



## PUBLIC NOTICE POSTING REQUEST OFFICE OF THE LEICESTER TOWN CLERK

**ORGANIZATION:** Select Board

**MEETING:** X

**PUBLIC HEARING:**

**DATE:** June 7, 2021

**TIME:** 6:30pm

**LOCATION:** Select Board Conference Room, 3 Washburn Sq -OR- Virtual (see 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***

Online: <https://global.gotomeeting.com/join/731522893>

-OR-

By phone: (408) 650-3123; Access Code: 731-522-893

### CALL TO ORDER/OPENING

#### 1. SCHEDULED ITEMS

- a. 6:30pm – Leicester Country Club – Liquor License – Change of Manager
- b. 6:35pm - Anderson Strategic Advisers Presentation - Community Compact Permitting Grant

#### 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

#### 4. RESIGNATIONS & APPOINTMENTS

- a. Resignation – Deborah Temple – PT Department Assistant
- b. Appointment – Special Police Officer – Timothy Fontaine
- c. Appointment – Truck Driver/Laborer – Zachary St. Pierre
- d. Appointment – EMTs – Zachary Phillips & Ian Moscoffian
- e. Appointment – Betsy Olivo – FY22 Health Insurance Advisory Committee (Secretarial Union Rep)
- f. FY22 Reappointments

#### 5. OTHER BUSINESS

- a. Request to Pay Fire Station Building Invoice
- b. Request to Use Memorial School for State Police K-9 Training
- c. Discuss Establishment of a Regional Personnel Board
- d. Discuss Social Media Policy Complaints

#### 6. MINUTES

- a. May 17, 2021
- b. May 27, 2021

**ADJOURN**



*The Commonwealth of Massachusetts*  
**Alcoholic Beverages Control Commission**  
95 Fourth Street, Suite 3, Chelsea, MA 02150-2358  
[www.mass.gov/abcc](http://www.mass.gov/abcc)

**AMENDMENT-Change of Manager**

☒ **Change of License Manager**

**1. BUSINESS ENTITY INFORMATION**

Entity Name	Municipality	ABCC License Number
Leicester Golf Management	Leicester, Ma	00005-RS-06000

**2. APPLICATION CONTACT**

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

Name	Title	Email	Phone
Chuck Bois	President		508-892-1390 x 303

**3A. MANAGER INFORMATION**

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

Proposed Manager Name	Faith Whitney	Date of Birth		SSN	
Residential Address					
Email			Phone	508-892-1390 x 307	
Please indicate how many hours per week you intend to be on the licensed premises	45	Last-Approved License Manager	Cheryl Orrico		

**3B. CITIZENSHIP/BACKGROUND INFORMATION**

Are you a U.S. Citizen? ☒ Yes ☐ No \*Manager must be U.S. citizen  
If yes, attach one of the following as proof of citizenship US Passport, Voter's Certificate, Birth Certificate or Naturalization Papers.  
Have you ever been convicted of a state, federal, or military crime? ☐ Yes ☒ No  
If yes, fill out the table below and attach an affidavit providing the details of any and all convictions. Attach additional pages, if necessary, utilizing the format below.

Date	Municipality	Charge	Disposition

**3C. EMPLOYMENT INFORMATION**

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

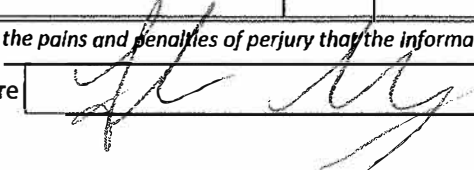
Start Date	End Date	Position	Employer	Supervisor Name
10/2013	Current	Bartender	Leicester Country Club	Chuck Bois
7/2020	Current	Therapist	Arbour Counseling	Amanda Guilette

**3D. PRIOR DISCIPLINARY ACTION**

Have you held a beneficial or financial interest in, or been the manager of, a license to sell alcoholic beverages that was subject to disciplinary action? ☐ Yes ☒ No If yes, please fill out the table. Attach additional pages, if necessary,utilizing the format below.

Date of Action	Name of License	State	City	Reason for suspension, revocation or cancellation

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

Manager's Signature  Date 5/27/2021

## APPLICANT'S STATEMENT

I, John DeMarco the: ☐ sole proprietor; ☐ partner; ☐ corporate principal; ☒ LLC/LLP manager

Authorized Signatory

of Leicester Golf Management

Name of the Entity/Corporation

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

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

- (1) I understand that each representation in this Application is material to the Licensing Authorities' decision on the Application and that the Licensing Authorities will rely on each and every answer in the Application and accompanying documents in reaching its decision;
- (2) I state that the location and description of the proposed licensed premises are in compliance with state and local laws and regulations;
- (3) I understand that while the Application is pending, I must notify the Licensing Authorities of any change in the information submitted therein. I understand that failure to give such notice to the Licensing Authorities may result in disapproval of the Application;
- (4) I understand that upon approval of the Application, I must notify the Licensing Authorities of any change in the ownership as approved by the Licensing Authorities. I understand that failure to give such notice to the Licensing Authorities may result in sanctions including revocation of any license for which this Application is submitted;
- (5) I understand that the licensee will be bound by the statements and representations made in the Application, including, but not limited to the identity of persons with an ownership or financial interest in the license;
- (6) I understand that all statements and representations made become conditions of the license;
- (7) I understand that any physical alterations to or changes to the size of the area used for the sale, delivery, storage, or consumption of alcoholic beverages, must be reported to the Licensing Authorities and may require the prior approval of the Licensing Authorities;
- (8) I understand that the licensee's failure to operate the licensed premises in accordance with the statements and representations made in the Application may result in sanctions, including the revocation of any license for which the Application was submitted; and
- (9) I understand that any false statement or misrepresentation will constitute cause for disapproval of the Application or sanctions including revocation of any license for which this Application is submitted.
- (10) I confirm that the applicant corporation and each individual listed in the ownership section of the application is in good standing with the Massachusetts Department of Revenue and has complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting of child support.

Signature:

[Signature]

Date:

5-26-21

Title:

Manager

**CORPORATE VOTE**

The Board of Directors or LLC Managers of

Leicester Golf Management

Entity Name

duly voted to apply to the Licensing Authority of

Leicester

City/Town

and the

Commonwealth of Massachusetts Alcoholic Beverages Control Commission on

May 21, 2021

Date of Meeting

For the following transactions (Check all that apply):

☒ Change of Manager

☐ Other

"VOTED: To authorize

John DeMarco

Name of Person

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

"VOTED: To appoint

Faith Whitney

Name of Liquor License Manager

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

A true copy attest,

  
Corporate Officer /LLC Manager Signature

JOHN DEMARCO

(Print Name)

**For Corporations ONLY**

A true copy attest,

  
Corporation Clerk's Signature

MELISSA BOIS

(Print Name)



*The Commonwealth of Massachusetts*  
**Alcoholic Beverages Control Commission**  
95 Fourth Street, Suite 3, Chelsea, MA 02150-2358  
[www.mass.gov/abcc](http://www.mass.gov/abcc)

**RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION  
MONETARY TRANSMITTAL FORM**

**AMENDMENT-Change of Manager**

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

**ECRT CODE: RETA**

**Please make \$200.00 payment here: ABCC PAYMENT WEBSITE**

**PAYMENT MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL AND INCLUDE THE  
PAYMENT RECEIPT**

**ABCC LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)**

**ENTITY/ LICENSEE NAME**

**ADDRESS**

**CITY/TOWN**  **STATE**  **ZIP CODE**

**For the following transactions (Check all that apply):**

- |  |   |   |   |
|--|---|---|---|
| <input type="checkbox"/> New License                                   | <input type="checkbox"/> Change of Location   | <input type="checkbox"/> Change of Class (i.e. Annual / Seasonal)         | <input type="checkbox"/> Change Corporate Structure (i.e. Corp / LLC) |
| <input type="checkbox"/> Transfer of License                           | <input type="checkbox"/> Alteration of Licensed Premises  | <input type="checkbox"/> Change of License Type (i.e. club / restaurant)  | <input type="checkbox"/> Pledge of Collateral (i.e. License/Stock)    |
| <input checked="" type="checkbox"/> Change of Manager                  | <input type="checkbox"/> Change Corporate Name  | <input type="checkbox"/> Change of Category (i.e. All Alcohol/Wine, Malt) | <input type="checkbox"/> Management/Operating Agreement               |
| <input type="checkbox"/> Change of Officers/<br>Directors/LLC Managers | <input type="checkbox"/> Change of Ownership Interest<br>(LLC Members/ LLP Partners,<br>Trustees) | <input type="checkbox"/> Issuance/Transfer of Stock/New Stockholder       | <input type="checkbox"/> Change of Hours                              |
|  | <input type="checkbox"/> Other <input type="text"/>   | <input type="checkbox"/> Change of DBA                                    |   |

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

**Alcoholic Beverages Control Commission**  
**95 Fourth Street, Suite 3**  
**Chelsea, MA 02150-2358**

## Payment Confirmation

### YOUR PAYMENT HAS PROCESSED AND THIS IS YOUR RECEIPT

Your account has been billed for the following transaction. You will receive a receipt via email.



**Transaction Processed Successfully.**

**INVOICE #: 78c8fb7e-469b-4333-9c60-636997134f73**

Description	Applicant, License or Registration Number	Amount
FILING FEES-RETAIL	Leicester Golf Management	\$200.00
		<b>\$200.00</b>

**Total Convenience Fee: \$4.70**

**Date Paid: 5/27/2021 11:48:35 AM EDT**

**Total Amount Paid: \$204.70**

#### Payment On Behalf Of

**License Number or Business Name:**  
Leicester Golf Management

**Fee Type:**  
FILING FEES-RETAIL

#### Billing Information

**First Name:**  
Charles

**L Name:**  
Bois

**Address:**  
[REDACTED]

**City:**  
[REDACTED]

[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]

[REDACTED]:

## **Change of Manager**

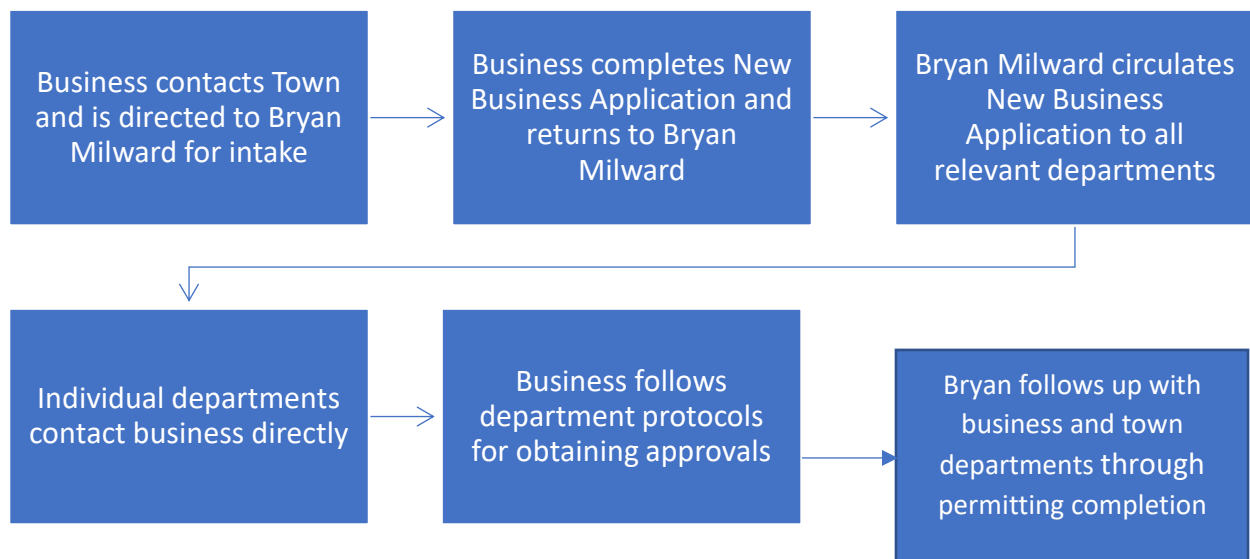
- Manager Application
- CORI Authorization
- Vote of the Entity
- Proof of Citizenship (Manager must be U.S. citizen)
- Payment Receipt

## 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.



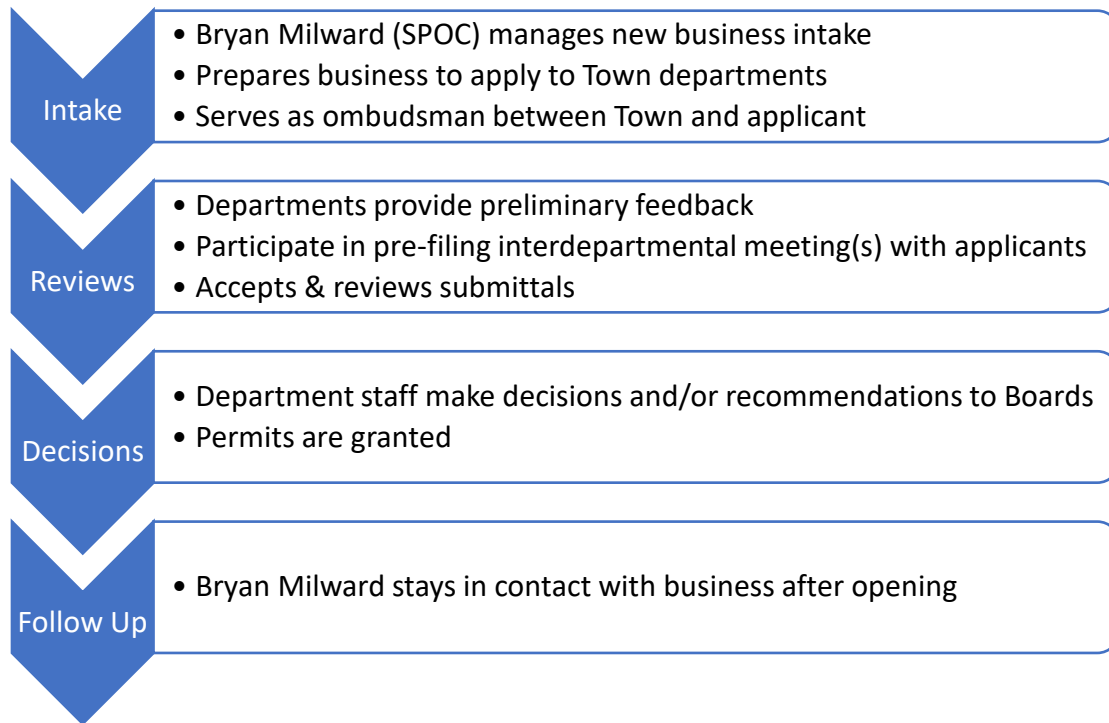
It is recommended that the Town consider utilizing the following strategies to improve the efficiencies of the protocol and further improve the customer experience.

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**

---

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.



**Town of Leicester**  
**OFFICE OF THE TOWN ADMINISTRATOR**

Town Hall, 3 Washburn Square  
Leicester, Massachusetts 01524-1333  
Phone: (508) 892-7000 Fax: (508) 892-7070  
[www.leicesterma.org](http://www.leicesterma.org)

June 7, 2021

To: Select Board  
From: David Genereux, Town Administrator  
**RE: Town Administrator's report**

---

The following is a report on the general activities of the Town Administrator through June 3, 2021.

**Citizen issues:** Topics discussed with various citizens

- ☐ Dealt with an issue with a former resident regarding the school oil spill
- ☐ Worked with the Post Office on certain mail delivery issues
- ☐ Filled another records request regarding water and sewer district documentation

**Meetings:**

- ☐ Attended a COA Meeting; discussed reopening plan, and electricity aggregation

**Activities:**

- ☐ Continued working on the Becker College planning process.
- ☐ Received a \$6,400 grant through the Leicester Savings Bank Fund for playground equipment at Tarentino Memorial Park.
- ☐ Started the recruitment process for the three positions being created through the Leicester Public Health Regional Coalition.
- ☐ The second joint public meeting regarding the Water/Sewer will be likely be taking place in late June. This meeting will discuss infrastructure.
- ☐ Issued an RFP for the next three years of IT services. Responses are due in late June.
- ☐ I'm working with the "My Green Package" group on an HCA for 488 Stafford Street. I expect that it will be on the Board agenda for June 21.
- ☐ We submitted the Moose Hill, Leicester Water, Route 56 and Cherry Valley Water One Stop applications.
- ☐ We are working on the bid solicitation for the Fire Station retention pond project. There are still legal requirements that need to be met, but we are hoping to get the IFB issued shortly.
- ☐ Worked with the Building Inspector regarding 81 Chapel Street.
- ☐ Completed the MMPPA review course and scored 96% on the final exam.
- ☐ Completed a MMHR Bootcamp course

Please feel free to contact me with any questions or concerns.

**From:** [Ken Antanavica](#)  
**To:** [Forsberg, Kristen](#); [Genereux, David](#)  
**Cc:** [Gaffney, Sheila](#)  
**Subject:** FW: Resignation  
**Date:** Thursday, May 20, 2021 7:11:05 AM

---

Deb Temple is one of the LPD's part time clerks. Deb has given her resignation with a verbal 2 week notice. She has been working 2 part time jobs and her other job made her a full time offer that she could not refuse. We will be coming up with a job description shortly (this is a part time position).

*Thank You*

*Chief Kenneth M Antanavica  
Leicester Police Department  
90 S. Main St.  
Leicester, Ma 01524  
(508) 892-7010 ext 2010  
Fax (508) 892-7012*

---

**From:** Deborah Temple <templed@leicesterpd.org>  
**Sent:** Wednesday, May 19, 2021 6:52 PM  
**To:** Ken Antanavica <antanavicak@leicesterpd.org>  
**Subject:** Resignation

Chief,

It is with a sad heart that I am sending this resignation letter.

It has been a pleasure working with you and the whole department for the last 3 plus years.

Thank you for your support in the next stage of my career.

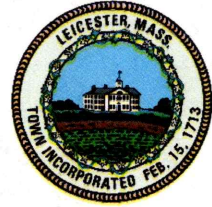
Sincerely,

Deborah Temple

104DT



**Leicester Police Department**  
**90 South Main Street**  
**Leicester, MA 01524**



**Chief**  
**Kenneth M. Antanavica**  
[antanavicak@leicesterpd.org](mailto:antanavicak@leicesterpd.org)

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

**Emergency: 911**  
Non Emergency: 508-892-7009  
Non Emergency: 508-892-7010  
Fax: 508-892-7012

Date: May 26, 2021

To: Mr. David Genereux  
Town Administrator

Select Board  
Town of Leicester

From: Kenneth M. Antanavica  
Chief of Police

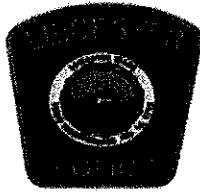
**Re: Appointment of Timothy Fontaine as a Special Municipal Employee to work as a Special Police Officer**

I am recommending that the Select Board consider appointing recently retired Leicester Police Timothy Fontaine as a Special Police Officer for the Town of Leicester so that he may continue to do details for the department.

Town Council advised that Officer Fontaine was required to speak with the Ethics commission regarding his new full-time employment and working as a Special Officer. The ethics commission advised him to not work more that 60 details in a year and to be sworn in as a Special Municipal Employee.

Respectfully requested,

Kenneth M Antanavica  
Chief of Police



**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: April 16, 2021

To: Mr. David Genereux, Town Administrator

Select Board, Town of Leicester

From: Kenneth Antanavica, Chief of Police

Re: **Recommendation for Conditional Offer of Employment – Highway Department Truck Driver/Laborer**

On April 15, 2021 the LPD assisted with employment related interviews for the Highway Department Truck Driver/Laborer position. The interview panel was comprised of three (3) members; William Coyle P.E. (Town of Auburn DPW Director/ Town Engineer), Michael Silva (Town of Leicester building inspector) and Travis McCauley (Police officer with excavating experience).

Each interviewer was provided a copy of each applicant's application and resume prior to the interviews and at the time of the interview process each was provided a standardized set of questions along with a Grade Rubric Scoring Guide (attached).

There were initially five (5) candidates scheduled with one (1) dropping out the morning of the interview.

I read a statement of process (attached) to the interviewers and interviewees before proceeding with any interviews. Each candidate had the potential to score 150 points total during the interview. The numerical results of the interviews are as follows in descending order:

Mr. Fleming scored 38, 38.5 and 33 for a total of 109.5

Mr. St. Pierre scored 37, 32 and 39 for a total of 108

Mr. Senior scored 36, 31 and 37.5 for a total of 104.5

Mr. Henrichon scored 37, 31 and 29.5 for a total of 97.5

After the panelist rated each applicant, they totaled the numerical scores followed by a discussion regarding the applicants. The panel agreed that the applicants scores and rankings were appropriate with Mr. Fleming ranked first, Mr. St. Pierre ranked second, Mr. Senior ranked third, and Mr. Henrichon ranked fourth.

Respectfully Submitted by:

  
Chief Kenneth M Antanavica

## FOR THE INTERVIEWERS

Today your charge is to fairly and impartially rate five candidates for the truck driver/ Laborer for the Leicester Highway Department. You are all what I consider fair minded individuals with the best interest for the town of Leicester who will choose the best candidate to serve this great community. First you will rate your immediate impression of each candidate. I will let you know if they were punctual. Please only consider the answers to the specific questions. Each of you will ask 3 questions but you will rate all nine of the questions asked. Please produce your scores according to the scoring guide we have prepared for you and please score independently. Keep in mind that if a candidate does not prevail in this round the town may consider the runner ups for future employment. We can have a candid discussion after all applicants have been rated.

## FOR THE INTERVIEWEES

### Introduction:

Travis McCauley

Town of Leicester Police Officer, 13+ years' experience with site work & excavating.

William Coyle

DPW director for town of Auburn.

Michael Silva

Building inspector for the Town of Leicester

THESE INTERVIEWS ARE BEING AUDIO AND VIDEO RECORDED.

All candidates will be asked a series of questions (9 in total). Each candidate will be asked the same questions. You will be numerically rated by your interviewers on your answers and at the end your scores will be tallied and reported to the town administrator. Keep in mind that if you do not prevail in this round the town may consider the runner ups for future employment opportunities.

Do you have any questions, if not we will begin.

**Zachary C. St.Pierre**  
**Rochdale, MA 01542**

## **OBJECTIVE**

**Truck Driver who is skilled at navigation and efficient, on-time deliveries. Personable and energetic. Dependable and committed to getting each job done quickly, efficiently and safely.**

## **QUALIFICATIONS**

- **Obtains class A CDL and valid DOT Medical card**
- **High ability to load and secure equipment and materials appropriately**
- **Excellent interpersonal and communication skills**
- **Thorough knowledge of DOT guidelines/motor carrier safety regulation**
- **Six years of experience with a Class A Commercial Driver's License**
- **Highly motivated individual with a great attitude**

## **EXPERIENCE**

### **Driver**

2019-Present      F. Hammond Trucking- Charlton, Massachusetts

- Transport aggregate materials via tractor trailer dump
- Transport dedicated freight via tractor trailer dry van

### **Driver/Operator**

2014-Present      Alex B. White sweeping and catch basin cleaning- Millbury, Massachusetts

- Drive and operate CDL dump truck with clamshell catch basin cleaner
- Drive and operate pelican style broom street sweeper

### **Driver**

2018-Present      Boomba's 24 Hour Recovery – Charlton, Massachusetts

- Pre-trip and post-trip truck inspection
- Responsible for securing and transporting oversized loads around New England
- Adhering to proper DOT guidelines
- Maintained a daily log book
- Load heavy equipment and secure them to DOT specs
- Transport equipment to destination and unload
- Properly operate landoll and lowbed trailer
- Towing and recovery with light/medium and heavy duty wrecker

### **Driver**

2017-2018      Hiway Recovery – Upton, Massachusetts

- Pre-trip and post-trip truck inspection
- Responsible for securing and transporting oversized loads around New England
- Adhering to proper DOT guidelines
- Maintained a daily log book
- Load equipment and secure them to DOT specs
- Transport equipment to destination and unload
- Properly operate landoll and lowbed trailer
- Towing and recovery with light/medium and heavy duty wrecker

### **Driver/Welder**



- 2016-2017      TED'S of Fayville, Southborough, Massachusetts
- Properly operate landoll and lowbed trailer, heavy duty flatbed
  - Towing and recovery with light/medium and heavy duty wrecker/flatbed
  - Load equipment and secure them to DOT specs
  - Transport equipment to destination and unload
  - Custom fabrication and welding
  - Level 2 diesel mechanic

**Driver/Mechanic**

- 2015-2016      Art's Auto Service – Milford, Massachusetts
- Entry level auto/diesel technician
  - Custom fabrication and welding
  - Light duty towing and recovery

**EDUCATION**

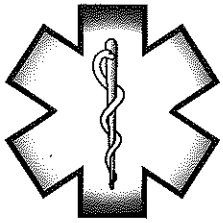
**Porter and Chester Institute**

- 2012-2013
- Completed Automotive Technology at Porter and Chester Institute

**Northbridge High School**

- 2008-2012
- All course of studies completed in four-year plan

**PERSONAL**      Outstanding personal and professional reputation. References available upon request



# **Town of Leicester • Emergency Medical Services**

3 Paxton Street • Leicester, MA 01524

---

PHONE: (508) 892-7006

***Date:*** June 1, 2021

***To:*** Select Board

***From:*** Robert F. Wilson  
EMS, Director

***Subject:*** EMT- Appointment

I respectfully request the Board appoint the following applicants to the position of per diem\on call EMT- for The Town of Leicester Emergency Medical Service, with a Six Month probation period.

Zachary Phillips  
33 Waite St  
Leicester, MA

Ian Moscoffian  
12 Holcomb St  
Leicester, MA

This appointment will help solidify the per diem coverage during the weekend and evening hours.

Thanking you in advance for your consideration in this matter.

---

**From:** Marilyn Tencza <tenczam@lpsma.net>  
**Sent:** Wednesday, June 2, 2021 12:17 PM  
**To:** Forsberg, Kristen <forsbergk@leicesterma.org>  
**Subject:** Fwd: Health Insurance Advisory Board

Betsy Olivo will serve on the Health Insurance Advisory Board for the secretarial union.

*Marilyn*

*Marilyn Tencza, Ed. D.*  
*Superintendent*  
*Leicester Public Schools*  
*508-892-7040*  
<http://www.leicester.k12.ma.us/>



----- Forwarded message -----

From: **Betsy Olivo** <[olivoe@lpsma.net](mailto:olivoe@lpsma.net)>  
Date: Wed, Jun 2, 2021 at 11:57 AM  
Subject: Re: Health Insurance Advisory Board  
To: Marilyn Tencza <[tenczam@lpsma.net](mailto:tenczam@lpsma.net)>  
Cc: Donna Morreale <[morrealed@lpsma.net](mailto:morrealed@lpsma.net)>, Tammy Rebello <[rebellot@lpsma.net](mailto:rebellot@lpsma.net)>, Shannon Poce <[poces@lpsma.net](mailto:poces@lpsma.net)>, Liandra Morales <[liandramm90@gmail.com](mailto:liandramm90@gmail.com)>, Joanne Hovagimian <[hovagimianj@lpsma.net](mailto:hovagimianj@lpsma.net)>

Hi Marilyn,

I will be happy to represent the secretary union for the Health Insurance Advisory Board.

Betsy

*Betsy Olivo*

*Leicester Middle School Secretary*

*Office 508-892-7055*

*Fax 508-892-7047*

[olivoe@lpsma.net](mailto:olivoe@lpsma.net)

On Tue, Jun 1, 2021 at 4:51 PM Marilyn Tencza <[tenczam@lpsma.net](mailto:tenczam@lpsma.net)> wrote:

Good Afternoon,

I will need a representative from your union to serve on the Health Insurance Advisory Board. We meet 3-4 times a year. This year it is very important because we will not have the option of the Fallon Health Plan. They are getting out of the business.

If you would like to serve, please send me an email by Friday.

Thanks,

***Marilyn***

*Marilyn Tencza, Ed. D.*

*Superintendent*

*Leicester Public Schools*

*508-892-7040*

<http://www.leicester.k12.ma.us/>



June 7 <sup>th</sup> 2021 Reappointments		
BY-LAW COMMITTEE	Suzanne Sears	Thursday, June 3, 2021
CODE INSPECTION SERVICES	Kevin Ouelette	Thursday, June 3, 2021
CODE INSPECTION SERVICES	Ronald Valinski, Jr.	Thursday, June 3, 2021
COMMISSION ON DISABILITIES	Penny J Sawa	Thursday, June 3, 2021
ECONOMIC DEVELOPMENT COMMITTEE	Erik Duane Lerdal	Thursday, June 3, 2021
HISTORICAL COMMISSION	Rigoberto Alfonso	Thursday, June 3, 2021
HISTORICAL COMMISSION	Debra L Friedman	Thursday, June 3, 2021
KEEP LEICESTER GREEN COMMITTEE	Janice M Parke	Thursday, June 3, 2021
MEMORIAL DAY COMMITTEE	Paul Lemerise	Thursday, June 3, 2021
MEMORIAL DAY COMMITTEE	Bruce W Swett	Thursday, June 3, 2021
PARKS & RECREATION COMMITTEE	Jessica Margadonna	Thursday, June 3, 2021
PARKS & RECREATION COMMITTEE	Leonard G Margadonna	Thursday, June 3, 2021
PARKS & RECREATION COMMITTEE	Robert P Pingeton	Thursday, June 3, 2021
PARKS & RECREATION COMMITTEE	Suzanne Sears	Thursday, June 3, 2021
RECYCLING COMMITTEE	Arthur F Croteau, Jr.	Thursday, June 3, 2021
RECYCLING COMMITTEE	Ruth L Kaminski	Thursday, June 3, 2021
RECYCLING COMMITTEE	John Marengo	Thursday, June 3, 2021
RECYCLING COMMITTEE	David C Parke	Thursday, June 3, 2021
RECYCLING COMMITTEE	Janice M Parke	Thursday, June 3, 2021
RECYCLING COMMITTEE	Suzanne Sears	Thursday, June 3, 2021
VETERANS' GRAVES REGISTRATION OFFICER	Bruce W Swett	Thursday, June 3, 2021



**Town of Leicester Fire Department  
3 Paxton Street  
Leicester Massachusetts, 01524**



Michael R. Dupuis  
Chief

508-892-7022

To: Selectboard

From: Chief Michael R. Dupuis

Date: 5/13/2021

Re: Beltronics invoice #66931

We received an invoice from Beltronics for items that we did not know that was ordered. I contacted the Sales rep via email inquiring about the invoice. His reply was:

*"That is for the repairs/testing and replacing missing parts of the Zetron Console. It was sent to Beltronics to have this work done back when the radios were approved for the station. Obviously nothing ever came of the radio project for HQ, but the console was made whole for whichever vendor ended up doing the project.. My guess is that it was to come out of the Building Acct for the station, but that's only my assumption and not fact."*

With this new information I request that this invoice be paid through the "Building Account" that he speaks of. We are in receipt and delivery in full of the goods detailed on the invoice along with the console itself.

Please do not hesitate to contact me if I can provide further information on this matter.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Michael R. Dupuis".

Chief Michael R. Dupuis



240 MAIN DUNSTABLE ROAD  
NASHUA, NH 03062

Voice: 603-402-4144

Fax: 603-386-6344

# INVOICE

Invoice Number: **66931**

Invoice Date: May 3, 2021

Page: 1

Sales Order # 18598

Quote #

<b>Bill To:</b> Leicester Fire Dept. 3 Paxton St Leicester, MA 01524
---

<b>Ship To:</b> Leicester Fire Dept. 3 Paxton St Leicester, MA 01524
---

Customer ID	Customer PO	Payment Terms	
Leicester Fire Dept.		Net 30 Days	
Sales Rep ID	Shipping Method	Ship Date	Due Date
Wilson, James	UPS GROUND		6/2/21

QTY	Part Number	Description	Serial Number	Unit Price	Amount
1.00	802-0092	Power Supply		154.00	154.00
1.00	709-0021	10ft Cable		104.00	104.00
1.00	950-9351	66 Block		101.00	101.00
2.00		Shop Service. Checked all channels, toning, audio levels		135.00	270.00

Subtotal	629.00
Sales Tax	
Freight	
Total Invoice Amount	629.00
Payment/Credit Applied	
<b>TOTAL</b>	<b>629.00</b>

Check/Credit Memo No:

Overdue invoices are subject to LATE CHARGES.

**From:** [Forsberg, Kristen](#)  
**To:** [Bryan Milward](#)  
**Subject:** FW: Employees and Social Media  
**Date:** Tuesday, June 1, 2021 3:52:55 PM  
**Attachments:** [Social Media Policy Final 072219.pdf](#)

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**From:** Nathan Hagglund <hagglundn@lpsma.net>  
**Sent:** Wednesday, May 26, 2021 11:14 AM  
**To:** Genereux, David <genereuxd@leicesterma.org>; Forsberg, Kristen <forsbergk@leicesterma.org>; ProvencherD@leicesterma.org; DugganD@leicesterma.org; Brooks, Harry <BrooksH@leicesterma.org>; John Shocik <ShocikJ@leicesterma.org>; AntanavicaR@leicesterma.org  
**Subject:** Employees and Social Media

Ladies and Gentlemen,

This email has been a long time coming. I am writing to you because of the way one of your board members acts on Social Media on a daily basis. Leonard "Lucky" Margadonna has been posting for years on Social Media degrading employees of the school district as well as myself. One particular comment was when he told me via a keyboard that my father would "be ashamed of the way I act on School Committee". He has called our administration "idiots" as well as constantly berates the district and our business practices even though he has zero first hand knowledge of actual events that he complains about. In my opinion Mr. Margadona is not interested in bettering our community, his motivations are more troubling and only hurt Leicester. I ask you, is this the type of appointed official that our community needs?

I am personally all about productive debate but Lucky's comments are divisive and hateful. The tolerance of his actions have gone on for years as "that's just Lucky". Well quite frankly, that isn't good enough. I am asking you to adhere to your own policy on Social Media and do deal with this appointed official appropriately as you collectively see fit. Mr. Margadona offers no constructive criticism on any idea. He is the Chair of Capital Planning as well as on Park and Recreation which are two important professional positions in our Town.

I have attached the Town of Leicester Social Media Policy for you to reference. I look forward to hearing a response from your board on this matter. When we all work together we can accomplish great things. Look at the progress we have made as two unified boards on recent issues.



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Best,

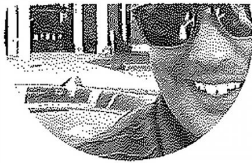
Nathan C. Hagglund  
Chairperson  
Leicester School Committee  
[Hagglundn@LPSMA.Net](mailto:Hagglundn@LPSMA.Net)

---

Please see our [Participation in Online Learning Services Statement](#)  
Please see our [Nondiscrimination Statement](#)

1) Last week, on 5/26, a social media harassment complaint was made to our office by Nathan Hagglund of the School Committee. Also on or about 5/23 & 5/26 Moose Hill Water Commission Chairperson Michael Shivick has harassed me on his social media page, with all incidents being violations of the Town's Social media policy. I feel if I'm to complain about Mr. Shivick's behavior, I must also address Mr. Hagglund's complaints. Therefore I feel social media policy violation complaints should be brought against Mr. Shivick & Leonard Margadonna.

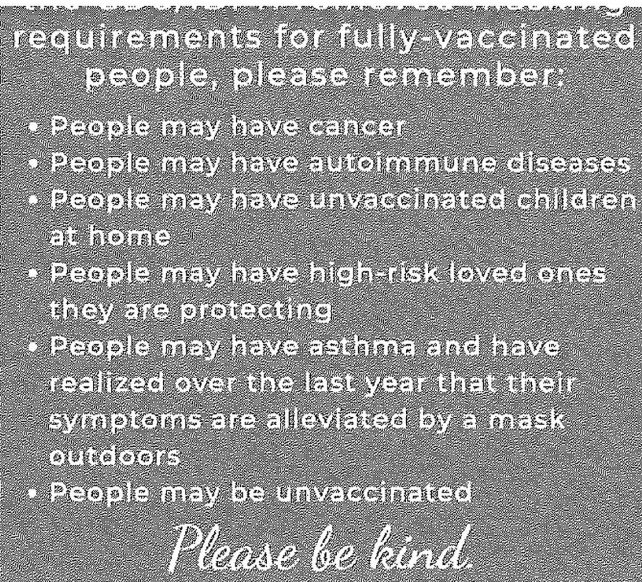




**Mike Shivick for Leicester**  
@shivickforleicester

Home  
About  
Videos  
Posts  
Events  
Photos  
Community

Create a Page



Essex, MA Board of Health  
May 24 at 11:53 AM

2

Like

Comment

Share



**Mike Shivick for Leicester**  
May 25 at 5:35 AM ·

If you can't tell, John Shocik sold us all out. He's basically Tom Brennan's lap dog.

1

1 Comment

Like

Comment

Share

Most Relevant



**Author**

Mike Shivick for Leicester And poses as "Jack Norton" to defame people without being "caught."

18h



**Mike Shivick for Leicester**  
May 24 at 12:25 PM ·



## Community

See All

188 people like this

208 people follow this

## About

See All

Public Figure

## Page Transparency

See More

Facebook is showing information to help you better understand the purpose of a Page. See actions taken by the people who manage and post content.

Page created - April 15, 2019

## People

188 likes

## Pages Liked by This Page



**Dippin Donuts - Leicester Ma**



**Senator Jeanne Shaheen**

Pages Public Figure Mike Shivick for Leicester

English (US) · Español · Português (Brasil) · Français (France) · Deutsch

Privacy · Terms · Advertising · Ad Choices · Cookies · More  
Facebook © 2021

See more of Mike Shivick for Leicester on Facebook

Log In

or

Create New Account

## TOWN OF LEICESTER SOCIAL MEDIA POLICY

(This document replaces the policy dated July 21, 2014)

### **Social Media Policy**

#### **I. Policy:**

- A. Introduction:** The Town of Leicester (The “Town”) depends on a work environment of tolerance, respect and cooperation for the achievement of its goals in serving the citizens of the Town.
- B. Purpose:** The purpose of this policy is to provide notice to the Employees and Officials of the Town that their use of Social Media must conform to federal and state law and to this policy. The policy is designed to promote and govern the professional and personal use of Social Media in a responsible manner and avoid uses that can (a) breach confidentiality by revealing protected information about the Town, its citizens, or its employees; (b) expose the Town to legal liability for employer or employee behavior that may be harassing, offensive, or maliciously false; or (c) interfere with productivity and/or ability to perform the duties and responsibilities as Employees of the Town.
- C. Application:** This section describes acceptable and unacceptable uses of ALL Social Media by Employees of the Town. Employees and Officials should use their best personal judgement when using any form of Social Media and must ensure that their use does not violate this or any other Town policy or standards of conduct, rules, regulations and/or bylaws.
- D. Responsibility:** The Town Administrator or his/her designee is responsible for facilitating and enforcing the Town’s Social Media Policy.

#### **II. Definitions:**

1. The Town – Town of Leicester
2. Employees – All persons employed by the Town regardless of position
3. Officials: Individuals who hold office in the Town, whether elected or appointed, including boards and committees.
4. Users - Employees of the Town (Individuals or groups) who use, direct, or control a Town social media account
5. Social Media - Online forums in which Users participate in the exchange of ideas, messages, and content, including blogs, microblogs, and social networking sites (e.g. Facebook, Twitter, LinkedIn, etc.)

6. Electronic Media – All forms of electronic communication, transmission, or storage, including, but not limited to websites and any content contained in or related thereto.

### **III. Use of Town-Owned Equipment for Social Media Sites**

- A. Employees are directed to the Social Media Policy for Town-Owned Sites. In general, only employees whose jobs require access to Town-owned Social Media may post or edit content on those sites.
- B. There is no right to privacy for electronic communications on Town equipment. The Town reserves the right to review and/or monitor all electronic records and communications, at any time, with or without notice, including individual user folders, email and other information stored on the Town's Electronic Media. In accessing the Internet, including Social Media sites, Users should assume that all connections and sites visited will be monitored and recorded. This examination helps to ensure compliance with Town policies, assists when internal investigations must be conducted, and supports the management of the Town's information systems. Use of the Town's electronic communication devices, including, but not limited to Town-issued email systems, Internet, cell phones, smart phones, laptops, computers, and software constitutes acceptance of such monitoring. All postings on Town managed website will comply with the Public Records Act.

### **IV. Town Site Content**

- A. Users responsible for Town Social Media and websites are responsible for their content and upkeep of said accounts.
- B. Town websites shall remain the primary and predominant source for internet information.
- C. CodeRED shall remain the Town's primary emergency notification system.
- D. Social Media content shall fully comply with the items in this section.
- E. Information and comments shared through Social Media channels shall not disclose confidential or proprietary information.
- F. Electronic information posted to a Town Social Media content site by the Town, or by a member of the public, may be considered a record subject to the Massachusetts Public Records Law.

G. Electronic information posted by Employees must not include:

1. Comments not topically related;
2. Profane language or comment;
3. Content that promotes, fosters or perpetuates discrimination based on race, creed, religion, color, age, marital status, gender, gender identity, status with regard to public assistance, national origin, physical or mental disability, or sexual orientation;
4. Sexual content or links to sexual content;
5. Solicitations of commerce;
6. Conduct or encouragement of illegal activity;
7. Information that may compromise the safety or security of the public or public systems;
8. Content that violates a legal ownership interest of any other party.

**V. Use of Private Social Media**

**A. Employees are prohibited from accessing private/personal Social Media during working hours.**

B. The Town acknowledges that its Employees have a First Amendment right to free speech, but that right is not absolute. While Employees may maintain and use Social Media privately, such as personal web pages and websites, blogs, microblogs, social networking sites and other forms of Social Media, their status as Employees of the Town requires that the content of any postings on Social Media sites or other web pages not be in violation of existing Town Bylaws, policies, directives, rules, or regulations. It is important that the Town maintains its status as a professional organization comprised of professional employees in order to maintain the respect of its constituents. Employees must exercise caution with respect to photos or comments they post in general, and in particular those concerning the Town, a particular department of the Town, and or the Town's Employees or Officials.

C. All use of Social media must conform to the following regulations:

1. All users are expected and required to conduct themselves in a manner consistent with the Town's policies and standards of conduct.
2. Users must not reveal any confidential, personal or privileged information about the Town, its constituents, or its contractors.
3. Users must not harass any other Employees or Officials in contravention of the Town's other policies and standards of conduct, rules, regulations, and by-

laws, regardless of the time, place form, or manner in which the information is posted or transmitted. Comments may be deemed to violate this Policy even if the Town's name or the names of any of its Employees or Officials are not posted in the comment.

4. Users must only post information and news that is honest and accurate, and must quickly correct any discovered errors or omissions. Users may not post rumors, or information that they know to be false about the Town, its Officials, Employees, constituents, suppliers, vendors, contractors, or other entities or individuals.
5. Users who operate Town Social Media sites may post announcements, news, and general information only. Town Social Media sites are not to contain personal opinions, observations, or similar content.
6. Users may express their only opinions on Social Media and should never represent themselves as a spokesman for the Town unless specifically designated by the Town. If the Town is a subject of the comment created by an Employee or Official, the Employee or Official should be clear and open about the fact that he/she is an Employee or Official of the Town and that his/her views do not necessarily represent those of the Town, its Officials, Employees, suppliers, vendors, or any other agent of the Town.
7. Employees are expressly prohibited from using Social Media to engage in any activity or conduct that violates federal, state, or local law (e.g., software or data piracy, child pornography, etc.)
8. Access to and Use of Social Media must not interfere with an Employee's productivity and/or an Employee's ability to perform the duties and responsibilities of Employment with the Town.
9. Employees are prohibited from using Social Media to engage in any activity that constitutes a conflict of interest for the Town or any of its Employees.
10. Department Heads and supervisors are expressly prohibited from using any review or recommendation feature or system on a Social Media site (e.g., LinkedIn) to post reviews, recommendations, or other comments about subordinate employees.
11. Employees are expressly prohibited from using Social Media to request, acquire, or purchase genetic information of an individual Employee, constituent, or family member of the individual Employee or customer, as specified by the EEOC's regulations governing Title II of GINA, 29 C.F.R.



Sec 1635, et seq., except for information that is inadvertently or lawfully acquired pursuant to 29 C.F.R. Sec 1635.8(b).

- D. The Town specifically acknowledges that police officers and firefighters may be required to use Social Media to perform their job duties and that such use, subject to the direction and authorization of the respective Chief, is permissible although such use may otherwise appear to violate this Policy. Such actions, however, will be not be deemed to violate this Policy provided the police officer or firefighter acts within the scope of his/her Chief's direction or authority.
- E. This Policy does not interfere with employee rights under Massachusetts General Laws Chapter 150E.
- F. The Town encourages anyone who uses Social Media in contravention of this policy to be promptly report any error or mistake as soon as they are known. Although errors or mistakes cannot always be erased, prompt notification may make a significant difference in the Town's ability to correct or remedy this issue.

#### **VI. Complaints of Misuse:**

Should any Employee of the Town receive or become aware of a violation of this policy, the Employee should report the violation to the Town Administrator as soon as possible.

The Town will not take action against any Employee who, in good faith, reports a possible deviation from or violation of this Policy or for cooperating in an investigation. Any Employee who retaliates against another Employee for, in good faith, reporting a potential violation of this Policy or for cooperating in an investigation may be subject to disciplinary action, up to and including termination.

#### **VII. Officials:**

The Town recognizes that Officials constitute a major part of the Town's personnel structure, and therefore applicable portions of the Town's Social Media Policy should be applied to individuals who are Officials. Elected Officials are exempt from this Policy, as they are installed or removed from office by general or special election.

Appointed officials are subject to this policy, with the exception of Section III in its entirety, and Section IV C8 of this Policy.

#### **VIII. Discipline:**

Any Employee who violates this policy may be subject to appropriate discipline, up to and including termination of employment.<sup>1</sup> In the case of an appointed Official, discipline up to and including termination of appointment by the Appointing Authority shall be considered.

The Town intends to follow each provision of this Policy but reserves the right to change any provision at any time. A failure to enforce this Policy does not constitute a subsequent waiver of any violation of this Policy. This Policy shall be read and interpreted in conjunction with all other Town policies and procedures.

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<sup>1</sup> Employees covered by a collective bargaining agreement will be subject to discipline in accordance with the terms of the applicable agreement.

**SELECT BOARD MEETING MINUTES  
MAY 17, 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.**

**2. SCHEDULED ITEMS**

**a. 6:00pm - Anderson Strategic Advisers Presentation**

- **Community Compact Permitting Grant for Business Development**

This item was passed over.

**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**

Town Administrator David Genereux provided an explanation of the Community One Stop program and the expression of interest submitted by the Town to install gas lines on Route 56 to increase opportunities for business development. Kristen Berger, engineer for the Leicester Water Supply District, discussed the application to create an interconnection with the City of Worcester and summarized the positive feedback received from MassDevelopment on the project. Jay Powell from the Moose Hill Water Commission requested funding for engineering plans to convert Moose Hill Water from Class B Water Supply to a Class A Water supply to allow for drinking water use. Select Board members discussed the water needs in Town, the goals of the Moose Hill grant application, the capacity of Moose Hill as a water source, and the proposed Leicester Water interconnection with Worcester. A motion was made by Mr. Brooks and seconded by Mr. Duggan for the Town to support all three grant applications. Roll Call: 5:0:0

**3. PUBLIC COMMENT PERIOD**

No members of the public provided public comment.

**4. REPORTS & ANNOUNCEMENTS**

**a. Health Agent COVID-19 Update**

Health Agent Francis Dagle updated the Select Board on Governor Baker's recent changes to the state's reopening plan, changes to the state mask mandate, and the library reopening plan.

**b. Student Liaison Reports**

Student Liaison Erin Arsenault provided an update on school activities including the move of primary students to the high school and Becker due to a gas leak, senior graduation, and MCAS testing.

**c. Town Administrator Report**

Town Administrator David Genereux read highlights from his Town Administrator's report.

**d. Select Board Reports**

Select Board members discussed the Memorial Day Parade, the incident at the police department on May 9<sup>th</sup>, the Annual Town meeting, road conditions, the possibility of regionalizing the Town's personnel board, and the upcoming Cable contract negotiations.

**e. Girl Scout Gold Award Ceremony – Erin Arsenault**

Select Board members congratulated Erin Arsenault on receiving the Girl Scout Gold Award and thanked her for the job she has done as student liaison.

**5. RESIGNATIONS & APPOINTMENTS**

**a. Appointment – Parking Hearings Officer – Gwendolyn Wilcox**

A motion was made by Mr. Brooks and seconded by Mr. Shocik to appoint Gwendolyn Wilcox as the Parking Hearings Officer. Roll Call: 4:0:1 (Antanavica abstained)

**b. FY22 Reappointments to Boards and Committees**

A motion was made by Mr. Brooks and seconded by Mr. Shocik to reappoint board and committee members for FY22 as listed in the Select Board packet. Roll Call: 5:0:0

**6. OTHER BUSINESS**

**a. Independence Day Holiday Hours**

A motion was made by Mr. Brooks and seconded by Mr. Antanavica to close Town Hall on July 5<sup>th</sup> in observance of Independence Day. Roll Call: 5:0:0

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

A motion was made by Mr. Antanavica and seconded by Mr. Duggan to approve the proposed FY22 Select Board meeting dates as listed and to add a meeting on June 14<sup>th</sup> for the purposes of reorganizing the Select Board. Roll Call: 5:0:0

**c. Proposed Termination of Honeywell Energy Services Agreement**

Town Administrator David Genereux explained the history of the Honeywell Engineering Services monitoring agreement and the limited benefit of the services provided. Select Board members discussed the process for ending the contract, the terms of the agreement, and if there were any additional costs the Town would face if the agreement was terminated early. A motion was made by Mr. Brooks and seconded by Mr. Antanavica to move forward with ending the agreement on the condition that no additional costs are found related to early termination of the agreement. Roll Call: 5:0:0

**7. MINUTES**

**a. May 3, 2021**

**b. May 5, 2021**

A motion was made by Mr. Antanavica and seconded by Mr. Duggan to accept the May 3<sup>rd</sup> and May 5<sup>th</sup> Select Board minutes as written. Roll Call: 5:0:0

A motion to adjourn was made by Mr. Brooks and seconded by Mr. Duggan at 8:13pm. Roll Call: 5:0:0

**SELECT BOARD MEETING MINUTES  
MAY 27, 2021 AT 5:00PM  
VIRTUAL MEETING**

**CALL TO ORDER/OPENING**

Chairwoman Provencher called the meeting to order at 5:00pm. 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. Request to Apply for Rural and Small Town Development Funds**

**a. Cherry Valley Rochdale Water District – Grindstone Well Project**

Cherry Valley Water District Superintendent Ben Morris provided an explanation of the proposed Grindstone Well project. A motion was made by Mr. Brooks and seconded by Mr. Shocik to support the application from the Cherry Valley Water District for the Grindstone Well project. Roll Call: 5:0:0

A motion to adjourn was made by Mr. Shocik and seconded by Mr. Brooks at 5:05pm. Roll Call: 5:0:0