



# AMENDED

## PUBLIC NOTICE POSTING REQUEST

### OFFICE OF THE LEICESTER TOWN CLERK

ORGANIZATION: Select Board

MEETING: X

PUBLIC HEARING:

DATE: May 17, 2021

TIME: 6:00pm

LOCATION: Virtual Meeting – See Instructions Below

REQUESTED BY: Kristen L. Forsberg

*Agenda packet and associated documents can be found at [www.leicesterma.org/bos](http://www.leicesterma.org/bos). This agenda lists all matters anticipated for discussion; some items may be passed over, and other items not listed may be brought up for discussion to the extent permitted by law. Select Board meetings are recorded by LCAC. Any member of the public planning to record the meeting must first notify the Chair. **PLEASE SILENCE ALL CELL PHONES DURING THE MEETING***

<https://global.gotomeeting.com/join/143237837>

-OR-

(571) 317-3112; Access Code: 143-237-837

#### CALL TO ORDER/OPENING

#### 1. SCHEDULED ITEMS

- a. 6:00pm - Anderson Strategic Advisers Presentation
  - Community Compact Permitting Grant for Business Development
- b. 6:10pm - Request to Apply for Rural and Small Town Development Funds
  - Moose Hill Water Commission for Engineering for Moose Hill
  - Leicester Water Supply District for Interconnection with Worcester
  - Installation of Natural Gas Lines on Route 56

#### 2. PUBLIC COMMENT PERIOD

#### 3. REPORTS & ANNOUNCEMENTS

- a. Health Agent COVID-19 Update
- b. Student Liaison Reports
- c. Town Administrator Report
- d. Select Board Reports
- e. Girl Scout Gold Award Ceremony – Erin Arsenault

#### 4. RESIGNATIONS & APPOINTMENTS

- a. Appointment – Parking Hearings Officer – Gwendolyn Wilcox
- b. FY22 Reappointments to Boards and Committees

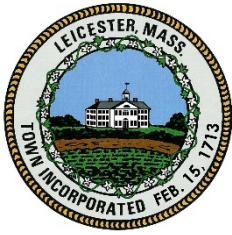
#### 5. OTHER BUSINESS

- a. Independence Day Holiday Hours
- b. FY22 Proposed Select Board Meeting Dates
- c. Proposed Termination of Honeywell Energy Services Agreement

#### 6. MINUTES

- a. May 3, 2021
- b. May 5, 2021

ADJOURN



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  - Moose Hill Water Commission

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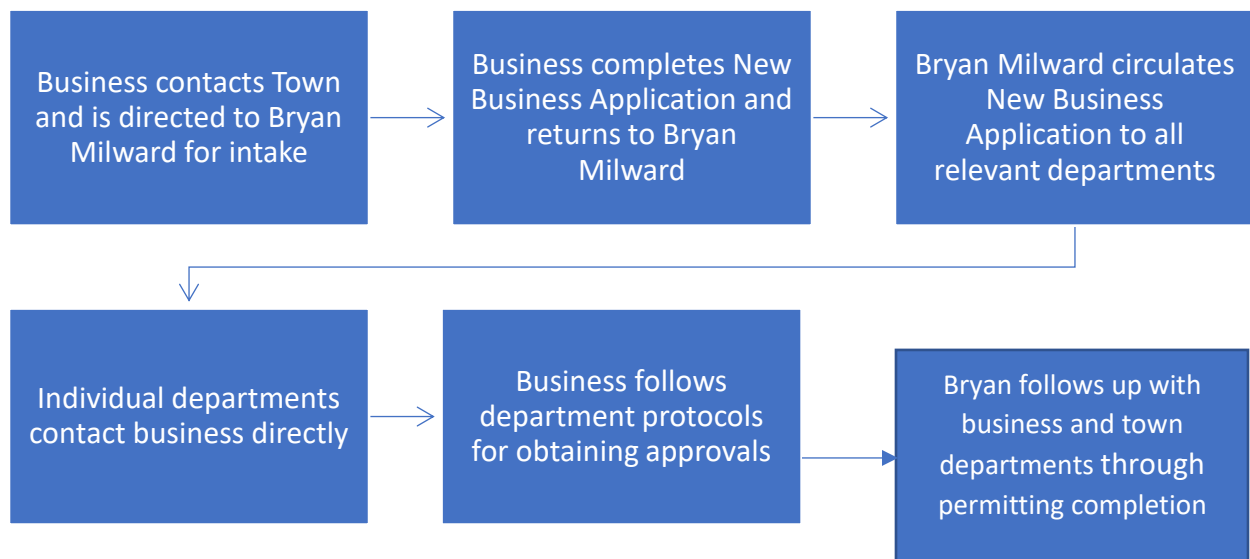
**ADJOURN**

## TOWN OF LEICESTER ECONOMIC DEVELOPMENT REVIEW

### DELIVERABLE: WORKFLOW ANALYSIS

All new businesses should feel welcomed and excited to do business in Leicester. The intake process should work to eliminate duplication, providing ongoing support from start to finish, and should be as easy as possible to attract new investment to the community. The Town of Leicester has taken some important early steps toward achieving these goals.

The Town of Leicester has introduced standard protocols for business and permitting intake. For new businesses looking to form in Leicester, the Town utilizes a New Business Application Form. The applicant contacts Bryan Milward, Assistant to the Town Administrator who assists with business development. Bryan Milward shares the New Business Application with the applicant, who is responsible for completing the form and returning it to Bryan, who then distributes the form to the various town departments. Each relevant department makes contact with the new business individually for further investigation and additional discussion about requirements and process with the applicant. From there, the new business follows the standard protocols for each required approval.



This business protocol is a new and evolving process in Leicester. The protocol draws on permitting best practices by providing a single point of contact, standardizing the business intake process, improving customer service for new businesses, and allowing the Town to collect new data on business in town. The relevant town departments find the process to be very useful and effective, and a major improvement over older ways of doing business; however there are opportunities to improve upon this process and make it even more useful to applicants and department staff alike.

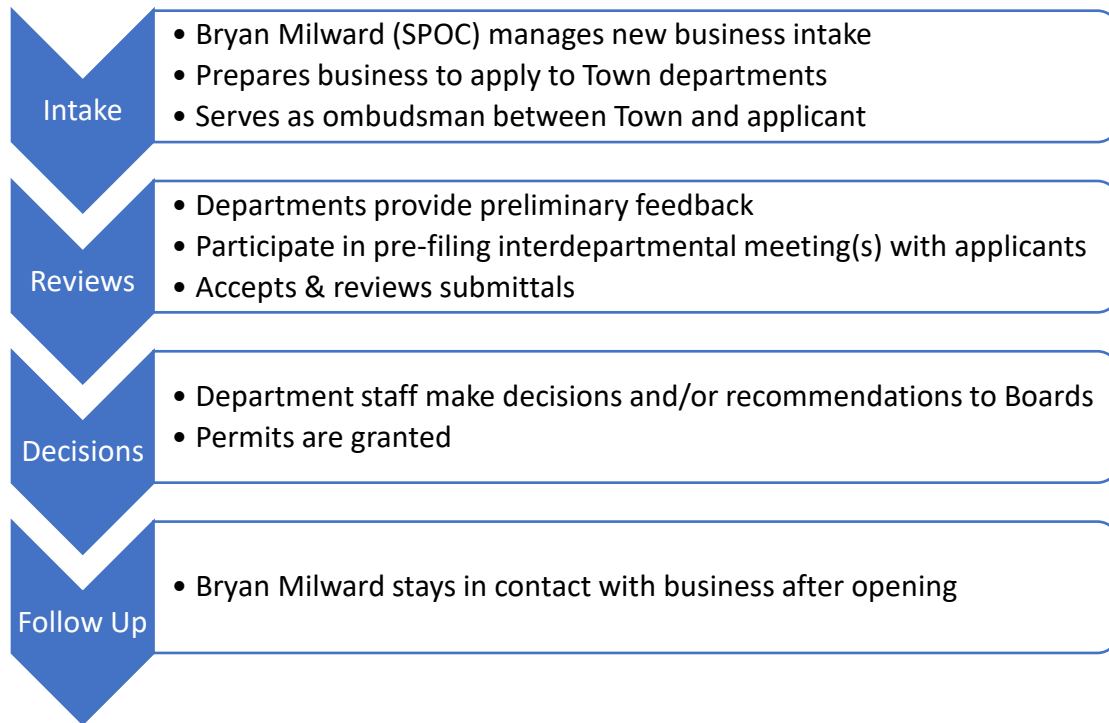
It is recommended that the Town consider utilizing the following strategies to improve the efficiencies of the protocol and further improve the customer experience.

On the New Business Application Form:

- Provide check boxes to identify the type of business (for example, retail, restaurant, manufacturing, service, construction/machinery, auto/repair, arts/entertainment/culture, etc.) and leave an “other” box with space to identify alternate uses.
- Provide an opportunity for the applicant to identify if work is being done to the interior or exterior of the building, which will influence whether or not any permits are required of the Building Inspector or Planning Board.
- Provide an opportunity for the applicant to explain in detail the interior retrofit and provide check boxes for the most common types of improvements.

Additionally, it is recommended that the Town increase the touch points of the single point of contact (SPOC). Upon initial contact with the new business, Bryan should attempt to collect the details for the New Business Application during the initial intake call. This will help the Town to assess whether the business has identified a location and how committed the business is to locating in Leicester. It is important to assume that these businesses have options outside of the town, and therefore it is important to make this process as friendly and helpful to the user as is possible.

Once the data has been collected for the New Business Application, whether completed by Bryan Milward or the business directly, it is recommended that Bryan convene an interdepartmental meeting or teleconference to discuss the new business opportunity, identify any follow up questions for the applicant, identify likely permitting requirements for the new business, and collect basic information about those processes to share with the applicant. Bryan should then share basic information with the applicant (for example, list of permits that are likely to be required, typical timelines for obtaining those approvals, links for permit applications and regulations, and contact information for department staff). Wherever feasible, Bryan should facilitate the introductory communication between the applicant and each department, and stay in touch with the applicant throughout the permitting and review process to provide ongoing customer support and to troubleshoot any challenges that should arise.



Similarly, the Town utilizes a Permit/License Form for New Businesses. The form provides contact information for each department that must sign off in order for the business to open. It is presumed that after completing the above New Business Application process, Bryan Milward identifies for the applicant the departments for which they require a permit or approval. Then the applicant independently consults each department, regardless of whether they require a permit or approval of each department, explains their business concept and plans to each department, and after satisfying the requirements of each department, collects the signatures of each department's decision maker. In some cases, a particular department has no regulatory authority over the project, so the applicant collects a signature or "N/A" to confirm that each department has been consulted. This process places the administrative burden on the applicant, which is particularly challenging during COVID as operating procedures have been adjusted and town officials are not as available to the public. The process also prohibits a standard flow of information between the departments and relies too heavily on the applicant sharing the same information across departments.

While providing the applicant with individual names and direct contact information for department staff is very useful and should be continued, it is recommended that the Town utilize a permitting best practice of providing pre-application conferences to new businesses. Under this scenario, Bryan Milward or the Town Administrator would host interdepartmental meetings and/or online conferences with applicants as part of the new business intake process. This would provide a forum for all departments to hear the same presentation from the applicant, ask follow-up questions directly, and understand both the

needs of the applicant and the needs of other departments. It would provide the opportunity for the departments to confer after the meeting to discuss the requirements of the project, identify any potential conflicts or duplication between departments, and map out the most efficient process for the applicant to seek approvals (including possibilities for concurrent reviews). An interdepartmental pre-application conference would enable the department staff to discuss ways in which to introduce an expedited path to approval, such as joint meetings of the Boards, and highlight potential future policy or regulatory adjustments to improve the local approval process. After the departments confer, Bryan could work with the departments to assemble a single package of permitting or inspections requirements with instructions for the applicant.

Other recommendations to support a more business-friendly workflow are to invest in technology that help departments to share and track information more efficiently. This is particularly important in the Building Department where a significant number of approvals and renewals are monitored annually. Additionally, many plans are available only in hard copy form in the Planning Department, whereby new technologies could support the collection of these plans and submittals electronically. It is understood that the Town of Leicester is looking for opportunities to better utilize Seamless Docs across departments, and it is recommended that a high priority be placed on utilizing technology to lessen the burden of these administrative functions and minimize potential for human error. Recognizing that municipal operating budgets are tight and funds may not be immediately available for technology investments, the Town may consider pursuing a cost-effective solution such as a shared Google document to track and share permitting data across departments as an interim measure.

The Town of Leicester should continue to evaluate and evolve the new business intake process with an eye toward removing unnecessary obstacles or steps, creating standardization of information flow among departments, and offering a single point of contact who can follow the business through every step of the local process. These adjustments to the existing process will provide Leicester with a more business-friendly local process that will create a competitive advantage among other communities and ultimately enable new job creation and private investment in the community.

Once a new business is up and running, Bryan Milward should check in with the business on a regular basis (annual or semi-annual) to ensure that the business feels supported by the Town and is comfortable contacting the Town when it is time to grow or find new space. It is important to keep growing businesses in the community, because it is a lot easier to continue an existing relationship than starting from scratch and attempting to attract new businesses to the community.

## TOWN OF LEICESTER ECONOMIC DEVELOPMENT REVIEW

### DELIVERABLE 3: KEY FINDINGS AND PERMITTING RECOMMENDATIONS

The Town of Leicester hired Anderson Strategic Advisors, LLC to review the Town's permitting process and recommend strategies to support business development. The Town is focused on growing the commercial tax base in order to alleviate the tax burden on residents while also providing resources for community investment. Over recent years, municipalities across Massachusetts have faced increasing costs and reductions in federal and state funding, and like many others communities, the Town of Leicester finds itself struggling to secure the financial resources necessary to support existing programs and make new investments for the future of the community. Through enhanced economic development, the Town is hoping to attract more businesses and generate additional commercial tax revenue to maintain or improve the Town's existing level of services and enhance the quality of life for residents.

Anderson Strategic Advisors, LLC conducted an investigation into the Town's capacity to meet its economic development goals, including an analysis of how well current municipal operations support prompt and efficient permitting, adhere to economic development best practices, and support the overall business development objectives of the community. This effort included the review of municipal documents and studies, review of the Town website and online materials, staff interviews, and a comparative analysis of operations in other communities.

#### 1 FINDINGS

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Anderson Strategic Advisors, LLC found that the Town Administrator, Assistant Town Administrator, and department staff have a shared vision for economic growth in Leicester and an appreciation for the importance of being business-friendly and maintaining a healthy local economy. The town staff are dedicated, hardworking, well informed, and have a can-do attitude toward economic development. The team works well together and the leadership model is strong. However, the team is very lean, and recent turnover in some key positions has created strain on the operations and delays in response time to applicants. Also, administrative operations have not kept pace with available technology, and staff have not had the time to implement best practices that could support greater efficiencies.

The primary reason for these challenges is a lack of funding to add staff resources or invest in new technology. As a result, existing staff are over-taxed from managing a very high volume of workload, and information is collected in paper form, scattered between departments, and difficult to share and organize. The consultant found that the town staff are aware of these challenges and have already taken steps to make improvements, where possible. For instance, to improve the experience of businesses seeking to open in Leicester, staff have created an intake process meant to streamline the business "customer" experience.



It is the opinion of the consultant that the staff in Leicester are committed to and interested in process improvements, and some modest steps may be taken over the short-, medium- and long-term that can have a meaningful impact on economic development success in Leicester. Anderson Strategic Advisors recommends the implementation of the following strategies aimed toward boosting the effectiveness of the Town's business development efforts.

## **2 RECOMMENDED ECONOMIC DEVELOPMENT ACTIONS**

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Anderson Strategic Advisors, LLC recommends the following immediate, short-, medium- and long-term strategies to advance the comprehensive economic development planning efforts in the Town of Leicester.

### **2.1 IMMEDIATE STRATEGIES (WITHIN 6 MONTHS)**

#### **2.1.1 Better utilize a single point of contact (SPOC)**

For the purposes of business development and enhancing the customer experience, it is important to identify a single point of contact who can assist businesses and applicants to make local government more accessible and easier to understand. It is not intended for the SPOC to have all of the answers or decision-making authority, but it is intended that an individual will serve as an ombudsman, working between the applicant and the various town departments to support a smooth delivery of information between the applicant and other town staff. The Town of Leicester has a SPOC for business intake purposes which is an important first step, but it is recommended that the SPOC be further utilized. It is suggested that the SPOC be designated to coordinate responses of all departments and to support the business or applicant throughout the entirety of the process. Online materials should be updated to increase the visibility and accessibility of the SPOC for current and prospective businesses.

#### **2.1.2 Create and publish a development guidebook**

Anderson Strategic Advisors has been hired to create a business development guidebook for the Town of Leicester, as was recommended in the Economic Development Self-Assessment Tool report in 2015, to provide a step-by-step guide to doing business locally. It is anticipated that this guidebook will be publicly available by Spring 2021. To maximize its utilization, it will be important to keep the guidebook up to date with accurate information as staff and policies change over time.

#### **2.1.3 Improve utilization of website for business and permitting**

A comprehensive review of the Town's website found that it is difficult to find information that would be of use to businesses who are not already familiar with the Town of Leicester and its operations. The existing website offers a tab for the Economic Development Committee, which is a good start, but that tab is labeled "EDC" which may not be an obvious business resource page to outside users. It is recommended that the Town develop an easy to navigate page within the existing



Town website that is dedicated to economic development resources. The site can host the business development guidebook, information on how to contact the SPOC, information about economic development incentives, the Economic Development Committee, and permitting resources. The site can be populated over time as additional information becomes available, but the primary focus should be to provide business visitors with all of the information they need in one easy-to-find central location on the Town's main website.

## **2.2 SHORT TERM (1-2 YEARS)**

### **2.2.1 Establish process to track business development leads**

Keeping track of business development leads is important to ensure the Town is actively pursuing opportunities, following up on leads, and measuring the effectiveness of these local efforts. It is also important to understand which businesses are looking to locate in Leicester and also those businesses leaving town and why, so the effectiveness of policies, infrastructure and incentives can be continually evaluated. A no-cost lead tracking protocol can be created and implemented utilizing Google documents or an Excel spreadsheet that would allow staff to quickly and efficiently input leads, share information across departments, and monitor progress of each new business opportunity. By tracking leads, the Town can monitor how and why businesses come to or leave Leicester, and this data will help to inform future economic development planning.

### **2.2.2 Hold interdepartmental meetings focused on business development**

The town's delivery of services can be strengthened by holding interdepartmental coordination meetings or teleconferences to discuss current and prospective business development projects and review the business development lead tracking spreadsheet recommended in 2.2.1 above. As was recommended in the Workflow Analysis, it would be helpful to invite new business applicants (requiring multiple department approvals) into an interdepartmental meeting to ensure consistency in the information received by departments, and to provide an avenue to coordinate and accelerate reviews where possible. Interdepartmental meetings add operational value by bringing greater awareness of how each department's work interacts with the work of their colleagues in other departments, and it highlights potential conflicts or deficiencies in the overall business approval and permitting process that can then be remedied. While the flow of business activity in Leicester may not require biweekly or monthly meetings, it is recommended that this strategy be deployed as the volume of business applications increases or as more complicated projects requiring multi-departmental review are proposed.

### **2.2.3 Refocus the Economic Development Committee**

The Town's Economic Development Committee is a good resource, and the expertise of member should be utilized to supplement existing staff capacity and to help establish some priorities for economic development. The current Economic Development Committee webpage offers seven parcels currently available for

development, but there is limited information available for a prospective user to follow up on these sites. There is minimal utility in promoting individual sites without additional pertinent information such as parcel size, ownership, currently allowed uses, available infrastructure, links to marketing materials, and contact information for the owner/broker. Establishing and maintaining a functional and up-to-date local site finder website is a time and staff intensive endeavor and the consultant urges caution before committing more fully to that effort.

However, it is recommended that the Committee work with town staff to assess known development opportunities in Leicester, and to prioritize one to three locations based on their overall benefit to the community. The priority(ies) may represent new development or redevelopment opportunity, but selecting one to three development priorities will give the Town a sense of focus for seeking predevelopment support from the state or quasi-public agencies, infrastructure grants, and for marketing sites to developers and new businesses. In discussions with the town staff and Town Administrator, the consultant has determined that it is likely that the most impactful development priorities are already known and commonly assumed, but they should be confirmed on paper and recommended by the Committee to the Select Board as part of an economic development planning exercise.

Further, it is understood that the Leicester Business Association has recently disbanded. It is encouraged that the Committee evaluate the activities of the former Leicester Business Association and consider if there are functions formerly performed by the business association that the Committee can assume to support the local business community.

#### **2.2.4 Improve predictability of local permitting on key sites**

Once development priorities are established per 2.2.3, it is recommended that the Town seek to adopt Chapter 43D streamlined permitting on key development parcels as recommended by the Economic Development Committee or town staff, and approved by the Selectboard. Chapter 43D is a widely used program that enables applicants to achieve all local permitting on designated sites within six months or less. Adoption of the program requires Town Meeting approval and permission of the property owner. It affords the Town with an enhanced ability to market these sites as development-ready and priorities for the community, and adoption of the program gives communities an advantage in competitive state grant programs.

#### **2.2.5 Capitalize on proximity to the City of Worcester and highways**

The Town of Leicester borders the second largest city in New England and is located very near to several key highway interchanges providing easy connection to Northern Central Massachusetts, Springfield, Boston, Rhode Island and Connecticut. The Town should leverage that proximity and highway access into new business development opportunities. It is recommended that the town leadership engage with the Worcester Regional Chamber of Commerce, and other regional chambers, which actively market

and promote the Central Massachusetts region for business development and work closely with new and prospective businesses in the area. A strong relationship with regional chambers may produce spin-off business development opportunities than would be readily available to the Town working independently.

## **2.3 MEDIUM TERM (2-3 YEARS)**

### **2.3.1 Engage state and regional stakeholders**

Once development priorities are identified, it is recommended that the Town engage with state and regional stakeholders. It would be useful to engage the Massachusetts Office of Business Development (MOBD) and Central Massachusetts Regional Planning Commission (CMRPC) in a discussion over these priorities and the Town's intent to attract businesses and development to certain sites. It would also be useful to invite Secretary Keneally and your legislative delegation to tour the sites and discuss the Town's economic development interests with these key decision-makers who may have the ability to direct state resources to these sites and/or connect the Town with potential users.

### **2.3.2 Explore state support for development priorities**

After development priorities are identified (see 2.2.3), the Town staff, with advice and support of the Committee and Selectboard, should consider the various needs of each site and seek state support. Through the state's new Community One Stop for Growth Program, the Town is eligible to submit Expressions of Interest for up to five housing and economic development priorities annually, and the state will attempt to match the Town with resources such as planning, capacity building, development site preparedness, and infrastructure improvements to support these development goals. It would be important to have information related to infrastructure needs available for a site tour with key decision-makers as recommended in 2.3.1 above.

### **2.3.3 Public-Private Partnership for water and sewer districts**

Understanding the availability of water and sewer capacity is critical to future development in the Town of Leicester. It is recommended that the Town work with the various local water and sewer districts to undertake a town-wide water Master Plan. The plan should identify available water and sewer capacity by district and create an investment plan for maintaining the utilities town-wide. Using this information, the Town may enter into a public-private partnership with the water and sewer districts to seek state and federal grants to support the maintenance and expansion of the Town's utility infrastructure system. The Town should also consider expanding this effort to include an investigation into the expansion of natural gas in underserved areas. MassDevelopment may be a useful partner in this endeavor, and it is recommended that the town staff build a working relationship with the MassDevelopment Central Region representative to stay abreast of grants and other funding opportunities.

#### **2.3.4 Establish central repository of business information**

Establish a centralized database of all businesses in Leicester for use across departments. It is important to have all of this information in one place to streamline communications with businesses, to serve as a point of reference for internal planning purposes, and for tracking and compliance issues.

#### **2.3.5 Make contact with all existing Leicester businesses.**

It is recommended that the Town of Leicester make it a priority to make contact with every business. Local businesses should know that the Town values them and is available to support their needs if and when they arise. It is recommended that the Town do a mass mailing to all businesses, providing contact information for the SPOC and pointing the businesses to the Town's new economic development webpage.

#### **2.3.6 Explore pre-permitting of key redevelopment sites**

The Town has recently been awarded a Site Readiness Grant by MassDevelopment for consultant support to pre-permit properties along Huntoon Memorial Highway. It is recommended that the Town pursue the potential of pre-permitting the other priority development parcels in order to attract high value economic opportunities to these key sites. It is recommended that this effort be achieved through a public-private partnership with the land owner, and by utilizing all available grant and technical support programs.

### **2.4 LONG TERM (3-4 YEARS)**

#### **2.4.1 Performance metrics**

In order to understand if the business development process is effective and efficient, the Town must measure its progress and report performance. In order to do so, it is recommended that the Town benchmark its performance against present day data in the following areas:

- Increased commercial taxes
- New jobs
- New business development leads (whether or not successful)
- New business creation/location
- Related investment in community (mitigation, real estate improvements, etc.)
- Fill vacant commercial spaces
- Positive media attention (newspaper articles, social media, blogs, etc.)

It is anticipated that sharing this information publicly will help the community to understand that every effort is being made to generate new commercial revenue and alleviate the tax burden on residents. It is recommended that the Town Administrator report progress made using economic development metrics on a regular basis to the community.

#### **2.4.2 Reevaluate local land use goals**

Leicester published a Master Plan in 2009 which is relatively up to date, however planning best practices recommend that Master Plans be updated every ten years. It is recommended that the Town assemble a report on Master Plan implementation that highlights which parts of the plan have been successful implemented, where more work is needed, and which areas of the plan that have not been successful and require reconsideration. This is a time-consuming but important task, as the Town should be actively implementing its Master Plan and potential new users should be able to look to the Master Plan and complimentary zoning for direction on how the town would like to grow and develop.

#### **2.4.3 Launch annual business needs survey**

Once communication has been made with local businesses, it is recommended that the Town launch an online business needs survey. The goal of the survey is to create an alternative mechanism to collect data and feedback from area businesses to inform the local economic development strategy. It is recommended that the Town utilize a low-cost online platform to collect this data on an annual basis and track responses over time to measure trends.

### **3 CONCLUSION**

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It is anticipated that the Town of Leicester will continue to work diligently to grow its commercial tax base and stabilize tax burdens on residents. With the strategies outlined above, it is anticipated that the Town will be successful in its pursuits of growing the local tax base, supporting small business formation and attracting new private investment. A consistent and disciplined focus on economic development will improve the business friendliness reputation of the community and create an environment that is attractive for business relocation and private investment.

**From:** [Genereux, David](#)  
**Subject:** Re: Moose Hill Grant Opportunity  
**Date:** Friday, May 7, 2021 8:35:33 AM

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All,

Please see below. The Chair of the Moose Hill Water Commission is requesting that the Board have a meeting prior to the next scheduled Board meeting on May 17th to discuss the application of a grant for engineering studies of Moose Hill.

He would like to have staff apply for the Rural Development Grant discussed below. The Town has filed a statement of interest regarding this program (For expedited permitting and development of a property on Rte 56), as has the Leicester Water District (Separate of the Town, but likely to affect other awards from this same program)..

I have explained to Mr. Shivick that I cannot commit staff time to this effort without the permission of the Board, as if the grant application is successful, the Board would eventually sign a contract for engineering work to be done in order to start the development of Moose Hill. The Board has not directed any development at this time, so there can be no application for grant funding without said authorization. The meeting would be called to determine the Board's interest in giving that authorization.

Please advise to whether the meeting should be scheduled.

Regards,

David Genereux  
Town Administrator

On May 6, 2021, at 10:01 PM, Attorney Michael J. Shivick  
<[attorney.shivick@aol.com](mailto:attorney.shivick@aol.com)> wrote:

TA Genereux,

Tonight the Moose Hill Water Commission voted to approve applying for the below grant. Further voted to transmit the same to the Select Board for expedited action. I am requesting they have a brief special meeting to approve action, prior to the 5/17 meeting, as time is of the essence due to the application deadline of 6/4.

I have requested updated steps from the DEP and believe we can apply with the current steps and amend later or otherwise provide the updated steps if the DEP replies sooner. The 7000 population limit I believe is calculated by the number of subscribers, rather than population, but am not certain.

Sincerely,

Michael J. Shivick, Esq.  
Attorney at Law  
774.262.7281

[info@shivicklaw.com](mailto:info@shivicklaw.com)  
[www.shivicklaw.com](http://www.shivicklaw.com)

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-----Original Message-----

From: Mark Thompson <[MThompson@kleinfelder.com](mailto:MThompson@kleinfelder.com)>  
To: Michael J. Shivick <[attorney.shivick@aol.com](mailto:attorney.shivick@aol.com)>  
Cc: [buckm@leicesterma.org](mailto:buckm@leicesterma.org) <[buckm@leicesterma.org](mailto:buckm@leicesterma.org)>  
Sent: Tue, May 4, 2021 8:56 am  
Subject: Moose Hill Grant Opportunity

Michael/Michelle—Massachusetts has a new grant program titled “Rural and Small Town Development Fund” which Leicester qualifies for. See attachment. It provides grants for capital projects up to \$400,000 and includes "engineering or schematic designs for capital projects." See below. Grant applications are due on June 4th.

Mark Thompson....781-520-1943

<image001.jpg>

<image001.jpg>



**From:** [Genereux, David](#)  
**Subject:** FW: [External]: Fwd: Moose Hill Grant Opportunity  
**Date:** Friday, May 7, 2021 9:44:39 AM

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All,

Attorney Shivick asked that I forward this email to you.

*David A. Genereux*

David A. Genereux  
Town Administrator  
Town of Leicester  
3 Washburn Square  
Leicester, MA 01524  
Telephone: (508) 892-7000  
Fax: (508) 892-7070  
Email: [genereuxd@leicesterma.org](mailto:genereuxd@leicesterma.org)

"Please remember that the Secretary of State has determined that email is a public record"

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**From:** Attorney Shivick <[attorney.shivick@aol.com](mailto:attorney.shivick@aol.com)>  
**Sent:** Friday, May 7, 2021 9:12 AM  
**To:** Genereux, David <[genereuxd@leicesterma.org](mailto:genereuxd@leicesterma.org)>  
**Subject:** Fwd: [External]: Fwd: Moose Hill Grant Opportunity

Can you forward to SB members

Sincerely,

**Michael J. Shivick, Esq.**

(From my mobile handset)

Begin forwarded message:

**From:** "MacNeill, Shelly (SEN)" <[Shelly.MacNeill@masenate.gov](mailto:Shelly.MacNeill@masenate.gov)>  
**Date:** May 7, 2021 at 8:15:16 AM EDT  
**To:** "Attorney Michael J. Shivick" <[attorney.shivick@aol.com](mailto:attorney.shivick@aol.com)>  
**Subject:** RE: [External]: Fwd: Moose Hill Grant Opportunity

Mike,

Until the report is done and we know the direction all parties are going to move in, at that point we can start actively pursuing funding resources to support whatever collective decision is made. That being said if the Leicester Select Board supports Moose Hill Water Commission pursuing this grant and the Commission submits an application the Senator would be happy to submit a letter of support.

Best-

Shelly

---

**From:** Attorney Michael J. Shivick <[attorney.shivick@aol.com](mailto:attorney.shivick@aol.com)>  
**Sent:** Thursday, May 6, 2021 10:56 PM

**To:** MacNeill, Shelly (SEN) <[Shelly.MacNeill@masenate.gov](mailto:Shelly.MacNeill@masenate.gov)>

**Subject:** [External]: Fwd: Moose Hill Grant Opportunity

Please let the senator know we have this opportunity, for which leicester expressly qualifies for as shown in appendix 3, which provides up to \$400,000 in state money for water infrastructure and engineering. This has been approved by the Moose Hill Water commission and transmitted to the Leicester Select Board for approval. His assistance and advocacy would be greatly appreciated. I am surprised no one brought this grant up.

Sincerely,

Michael J. Shivick, Esq.  
Attorney at Law  
774.262.7281  
[info@shivicklaw.com](mailto:info@shivicklaw.com)  
[www.shivicklaw.com](http://www.shivicklaw.com)

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-----Original Message-----

From: Attorney Michael J. Shivick <[attorney.shivick@aol.com](mailto:attorney.shivick@aol.com)>

To: [genereuxd@leicesterma.org](mailto:genereuxd@leicesterma.org) <[genereuxd@leicesterma.org](mailto:genereuxd@leicesterma.org)>

Cc: [buckm@leicesterma.org](mailto:buckm@leicesterma.org) <[buckm@leicesterma.org](mailto:buckm@leicesterma.org)>; [MThompson@kleinfelder.com](mailto:MThompson@kleinfelder.com) <[MThompson@kleinfelder.com](mailto:MThompson@kleinfelder.com)>

Sent: Thu, May 6, 2021 10:01 pm

Subject: Re: Moose Hill Grant Opportunity

TA Genereux,

Tonight the Moose Hill Water Commission voted to approve applying for the below grant. Further voted to transmit the same to the Select Board for expedited action. I am requesting they have a brief special meeting to approve action, prior to the 5/17 meeting, as time is of the essence due to the application deadline of 6/4.

I have requested updated steps from the DEP and believe we can apply with the current steps and amend later or otherwise provide the updated steps if the DEP replies sooner. The 7000 population limit I believe is calculated by the number of subscribers, rather than population, but am not certain.

Sincerely,

Michael J. Shivick, Esq.  
Attorney at Law  
774.262.7281  
[info@shivicklaw.com](mailto:info@shivicklaw.com)  
[www.shivicklaw.com](http://www.shivicklaw.com)

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-----Original Message-----

From: Mark Thompson <[MThompson@kleinfelder.com](mailto:MThompson@kleinfelder.com)>

To: Michael J. Shivick <[attorney.shivick@aol.com](mailto:attorney.shivick@aol.com)>

Cc: [buckm@leicesterma.org](mailto:buckm@leicesterma.org) <[buckm@leicesterma.org](mailto:buckm@leicesterma.org)>

Sent: Tue, May 4, 2021 8:56 am

Subject: Moose Hill Grant Opportunity

Michael/Michelle—Massachusetts has a new grant program titled "Rural and Small Town Development Fund" which Leicester qualifies for. See attachment. It provides grants for capital projects up to \$400,000 and includes "engineering or schematic designs for capital projects." See below. Grant applications are due on June 4th.

Mark Thompson....781-520-1943

**Use of Funds:** Grants will fund capital projects. Grants can only fund **capital** projects - construction, modernization, or major repair of physical infrastructure, acquisition of property or interests in property; long-lived equipment; or feasibility, engineering or schematic designs for capital projects.

- Pre-construction, survey, design and engineering
- Construction costs
- Construction Administration: Project management, traffic control, public safety details, etc
- Feasibility studies related to future capital projects
- Land acquisition
- Projects that create or support housing will score higher (see the scoring criteria below)

## COMMUNITY ONE STOP FOR GROWTH – APPLICATION TEMPLATE

*This template is provided as a guide for reference purposes only. All proposals and applications must be submitted electronically through the program's online application portal.*

### **EXPRESSION OF INTEREST (Optional)**

The purpose of this Expression of Interest is to give interested applicants an opportunity to articulate their overall goals, objectives, and preparedness as they relate to growth through community economic development. When completing the form, consider all of the funding requests that may be made in the full application. Forms submitted by the posted deadline will be reviewed by the state's economic development partner agencies, who can provide feedback and guidance for the best path forward for each project.

#### **SECTION 1. Prospective Applicant Information**

1.1 Primary Location: (Select municipality from drop-down) Leicester

Regional Planning Agency	(auto-filled)			EOHED Region	(auto-filled)
MassDOT Highway Division	(auto-filled)	MVP Community	(auto-filled)	Gateway City	(auto-filled)
Housing Choice Community	(auto-filled)	Green Community	(auto-filled)	Rural or Small Town	(auto-filled)

1.2 Organization Type: (Select from drop-down)

##### **Public Entity:**

- ☒ Municipality
- ☐ Public Housing Authority
- ☐ Redevelopment Authority or Similar Quasi-Governmental Agency
- ☒ Other Public Entity. Specify: Water District

##### **Non-Public Entity:**

- ☐ Community Development Corporation
- ☐ Non-Profit Community Organization
- ☐ For-Profit Corporation
- ☐ Other Non-Public Entity. Specify: \_\_\_\_\_

1.3 Applicant Organization Name: Leicester Water Supply District \_\_\_\_\_

1.4 Applicant Organization Legal Address: 124 Pine Street \_\_\_\_\_

1.5 City/Town: Leicester 1.6 State: MA 1.7 Zip Code: 01524

1.8 CEO Name: Robert Wilson 1.9 CEO Title: Chair, Board of Commissioners

1.10 CEO Tel.: (508) 892-8484 1.11 CEO Email: \_\_\_\_\_

1.12 Project Contact Name/Title (if different): Joseph Wood, Superintendent

1.13 Contact Tel: (508) 892-8484 1.14 Contact Email: joe@lwds.net

1.15 If applicable, list the name and contact for any additional partner organizations: \_\_\_\_\_  
(1,000 characters) Town of Leicester, MA - Contact: Bryan Milward,  
Assistant to the Town Administrator, 508-892-7077, Milwardb@leicesterma.org

## COMMUNITY ONE STOP FOR GROWTH – EXPRESSION OF INTEREST

**SECTION 2: Applicant / Community Background** – In this section, the prospective applicant can outline the overall goals and economic development outlook for the organization and community. This information will provide insight to the review team about the applicant’s priorities and achievement, as well as challenges and issues that applicant is trying to address.

- 2.1 **Describe applicant’s primary economic development goals, assets, and opportunities.** The Town of Leicester is seeking to maximize its’ opportunities for commercial and industrial growth. Our close proximity to Worcester, low tax rate and affordable cost of living make us an attractive candidate for future growth in the region. We have completed numerous economic development studies over the last few years and created a position to guide our businesses through our permitting process. Our main goals are to create a business friendly environment, grow the town’s tax base to reduce pressure on residential property tax, and improve the Town’s infrastructure for businesses and residents. \_\_\_\_\_

\_\_\_\_\_  
(2,000 characters)

- 2.2 **Describe the main challenges and/or obstacles to progress.** The main challenges we’ve had to economic growth have been inadequate infrastructure at some prime development locations, lack of awareness in the Greater Worcester business community, and sellers attempting to sell parcels far above market value.

\_\_\_\_\_  
(2,000 characters)

- 2.3 **Describe any major community and economic development project(s) that the applicant has undertaken in the past 5 years.** The Town has taken on a number of projects over the last several years including: a Complete Streets project at the Town Common, a Green Communities project to install LED streetlights throughout Town, an EEA grant to develop economic development strategies for the Town, multiple grants to improve Town parks, a Site Readiness grant to conduct a marketing study at a prime development location, a DLTA grant to pursue expedited permitting under the 43D program, and projects through the Shared Streets and Spaces program. \_\_\_\_\_

\_\_\_\_\_  
(2,000 characters)

- 2.4 **If the community has completed any community economic development (including housing) best practices through the [Community Compact Best Practices Program](#), specify which ones and describe the outcome(s) of that process. (If none, enter “N/A”.)** We are currently working with Anderson Strategic Advisors LLC on a Community Compact Grant to improve the Town’s permitting process and create a business development guide.

\_\_\_\_\_  
(2,000 characters)

- 2.5 **Indicate which, if any, of the following tools/strategies have been adopted by the community to promote economic development and growth. (Check all that apply or None. If unsure, check “Do not know”.)**

**Review list with the Town**

## COMMUNITY ONE STOP FOR GROWTH – EXPRESSION OF INTEREST

<b>X</b>	<b>Economic Development Tools / Strategies</b>
x	Approved Master Plan
	Approved Urban Renewal Plan
	43D Expedited Permitting District
	Priority Development Site(s) Designation
	Approved Tax Increment Financing District
	Business Improvement District, Main Streets, or similar District
	Federal Economic Development District
	Designated Opportunity Zone(s)
x	Community Compact Best Practices and/or Regionalization Project
x	Complete Streets Prioritization Plan
	Commercial zoning by-right
	Other. Specify:
	None
	Do Not Know

2.6 Indicate which, if any, of the following tools/strategies have been adopted by the community to promote housing development. *(Check all that apply or None. If unsure, check “Do not know”.)*

<b>X</b>	<b>Housing Development Tools / Strategies</b>
	Inclusionary Zoning with density bonus
	40R Smart Growth or Starter Home District zoning
	Zoning that allows mixed-use development near transit and activities
	Zoning that allows multifamily development near transit and activities
	Zoning that allows duplexes in most residential districts
x	Zoning that allows Accessory Dwelling Units in most residential districts
	Zoning that requires no more than 1 parking space per unit for multifamily units
x	Majority of land use board members receive training on a regular basis
	Approved Housing Production Plan
	CERTIFIED Housing Production Plan
	Subsidized Housing Inventory (SHI) above 10%
	Subsidized Housing Inventory (SHI) increased by 2.5% in last 5 years
	Designated local funds (e.g. Affordable Housing Trust or CPA Funds)
	Donated municipal land for housing
x	Local property tax relief programs for income eligible seniors (MGL c 59 S. 5)
	Plan to address homelessness of a high need group
	Urban Center Housing Tax Increment Financing, Housing Development Incentive
	Federal Choice Neighborhood
	HUD Fair Housing Assessment
	Other. Specify:
	None
	Do Not Know

## COMMUNITY ONE STOP FOR GROWTH – EXPRESSION OF INTEREST

**SECTION 3 (P): Priority Projects / Initiatives** - Describe up to five top priority projects or initiatives that the applicant intends to submit in a One-Stop application for grant consideration. Describe the projects, areas, and/or sites and indicate the types of funding sought, even if unsure about the specific sources. This section is meant to provide state reviewers with insight into the prospective projects.

### Project / Initiative One

- 3-P1.1 Name of Project/Initiative: Permanent Water Supply Interconnection with Worcester
- 3-P1.2 Brief Description of Project/Initiative. Indicate if project is phased and progress made to date: \_\_\_\_\_  
(1,000 characters) The project involves the construction of a permanent water supply interconnection between the Leicester Water Supply District and City of Worcester water system. The MassDEP issued an Administrative Consent Order (ACO) for completion of this project. The work will require construction of a metered pump station and approximately 2 miles of transmission main to connect the District's water system with the City's water system. The project is phased and is currently in the design phase. The District has retained an engineer/designer to design the project. The engineer has drafted conceptual plans for the water main route and is evaluating water quality and hydraulics for the pump station design. Additionally, the District retained a surveyor to survey the pump station site and the 2 miles transmission main route. The District is in communications with the City regarding the project and a draft water purchase agreement has been developed.
- 3-P1.3 How does this project/initiative align with the economic development goals outlined above? \_\_\_\_\_  
(1,000 characters)
- 3-P1.4 Describe how ready the applicant is to begin the implementation of this project. Indicate what activities need to be undertaken in the coming year to advance the project. \_\_\_\_\_  
(1,000 characters) The District has started the design phase of this project. The goal is to initiate construction of the project in March 2022 and bidding for the construction would occur in advance of that date in early 2022. Within the coming year, the project will be designed and permitted. The District is pursuing options to fund the construction phase of the project to keep the project moving forward. Since this funding program shows an anticipated contract in November/December 2021, this would work well with the intended schedule to conduct the bid phase in early 2022. The intent is to bid the project in separate contracts since different types of contractors specialize in water main work and pump station work. This approach should provide more competitive bids and interest in the projects. The current thought is that this funding program could fund part of the transmission main contract.
- 3-P1.5 Based on the descriptions outlined in the RFP, which type(s) of funding would you like to explore for this project/initiative: (Check all that apply)
- |  |  |
|--|--|
| <input type="checkbox"/> Capacity Building             | <input type="checkbox"/> Building (vertical construction)                    |
| <input type="checkbox"/> Planning and Zoning           | <input checked="" type="checkbox"/> Infrastructure (horizontal construction) |
| <input type="checkbox"/> Site Preparation              | <input type="checkbox"/> Other: _____  |
| <input type="checkbox"/> Predevelopment and Permitting | <input type="checkbox"/> Not sure  |



ONE STOP FOR GROWTH – FY2022 – APPLICATION TEMPLATE

3-P1.6 Would you like to add a second project?

☐ Yes ☒ No

**Project / Initiative Two**

3-P2.1 Name of Project/Initiative: \_\_\_\_\_

3-P2.2 Brief Description of Project/Initiative. Indicate if project is phased and progress made to date: \_\_\_\_\_  
(1,000 characters)

3-P2.3 How does this project/initiative align with the economic development goals outlined above? \_\_\_\_\_  
(1,000 characters)

3-P2.4 Describe how ready the applicant is to begin the implementation of this project. Indicate what activities need to be undertaken in the coming year to advance the project. \_\_\_\_\_  
(1,000 characters)

3-P2.5 Based on the descriptions outlined in the RFP, which type(s) of funding would you like to explore for this project/initiative: (*Check all that apply*)

☐ Capacity Building

☐ Planning and Zoning

☐ Site Preparation

☐ Predevelopment and Permitting

☐ Building (vertical construction)

☐ Infrastructure (horizontal construction)

☐ Other: \_\_\_\_\_

☐ Not sure

3-P2.6 Would you like to add a third project?

☐ Yes ☐ No

**Project / Initiative Three**

3-P3.1 Name of Project/Initiative: \_\_\_\_\_

3-P3.2 Brief Description of Project/Initiative. Indicate if project is phased and progress made to date: \_\_\_\_\_  
(1,000 characters)

3-P3.3 How does this project/initiative align with the economic development goals outlined above? \_\_\_\_\_  
(1,000 characters)

3-P3.4 Describe how ready the applicant is to begin the implementation of this project. Indicate what activities need to be undertaken in the coming year to advance the project. \_\_\_\_\_  
(1,000 characters)

3-P3.5 Based on the descriptions outlined in the RFP, which type(s) of funding would you like to explore for this project/initiative: (*Check all that apply*)

COMMUNITY ONE STOP FOR GROWTH – EXPRESSION OF INTEREST

- ☐ Capacity Building
- ☐ Planning and Zoning
- ☐ Site Preparation
- ☐ Predevelopment and Permitting

- ☐ Building (vertical construction)
- ☐ Infrastructure (horizontal construction)
- ☐ Other: \_\_\_\_\_
- ☐ Not sure

- 3-P3.6 Would you like to add a fourth project?
- ☐ Yes      ☐ No

**Project / Initiative Four**

3-P4.1 Name of Project/Initiative: \_\_\_\_\_

3-P4.2 Brief Description of Project/Initiative. Indicate if project is phased and progress made to date: \_\_\_\_\_  
(1,000 characters)

3-P4.3 How does this project/initiative align with the economic development goals outlined above? \_\_\_\_\_  
(1,000 characters)

3-P4.4 Describe how ready the applicant is to begin the implementation of this project. Indicate what activities need to be undertaken in the coming year to advance the project. \_\_\_\_\_  
(1,000 characters)

3-P4.5 Based on the descriptions outlined in the RFP, which type(s) of funding would you like to explore for this project/initiative: *(Check all that apply)*

- ☐ Capacity Building
- ☐ Planning and Zoning
- ☐ Site Preparation
- ☐ Predevelopment and Permitting

- ☐ Building (vertical construction)
- ☐ Infrastructure (horizontal construction)
- ☐ Other: \_\_\_\_\_
- ☐ Not sure

- 3-P4.6 Would you like to add a fifth project?
- ☐ Yes      ☐ No

**Project / Initiative Five**

3-P5.1 Name of Project/Initiative: \_\_\_\_\_

3-P5.2 Brief Description of Project/Initiative. Indicate if project is phased and progress made to date: \_\_\_\_\_  
(1,000 characters)

3-P5.3 How does this project/initiative align with the economic development goals outlined above? \_\_\_\_\_  
(1,000 characters)

COMMUNITY ONE STOP FOR GROWTH – EXPRESSION OF INTEREST

3-P5.4 Describe how ready the applicant is to begin the implementation of this project. Indicate what activities need to be undertaken in the coming year to advance the project. \_\_\_\_\_  
(1,000 characters)

3-P5.5 Based on the descriptions outlined in the RFP, which type(s) of funding would you like to explore for this project/initiative: *(Check all that apply)*

☐ Capacity Building

☐ Planning and Zoning

☐ Site Preparation

☐ Predevelopment and Permitting

☐ Building (vertical construction)

☐ Infrastructure (horizontal construction)

☐ Other: \_\_\_\_\_

☐ Not sure

**SECTION 4: Additional Information / Questions**

4.1 If needed, provide additional information you may want to share with the reviewers about any of the projects / initiatives outlined above: \_\_\_\_\_  
\_\_\_\_\_  
(2,000 characters)

# # #



## Expression of Interest Feedback Report

Applicant Organization: **Leicester Water Supply District**

Document ID: **EXP-FY22-Leicester-Leicester -00258**

Submission Date: **4/1/21**

Thank you for submitting an Expression of Interest (EOI) to the Community One Stop for Growth. We are excited to partner with you in the pursuit of opportunities to achieve economic growth for your organization and/or community.

Your submission has been reviewed by the One Stop Team, which includes representatives from EOHED, DHCD, MassDevelopment, and other state partner agencies as deemed necessary. This report summarizes the team's collective review of your EOI, and provides feedback and comments intended to assist you in the decision, and preparation, to submit your Full Application(s) for consideration in the current funding round.

**ECONOMIC GROWTH GOALS:** In Section 2 of the EOI, the applicant was asked to outline its overall economic growth goals and efforts to date. The following comments are related to this section.

- The goals outlined for economic growth are strong and well-stated. These will be important to highlight in the Full Application(s). Please note that these responses will be auto-filled into the Full Application(s), and there will be an opportunity to update and further elaborate on them.
- The information provided in this section includes goals and ideas that may evolve into interesting projects that the applicant may want to submit for consideration in the future. The team looks forward to seeing such applications when you are ready to pursue these opportunities.
- In terms of economic development and housing best practices, the team commends the applicant for the awareness and knowledge of the range of tools/strategies that the community is using to support and advance its economic development goals.

**PRIORITY PROJECTS:** The following feedback is on the specific projects submitted in Section 3 of the EOI, which provided the applicant an opportunity to outline up to five (5) priority project and/or initiative ideas.

- **Permanent Water Supply Interconnection with Worcester:**
  - Based on the description, the team confirms that this project is eligible and would fit in the Infrastructure category. It would not, however, fit in the other category selected.

- Carefully review the guidelines for the [MassWorks Infrastructure Program](#) for details about how this type of application would be evaluated.
  - However, the project should be only submitted in this category if/when it is ready to leverage and support imminent private development. Without specific housing, commercial, and/or mixed-use development and economic impact the application is not likely to be successful.
  - To be competitive in the [Infrastructure](#) category, the project will need to be advanced in design and permitting, in addition to identifying a leveraged private development that is imminent. The Full Application will require details about shovel readiness, scope of construction work, timeline, etc., for both the public infrastructure projects and the specific private development.
  - Finally, if submitted in a Full Application, this project would get a second look from the Rural and Small-Town Development Fund grant program. See the “Overall Note on Projects” section for additional information.
  - **Referral:** The team encourages the applicant to explore the [State Revolving Fund](#), as it may be able to support components of your project.
- **Overall Note on Projects:**
    - The municipality qualifies for the [Special Project in a Small Town or Rural Community](#) category in the One Stop. As such, the town is eligible to submit a project(s), which may not clearly fit in the continuum, for special consideration. Please see the [Notice of Funding Availability](#) for details. Nevertheless, small/rural towns are encouraged to submit their projects in any of the appropriate categories where it may fit and will also receive priority consideration.

The One Stop Team will notify the agencies about any referrals. However, a referral does not give the project any special consideration or guarantee of funding from these other sources. It will be up to the applicant to follow up with the referenced resource(s) and to comply with the required guidelines and process for any programs outside of the One Stop.

In conclusion, the guidance provided above is intended to help a prospective applicant decide if they will submit a Full Application(s) to the One Stop and to provide guidance for how to strengthen such submission(s). This advice is not meant as a promise or guarantee that an application will be successful. Eligible applicants are expected to review and adhere to the posted guidelines for the programs in the corresponding categories in which they plan to submit. All applications will be reviewed and/or scored on a competitive basis.

If you need clarification and/or have questions about this feedback, you may request a meeting with a member of the One-Stop team by emailing [onestop@mass.gov](mailto:onestop@mass.gov). Please note in the Subject line: “Expression of Interest Meeting Request”.

The Full Application is currently available. You may start to draft/save it at any time. However, please note that applications can only be submitted between May 3, 2021 and June 4, 2021.



## Expression of Interest Feedback Report

Applicant Organization: **Town of Leicester**

Document ID: **EXP-FY22-Leicester-Town of Le-00216**

Submission Date: **3/31/2021**

Thank you for submitting an Expression of Interest (EOI) to the Community One Stop for Growth. We are excited to partner with you in the pursuit of opportunities to achieve economic growth for your organization and/or community.

Your submission has been reviewed by the One Stop Team, which includes representatives from EOHED, DHCD, MassDevelopment, and other state partner agencies as deemed necessary. This report summarizes the team's collective review of your EOI, and provides feedback and comments intended to assist you in the decision, and preparation, to submit your Full Application(s) for consideration in the current funding round.

**ECONOMIC GROWTH GOALS:** In Section 2 of the EOI, the applicant was asked to outline its overall economic growth goals and efforts to date. The following comments are related to this section.

- The goals outlined for economic growth are well-stated, but should be expanded. These will be important to highlight in the Full Application(s). Please note that these responses will be auto-filled into the Full Application(s), and there will be an opportunity to update and further elaborate on them.
- In terms of economic development and housing best practices, the team commends the community for using a range of tools/strategies and suggests that the town continue using more of these to support and advance its economic development goals.

**PRIORITY PROJECTS:** The following feedback is on the specific projects submitted in Section 3 of the EOI, which provided the applicant an opportunity to outline up to five (5) priority project and/or initiative ideas.

- **Millbrook Industrial Park Development:**
  - Based on the description, the team confirms that this project is eligible and would fit in the Predevelopment and Permitting and Infrastructure categories.
  - While the project is eligible in both categories, the applicant will need to prioritize because it can only be submitted in one category. The team recommends selecting Infrastructure if the project can advance without predevelopment subsidy. Otherwise, the applicant should select Predevelopment and Permitting for support with this component this year.

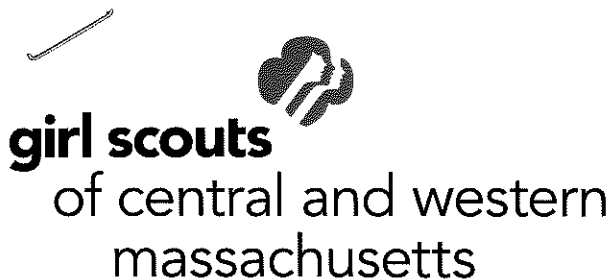
- Carefully review the guidelines for MassDevelopment’s [Site Readiness Program](#), as this is the likely funding source for this project. The application needs to include information about how the project will create specific economic impact. Without specific private development and impact this project is not likely to be successful in a Full Application.
  - The applicant can also review the guidelines for the [MassWorks Infrastructure Program](#) for details about how this type of application would be evaluated. To be competitive in the Infrastructure category, the project will need to be advanced in design and permitting, in addition to identifying a leveraged private development that is imminent. The Full Application will require details about shovel readiness, scope of construction work, timeline, etc., for both the public infrastructure projects and the specific private development.
  - This application, if submitted in the Full Application would get a second look from the Rural and Small-Town Development Fund grant program, see details in “Overall Notes on Project” section of this Feedback Report for detail.
- **Overall Note on Projects:**
    - The municipality qualifies for the Special Project in a Small Town or Rural Community category in the One Stop. As such, the town is eligible to submit a project(s), which may not clearly fit in the continuum, for special consideration. Please see the [Notice of Funding Availability](#) for details. Nevertheless, small/rural towns are encouraged to submit their projects in any of the appropriate categories, where they will also receive priority consideration.

In conclusion, the guidance provided above is intended to help a prospective applicant decide if they will submit a Full Application(s) to the One Stop and to provide guidance for how to strengthen such submission(s). This advice is not meant as a promise or guarantee that an application will be successful. Eligible applicants are expected to review and adhere to the posted guidelines for the programs in the corresponding categories in which they plan to submit. All applications will be reviewed and/or scored on a competitive basis.

If you need clarification and/or have questions about this feedback, you may request a meeting with a member of the One-Stop team by emailing [onestop@mass.gov](mailto:onestop@mass.gov). Please note in the Subject line: “Expression of Interest Meeting Request”.

The Full Application is currently available. You may start to draft/save it at any time. However, please note that applications can only be submitted between May 3, 2021 and June 4, 2021.





**Holyoke Office**  
301 Kelly Way  
Holyoke, MA 01040-9685

**Worcester Office**  
115 Century Drive  
Worcester, MA 01606

413-584-2602  
gscwm.org

May 2021

Town Administrator  
3 Washburn Sq  
Leicester, MA 1524

Dear Town Administrator,

I am writing on behalf of Girl Scouts of Central and Western Massachusetts, Inc. to ask you if you would please consider sending us a congratulatory message of commendation from you to our Girl Scouts who have earned the prestigious Girl Scout Gold Award.

The Gold Award is the highest achievement that a girl can earn in Girl Scouting. This is a significant accomplishment as earning the award requires many years of challenge and commitment to service, leadership, career exploration and take action projects. Recipients must demonstrate ability and skill in goal setting, planning, implementation, relating to others, and creating a project which will benefit the greater community in a sustainable way.

We are proud to present for your consideration these Gold Award Girl Scouts on the attached sheet. The work of these young women is a lasting gift of service to their communities. Each Girl Scout listed that is highlighted is a member of your constituency. The remaining Girl Scouts are other members of Girl Scouts of Central and Western Massachusetts who have earned the Gold Award this year. I leave it to your discretion as to whether you wish to write notes to only your constituents or all of our recipients.

We will be honoring our Gold Award recipients on Thursday, June 17, 2021 at the Hanover Theatre and Conservatory for the Performing Arts in Worcester at 6:00 pm. We would be honored to have you join us; please submit RSVP by May 15 to [TBreen@gscwm.org](mailto:TBreen@gscwm.org)

Please mail commendations to **Girl Scouts of Central and Western Massachusetts, 115 Century Drive, Worcester, MA 01606, Attn. Tammy Breen at your earliest convenience.** Thank you very much for your time and consideration in this matter.

Sincerely,

A handwritten signature in black ink that reads "Tammy Breen". The signature is fluid and cursive, written over the printed name.

Tammy Breen  
Special Events and Project Manager

Girl Scouting builds girls of courage, confidence, and character,  
who make the world a better place.



Gold Award Girl Scouts: Girl Scouts of Central and Western MA: Class of 2021

First Name	Last Name	Town
Serena	Croteau	Agawam
Mira	Setty-Charity	Amherst
Colleen	Henderson	Bolton
Katherine	Ickes	Bolton
Menaja	Raja	Boylston
Catherine	Bezio	Erving
Erin	Ewing	Feeding Hills
Rachel	Sills	Feeding Hills
Madison	Berardi	Grafton
Triniti	Petruzzelli	Grafton
Lizie	Torteson	Grafton
Breann	Hackett	Granby
Colleen	McCarthy	Holden
Evangeline	Welch	Holden
Emma	Zimon	Holden
Evangeline	Burdick	Hudson
Erin	Arsenault	Leicester
Jillian	Paccico	Milford
Amber	Tucker	South Hadley
Abigail	Thibodeau	Southampton
Adhithri	Raja	Westborough
Julia	Donati	Williamstown
Emily	Synan	Worcester



# Leicester Police Department

90 South Main Street  
Leicester, MA 01524

[www.leicesterpd.org](http://www.leicesterpd.org)



Chief

**Kenneth M. Antanavica**

[antanavica@leicesterpd.org](mailto:antanavica@leicesterpd.org)

**Emergency: 911**

Non-Emergency: 508-892-7009

Non-Emergency: 508-892-7010

Fax: 508-892-7012

Date: May 5, 2021

To: Mr. David Genereux, Town Administrator  
Select Board, Town of Leicester

From: Kenneth Antanavica, Chief of Police

Re: **Recommendation for Parking Hearings Officer**

On May 5, 2021 Lt. Doray, Administrative Assistance Sheila Gaffney and myself discussed the three applicants for the vacant parking hearings officer position.

The applicants were:

- 1) Jeffrey Moran from Charlton
- 2) Andrew Kularski from Leicester
- 3) Gwendolyn Wilcox from Leicester

The Town is seeking a fair and impartial person to hear the facts and circumstances surrounding the issuance of parking citations by Leicester Police Officers. The hearings clerk must know the procedural steps to hold these types of hearings in accordance with Mass General Laws and be thoroughly versed on the Town of Leicester Parking Rules and Regulations.

We unanimously recommend Gwendolyn Wilcox to this position. Ms. Wilcox is well versed on the hearing procedures and has no known affiliation with any police department.

Discussions regarding the first and second applicants noted that, Mr. Kularski may be capable of learning the procedures, his position as a Police Sergeant with the Ayer Police Department could be interpreted as a conflict. Mr. Moran has no experience in this field.

Respectfully Submitted by:

Chief Kenneth M Antanavica

GWENDOLYN R WILCOX - , LEICESTER, MA 01524

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TO: Leicester Police Department

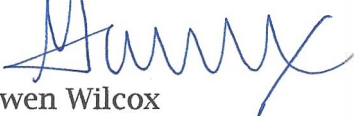
RE: Parking Hearings Clerk

To Whom it May Concern,

This letter is to express my interest in taking over the Parking Hearings Clerk position for the Town of Leicester Police Department. I am available to step into the position as needed and am able to complete the online ethics class at any time.

Thank you for your consideration.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Gwen Wilcox', with a stylized, cursive script.

Gwen Wilcox

**From:**  
**To:** [Human Resources](#)  
**Subject:** Parking tickets appeal position  
**Date:** Wednesday, April 28, 2021 9:11:44 AM

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Good morning, my name is Jeffrey Moran. I am a Charlton resident and I am interested in the opportunity of you considering myself for this opening. I work full time and I have been at the same job for 21 years. I volunteer for a few charities like the Tarentino charity and the 200 foundation. I am interested in this position not for the extra money just assisting the town of Leicester and meeting new people and doing the right thing. I have a lot of friends and family working for local police departments. I really don't have a resume due to my long term tenure of employment any questions please feel free to reach out to me. Thank you for considering me for this opportunity.

**From:**  
**To:** [Human Resources](#)  
**Subject:** Parking hearings Officer  
**Date:** Tuesday, April 27, 2021 11:46:34 AM

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Hello,

I hope you are well, I am interested in the parking hearing officer position with the Town of Leicester. I previously was an elected member of the planning board which I had to resign due to a change in my work schedule. I wish to still remain part of town government and think this position will allow me to do that, along with my work schedule. I am sergeant with the Ayer Police Department and feel that my knowledge of Parking regulations as well as discretion make me a viable candidate for this position with the Town of Leicester. If needed I can provide a resume along with references towards my qualifications. Please feel free to contact me to further discuss my qualifications for this position.

Respectfully,

Andrew Kularski

# Inquiry Reponse Yes

Board Name	AppName
AGENTS TO SELECT BOARD	Kenneth Antanavica
AGENTS TO SELECT BOARD	Paul Doray
AGENTS TO SELECT BOARD	Michael Fontaine
AGENTS TO SELECT BOARD	Craig Guertin
AGENTS TO SELECT BOARD	Alexander Samia
AGRICULTURAL COMMISSION	Dianna Provencher
CODE INSPECTION SERVICES	Duane G. Amos
CODE INSPECTION SERVICES	John P Dolen
CODE INSPECTION SERVICES	John Markley
CONSTABLES	Kenneth Antanavica
CONSTABLES	Paul Doray
CONSTABLES	Michael Fontaine
CONSTABLES	Craig Guertin
CONSTABLES	Gregory J Kemp
CONSTABLES	Alexander Samia
COUNCIL ON AGING	Ruth M Dowgielewicz
ECONOMIC DEVELOPMENT COMMITTEE	Rich Jenkins
ECONOMIC DEVELOPMENT COMMITTEE	Adam J Menard
HEALTH INSURANCE ADVISORY COMMITTEE	Elizabeth A Cooper
HEALTH INSURANCE ADVISORY COMMITTEE	Judith C Ivel
HEALTH INSURANCE ADVISORY COMMITTEE	Allison Lawrence
HEALTH INSURANCE ADVISORY COMMITTEE	Derrick Ruth
HISTORICAL COMMISSION	Joseph D Lennerton, III
KEEP LEICESTER GREEN COMMITTEE	Dennis P Griffin
MEMORIAL DAY COMMITTEE	J. Donald Lennerton, Jr.
MEMORIAL DAY COMMITTEE	Mark B McCue
MEMORIAL DAY COMMITTEE	Patrick M McKeon
PARKS & RECREATION COMMITTEE	Nancy Ortiz
PARKS & RECREATION COMMITTEE	Joanne Petterson-Bernier



Board Name	AppName
POLICE OFFICERS (SPECIAL)	Joseph Fontaine
POLICE OFFICERS (SPECIAL)	Brian F Gould
POLICE OFFICERS (SPECIAL)	Michael Kemp
POLICE OFFICERS (SPECIAL)	Curtis Sampson
POLICE OFFICERS (SPECIAL)	Jeffrey Tebo
POLICE OFFICERS (SPECIAL)	Steve Zecco
RECYCLING COMMITTEE	Rebecca Benoit
RECYCLING COMMITTEE	Patricia Daige-Langlois
RECYCLING COMMITTEE	Barbara E Knox
RECYCLING COMMITTEE	Sharon J Nist
RECYCLING COMMITTEE	Kurt Parliment
RECYCLING COMMITTEE	Raymond N Ronander
RECYCLING COMMITTEE	Brian P Whitney
RECYCLING COMMITTEE	Maureen A Whitney
REGISTRAR OF VOTERS	Leonard L Ivel
ROAD CONVERSION COMMITTEE	Dennis P Griffin
TOWN COUNSEL	Petrini & Associates

## Leicester Police Department Reappointments for July 2021- June 2022:

### Constables and Agents to the Select Board:

1. Chief Kenneth Antanavica
2. Lieutenant Paul Doray
3. Sgt Michael Fontaine
4. Sgt Alexander Samia
5. Sgt Craig Guertin

### Health Insurance Advisory Committee:

1. Officer Derrick Ruth

### Emergency Planning Committee:

1. Sgt Craig Guertin

### Special Police Officers:

1. Steven Zecco
2. Jeffrey Tebo
3. Brian Gould\*
4. Michael Kemp\*
5. Curtis Sampson\*
6. Joseph Fontaine

\*Pending certification.

**FY22 Proposed Meeting Dates**

*\*Meetings begin at 6:00pm unless otherwise indicated*

*May 3, 2021*

*May 17, 2021*

*June 7, 2021*

*June 21, 2021*

*July 12, 2021*

*August 16, 2021*

*September 20, 2021*

*October 4, 2021*

*October 18, 2021*

***October 19, 2021 (Possible Fall Special Town Meeting – Location TBD – 7pm)***

*November 1, 2021*

*November 15, 2021*

*December 6, 2021*

*December 20, 2021*

*Monday, January 3, 2022*

***Tuesday, January 18, 2022 (Monday is MLK Day)***

*February 7, 2022*

***February 19, 2022 – (Proposed Saturday Budget Meeting – Leicester Senior Center – 9am)***

***Tuesday, February 22, 2022 (Monday is Presidents Day)***

*March 7, 2022*

*March 21, 2022*

*April 4, 2022*

***Tuesday, April 19, 2022 (Monday is Patriots Day)***

*May 2, 2022*

***May 3, 2022 (Annual Town Meeting – Location TBD – 7pm)***

*May 16, 2022*

*June 6, 2022*

*June 20, 2022*



**Town of Leicester**  
**OFFICE OF THE TOWN ADMINISTRATOR**  
Town Hall, 3 Washburn Square  
Leicester, Massachusetts 01524-1333  
Phone: (508) 892-7077 Fax: (508) 892-7070  
[www.leicesterma.org](http://www.leicesterma.org)

May 9, 2021

To: Select Board  
From: David Genereux, Town Administrator  
**Re: Honeywell Energy Services Recommendation**

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In 2015 the Town embarked on an ambitious energy savings project. The Town borrowed \$2,237,825 for 20 years to do upgrades to the Town Hall, Schools, Senior Center, and other buildings to save energy. The goal of the project is to have the energy savings pay for the debt service. There is an annual audit that quantifies savings and compares to an annual guarantee. If the savings fall short of the guarantee, Honeywell will pay us the difference. See chart below:

Time Period	Energy Audit Costs	Savings/(Shortfalls)
FY 2017	18,303	(30,182)
FY2018	19,218	(14,721)
FY 2019	20,179	(7,473)
FY 2020	21,188	(6,222)
<i>Subtotal</i>	78,888	(58,598)
FY 2021	22,247	
FY 2022	23,360	
FY 2023	24,528	
FY 2024	25,754	
FY 2025	27,042	
FY 2026	28,394	
FY 2027	29,814	
FY 2028	31,304	
FY 2029	32,870	
FY 2030	34,513	
FY 2031	36,239	
FY 2032	38,051	
FY 2033	39,953	
FY 2034	41,951	
FY 2035	44,048	
FY 2036	46,251	
<b>Totals</b>	<b>605,207</b>	<b>(58,598)</b>

According to Honeywell, our savings have fallen short over the past four years, resulting in payments from Honeywell to the Town totaling \$58,598. However, the energy audit has cost the Town \$78,888 over the same time. As you can see from the first four years of activity, the shortfall

has narrowed to \$6,222. That is not necessarily a negative. It is an indicator that the project is getting closer to functioning as it should. The issue is, there is no way to quantify these savings budget-wise, and the improvements are not coming from any work that Honeywell is doing onsite to increase our efficiency. It is an internal calculation made by the company based on materials usage (electricity, fuel oil, water) that we are reporting to them.

My concern is that we are paying for an annual audit, which escalates at five percent per year, to calculate energy savings. They are paying us any difference between forecast and actual, but I am not seeing how this is cost effective. We have already installed the equipment that will produce the savings. It appears that the monitoring cost, while built into forecast energy savings, is not useful and cannot be independently verified.

One of our contractors, who has billed us in excess of \$120,000 in HVAC upgrades due to the Covid-19 pandemic is well-versed in these energy savings measures. His comment is that the features that were installed are too high-tech for old systems such as what we have in these buildings. Additionally, I found it interesting that there were no changes made to our long-dormant air circulation system in Town Hall. That was corrected by our current HVAC contractor this year.

I believe that this program was installed with good intention. However, I believe that at this point, the guarantee as managed by Honeywell, is not worth the cost of the annual audit. The energy shortfall is falling (which makes little sense, as the installed equipment is aging, therefore it is likely that the shortfall should increase, not decrease).

I have checked with our Counsel, and we can opt out of the contract with a thirty-day notice. We will lose the monitoring, but we will retain and continue to continue paying on the debt for the installation of the product. I believe that at this point, there is little to be gained by continue to be paying for an escalating audit agreement price, for returns that are not possible to verify.

Please contact me with any questions.

**SELECT BOARD MEETING MINUTES  
MAY 3, 2021 AT 6:00PM  
VIRTUAL MEETING**

**CALL TO ORDER/OPENING**

Chairwoman Provencher called the meeting to order at 6:01pm. Chair Dianna Provencher, Vice-Chair Harry Brooks, Second Vice-Chair John Shocik, Selectman Rick Antanavica, Selectman Herb Duggan Jr., Town Administrator David Genereux, Assistant Town Administrator Kristen Forsberg, and Assistant to the Town Administrator Bryan Milward were in attendance.

**1. SCHEDULED ITEMS**

**a. 6:00pm – Assessor’s Part Time Temporary Data Collector**

Town Administrator David Genereux summarized the Department of Local Services order that the Town re-inspect 3,100 properties over the next two years due to quality issues identified including lack of photos, missing additions, and incorrect data. Mr. Genereux recommended the Town hire a temporary part-time clerk. Art Paquette, Chair of the Board of Assessors, stated that the Board had not been made aware of the issue with DLS until recently and requested additional time to review the issues and make a recommendation on adding staffing. Principal Assessor Sandy Genna recommended hiring the temporary clerk as 9 inspections per day will be required to meet the State mandate. A motion was made by Mr. Antanavica and seconded by Mr. Shocik to delay the appointment of the Data Collector until the Board of Assessors makes a recommendation on the proposal and Remove funding for this position from Article 2 at the Annual Town Meeting. Roll Call: 5:0:0

**2. PUBLIC COMMENT PERIOD**

No members of the public provided public comment.

**3. REPORTS & ANNOUNCEMENTS**

**a. Health Agent COVID-19 Update & Senior Center Reopening**

Health Agent Francis Dagle provided an update on Senior Center reopening including contact tracing, cleaning protocols, and moving activities outdoors as much as possible. and the need for tracking of individuals receiving services, the need to implement cleaning protocols, and the importance of moving activities outdoors to safely reopen the building. Select Board members discussed whether proof of vaccination could be required of senior center attendees and steps needed to reopen the library to the public. Mr. Genereux will check with Town Counsel.

**b. Student Liaison Reports**

This item was passed over.

**c. Town Administrator Report**

Town Administrator David Genereux presented highlights from his report including the recently awarded Regional Public Health Grant, the Water/Sewer study, the oil leak at the elementary school, and recent developments with Becker College.

**d. Select Board Reports**

Select Board members discussed the site walk at Becker College, Tim Fontaine’s retirement from the Police Department, the oil leak at the Middle School, and the need for residents to be aware of the start of mosquito season.

e. **Eagle Scout Ceremony – Liam Pataky**

Assistant Town Administrator Kristen Forsberg notified the Select Board of Liam Pataky's upcoming Eagle Scout Court of Honor on May 16<sup>th</sup> at 12:00pm. Select Board members were invited to attend and a certificate has been prepared.

**4. RESIGNATIONS & APPOINTMENTS**

a. **Appointment – Chief Michael Dupuis – Public Safety Committee (Fire Chief position)**

A motion was made by Mr. Antanavica and seconded by Mr. Brooks to appoint Chief Michael Dupuis to the Public Safety Committee. Roll Call: 5:0:0

b. **Appointments – Paramedics – Anthony Trifone and Robert Fitzgerald**

A motion was made by Mr. Shocik and seconded by Mr. Brooks to appoint Anthony Trifone and Robert Fitzgerald as Paramedics. Roll Call: 5:0:0

c. **Retirement – Detective Timothy Fontaine – Police Department**

A motion was made by Mr. Shocik and seconded by Mr. Brooks to accept the retirement of Police Detective Timothy Fontaine's with regrets. Roll Call: 5:0:0

**5. OTHER BUSINESS**

a. **Police Department Donation**

A motion was made by Mr. Brooks and seconded by Mr. Shocik to accept a \$200.00 from Timothy Zajac to the Police Department donation account. Roll Call: 5:0:0

b. **Request to Fly Flags at Half Staff in Memory of Fallen Police Officer Ronald Tarentino**

A motion was made by Mr. Brooks and seconded by Mr. Duggan to accept the request to fly Town flags at half staff in memory of Officer Ronald Tarentino on May 22<sup>nd</sup>, 2021. Roll Call: 5:0:0

A motion was made by Mr. Shocik and seconded by Mr. Brooks to allow use of Town roads for a bicycle race in honor of Officer Tarentino on May 22<sup>nd</sup>. Roll Call: 5:0:0

c. **Select Board FY22 Proposed Meeting Dates**

Assistant Town Administrator Kristen Forsberg provided an explanation of the proposed meeting schedule. Select Board members discussed several changes and proposed bringing the schedule back at a future meeting. No action was taken.

d. **2021 Town Hall Holiday Hours**

Assistant Town Administrator Kristen Forsberg summarized the proposed Town Hall Holiday Hours. A motion was made by Mr. Brooks and seconded by Mr. Shocik to accept the proposed Town Hall Holiday Hours. Roll Call: 5:0:0

e. **Revise Fees for Use of Town Common and Bandstand**

Assistant Town Administrator Kristen Forsberg summarized the proposed fees and changes to the Town Common and Bandstand policy. Select Board members discussed the board's discretion to allow groups on the Town Common, the fees for the site, potentially waiving fees for nonprofits and discussing the Town's legal ability to limit protests with Town Counsel. No action was taken.

f. **Cable Advisory Committee Formation – Spectrum Contract Ending 02/2024**

The Town's 10 year contract with Spectrum expires in 2024. Select Board members discussed the Cable Advisory Committee process to negotiate a new 10 year contract and the importance of

reviewing contracts from other Towns. Art Paquette discussed the previous negotiations with Spectrum and stated that the previous chair of the Cable Advisory Committee was interested in serving again on this committee. A motion was made by Mr. Brooks and seconded by Mr. Shocik to authorize formation of a Cable Advisory Committee. Roll Call: 5:0:0

**g. Signage/Reconfiguration of Intersection at Paxton & Marshall Streets**

Chief Ken Antanavica summarized the reconfiguration and signage proposed at Paxton and Marshall street. Select Board members discussed the proposed road configuration, the Town's liability in case of accidents, whether the state needed to be consulted, and the data that informed the design of the plan. A motion was made by Mr. Brooks and seconded Mr. Shocik to accept the proposed new signage and configuration of Paxton and Marshall Street. Roll Call: 5:0:0

**6. MINUTES**

**a. April 26, 2021**

A motion was made by Mr. Antanavica and seconded by Mr. Shocik to accept the minutes of April 26<sup>th</sup> as written. Roll Call: 5:0:0

A motion to adjourn was made by Mr. Antanavica and seconded by Mr. Shocik at 8:20pm. Roll Call: 5:0:0



**SELECT BOARD MEETING MINUTES  
MAY 5, 2021 AT 6:00PM  
VIRTUAL MEETING**

**CALL TO ORDER/OPENING**

Chairwoman Provencher called the meeting to order at 6:00pm. Chair Dianna Provencher, Vice-Chair Harry Brooks, Second Vice-Chair John Shocik, Selectman Rick Antanavica, Selectman Herb Duggan Jr., Town Administrator David Genereux, and Assistant Town Administrator Kristen Forsberg were in attendance.

**1. Weston & Sampson Task 1 Report – Discussion of assessment process, analysis, and assessment of district conditions (Note: Recommendations will not be presented at this meeting)**

Town Administrator David Genereux stated the purpose of this meeting is to discuss the preliminary report from the Task 1 Water/Sewer Study – Assessment of District Conditions. Joe McGinn of Weston & Sampson gave a presentation summarizing the process and findings of their study and analysis to this point which included:

- The significant capital needs of each Water and Sewer District required in order to meet water quality standards.
- Future challenges to meet regulatory requirements given the size of each district's subscriber base.
- High fixed and contractual costs related to debt service and wholesale agreements which limit several districts' ability to control costs.
- The high percentage economically disadvantaged subscribers limit the ability to implement customer assistance programs which provide reduced rates.
- The limited options for additional water supply within the Town.

**2. Public discussion**

Attendees discussed the high bills in the Cherry Valley Sewer district, the involvement of the Massachusetts Department of Environmental Protection, the potential use of American Recovery Plan Act funds to address these issues, the potential use of Moose Hill Reservoir and Shaw Pond, and the potential consolidation of districts.

A motion to adjourn was made by Mr. Duggan and seconded by Mr. Shocik at 7:11pm. Roll Call: 5:0:0