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TOWN OF AYER



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Susan Opeland

Town of Ayer
Board of Selectmen
Ayer Town Hall – 1st Floor Meeting Room
Ayer, MA 01432

Tuesday, December 16, 2014
Open Session Meeting Agenda

- 7:00pm **Call to Order**
Review and Approve Agenda; Announcements (Winter Parking Ban)
- 7:05pm* **Public Input**
- 7:15pm **Mr. David Maher, Director - Community and Economic Development**
1. Review and Approval of Ayer Community Dev. Strategy 2014-2015
2. Approval & Funding of Community Opportunities Group CDBG Application
3. Approval of CDBG Pleasant Street Project
- 7:30pm **Mr. Mark Wetzel, DPW Superintendent**
1. Recommendation for Transfer Station Operator
2. Columbia Street Intersection
- 7:45pm **Fire Chief Robert Pedrazzi**
1. Ambulance Billing RFP Recommendation
- 8:00pm **Town Administrator's Report**
1. Administrative Update
2. Appointment – Open Space & Recreation Plan Committee
3. Grant Writer Proposal Discussion
4. Town Hall Holiday Schedule
- 8:15pm **2015 License Renewals**
- 8:40pm **New Business/Selectmen's Questions**
- 8:45pm **Approval of Meeting Minutes**
November 18, 2014; December 2, 2014
- 8:50pm **Adjournment**

**Note: Agenda Times are for planning purposes only and do not necessarily constitute exact times.*

Town of Ayer

Office of Community & Economic Development

Town Hall ♦ One Main Street ♦ Ayer, MA 01432 ♦ 978-772-8206 ♦ Fax: 978-772-8208



TO: Ayer Board of Selectmen
FR: David Maher
RE: 2015 Community Development
Cc: Robert Pontbriand
DT: December 12, 2014

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DEC 12 2014

TOWN OF AYER
SELECTMEN'S OFFICE

Honorable Members:

After many weeks of continued work and progress towards the Ayer 2015 Community Development Grant, the Office of Community Development is ready to come before the Board of Selectmen for both your help, and support.

There are three items where the Office is looking for your approval:

- 1) Approval of the 2014-2015 Community Development Strategy (a draft that was sent to you by Robert)
- 2) Approval of what would be our Town Infrastructure project: upgrade of Pleasant Street from the Pleasant Street School Housing south to Downtown and Main Street(sewer, water, sidewalks, streetscape and street paving)
- 3) Approval for soliciting the services of Community Opportunities Group to help us write and produce the upcoming grant.
 - Their charge for services would be \$7500 which would be \$5000 for the grant document itself and \$2500 for the Environmental Review that is required (see their proposal included)
 - Per the Office's consultation with Robert, we are asking the Board to approve the use of \$7500 from the Town's UDAG account for the initial cost of this service
 - UDAG to be reimbursed after the awarding of the grant (or through Program Income funds accumulated from the sale of homes that have past CDBG rehab liens)
 - Three companies were contacted for their price for these services with these outcomes:
 - Met with MRPC and then their grant staff was laid off,
 - Had a number of conversations with Breezeway Farms, our former grant writer, and based on their current workload chose not to be considered for our grant this time
 - COG actually approached us and met with us on a number of occasions as well and submitted this amount which we checked with other sources to find that it was reasonable and all-encompassing for the work we needed

accomplished in the eight week time frame (Feb.13, 2015 is the required submittal deadline) we are currently working with.

I ask your indulgence for my absence at this important meeting, which is due to a long standing family commitment I have had prior to knowing we would need to attend this December 16th meeting, but Ms. Hersey is very apprised and capable of answering any and all questions that you may have and I must tell you that she has been very diligent and determined with her efforts for our success with achieving the awarding of this grant for Ayer.

I will plan to meet with you on your first meeting of the New Year to give you an update of the past few months and present to you my plans for continued upgrades and growth for the Town of Ayer in 2015.



David Maher
Director
Town of Ayer
Office of Community and Economic Development

Town of Ayer



2014-2015 Community Development Strategy

The Town of Ayer was incorporated in 1871 during a period of rapid development of railroad transportation in this area. Just 9.5 square miles in area, the Town became a major railroad junction and developed into an important commercial center oriented towards the rail industry during the late 1800s and early 1900s. At the turn of the century, a portion of Ayer's land was taken by the Federal Government in order to situate Camp Devens (later Fort Devens) in a large area now adjacent to the Town.

As one of the more diverse communities in the region, Ayer's citizenship have seen a modest growth in the Town's population, though median household income is among the lowest in this area. One strategy for improvement, which Ayer has aggressively continued to pursue, is to enhance economic development by capitalizing on its position as home to a key commuter rail station on the Fitchburg-Boston line. That initiative continues to get closer to being a reality every day.

Ayer's commitment to achieving "sustainable goals" is demonstrated by the Town's active successful pursuit to attain the designation of a "Green Community," including setting carbon-reduction goals, reducing infrastructure costs at both the Town Water and Waste Water facilities, reducing electric costs especially at the Town Hall and becoming a partner in a solar field facility in Southampton

Ayer is also proud to have within its downtown area the head of the Ayer-to-New Hampshire Rail Trail, an 11-mile long, beautifully tree-lined corridor connecting five New England towns.

Like many other small Massachusetts towns, Ayer's three members Board of Selectmen serve as chief elected officials, with everyday oversight conducted by a Town Administrator with other elected officers and boards sharing executive-branch responsibilities.

Planning and Public Participation

Ayer residents have been involved in a number of local and regional planning efforts whose intent will be to identify, coordinate and clarify the priority activities that Ayer residents would like to see addressed not only in 2015 but outward to 2020. In formulating its plans for the future, the Town of Ayer continues to update and incorporate the key recommendations of strategy documents including the *2005 Ayer Comprehensive Plan Update* and priorities for Ayer's 2010 Community Development Strategy.

The Town of Ayer has been assisted in its planning and community development efforts from several regional organizations that include: Montachusett Regional Planning Commission (MRPC), Mass Development, Montachusett Joint Transportation Commission, MART, Massachusetts Department of Housing and Community Development, Office of Business Development and the Economic Development Administration.

The Town updated this strategy based on citizen input from a public meetings held in the months of September and October 2014 as well as meetings with the Select Board, Planning and

Zoning Boards, Conservation Historical Commissions and meetings with pertinent Town Department heads. Input from Ayer citizens came from over 140 informational surveys that took their form both in hard copy and internet interaction.

Target Area-The Sustainable Development Target Area will continue to be the focus of Ayer's Community Development Activities. This target area encompasses the downtown historic commercial center, its transportation hub, and municipal buildings of the Town as well as some of its oldest housing stock and infrastructure. It also includes Ayer's designated Slums and Blight Target Area and both Senior Housing complexes.

Housing Goals – Sustainable Development Principles of *Concentrate Development and Mix Uses, Expand Housing Opportunities, and Plan Regionally.*

1. Continue the Ayer Housing Rehabilitation Program: Encourage the repair and updating of the Town's housing stock especially in the Sustainable Development Target Area where properties are susceptible to health and safety code violations due to their age. (CDBG 2011-2015) (CDS 2011 Priority #2). Seventeen units were completed with money from the 2011-2012.
2. Inventory Units: Maintain a comprehensive inventory of approved housing developments: Target List of Distressed Properties. Develop a target list of deteriorated rental properties or single family homes for housing rehabilitation assistance through the Ayer Housing Rehabilitation Program or other urban renewal financing programs. Use this list to contact homeowners as to their intent to repair or upgrade their homes.
3. Expand First-Time Homebuyer Program: Currently the Town is partnering with Habitat for Humanity to build two single family units where the Ayer Office of Community Development is coordinating all of the activities. Following the completion of these units another future site will be identified for additional construction.
4. Zoning for Mixed-Income and Multi-Family: Modify the Zoning Bylaw to encourage affordable and mixed-income multi-family developments in the General Residential, Downtown Business and General Business districts, using frontage and lot area waivers as infill development tools, and promote affordable accessory dwellings or conversion units throughout the town. Continue with the current activities surrounding updating the Town's Zoning and Building bylaws especially in accordance with "smart growth" and "energy efficiency" activities (part of the criteria to become Green Community designated). (Ongoing) (CDS 2011, Priorities #6 and #7). The Town's former Central Fire Station has been sold through the RFP process and the owner is intending to create four new affordable housing apartment units.

Community Facilities and Services Goals – Sustainable Development Principles of *Concentrate Development and Mix Uses, Advance Equity, Promote Clean Energy, Protect Land and Ecosystems, and Make Efficient Decisions*

1. Improve Infrastructure throughout Town where feasible and possible: Begin or continue upgrades to the Town's sewer and water system, street surface conditions and sidewalks with priority given to densely populated areas with antiquated systems. (Grove Street neighborhood, Pleasant Street Area). As a long range plan addressing street and

sidewalk issues on Main Street could be considered. Grant funding to support coordinating activities in this area will come from Department of Public Works grant funding coupled with possible 2015 CDBG funding. (CDS 2011, Priority #1) (2011-2015)

2. Conserve Historical Resources: Continue to complete planning surveys and inventories as a first step toward creating or expanding historical districts and nominating individual listings in Ayer, including single-property or parcel districts. Nominate additional properties for listing on the National Register of Historic Places. Prioritize the inventory by starting with Ayer Main Street Historic District as well as Pleasant and Washington streets. Apply for a Planning and Survey Grant from the Mass. Historical Commission using CPA funds for the required match. These activities will be coordinated through the Office of Community Development, Planning Board and Ayer's Historic Commission. (2011- 2012)
3. Maintain town, public, and school facilities that meet the needs of Ayer residents and town employees, giving special focus to the elderly, children, and low- and moderate-income residents. (CDS 2009 Priority #2) (Recently completed facility: Ayer Shirley Regional High School: on-going)
4. Provide the highest quality town and school services at a price that is equally fair to residents and businesses. The Towns of Ayer and Shirley have regionalized their school programs and building facilities to greatly enhance the education activities of each community. (Regionalization took place for school year 2010 and successfully continues)
5. Expand, diversify, and maintain Ayer's Playground and Town Park recreation facilities. (CDS 2011 Priority #3, Pirone Park) Continue to upgrade the Town's public playgrounds and open space areas, especially concentrating on the issues that have been plaguing Pirone Park's play structures and soil. The Office of Economic Development is pursuing grant funds from either USDA or the Brownfields Revitalization Fund. ((proposed for 2015)
6. Consideration continues to be given on improving both social services to all needy members of the Ayer community as well as continuous improvement of the services provided by the Senior Community of Ayer. Considerations of upgrading the current facility or working toward additional transportation services for the senior community should be again reviewed. Other social service activities should be considered that would be in support of citizens throughout Ayer. (CDS 2011 Priority #10)

Land Use Goals – Sustainable Development Principles of Concentrate Development and Mix Uses, Make Efficient Decisions, Protect Land and Ecosystems, Increase Job and Business Opportunities and Plan Regionally:

1. Using Governor Deval Patrick's principles of "Smart Growth," the Town seeks to enhance Ayer's sense of community. This will help reinforce Ayer's industrial/commercial village land use pattern and historic arrangement of buildings and streets. It facilitates the small-scale redevelopment and reuse projects that encourage preservation and reduces the potential for teardowns: it also focuses on a planned mix of

residential, non-residential, and public land uses along and adjacent to the town's main roads.

2. Upgrade the Downtown Business (DB) Zoning District: The Town will continue the current DB zoning regulations to facilitate greater investment in the downtown area:
 - o This allows a greater mixed use presence above storefronts,
 - o promotes transit-oriented development,
 - o Promotes creative strategies such as using culture and the arts as an economic development strategy in addition to enhancing quality of life. (Ex. Number of new artists and restaurants with more to come on Main Street).
3. Using the final recommendations of the Fire Station Reuse committee, the Town actively pursued the sale of this building and currently is in negotiation with a local developer whose intention is to build four affordable units of housing at that location. (CDS 2011 Priority #9)
4. Support the Redevelopment and Renovation of the O'Hanlon's restaurant building. The downtown area of Ayer has seen great updating and renovation over the past four to five years. The O'Hanlon's building is the one remaining structure in need of renovation. Recently purchased by another local restaurant group, they are working with the Town to upgrade the four apartments on the second floor and the create a new updated upscale restaurant on the first floor fulfilling the successful rebirth of this historic structure and the new vitality it will help bring to complete Ayer's downtown.
5. Use of MGL Chapter 40R, exploring federal and state grant opportunities to continue Ayer's commercial façade and sign program. Currently this project is funded by UDAG Funds under the auspices of the Town's IDFA.
6. Facilitating the continued development of commuter rail parking in downtown/Rail Trail parking area. Aggressively continue with the process of working with MART to finalize both the financial and infrastructure components needed to begin work on the Rail Trail Parking facility. Currently 3.2 Million dollars is earmarked in Federal Funds and a 20% State commitment (\$800,000) is needed to begin engineering activities. (CDS 2011 Priority #4)
7. Using the Industrial Development Finance Authority to enhance downtown commercial Properties: IDFA currently has 1.4 million in assets ready to be loaned for a number of activities and projects. (ongoing)

Natural Resource Goals –Sustainable Development Principles of *Advance Equity, Make Efficient Decisions, Protect Land and Ecosystems, Use Natural Resources Wisely, Promote Clean Energy, and Plan Regionally.*

1. Protect Drinking Water: Engage industry to participate in water supply conservation, and water quality protection including monitoring and best management practices. (Conservation Commission and the Department of Public Works, 2010 ongoing)
2. Revise Ayer's Local Wetlands Protection Bylaw (non-zoning): which was adopted in 1972 and has remained in place without modification since that time: (a) Extend protection to wetlands and intermittent streams that are minimally protected by Massachusetts Wetlands Protection Act and Rivers Protection Act. (b) Establish local "no-disturbance" and "no-build" zones. (c) Establish a reasonable fee schedule for permit applications under the local bylaw, and use schedule for permit applications under the local bylaw, and use the revenue to provide adequate professional support for the Conservation Commission. (Conservation Commission, 2010-2011)
3. Ayer Stormwater Management and Funding Improvement Plan: Due to enabling State

And Federal mandates, dwindling local funds, increased flooding and failings in the Town's sewer infrastructure and increased awareness of the relationship between stormwater impact and healthy water bodies. The Town did approve a Stormwater Enterprise Fund and are continuing to establish a fee structure to stabilize and manage this situation. (Approved at Fall Town Warrant Oct. 2011, fee implementation 2014-2015)

Open Space Goals – These address the Governor's Sustainable Development Principles of Protect Land and Ecosystems, Concentrate Development and Mix Uses, Make Efficient Decisions, and Use Natural Resources Wisely.

1. Acquire Zone I and II Land: Authorize a water conservation bond and acquire land in Zone I, Zone II and the Interim Wellhead Protection Area (IPWA) of existing and potential future water supplies. (Conservation Commission, 2011)
2. Conservation Protection: Take tax title properties and set aside those with ecological significance to permanently protect conservation land. (Conservation Commission/ Assessor's Office) (ongoing)
3. Conserve open space and create recreation areas. This would likely employ Randall Arendt's model of Open Space Design Development and encourage significant open space set aside. (Planning and Zoning Boards, Building Official)

Economic Development Goals – Sustainable Development Principles to Make Efficient Decisions, Provide Transportation Choice, Increase Job and Business Opportunities, and Plan Regionally.

1. Match Skills to Needs: Coordinate with the Workforce Development Departments at both Fitchburg State and Wachusett College to inform businesses of the grants and training available and of the programs that can be tailored to a company's individual employment needs. A number of Ayer businesses continue to take advantage of these local programs. (ongoing)
2. Focus on Downtown Ayer: Increase downtown Ayer's economic competitiveness through improved access for residents and workers. Ayer is currently and actively planning, funding and lobbying for transportation improvements. (1997 – ongoing)
3. Improve MBTA Function: Support and encourage enhanced service on the MBTA Fitchburg Line, including double tracking express trains and higher speeds. Members of the Ayer BOS and the Economic Development Director are all active members of the Fitchburg Line Committee, MRPC, MJTC and MPO in support of all transit-orientated activities.
4. Linkage Improvements: Encourage pedestrian and bicycle access throughout Ayer by providing a safe, scenic, interconnected system of roads, sidewalks and trails.
5. Downtown Parking Capacity: Provide and manage downtown parking facilities to meet the needs of residents, shoppers, business owners and employees, commuters and visitors. This includes working with MART and MBTA to develop downtown commuter rail facilities in downtown Ayer.

6. **Gateway Upgrades:** Improve and enhance Ayer's gateways, pedestrian and bicycle facilities. Due to receiving a recent grant the DPW has solicited an engineering company to begin to develop a current and future plan for enhancements to a number of areas in Ayer including: the rotary area, E. Main Street, Main Street, W. Main and Park Street.

Priority Projects

1. **Downtown Commuter Rail Parking Facility**

Aggressively continue with the process of working with MART to finalize both the financial and infrastructure components needed to begin the work on the Rail Trail Parking Facility before the "sunset" of the Federal funds currently earmarked for this program. Currently 3.2 Million dollars is earmarked in Federal Funds and a 20% State and Town commitment has been identified and is ready to be utilized.

2. **Improve Infrastructure Throughout Town Where Feasible and Possible:** Begin or continue upgrades to the Town's sewer and water system, street surface conditions and sidewalks with priority given to densely populated areas with antiquated systems. (Grove Street Neighborhood, Pleasant Street Area) Also a long range plan addressing street and sidewalk issues on Main Street could be considered. Grant funding to support coordinating activities in this area will come from Department of Public Works grant funding coupled with 2011 CDBG funding.

3. **Town of Ayer's Housing Rehabilitation Program:**

Supported by the prior CDBG grant, fourteen (17) houses including both multi and single family have been renovated in past two and half years. Continuing programs like this has a great multiplying effect throughout Town. This includes: a direct effect upgrade of an individual's property, an increase to the home's values of the surrounding homes and neighborhood, updating the Town's housing stock and including weatherization and energy efficient upgrades. To be funded with 2015 CDBG grant money.

4. **Playground and Town Park Facilities**

Continue to upgrade the Town's public playgrounds and open space areas, concentrating on the issues that have been plaguing Pirone Park's play structures and soil. The Office of Economic Development is pursuing grant funds from either USDA or the Brownfields Revitalization Fund. (proposed for 2014 -2015)

5. **Green Communities Designation**

The Town achieved and is recognized with a "Green Communities" designation. . A continued focus on overall Town energy efficiency is among the Town's priorities for the upcoming Community Development Strategy. (Ayer Energy Committee, Energy Planning Grant Committee, DOER, 2010-2015)



Community Opportunities Group, Inc.

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Boston, Massachusetts 02111
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www.cogincorp.com

December 9, 2014

Mr. David Maher, Director
Economic and Community Development
1 Main Street
Ayer, Massachusetts 01432

Reference: FY 2015 Massachusetts CDBG Application

Dear Mr. Maher:

Thank you to Alicia and you for speaking with me about a FY 2015 CDBG grant application and the possible assistance that Community Opportunities Group, Inc. (COG) could provide to the Town with such an application. Further, I enjoyed meeting with Alicia on November 26; I think the time that we spent together was beneficial to both of us. This letter outlines the services that we propose and the respective responsibilities of Town and COG staff, and our fee for these services.

Some of the strengths that we will bring to Ayer are:

- The CDBG program (both grant packaging and grant implementation) is at the core of our professional work. COG was founded as a CDBG specialist in 1979 and we have been engaged in this work continuously for more than 35 years. Community development work is central to who we are, and what we do. Our track record reflects this.
- COG's track record from our earlier CDBG work in Ayer speaks for itself. This nearly decade-long service, with its multiple, prior CDBG grants, both demonstrates our ability to deliver success and gives us first-hand, on-the-ground knowledge of the town.
- We have more than 10 staff persons who work exclusively in community development. This means that we are able to dedicate specialized resources to CDBG clients that are unmatched by anyone else in Massachusetts.

- We are currently involved in CDBG initiatives totaling nearly \$10 million in more than twenty (20) communities in Massachusetts and Connecticut, in either a full administrative or support role.
- The combination of our experience and high professional standards has resulted in our clients being awarded CDBG grants after other consultants or regional entities have failed.
- We are easy to work with. Our working approach is based on mutual respect. In delivering our services, we strive to help clients improve their own capacity by sharing our knowledge of the CDBG program with them.

Proposed Services

1. Organize, develop and write a Massachusetts CDBG Program Community Development Fund -1 (CDF-1) grant application by the application deadline of February 13, 2015. Develop drafts of application sections for the Town's review and comment. Finalize documents and upload into CGMS. Input other information, data, budget information, etc., required to constitute a complete grant application.
 - A. Develop a schedule/work plan for completing tasks needed for a complete application
 - B. Develop a Citizen Participation Plan for local approval.
 - C. Coordinate various parties of interest, identifying and developing grant project activities and preparing the grant application. Participate in the working sessions with staff in developing the grant application.
 - D. Prepare a grant application that consists of up to three activities: 1) housing rehabilitation, 2) public facilities or infrastructure, and 3) public social services. Prepare activity packets and related materials/information.
 - E. Identify individuals and entities for which the Town should request letters of support and/or commitments of resources.
2. Render miscellaneous services directly relating to and in support of the CDF-1 grant application, including but not limited to: identifying data and documentation needed to support the application, advising the Town on the number and types of meetings, and methods of outreach and input to achieve adequate public participation. Prepare informational materials to disseminate to the public.

3. Review the draft Community Development Strategy (CDS) for adequacy and comment on areas that need revision, as applicable.
4. Prepare a substantially complete draft Environmental Review Record (ERR) for the proposed grant.
5. If requested, assist the Economic and Community Development staff in making presentations to the Board of Selectmen or other Town bodies.
6. Represent the Client to the funding agency and other parties prior to and following submission of the grant application, consistent with the purpose of the contract engagement.

Town Responsibilities

1. Take lead responsibility for developing the Community Development Strategy, including the needed outreach to the public and scheduling and leading the community development forum. Provide transcripts/minutes of public meetings.
2. Take lead responsibility for scheduling, noticing and conducting required public hearings. Provide transcripts/minutes of such.
3. Make available local housing rehabilitation program waiting lists, relevant plans and study documents, GIS and assessors data for mapping, analytical and documentation purposes.
4. Take the lead in conducting and tabulating any needed surveys or needs assessments, with technical support and direction from the COG.
5. Complete and deliver plans, specifications, cost estimates and relevant budget information relating to proposed activities.
6. Provide COG with information needed to develop program delivery and general administration budgets.
7. Respond with comments or acceptance to draft documents submitted by COG with 48 hours of delivery.

Proposed Compensation

We propose to provide the services described above for a fixed fee of Seven Thousand, Five Hundred and XX/100 Dollars (\$7,500.00). The fee would be payable upon submission of the grant application.

In addition to the fee for professional services, the Town will reimburse for direct out-of-pocket costs associated with the grant application (e.g., postage/printing, copying, travel @ IRS prevailing rate, etc.).

Mr. David Maher
Town of Ayer
December 9, 2014, Page 4

As we discussed, our business interest in assisting with preparing Ayer's grant application is the prospect of having a role in administering the grant for the Town once it is awarded. Our clients will attest that we apply our knowledge, responsiveness and high professional standards in carrying out a grant.

I have included additional information about the firm's qualifications and experience, as well as references that you can contact who will vouch for our CDBG work

I look forward to hearing back from you. Let me know if I can provide additional information. You can contact me at (617) 542-3300, ext. 304, or via email at psanborn@cogincorp.com. Upon acceptance of this letter proposal, I will submit a contract agreement for signing. Thank you.

Sincerely yours,

COMMUNITY OPPORTUNITIES GROUP, INC.



Peter D. Sanborn
President

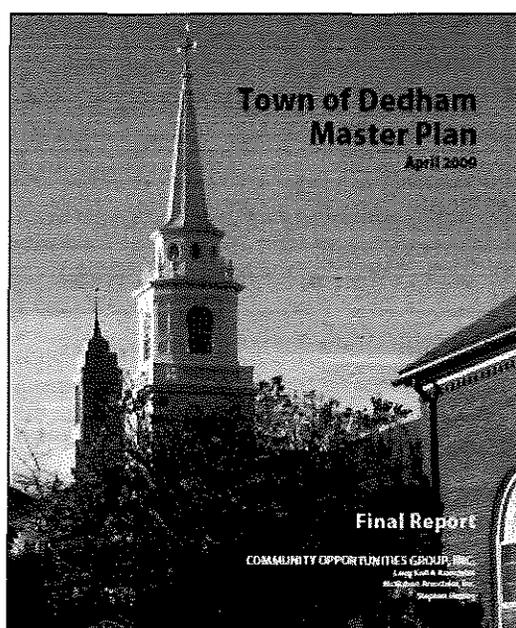
About Community Opportunities Group, Inc.

Community Opportunities Group, Inc. (COG) was founded in 1979 to meet the housing and community development needs of cities and towns across New England. For many years, we specialized in the HUD Community Development Block Grant (CDBG) Program and built our excellent reputation by helping clients design, fund and implement projects that improved the quality of life for people who lived and worked in their communities. Owing to our years of experience and the varied composition of our client base – from major cities in the Northeast to the villages of Berkshire County, Connecticut and New Hampshire – we became recognized experts in packaging CDBG with other funding sources, and we helped communities reach goals that previously seemed unattainable.

As one of COG's core service areas, we are proficient in all aspects of federal grant administration: recordkeeping and reporting, compliance monitoring, financial management, environmental review, program design and programmatic requirements, and cross-cutting federal requirements. Further, COG is serving as grant manager for municipalities that received funding from CDBG-R (Recovery). As such, we are knowledgeable of the additional reporting and compliance requirements that accompany ARRA funds.

COG has also provided technical assistance and troubleshooting services to grantees with moderate to serious monitoring findings. Over the years, we have been asked by local government grantees, or referred by state agencies and HUD to conduct detailed audits of program records, document statutory and regulatory violations, develop plans to resolve findings, and provide training for local staff and officials in order to prevent a recurrence of grant management problems.

COG's experience and roles in CDBG and housing are unlike those of many consultants in that we are directly responsible for activity implementation and grant administration on a daily basis. Many of our non-Entitlement clients contract with COG for complete project grant management and administration services. This experience ensures that we are current with policy, regulatory and compliance requirements. COG's experience in CDBG- and other publicly-funded housing projects also provides a further strength in our ability to assist clients in addressing housing goals. We have had responsibilities for carrying out a range of housing initiatives using CDBG – to support new housing development (rental and ownership), public housing modernization, (re)development of special needs housing, first time-homeownership programs, and rehabilitation of existing single- and multi-family housing. The firm has been involved in these types of projects continuously since it was established more than thirty years ago. During this



time, we have managed scores of local and regional housing rehabilitation programs for municipal clients and non-profits, providing a full array of services, from program development, to outreach and marketing, to case processing and underwriting to technical rehabilitation specialist services). These responsibilities for assisting in improving approximately 2,000 housing units have meant that we have unparalleled experience, knowledge and insight. In short, we have direct experience in applying the myriad of requirements that accompany public funding in carrying out these programs.

COG's success in the housing and community development field enabled us to expand the firm's professional horizons. We have managed numerous public construction projects such as libraries, senior centers, parks, recreational facilities, elderly housing, neighborhood infrastructure and historic building restoration. We also offer technical assistance in downtown revitalization, housing development and regulatory compliance, and capacity-building services to help small non-profit organizations develop the wherewithal to grow.

Today, land use planning and zoning occupy a major place in our firm's portfolio alongside community development. Since 1996, COG's engagements have included master plans, district or area studies and plans, visioning, asset and liability inventories, farmland preservation studies, open space and recreation plans, fiscal impact studies, growth management plans, housing studies, feasibility studies and predevelopment services. We also have in-house Geographic Information System (GIS) capacity. In addition, we have written zoning bylaws and wetlands protection regulations, and provided peer review services to local permitting authorities.

Unlike many planning and development consultants, COG has direct local government experience: we know how to plan and implement because we have done both. We are "hands on" consultants who understand the day-to-day operations of city and town halls. Our work in community development makes us keenly alert to the realities of local capacity and the challenges communities face as they juggle competing agendas and needs. We pride ourselves on our ability to understand and work with the political culture of each city or town we work with.

Our Services

Project Management

Historic preservation projects	Neighborhood infrastructure
Accessible public buildings	Clerk of the works services
Senior centers	Designer selection, public bidding, contractor selection & contract compliance
Parks and playgrounds	

Planning & Public Policy

Master plans	Open space and recreation plans
Land use plans	Development review
Zoning analysis & zoning bylaws	Feasibility studies
Downtown and neighborhood studies	Capital planning
Public meeting facilitation	Preservation plans
Growth management plans	Housing & community development plans
Fiscal impact studies	GIS mapping services
Section 504 & ADA transition plans	

Community Development

Community facilities	Community economic development
Affordable housing development	Project financing
Reuse/redevelopment projects	Grant applications
Neighborhood revitalization	Grant administration
Downtown development	Regulatory compliance
Historic preservation	Housing studies

Technical Assistance & Capacity Building

Peer review services	Needs assessments & population surveys
Organizational development	Management consulting
Strategic planning	Compliance reviews
Board training for non-profit organizations	Consensus building & conflict resolution

Personnel

Peter D. Sanborn, President. A founding partner of COG, Mr. Sanborn has nearly 35 years of experience in community and economic development, historic preservation, project and construction management, site and project feasibility studies, and housing studies. He provides management and development consulting services to cities and towns, housing authorities and non-profit agencies throughout New England. Mr. Sanborn has been principal-in-charge of COG's community development efforts for all of the firm's Connecticut client communities, as well as for numerous municipal clients in Massachusetts. He also serves as Principal-in-Charge for the firm's planning portfolio. Currently, he has direct hands-on responsibilities as CDBG Program Manager or Director in Hampton, Stafford and Ellington, CT and recently completed similar responsibilities in Somers. He serves as the principal consultant to the town of Webster, MA, where the firm has had a wide range of community development and planning responsibilities since 1995. Mr. Sanborn's other current work includes a master plan in Easton, MA (participating as part of a larger team), a program assessment for Grow Smart RI, a property (building) assessment and reuse plan for a neighborhood area in Ware, MA, and a housing study for the Town of Falmouth, MA. He holds a Bachelor of Arts from the University of New Hampshire, with post-graduate studies there and at Boston University.

Wayne T. Darragh, Vice President. Mr. Darragh joined COG as an associate in 1993 after completing a Master of Business Administration at the University of California at Berkeley. He previously served as town planner in Rockland, MA, and as an environmental engineer for HNTB

Corporation in Boston. Mr. Darragh also holds a Master of Urban Affairs from Boston University and a Bachelor of Science in Environmental Engineering from Cornell University. He became a principal at COG in 1999. Mr. Darragh is MCPPO-certified and an EIT (MA #10498). He has served as principal-in-charge of COG's community development work in Mansfield, Wakefield, Blackstone, Rockland and Woburn, MA, and several other locations.

Michael D. Pingpank, Senior Project Manager has or is serving as the Program Manager for multiple CDBG grants in Bellingham, Franklin, Hubbardston, Northbridge, and Templeton, MA and in Ellington and Stafford, CT. He also served as project manager for distressed property assessment and reuse studies in Hardwick, Ware, and Warren, MA. Mr. Pingpank was part of a larger COG team working on an economic development plan for Ashland, MA, a master plan in Groton, MA and for the firm's fiscal impact analysis for the proposed resort casino in Palmer, MA and the proposed film studio in Plymouth, MA. He is MCPPO-certified and is managing the disposition of a town-owned former mill site in Bellingham, MA. Mr. Pingpank holds a B.A. in Political Science with a minor in Visual Art from Union College and a Master in City Planning from Boston University. Mr. Pingpank's prior experience includes four years working with cities and towns at the Massachusetts Municipal Association and an internship with the New York State Association of Counties.

Kathleen Kelleher has extensive background and experience in the areas of social and economic justice, human rights and neighborhood-based community development. She currently serves or has recently served as Program Associate implementing community development projects and planning work for several client communities in Massachusetts and

Connecticut, including Abington, Avon, Rockland and Webster (MA) and Ellington (CT). Recently, she was the principal consultant and author of Healthy Communities study for the town of Lincoln, MA. This project won a 2011 APA-Massachusetts Chapter award for excellence. Prior to joining Community Opportunities Group, Inc., Ms. Kelleher was an Institute Justice Team Leader for the Sisters of Mercy of the Americas, working on justice issues relating to human trafficking, immigration reform and the practice of nonviolence. Earlier, Kathleen worked for a community development corporation on the south side of Chicago for nine years where she collaborated with residents and the City to create green space and affordable housing options, as well as moved multi-year community plans forward to meet City and community revitalization goals. Ms. Kelleher managed the *New Homes for South Chicago* single-family new construction project which won the LISC Non-profit Real Estate Project of the Year award for Chicago in 2005 as well as a national green-building award of excellence from Home Depot Foundation. Ms. Kelleher holds a B.A. in Political Geography and African Studies from Mount Holyoke College, a M. Div. from Catholic Theological Union and a Masters of Urban Planning and Policy from the University of Illinois Chicago.

Paula Stuart has more than 22 years of experience in housing and community Development. While holding senior management positions in two Massachusetts cities, she designed, implemented and managed programs that have received HUD Best Practices awards and that were presented to the U.S. Congress as pilot programs. Ms. Stuart is a HUD-certified Public Housing Manager (PHM) and holds both state and national certifications as a homebuyer counselor. During her time in municipal government, she was responsible

for writing and implementing inclusionary housing and linkage ordinances, and for developing, implementing and managing one of the first locally-funded Affordable Housing Trust Funds in Massachusetts. During the mid-1990s she led a large Massachusetts housing authority through a major transition period, resolving issues that had stalled modernization projects, assessing management systems and preparing a transition report for the authority's commissioners. In addition to her housing and community development experience, her background includes more than a decade of public relations, marketing and fundraising experience for large national organizations, hospitals and museums. She joined COG in 2007 has been involved in the firm's CDBG program work in Bellingham, Blackstone, Mansfield, Templeton and Wareham (MA), in Hampton, CT. She has also developed and managed affordable housing compliance monitoring and affirmative fair housing marketing plans for Needham and Scituate, MA.

Patricia Conley Kelleher is a project planner and preservation specialist, with extensive experience in the field of historic and cultural resource preservation. She holds a Bachelor of Science in Historic Preservation from Roger Williams College and a Masters of Arts in Preservation and Urban Studies from Boston University. Since first joining the firm in 1997, Ms. Kelleher has been involved in numerous planning, project management and community development engagements. Recently, she was the lead staff person on a contract to prepare a community-wide preservation plan for the Town of Barnstable. In the firm's master planning work, she is the lead researcher and author of cultural and historic resource elements and in open space and recreation elements (Clinton, Dedham, Groton and Lincoln). She has assisted clients with grant applications to the Massachusetts Preservation Projects Fund (MPPF) and in environmental review requirements for CDBG-funded and other federally funded projects involving historically

significant properties. In 2010, she completed a preservation plan for the Town of Barnstable (MA). Ms. Kelleher has served as President of Historic Salem, Inc., and as Director of the Somerville Historic Preservation Commission.

Roberta Cameron, AICP, Planner, has more than seventeen years of experience as a planner, specializing in economic development, housing, market analysis, and fiscal impact analysis. Prior to joining COG, she worked with planning consultant teams assisting communities throughout Massachusetts and Rhode Island. Applying thoughtful research and analysis, and a clear communication style to foster informed dialogue, Ms. Cameron has played key roles in community-wide master plans and area planning engagements, and she has designed and facilitated public participation programs. She holds a Master of City Planning from Boston University and a Bachelor of Arts in Economics and Music from Mount Holyoke College.

Courtney Starling, AICP, Planner, specializes in zoning, land use, housing and economic development. Ms. Starling has more than eight years of professional planning experience in rural, suburban and urban communities. Prior to joining the firm she held municipal planning and zoning positions in Brookline, MA, Shelburne, VT and Suffield, CT. Ms. Starling has particular expertise in analyzing, interpreting and writing zoning and related regulatory policy, as well as for reviewing development proposals. Since joining COG, she has worked on a range of planning projects, including developing baseline data and analysis for the economic development element of the Easton, MA master plan, research relating to potential municipal fiscal impacts for a proposed resort casino in Palmer, MA and preparing a new sign by-

law for the Town of Foxborough, MA.

Catherine Bertolet has more than six years of experience in Small Cities CDBG Program grant management, including conducting client intake, and maintaining CDBG program files and financial records. She is currently serving as Program Assistant for the 6-town regional housing program in Hampton and is serving or has served in similar capacities in Bellingham and Mansfield, MA. Prior to joining COG, Ms. Bertolet served in a similar capacity for the Town of Northbridge. When entering the community development field, she brought nearly 25 years of experience in financial management and business administration for several businesses. She has attended completed coursework at Framingham State and Dean Junior Colleges.

Don Bucchianeri, Principal, Bucchianeri Management Services, has a long-term and close association with COG as a Construction and Rehabilitation Specialist/Clerk of Works. Working as subcontractor to COG, he served in this capacity on housing rehabilitation, rental housing and mixed-used redevelopments for numerous COG clients in Massachusetts, including Templeton, Hubbardston, Woburn, Rockland, Abington, Avon, Wakefield, Millville, Holbrook, Maynard, Northbridge, Rockland, Wilmington, and Rockland. See separate resume and firm qualifications that follows after information our firm.

Peter Kenefick is one of the firm's Rehabilitation/Construction Specialists. Prior to joining COG in 1995, he worked in the building trades for several years, and owned his own general contracting business. As a hands-on contractor, he gained experience dealing with property owners, subcontractors, laborers, and building officials, and developed a comprehensive understanding of houses, building methods and materials. Mr. Kenefick has provided Construction/Rehab Specialist services for numerous projects in Webster, MA, including several substantial rehabilitation

projects for long-term affordable rental housing. He currently serves as Rehabilitation Specialist in Ellington, Suffield and Stafford, a 5-town regional program based in Hampton CT. He recently served as Construction Specialist on a capital improvements project at 32-unit congregate elderly housing development in Pomfret, CT and is recently served in a similar capacity for a third phase of improvements at the Snipsic Village elderly housing complex in Ellington CT. In 2012 he served as Construction Specialist overseeing the remediation of hazardous materials at the former A.J. Sitkowski School in Webster, MA, which is being redeveloped into 66 units of low-income elderly housing and a new municipal senior center. Past experience includes serving as Construction Inspector/Clerk of Works for a senior center project in Stafford, a combined senior center/library project in Chaplin, CT, and the historic restoration of a museum house in Ellington.

List of Past & Current Clients

Planning & Community Development

Massachusetts

City of Attleboro

City of Beverly

City of Cambridge

City of Gardner

City of Gloucester

City of Lawrence

City of Newburyport

City of Newton

City of Portsmouth

City of Salem

City of Woburn

Town of Acton

Town of Arlington

Town of Ashburnham

Town of Avon

Town of Ayer

Town of Barre

Town of Bellingham

Town of Belmont

Town of Blackstone

Town of Braintree

Town of Canton

Town of Chatham

Town of Dover

Town of Duxbury

Town of Easton

Town of Falmouth

Town of Franklin

Town of Hamilton

Town of Harvard

Town of Hardwick

Town of Holbrook

Town of Hopkinton

Town of Hubbardston

Town of Ipswich

Town of Kingston

Town of Leicester

Town of Lincoln

Town of Mansfield

Town of Marshfield

Town of Mashpee/EDIC

Town of Maynard

Town of Medfield

Town of Mendon

Town of Merrimac

Town of Milford

Town of Millbury

Town of Millville

Town of North Andover

Town of Northborough

Town of Northbridge

Town of Petersham

Town of Phillipston

Town of Plymouth

Town of Princeton

Town of Provincetown

Town of Royalston

Town of Salisbury

Town of Scituate

Town of Sheffield

Town of Shirley

Town of Shrewsbury

Town of Spencer

Town of Stoneham

Town of Stow

Town of Templeton

Town of Tewksbury

Town of Uxbridge

Town of Wakefield

Town of Ware

Town of Warren

Community Opportunities Group, Inc.

Town of Watertown

Town of Wayland

Town of Webster

Town of Wellfleet

Town of Westford

Town of West Bridgewater

Town of West Newbury

Town of Westwood

Town of Wilmington

Town of Winchendon

Town of Winchester

Town of Winthrop

ABCD/South End

Neighborhood Action Project

Acton Community Housing
Corporation

Beals and Thomas/Mohegan

Tribal Gaming Authority

BETA Engineering

Brickstone Properties

CDC of South Berkshire, Inc.

Citizens' Housing & Planning
Association (CHAPA)

CityDesign Collaborative Inc.

Connery Associates

Construct, Inc.

Devens Disposition Executive Board

Environmental Partners Group

Equity Company

Mark Bobrowski, Esq.

Massachusetts Housing Partnership

Merrimack Valley Economic
Development Council

New England Municipal Center

Somerville Lumber & Supply Co.,
Inc.

Vine Associates

VHB, Inc.

Winthrop Center Revitalization
Committee

Winthrop Chamber of Commerce

Connecticut

City of Bridgeport

City of Hartford

Town of Ashford

Town of Chaplin

Town of Ellington

Town of Hampton

Town of Pomfret

Town of Putnam

Town of Somers

Town of Suffield

Town of Stafford

Town of Willington

Maine

City of Portland

Hurricane Island Outward Bound School

Office of State Planning

New Hampshire

City of Concord

Lannan Company

Town of Derry

Town of Hillsboro

Town of Newmarket

Town of Northfield

Town of Tilton

Rhode Island

City of Cranston

Grow Smart RI

Town of North Kingstown

Vermont

City of Burlington

Beyond New England

City of Johnstown, PA

City of Paterson, NJ

Private and Public Housing

Massachusetts

Bay Cove Human Services
Bellingham Housing Authority
Bridgewater Housing Authority
City of Beverly
City of Chelsea
City of North Adams
City of Waltham
Cohasset Housing Authority
Duxbury Housing Authority
Gardner Housing Authority
Marlborough Housing Authority
Middleborough Housing Authority
Northborough Housing Authority
Norton Housing Authority
Port Construction Co.
Rockport Housing Authority
Scituate Affordable Housing Trust
Sudbury Housing Authority
Town of Acton
Town of Bolton
Town of Duxbury
Town of Great Barrington
Town of Harvard
Town of Holbrook
Town of Lee
Town of Maynard
Town of Northbridge
Town of Shirley
Town of Spencer
Town of Webster
Town of Westwood
Town of Williamstown
Town of Wilmington
Wareham Development Partnership
West Bridgewater Housing Authority
West Brookfield Housing Authority
Westwood Housing Authority
Winchester Housing Authority

Connecticut

Ashford Housing Authority
Town of Ashford
Town of Chaplin
Town of Eastford
Town of Ellington
Town of Hampton
Town of Pomfret
Town of Scotland
Town of Somers
Town of Stafford
Town of Willington

New Hampshire

Derry Housing Authority

Project Management and Grant Administration

Massachusetts

City of Newburyport
Frederick Douglass Charter School
Town of Ayer
Town of Bellingham
Town of Blackstone
Town of Holbrook
Town of Mansfield
Town of Maynard
Town of Milford
Town of Millville
Town of North Andover
Town of Northbridge
Town of Plymouth
Town of Provincetown
Town of Sheffield
Town of Shirley
Town of Spencer
Town of Sturbridge
Town of Wakefield
Town of Webster
Town of Winthrop

Connecticut

Ashford Housing Authority
Town of Ashford
Town of Chaplin Town of Ellington
Ellington Housing Authority
Town of Hampton
Town of Pomfret
Pomfret Community Housing Corporation
Town of Stafford
Town of Willington

**Technical Assistance and Capacity
Building**

Chelsea Neighborhood Housing Services, Inc.
CDC of South Berkshire, Inc./Construct, Inc.
City of Boston, Department of Neighborhood
Development (DND)
City of Newburyport
Commonwealth of Massachusetts,
Department of Housing and Community
Development (DHCD)
Somerville Community Development
Corporation, Inc.
Town of Milford
Town of Northbridge
Wakefield Public Schools
Watertown Community Housing, Inc.

DEPARTMENT OF PUBLIC WORKS

Mark L. Wetzel, P.E., Superintendent
Pamela J. Martin, Business Manager



25 BROOK STREET
AYER, MASSACHUSETTS 01432
T: (978) 772-8240
F: (978) 772-8244

MEMORANDUM

Date: December 9, 2014
To: Board of Selectmen
From: Mark Wetzel, P.E., Public Works Superintendent
Subject: **December 16 Meeting Agenda Items**

1. Recommendation for Transfer Station Operator position - The Public Works Department recently posted the position of Transfer Station Operator. This position was vacated when Bryan Copeland was appointed to the position of Wastewater Collection System Operator. The Job Posting and Bidding process followed was in accordance with Article 15 of the Collective Bargaining Agreement. There were no existing DPW employees interested in the position so the job was advertised Fitchburg Sentinel and other local papers. We had two applicants and both were interviewed. We are finalizing reference checks and will have a recommendation for appointment for the Board at the meeting.
2. Columbia Street Intersections - At the request of the Town Administrator, the Town Engineer evaluated the potential for constructing traffic islands at the intersections of Columbia and Main Street and Columbia and Central Ave. Please see attached memo and figures.

DEPARTMENT OF PUBLIC WORKS

Mark L. Wetzel, P.E., Superintendent
Pamela J. Martin, Business Manager

25 BROOK STREET
AYER, MASSACHUSETTS 01432
T: (978) 772-8240
F: (978) 772-8244

Memorandum

Date: December 9, 2014

To: Board of Selectmen

From: Mark Wetzel, P.E., Public Works Superintendent;
Dan Van Schalkwyk, P.E., Town Engineer

Re: Intersection Evaluation -
Columbia Street at Central Ave, Main Street, and Newton Street

Dear Selectmen:

The Ayer Department of Public Works (DPW) has evaluated the traffic flows at the above referenced intersections. The evaluation consisted of reviewing existing vehicular flow and using applicable regulatory statutes and guidelines to determine methods to improve the vehicular flow of the intersections.

Background

As shown on Figure 1, Columbia Street is a local road that receives traffic from Central Avenue, Main Street, and Newton Street in the vicinity of Town Hall and the Post Office. Central Avenue collects traffic from two collectors, Groton-Harvard Road and Sandy Pond Road, including tractor-trailer trucks from local industries; Main Street is Route 2A/111, a main arterial; and Newton Street is a one-way local road connecting Washington Street to Columbia Street. The streets intersect Columbia Street from north to south in the following order: Newton Street from the west, Central Ave from the east, and Main Street from the east and west.

While there have been no major accidents at this location, the closely located intersections have been observed to have unsafe traffic flow including vehicles encroaching on opposing traffic. On December 5, 2014, Dan Van Schalkwyk visited the area and observed traffic patterns at the three intersections for a 45-minute period. During the observation, several passenger cars traveling from Newton Street to Central Street were observed encroaching the opposing travelway on Central Avenue. Additionally, line painting is faded on Central Avenue and not present on Columbia Street; vehicles appeared to lack the guidance the line painting provides. See attached photos from site visit.

Intersection Evaluation

The existing intersection layout was evaluated to determine potential improvements to the issues noted above.



The intersections of Columbia Street at Central Avenue and Columbia Street at Main Street are used by vehicle types ranging from passenger cars to tractor-trailer trucks. Tractor-trailer trucks that exceed the weight limit of the East Main Street Bridge utilize Columbia Street as a bypass route. Additionally, emergency vehicles such as fire trucks travel through these intersections.

In accordance with the MassDOT *Project Development & Design Guide Section 6.3.3.1*, a tractor-trailer truck was used as the design motor vehicle because it's the largest vehicle using the two intersections and will have the largest turning radius that needs to be considered. An AASHTO WB-62 sized tractor-trailer truck was used for the intersection evaluation.

Figures 2 and 3 (attached) show the turning radius of a WB-62 tractor-trailer truck. As shown on the figures, the turning radius of the tractor-trailer truck requires the truck to encroach opposing traffic when traversing through these intersections. Additionally, after discussions with the Fire Department, they've indicated that they must encroach the opposing travelway when turning onto Central Avenue from Columbia Street.

Recommendations

A few roadway design options that could improve vehicular flow are listed below:

1. Channelization Islands - Channelization islands are primarily used to delineate the area in which motor vehicles can operate and reduce the area of motor vehicle conflict. Although channelization islands are ideally raised above pavement level, they may be installed flush with the pavement level. Channelization islands may be constructed with a variety of materials including conventionally finished concrete, scored concrete, and pavement markings with scored asphalt.

A divisional island is a channelization island that delineates the center of the road. Use of a divisional island constructed flush with grade could be added on Central Avenue at the intersection of Columbia Street. This would still allow tractor-trailer trucks to encroach the opposing traffic as required but smaller vehicles would be provided guidance. See attached photo of a divisional island.

2. Improve Line Painting - Adding or improving existing center lines and adding a turn path marking from Newton Street to Central Avenue could help guide drivers.

We also evaluated adding a divisional island on Columbia Street at the intersection of Main Street. This was not considered viable because the road is not wide enough for the divisional island with the on-street parking and right and left turn options.

Another potential traffic management solution that was previously suggested is to construct curb extensions or "bump outs" at the intersections. This would narrow the intersections and provide



channelization . This is a costly improvement that would need to be implemented as part of a major intersection / sidewalk reconstruction. This option may also limit the ability of trucks to safely turn at the two intersections.

The estimated cost for the aforementioned recommendations are listed in the table below:

Potential Improvements	Estimated Cost
Divisional Island - Central Ave at Columbia St	Flush Concrete Island - \$4,000 to \$5,000 Existing Asphalt Scored and Marked - \$1,000
Improved Line Painting - Center, Turn Path Marking	\$1,000

As shown in the cost estimate, modifying the existing pavement as a division island is less expensive than adding a flush concrete division island. This also may be more attractive because the concrete would likely become weathered, especially as salt and plows maintain the roads. Improved line painting will be implemented next Spring,

Should you have any questions or comments, please do not hesitate to contact the DPW office.

Regards,

AYER PUBLIC WORKS DEPARTMENT



Mark L. Wetzl, P.E.
Superintendent



Daniel Van Schalkwyk, P.E.
Town Engineer



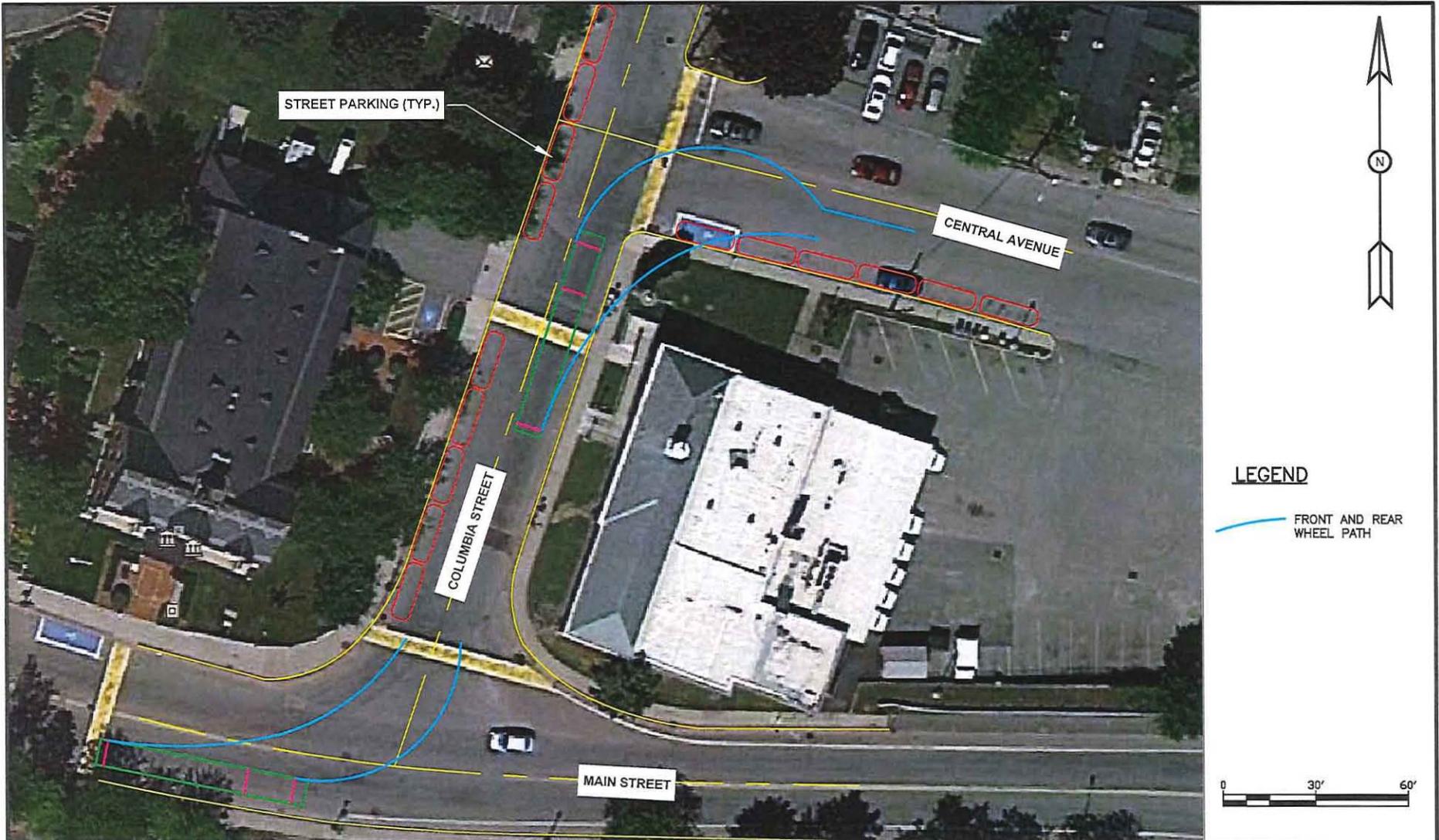


EXISTING CONDITIONS PLAN

DATE DEC 2014

FIGURE NO.

1

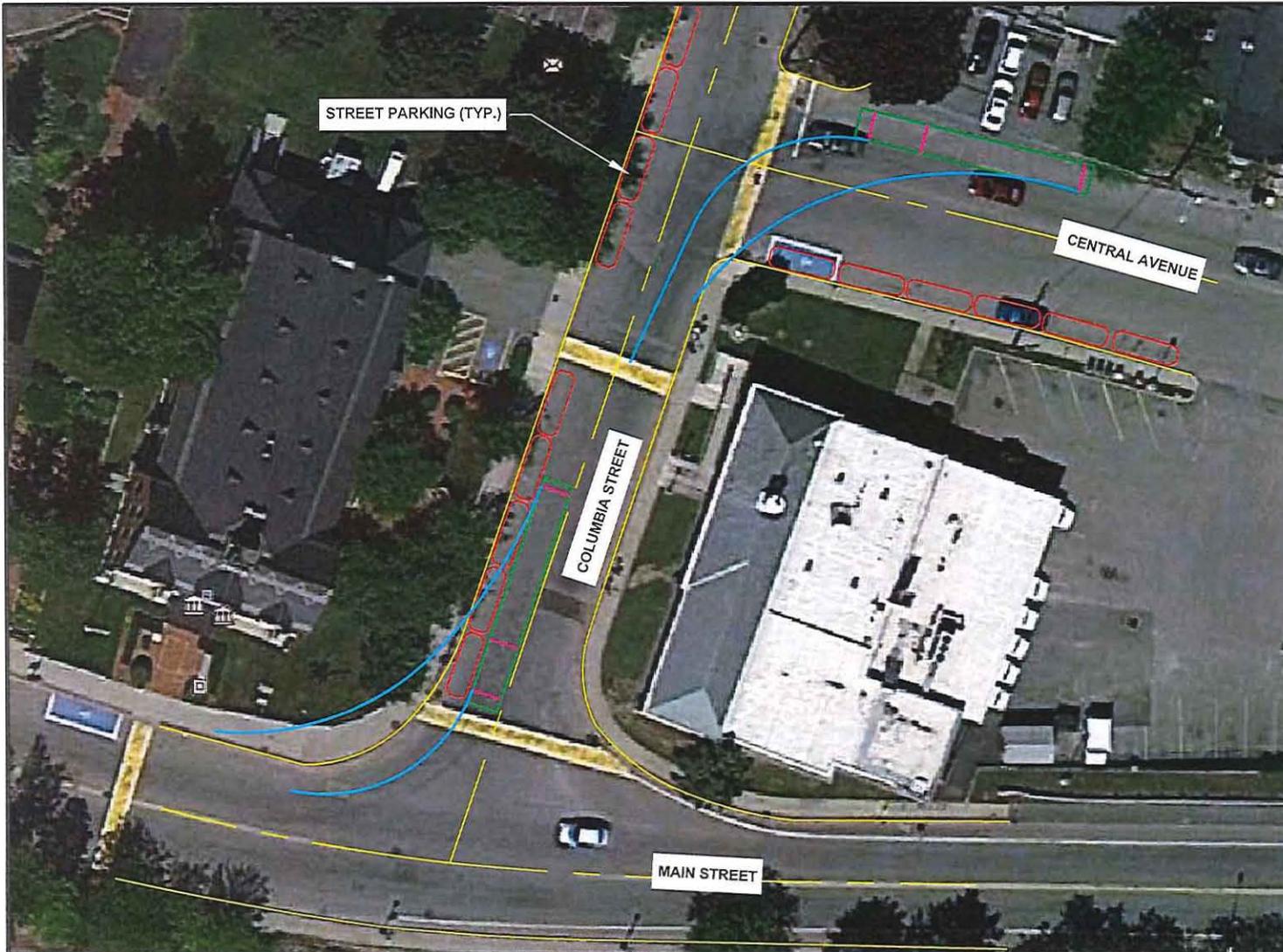


DESIGN VEHICLE TRAVEL
 MAIN STREET TO CENTRAL AVENUE

DATE DEC 2014

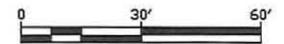
FIGURE NO.

2



LEGEND

— FRONT AND REAR WHEEL PATH



DESIGN VEHICLE TRAVEL
CENTRAL AVENUE TO MAIN STREET

DATE DEC 2014

FIGURE NO.

3

Columbia Street Intersection Evaluation

December 5, 2014 Photos



Photograph #1
View from Newton Street looking east
toward Columbia Street and Central
Avenue.



Photograph #2
View from Columbia Street looking south
toward Central Ave and Main Street.



Photograph #3
Vehicle encroachment on Central Avenue
from Newton Street.



Photograph #4
View from Columbia Street looking north
toward Central Avenue.

Channelization Island Photo



Example of flush divisional island constructed with painting and rumble strip scoring. Alternatively, the island could be constructed of concrete.

AYER FIRE DEPARTMENT

Robert J. Pedrazzi
Chief

1 West Main Street
Ayer, Massachusetts 01432
Tel. (978) 772-8231
Fax (978) 772-8230



Date 12/8/14

To: Board of Selectmen

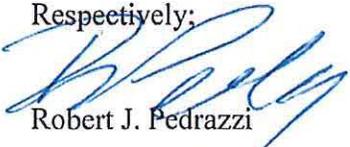
From: Chief Pedrazzi

Subject: Ambulance Billing RFP recommendation

Dear Selectmen,

In accordance with MGL 30B the Town solicited bids for ambulance billing. The bids were opened on December 1st @ 10:00 in public. There were two companies that answered the RFP; Coastal Medical Billing Inc. and Comstar. The RFP required a cost proposal and a response to the questions in the RFP. Coastal Medical Billing is the current provider of services submitted a cost proposal or 3.75 % of the collected monies. Comstar submitted a cost proposal of 3% of the collected monies. Upon evaluation of the minimum qualifications listed in the request for proposals it was found that only one of the companies met the qualifications. Comstar did not meet the minimum qualifications listed in the RFP. I am recommending Coastal Medical Billing of Sutton, MA be awarded contract for ambulance billing services. Coastal has been providing ambulance billing services for the Town since 2007 and has a proven record with the Town of maximizing collections at a rate of over 90%. It has been beneficial to the Town to have had Coastal as the billing agent for the Town for the last 7 years and I am recommending Coastal to continue ambulance billing for the Town.

Respectively;


Robert J. Pedrazzi
Fire Chief / EMD

**CONTRACT AGREEMENT FOR EMERGENCY AMBULANCE
BILLING/COLLECTION SERVICES BETWEEN THE
TOWN OF AYER
AND
COASTAL MEDICAL BILLING, INC.**

This Ambulance Billing Services Contract Agreement is entered into on the date last written below, by and between the Ayer Fire Department with offices at 1 W Main Street, Ayer, MA 01432 and Coastal Medical billing, Inc., a Massachusetts Corporation with an office at 9 Main Street, Suite 2K, Sutton, MA 01590. The Town of Ayer of desires to retain the services of COASTAL MEDICAL BILLING, INC., and COASTAL MEDICAL BILLING, INC. desires to render services to the TOWN OF AYER and, upon following terms and conditions.

Therefore, in consideration of the promises, undertakings, and covenants set forth in this Agreement, the parties agree as follows.

1. COASTAL MEDICAL BILLING, INC. OBLIGATIONS

a. Ambulance Service Billing

- i. COASTAL MEDICAL BILLING, INC. agrees to provide Billing/Collection Services to the Ayer Fire Department for the Emergency Ambulance Service, which shall include all services as outlined in Coastal's the Proposal for Billing/Collection services and Coastal Medical Billing, Inc.'s submitted proposal, both of which shall be incorporated by reference to the contract, with the following exceptions, if any:

1. COASTAL MEDICAL BILLING, INC. agrees to abide by any reasonable internal policies of the TOWN OF AYER pertaining to collection of Ambulance Bills.

2. TOWN OF AYER OBLIGATIONS

- a. Timely submit to COASTAL MEDICAL BILLING, INC. a legible, complete and compliant copy of the ambulance trip sheet adhering to all applicable MADPH/OEMS laws and regulations including the patient's signature and the patient's insurance information when available.

3. COMPENSATION AND PAYMENT SCHEDULE

- a. TOWN OF AYER shall compensate COASTAL MEDICAL BILLING, INC. according to the following
 - i. 3.75% of Monthly Remittance Posted to the Town's accounts

ii. Net 30 Days from Invoice Date

4. TERM

- a. Term of Contract: The contract will be for three years commencing on January 1, 2015 through December 31, 2018. The contract may be extended for one year periods at a time. The contract will have a fixed percentage rate for the three year period and can be terminated at any time, or terminated on the annual anniversary by the TOWN OF AYER on the anniversary dates of January 1, 2016 or January 1, 2017. In addition, the TOWN OF AYER may terminate this agreement at any time if it so desires.

5. CONFIDENTIALITY

- a. COASTAL MEDICAL BILLING, INC. acknowledges and agrees that any information provided by the TOWN OF AYER or obtained by COASTAL MEDICAL BILLING, INC. as a result of the services provided is "Confidential Information"
- b. Except for disclosures required by law or allowed by this section, COASTAL MEDICAL BILLING, INC. shall not, during the term of this Agreement or after the termination of this Agreement, disclose any Confidential Information to any person or use any Confidential Information for the benefit of COASTAL MEDICAL BILLING, INC. or any other person, except with the prior written consent of the TOWN OF AYER.
- c. The TOWN OF AYER understands that certain Confidential Information may be required to be disclosed to certain individuals: employees, agents, advisors, or attorneys of COASTAL MEDICAL BILLING, INC.
- d. COASTAL MEDICAL BILLING, INC. shall maintain records of the persons to whom Confidential Information is distributed, will inform all such persons of the confidential nature of the information, will direct them to treat such information in accordance with this Agreement, will exercise such precautions or measures as may be reasonable in the circumstances to prevent improper use of Confidential Information by them, and will be responsible for any breaches by them of the provisions of this Agreement.
- e. The term "Confidential Information" does not include information that is or becomes publicly available (other than through breach of this Agreement) or information that is or becomes available to COASTAL MEDICAL BILLING, INC. on a non-confidential basis, provided that the source of such information was not known by COASTAL MEDICAL BILLING, INC. (after such inquiry as would be reasonable in the

circumstances) to be bound by a confidentiality agreement or other contractual obligation of confidentiality with respect to such information.

- f. In addition, Confidential Information may be disclosed to the extent required in the course of inspections or inquiries by federal or state regulatory agencies to whose jurisdiction COASTAL MEDICAL BILLING, INC. is subject to and that have the right to inspect the files that contain the Confidential Information and COASTAL MEDICAL BILLING, INC. will advise TOWN OF AYER promptly upon such disclosure.
- g. HIPAA. Acceptable uses of Protected Health Information (PHI) by COASTAL MEDICAL BILLING, INC. are limited to Emergency Ambulance Billing/Collection Services, including communication about the Ambulance Trip sheet and bill between COASTAL MEDICAL BILLING, INC. and the TOWN OF AYER Business Associate(s), and any other purpose(s) permitted or mandated by federal or state law pursuant to 45 C.F.R. 164.502(j)(1) (2005).
 - i. COASTAL MEDICAL BILLING, INC. agrees to sign and adhere to the conditions set forth in the TOWN OF AYER's Business Associate Agreement.
- h. Return of Documents. COASTAL MEDICAL BILLING, INC. acknowledges and agrees that all originals and copies of records, reports, documents, lists, plans, memoranda, notes, and other documentation related to ambulance billing of the TOWN OF AYER or containing any Confidential Information shall be the sole and exclusive property of the TOWN OF AYER upon the termination of this Agreement or upon the written request of the TOWN OF AYER.
- i. No Release of Confidentiality Obligations. COASTAL MEDICAL BILLING, INC. agrees that the termination of this Agreement shall not release COASTAL MEDICAL BILLING, INC. from any Confidentiality obligations.

6. REPRESENTATIONS

- a. COASTAL MEDICAL BILLING, INC. does not guarantee specific results or positive outcomes
- b. COASTAL MEDICAL BILILNG, INC. represents the TOWN OF AYER that there is no employment contract or other contractual obligation to which COASTAL MEDICAL BILLING, INC. is subject, which prevents COASTAL MEDICAL BILLING, INC. from entering into this

Agreement or from performing fully COASTAL MEDICAL BILLING, INC.'s duties under this Agreement.

- c. Representation of Non-Exclusion. Under 42.U.S.C. 1320a-7b(f), or any form of state Medicaid program COASTAL MEDICAL BILLING, INC. represents and warrants to the TOWN OF AYER that COASTAL MEDICAL BILLING, INC. and its owner are not excluded from participation in any federal health care programs or from participation in any federal or state procurement or non-procurement programs.

7. To COASTAL MEDICAL BILLING, INC.'s knowledge, there are no pending or threatened governmental investigations that may lead to such exclusion. COASTAL MEDICAL BILILNG, INC. agrees to notify TOWN OF AYER of the commencement of any such exclusion or investigation within seven (7) business days of COASTAL MEDICAL BILLING, INC.'s first learning of it.

- a. PARTIES agree that in the performance of this Agreement, it will comply with all applicable local, state, and federal laws.
- b. In the event that COASTAL MEDICAL BILLING, INC., its employees or agents becomes aware of any violation of any applicable law or regulation by the TOWN OF AYER, COASTAL MEDICAL BILLING, INC. will immediately notify TOWN OF AYER in writing.

8. INDEMNIFICATION AND INSURANCE

- a. COASTAL MEDICAL BILLING, INC. agrees to indemnify and hold harmless the TOWN OF AYER against any liability, damage, expense, which the TOWN OF AYER may sustain, incur, or be required to pay arising out of or in connection with claims for personal injury or damage to real or tangible personal property arising from gross negligent action or inaction, or any willful misconduct of COASTAL MEDICAL BILLING, INC., a person employed by COASTAL MEDICAL BILLING, INC., or any of its subcontractors in the performance of the Agreement provided that:

- i. COASTAL MEDICAL BILLING, INC. is notified if any claim promptly after the TOWN OF AYER becomes aware of it; and
- ii. The TOWN OF AYER gives COASTAL MEDICAL BILLING, INC. information reasonably available and assistance reasonably necessary to facilitate the settlement or defense of such claim and, to the extent permitted by law, the TOWN OF AYER makes any defenses available to it also available to the COASTAL MEDICAL BILLING, INC. In such event, COASTAL MEDICAL

BILLING, INC. shall have the right to disapprove any negotiated settlement.

- b. COASTAL MEDICAL BILLING, INC.'s indemnity obligation under this Section shall be reduced to the extent by which the liability, damage, or expense results from the negligence or misconduct of employees of the TOWN OF AYER, or the employees, agents, and subcontractors of another subcontractor.
- c. The TOWN OF AYER agrees to indemnify and hold harmless COASTAL MEDICAL BILLING, INC., and its officials, officers, agents, employees, and independent contractors harmless from any and all manner of suits, claims, demands, payment delays:
 - i. Arising out of ambulance trip sheet documentation errors, omissions, negligent documentation, or non-compliance with federal, state, or local laws and regulations as they relate to ambulance billing or privacy by the TOWN OF AYER.
 - ii. Arising out of breaches of privacy due to the transmission by the TOWN OF AYER of the ambulance trip sheet or any documentation in any medium containing PHI as defined by HIPAA or Personal Information as defined by M.G.L. 93H that, at any time, arrived at a location other than the intended receiver: COASTAL MEDICAL BILLING, INC. In such an event, the TOWN OF AYER is responsible for compliance with any notification provisions under M.G.L. 93H or under HIPAA.
 - iii. Resulting from electronic medical record software or hardware not supplied by COASTAL MEDICAL BILLING, INC.
- d. COASTAL MEDICAL BILLING, INC. agrees to maintain and adhere to the bond and insurance requirements a outlined in the Request for Proposals for Billing/Collection Services and COASTAL MEDICAL BILLING, INC.'s submitted proposal as incorporated by reference to this Agreement.
- e. COASTAL MEDICAL BILLING, INC. agrees to maintain at its expense all insurance required by law for its employees.

9. SEVERABILITY

- a. If any provision of these policies and regulations or the application thereof to any person or circumstance is held invalid, such invalidity shall not affect other provisions or applications of these policies and regulations

which can be given effect without the invalid provision or application, and to this end the provisions of these policies and regulations are servable.

- b. In lieu thereof there shall be added a provision as similar in terms to such illegal, invalid and unenforceable provision as may be possible and legal, valid and enforceable.

10. INDEPENDENT COASTAL MEDICAL BILLING, INC. STATUS

- a. COASTAL MEDICAL BILILNG, INC. acknowledges that it is an independent contractor and is not an agent, partner, joint venture, or employee of the TOWN OF AYER. COASTAL MEDICAL BILLING, INC. shall have no authority to bind or otherwise obligate the TOWN OF AYER in any manner nor shall COASTAL MEDICAL BILLING, INC. represent to anyone that it has a right to do so.
- b. COASTAL MEDICAL BILLING, INC. shall not assign any of its rights under this Agreement.
- c. COASTAL MEDICAL BILLING, INC. may not subcontract and/or delegate the performance of duties of any of its duties hereunder, without the prior consent of TOWN OF AYER.

11. FORCE MAJEURE

- a. Neither party shall be responsible for delays in performance occasioned by unforeseeable causes beyond the control of and without the fault or negligence of either party. Such causes may include, but are not limited to acts of God or the public enemy, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, or unusually severe weather, In such circumstances, the party whose performance is affected shall promptly notify the other. Dates or times of performance will be extended to the extent of delays excused by this cause. Either party will be liable to the other or e deemed to be in breach of the Contract for any delay in rendering performance.

12. MISCELLANEOUS

- a. This Agreement Shall be governed by and shall be construed in accordance with the laws of the Commonwealth of Massachusetts ad any action or claim arising out of this Agreement whether state or federal shall be brought in a court of competent jurisdiction in the Commonwealth of Massachusetts.
- b. This Agreement constitutes the entire Agreement between the TOWN OF AYER and COASTAL MEDICAL BILLING, INC. pertaining to its

subject matter and supersedes all prior contemporaneous agreements, representations, proposals, and understandings of the TOWN OF AYER and COASTAL MEDICAL BILLING, INC. No supplement, modification or amendment of this Agreement shall be binding unless executed in writing by the parties.

- c. TOWN OF AYER will be responsible for any collection costs and/or attorney's fees allowed by law.

13. CONTRACT MANAGER/CONTRACT OFFICER

- a. The Fire Chief shall act as Contract Officer. This Officer or designee shall have responsibility for coordinating the performance of the Ayer Fire Department's obligations under the Contract and interacting with the COASTAL MEDICAL BILLING, INC.

14. PROCUREMENT PROCESS

- a. TOWN OF AYER certifies that to the best of its knowledge after reasonable due diligence, this procurement process and Agreement:
 - i. Followed all applicable provisions of the Massachusetts Uniform Procurement Act unless deemed exempt by the TOWN OF AYER Chief Procurement Officer; and
 - ii. Followed all applicable rules under the TOWN OF AYER Charter, By-Laws, and policies/procedures; and
 - iii. Has had the opportunity to have this Agreement reviewed by its attorney; and
 - iv. This Agreement has been entered into in accordance with the TOWN OF AYER's Charter, By-Laws, policies/procedures using prudent business practices.

15. CERTIFICATE OF NON-COLLUSION

- a. This undersigned certifies under penalties of perjury that this Agreement has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

I have read the above listed terms and conditions and here by agree that the Emergency Ambulance Service Billing/Collection Program shall be executed in accordance with the terms and conditions of this Agreement. I further represent that I have been duly authorized to sign and enter into this Agreement.

Signed this 16th day of December, 2014.

Town of Ayer

Coastal Medical Billing, Inc. (CONTRACTOR)

**By: _____
Chairman Ayer, BOS**

**By: _____
Coastal Medical Billing, Inc. President**

TAX COMPLIANCE CERTIFICATION

Pursuant to M.G.L. c. 62C 49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature

Name of business

Board of Selectmen

MEETING TUESDAYS AT 7:00 P.M. • UPPER TOWN HALL • 1 MAIN STREET • AYER, MASSACHUSETTS 01432



Tel. (978) 772-8220
Fax, (978) 772-3017

Town Administrator
(978) 772-8210

MEMORANDUM

DATE: December 12, 2014

TO: Ayer Board of Selectmen

FROM: Robert A. Pontbriand, Town Administrator

A handwritten signature in blue ink, appearing to read "R.A.P.", is written over a horizontal line.

SUBJECT: Appointment of Ms. Ruth Maxant Schultz to the Ayer Open Space and Recreation Plan Committee

Dear Honorable Selectmen,

I am respectfully recommending the appointment of Ms. Ruth Maxant Schultz to the Ayer Open Space and Recreation Plan Committee as a Citizen Representative effective immediately for a term to expire upon the completion of the Committee's work.

Thank you for your consideration.

Board of Selectmen

MEETING TUESDAYS AT 7:00 P.M. • UPPER TOWN HALL • 1 MAIN STREET • AYER, MASSACHUSETTS 01432



Tel. (978) 772-8220
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Town Administrator
(978) 772-8210

MEMORANDUM

DATE: December 12, 2014

TO: Ayer Board of Selectmen

FROM: Robert A. Pontbriand, Town Administrator

A handwritten signature in blue ink, which appears to read 'R.A.P.', is written over a horizontal line.

SUBJECT: Town Grant Writer

Dear Honorable Selectmen,

At the request of the Board, I have thoroughly researched the idea of employing a Grant Writer for the Town of Ayer. This research included contacting member communities of the MMA; speaking to our Departments in terms of their grant needs; speaking with other comparable Towns; and meeting with MassDevelopment regarding their grant writer. I offer the following finding for your consideration:

1. Per MGL, a Town cannot employ a grant writer and compensate that position based on a percentage and/or agreed rate from grants received. Therefore, the position would have to be a paid position.
2. The majorities of Towns surveyed do not have a dedicated grant writer position but rely on their Department Heads to obtain grants (similar to the situation in Ayer).
3. For Towns with a grant writer the average salary range is \$45,000 to \$65,000.
4. MassDevelopment does employ a full time grant writer and the prospect of using that individual's expertise for a collaborative grant opportunity does exist as well as a professional resource.
5. In discussing the idea of a grant writer with the various Departments, though the position would be of some value, the majority of departments currently apply for and receive the majority of grants applicable to their respective departmental function(s) and/or the Town of Ayer.

In conclusion, the cost benefit analysis of adding a grant writer to the Town's staff is not justified at this time. If the Board would like further detailed information, I would be happy to provide.

Thank you for your time and consideration.

Board of Selectmen

MEETING TUESDAYS AT 7:00 P.M. • UPPER TOWN HALL • 1 MAIN STREET • AYER, MASSACHUSETTS 01432



Tel. (978) 772-8220
Fax. (978) 772-3017

Town Administrator
(978) 772-8210

MEMORANDUM

DATE: December 11, 2014

TO: Ayer Board of Selectmen

FROM: Robert A. Pontbriand, Town Administrator
Susan E. Copeland, Town Clerk and Tax Collector

R.A.P.
S.E.C.

SUBJECT: Town Hall Holiday Hours of Operation

Dear Honorable Selectmen,

We are respectfully informing you of the Town Hall Holiday Hours of Operation as follows:

- Wednesday, December 24, 2014: Town Hall will be Open from 8am to 4pm (*NOTE: The Town Clerk and Tax Collector's Office will close at 12pm noon*)
- Thursday, December 25, 2014: Town Hall Closed for Christmas
- Friday, December 26, 2014: Town Hall Closed (Regularly Open 8am to 1pm)

- Wednesday, December 31, 2014: Town Hall will be Open from 8am to 4pm
- Thursday, January 1, 2015: Town Hall Closed for New Year's
- Friday, January 2, 2015: Town Hall Closed (Regularly Open 8am to 1pm)

With the change in the Town Hall Hours of Operation as of August 2014 coupled with the fact that the day after each of the holidays (Christmas and New Year's) falls on a Friday for which the Town Hall is only open for 5 hours each day, we are proposing to close the Town Hall down at 4pm on Wed. Dec. 24th and keep the Town Hall closed through Monday, December 29th for energy conservation purposes. The same scenario will be implemented on Wed. Dec. 31st with the Town Hall closed at 4pm and not reopening until Monday, January 5, 2015.

These proposed holiday hours of operation are designed to save energy and energy costs.

Thank you.

Board of Selectmen

MEETING TUESDAYS AT 7:00 P.M. • UPPER TOWN HALL • 1 MAIN STREET • AYER, MASSACHUSETTS 01432



Tel. (978) 772-8220
Fax. (978) 772-3017

Town Administrator
(978) 772-8210

Memorandum

To: Ayer Board of Selectmen

From: Carly Antonellis, Assistant to the Town Administrator 

Date: December 12, 2014

Re: 2015 License Renewals

The following is a list of licensees who were issued a license(s) in 2014. Renewal correspondence was mailed at the end of October. This list has also been reviewed for outstanding payments by the Treasurer, Tax Collector and the Department of Public Works, pursuant to the Town of Ayer Bylaw XLII.

To date, we have received \$21,050 in payments representing 62% of anticipated revenue to be collected.

I am respectfully requesting that you approve all licenses renewal requests. Licenses will not be released until all requirements are satisfied.

Thank you for your consideration.

Business	Address	License Type(s)	Status
Subway	1 Mill Street	Common Victualler	Response Needed
Ayer Convenience, Inc.	60 Park Street	Common Victualler	Ready for Issuance
Deven's Pizza & Deli	210 West Main Street	Common Victualler	Ready for Issuance
McDonald's Restaurant	2 Sandy Pond Road	Common Victualler	Response Needed
Wendy's Restaurant	2 Barnum Road	Common Victualler	Ready for Issuance
Pauline's Variety	67 1/2 East Main Street	Common Victualler	Ready for Issuance

		Beer/Wine License still pending at ABCC therefore no need to renew.	
Woo Jung Restaurant	174 West Main Street	Common Victualler	Ready for Issuance
Verona Pizza & Seafood	18 Park Street	Common Victualler	Ready for Issuance
Dunkin Donuts	18 Park Street	Common Victualler	Ready for Issuance
Dan's Place	200 West Main Street	Common Victualler	Ready for Issuance
Gulf Station Mart	30 Park Street	Common Victualler	Ready for Issuance
The Cottage Restaurant	18 Main Street	Common Victualler	Ready for Issuance
Wok N' Roll	49 Park Street	Common Victualler	Ready for Issuance
Lazy Mary's	30 Littleton Road	Common Victualler	Ready for Issuance
Traffic Circle Liquors, Inc.	2 Littleton Road	All Alcohol Package Store	Payment Needed
Barnum Road Liquors, Inc.	1 Barnum Road	All Alcohol Package Store	Payment Needed
Ayer Package Store, Inc.	48 Main Street	All Alcohol Package Store	Ready for Issuance
New England Flatbread & Ale Company, Inc.	9 Main Street	All Alcohol Restaurant	Signature Needed
Toreku Tractor & Equipment, Inc.	4 Littleton Road	Class I Vehicle	Ready for Issuance
Gervais Inc.	5 Littleton Road	Class I Vehicle	Ready for Issuance
Trailer Home Sales	1 Fitchburg Road	Class I Vehicle	Payment Needed
ESSCO, Inc.	90 Nemco Way	Class I Vehicle	Proof of Surety Bond Needed
Ayer Road Used Cars	6 Groton Street	Class II Vehicle	Response Needed
Rt 2A Auto Sales, Inc.	77 Fitchburg Road	Class II Vehicle	Ready for Issuance
Vehicles Unlimited, Inc.	121 Central Avenue	Class II Vehicle	Ready for Issuance
Nukar Auto Sales	7-11 Park Street	Class II Vehicle	Ready for Issuance
Don's Auto Sales	9 Bishop Road	Class II Vehicle	Response Needed

J.C. Madigan, Inc.	Shaker Road	Class II Vehicle	Payment Needed
Alpha Landscape Contractors, LLC	8 Bryan Way	Class II Vehicle	Response Needed
Terranova Auto Body	40 Littleton Road	Class II Vehicle	Ready for Issuance
Partridge Auto Sales, Inc.	42 Littleton Road	Class II Vehicle	Proof of Insurance Bond
Harry Schwartz & Sons, Inc.	20 Sandy Pond Road	Class III Vehicle	Response Needed
Tiny's Doughnut Treat, Inc.	2 Groton School Road	Common Vic & All Alcohol On Premise	License Payment Needed & DPW Payment
Nashoba Restaurant, Inc.	14 Central Avenue	Common Vic, All Alcohol On Premise, Amusement (1)	License Payment Needed & DPW Payment
Carlin's Restaurant, Inc.	7 Depot Square	Common Vic, All Alcohol On Premise, Amusement (4), Sunday Entertainment Local, Sunday Entertainment State	Commonwealth Sunday License Payment Needed
Parthenon Pizza, Inc.	60 West Main Street	Common Vic & Amusement License (2)	Ready for Issuance
Mango Grill, Inc.	38 Littleton Road	Common Vic & All Alcohol On Premise	Signature Needed on State Form and AFD approval
Empire City	210 West Main Street	Common Vic & All Alcohol On Premise	Payment Needed, Proof of Liquor Liability Insurance and AFD approval
Lucia Tavola's	31 Main Street	Common Vic & All Alcohol On Premise	Payment Needed, DPW payment and proof of Liquor Liability Insurance and AFD approval
Ayer Gun & Sportsmen's Club	225 Snakehill Road	Beer and Wine Club	Proof of Liquor Liability Insurance & AFD approval
Markoh's on Main	43 Main Street	Common Vic & All Alcohol On Premise	Payment Needed, proof of Liquor Liability Insurance and AFD approval

Billiard's Café	39 Main Street	Common Vic, All Alcohol On Premise, Amusement (13), Sunday Entertainment Local, Sunday Entertainment State	Ready for Issuance
The Vineyard, LTD	63 Park Street	Beer and Wine Package Store	Payment Needed
Archer's Mobil	70 Main Street	Common Vic, Beer and Wine Package Store	Ready for Issuance
Chung Ge Market	210D West Main Street	Beer and Wine Package Store	Payment Needed
Shaker Hills Country Club, Corp. 146 Shaker Road Harvard, MA 01451 <i>Clubhouse where alcohol is served is physically in Ayer</i>	Shaker Road	Common Vic and All Alcohol	Ready for Issuance

Town of Ayer
Board of Selectmen
Ayer Town Hall – 1st Floor Meeting Room
Ayer, MA 01432



Tuesday November 18, 2014
Meeting Minutes

Broadcast and Recorded by APAC

Present: Christopher R. Hillman, Chair; Jannice L. Livingston, Vice-Chair; Gary J. Luca, Clerk
Robert A. Pontbriand, Town Administrator
Carly M. Antonellis, Assistant to the Town Administrator

Call to Order: C. Hillman called the meeting to order at 7:04 PM

Announcements and Review/Approval of Agenda: C. Hillman made the following announcements: the 3rd Annual Rotary Tree Lighting will be 12/7/14; the Winter Parking Ban will be in effect from 11/15/14 - 4/15/15; the Ayer/Shirley Regional School is holding a lip sync fundraiser on 11/22/14; the Ayer Fire Department's Annual Turkey Party will be held on November 20, 2014.

R. Pontbriand requested to amend the agenda. George Ramirez of MassDevelopment was unable to make the meeting due to an illness. He will come before the Board of Selectmen at a later date.

Motion: A motion was made by J. Livingston and seconded by G. Luca to approve the agenda as amended.
Motion passed: 3-0.

Public Input: None

Mr. David Maher, Economic Development: Mr. Maher and Ms. Alicia Hersey went over the Community Development Block Grant Strategy Survey results. Improvements and enhancements to sidewalks/streets and the need for additional parks/recreation opportunities were the most prominent topics returned in the results.

Public Hearing – FY'15 Tax Classification: G. Luca read the hearing notice, as printed in the Lowell Sun and the Ayer Public Spirit. The Public Hearing was open at 7:18 PM. The Board of Assessors was introduced by Assessor Tom Hogan. T. Hogan went over four items as it relates to the FY'15 tax rate, pursuant to MGL C.40 §56: 1) open space discount, 2) residential exemption 3) small commercial exemption 4) and the adoption of a residential factor.

Motion: A motion was made by G. Luca and seconded by J. Livingston to not adopt item #1, an open space discount up to 25%. **Motion passed: 3-0.**

Motion: A motion was made by G. Luca and seconded by J. Livingston to not adopt item #2, a residential exemption up to 20%. **Motion passed: 3-0.**

Motion: A motion was made by G. Luca and seconded by J. Livingston to not adopt item #3, a small commercial exemption up to 10%. **Motion passed: 3-0.**

T. Gibbons asked how many properties would be affected by adopting this. T. Hogan stated he would have the information at next year's hearing, as it has never been asked of him before.

The Board of Selectmen asked several questions of the Assessors and T. Hogan: J. Livingston had a question about the tax rate. G. Luca asked a question relative to the debt exclusion for the new school building project.

Calvin Moore had concerns about the tax burden being "shifted heavier towards CIP rate."

Tom Gibbons of Park Street asked that the Board maintain status quo and the CIP rate.

Pauline Conley of Cambridge Street asked about the single family valuation compared with the CIP rate and what was going towards the debt exclusion.

Ernie Guertin of Sandy Pond Road stated that he was concerned for the middle class and the elderly.

G. Luca stated that the Town of Ayer has excess levy capacity which is good and that the Town wasn't "taxing to the max" and that highlights the Town's spending control.

Motion: A motion was made by G. Luca and seconded by J. Livingston to set the CIP shift factor at 1.48 and the residential factor at .721776. **Motion passed: 3-0.**

Motion: A motion was made by G. Luca and seconded by J. Livingston to close the public hearing at 8:21 PM. **Motion passed: 3-0.**

Public Hearing - Application for New License (Beer/Wine): The hearing was open at 8:25 PM for Ranu Corp.'s d/b/a Pauline's Variety located at 67 E. Main Street application for a beer and wine only license.

Ms. Christine Logan spoke about concerns she had relative to the bus stop being nearby. R. Pontbriand suggested that she contact the Superintendent's office to inquire about the possibility of it being moved.

Motion: A motion was made by J. Livingston and seconded by G. Luca approve the application. **Motion passed: 3-0.**

Motion: A motion was made by G. Luca and seconded by J. Livingston to close the public hearing at 8:42 PM. **Motion passed: 3-0.**

Mr. Mark Wetzel, DPW Superintendent: M. Wetzel presented his recommendation for the Wastewater Collection System Operator. He is recommending Mr. Bryan Copeland, currently the transfer station operator, for the position.

Motion: A motion was made by G. Luca and seconded by J. Livingston to appoint Mr. Bryan Copeland to the position of Wastewater Collection System Operator. **Motion passed: 3-0.**

M. Wetzel detailed the process of the Sludge Hauling Contract previously approved by the Board. The contract is now ready for execution with Wall Trucking, Inc.

Motion: A motion was made by G. Luca and seconded by J. Livingston to execute contract between the Town of Ayer and Wall Trucking, Inc. in Shrewsbury, MA for the period of 12/1/14 – 6/30/15 with two (2) one year extensions not to exceed \$150,000. **Motion passed: 3-0.**

New Business/Selectmen's Questions: G. Luca gave an update on the Joint Board of Selectmen; there was a meeting last week and a full meeting of the JBOS on 12/18/14 in Shirley.

C. Hillman brought up the LED lights and decreasing the Town's energy output.

Approval of Meeting Minutes:

Motion: A motion was made by G. Luca and seconded by C. Hillman to approve the meeting minutes of October 14, 2014. **Motion passed: 3-0.**

Motion: A motion was made by G. Luca and seconded by J. Livingston to approve the meeting minutes of October 20, 2014. **Motion passed: 3-0.**

MOTION: Motion made by J. Livingston and seconded by G. Luca at 9:12 PM to enter into Executive Session pursuant to MGL Chapter 30A, Section 21A, Exemption #1 (Officer M. Power 111F Medical Bills); Exemption #3 Litigation Strategy (190 West Main Street/Property Enforcement) and Exemption #6 (Contemplation of the purchase of real estate) and to adjourn meeting from Executive Session. J. Livingston stated that to discuss these matters in open session would be detrimental to the Town's negotiating strategy. **By Roll Call Vote:** C. Hillman, Yes; J. Livingston, Yes; G. Luca, Yes. **Motion passes 3-0.**

The meeting adjourned at 10:07 PM

Minutes Recorded and Submitted by Carly M. Antonellis

Minutes Approved by BOS: _____

Gary J. Luca, Clerk: _____

Town of Ayer
Board of Selectmen
Ayer Town Hall – 1st Floor Meeting Room
Ayer, MA 01432



Tuesday, December 02, 2014
Meeting Minutes

Broadcast and Recorded by APAC

Present: Christopher R. Hillman, Chair; Jannice L. Livingston, Vice-Chair
Robert A. Pontbriand, Town Administrator
Carly M. Antonellis, Assistant to the Town Administrator

Absent: Gary J. Luca, Clerk

Call to Order: C. Hillman called the meeting to order at 7:26 PM. J. Livingston made the following announcements: the Downtown Ayer Christmas Celebration will be held the weekend of 12/13-14/14. C. Hillman also announced the Yuletide Event taking place this coming weekend 12/6/14. R. Pontbriand also made an announcement relative to Habitat for Humanity.

R. Pontbriand asked to amend the agenda by adding an item #6 "Water and Sewer Lien Certification" under the Town Administrator's Report.

Motion: A motion was made by J. Livingston and seconded by C. Hillman to approve the agenda as amended. **Motion passed 2-0.**

Public Input: None

Common Victualler License – Taco Bell: R. Pontbriand explained the temporary authorization given to Taco Bell allowing them to open on Monday November 24, 2014. He stated that because Taco Bell had passed their Board of Health inspection and received their certificate of occupancy from the Building Department, that he authorized a temporary opening, pending approval of their Common Victualler application.

Motion: A motion was made by C. Hillman and seconded by J. Livingston to approve the Common Victualler License. **Motion passed 2-0.**

Public Hearing – National Grid: The public hearing was opened at 7:35 PM. J. Livingston read the hearing notice as advertised on November 19th and November 26th for the petition submitted by National Grid relative to a request to locate poles and wires off of Willow Road (Plan #17756500). No representatives were in attendance from National Grid.

Mr. Eric Robinson of 55 Willow Road had a question relative to the requested placement of the poles.

Motion: A motion was made by C. Hillman and seconded by J. Livingston to approve the pole petition as submitted by National Grid (Plan #17756500). **Motion passed 2-0.**

Motion: A motion was made by J. Livingston and seconded by C. Hillman to close the public hearing at 7:38 PM. **Motion passed 2-0.**

Mr. George Ramirez, MassDevelopment: G. Ramirez came before the Board to give an update about the progress being made at Devens by MassDevelopment. G. Ramirez spoke about positive steps being taken to address wastewater issues between the Town of Ayer and Devens; as well as the collaboration with Ayer providing veteran services. G. Ramirez outlined proposed changes in Devens Zoning and articulated the transportation initiatives taking place with the reverse commute and the “last mile”. The Board gave their best wishes to G. Ramirez as he plans to step down from MassDevelopment at the end of the year.

Town Administrator’s Report: R. Pontbriand gave an overview of the FY’16 budget process. He also stated that the Water and Sewer Rate Commission and the Energy Commission will be meeting in December.

R. Pontbriand made a recommendation to appoint the following residents to the Open Space and Recreation Plan Committee: Jeff Thomas (Parks Commission Rep.), Jessica Gugino (Conservation Commission Rep.), Beth Suedmeyer, Carolyn McCreary, Faith Salter, and Kristi Paradis (Resident Representatives). The Committee does not have set terms, because it will be disbanded after the completion of the plan update.

Motion: A motion was made by J. Livingston and seconded by C. Hillman to appoint Jeff Thomas, Jessica Gugino, Beth Suedmeyer, Carolyn McCreary, Faith Salter and Kristi Paradis to the Open Space and Recreation Plan Committee. **Motion passed 2-0.**

R. Pontbriand outlined his recommendation for the Interim Non – Criminal Fire Prevention Ticketing Hearing Officer based on the implementation of the fire prevention ticket program. R. Pontbriand is recommending that Mr. Timothy Bragan, the Town Administrator in Harvard be appointed as interim Fire Prevention Ticketing Hearing Officer. The next training class will be offered by the State Fire Marshall’s office in the spring 2015. At that time, the Town can send the Assistant to the Town Administrator, who also serves as Parking Clerk, to the class to become certified.

Motion: A motion was made by C. Hillman and seconded by J. Livingston to appoint Mr. Timothy Bragan as the interim non-criminal fire prevention ticketing hearing officer. **Motion passed 2-0.**

J. Livingston outlined the proposed Board/Committee Member Guide that had been drafted by the Assistant to the Town Administrator, J. Livingston and Town Clerk Susan Copeland.

Motion: A motion was made by C. Hillman and seconded by J. Livingston to approve the Board/Committee Member Guide. **Motion passed 2-0.**

R. Pontbriand presented the 2014 Water and Sewer Lien Certification list.

Motion: A motion was made by C. Hillman and seconded by J. Livingston to approve the 2014 Water and Sewer Lien Certification List. **Motion passed 2-0.**

Motion: A motion was made by J. Livingston and seconded by C. Hillman to post the 2014 Water and Sewer Lien Certification list to the Town of Ayer’s website. **Motion passed 2-0.**

R. Pontbriand and C. Hillman explained why the Rotary Tree Lighting needed to be cancelled this year. Per R. Pontbriand’s memo, he is suggesting the creation of a rotary tree lighting event committee.

New Business/Selectmen's Questions:

Though G. Luca was not in attendance, R. Pontbriand gave a brief update relative to the Energy Committee.

C. Hillman asked to speak about the Town Hall windows and delays to the project. R. Pontbriand explained that he has looked into implications of violating the historical restriction on the building and he could not recommend going forward with the project at this time.

Approval of Meeting Minutes:

J. Livingston asked that more detail be put in on the November 5, 2014 draft meeting minutes, specifically the last topic about the Columbia Street and the Central Avenue intersection.

Motion: A motion was made by J. Livingston and seconded by C. Hillman to approve the minutes of November 5, 2014, as amended. **Motion passed 2-0.**

Motion: A motion was made by J. Livingston and seconded by C. Hillman to adjourn at 8:57 PM. **Motion passed 2-0.**

Minutes Recorded and Submitted by Carly M. Antonellis

Minutes Approved by BOS:

Gary J. Luca, Clerk:
