board feels differently.

Steve Mitchell said that he does not feel that the license is adequate for the current business and the typical inventory. In addition, he suggested a different location for detailing may be an alternate solution, as the lot's footprint may no longer enough.

Yolanda Greaves explained inventory includes all cars that are ready for sale and potentially for sales.

Steve Mitchell said an application should be submitted to request an increase in the number of the vehicles allowed.

Vilma Burnell, Rodman Road, said she wants the Board to understand that some of the information provided at the last hearing was inaccurate.

Tony Lewis, 34 Washington Ave., said that he is happy with the improvements.

Mark Dassoni asked Rob Scherer if he knows who owns the Sears parking lot. Mark asked about the compliance and how it is enforced.
Yolanda Greaves recommended that Juan reapply to modify the license for up to 25 vehicles, including vehicles for sale, for repair and potentially for sale.

Yolanda approve the renewal of JC Auto Sales Class II License for up to 25 vehicles in process for the for sale business. This motion is seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Consent Agenda

A. Waive the 15-day waiting period with regards to the appointments of Michael Silva as a Light Equipment Operator for Water and Sewer and Kevin Coskie as a Light Equipment Operator for Cemetery Park and Tree.
B. Accept the donation made to the Police Department in the amount of $100.00 from Dominic & Pearl Nicolo for the rescue.
C. Accept the December 5, 2018 Regular Session Minutes.

Yolanda Greaves made a motion to accept and approve the consent agenda as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Old / New Business

Discuss Rail Transit District

Michael Herbert updated the Board on the Rail Transit District property. He explained that the Bob Gaynor is working with the YMCA on the gift of the property. Michael explained that he is asking the Board to vote on the Plan and asked the Board to designate a member to sign the closing documents.

Motion: Yolanda Greaves made a motion that the Board of Selectmen authorize Steven Mitchell, to execute and enter into any and all documents necessary to effectuate the purchase of the property which is that certain parcel of land, as shown on a plan entitled 0 MBTA Access Road drawn by Hancock Associates, including 78.37 acres +/- pursuant to that certain Purchase and Sale Agreement dated November 27, 2018 by and between the Town of Ashland Board of Selectmen and Megunko Transit District, LLC and Ashland RTD Apartments, LLC and as authorized by Article 6 of the November 28, 2018 Special Town Meeting, and further to executed any and all documents necessary to effectuate the acceptance of a restriction on the property shown as Lot 2A on a plan entitled “Ashland RTD Apartments LLC, MBTA Access Road, Ashland Massachusetts, Approval Not Required Plan” by Kelly Engineering Group, dated March 4, 2016 and recorded in the South Middlesex Registry of Deeds Plan 345 of 2016 and which transaction shall take place no later than January 30, 2019. This motion was seconded by Joe Magnani with a unanimous vote of 4-0-0.

Motion: I hereby move that the pursuant to Article 6 of the November 28, 2018 Special Town Meeting, the Town of Ashland will purchase that certain parcel of land, as shown on a plan entitled 0 MBTA Access Road drawn by Hancock Associates, including 78.37 acres +/- pursuant to that certain Purchase and Sale Agreement dated November 27, 2018 by and between the Town of Ashland Board of Selectmen and Megunko Transit District, LLC and Ashland RTD Apartments, LLC and accept the restriction on the property shown as Lot 2A on a plan entitled “Ashland RTD Apartments LLC, MBTA Access Road, Ashland Massachusetts, Approval Not Required Plan” by Kelly Engineering Group, dated March 4, 2016 and recorded in the South Middlesex Registry of Deeds Plan 345 of 2016 for a purchase price of $4,800,000.00. This motion was seconded by Joe Magnani with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to go past 10:00 pm. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Board Retreat

The Board discuss their retreat that is scheduled for January 26th.

Sign Policy Update
Steve Mitchell explained that he spoke with Town Counsel after the last meeting to understand what is allowed on town owned property. He would like to have the Board review the updated sign policy and reevaluate it at a future BOS meeting.

**Town Manager Reports**

**Update on Downtown Projects**

Michael Herbert mentioned that he sent the report from BSC with renderings and engineering information.

Michael also said he is working with Doug Small on a plan to replace or reline the water mains on Main, Front and Summer Street in the summer of 2019 and he is working with Haley and Ward to obtain a cost estimate. Michael also said that some preliminary utilities work can be completed while the roads are opened for the water lines. Joe Magnani asked if the underground utilities can be addressed, and Michael said he is in contact with Eversource and Comcast concerning that effort.

Rob Scherer asked Michael for further assess whether the width of the bike lane and roads can be expanded, in order to accommodate safe passage of both bikes and vehicles.

Yolanda Greaves said that with Sheila Page, the former Town Planner leaving, staff needs to keep the Rte. 126 Project on their radar and working with Green, in order to ensure the town remains on the TIP.

**Warren District Update**

Michael Herbert provided the Board the with the Project Manager job description and he said that the position will be posted tomorrow. In addition, he is looking at grant opportunities that will be used for the Valentine Estate assessment or the engineering plans for the Warren Barn.

**Eversource Update**

Michael Herbert said that a reply was received from Eversource in response to our questions regarding the pipeline. He said that he also will be meeting internally with staff to hear their concerns.

**Home Rule Petitions**

Michael explained that the Home Rule Petitions have been signed.

**Board Reports**

**Joe Magnani**

Joe explained that the orange ribbon on the BOS table tonight is a sign of support for Jake Silver. Joe said that he is so proud that the town rallies around those in need.

Joe is looking forward to the Volunteer Breakfast and he thanked the management team for all their efforts.

**Yolanda Greaves**

Yolanda sent out the her best wishes to Jake and his family.

Yolanda reported that the MetroWest Conference for Women will be held in September, the Ashland Women’s Group will be meeting on January 28th at Wine Empire, and Ashland will host the MAPC.

Yolanda said she would like the Board to have an opportunity to review the Ashland Strategic Plan.

Finally, she said the MMA Conference is this Friday and Saturday, and she will be attending the Women’s Luncheon.

**Steve Mitchell**
## FY20 General Fund Budget

### Revenues

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<tr>
<th>Description</th>
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<th>2020</th>
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<tr>
<td><strong>Tax Levy</strong></td>
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<td>Prior Year Levy</td>
<td>42,012,504.00</td>
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<td>2.5% Increase</td>
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<td>TOTAL TAX BASE</td>
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<td>LEVY LIMIT</td>
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| State Aid                             |                |                |
| Education - Distributions & Reimbursements |            |                |
| Chapter 70                            | 6,115,970.00   | 6,115,970.00   |
| Charter Tuition Reimbursement          | 20,539.00      | 20,539.00      |
| Smart Growth                          |                |                |
| Offsets - Reserved for Direct Expenditure |            |                |
| School Lunch                          |                |                |
| School Choice Receiving Tuition        | 351,933.00     | 351,933.00     |
| General Government - Distributions & Reimbursements |       |                |
| Unrestricted General Govt Aid          | 1,398,231.00   | 1,398,231.00   |
| Veterans Benefits                     | 39,148.00      | 39,148.00      |
| Exemptions - VBS & Elderly            | 50,455.00      | 50,455.00      |
| State Owned Land                      | 87,129.00      | 87,129.00      |
| General Government - Reserved for Direct Expenditure |     |                |
| Public Libraries                      | 22,609.00      | 22,609.00      |

Total State Aid                        | 8,086,014.00   | 8,086,014.00   |

### Local Receipts

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<tr>
<th>Description</th>
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<th>2020</th>
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<tr>
<td>Local Receipts</td>
<td>4,220,000.00</td>
<td>4,185,000.00</td>
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<td>Local Receipts - Meals Tax</td>
<td>220,500.00</td>
<td>225,000.00</td>
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Total Local Receipts                   | 4,440,500.00   | 4,410,000.00   |
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<th>Other Funds</th>
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<th>2020</th>
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<td>Bond Premium</td>
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<td>Animal Control Bylaw</td>
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<td>QECB Subsidy Payments</td>
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<td>Community Preservation Funds - Debt</td>
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<td><strong>Total Other Funds</strong></td>
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<td><strong>TOTAL REVENUE</strong></td>
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<td>Appropriated Expenses</td>
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<td>Offset - School Lunch</td>
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<td>Offset - School Choice</td>
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<td>Offset - Library Aid</td>
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<td>Community</td>
<td>2017 General Fund Expenditures</td>
<td>2015 Population</td>
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<td>Ashland</td>
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Roadway Safety Traffic Committee

Agenda

Tuesday, December 11, 2018

9:00 AM

Police Sub Station, 29A Pond St, Ashland, MA 01721

- Call Meeting to Order
- Citizen’s Participation
- Approval of minutes
- Discussion about Prospect Street / Eliot Street Intersection
- Discussion on Safe Routes to School Grant Application
- New Business
- Adjournment
Legal Notice
Town of Ashland

Notice is hereby given that the Board of Selectmen will conduct a hearing regarding the change of Manager for

Long Acre, Inc
dba Stone’s Public House
179 Main Street
Ashland MA 01721

A public hearing will be held on the matter at the Ashland Town Hall, 101 Main Street Ashland, MA on Wednesday January 16, 2019 at 7:30 pm.

Parties wishing to be heard on this matter are invited to attend the public hearing at the date and time noted above. Interested parties who are unable to attend the hearing may submit written comments to the Selectmen’s Office, Town Hall 101 Main Street, Ashland, MA 01721 or by e-mailing Susan Robie at srobie@ahslandmass.com.

Rob Scherer, Chairman
Board of Selectmen
1. BUSINESS ENTITY INFORMATION

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<th>Entity Name</th>
<th>Municipality</th>
<th>ABCC License Number</th>
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<tr>
<td>LONG ACRE, INC</td>
<td>ASHLAND</td>
<td>00032-RS-0040</td>
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2. APPLICATION CONTACT

The application contact is the person who should be contacted with any questions regarding this application.

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<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
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<tbody>
<tr>
<td>AIDAN BURKE</td>
<td>TREASURER</td>
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</table>

3A. MANAGER INFORMATION

The individual that has been appointed to manage and control of the licensed business and premises.

<table>
<thead>
<tr>
<th>Proposed Manager Name</th>
<th>Date of Birth</th>
<th>SSN</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANDREA DUNNE-ADRIAN</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Residential Address</th>
<th></th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Please indicate how many hours per week you intend to be on the licensed premises

3B. CITIZENSHIP/BACKGROUND INFORMATION

Are you a U.S. Citizen? * Yes * No *Manager must be U.S. citizen

If yes, attach the following as proof of citizenship: US Passport, Voter's Certificate, Birth Certificate or Naturalization Papers.

Have you ever been convicted of a state, federal, or military crime? * Yes * No

If yes, fill out the table below and attach an affidavit providing the details of any and all convictions. Attach additional pages, if necessary, utilizing the format below.

<table>
<thead>
<tr>
<th>Date</th>
<th>Municipality</th>
<th>Charge</th>
<th>Disposition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tbody>
</table>

3C. EMPLOYMENT INFORMATION

Please provide your employment history. Attach additional pages, if necessary, utilizing the format below.

<table>
<thead>
<tr>
<th>Start Date</th>
<th>End Date</th>
<th>Position</th>
<th>Employer</th>
<th>Supervisor Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/2006</td>
<td>08/2017</td>
<td>manager</td>
<td>The Original Sports Pub</td>
<td>Don Demers</td>
</tr>
<tr>
<td>01/2000</td>
<td>2004</td>
<td>general manager</td>
<td>Not Your Average Joe's</td>
<td>Jamie Strobino</td>
</tr>
</tbody>
</table>

3D. PRIOR DISCIPLINARY ACTION

Have you held a beneficial or financial interest in, or been the manager of, a license to sell alcoholic beverages that was subject to disciplinary action? * Yes * No

If yes, please fill out the table. Attach additional pages, if necessary, utilizing the format below.

<table>
<thead>
<tr>
<th>Date of Action</th>
<th>Name of License</th>
<th>State</th>
<th>City</th>
<th>Reason for suspension, revocation or cancellation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td></td>
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</tr>
</tbody>
</table>

I hereby swear under the pains and penalties of perjury that the information I have provided in this application is true and accurate:

Manager's Signature: [Signature]  Date: 11/30/2018
APPLICANT'S STATEMENT

[Signature]

the: ☐ sole proprietor; ☐ partner; ☑ corporate principal; ☐ LLC/LLP manager

Name of the Entity/Corporation

hereby submit this application (hereinafter the "Application"), to the local licensing authority (the "LLA") and the Alcoholic Beverages Control Commission (the "ABCC" and together with the LLA collectively the "Licensing Authorities") for approval.

I do hereby declare under the pains and penalties of perjury that I have personal knowledge of the information submitted in the Application, and as such affirm that all statements and representations therein are true to the best of my knowledge and belief. I further submit the following to be true and accurate:

1. I understand that each representation in this Application is material to the Licensing Authorities' decision on the Application and that the Licensing Authorities will rely on each and every answer in the Application and accompanying documents in reaching its decision;

2. I state that the location and description of the proposed licensed premises are in compliance with state and local laws and regulations;

3. I understand that while the Application is pending, I must notify the Licensing Authorities of any change in the information submitted therein. I understand that failure to give such notice to the Licensing Authorities may result in disapproval of the Application;

4. I understand that upon approval of the Application, I must notify the Licensing Authorities of any change in the ownership as approved by the Licensing Authorities. I understand that failure to give such notice to the Licensing Authorities may result in sanctions including revocation of any license for which this Application is submitted;

5. I understand that the licensee will be bound by the statements and representations made in the Application, including, but not limited to the identity of persons with an ownership or financial interest in the license;

6. I understand that all statements and representations made become conditions of the license;

7. I understand that any physical alterations to or changes to the size of the area used for the sale, delivery, storage, or consumption of alcoholic beverages, must be reported to the Licensing Authorities and may require the prior approval of the Licensing Authorities;

8. I understand that the licensee's failure to operate the licensed premises in accordance with the statements and representations made in the Application may result in sanctions, including the revocation of any license for which the Application was submitted; and

9. I understand that any false statement or misrepresentation will constitute cause for disapproval of the Application or sanctions including revocation of any license for which this Application is submitted.

10. I confirm that the applicant corporation and each individual listed in the ownership section of the application is in good standing with the Massachusetts Department of Revenue and has complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting of child support.

Signature: [Signature]

Date: 11/30/2018

Title: TREASURER
CORPORATE VOTE

The Board of Directors or LLC Managers of

LONG ACRE, INC

Entity Name

duly voted to apply to the Licensing Authority of

ASHLAND

City/Town and the

Commonwealth of Massachusetts Alcoholic Beverages Control Commission on

Nov 30, 2018

Date of Meeting

For the following transactions (Check all that apply):

☑ Change of Manager

☐ Other

“VOTED: To authorize

AIDAN BURKE

Name of Person
to sign the application submitted and to execute on the Entity's behalf, any necessary papers and
do all things required to have the application granted.”

“VOTED: To appoint

ANDREA DUNNE-ADRIAN

Name of Liquor License Manager

as its manager of record, and hereby grant him or her with full authority and control of the
premises described in the license and authority and control of the conduct of all business
therein as the licensee itself could in any way have and exercise if it were a natural person
residing in the Commonwealth of Massachusetts.”

A true copy attest,

For Corporations ONLY
A true copy attest,

Corporate Officer / LLC Manager Signature

Corporation Clerk’s Signature
The Commonwealth of Massachusetts
Alcoholic Beverages Control Commission
239 Causeway Street Boston, MA 02114
www.mass.gov/abcc

RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
MONETARY TRANSMITTAL FORM

AMENDMENT-Change of Manager

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL LICENSING AUTHORITY.

ECRT CODE: RETA

Please make $200.00 payment here: https://www.mass.gov/epay-for-online-payments-abcc

PAYMENT MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL

EPAY CONFIRMATION NUMBER

A.B.C.C. LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

ENTITY/ LICENSEE NAME LONG ACRE, INC

ADDRESS 179 MAIN ST

CITY/TOWN ASHLAND STATE MA ZIP CODE 01721

For the following transactions (Check all that apply):

☐ New License  ☐ Change of Location
☐ Transfer of License  ☐ Alteration of Licensed Premises
☒ Change of Manager  ☐ Change Corporate Name
☐ Change of Officers/ Directors/LLC Managers  ☐ Change of Ownership Interest (LLC Members/ LLP Partners, Trustees)
☐ Change of Class (i.e. Annual / Seasonal)  ☐ Change of License Type (i.e. club / restaurant)
☐ Change of Category (i.e. All Alcohol/Wine, Mall)
☐ Issuance/Transfer of Stock/New Stockholder  ☐ Other ________________________________

THE LOCAL LICENSING AUTHORITY MUST MAIL THIS TRANSMITTAL FORM ALONG WITH COMPLETED APPLICATION, AND SUPPORTING DOCUMENTS TO:

ALCOHOLIC BEVERAGES CONTROL COMMISSION
239 CAUSEWAY STREET
BOSTON, MA 02241-3396
CORPORATE RESOLUTION

I, Aidan Burke, Clerk of Long Acre, Inc., a Massachusetts Corporation located at 179 Main Street, Ashland, MA 01721, certify that the following corporate resolution was duly adopted at a meeting held on November 30th, 2018, by a vote of majority ownership:

The Board of Directors, acting for and on behalf of the Corporation, hereby authorize the appointment of Andrea Dunne-Adrian as General Manager of Stone’s Public House, effective immediately.

SIGNED UNDER THE PENALTIES OF PERJURY this 30th day of NOVEMBER, 2018

Aidan Burke
Clerk
November 30, 2018

To Whom It May Concern:

This letter shall act as confirmation that Andrea Dunne-Adrian has been appointed as General Manager of Stone’s Public House in November 2018.

Ms. Dunne-Adrian’s name should appear on all licensing materials.

Sincerely,

[Signature]
Aidan Burke
Owner

[Signature]
Kevin Burke
Owner
This certificate expires 2 years from the issue date.

Issue Date: 12/13/2018

American Heart Association
which meets the guidelines of the
Adult, Child, Infant Choke SAVING

Has attended the following course:

Andrea Dunne-Adrian

This is to verify that

Certificate of Attendance
checked with Framingham police and learned the license plate on it was expired, and the insurance was canceled.

Another photo showed a revoked registered plate on a vehicle parked outside the city's longstanding complaints about the condition of the property.

"It seems I'm to shut another business down," member Susan Craighead added, "just like you know, the property's getting worse."

"It appears to me that there's been an intentional attempt to deceive by putting plates on cars on which they don't belong," he said.

For member Stephen Melitzer, the decision was influenced by what he perceived as a lack of candor by the owners.

"Those cars don't come from Adessa," Tuszino said. "Adessa does not send them to any cars, and seven of those vehicles have illegally attached license plates."
There were several issues raised by abutters:

1. Entrance and exit from the site: the applicant proposes a side entrance and exit. The front and side lot line curbing are found to be either lacking or crumbled and in very poor state. These need to be more clearly defined.

2. Parking: Providing that the needs of the neighbors entering and exiting Washington Street are that a clear line of vision to their street be maintained at all times, that there be no parking on Washington street by any cars not is Washington street to be used as a “test-drive” street.

3. Appearance: The present aesthetics of the site is less than desirable. Abutters would like to see the appearances be similar to the landscaping done by “Good Works Auto” with live landscaping and a lot, which is well maintained free of debris.

4. The Town Planner recommends a 10 foot buffer area in the front lot. The town is uncertain at this point of sidewalk installation.

In its viewing taken by all members sitting and voting, the Board noted all external characteristics of the locus and neighborhood. The lot fronts a busy corridor (Route 126 is AKA Pond Street) near the Framingham-Ashland Town lines. There is an existing chain linked fence in the rear area. The large steel sign bearing “Freni” is still in place. There has been some activity on the site to remove debris and general cleaning up the lot. The prior use has been abandoned for at least a year. The Route 126 construction moratorium, which passed at recent town meeting, does not apply since the application came prior to town meeting action.

The applicant has satisfied the terms of 282-10(C, D and E) under which the Board has unanimously found all of the following: The Granting Authority (The Z.B.A.) has determined that the proposed use shall not create a condition peculiar to the particular case that shall cause nuisance, hazard or congestion or for other reason cause substantial harm to the neighborhood and derogation from the intent of this chapter and that the proposed use will be of some substantial benefit or serve some need of the Town. That a Special Permit may be issued with such reasonable conditions and safeguards or limitations in time and/or used as the Special Permit Granting Authority (The Z.B.A.) has deemed necessary to serve the purpose of the Chapter.

VI. VOTE: Therefore, it was unanimously and duly VOTED TO GRANT such Special Permit with the following list of conditions and safe guards in place:

1. The applicant will maintain a 5-foot buffer zone directly along the lots Route 126 frontage where there will be no use or display. It shall be landscaped with live low-lying shrubs spaced no further apart than 3 feet (arbor-vitae/hemlock or juniper) and mulching.

2. The used car inventory shall not exceed 15 cars.

3. The display of cars shall be such that the can easily enter and exit via Washington Street without using Route 126.

4. Remove the existing “Freni” sign and steel post.

5. Other signs within the confines of the sign by-laws may be used.

6. Entrance and exit from the locus shall be solely via Washington Street.

7. Auto alarms will be disabled every evening after 7 P.M. Security and motion lighting may be used outside the hours of operation.

8. At no time is Washington Avenue to be used for parking or as a test-drive street.

9. The hours of operation shall be limited to Monday through Friday from 7:00 A.M. until 8:00 P.M. and Saturday from 12:00 P.M. (Noon) until 5:00 P.M. There will be no Sunday hours.

10. Security motion lighting for the locus shall be in place but with bulb shades to prevent the migration of light upon abutters.
01/14/2019

TO; BOARD OF SELECTMEN TOWN OF ASHLAND
RE: 15 POND STREET –JC AUTO SALES

The following (see attached –spread sheet) is a the count of cars on the above mentioned
property observed and verified on the following dates
01/03/2019,01/07/2019,01/08/2019,01/10/2019,01/11/2019.

(See also attached plan) for the lay out of the cars in question.

This business conducts itself as stated above and as stated in the spread sheet.
To summarize I found that each day the cars that were on display – “For Sale “were
constant at 15 cars. The varying numbers were mostly his detailing which was different
each day. Also the ones in process/sold/trade varied as well each day ranging from 15 to
as low as 10 over a week’s time combined. The detailed cars raged from as high as 45 to
as low as 30 in the same period. Repairs ranged from as low as 3 to as high as 7 during
the same time frame. Trade- in's were as high as 8 to as low as 0 in the same time frame.
The total number of cars on site varied also, from a high of 80 to a low of 64 in the same
week.

In conclusion this is what I have observed at JC Auto sales -15 Pond Street, Ashland.

If you have any further questions please contact my office.

Mike Crisafulli
Building Commissioner
Mcrisafulli@ashlandmass.com

Tel.508-532-7970
Fax 508-881-0102
<table>
<thead>
<tr>
<th>DETAILED REPAIRS FOR SALE</th>
<th>PROCESSING</th>
<th>SOLD</th>
<th>TRADE IN</th>
<th>TOTAL CARS</th>
<th>DATE VERIFIED</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
<td>3</td>
<td>15</td>
<td>11</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>37</td>
<td>5</td>
<td>15</td>
<td>8</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>35</td>
<td>3</td>
<td>15</td>
<td>9</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>39</td>
<td>4</td>
<td>15</td>
<td>12</td>
<td>3</td>
<td>2</td>
</tr>
</tbody>
</table>
DPW new offers

Lisa Uglialoro <luglialoro@ashlandmass.com>
To: Susan Robie <srobie@ashlandmass.com>

Both for LEO positions:
Michael Silva - Highway
Kevin Coskie - CPT

Best regards,
Lisa

Lisa Uglialoro
Human Resources Director
Town of Ashland
a: 101 Main Street, Ashland, MA 01721
p: 508-532-7910
w: https://www.ashlandmass.com/451/Human-Resources

2 attachments

- Kevin Coskie Resume.pdf
  265K
- Silva, Michael.pdf
  2674K

waiver of the 15-days is requested.
Skills and Abilities

- Extensive customer service skills
- Managing multiple tasks in a timely manner
- Employee training and development
- Strong written and verbal communication
- Creative problem solving
- Strong physical abilities
- Knowledge of hand and power tools
- Quick learner
- Team player
- Energetic and organized

Core Accomplishments

Customer service: Provided effective customer service by quickly identifying needs, gaining trust, and managing complex situations. Analyzed customer complaints to identify, resolve, and prevent recurrence of problems to maximize efficiency.

Training: Trained new employees to ensure continued high quality of customer service.

Multitasking: Demonstrated proficiencies in telephone/computer/tools and coordinated for highest level of service within busy environments.

Experience

Nute Brothers Landscape Management, Grafton, MA 01519
Position: Landscaper

Job tasks:
- Improving exterior appearances of various homes and businesses
- Performing routine maintenance on landscaping equipment
- Hedge/scrub trimming
- Lawn mowing
- Fertilizing
- Fall cleanup
- Leaf blowing
- Safely operating various types of heavy machinery

Department of Conservation and Recreation, Ashland, MA 01721
Position: Laborer, Assistant Supervisor for the Ashland State Park

Job tasks:
- General maintenance of the Ashland State Park
- Upkeep of picnic areas and hiking trails
- Operating and storing seasonal equipment and transportation vehicles
- Assisting with camp operations
- Administering first-aid to park patrons

Spring & Fall Seasons of 2017-2018
Summer Seasons of 2016-2018
Michael Anthony Silva

13 Federal Street
Blackstone, MA 01504
MSilva011 @yahoo.com
508-330-3228  -  cell

LICENSES/CERTIFICATIONS
CDL Class B
Hoisting 2A 1C
Water Distribution Grade 1
Water Treatment Grade 1
Competent Person
Confined Space
Asbestos Safety
OSHA 10

TRAINING
Hands on Backhoe & Front End Loader Operator
Excavation Safety
Baystate Snow & Ice Operations Road Program
Concepts and Practices of Drinking Water Distribution
Concepts and Practices of Drinking Water Treatment
Saw Safety
Wastewater License Preparation Course

EDUCATION
Bellingham High School  

EMPLOYMENT
Town of Framingham, Water Department  
Medium Equipment Operator  
Installed/repaired/replaced a wide range of size and material of water mains and service lines and their associated appurtenances such as gates, hydrants and meters.
Experience with pipe location and taping equipment.
Addressed customer issues with water problems, both on the phone and in person.
Installed/repaired wastewater collection system piping.
Assisted office personnel with completion of paper work on the computers.
Proficient with valve insertion equipment.
Operated backhoes, loaders, excavators, forklifts, and bobcats.
Experience in snow & ice plowing/treatment.

Town of Bellingham, DPW  
Truck Driver/Plipefitter  
Installed/repaired/replaced a wide range of size and material of water mains and service lines and their associated appurtenances such as gates, hydrants and meters.
Experience with pipe location and taping equipment.
Installed/repaired storm water structures such as catch basins and manholes.
Installed/repaired wastewater collection system piping.
Operated backhoes, loaders, excavators, forklifts, skidsteer, catch basin clam, trackless with sidewalk plow, sidewalk snow blower, sidewalk power broom, and brush cutter.
Experience in snow & ice plowing/treatment.

2004-2008
June 2008-2014
March 2014 - present
Vision Statement - The Town of Ashland will be a prosperous and fiscally sound community with a full range of housing, business, cultural, educational, and recreational opportunities in a safe and attractive environment for residents and visitors.

Mission Statement - The Ashland Board of Selectmen is dedicated to promoting responsible fiscal management, advocating for sustainable development & growth and providing excellent municipal services which will enhance the quality of life in our diverse community. The Ashland Board of Selectmen is committed to providing clear goals and objectives for Town management and creating effective engagement and public participation with residents, state legislators and other elected officials in order to achieve our mission.

Call Meeting to Order – Rob Scherer 6:15 pm
Pursuant to G.L. c. 30A sec 21(a)(2) the Board move into executive session to conduct contract negotiations with nonunion personnel, specifically the Town Manager, and pursuant to G.L. c. 30A sec 21(a)(6), to consider the purchase and value of real property the public discussion of which may have a detrimental effect on the negotiating position of the Board. Mark Dassoni led the Board in the Pledge of Allegiance.

Rob Scherer called the meeting to order at 7:00 pm. Present at the meeting were Chair Rob Scherer, Vice Chair Steve Mitchell, Yolanda Greaves, Joe Magnani, Town Manager Michael Herbert and Assistant Town Manager Jenn Ball.

Mark Dassoni lead the pledge of allegiance.

Citizen’s Participation
Mark Dassoni commented on President George H. W. Bush’s admirable character and comments made at his funeral.

Scheduled Hearings/Appearances
   Tax Classification Hearing
Rob Scherer opened the hearing and read the public notice.

Rich Ball, Assistant Assessor explained the process for setting the tax rate. Rich said that this year is a revaluation year for the town which will adjust the valuation of each class of properties. He stated that the process is like past years and the Board of Assessors is recommending once again to move forward with a single rate. Rich said residents may look up the tax rate for their property on the Ashland website and the appeal period begins on January 1st to appropriately February 1st.

The recommended tax rate is $16.28 per thousand which would cost the average homeowner $156.00 and condo owner $250.00 per year.

Yolanda Greaves made a motion to close the hearing. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.
Yolanda Greaves made a motion to accept the Board of Assessor’s recommendation of a single tax rate for the FY2019 in the amount of $16.28 per thousand. This motion was seconded by Joe Magnani with a unanimous vote of 4-0-0.

**Ashland Public Library – Name Meeting Room**

During construction a fundraising committee convened to raise money for items not included in the budget. The committee created a donation structure which allowed donor naming based on the donation. In 2014, the library was notified that Robert E. Schiesske had named the Ashland Public Library in his will and left $45,000.00 to the Library. As a result of this donation he met the criteria to have a meeting room named after him. The Board of Trustee voted to support naming the large meeting room in honor of Robert E. Schiesske.

Yolanda Greaves made a motion to accept the recommendation by the Library Board of Trustee to name the large room the Robert E Schiesske Meeting Room. This motion was seconded by Joe Magnani with a unanimous vote of 4-0-0.

**1 Acre Parcel located at Warren Woods**

Gene Crouch explained that 117 acres at Warren Woods have already been transferred to the care and custody to the Conservation Commission (ConCom), and he is proposing the transfer of the 1-acre parcel from the Board of Selectmen’s to the ConCom custody to keep the entire property under the same control. Gene explained that his only concern is by the ConCom not having control there is no restriction on how the 1-acre parcel is utilized.

Steve Mitchell asked for clarity from Town Counsel concerning this proposal.

Joe Magnani asked if parking will be restricted if the parcel was transferred. Gene said that parking will continue because the ConCom wants the public to use the property and parking is needed.

Yolanda Greaves explained that she has a concern that by transferring this 1-acre parcel the Board will give away flexibility and future development of the parcel.

Rob Scherer mentioned that he supports the transfer but considering the questions and concerns he would like clarification and answers and further discussions second meeting in January.

**Consent Agenda**

A. Accept Donation from William Gath for the Kids Spot Spinner in the amount of $50.00
B. Appointment of Frank Urbani to the Auxiliary Police Department
C. Accept MIIA Grant for $7,500.00 for headsets for the Fire Department.

Steve Mitchell made a motion to accept the consent agenda as presented. This motion was seconded by Yolanda Greaves with a unanimous vote of 4-0-0.

**Old / New Business**

**Special Town Meeting for Rail Transit District**

Michael Herbert explained that a Special Town Meeting for the Rail Transit District will be scheduled on February 13th to review and approve zoning changes for Lot 2 that will allow for a denser development on a smaller footprint. Michael indicated that the warrant will need to be closed in January.

**Development Agreement for Rail Transit District (RTD)**

Michael mentioned that the Board needs to work out a process to select a developer for the RTD, including specifying the number of affordable units. He said we should be looking at an incentive program to maximize the number of affordable units and age restrictions.
Create a Land Use and Development Liaison Committee
Steve Mitchell explained that he had suggested the creation a Land Use and Development Liaison Committee. He explained that the proposal is primarily to improve communication across boards and committees. Steve suggested that for specific projects certain members would review the projects and agreements.

Yolanda Greaves said she supports this proposal but would like language added that indicates members that serve on more than one board not be appointed to this committee.

Michael said he would like to recommend only having one member of the Board of Selectmen appointed to the committee.

Yolanda Greaves made a motion to appoint Steve Mitchell and Yolanda Greaves to the UGC working group to discuss the development agreement. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Mark Dassoni said he has a few concerns with development of this committee and wants to be sure developers are also heard.

Annual License Renewals
Steve Mitchell asked to remove JC Auto Sales and discuss them separately.

Yolanda Greaves made a motion to approve the All Alcohol and Restaurant List as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Wine and Malt Restaurant Licenses as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Wine and Malt Retail Licenses as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Club Licenses as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Amusement Licenses as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Billiards License as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Class II Licenses minus the JC Auto Sales. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Steve Mitchell recommended the Board renew the Class II License for JC Auto Sales for 30 days and have the business owner come before the Board in January to discuss the operation Yolanda Greaves made a motion

Yolanda Greaves made a motion to approve the Class II License for JC Auto Sales for 30 days. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Class III list as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.
Yolanda Greaves made a motion to approve the Common Victualler Licenses as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Entertainment Licenses as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Sunday Entertainment Licenses as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve the Hobby Shop License as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

Yolanda Greaves made a motion to approve Lodging License as presented. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

**Employment Agreement with Town Manager**
Rob Scherer explained that the Board is in the process of discussing a three-year employment contract with the Town Manager and the discussion will continue.

**2019 Meeting Schedule**
Yolanda Greaves suggested adding an additional meeting on September 16, 2019 to make up for the 3rd Wednesday that the Board cannot meet due to the holiday.

**Discuss Vacancy on the Board of Selectmen**
Rob Scherer explained that Carl Hakansson resigned from the Board. The Board discussed the vacancy and feel that there is no reason to hold a special election to fill the vacancy.

**EA Fish Project at Robert Hill Way**
Michael Herbert explained that the EA Fish Project at Robert Hill Way is active again. Michael explained that the developer was receiving tax credits and they are coming back to the Zoning Board of Appeals for an extension on the tax credits.

**Designer Selection Review Policy**
Jenn Ball explained that the Designer Selection Review Policy was accepted in January 2016 and wanted to bring it back before the Board for review and to remind them of the policy considering projects that are pending, as adhering to the policy is required as part of the procurement process. Additionally, Jenn requested that the Board appoint either Michael Herbert or herself as to save time when timing is an issue with the process.

Yolanda Greaves made a motion to reaffirm the Designer Selection Procedures as presented and appoint Jenn Ball to manage the process. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

**Town Manager Reports**

**Town Meeting Recap**
Michael Herbert said he felt that the Special Town Meeting was a huge success based on the number of residents that attended, which was 430. Michael explained a follow-up meeting was held today with staff, and he will follow-up on the items that were identified. In addition, he said some borrowings will be required based on the projects identified at Town Meeting and the Treasurer will begin working on this around the May timeframe.

Michael thanked everyone that worked on making Town Meeting a success and Steve Mitchell explained that he felt Adam did a great job conducting the meeting.
Joe Magnani thanked Kelly Rund for arranging the babysitting service, as it allowed many to attend that otherwise would not have come.

Yolanda Greaves thanked WACA-TV for all their efforts.

Michael Herbert explained that Doug Small is going to work with the Stormwater Committee on a rate structure memo in January for Stormwater Enterprise Fund.

**School Budget Process**
Michael Herbert reported that Jim Adams, the Superintendent, has invited the Finance Committee and the Board to the School Department’s first budget workshop on Saturday, December 15th from 8:00 am to 2:00 pm.

**Downtown Zoning Grant**
Michael Herbert explained that Sheila Page the Town Planner had been awarded a $29,000 grant that will be used for downtown zoning.

**Warren Barn**
Michael Herbert explained that the Warren Barn had been condemned. Jenn Ball explained that we are working to obtain an assessment and a structural engineer is needed to evaluate the building.

Steve Mitchell said he would like to include Framingham State University in the discussion, because they have used the building in the past and may help with the funding.

Michael Herbert explained that he is looking to possibly appoint a Project Manager for the Warren District project.

Michael Herbert explained that what he is looking at our options on the rebuild or rehab, but we need to get an evaluation done prior to deciding.

**Public Safety Building – Next Steps**
Michael Herbert thanked the residents for their support and thanked the members of Public Safety for their assistance. He said the next step is to hire a project manager and meet again with the committee on how to proceed.

**Downtown Projects**
Michael Herbert explained that the asbestos concrete water pipes located in downtown area need to be replaced.

**Retreat**
Yolanda Greaves asked the Board members if they wanted to select a date for a retreat. Michael said he would like to hold off on the retreat until after Town Meeting because he would like to be able to focus on the Special Town Meeting.

Yolanda explained that holding off until March would not allow the Board enough time to focus on the items identified at the retreat. Board members agreed to schedule the retreat on January 12, 2019 from 8:00 am to noon at the Warren Conference Center.

**Board Reports**

Joe Magnani

Joe thanked all the residents that voted and attended the Special Town Meeting.
Joe thanked everyone involved in the Holiday Lighting and said it was a wonderful event. Additionally, Joe attend the Menorah Lighting and said it was a cold night but a nice event. Joe reminded everyone to attend the event at the Bagel Table and have a bagel with Santa.

Joe offered his condolences to Paul Thorp’s family.

Joe suggested buying a tree from Ashland Lions to support the Lions, and he wished everyone Happy Holidays and asked everyone to remember those that are less fortunate.

**Yolanda Greaves**

Yolanda said the Mindess Building Committee will meet on December 18th at the Mindess School Library. A meeting in April will take place to select and approve a design company.

Yolanda reported that WACA TV is holding a holiday light show and she wished everyone a Happy Hanukah, Happy Kwanza, a Merry Christmas and a Happy New Year.

**Steve Mitchell**

Steve reminded everyone that there are many events taking place this Saturday, including Illuminate Ashland that will start at Annmarie’s Dance Studio. It is the 2nd year for the event and it starts at 4:30 pm and ends at 7:00 pm.

Steve wished the Jewish community a Happy Hanukah.

Steve thanked the Bagel Table for providing the cookies and hot chocolate given out by Needham Bank at the Holiday Lighting on Saturday, and Lucky Farms and Cobblestone Landscaping that provided monetary assistance.

He reminded all that tomorrow is the monthly Lions Breakfast at the Senior Center and he wished everyone a safe and joyful holiday season.

**Rob Scherer**

Rob thanked his fellow Board member for a successful year and everyone else involved.

**Adjournment**

Yolanda Greaves made a motion to adjourn. This motion was seconded by Steve Mitchell with a unanimous vote of 4-0-0.

**Meeting Materials:**

This agenda is subject to change and includes those items reasonably anticipated by the Chair to be discussed at the meeting. Not all agenda items may in fact be discussed and other items not listed may also be brought up for discussion to the extent permitted by law.
**Motion:** I hereby move that the Board of Selectmen authorize ____________, to execute and enter into any and all documents necessary to effectuate the purchase of the property which is that certain parcel of land, as shown on a plan entitled "_____________" drawn by ______________, including ______ acres +/- pursuant to that certain Purchase and Sale Agreement dated November 27, 2018 by and between the Town of Ashland Board of Selectmen and Megunko Transit District, LLC and Ashland RTD Apartments, LLC and as authorized by Article 6 of the November 28, 2018 Special Town Meeting, and further to executed any and all documents necessary to effectuate the acceptance of a restriction on the property shown as Lot 2A on a plan entitled “Ashland RTD Apartments LLC, MBTA Access Road, Ashland Massachusetts, Approval Not Required Plan” by Kelly Engineering Group, dated March 4, 2016 and recorded in the South Middlesex Registry of Deeds Plan 345 of 2016 and which transaction shall take place no later than January 30, 2019.

**Second:**

________________________

**Vote:**

________________________

________________________

________________________

**Date:**

________________________

**Secretary Signature:**

________________________

**True and Accurate Copy:**

________________________

Town Clerk
Motion: I hereby move that the pursuant to Article 6 of the November 28, 2018 Special Town Meeting, the Town of Ashland will purchase that certain parcel of land, as shown on a plan entitled "______________" drawn by ________________, including ______ acres +/- pursuant to that certain Purchase and Sale Agreement dated November 27, 2018 by and between the Town of Ashland Board of Selectmen and Megunko Transit District, LLC and Ashland RTD Apartments, LLC and accept the Restriction on the property shown as Lot 2A on a plan entitled "Ashland RTD Apartments LLC, MBTA Access Road, Ashland Massachusetts, Approval Not Required Plan" by Kelly Engineering Group, dated March 4, 2016 and recorded in the South Middlesex Registry of Deeds Plan 345 of 2016 for a purchase price of $4,800,000.00.

Second: ______________________

Vote: ______________________  ______________________

__________________________ ______________________

Date: ______________________

Secretary Signature: ______________________

True and Accurate Copy: ______________________

Town Clerk
Managing Organizations

Too Many Projects

by Rose Hollister and Michael D. Watkins

FROM THE SEPTEMBER-OCTOBER 2018 ISSUE

Dear HBR

The advice show for workplace dilemmas.
We take your questions and offer a better way forward.

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Sometimes leaders are unaware of all the initiatives under way and their impact on the organization. In other cases organizational politics conspires to let initiatives continue long after they should have run their course. Either way, overload can result in costly productivity and quality problems and employee burnout. With record low unemployment, companies that do not adjust the workload are also at risk of losing valuable talent. One leader who used to head up talent consulting at a human capital firm told us in an interview, “While I enjoyed and respected my team and found the work motivating, the pace was unsustainable. I chose to leave before I had a heart attack.”
In many organizations, the alarm bells for initiative overload ring when engagement survey results drop or turnover levels rise—or both. At one Fortune 500 retail company, for example, internal studies showed that store managers had more duties than they could accomplish in a standard workweek. Instead of moderating the demands of the job, their bosses expected them to prioritize and juggle. Yet with business results faltering and customer service scores declining, the senior executive team realized that a new approach was needed and recommended that a task force of high-potential leaders assess the impact of initiatives on frontline store managers.

The task force found that many departments were simultaneously launching initiatives that required store managers’ attention, in areas such as product launches, training, customer service, and IT. A comprehensive review revealed that more than 90 distinct initiatives had gotten under way in the previous six months. Store managers were expected to absorb and act on them while dealing with high customer volume and managing the staff. All these demands took their toll. Some outlets failed to meet company expectations and forecasts, and adoption rates for new initiatives dropped, because the organization just couldn’t process them all.

When company leaders received the report, they realized that they had to be more disciplined about

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in our consulting work with dozens of businesses, we’ve seen the consequences of overload play out again and again across a range of industries. In conversations and interviews in a wide variety of organizations, capacity is a frequent topic: Leaders feel pressured to do more with fewer resources. We’ve identified several root causes, which we’ll discuss here so that you can spot the risks in your company. Organizations tend to rely on flawed fixes, so we’ll also explain why those typically fail and what works better.

The Roots of the Problem

Why does initiative overload happen? We have observed seven causes:

**Impact blindness.**

As the *Fortune* 500 retailer learned, executive teams can be oblivious to the number and cumulative impact of the initiatives they have in progress. Many organizations lack mechanisms to identify, measure, and manage the demands that initiatives place on the managers and employees who are expected to do the work. In practice, it can be challenging to measure the load across an organization, because of initiative volume, company complexity and size, and insufficient tracking tools. But as the example above shows, it can be done if the business dedicates resources to making it happen.

**Multiplier effects.**

Most senior leaders have a line of sight into their own groups’ initiatives and priorities but a limited view of other groups’ activities. Because functions and units often set their priorities and launch initiatives in isolation, they may not understand the impact on neighboring functions and units. Suppose, for example, that an organization consists of five units. If each one undertakes three initiatives, each of which requires some resources from two other units, then frontline managers in each unit are effectively juggling nine initiatives. And this assumes an even distribution of impact, if assisting one another with the moving of logs. In organizations it leads to a pileup of promises to fulfill—and projects that just won’t die. This can happen even after funding has been officially cut, because leaders may have their own deep pockets of funding and the decision-making power to keep their initiatives moving forward.

**Unfunded mandates.**
In the world of politics this term is used when legislatures pass laws that require certain things to happen but don’t provide funding for implementation. Similarly, in business, executive teams often task their organizations with meeting important goals without giving managers and their teams the necessary resources to accomplish them. In one major acquisition in which we were involved, the executive team spent tens of millions of dollars on consulting to design the new, combined organization’s strategy, structure, systems, and staffing but provided no funding to support the critical work of transition and integration. Largely as a result of conflicts between “us” and “them,” the acquiring company lost most of the acquired entity’s best talent—the retention of which had been a core goal. This is not an isolated example: Initiatives are often launched without having resources dedicated to them.

**Band-Aid initiatives.**

When projects are launched to provide limited fixes to significant problems, the result can be a proliferation of initiatives, none of which may adequately deal with root causes. We have seen companies make substantial investments in training programs in response to superficial assessments of the skills required, or provide limited support for integrating the new skills into day-to-day practice.

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**Initiative inertia.**

Finally, companies often lack the means (and the will) to stop existing initiatives. Sometimes that’s because they have no “sunset” process for determining when to close things down. A project might have been vital for the business when it
the questions below to gauge whether your organization is at risk. Then total up the yesses—those are red flags. If you have more than four, you may need to better manage the number or timing of initiatives.

Do leaders often talk about the need to cut back on the number of new initiatives? Yes/No

Does a significant amount of work and team time revolve around launching and supporting initiatives? Yes/No

Does the organization lack a central group that reviews all current initiatives? Yes/No

Does the organization lack processes for quantifying impact and prioritizing initiatives? Yes/No

Are multiple initiatives being launched simultaneously? Yes/No

launched, but later the rationale no longer exists—and yet the funding and the work continue. For example, for decades many organizations used so-called mystery shoppers to gather customer feedback and evaluate customer service. With the internet, companies can now gather feedback and data directly from their customers. But many have been slow to make the shift, because parting with a well-oiled machine—even one that is clearly dated—means switching to less-tested systems that require all-new competencies. The habits and the infrastructure for mystery shoppers are already built. Capturing, understanding, and valuing customer data gathered online requires time and different skill sets. So, many traditional companies follow the lead of upstarts, which do not have to unlearn old, comfortable approaches: They hire people with the right skills to help

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that either have no impact or make the problem worse. For instance:

**Prioritizing by function or department.**

Leaders are most comfortable setting priorities within their own area, because they know that territory best, but this does not allow them to recognize the cumulative impact of initiatives

Are legacy projects renewed without a regular assessment of current need or effectiveness? Yes/No

Are initiatives launched even when resources are already stretched? Yes/No

Are people expected to absorb new demands without stopping past projects? Yes/No

Are projects launched without a full analysis of ongoing support needs? Yes/No

Are initiatives launched without a “sunset,” or stopping, process having been identified? Yes/No

Is the success of an initiative evaluated primarily by the leaders who launched and own the project? Yes/No

Across groups. For example, a top goal for finance might be to adopt a new expense program across the enterprise. Even if it’s the right decision for the company, learning the new system by trial and error or through training places extra demands on leaders outside the finance function. Designated “superusers” put in even more time than most, coaching their colleagues on day-to-day use and fielding questions as they arise, and that eats into the time they can spend on their own teams’ projects. Of course, all those demands butt up against recurring processes that consume everyone’s time across the organization: Managers must create and manage budgets for finance, document individual and team performance for HR, undergo ethics or sexual harassment training for legal, and so on.

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- What data or other evidence tells us that this initiative will have the desired impact?

Assessing resources

- What is the true human capital demand?
  1. What resources (time, budget, and head count) are needed to design and launch the initiative?
  2. In addition to the department that owns the initiative, what departments

Bottom-up conversations, and too often they just don’t want to hear about what people can’t do. In such an atmosphere, employees are afraid to voice concerns about workload or to admit having limits, because of the risk to their careers, so they keep mum. And without that input, leaders lack a full view of demands across the enterprise and can’t prioritize accordingly.

or functions will be tasked with supporting it?

3. What time commitments will be asked of leaders and staff members to attend meetings or develop the skills needed to understand or implement the initiative?

4. What resources will be needed to sustain it?
   - How does the human capital demand compare with the potential business impact? Does the cost outweigh the benefit?
   - How will the organization determine whether it has the capacity to take on the initiative?

Sizing up stakeholder support
   - Who are the key stakeholders?
   - What actions will be required to support the initiative?
   - How fully is that support in place?

Setting limits

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As a result, cuts to projects in one function, such as IT or marketing, can undermine the ability of other functions to deliver critical projects. For example, as part of overall cost containment, the IT department at a hospitality company had to cut costs by 20%. So it moved to a model based on self-service and outsourcing and eliminated on-site, in-person computer support. Although IT achieved its cuts, all the other functions spent more time resolving their IT issues.

What Does Work
While challenging, it is possible to fight initiative overload and concentrate organizational resources on strategically essential projects. For example, CBIZ, a growing business-services company, has become much stricter about deciding which projects can move forward. Marina Davis, the company’s director of organization and talent development, told us in an interview, “We look at each initiative through two lenses: One, does it have a positive impact on the business? And two, does it have a positive impact on the culture? As we continue to gain speed, we are being very careful about choosing what we will and will not take on at this time.”

Similarly, senior leaders at the real estate firm mentioned earlier—the one that launched so many initiatives at once—began to see a need for change. Although they had pushed for business transformation that year, they didn’t want that pace to become the new normal. So they watched for signs of that in the next year and were surprised at the sheer volume of budget dollars being requested for even more initiatives, most of them internal—all-staff meetings, leadership development events, planning meetings, IT launches, and HR training. Although the company financials were strong enough to support the requests, the firm needed to focus more intently on hands-on sales, and the executive team worried that the other proposed initiatives could get in the way. To assess that concern, they asked functional leaders to break down travel budgets and time spent at hotels. To date, they’ve identified a significant saving for the firm.

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As these examples show, fighting initiative overload requires the will and the discipline to make and enforce hard choices. Here’s a step-by-step process that can guide you.

1. Get a true count of current initiatives across the enterprise, to see if your organization is suffering from overload. (See the sidebar “Does Your Organization Have a Problem?”)

2. Assess all the initiatives currently under way. For each one, identify the business need, the required budget, the head count allocation, and the business impact.
3. Have senior leaders work together to establish priorities in an integrated way. The discussion must be driven by the top leadership team and informed by candid feedback from below to ensure sufficient decreases in initiatives.

4. Put in place a sunset clause for each initiative, identifying an end date for funding and a head count allocation, so that projects do not consume resources year after year unless they are making a significant business impact.

5. In subsequent yearly planning, require each initiative to reapply for funding and other resources. Mandated business cases should demonstrate the value to the organization.

6. Strongly communicate to the rest of the organization that stopping an initiative doesn’t mean that it was a failure or lacked merit. Emphasize that there’s simply a limit to how many great ideas the company can launch.

Of course, the best way to avoid initiative overload is to not allow it in the first place. That means building in rigorous reviews to impose discipline on when and how the organization launches initiatives—and keeping close tabs on whose time they consume, and how much. (See the sidebar “Questions to Ask Before You Launch an Initiative.”)

For companies already experiencing initiative overload, focusing on the benefits of cutting back can make the path forward somewhat easier. Organizations are at a great advantage when they learn how to say no, as Steve Jobs once put it, to the “hundred other good ideas that there are.” They can then

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RUSEH MILLER is an executive coach and a consultant at Genesis Advisers. She teaches courses on global leadership and change at Northwestern University, and she led the Leadership Institute at McDonald’s from 2010 to 2017.

This article is about MANAGING ORGANIZATIONS

Related Topics: STRATEGY EXECUTION

Comments

Leave a Comment

10 COMMENTS

Shrikanya Ghatak  9 days ago

One way to prevent initiative overload is to assess whether the existing initiative is serving its purpose or not. Also instead of launching a new initiative, if it is possible to harness the capabilities of existing initiative to achieve the end goal.

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Board of Selectmen Sign Policies

Purposes and Goals of Board of Selectmen Sign Policies
The purposes and goals of the sign regulations shall be to support and reinforce the Town of Ashland Zoning Bylaws and shall be applicable to all property owned by the Town of Ashland.

1. Preserve and enhance the character of Ashland by regulating signs and other advertising devices within the town.

2. Promote safety and to reduce distractions for motorists.

3. To minimize clutter and unsightliness.

4. Ensure a sign review process and an enforcement mechanism for compliance.

5. Encourage an attractive environment for residents and businesses.

Temporary and Freestanding Signs

Placement of Temporary or Freestanding Signs: No temporary or freestanding signs shall be placed within or project over a public way or land.

This policy prohibits the use of temporary or freestanding signs on public lands or spaces. This policy applies to all such signs regardless of content (content-neutral) and applies equally to commercial and organizational signs.

Exceptions to this policy include temporary or freestanding signs directing traffic.
(alternatively you could say: “This policy shall not apply to traffic control signs or town installed wayfinding signs”.)

This policy shall not apply to traffic control signs, Town-installed wayfinding signs or Town board and/or committee signage.

Temporary sign shall mean:
Any sign, banner, valance or advertising display which may easily be dismantled or removed and which can feasibly be displayed for a limited period of time in any one (1) location.

**Freestanding Sign shall mean:**

Any sign supported by one (1) or more uprights, braces or poles or placed directly on the ground and not attached to a building.

**Exceptions:**

**Traffic Island Signs**

**Approved Locations:** Traffic Islands on Union Street and Pond Street

With the increased number of organizations requesting sign placement on the islands in town, this Traffic Island Policy will streamline the process and management over the signs allowed on Ashland’s traffic islands. The policy will provide guide lines to town organizations wishing to advertise their specific events, in such a manner which provide fair and equitable sign placement while maintaining the curb appeal, keep traffic flowing in a safe manner, as well as being posted and removed from the Traffic Island in a timely fashion. **Prior to any sign being placed in a Traffic Island note above on Union Street or Pond Street, said placement shall obtain permission from the Selectman’s office.**

**Process - Organizations Seeking Approval:**

The Board of Selectmen will accept in writing (see below) the application for the use of a traffic Island for soliciting advertisement for their specific event. Once the **Board of Selectmen’s Office** grants permission to post the specific signs, the time allotted for posting signs will be two weeks before the scheduled event and removed 1 business day after the event. Should any organization fail to remove their respective sign, the Board of Selectmen or their designee will remove and dispose of the sign and not to grant that specific organization any further postings during the current or following calendar year. **Signs shall be considered on a first come basis and requests may not be submitted sooner than ___ weeks prior to the first day of desired posting.**
Sign specifics: Locations and Size:

The Board of Selectmen will install and maintain sign towers in which all approved signs will be located.

Size:
Maximum 4’high with 2’x2’ footprint. Approved advertisers shall insert their sign in existing tower. Signs shall be double sided and inserted in preexisting slot, measuring no more than 3’h x 2’w. No signs shall be permitted outside the sign tower.

Approved Locations:

a. Union/Cherry St: 2 sign max
b. Pond/Eliot St. 2 sign max
**Grant Summary Information**

<table>
<thead>
<tr>
<th>City/Town:</th>
<th>Town of Ashland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Name:</td>
<td>Downtown Ashland Streetscape Enhancements</td>
</tr>
<tr>
<td>MassWorks Award Amount: [Maximum Obligation]</td>
<td>$3,000,000.00</td>
</tr>
<tr>
<td>Total Budget for Public Infrastructure Project</td>
<td>$8,500,000.00</td>
</tr>
</tbody>
</table>

**Public Entity (Contractor)** – Legal information for the execution of the contract documents. This will be used to complete the Standard Contract Form.

<table>
<thead>
<tr>
<th>Public Entity Legal Name:</th>
<th>Town of Ashland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Entity Legal Address:</td>
<td>101 Main Street 1st Floor</td>
</tr>
<tr>
<td>City/State/Zip</td>
<td>Ashland/MA/01721</td>
</tr>
<tr>
<td>Authorized Signatory Name/Title:</td>
<td>Michael D. Herbert/Town Manager</td>
</tr>
<tr>
<td>Authorized Signatory Telephone/Email</td>
<td>508-881-0100/mherbert@ashlandmass.com</td>
</tr>
</tbody>
</table>

**Municipal Project Contact** – Local contract manager who will serve as single point of contact for grant administration and project updates. This person will be responsible for providing regular project status reports and participate in periodic meetings/calls with a MassWorks Project Manager.

<table>
<thead>
<tr>
<th>Contact Name/Title:</th>
<th>Michael D. Herbert/Town Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact Telephone/Email</td>
<td>508-881-0100/mherbert@ashlandmass.com</td>
</tr>
</tbody>
</table>
PUBLIC INFRASTRUCTURE PROJECT SCOPE AND BUDGET

Responses in the following sections should be developed in consultation with the grantee’s contractor, engineer, and/or DPW staff to ensure the most up to date and accurate information. Grantees will have the opportunity to adjust/update timelines and budget projections through quarterly reports.

A. Site Description – Describe the location, including Parcel IDs, where the construction project will take place. Specify roadways and any relevant geographic landmarks, and attach copy of current Site Plan. Example: The Site consists of a segment of Middle Street in the City of Anytown, between 85 Middle Street (Map 30, Parcel 70) and 100 Middle Street (Map 34, Parcel 94), as illustrated in the Site Plan.

The project includes Main Street from the intersection with Pine Hill Road to the intersection with Summer Street & Homer Avenue, and Front Street from the intersection with Main Street to the Future Textiles Group property.

B. Project Description – Please describe the scope of work that will be funded by this grant.

The scope of work includes roadway reconstruction and streetscape improvements along Main Street, including traffic signal upgrades at the intersection of Main Street and Pleasant Street, Main Street and Front Street and the intersection of Main St/Pleasant St/Homer Avenue.

C. Project/Construction Timeline – Enter dates (MONTH/YEAR) for specific milestones to be achieved.

<table>
<thead>
<tr>
<th>MILESTONE</th>
<th>MONTH/YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design, Survey, and Engineering Complete</td>
<td>August/2019</td>
</tr>
<tr>
<td>Bids Advertised</td>
<td>September/2019</td>
</tr>
<tr>
<td>Bids Opened</td>
<td>October/2019</td>
</tr>
<tr>
<td>Contract Awarded</td>
<td>November/2019</td>
</tr>
<tr>
<td>Construction Started</td>
<td>December/2019</td>
</tr>
<tr>
<td>Construction 25% Complete</td>
<td>May/2020</td>
</tr>
<tr>
<td>Construction 50% Complete</td>
<td>September/2020</td>
</tr>
<tr>
<td>Construction 75% Complete</td>
<td>December/2020</td>
</tr>
<tr>
<td>Construction 100% Complete</td>
<td>May/2021</td>
</tr>
<tr>
<td>Punch List</td>
<td>June/2021</td>
</tr>
</tbody>
</table>

D. Project Budget – Please complete the table below by itemizing the expenses related to the scope of work funded by this MassWorks grant. As applicable, indicate if budget numbers are actual or estimated, then enter the amount allocated to each of the spending categories/subcategories.
Select One:  □ Actual Budget (bidding/contracting complete)  ☑ Estimated Budget (pre-bidding)

<table>
<thead>
<tr>
<th>SPENDING CATEGORY</th>
<th>GRANT FUNDS ALLOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Design</strong> (include surveying, engineering, permitting, bidding)</td>
<td>$0.00</td>
</tr>
<tr>
<td><strong>Construction</strong> (incorporate any and all earthwork into corresponding subcategories)</td>
<td></td>
</tr>
<tr>
<td>Land Takings</td>
<td>$0</td>
</tr>
<tr>
<td>Demolition/Remediation</td>
<td>$0</td>
</tr>
<tr>
<td>Mobilization/Demobilization</td>
<td>$50,000</td>
</tr>
<tr>
<td>Water/Sewer/Drainage (include pump stations)</td>
<td>$170,000</td>
</tr>
<tr>
<td>Utility Relocation</td>
<td>$0</td>
</tr>
<tr>
<td>Roadways (include paving, markings, signage, etc.)</td>
<td>$945,000</td>
</tr>
<tr>
<td>Sidewalks/Curbing/Streetscapes (guardrails, fencing, plantings, etc.)</td>
<td>$500,000</td>
</tr>
<tr>
<td>Electrical/Lighting (include street lights and traffic signals)</td>
<td>$1,095,000</td>
</tr>
<tr>
<td>Bridges/Culverts</td>
<td>$0</td>
</tr>
<tr>
<td>Security/Traffic Details</td>
<td>$195,000</td>
</tr>
<tr>
<td>Other: Street Amenities (benches, bollard, trash receptacle, bike rack)</td>
<td>$45,000</td>
</tr>
<tr>
<td><strong>Construction Administration</strong></td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total (must not exceed grant award):</strong></td>
<td><strong>$3,000,000</strong></td>
</tr>
</tbody>
</table>

E. **Funds Drawdown Schedule** - Enter the amount of funds that the grantee expects to draw down at each quarter end (QE) and total for each fiscal year. Grand total must not exceed full grant award.

<table>
<thead>
<tr>
<th>Period</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>QE 3/31/19</td>
<td>$0</td>
</tr>
<tr>
<td>QE 6/30/19</td>
<td>$0</td>
</tr>
<tr>
<td><strong>FY19 Total</strong></td>
<td><strong>$0</strong></td>
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| Grand Total  | **$3,000,000** |
PROJECT STATUS UPDATES
An update on the status of the project is required. In the responses below, please highlight the current status of design/permitting and any changes to the timeline or budget since the submission of your application.

A. Current Design Status – Is the design complete and has it received all necessary approvals? If no, what percentage is done and when are final approvals expected?

The conceptual design has been completed and approved as a concept by the Town Manager, Planning Department and Department of Public Works. Based on the conceptual design, town meeting appropriated funds to finalize the conceptual design. Final construction plans are anticipated to be completed by December 2019.

B. Permitting Update – What permits, if any, have been received since the application was submitted? Also list any outstanding permits needed for the project and the expected timeline for attaining them.

No permits have been received since the application was submitted. The project will require approval by the Ashland Conservation Commission and the Massachusetts Department of Environmental Protection with a review by the Massachusetts Environmental Protection Agency.

C. Other Funding Sources – Describe any additional and/or match funding being sought, which are needed for this project to proceed. Provide an update on the source and status of those funds (secured or pending).

The Town is seeking additional funds to relocate existing overhead utilities below ground along Main Street and Front Street. In addition, the Town is seeking additional funds to upgrade the existing water main along Main Street and Front Street.

D. Utilities Update – Does this project involve construction which will need to be approved or completed by a utility company? If so, please detail the elements of the project that will be affected and the status of the timeline for approvals.

The project includes the repositioning of existing electrical, telephone and cable TV utilities located along Main Street and Front Street. The Town has been coordinating with Eversource, Verizon and Comcast and is preparing to submit fees for engineering/design to be completed by the perspective utility companies. Design of the undergrounding is anticipated to be completed in 2019 with construction beginning in 2020 so that it coincides with the roadway/streetscape work.

E. Other / Additional Details – Outline any other issues or concerns that might have an impact on the project’s start date, timeline, and/or budget.

The Town is not aware of any other details that need to be addressed prior to the start of the project.

Type name of person completing this form: William G. Paille, P.E.   Date: January 3, 2019

No signature required. Once complete, please return this form to your contract manager at EOHED.
Town of Ashland
Project Manager

Department: Facilities
Reports To: Director of Public Facilities
Union: Non-Union
Location: Town Hall

Grade:
FSLA Status: Exempt
Updated: January 4, 2019
Work Week: 40 hours

DEFINITION
The Project Manager is responsible for the performance of supervisory, administrative, technical and professional work related to the maintenance and implementation of the desired plan for buildings within the Warren District (433 Chestnut Street, Warren Barn, 22 Eliot Street) as well as the maintenance, planning, and implementation phases of the Valentine Estate. Project management responsibilities include the coordination of community input, planning and engineering, and completion of projects on time within budget and within scope. He or she will coordinate with other departments to ensure all aspects of each project are compatible. He or she will also perform light maintenance, limited grounds keeping, and daily building checks.

ESSENTIAL FUNCTIONS
The essential functions or duties listed below are intended only as illustrations of the various type of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

- Oversee all aspects of projects.
- Set deadlines, assign responsibilities, and monitor and summarize progress of project.
- Prepare reports for upper management regarding status of project.
- Manages planning process and creates plans for Valentine Estate (133 West Union)
- Evaluates proposals for conformity with established plans and bylaws.
- Determine proper funding for the project, identify possible funding sources including grants. Make an accurate estimate. Monitor the actual spend as compared to the planned budget and makes adjustments accordingly.
- Prepares all necessary scope of work documents including compiling required bid documents. Follows all necessary procurement laws under the direction of Director of Public Facilities.
- Manages and supervises the implementation of plans to achieve goals using available resources.
- Coordinates and manages consultant contracts, including plan review, construction inspection and public infrastructure reviews.
- Gathers, interprets and prepares data for studies, reports and recommendations; coordinated department actives with other departments and agencies as needed.
- Utilizes public meetings / discussions to engage the public in developing property use and community expectation.
- Creating status reports that will ensure that all relevant Town Boards and Committees and Town Staff are well informed about the projects.
SUPERVISION RECEIVED
Under administrative direction from the Facilities Director the incumbent works from municipal policies goals and objectives to establish short-range plans and objectives; he or she will be expected to meet Town performance standards and assumes direct accountability for projects results; consults with the Assistant Town Manager where clarification, interpretation, or exception to municipal policy may be required; and as requested, provide input and communication to the Town Manager’s Office, Board of Selectmen, and/or the Planning Board.

The incumbent participates in the development of goals, objectives and budgets and is expected to resolve all conflicts, which arise and coordinate with others as necessary. Results of work are normally accepted for technical accuracy. Federal, State and local laws and regulations relating to this work must be observed and followed.

SUPERVISION EXERCISED
Employee, as a regular and continuing part of the job, is accountable for the quality and quantity of work done, and assures the accomplishment of the assigned work in the prescribed manner. Supervisory functions typically will consist of managing contracts, which will including: creating plans and schedules; coordinating work operations to meet schedules, deadlines and priorities; revises work schedules to meet changes in workload or availability of manpower; recommends and justifies to higher levels of management changes in the organization of work, work methods or assignment of functions to positions that may affect staffing patterns, costs, work standards, etc.; assigns work based on varying capabilities of employees; assures that completed work meets the required standard of quality, timeliness and cost, taking corrective actions as necessary, including rejecting the work; gives advice and instruction on both administrative and work matters; informs dependents of organizational policies, goals and procedures, has substantial responsibility for technical soundness of dependents’ work.

ACCOUNTABILITY
The nature of the professional or technical work means that errors in analysis, techniques or recommendations would probably be difficult to detect. Consequences of errors, missed deadlines or poor judgment could result in excessive costs, delay of service delivery, or legal repercussions to the municipality.

JUDGMENT
Guidelines only provide limited guidance for performing the work. They may be in the form of administrative or organizational policies, general principals, legislation or directives that pertain to a specific department or functional area. Extensive judgment and ingenuity are required to develop new or adapt existing methods and approaches for accomplishing objectives or to deal with new or unusual requirements within the limits of the guidelines or policies. The employee is recognized as the department or functional area’s authority in interpreting the guidelines, in determining how they should be applied, and in developing operating policies and practices.

COMPLEXITY
The work consists of the practical application of a variety of concepts, practices and specialized techniques relating to a professional or technical field. Assignments typically involve evaluation and interpretation of factors, conditions or unusual circumstances; inspecting, testing or evaluating compliance with established standards or criteria; gathering, analyzing and evaluating
facts or data using specialized fact finding techniques; or determining the methods to accomplish the work.

**NATURE AND PURPOSE OF CONTACTS**
Consistent and constant communication with co-workers, the public, groups and/or individuals such as civic leaders, peers from other organizations, and representatives of professional organizations will be required. The employee serves as a spokesperson or recognized authority of the organization in matters of substance or considerable importance, including departmental practices, procedures, regulations or guidelines. Contacts are by telephone, electronic correspondence and in person. May be required to discuss controversial matters where tact is required to avoid friction and obtain cooperation.

**EDUCATION AND EXPERIENCE**
At least five years related professional experience required. Relevant Associate’s degree or Trade Certification preferred. Any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job. Experience in basic hands on building and grounds maintenance to include wall patching, painting, lighting, snow removal, grass cutting, hedge trimming, basic electrical and plumbing knowledge not requiring a license.

Must have a valid Massachusetts Driver’s license.

**KNOWLEDGE ABILITY AND SKILL**
Knowledge: Knowledge of the legal and procedural aspects of planning, zoning and other land use regulations. Strong knowledge of all municipal procurement requirements, Open Meeting Law, and Public Records requirements. Working knowledge of personal computers and GIS applications.

Abilities: Ability to meet and deal with the public effectively and appropriately; ability to handle problems and emergencies effectively; ability to communicate clearly, both orally and in writing; ability to maintain confidential information; ability to maintain, manage, and organize records relating to licenses, permits, maps, blueprints, overlay, and sketches pertinent to urban planning and development programs and projects; ability to deal appropriately with external clients of the department, Town employees, Town officials and other state and federal governmental agencies. Ability to manage multiple tasks in a detailed and effective manner in accordance with time constraints.

Skill: Excellent written and oral communication skills. Excellent contract and project management skills. Skill in the land use planning. Skill in building and infrastructure management. Proficient data processing skills.

**WORK ENVIRONMENT**
**PHYSICAL SKILLS**
Must be able to stand, and walk for extended period of time traversing unleveled and unpaved surfaces visiting locations. May be exposed to extreme temperatures working outdoors and in unconditioned spaces. May be required to lift objects weighing up to 50 pounds.

**MOTOR SKILLS**
Duties are largely mental rather than physical, but the job may occasionally require minimal
motor skills for activities such as moving objects, operating a telephone system, computer and/or most other office equipment, typing and/or word processing, filing, sorting, and operating a motor vehicle.

**VISUAL SKILLS**
Visual demands require routinely reading documents for general understanding, reading documents for analytical purposes.

*This job description does not constitute an employment agreement between the employer and the employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.*
Warren District & Valentine Timeline

- Preparation of RFP for Hall House procurement
- Hall House Procurement
- Make Award
- Construction of Hall House Property
- Work with AIS for proper deed restriction
- Develop drawings and engineering for Warren Barn
- Preparation of RFP for restoration of Warren Barn
- Application for National Register Status - Warren Barn
- Work with Framingham State to develop terms of use with Barn
- Restoration of Warren Barn
- Valentine Property - brush clearing
- Valentine Property - research provisions of potential uses
- Valentine Property - distribute provisions analysis & public input