



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

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TOWN OF LUDLOW

The Meeting of the Select Board, held on Thursday November 6, 2025, began at 6:00 p.m. in the Select Board's Conference Room.

Members Present: James Gennette, William Rosenblum, Anthony Alves (via phone), Also present: Kathy Houle, Chris Coelho, Ray Phoenix, and Joel Silva

**Motion made by Mr. Gennette to open the meeting at 6:00 p.m. Mr. Alves second. All in favor. Motion passed 3-0.**

First order of business: Pledge of Allegiance

### **VISITATION**

Joint meeting with Planning Board – To interview and possibly appoint candidate to fill the current vacancy for a Member.

6:00 p.m. – Haley Rivers

Mr. Phoenix: This is a joint meeting. So, it's Planning and the Select Board all together, at least for the first part of the evening. We have several candidates that have come in for interviews to join us on our Board and fill our empty seat. We have four in the lineup. I believe we got confirmation from three. Maybe the fourth is here or will show up. We'll see as time goes by. The 6:00 we have Haley Rivers, who's in the room already. Did you wanna come on up to the table? And just by way of saying the things that shouldn't need to be said but we say them anyway, there are cameras and microphones in the room, doing the things that cameras and microphones are known to do. You are being recorded for posterity, the internet, and everybody else. That said, Mr. Vice Chair, I guess we've got home court over here. You want to start off as visitors? Or would you like me to start off?

Mr. Rosenblum: No, you guys can go ahead.

Mr. Phoenix: So, Haley, we met with you previously. You were ... enough to come in when we're looking to fill the Town Planner spot. We are now looking to fill a Planning Board Member spot. So, it's nice to see you coming back especially as one of the only people in that pool before that was a resident, so, it's nice to see you coming back. I'd like to start by just asking how familiar you think you are with the responsibilities that we have as Planning Board Members, as opposed to the responsibilities we were talking about the last time you were here.

Ms. Rivers: Yes. I'd like to start by apologizing for the state of my voice. I'm recovering from a cold, so if I need to take a second to cough or collect myself, I apologize in advance. But I still wanted to come and represent myself at the meeting today. But to answer your question, I know the Town Planner in and of itself, acts on behalf of the town and interfaces with the Board. But the Board itself has responsibilities where you are elected to the position. So, the public actually has to accept you as the candidate rather than the Town Position, which is appointed. I am also aware that as members of the Board you advise, you make recommendations, but it's not quite as you work as a collective rather than just the individual planner.

Mr. Phoenix: And are you aware of what our normal meeting schedule looks like?

Ms. Rivers: Yeah. From what I've seen on the website it looks like you meet twice a month, Thursday's, typically at 7:00. I know that you're meeting a little bit earlier this week.

Mr. Phoenix: And that's a timeframe that does work for you?

Ms. Rivers: Yes

Mr. Phoenix: We do sometimes meet on other nights of the week or on off weeks depending on what's going on. Tonight is not normally one of our regular meeting nights. So that does happen occasionally. Are there any particular parts of the position of being a Planning Board Member that are particularly appealing to you?

Ms. Rivers: Yeah, and I actually want to state that while I am very interested in being a Planning Board Member, I also know that there's an associate position available and I know that I have about four years of experience on the corporate side of the private side and so I admittedly am a little bit more interested in the associate position. I have a lot of technical experience, but I know I'm a little bit lacking on the political side. But other than that, I really see the Planning Board position or the associate member position as just a wonderful possibility to get involved with the town. To apply my skills and give back and also just be more involved in how the town continues to develop.

Mr. Phoenix: I think I could ask some more questions or say some more things, but I'd like to see if any of the other members of either Board have anything they would like to add or ask before I keep going.

Mr. Silva: Yes. Describe a time that you had to make a difficult decision and how did you handle the situation.

Ms. Rivers: Sure. I know that it's probably listed within my resume which I believe you have access to or reviewed previously but I am a member of the DEI Committee at my company. And in certain circumstances we have to take feedback from our employees on different policies that our company needs to stand behind, and we need to be able to hear their side and their complaints but also know that a lot of those policies are in place to protect other employees or to protect the company in and of itself. And so, I know back in February we had an issue where we have different adoption benefits and the way that we were trying to represent those adoption benefits to the company as a whole, some people had issues with the adoption system as a whole and how we were representing it as you know, paying into a system and then essentially receiving a child in response or people who go into the system to get paid to care for children without actually doing it to provide them a loving home. And it became a very serious point of contention and as the leader of that meeting I needed to deescalate and try to remind everyone that that really wasn't like the point of company policy. The point of company policy was just to allow people to plan their families in any manner that made sense for them and that we weren't trying to judge the larger ethical system because that's not something we have any control over. So, it was really more just trying to let everybody say their piece, let everybody feel heard but then also reminding them of the reason why we were there in the first place.

Mr. Coelho: I've heard a lot from Ms. Rivers between her other interview and this, so I'll yield my time to maybe the people who haven't had as much experience.

Mr. Rosenblum: Thank you for having interest in the position. If selected, would you be looking to run for another consecutive term?

Ms. Rivers: Honestly at this time I am not certain. I am really interested to get involved politically and to make a difference in the town, but I also know that I am young and there are a lot of options available to me so I don't know that I would necessarily want to commit to two terms. But it is something that I would definitely be interested in for this term.

Mr. Rosenblum: And just one other question. With your background what would you recommend for development that encourages growth?

Ms. Rivers: Interesting question. I feel like there are a lot of different things. Sorry that one's really throwing me for a loop. Honestly, I haven't been necessarily thinking as much on the economic but more on how we can better the infrastructure that we currently have. I know I've done a lot of work under the MVP program and the types of grants and projects that are available under that program. I know I've also had a lot of experience under things like Complete Streets and so while it wouldn't necessarily be like a tax incentive or anything to fully build corporate growth or industrial growth, I think that focusing on those types of programs makes the town a little bit more inhabitable. It makes people want to engage with other aspects of the town and it also allows them better transportation and pedestrian, bicycling. I feel like all of those recreational activities tend to inspire people to be more active and I think if we start to appeal to that side of things it will appeal to the younger generation and it will bring more ideas to the town, that would lead to further development.

Mr. Rosenblum: I know that's kind of like a cross-section question between planning and our end too. No, I'm good. Thank you very much.

Mr. Gennette: Mr. Chairman, Haley it's nice to see you. I just want to ask about some of your experience at Tighe and Bond. You've been there a little while now and I think you're pretty successful down there. The MVP grant you got multi awarded there, how many towns were you overseeing as far as the MVP grant went?

Ms. Rivers: Over the past 3 and a half years I've worked with probably seven or eight different towns for MVP action grants. I've also helped on the HNP front where I worked for a county in New York, so, it was 23 additional towns. So, for the grants in and of themselves I think I've been successfully awarded four different grants and that was the Town of Harwich, Kingsborough, Westfield, and Northampton.

Mr. Gennette: Excellent. I like your diversity of experience with different towns. That's pretty much all I have. I think a couple of other questions were already answered.

Mr. Phoenix: Kathy, anything? Anthony, did you want to add or ask anything?

Mr. Alves: Yeah, I have just one. Haley, thanks for your interest. Thanks for coming in. The one question I have is what would you say whether personal or professional the most applicable trait you have is that could be a positive for this Board in the town?

Ms. Rivers: Honestly, I think I'm just a very enthusiastic person and I tend to be very optimistic and I try to handle everything with as positive an attitude as I possibly can. I know that, especially in some of these political situations where tensions run really high, I think the ability to remain cool under pressure and keep in mind that anybody that comes to the town with any kind of issue or if there is any kind of drama people really are here representing themselves because they care about the Town of Ludlow and they want something better for it. And I think that attitude and a willingness to learn and try to accept all these different points of view and try to find a better path forward is what would make me a good candidate for this position where to continue involvement in Ludlow and find a way to give back.

Mr. Alves: Great. Thank you.

Mr. Phoenix: Just to close the loop on the timeline of things, for the regular Board Member spot this would be to fill the empty spot until the spring election, which if you are looking to run for that, the time to pull papers is going to be coming up real soon. And that would then be to run for the remainder of the unexpired term. Which that's what, two years that would be left on that one?

Mr. Carpenter: It would be four years. Yeah, cause it was reelected in March.

Mr. Phoenix: So, it would be appointed until the spring election and then running for that remaining four years. So that's what that would look like. So, I know you were talking about possibly not going beyond one term. When you're talking about that are you talking about not going beyond the spring or are you talking about not going beyond that full term if you were to run? Or have you even thought about it that far out?

Ms. Rivers: I really haven't thought about it that far out. I really want to see what the dynamic becomes between us or what opportunities there are. But it would really depend on what kind of difference I can make in that role or if there are other roles that would make more sense.

Mr. Phoenix: Okay. Do you have any questions for any of us from either Board?

Ms. Rivers: Yeah. What would your expectations be of me on either a monthly or yearly basis?

Mr. Phoenix: Generally, the expectation would be for a regular Board Member, attending the meetings. Paying attention. We like to see people that are willing to go to some of the training classes that the Community Planning Collaborative puts on but it's not required. But they do give some good insight into things that are going on. Some of the classes have been around for a while. Some are newer. I'm sure some of the older ones have been updated with recent changes to the law. But basically, the requirements are showing up and participating and trying to be as fair and impartial as you can and try to follow what it says in the bylaws. And sometimes that is easy and sometimes it's incredibly difficult. But that's basically the expectation, is best effort.

Ms. Rivers: Secondary question, what traits are you looking for in a candidate that would make someone stand out or that would make someone the exact type of person you want to work with on this Board?

Mr. Coelho: I think somebody with a fresh perspective would be nice.

Mr. Gennette: Mr. Chairman, I don't like these situations only because I don't think elected officials should be appointing elected officials and that's what this is. It happens in our town when there's not other Board Members. So, expectations as far as people that are already on Board's, I don't know that we really, we don't run into these situations all the time. The expectation is the community elects somebody that they want. So, much to the Chairman's questions about your commitment towards running again in the spring are very important because the community needs to be able to make that decision. So this is kind of unorthodox, but this is how we do it in Ludlow.

Mr. Phoenix: I think it's not just Ludlow, this is kind of the practice in a lot of places. It's also how I got involved back in 1998 when Bill Mahoney switched from being on the Planning Board to the Board of Selectmen. I went from being the associate member getting hall passes to go from Town Hall, from study hall to Town Hall and back. I went to being a full board member when Bill got elected and then I ran again the following year to take the remainder of the term and I've been here since. So, it's a long-standing process that's definitely not unique to Ludlow. It is a weird system. I definitely agree with that. But ultimately, it's just trying to fill that gap cause what we end up with are situations where it's hard to have a quorum. It's difficult to have a meeting, especially when we have votes where we need to have a super majority. Things like special permits, things like that. We need to have enough members present to hold those meetings. It's also why we have an associate member for our Board, which some others don't, is to be able to try and make sure that we're able to keep things moving forward. As it stands, you know we're starting to recover from being down a Planner, a Planning Board Member, and an associate. So, we've had a number of times within the last nine months where we've had to cancel meetings because we just haven't had enough warm bodies to show up because people are ill or whatever. So, we're trying to fill that spot until we can get to the election and let the people decide then. So we don't end up having people waiting for us to be able to get enough people here for a meeting. That's the reality of it.

Ms. Rivers: Thank you

Mr. Phoenix: So, if nobody has anything else, I think we do have somebody else we need to speak to. A few somebody's. So, thank you for coming in and I think we'll probably be looking to make a decision after we talk to everybody.

Ms. Rivers: Thank you for having me and thank you for your consideration.

6:30 p.m. David R. Ender

Mr. Phoenix: I think we do have at least one more of our candidates has come in. Want to come forward and tell us who you are.

Mr. Ender: My name is David Ender. I'm not a forever resident of Ludlow. Moved here 20 years ago and I responded to your ad in the paper. My background. Excuse me. I don't know all these gentlemen, but I wanted to say thank you so much. Hi Josh. Thank you for your kind invitation. I appreciate that. I've been living here for 20 years. My background. You have my resume. Academically when I was at Boston University, I took numerous courses in urban planning. I'm not an expert at it but I do have some knowledge of it. And here's something tonight that really impressed me, the fact that you have to have community involvement. My background, just as a quick summary to you is after I graduated from college, briefly, I was in sales and sales management. I climbed up the ladder like you typically would here and I oversaw teams locally, regionally, nationally. Anyway, I know how to work with teams. I like Ludlow. It's a great town but any organization that wants to get somewhere has to have short term and long-term goals. You need a mission. You have to have a vision. Where you going with this. The thing that I look at all my life is that towns, cities, states, federal governments, there's a lot of bureaucracy. It's not on purpose but a lot of things don't get done because they get caught up in committee. You need to have a thing where you have to say, listen, we need to get some stuff done. Let's not try to eat an elephant. Do a piece at a time. Know where you're going with it. The people in this town are very eager for progress but if you get caught up into many committees nothing gets done. Not just here, anywhere. So, you need to decide what do we wanna accomplish. So, you set that out and then you start achieving those goals. As I said, you involve the community. It would be a part of this. When I studied in college in looking at urban planning HUD was a big thing. They were big at bringing in the community and say, what's important to you? And as they involve them in a more powerful approach to everything. And the more they had the support of the community, the more it grew. So, when I saw this ad, I said this is interesting. This is something that I have background in. I never worked in urban planning, but I know what it's about and I said Well I live here. Currently, as you know, I told you Josh in my letter, that I am a substitute teacher here. I work in four different communities. Palmer, Wilbraham, Hamden, and here and I have excellent references which I'm proud of, but I really enjoy what I do. Prior to that I owned my own company, and I trained over 100,000 adults in 25 years. Most important thing is you have to have a team approach otherwise there not gonna learn. So, in working with the Planning Committee you can't get anything done if you're not working as a team. You know that. And the important thing is that you all have to be on the same page. And it's nice to have great dreams and which you want to do but the thing is, the reality is what can you do, and I heard this earlier tonight when I walked in, well what's within the budget? You got to work within practicalities. So, you say, what can we accomplish? And when you do that, things get done. And since I'm a novice here with this group, cause I don't know exactly everything that you've been doing obviously, the more I would learn the more I could offer as far as suggestions, ideas, or what have you. Beyond that I put my candidacy in because I thought I could do something here for you. I hope to help you out.

Mr. Phoenix: Thank you for that. So we do have just to give you information, we do have both the Planning Board and the Select Board represented here this evening. Select Board partially in person and partially virtually. So we had a number of people here looking to speak to you this evening. As far as the position of a Board Member, we're currently looking to fill that spot. There's also an associate member spot that we will be looking to fill after this one's taken care of. I guess my first question would be if you're not selected for this position would you be looking to possibly fill that slot?

Mr. Ender: Let me ask you a question in direct. All I would say to all of you is that I've heard the word volunteer. I'm not a volunteer. I applied for as a per diem or as an associate or what have you. That's my only piece there. Beyond that I'd be.

Mr. Phoenix: So, the regular Board Members spots we do get a yearly stipend that's broken down into monthly payments. The associate member is a non-compensated position. So, from what I'm hearing is that then mean you would not be interested in that position?

Mr. Ender: That is correct.

Mr. Phoenix: Okay. Also, we are currently looking to fill the spot until the spring election and then that would be going on the ballot so you would need to pull papers and run if you wanted to continue past that. Is that something you were already aware of? Is that something you were planning to do?

Mr. Ender: If you took me on until that time, I would be more than welcome to go run for office, that's not a problem. I've already run a couple of campaigns in this town and vote for my people that I ran for. One, I won't get into it. In either case, I do know how to run a campaign. But the most important thing is the reason that I'm here is that I like to contribute to do something for Ludlow. I like this town.

Mr. Phoenix: Anybody else want to add or ask anything?

Mr. Gennette: Mr. Chairman, Mr. Ender, thank you for coming in. I appreciate your ability, not your ability but your eagerness to wanna be a part of what's going on here. Do you have any, and I kinda briefed your resume as you were kinda talking there, do you have any grant writing experience?

Mr. Ender: Yeah

Mr. Gennette: You do. Are you familiar with terms like the Municipal Vulnerability Program?

Mr. Ender: Do you know who the Commonwealth Corporation is?

Mr. Gennette: No

Mr. Ender: There a big grant offering organization in Massachusetts. I've written numerous grants for them, and I can give you information on that if you want.

Mr. Gennette: Perfect. Excellent. So, did you have an average number of towns that you've worked with before on stuff like that?

Mr. Ender: Not towns. What I did was I wrote grants for financial institutions and I won them. These grants were in excess of \$100,000 each.

Mr. Gennette: Perfect. Excellent. That's my question. Thank you.

Mr. Ender: And I have won them.

Mr. Gennette: I'm not saying that that's what we're gonna do here, it's just, if information is put in front of you that is going to get forth that you could probably offer insight as a Board Member to say, you might not get that if you push this.

Mr. Ender: Right. I know how to write the grants. I'm familiar with what goes on behind the grant writing.

Mr. Gennette: I apologize Mr. Chairman, I don't mean to speak on your behalf on anything like that, the Board oversees the Town Planner. So, he's actually responsible for writing that stuff. So, if you get into day-to-day stuff then you're micromanaging and it's a bad situation. Are you aware of that as far as an Elected Position goes?

Mr. Ender: Well, I never held an elected position so I can't speak directly to that. But I have as a business owner written grants and I've had great success doing that. But if you look up Commonwealth Corporation in the State of Massachusetts, they have a lot of grants that they offer.

Mr. Gennette: I will. So, basically what I'm asking, I don't mean to be upfront, but do you understand the role of a person on a Board vs. being the president, owner of a company, vs. being a grant writer? If you had a company, then you had a Board?

Mr. Ender: No, I didn't. I'm an independent entrepreneur.

Mr. Gennette: So, do you understand the role of a Board Member?

Mr. Ender: Yes, I do.

Mr. Phoenix: Did you have anything that you wanted to ask of any of us while you're here?

Mr. Ender: Well, let me ask you a question in going forward now, Josh, I know you're new, am I correct?

Mr. Carpenter: Mmhm

Mr. Ender: Going forward as I said is important that you have a vision for what you wanna accomplish. Next 5 years. 10 years. And I heard this earlier, 20 years. What do we want to accomplish here? And how does that mesh with what the residents of Ludlow want for direction for them? This is their town. The question is with that vision, now you have to have a mission statement, what's gonna happen daily and then going forward? What are you gonna accomplish annually? Everything can die in committee, true? Unless you have a commitment to making incremental accomplishments. My major in college was Political Science. I know a lot about state, local, city, and federal politics. It is bogged down in bureaucracy. You know it's happening now in Washington. Get nothing done. That is not the purpose of government. It's to serve the people. question is, for the Town of Ludlow what do you see of where you want this town to go? I've looked at your videos of the history of this town going way back when. It's had an interesting history, but the question is you need a 21<sup>st</sup> century and 22<sup>nd</sup> century vision of what you want this town to be going down. The young people today are not like me. Or you guys, you're not that old. I'm 72 years old. I teach young people. They're totally different than we are. You've had kids, you know. My point is where do you wanna go with your planning? What do you want to accomplish? That's my question. Anybody wants to answer that question I'd love to hear it.

Mr. Gennette: Well, that's why I'm proposing the Strategic Planning Committee. Because we have to get cross department you know conversations not just the Planning Board. Planning Board's a very important piece but in the Town Planners focusing on his duty's day to day. Town Administrator is focusing on his duty's day to day. And who are we as residents who have to come up with what the future is gonna look like in Ludlow. You know, where are we? Cause we're very reactive. You know, we're not proactive and we need a plan.

Mr. Ender: Well, I like the fact that you said reactive and proactive. I'm a fan of proactive. Let's get involved and find out exactly what this community wants to be. Then you fashion your planning around that. I love participation by the residents. Find out what's important to them and then you build your plan there. You can't help but succeed like that.

Mr. Coelho: I just want to say that initially either of these spots is gonna be more reactive right now because we're running into roadblocks for not having enough people on the Board.

Mr. Ender: I understand that. And understand this gentleman, I am not involved in your group. So, I'm coming in looking in through a window right now. I'm just going on my experience of what I know works from a plan where people that come together to try to put something that is meaningful that's gonna happen. But you have differing opinions, the question is can you get consensus. That's really important.

Mr. Phoenix: I think for my answer to the question, I think my vision is something where our interface with people is more clear and more accessible. A lot of the things that we're currently dealing with, whether it's in the zoning bylaw or sub rules and regulations that are an accumulation of changes that have happened over decades and decades of changes. Which makes for a very muddy system. So, we're currently engaged in trying to overhaul the zoning bylaw and bring that into one cohesive document and I really want to see that happen. I want to see more accessibility to the public both in the way the document is structured as well as the language that's used. There are times in legal documents where you need to have specific language but a lot of the time you can much more clearly state what you're saying using plain language that everyone can understand. Similarly, I had worked before on trying to overhaul the subdiv rules and regulations that was difficult. At that point we had a different setup with the Board of Public Works. That might be something

we can look at picking up again after we're done with the zoning bylaw now that we have some different people at the helm for that. Similarly, our guiding thing right now is we've got our zoning set up in town and we've got some things that work, some things that don't. A lot of what we have to do is by its very nature and the way the state law is set up very restricted. So, we have to be very reactive, which stinks. But we have to work with what we have. A lot of the time I've heard the Zoning Enabling Act be referred to as the Zoning Disabling Act because it tells you all the things that you can't really do. But along those lines this Board is currently looking to change the way that the Center Street corridor is handled so that there is more oversight on how those businesses are coming in because it's only been getting more and more overburdened over the years. Ever since the Turnpike went in it's been getting busier and busier by the Select Board and a lot of other groups in town. The strategic plan that UMASS did, I think back in the 70's predicted that with the influence of the Turnpike coming into town, Ludlow would be a major metropolitan area by the year 2000. I think that was the way they put it together and that's been held at bay. We've been able to keep a lot of our rural character, a lot of our industrial and agricultural roots. I think that's something that's valuable that needs to be preserved so we need to keep moving in that direction. We'll still be able to build the tax base and be able to provide opportunities for people to have affordable homes. In a system that is increasingly becoming difficult for young families to be able to find housing that they can actually afford to have. So, we're working on a number of initiatives along those lines currently. So, that's my vision for what I want to see and what we're already kinda working toward a bit.

Mr. Ender: Well, I like what you said, and you have to have Ludlow a place that people want to come to, not leave. The young people are saying it, even in this country, okay it's our turn. What do you have for us? From what I hear they can't buy a home until they're 40 cause the thing isn't structured for them. They're losing faith or interest. Now if you have an enterprise, a township, that basically said you are gonna live here cause here's why. It has a lot to offer you. Parts of the country, you know this, people flee certain parts cause there's nothing there for them. There are many places like that, that are dead zones. Now, Ludlow has done really well over the years, but it needs to look focused future wise in terms of what can they offer young people coming up. And when they are here in this town the question is, what's here for me? And if you have a really good planning program and they find it attractive that's only going to grow the town in a way that's planned. Question is, what's the plan?

Mr. Phoenix: So, with that, unless somebody has anything else to bring up, I'd like to thank you for coming in. Thank you for your time and your interest and I'm gonna ask if you can step away and we can bring in the next person to interview.

Mr. Ender: That's quite alright. So, I guess we're concluding right now? I thank you for your time. I appreciated meeting all of you and look forward to hearing back from you. And if I understand, if I am selected, I would need to run in the spring?

Mr. Phoenix: Yes.

6:45 p.m. – Bud Ellison

Mr. Phoenix: Mr. Ellison. Want to join us up at the table.

Mr. Ellison: Absolutely. How are you, fellas?

Mr. Phoenix: Welcome. So, to kinda kick us off, kinda set the baseline here, we're interviewing to fill the spot for a full Board Member. We also do have an open spot for an associate member which would be a non-compensated spot that only votes on specific issues under certain circumstances. Both of those are currently vacant and the Board Member seat we'd be looking to appoint up through the spring election and then somebody would need to run for the remainder of the unexpired term. Is that something you were already aware of?

Mr. Ellison: Yes

Mr. Phoenix: If you were not selected to fill the spot up until the spring election, would you be interested in the associate member spot or are you solely interested in the Board Member seat?

Mr. Ellison: What is the associate member? I am not aware of that, so what does that entail?

Mr. Phoenix: So, the associate member functions as a voting member of the Planning Board in the case of special permits when we don't have enough members to be able to have the special permit hearing. Isn't able to act on really anything else, but allows us to have a voting quorum on those matters. So, if we don't have anybody coming in for a special permit there's really no need for the associate to come in but they're certainly welcome too so they can stay involved and everything and speak their mind on any issues that are coming up. Anything like that. It's actually the doorway that I took to getting involved with the Planning Board and a number of other members over the last couple of decades have done the same. I don't think even the majority but it's not unheard of. And Kathy actually, briefly went from being a full member to being the associate member and now she's back and she thought she was out, we dragged her back in. So, it is something we're, it's a way to be involved and be able to make a difference but it's a little bit more limited. And because of that, I think that's part of the reason why that's not considered as a compensated position. Not that the stipends huge to begin with but there's a difference between not huge and zero. So, with that do you think you have any inclination one way or another on the associate spot?

Mr. Ellison: Sure. I might be open to that.

Mr. Phoenix: Now I know you've come in. You've been involved with some of our processes before. You've seen our meetings. You've been involved in the Open Space Plan I believe. So, you're familiar with a lot of the processes and how we do things. What do you feel you'd be bringing to the table that would be unique, beneficial, that would be a benefit to the town and to the Planning Board?

Mr. Ellison: Well, I've been, 4<sup>th</sup> generation, my son's 5<sup>th</sup> generation town residents. We operate our small business. All of my relatives prior have worked for the town in one way or another. I currently am employed by the town. I know the town pretty well from a lot of angles. My industrial background, 23 years as a plant maintenance supervisor and then engineer for a major industrial corporation nearby, gave me a lot of background when it came to everything from operating a 4 million dollar budget to 23 employees to many, many technical certifications, municipal water treatment, hazardous materials, industrial refrigeration, electrical engineering, machine design, all of that and more. So, I built buildings and multiple plants throughout the Northeast, so I had to deal with local commissions that kind of thing, so I understand what it takes to do that. In terms of the town itself, I was a charter member of the Agricultural Commission. I currently operate a small business here in town. I bought 150 acres and pretty much if it was an open space I planted corn or hay on it prior to it being a development. So, I know the town in that regard in terms of the landscape. The demographics, having spent a long, long time, now coming on 39 years as a firefighter and paramedic here in town so I know what's going on in town. I've seen a change by the way. I also know the children and the youth. I've coached football for over 10 years up through the high school level and I've also coached hockey. Both championships by the way Chris. In addition to that I was a precinct member prior and I'm currently a precinct member, so I understand the voting process, and I understand what goes on with that. I've written grants, successfully, over a million dollars for that major corporation. I've also written grants for my farm successfully every year. And I've assisted the Chief with some of the grants that we've gotten through the Fire Department. So, I understand the grant process and what it takes to do that. So, I'm kinda well rounded let's just say that. I think I bring a lot in terms of a lot of areas, and I've been involved enough in the town now where you know, I think like Mr. Coelho said, you might as well come down and help out if somebody wants to help us out, we're under the gun here, sure, I'll pitch in.

Mr. Phoenix: I will say too, you brought up the small business, it doesn't go unnoticed. I think it was as recently as today people were throwing your name out there online for if people are in need of some product to throw the business your way because people have had good luck with ya. The thing is I know that doesn't necessarily go to the stuff that we do specifically here, but it does go to people having faith in somebody to be able to deliver on what they say

they are gonna do and be a reliable source that people can have faith in. So, you know, that was something that just came up and I thought it was worth mentioning. With that I want to open it up to everybody else. Anybody have anything they'd like to jump in with?

Mr. Coelho: With your background would you be able to point our fresh green Town Planner and the direction of where to find grants?

Mr. Ellison: I think I could assist him. Yeah, I think I could and I'm excited about being able to do that.

Mr. Coelho: That's a big part of it, I think.

Mr. Ellison: I really just dove tail into that Chris, I really enjoyed both of my stints on the Open Space Planning Committee. I think it was a lot of fun and again if you didn't know what the town was like and you served on a committee you should know it by then. And you know I haven't, obviously worked with his predecessor, that was an honor, and I would look forward to being able to work with Josh.

Mr. Gennette: Mr. Chairman, just for the community, cause I asked everybody kinda the same questions they were both, do you understand your role on the Board, what that would be? Obviously, Mr. Ellison, being on the Open Spacing Committee, is very close to the Planning Board so he's completely aware of that. And the other one was for grants, and he just attested to that so, I don't have any questions for Mr. Ellison at this time.

Mr. Rosenblum: Mr. Chairman, I worked on Open Space with you so, my question would be because these are things that we kind of discussed in it, in a round about way is and this kind of intertwines between our Board and Planning is what would you recommend for development that encourages growth in town?

Mr. Ellison: You know we've talked about this a couple of times, I mean past Select Board members have talked about this, I think that incentive programs a great idea. With that to be frank don't let the tail wag the dog. There's a lot of things we've all talked about in various meetings here whether its 40b or any of that stuff, right, I think it's a great opportunity for us when you continue to be adversarial or we can start working or try to work better with all the Board's to develop incentives whether its 40b, whether its heavy industry, whatever jobs to give them incentives in different areas to be able to come in, high speed permitting, whatever we can do to really entice them. You know, I think we should have a huge charter commission, not charter commission, a commercial salesman if you will to bring people into the town. Not just residents but also with some business. You know, one of the things I like to keep my focus on is the town seal on the side of the firetruck cause I look at it all the time. But if you guys look at that and ladies, if you look at that, half of its industry and half of its agriculture. And that really is why the town is a great place and why people continue to come here. Cause we haven't you know just gone one way. So, to get back to your question to be able to get industry in here, why would they want to come to Ludlow? Well let's give em incentives. Let's entice them in. Why do people want to live in Ludlow? Well, a lot of people want to live here now. We have great services. But we also want them to feel good that they're gonna be able to come in, build a million-dollar home on a \$200,000 lot maybe and not have things go south because something else just happened next to them. We want to give them a good feeling. That they're safe in that regard. As best as you can. I think, quite frankly, I think the Planning Board are the gatekeepers. They're the gatekeepers for a town this size anyway. You folks have a tremendous responsibility because the people here, the town, residents, myself included, you know, we look to you folks. The Selectmen, sure, but when it comes to what kind of businesses, where they're gonna go, all that, it's you folks and man that's important. And so, yeah, I think that incentives, things like that, to make the right kind of businesses that fit the town well come in and operate that would be something that I would like to see.

Mr. Rosenblum: Thank you.

Mr. Phoenix: Anything else? Kathy? Joel? Anthony?

Mr. Silva: If elected and at a Planning Board Meeting presentation, you face a lot, you see a lot of positions how would you react? What steps would you take? If a meeting gets a little, you know? How would your reaction be?

Mr. Ellison: I think I know what you mean. Well luckily, I have spent a long time in management positions. Both at an industry, again 23 employees, male and female, and at the Fire Department I'm a company officer, a Lieutenant on Charlie group. So, we've had to go through quite a bit of training in order to deal with that kind of thing, try to manage that. I'm pretty confident about being able to deal with that in a professional manner and hopefully calm everybody down and get where we need to go.

Mr. Phoenix: We have had some, not just heated, but some odd meetings over the years. Without getting into the details now and getting to far off course we've had some odd situations. Kathy? Anthony? I don't think I've heard from either of you on this one.

Mr. Ellison: I know Bud's been very active in a lot of things. He's also attended several of our meetings and expressed interest on what's going on.

Mr. Phoenix: Anthony, anything from you?

Mr. Alves: No thanks, Mr. Phoenix. I think my question overlapped with yours. And Bud thanks for your interest.

Mr. Ellison: Thank you, sir.

Mr. Phoenix: With that, the thing that I have been asking everybody is, do you have any questions, comments for us?

Mr. Ellison: About the only thing that really I don't have an answer to is explain not only as a Board Member but as the associate, what happens when you're a precinct member and all of that?

Mr. Carpenter: You can no longer be elected to two. So, are you elected or appointed?

Mr. Ellison: Elected

Mr. Carpenter: So, you're elected precinct member, so you can stay on as a precinct member until the election. It's how it worked with me.

Mr. Ellison: Okay.

Mr. Phoenix: We can get clarification on that cause it's not gonna come up until Town Meeting anyway and May Town Meeting is going to be after the election anyhow. So, it's largely I think a moot point on that aspect. We can double check just in case there's a surprise special somewhere along the line. But, yeah, the two elected doesn't work. I believe if you're the associate, because that is appointed, I think that could be still Town Meeting Member. That's at least my understanding.

Mr. Carpenter: So, when I was appointed to the full-time seat, I was on Housing Authority and it was an un stipend position so I had to go through ethics and have the sign off saying that I could be both, but I held both until the election. And then when I won the Planning Board seat I immediately resigned from Housing.

Mr. Phoenix: And then just to cover this base too, since we're kinda in the neighborhood, number of years ago when we were going through and doing things the Planning Board was designated as Special Municipal Employees. So, that does allow you to be on the Board while also still being an employee of the town.

Mr. Rosenblum: That was just what I was going to say because knowing that he's a compensated employee already, you guys already have that status then?

Mr. Phoenix: Yes. So, with that, I thank you for coming in. I think we're gonna have to have a little bit of conversation and see where everything lands but I appreciate you coming in. Appreciate the interest and the conversation. So, with that, we can start with conversation, we can start with somebody making a motion. I'm open to either approach.

Mr. Rosenblum: Mr. Chairman, I'll make a statement and just go from there. Going through the interview process, I mean I do like as you had said Mr. Coelho, is about a fresh perspective. I do like Haley in that aspect but I do see the fact that I think she wants to get her feet wet first and I can see that she's probably not to enthrall with running a campaign or running again. With that, then I would probably recommend her as an associate because I think she offers a lot of qualities that obviously working with Tighe & Bond and things of that nature. Plus, it's a fresh perspective. Obviously as you said we all know Bud. He's been on Open Space, and he's very tied in to the community. That would be my inclination, was if I were to sit here and tell ya to make a motion, I would make a motion to appoint Mr. Bud Ellison and then probably do the associate as Haley. So that's where I'm leaning.

Mr. Coelho: Second

Ms. Houle: Mr. Chairman, I would agree. I think Haley, when she came in and spoke to us for the Planners' position, I was very impressed by her enthusiasm. And she's a new person that moved into the town. She's anxious to learn and I think when she spoke today, I think that makes her a little nervous. I think she'd like to do other things but right now this would be a step forward for her that she could learn more of how Town Government functions.

Mr. Phoenix: She specifically said that she thinks she's more interested in the associate member. I don't want to put something on to her that she's not as enthusiastic about. I'd rather her not get that beaten out of her too quickly.

Ms. Houle: And I think with her, just like when Joel used to come in to all our meetings whether it was necessary, we'd have a five-member Board and Joel would be here learning. I just have this feeling that she'd probably do the same.

Mr. Phoenix: So, we have this set up tonight for just the Board Member's spot. In part and when I was talking with Josh, I wanted to make sure that we weren't necessarily putting people to, too, much on the spot if we were asking people whether they want to take that on as the alternate. I wanted them to not feel like they were being compelled to say yes because they're being interviewed for something else and didn't want to seem adversary or not wanting to take things on. So, I was hoping that having that be a separate conversation later might be a little bit better for the applicants. But I think based off of what we're hearing tonight, I think my mind is much the same as everybody else's seems to be that I've heard so far. I don't know if we were to go in that direction theoretically assuming that's what happens this evening, if we were to take on Mr. Ellison to fill the spot until the spring, there's still a possibility that somebody else might surprise us and want to take that on but I don't see that the pool is gonna grow all that much. I think it's been tough cause we've been down three and it's trying to prioritize where do we need it the most. And having the full-time person in the office was definitely the biggest bleed. Now getting the full Board Member on is so just trying to triage that stuff the best we can. But it was a number of hits all together. So, unless anybody has something that they want to say that it would be contrary to that which I'd certainly welcome if somebody's got a different opinion.

Mr. Gennette: I'm not contrary to that but I just want to add that I think you had three good candidates and I wouldn't wait to do anything. I think Mr. Ellison is obviously going to do wonderful things for your Board. He's got a good energy to him. He's well known. He's well respected and he brings the experience you need to the table. I don't think you can pass up Mr. Ellison. I think that Haley Rivers is young, she's aspiring and I think as a Ludlow resident in that position is a wonderful thing to have her come in and get her feet wet. And that's not to take anything away from Mr. Ender. I think he's got a good overall view of what's going on. It's just that I think that you've got some pretty good fits for your two positions already.

Mr. Phoenix: I would agree with that. I think we didn't get anybody that put in applications just for associate, correct? So can we put it on the agenda for next weeks meeting to wrap up the associate conversation based off of however things end up disposed tonight?

Mr. Gennette: Can we make the vote today just for both positions?

Mr. Rosenblum: Yeah, you can.

Mr. Carpenter: The only thing is you guys don't vote on the associate.

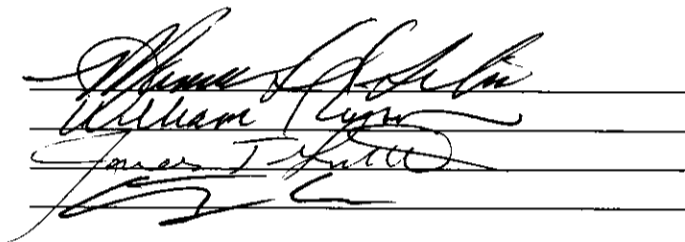
Mr. Rosenblum: That's fine. Then do two separate motions.

Mr. Phoenix: I'm fine with that. So can I get a motion on who we would be looking to appoint as the regular full Board Member spot.

**Motion made by Mr. Coelho to appoint Bud Ellison to the full Member Position. Ms. Houle second. Motion passed 7-0.**

**Motion made by Mr. Coelho to appoint Haley Rivers as the Associate Position. Ms. Houle second. Motion passed 4-0**

**Motion made by Mr. Gennette to close the Select Board meeting at 7:16 p.m. Mr. Alves second. Motion passed 3-0.**

  
Chairman  
Ludlow Select Board

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