

BOARD OF PUBLIC WORKS
Meeting Minutes
March 22, 2022
Board of Public Works Conference Room

RECEIVED
TOWN CLERK'S OFFICE
2023 FEB 16 P 2:31

TOWN OF LUDLOW

Members Present: Stephen Santos, Daniel Soares, Alex Simao, Keith Ouellette

Members Not Present: Matias Goncalves

Also Present: Kenneth Batista, Carrie Ribeiro, Ann Converse

At 5:00 PM Mr. Santos called the meeting to order. All present stood for the Pledge of Allegiance.

APPOINTMENTS:

DPW Director Interviews: (2nd round of questions)

5:00 pm James Goodreau

1st question by Mr. Ouellette – What are the factors affecting pavement design?

Mr. Goodreau's response: Many things to look at, how many cracks are in the road, amount of traffic on the road will also affect your mix design. Residential roads will get less mix, you can tell by surface whether you have a deficiency in your sub-base and your base area, which would push you toward reclamation of that area to increase the base to improve pavement. You have to think of asphalt content recycle content in pavement due to the wide variety in what you're looking at depending what kind of roads you are trying to do design for.

2nd question by Mr. Ouellette – What is your experience with various pavement management systems?

Mr. Goodreau's response: When I was working in Springfield they had their own pavement management system, that what we put in for data created the rating for every single road, based on cracking, road purpose, based on role of traffic, it was based on excel data sheet. We currently have a pavement management program being done by Pioneer Valley we should have it shortly it will be based on excel spreadsheet I am assuming.

3rd question by Mr. Ouellette - What are some of the stormwater best management practices you have encountered?

Mr. Goodreau's response: Based on what we have been currently using, Infiltration basins, detention basins and settling ponds during construction. Pretty much all of them is what we deal with when we do inspections of the subdivisions.

4th Question by Mr. Ouellette: What is your experience with SSO's?

Mr. Goodreau's response: Basically, since I have been here, I am the one that has reported them all to the DEP, it is in our report that we send to the state for our NIFTYS permit, we haven't had any last year, before that we had probably 15 where it has come to surface, we got to it quick enough where the DEP didn't make us do anything further.

5th Question by Mr. Ouellette – What constitutes an SSO?

Mr. Goodreau's response: When sewage reaches the surface and gets into something that gets in the water. Mr. Ouellette asked about the dwellings, if we have sanitary backups into the sewer main and it surcharges into the house do we report those. Mr. Goodreau stated that we do not report those but we do send those to our insurance company when there is sewage in the house but we do not report those as SSO's.

RECEIVED
TOWN OF LUDLOW
OFFICE
2023 SEP 18 5:21

6th Question by Mr. Ouellette – Personnel, Morale here, contrary to what anybody says, isn't that great. If you were to become Director how would you resolve that?

Mr. Goodreau's response: I think it will be a work in progress, you got to show these workers here that we care and give them some training on areas they need to improve themselves. Let them know there are options to grow here, offer them training that we have internally. Positive work environment for them let them know they are appreciated. You have to see how they respond to certain things to see what you can do next.

7th Question by Mr. Ouellette asked: So basically, for the past year it has been just you and Kenny, what would you have done differently?

Mr. Goodreau responded: Work wise, I wouldn't do anything different, everything has been accomplished. Personnel wise, probably nip some things in the bud before they happened. Like on some of the incidents that carry on and that bring down morale and address certain issues quicker.

Mr. Simao asked: Would you have any issues writing up anybody, suspending them or letting them go? Only because you have worked with all these people for many years some are your friends.

Mr. Goodreau responded: Not if it was needed no I would not. I have brought up things to HR that I feel may be a problem for the town in the past.

Mr. Simao asked: And why do you think you are the best candidate for the job?

Mr. Goodreau responded: Out of all the candidates you have I don't think you will find anyone who cares more about this town than I do and that cares about the employees here more than I do I am doing this for our community. I grew up here I live here I am raising my family here and I have been doing this since the start. I have been doing all this, the only thing in this job description that is different is the personnel aspect, everything else I have been doing for multiple years now.

Everybody was asked if they had any other comments, they stated no so Mr. Goodreau was dismissed.

5:30 pm Matthew Morse

1st question by Mr. Ouellette – What are the factors affecting pavement design?

Mr. Morse's response: It would be good to know the information of what the project entails. If it was just a regular road you need to make sure you start the base work to the top. When it comes to the design you need to have some sort of implement background. The biggest thing is to make sure you keep the water off the road. Having water inside the road grades the DPW will have to patch the same roads over and over water is not the best friendly approach to pavement. The engineering is a big factor in that.

2nd question by Mr. Ouellette -- What is your experience with various pavement management systems?

Mr. Morse's response: I forget who they used, but I believe Ludlow just used the Iron valley planning commission to do their pavement study. Those are critical when it comes to any pavement management scheduled. It detects where the roads are weak and where they need repair. We can set up apps, usually color coded, we can put them in our system and set up our chapter 90 road maintenance program based on how that plan is coming along. We also have reports from your operations manager he knows where the roads are inefficient and where they need repairs.

Mr. Ouellette: What about maintaining the road once it is in place, we have a road we paved last year, what would you do to make sure that road?

Mr. Morse's response: Crack sealing is one of the big things, not sure if you contract it out, we want to get some of the debris off, schedule road markings update those, reset structures etc.

3rd question by Mr. Ouellette - What are some of the stormwater best management practices you have encountered?

Mr. Morse's response: There is a big project we are starting to do in Holyoke, it is a sewer separation project. If we can separate the storm water, we are treating less at the plant which is a big step in the storm water. Just the fact of me managing the storm water, with the bigger projects and keeping it onsite instead of having run off. You have to keep the water off of the roadways so you can divert it from the trenches and into our systems, big factor when it comes to DPW road maintenance.

4th Question by Mr. Ouellette: What is your experience with SSO's?

Mr. Morse's response: Not a lot just that we have some of those in our system too but not much hands on experience with that.

5th Question by Mr. Ouellette -- Personnel, what do you do when you got a workforce that has bad morale?

Mr. Morse's response: He passed out a recommendation letter from the superintendent and additional papers from his file. "We talked last time about man power and personnel issues that you guys have". Recommendation letter shows how I handled my staff. "When I asked what your biggest issue here in Ludlow was you said it was personnel and integrity". 2nd sheet attached is a worksheet that shows how I handled it when we were low in staff and I was able to negotiate this with the laborer's union which speaks on how I am as a person and how I lead as a leader how I lead with respect and my ability to work with the labor force and save us money. One of my strengths is being the glue that Mr. Santos is looking for.

6th Question by Mr. Ouellette: Let me give you a scenario, we have 12 individuals on our work force out on the field. All of our athletic fields and cemeteries are growing fast. Mid spring after we fertilize and had a good rain, there are two funerals every day for the entire week except Sunday. Every evening at each field there is either a practice or a game, how are you going to handle that?

Mr. Morse's response: You got to get your crews out, it would be the same thing I was doing here. Spring is busy for sports so you have to maintain those fields before it starts, prioritize

the fields, get the schedule by week by field to know when the games take place and schedule it by priority. Mr. Quелlette: Keep in mind that all 12 people are maintaining all of these.

Mr. Simao asked: And why do you think you deserve this job for the Town of Ludlow?

Mr. Morse's response: I think I am ready and have the knowledge and one of my strengths is personnel. My management style is not to be a boss but be a leader, working with a group like this is important, we don't currently have a group like this in Holyoke in Ludlow you guys are all involved and knowledgeable. Adding a person that is the glue, be personable with people, have a level of mutual respect I do think I am that person. I have knowledge in all areas of the DPW and large construction projects all the way down to lining ball fields.

Mr. Simao asked: You made the statement that you want to be the glue, what if the glue is not working? Give me an example.

Mr. Morse's response: I can usually find a way to make it work, sometimes there are disagreements on road jobs, you have people that are butting heads inside the department. You have employees that have been here for 15-20 years that think they know it all. You have to be that person that can take this group of people and the young guys that come in and mix them together, maybe have some mentors on board and be respectable.

Mr. Santos asked: What union is Holyoke?

Mr. Morse responded: Supervisors Union United Public Service Employees and the laborers is the Local 14-15.

Mr. Santos asked: That is regular laborers? I noticed when you did People Ready that was for refuge collection so obviously it was something that had to be done so it was a necessity. Do you think that was a little easier to negotiate rather than negotiating regular employee's unique day to day operations.

Mr. Morse responded: Absolutely, trying to get more people in general, and then thru negotiations we landed at we were only going to use them for labor for trash. That is what we were after because if you run 4 for trash, you got 4 laborers on the back of each one. That cleared up 4 guys that we can move from refuge to operations. End result it all worked out.

Mr. Santos asked: So, they were alright with keeping them, they went into 1459?

Mr. Morse responded: Not really into union they are labor service, works out well because when we have laborer's on the back of a trash truck we have workman's comp claims and we are able to get rid of that, when one of them gets hurts their nursing staff comes and picks them up and gives us a replacement.

Mr. Santos asked: And the Union was ok with that?

Mr. Morse responded: I think it's because the kind of person I am and how I approached it. If you approach it a different way with the union, it would not go over well. Going out trying to talk with the guys and asking them what they think would boost up morale and you would have more employees and those guys would not be doing the physical labor in the back of the truck.

Mr. Morse added: Just a little integrity as mentioned in my resume that I coached youth sports for over 20 years, including bringing my baseball team into the famous Lou Casagrande tournament here at Whitney Park for many years. I am looking forward to this opportunity and am excited about it. I think I am ready to be the Director.

Everybody was asked if they had any other comments, they stated no so they dismissed Mr. Morse.

6:00 pm Jesse English

1st question by Mr. Ouellette – What are the factors affecting pavement design?

Mr. English's response: You need to know the percentage of rap, Class 2 or Class 1, we use class 2 super pave for everything and for regular roads it is a little softer and has a lot more rap so it remains soft all the time especially in heat which helps with defects. Not sure what else you are looking for? We follow state spec for state design. We also use a third-party inspector he will take samples and ensure that the mix design matches the sheet we have on file to ensure it meets spec.

Mr. Ouellette asked: We are upgrading Center Street, what would you do?

Mr. English response: Reconstruction, you have to know what is underneath first, it will decide if there is a good base underneath or if you need to remove the old road then you don't have to worry about old road raising or lowering. If there are any changes to do at that time you will need to check infrastructure get in touch with utility companies make sure their stuff is not being replaced. If it needs to be re-claimed they would grade it out, sometimes we would remove material if there are a lot of driveways or heavy intersections we will remove it to bring it back down to the level it was wo we are not changing the grading level of the road. Sometimes you need to add material.

2nd question by Mr. Ouellette – What is your experience with various pavement management systems?

Mr. English's response: I have used a couple, GIS database and a Microsoft access database. I would get it from a Beta group down in CT. They would give us the information that they found, we would then input the data so when we pave we can clear them out and update them with all the road service ratings directly connected to our GIS systems I would pull up the map and see the road service ratings and they were broke down by color so I can see which ones are bad. So we use that every year using the road service ratings when we go out and check out the roads, we will then update the ratings based on our review of the roads.

3rd question by Mr. Ouellette - What are some of the stormwater best management practices you have encountered. And what is your professional opinion?

Mr. English's response: I have encountered quite a bit, I do all inspections for all the new construction in Westford Hill and Winsor CT making sure all conversion control is set up that all the silt sacks are ready, insurances are in place. Maintain our retention and detention ponds, clean out the excess sediment etc. We finished last year a culvert replacement where we had to remove both ends and support the road during construction and drove in some shoring. I have dealt with a lot of stormwater issues thru the years.

4th Question by Mr. Ouellette: What is your experience with SSO's?

Mr. English's response: We are coming across a lot, we had to get someone to disconnect them, when they had them installed in the 70's the drainage system was in front of the sewer in the road and there wasn't enough pitch or elevation to get it over the drain so there are issues. We have to backtrace and find the issue and address them.

Mr. Ouellette asked: At what point is an SSO important?

Mr. English's response: As soon as we find one we had to report it that is why we send out the letters to the business owners so we can document it on the annual layout report.

Mr. Ouellette asked: What constitutes an SSO?

Mr. English's response: An elicit discharge to the drainage system, anything that is not groundwater.

Mr. Ouellette asked: What about when your sanitary main backs up?

Mr. English's response: If it is backing out of the property it is an ESSO anything that is not groundwater is considered an elicit discharge.

RECEIVED
TOWN CLERK'S OFFICE

5th Question by Mr. Ouellette: Let me give you a scenario, we have 12 individuals on our work force out on the field. In the spring we had a lot of rain and just fertilized our athletic fields and cemeteries need to be mowed every 5 days and you have two funerals every day for the entire week except Sunday. Every evening at each field there is either a practice or a game, how are you going to handle that?

2022 FEB 11 10:03 AM
TOWN OF LUDLOW

Mr. English's response: You have to divide and conquer. We have to keep people that are available for emergencies and swap them around. You have to split some people up, set up crews that are maintaining fields, crews that are available for sewer backups at all times. Divide up the team and have as many crews as we can.

Mr. Simao asked: Why do you want to work for the for the town of Ludlow?

Mr. English's response: I have been looking to keep advancing myself I saw that the director position came up and I have talked to many contractors that work for the town and everybody I talked to stated they loved working with the DPW here. That all the guys that work here are fantastic.

Mr. Simao asked: How are you with Personnel, dealing with people that work and don't work, have issues any issues?

Mr. English's response: I am really good at it, I have had experience supervising big departments 20-25 people, different personalities and different work ethics. A lot of Military and they are the ones your stuck with whether they are good or bad you have to keep them. You have to think outside the box to motivate people and to get them onboard with what you are trying to do and the goal you are trying to accomplish.

Mr. Santos asked: Are you a trench permitting authority?

Mr. English replied: Yes.

Mr. Santos asked: On your related training, can you explain to me What is FEMA ICS100 is?

Mr. English replied: ICS courses are all the emergency courses that FEMA puts out for incident control. For emergency situations, if there was a mass flooding we would have to shut down and help control people and get our guys working the right way.

Mr. Santos asked: What is the percentage of time you think you would spend in the office and in the field?

Mr. English replied: That is tough I would say 60/40 eventually, I would like to spend more time out in the field building relationships and trust first.

Mr. Santos called deliberation with Ms. Ribeiro present. Mr. Simao narrowed it down to two finalists Mr. Goodreau & Mr. English. Mr. Ouellette feels that he would go with Mr. English due to his responses and background and bringing someone from the outside would be beneficial. Mr. Soares agrees with both but feels that Mr. Goodreau responded to some of the questions spot on and feels he would be the best candidate for the Director position. Mr. Simao asked if we can do a six-month trial period or a review or one year contract so that we do not have to keep the person if they don't work out. Ms. Ribeiro confirmed that we can do a probationary

period or a one-year contract etc. Mr. Santos feels Mr. Goodreau would be a good choice and that him and Kenny have been getting stuff done and that Mr. Goodreau can step it up and do more. This is a tough decision.

Motion was made by Mr. Soares that we make Mr. Goodreau Director as of today. Ms. Ribeiro asked that someone on the board be responsible to work out final negotiation. Mr. Soares to work with Ms. Ribeiro on negotiation details. Ms. Ribeiro asked if we are doing anything with Mr. Goodreau's position and Mr. Santos stated it will need to be posted once negotiations are settled. Vote 3-1 for Mr. Goodreau. Mr. Ouellette abstained.

7:00 pm **Elizabethte Batista** – Friends of David G. Goncalves – request for a Memorial for David G. Goncalves.

Request was made to put a Memorial along the Riverwalk. A sketched "vision" was provided to show what they are looking to do. They are looking for permission from the board to set this up. They do not expect the DPW to keep up with the maintenance of the memorial, between Davids family and friends, they will keep it maintained.

Mr. Soares motioned that upon full landscape design approval that they are able to put a memorial along the Riverwalk. Vote 4-0 all in favor.

CORRESPONDENCE:

#1079 – Municipal Vulnerability Preparedness & Hazard Mitigation Plan Committee – Invite to Community Resilience Building Workshop Series. Building workshop series invitation 9:30am-12:30pm Wednesday, March 23rd, free of charge, in person @ Ludlow Town Hall Board of Selectman conference room. Mr. Santos asked if anyone present would be able to attend, due to it being last minute nobody is able to attend.

#1080 – Planning Board – Invitation to meet with the planning board to discuss traffic problems surrounding the Mass Turnpike & Center Street commercial Area – April 14, 2022 @ 7:15pm. Discussed putting 2-3 jersey barriers there for now to see what happens.

REPORTS:

Crew out patching potholes, continuing to do tree service daily. Several sewer blocks completed last week. Cemetery completed, winter graves top dressed and seeded. Was busy all last week with funerals.

Started preparing baseball diamonds for spring baseball April 4th and softball season April 1st. added material. Concentrating on Whitney Park, Vets Park and Baird fields first. Reached out to Ludlow Memorial due to damage at baseball dugouts, asked Walter to give us a number to sandblast.

Started street sweeping this week had issue with sidewalk sweeper, part broken, was fixed and would like to get out this week.

Had some catch basins that failed over the winter, will work on the one on Holyoke street tomorrow. We will still need to address Maple St, Howard St & Chapin St

RECEIVED
TOWN CLERK'S OFFICE

Island Pond Cemetery encroachment issue, Section B, family purchased 5 grave lots years ago either 2010 or 2013 with the impression they can hold 3 burials on lot. During 2nd burial on lot an issue came up with the way vaults are buried. Family would like to purchase 1 more lot for the person that just passed and get one at no charge to cover the one they are not able to use due to issue. Board motioned to wave the fee for the replacement lot. Vote 4-0 all in favor.

Mr. Ouellette made a motion to file the Directors Report, seconded by Mr. Simao. Vote 4-0 all in favor.

NEW BUSINESS:

Board to approve and sign an Abatement Certificate for sewer charges for 336 Winsor Street

Mr. Ouellette motion to sign abatement, seconded by Mr. Simao. Vote 4-0 all in favor.

Mr. Ouellette stated that someone had mentioned to him about some trees on the side of the road on Center Street Belchertown line. The trees have been cut to clear the roadway and are still there, Mr. Batista will look into it.

Ms. Converse stated that a gentleman came in to get a dump permit our regulations say that we cannot provide permit for a truck larger than a pickup truck, it is a dump body F350. Mr. Santos stated that it is ok as long as it doesn't have company name on the side of it, we can give him a permit, if he abuses it, we can just revoke it.

OLD BUSINESS:

Board to discuss trash removal contract.

Mr. Santos mentioned 4 options:

Option 1 - Weekly automated transportation of solid waste from Household

- 1 - 35gal per household, delivered to Agawam MA

Option 2 - Weekly automated transportation of solid waste from household

- 1 - 64gal better for Cardboard & 1 - 35gal for containers (co-mingled recyclables)
- 1 - 35gal for regular trash

Option 3 - Weekly manual transportation of solid waste from Household - Currently doing

Option 4 - Weekly manual of transport recyclables from household - Currently doing

96 gal tote - \$61.21 & \$4.50 put wheels and cover on it and deliver to every resident - \$ 466,541.00

64 gal tote - \$52.09 & \$4.50 wheels and cover - \$401,789.00

35 gal tote - \$44.95 & \$4.50 wheels and cover - \$351,095.00

If you go automated you will need to purchase all containers and hold them onsite - \$1,455,074.00 = 2-35gal & 1-64gal

Mr. Santos would like to get the RFP out by Friday with a 3week turnaround. Ms. Converse stated that she received an email in regards to prevailing wage rates that needs to be addressed before we can send this out on Friday. We have to get the information from our Human Resources department and await DLS to set our rates for garbage, once we get them, we can send this out for bidding.

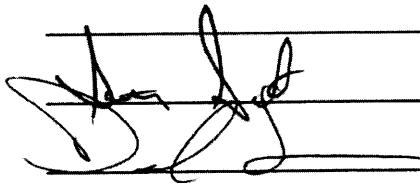
RECEIVED
TOWN OF LUDLOW
HUMAN RESOURCES OFFICE
2023 FEB 16 P 2:32
TOWN OF LUDLOW


Mr. Santos asked for board approval to move this forward, Mr. Ouellette motioned to move forward with the RFP, seconded by Mr. Simao. Vote 4-0 all in favor.

NOTES AND COMMENTS:

Motion was made by Mr. Simao to adjourn the meeting, seconded by Mr. Ouellette. Vote 4-0 all in favor.

NOTES ACCEPTED:




BOARD OF PUBLIC WORKS