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November 2022

Migrant shelter emergency discussed

By John Ouellette

With a surge of migrants and an already overburdened emergency shelter system, state officials said they are having to place families in hotels and motels in communities around the state on very short notice and that the situation is expected to worsen in the coming months.

In a Zoom meeting hosted by the MMA on Oct. 31 with mayors and town managers, 14 state officials, including Lt. Gov. Karyn Polito, explained the emergency situation and sought feedback and cooperation from cities and towns as they refine their plans.

"At this point we're seeing a capacity strain on our shelter system," Polito said, "and so emergency activation of space is needed to address the incoming flow of immigrants."

The surprise arrival of 50 Venezuelan migrants on Martha's Vineyard grabbed national headlines in September, but they weren't the only ones. State officials

Auditor highlights mandate

said the flow of migrants to Massachusetts continues, in some cases after they have been bussed from the southern border to places like Washington, D.C., and Chicago.

Over the past calendar year, Massachusetts has received about 1,000 families who are refugees, migrants or asylum seekers, said Health and Human Services Secretary Marylou Sudders, and "that pace will probably double" over the next year to 18 months due to the situation at the U.S. southern border and the unrest in other nations.

In a growing number of cases, Sudders said, migrants are going to hospital emergency rooms in search of shelter. She said one Boston medical center saw more than 70 families during the month of October, primarily from Haiti but also from the Dominican Republic, Ecuador and Colombia.

Meanwhile, the state's 3,600 family shelter units are all occupied, in part



Lt. Gov. Karyn Polito speaks with mayors and town managers on Oct. 31 during a Zoom meeting about a surge of migrants and the already overburdened emergency shelter system.

because residents have been taking longer to exit the system due to the state's tight housing market, according to Adam Schaffer, deputy director of the Division of Housing Stabilization.

"We have exhausted all of our existing

■ MIGRANT SHELTER continued on 14

Inside

Annual Meeting planning continues

By John Ouellette

Planning continues for the 44th MMA Annual Meeting & Trade Show, which will be held in person on Jan. 20 and 21, 2023, at the Hynes Convention Center and Sheraton Hotel in Boston.

The largest conference for municipal officials in the state features:

- A range of informative and timely workshops
- Compelling and inspiring speakers
- Member business meetings and important policy discussions
- A lively <u>Trade Show</u> featuring the latest services and solutions for cities and towns
- Countless networking opportunities



Members can keep up to date on the most pressing municipal issues by attending the MMA Annual Meeting's 18 workshops.

"Do whatever you can to be part of this fantastic event!" said Westwood Select Board Member Michael Walsh, president of the Massachusetts Select Board Association. "You won't be disappointed."

■ ANNUAL MEETING continued on 23

2022 MMA Board of Directors

The MMA Board of Directors holds regular meetings in Boston, followed by a meeting of the Local Government Advisory Commission with the administration. For information on the board's activities, call the office of MMA Executive Director Geoff Beckwith at 617-426-7272.

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Executive Director's Report

Local leaders are trusted and appreciated

At a time when cities and towns are dealing with a stubborn pandemic that continues to threaten public health, near-record inflation that is punching holes in local budgets, and increasing polarization that is fostering a lack of civility among residents, it's important to recognize good news when it comes in, especially when it reaffirms the extraordinary work of our municipalities.

The good news I'm amplifying here: across America, cities and towns and local leaders continue to be widely appreciated and trusted by residents, and are viewed more favorably than any other level of government. This isn't mere speculation, it has been demonstrated time and again through rigorous

And here in Massachusetts, every level of government — federal, state, and local — is viewed more favorably than in other parts of the nation. There's a good reason for this: Massachusetts leaders work effectively across party lines and collaborate across roles and jurisdictions much more effectively than most of our counterparts in other regions. While this column is about local government, our governor, lieutenant governor, constitutional officers, senators, representatives, and federal lawmakers should take great pride in the level of trust and appreciation that residents hold for them, too.



By Geoffrey Beckwith

The source of the most recent affirmation of local government is the Pew Research Center. This highly respected organization describes itself as a "nonpartisan fact tank that informs the public about the issues, attitudes and trends shaping the world." They do not take policy positions on issues. Rather, they use neutral public opinion

polls, applied research, and data-driven analysis to explore key questions and understand what is driving the public and decision-makers to the positions they hold.

This past June, Pew issued an analysis tracking public sentiment regarding local, state and federal government, looking at the percentage of people who have favorable or unfavorable views regarding each. In May 2022, 66% of Americans had a favorable view of their local government, 54% had a favorable view of their state government, and just 32% had a favorable view of the federal government. Just 33% of Americans had an unfavorable view of local government, while 45% had a low view of their state, and 66% had an unfavorable opinion regarding the federal government.

Before we dive deeper, please do not focus on the negative here. This is good news, especially because we know that the favorability sentiment is significantly higher in Massachusetts by looking at recent opinion polls in our state, and

■ DIRECTOR'S REPORT continued on 21

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We encourage readers to send comments, story ideas, news items, and events notices to editor@mma.org.

Arthur Vigeant, Mayor, Marlborough

Michelle Wu, Mayor, Boston

Kristi Williams, Town Manager, Westborough

Agreement reached on economic development bill

By Jackie Lavender Bird

Looking to close the books on fiscal 2022 and advance a long-awaited economic development package, House and Senate leaders announced on Nov. 2 that an agreement has been reached on a \$3.7 billion spending bill.

The bill, released later that day, includes investments in small businesses and communities, broadband, housing production, relief for rising energy costs, and assistance for the MBTA.

Legislators had tabled a \$4 billion economic development bill as the formal legislative session ended on July 31, when it came to light that a large portion of the state's fiscal 2022 budget surplus would need to be returned to taxpayers under a 1986 law known as Chapter 62F. In September, the state auditor certified that nearly \$3 billion needed to be returned to taxpayers under 62F, which left a surplus of approximately \$3.17 billion.

Legislators added \$510 million in state American Rescue Plan Act funds to the remaining state surplus to fund the economic development and supplemental budget bill. The bill would expend the remainder of the surplus and leave \$1.75 billion remaining in state American Rescue Plan Act funds.



Ronald Mariano



Karen Spilka

Economic development bills passed by the House and Senate earlier this year incorporated roughly \$1.2 billion in state bonding authorizations, but borrowing provisions require roll call votes, which are not an option during the current informal session. As a result, bond-supported programs, such as MassWorks, were not included in the current bill.

The bill does include major investments strongly supported by the MMA, including in the areas of broadband, housing, water infrastructure, and the Community Preservation Trust Fund.

The bill includes:

• \$50 million for the Broadband Innovation Fund and an additional \$25 million for a reserve for broadband infrastructure investments, including

- the Last Mile Infrastructure Grant program
- \$304.5 million for housing programs, including \$100 million for the Affordable Housing Trust Fund, \$100 million for a workforce housing initiative, and \$100 million for the CommonWealth Builders program
- \$20 million for migrant and refugee programs to streamline access to housing, shelter, food, health care and legal services (a topic discussed in an MMA webinar on Oct. 31)
- \$115 million for the Clean Water Trust Fund, which helps communities finance significant, complex and urgent water projects
- \$20 million for the Community Preservation Trust Fund, which would increase the state's match from an estimated 35% to 43%, approximately the same level as in fiscal 2022.

The CPA item would benefit the 187 CPA communities that have adopted higher local property taxes to address environmental and housing challenges.

The House and Senate were both scheduled to meet in informal session on Nov. 3, when it is widely expected that the bill will emerge, be passed, and sent to the governor.

Auditor's report highlights importance of full funding of mandates

A report released by State Auditor Suzanne Bump on Oct. 13 identifies significant shortfalls in funding for state-mandated services and programs that cities and towns must provide as required by a variety of state laws.

While applauding the new funding for educational programs mandated by the Legislature in the current state budget, the report compared state appropriations to actual municipal spending on existing mandated programs and identified a shortfall of \$1.2 billion.

Areas of concern include school transportation, aid to education, veterans' benefits, and other essential, long-standing services in cities and towns.

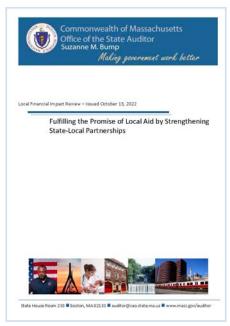
The municipal impact study from the State Auditor's Division of Local Mandates — titled "Fulfilling the Promise of Local Aid by Strengthening State-Local

Partnerships" — also detailed inadequacies in existing formula distributions that result in glaring, unequal distributions to similarly situated communities.

"Every year, members of the Legislature file bills asking for an examination of unfunded mandates — what they are, how much they cost municipalities, and what can be done about them?," Auditor Bump said in a statement. "This report, along with the published reviews of mandates passed by the Legislature which this office produces every five years, provides them with the information they need to address the burden of unfunded mandates. The solution ... is to prioritize funding of them. It is a simple solution, but it may require some hard choices."

Due to local revenue constraints set by Proposition 2½, state assistance is in-

■ AUDITOR'S REPORT continued on 22



MMA holds 6 Legislative Breakfast Meetings

By Daniel Yi

On three Fridays in October, legislators and local officials from across Massachusetts gathered for a series of six MMA Legislative Breakfast Meetings, held in-person for the first time since early 2020.

The meetings, held each spring and fall, provide an opportunity for local officials to engage in informal discussions with legislators, fellow local officials, and MMA staff.

Discussions centered on an \$11 billion infrastructure law known as MassTRAC, the Chapter 90 program for local roads and bridge maintenance, the recently signed climate and clean energy law, a pending economic development bill, and the state's unspent American Rescue Plan Act funds. Additional topics included new zoning guidelines for MBTA communities, remote town meetings, cost-of-living allowances for municipal retirees, PFAS, and the cannabis law signed this past summer.

The program kicked off with a legislative update from MMA Legislative staff on the fiscal 2023 budget, a <u>\$5 billion</u> general government bond law, and other



Reps. Smitty Pignatelli (left), John Barrett III (middle) and Paul Mark address local leaders during an MMA Legislative Breakfast Meeting on Oct. 21 in Lenox.

activity from the 2021-2022 legislative session. This was followed by an open-ended opportunity for legislators and local officials to discuss the many issues that their communities are facing, as well as the fact that a new administration will be taking office in January.

Six communities hosted the fall meetings: Amherst and Lynn on Oct. 14, Lenox and Lexington on Oct. 21, and Easton and Gardner on Oct. 28. More than 280 municipal officials and



Rep. Thomas Walsh talks to local officials during an MMA Legislative Breakfast Meeting on Oct. 14 in Lynn.

legislators registered for the meetings, including 23 state representatives, 12 state senators, and a number of legislative staff members.

The MMA has hosted 220 breakfast meetings in 191 communities since 2007, with a goal of hosting a meeting in each of the state's 351 cities and towns. If your community has not hosted a Legislative Breakfast but would be interested in doing so, contact Daniel Yi at dyi@mma.org or 617-426-7272, ext. 125.

MMA seeks input on roadway needs through Chapter 90 Survey

The MMA will soon be sending its biennial Chapter 90 Survey to chief municipal, public works, and highway department officials in all 351 Massachusetts cities and towns.

The survey asks communities for their assessment of what it would cost to maintain their local roads in a state of good repair.

The MMA and local officials across the state recognize the Chapter 90 program as a critical resource to ensure the health of local economies and the well-being of Massachusetts cities and towns. Up-to-date information about local road and bridge maintenance needs is key to the MMA's transportation funding advocacy efforts, particularly with a new administration taking office and a new legislative session set to begin in January.

Data gathered through the Chapter 90 survey provides concrete data to help inform legislators and the public through

Data gathered through the Chapter 90 survey provides concrete data to help inform legislators and the public through educational materials, public statements, and testimony to the Legislature and state transportation administrators.

educational materials, public statements, and testimony to the Legislature and state transportation administrators.

The MMA is urging local officials to complete the survey and share it within their professional networks. The MMA seeks as many responses as possible to



The MMA seeks responses to its statewide survey about Chapter 90 road work funding needs.

ensure the most accurate picture of local roadway conditions and resource needs.

For more information or a link to the survey, contact Project and Research Assistant Daniel Yi at dyi@mma.org.

Anthony, Ott to be Annual Meeting closing speakers

The leaders of the National League of Cities and the International City/County Management Association will participate in a fireside chat about diversity, equity and inclusion during the closing session of the MMA Annual Meeting & Trade Show on Saturday, Jan. 21.

Clarence Anthony, CEO and executive director of the NLC, and Marc Ott, CEO and executive director of the ICMA, will talk about the challenges and opportunities for building diverse, equitable and inclusive communities. As Black men, they will also offer personal insights from their experiences addressing racism in their work and lives.

The speakers will be able to draw from their extensive backgrounds in leading communities at the ground level and from their time advocating for local governments and officials at the national and international levels.

Anthony has been the NLC's executive director since 2013. He previously served for 24 years as the mayor of South Bay, Florida, having been first elected at the age of 24. He became president of the Florida League of Cities in 1995, and of the NLC in 1999. He was also part of the



Clarence Anthony



Marc Ott

founding group of Palm Beach County Black Elected Officials and Discover Palm Beach County, the tourism development council. He served as first vice president of the International Union of Local Authorities.

Following his time as mayor, Anthony represented local governments as founding treasurer and interim manager of United Cities and Local Governments. He later founded Anthony Government Solutions, a firm focused on strategic visioning, policy development and management restructuring for government and private sector organizations. Anthony has a master's degree in public administration, with a specialization in city growth management

policy, from Florida Atlantic University. In 2020, he received the National Forum for Black Public Administrators Marks of Excellence Award.

Ott has been leading the ICMA for the past six years. Previously, he served for almost nine years as city manager of Austin, Texas; six years as assistant city manager in Fort Worth, Texas; four years as city administrator in Rochester Hills, Michigan; seven years as assistant city manager, deputy city manager and then city manager in Kalamazoo, Michigan; and eight years in leadership and support roles in Grand Rapids and in Jackson, Michigan.

Ott has a bachelor's degree in management, with a concentration in economics, and a master's degree in public administration, both from Oakland University in Michigan. He has also completed the Senior Executives Program in State and Local Government at the Harvard Kennedy School.

Ott has won numerous awards for his service, including the ICMA's Award for Career Excellence. The National Forum for Black Public Administrators has honored him with a Marks of Excellence Award and its 2020 Hall of Fame Award.

DHCD makes revisions to final guidelines for MBTA communities

By Ali DiMatteo

The Department of Housing and Community Development has released revisions to its Compliance Guidelines for Multi-Family Zoning Districts Under Section 3A of the Zoning Act for MBTA communities.

The revisions, issued on Oct. 21, come in response to a number of MBTA communities voicing concerns about their own approved inclusionary zoning and affordability requirements, which were incompatible with the <u>final guidelines</u> that were issued in August.

The revisions:

- Eliminate the requirement that affordable units be eligible for listing on the DHCD's Subsidized Housing Inventory, thereby allowing communities to include requirements of workforce housing units
- Enable communities to set income limits for affordable units below 80% of area median income, provided that a variety of multifamily housing types

can be feasibly developed at those income levels

- Enable communities to require that more than 10% (but no more than 20%) of the units in a project be affordable provided that a variety of multifamily housing types can be feasibly developed at that percentage
- Require that economic feasibility be demonstrated for all inclusionary zoning requirements above the 10% level, including those that pre-date the guidelines
- Allow an exception to the 20% cap on affordable units for communities that have already approved and adopted 40R "smart growth" zoning districts

Enacted as part of the 2021 economic development law, Section 3A of Chapter 40A (the Zoning Act) requires the state's 175 MBTA communities to have at least one zoning district of reasonable size near a transit station in which multifamily housing is permitted as of right — and meet other criteria set forth in



The state has revised its multifamily zoning guidelines for communities served by the MBTA.

the statute — or risk a loss of eligibility for funding from the state's MassWorks program, Housing Choice Initiative, or Local Capital Projects Fund.

All MBTA communities must achieve at least interim compliance — by submitting an action plan for full compliance — by Jan. 31, 2023. ●

Local Finance Commonwealth Fellowship launched

Lt. Gov. Karyn Polito has announced a new partnership between the Division of Local Services and the Commonwealth's community colleges intended to address an urgent need for municipal finance professionals.

The Local Finance Commonwealth Fellowship will give up to 30 community college students the opportunity of a paid fellowship that will provide both career preparation — via a training program managed by the DLS and supported by both the Massachusetts Collectors and Treasurers Association and the Massachusetts Municipal Auditors' and Accountants' Association - and a work-based learning experience via partnerships with cities and towns who will serve as host communities.

The fellowship model will enable students who are currently enrolled in finance or accounting programs to go through an extensive training program and then take those skills to a municipality, where they will continue to learn about municipal finance while also helping short-staffed city and town halls.

Polito announced the new program on Sept. 29 in Worcester at the annual Municipal Conference co-sponsored by the Division of Local Services and the Massachusetts Association of Regional Planning Agencies. She called the collaborative fellowship program "a win-win" that will help grow the pipeline of future municipal finance professionals.

Municipal finance offices are facing a workforce skills gap due to retirements, strong competitive labor markets, and the requirement of specialized knowledge, Polito said. It is critical, however, to have highly functioning municipalities across the Commonwealth, which requires strong financial management.

In 2017-2018, the Baker-Polito administration convened a task force charged with addressing the local government workforce skills gap, with the MMA participating on the task force. Polito said a continued strong partnership between the state and municipalities and the deployment of additional strategies is required to meet the tremendous demand for qualified, trained and diverse municipal employees.

For the new fellowship program to reach its potential, municipal leaders will need to help by hosting fellows in their communities.

Fellows will undertake their extensive training in June, followed by a workbased learning experience in cities and towns during the summer. Host communities will be expected to introduce fellows to each of the finance offices, thereby showing how each works as part of the core financial management team.

In some cases, fellows will have multiple host communities, which will allow them to participate in different settings and make it easier for host municipalities to fulfill the responsibility of managing the fellows and showing them how rewarding a local finance career choice can be.



Lt. Gov. Karyn Polito announces a new local finance fellowship program during the annual Municipal Conference in Worcester on Sept. 29. (Photo courtesy of Joshua Qualls/Governor's Press Office)

The Local Finance Commonwealth Fellowship is made possible by funding from the Community Compact program, which has been consistently supported by the Legislature.

More details will be posted at www. Mass.gov/DLS as they become available. For more information, contact DLS Senior Deputy Commissioner Sean Cronin at croninse@dor.state.ma.us.

Also in an effort to address the finance skills gap in city and town halls, the MMA and Suffolk University in 2019 launched the Municipal Finance Management Seminar, which provides an overview of Massachusetts municipal finance, including the operational aspects of finance structure, systems and processes in Massachusetts cities and towns. The seminar is held three times per year over the course of five Fridays, covering nine topics in municipal finance.

Cybersecurity Awareness Training Grants offered

The Executive Office of Technology Services and Security has launched the fourth Municipal Cybersecurity Awareness Training Grant Program, with online applications due by Dec. 31.

The program is open to municipalities, public school districts, libraries, police departments, fire departments, water districts, planning commissions, and municipally run utility departments and airports.

The program promotes overall cybersecurity posture through evaluation, end-user training, and threat simulation. The Office of Municipal and School <u>Technology</u>, within EOTSS, procures

and manages the program, which is free to participating organizations.

As a prerequisite for joining the program, participating organizations must demonstrate leadership buy-in, obtain commitment from staff to participate in the program, and assign a local coordinator, who will collaborate with EOTSS to administer the program.

The training tracks have been modified for 2023 to better serve participating organizations. Each track delivers training and threat simulations (phishing campaigns).

• The Year-Long Training Track, the most popular offering, will take place from January through December.

- The Abbreviated Training Track Option 1, a shortened version of the year-long track, will take place from January through May.
- The Abbreviated Training Track Option 2, a shortened version of the year-long track, will take place from September through December.

Additional details, including a short video featuring participating communities talking about the training, are available on the Municipal Cybersecurity Awareness Training Grant Program website. Questions may be emailed to cyberawarenessgrant@mass.gov.

Cybersecurity summit highlights tools, resources

By Jennifer Kavanaugh

Even as cyber threats multiply, communities can leverage an increasing number of resources to protect their systems, state officials said during the second annual Massachusetts Municipal Cybersecurity Summit on Oct. 6.

The summit, hosted online by the <u>Mass-CyberCenter</u>, provided municipal leaders and employees with information about available resources and strategies to help municipalities bolster their cybersecurity resilience.

"There is a lot out there for municipal cybersecurity, in terms of programs, and resources, and guidance," said Meg Speranza, resiliency program manager for the MassCyberCenter.

Cybersecurity centers

The summit highlighted statewide efforts to create a larger pipeline for cybersecurity professionals while increasing research into cybersecurity threats and providing operational support for municipalities.

Over the next year, officials expect to work on creating Cybersecurity Centers of Excellence at colleges and universities across the state — centers that would include both cyber range facilities and security operations centers, or SOCs. The cyber ranges will function like academic labs, where professionals and students test out software and strategies and run cyberthreat simulations, while the SOCs will provide real-time security support to customers, including municipalities, nonprofits and small businesses. The ranges and SOCs will offer academic instruction and hands-on training for students. For example, Springfield Technical Community College is already involved in planning for a center at Springfield's Union Station.

These facilities will operate under the aegis of CyberTrust Massachusetts, a new nonprofit established to "strengthen the cybersecurity of under-resourced local entities," and to build a more broad and diverse cyber workforce. The nonprofit will also form a consortium of businesses and academic institutions to further these goals, according to Peter Sherlock, a consultant to the MassCyberCenter.

Summit panelist Mike Steben, the network administrator in Westfield, said he hopes the new centers benefit municipalities by addressing the difficulty of attracting and retaining cybersecurity-skilled employees, giving communities more insight into the tactics and methods of cybercriminals, and bolstering the cybersecurity of municipalities through security operations centers.

"I believe that a 24/7 threat-monitoring service would be extremely beneficial to communities," Steben said. "Try as we might, we simply have no way to provide 24/7 IT coverage using our own resources. For me, to have the SOC backing up municipal IT operations is invaluable."

State resources

Since its inception in 2017, the MassCyberCenter has worked to strengthen the cybersecurity resilience of Massachusetts organizations. It offers resources including a Municipal Cybersecurity Toolkit, designed to help local officials examine their security needs; the Minimum Baseline of Cybersecurity goals for municipalities; and Cyber Incident Response Planning materials.

The Municipal Cybersecurity Summit also highlighted other state technology and cybersecurity grant programs and resources: the Municipal Cybersecurity Awareness Grant Program; the Cybersecurity Health Check Program, which allows communities to access basic cybersecurity services for free; the Community Compact IT Grant Program; the IT Best Practice Program; the Efficiency and Regionalization Grant Program; and the Municipal Fiber Grant Program, which helps with communities with the construction and completion of fiber networks.

Danvers Information Technology
Director Colby Cousens discussed
how his town's work with neighboring
communities grew into a formalized IT
collaborative, with shared services for the
communities of Danvers, Essex, Hamilton, Manchester-by-the-Sea, Middleton,
Topsfield and Wenham. Established
in 2021, the collaborative offers joint
technology services, infrastructure,
and cybersecurity efforts, among other
services.

Cousens said the collaborative has benefited significantly from state resources, including Community Compact funding, a \$300,000 grant from the Municipal Fiber Grant Program to complete a fiber



Westfield Network Administrator Mike Steben discusses municipal technology needs during the Massachusetts Municipal Cybersecurity Summit on Oct. 6.

optic network through the collaborative's seven communities, cybersecurity guidance from the MassCyberCenter's Minimum Baseline of Cybersecurity, and security awareness training through the Office of Municipal and School Technology.

"I have found the resources available from the state to be very helpful and very accessible," Cousens said. "I encourage anyone to go after those."

Technology Services and Security Secretary Curt Wood urged all stakeholders to collaborate to improve technology defenses in Massachusetts.

"Cybersecurity is everybody's responsibility," Wood said. "If we're going to be successful in defending against potential cyberattacks, awareness is key."

Federal resources

State officials said they're also preparing for the new State and Local Cybersecurity Grant Program, created by the federal Infrastructure and Investment Jobs Act. The new program will provide \$1 billion over the next four years. States are expected to apply and distribute 80% of the funding they receive to local, tribal and territorial governments.

Daniel King, Region 1 cybersecurity chief for the federal <u>Cybersecurity and Infrastructure Security Agency</u>, said his agency offers a range of <u>programs and resources</u> to help municipalities, including cyber resilience reviews of a municipality's operational resilience and cybersecurity practices, and "cyber hygiene" scans of websites.

 2022 Massachusetts Municipal Cybersecurity Summit recordings and resources

Managers discuss public safety and health issues

By Jennifer Kavanaugh

During the Oct. 20 meeting of the Massachusetts Municipal Management Association in Bridgewater, public safety officials stressed the importance of partnerships, planning and pragmatism in transforming services for their residents.

Officials from Amherst, East Bridgewater and Hanover described their approaches to different aspects of public safety and health, including community responder services, active shooter training, and mobile integrated health. In each case, officials described obstacles they overcame and adjustments they had to make.

A few months ago, Amherst created a Community Responders for Equity, Safety and Service program, which sends trained responders to 911 calls that don't require armed police involvement. The new department grew out of community discussions in the wake of the 2020 police killing of George Floyd in Minneapolis and nationwide calls for police reform.

The town considers <u>CRESS</u> – the first program of its kind in New England – as a third component of its public safety operations, along with traditional police and fire responses. CRESS Director Earl Miller said the departments keep in touch during incidents, and can quickly pivot if a situation ultimately does require police backup.

In the long term, Miller said, the success of a community responder service depends on mutual respect and collaboration among the departments.

"We made an agreement that ultimately the safety of the town was going to be our priority," Miller said. "Not our egos, not our institutions, nobody but the residents of our town."

East Bridgewater Police Sgt. Mike Mc-Laughlin discussed the need for communities to prepare for active shooter incidents, and covered the Active Shooter/Hostile Event Response program, or ASHER, a framework for preparing for, responding to and recovering from such crises. He touched on related programs — ALICE (Alert, Lockdown, Inform, Counter, Evade) and CRASE (Civilian Response to Active Shooter Events) —

that train individuals to survive violent incidents.

Managers described their concerns about municipal building security, given their public accessibility.

McLaughlin said municipal leaders should:

- Share building schematics with public safety officials
- Learn which rooms can be locked, can't be locked, or can be barricaded
- Check that all building keys actually work
- Make sure intercom announcements can be heard by everyone
- Develop communications plans immediately if they don't already have them

Amherst created a
Community Responders
for Equity, Safety and
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to 911 calls that don't
require armed police
involvement.

McLaughlin said officials need to be prepared for helping wounded individuals during an active incident, since police and fire responders aren't able to treat victims until the shooting stops. Communities should also plan for maintaining continuity of services if municipal buildings become crime scenes, and establish partnerships with organizations that can provide post-incident support to the community.

"Who's going to help you with your community if something happens at town hall or at the DPW?" McLaughlin asked.

Hanover Fire Chief Jason Cavallaro discussed mobile integrated health, which focuses on the use of mobile health resources (such as emergency medical services and paramedics) and partnerships with community health care stakeholders to treat people in the community



Earl Miller, director of Amherst's new community responder department, describes the town's process for handling nonviolent 911 calls.

rather than in hospital settings.

Hanover had explored a mobile integrated health program before the pandemic, Cavallaro said, and built relationships with community health care providers, but the town ran into procedural obstacles and prohibitive costs. When the state dropped fees and provided temporary MIH waivers during the pandemic, the town seized the opportunity and built an award-winning COVID-testing program for students, school staff and residents. He said the town's earlier legwork and relationship-building allowed officials to act quickly.

"We knew what we wanted to do, we knew how we could do it, and everyone had already bought into the concept," Cavallaro said. "We just needed a reason to do it, and we needed a way to do it, and COVID was the way to do it."

Hanover employees found pragmatic ways to speed up testing results, keep infected students and staff out of the schools, and keep school buildings open, Cavallaro said. Partnering with the Broad Institute in Cambridge to conduct the daily testing, Hanover had a medic drive the tests to Cambridge every afternoon to beat the rush of the institute's other clients, who used a slower courier service. To prevent infections from spreading in the schools, he said, school nurses began reviewing new test results at 4 a.m. so they could stop infected and exposed children from getting on the bus that morning.

Also at the meeting, Sean Cronin, senior deputy commissioner at the Division of Local Services, gave an update on the new Local Finance Commonwealth Fellowship program to train more municipal finance professionals.

MMA hosts webinar on mattress, solid waste issues

By Josie Ahlberg

An MMA webinar on Oct. 17 covered the state and local impacts of upcoming bans on disposal of mattresses, box springs and textiles, and the lower thresholds for food waste.

Effective Nov. 1, these items were added to the list of highly recyclable, compostable, bulky or toxic materials that must be diverted from traditional waste streams due to <u>waste disposal bans</u>.

During the "Mattress Recycling and Solid Waste Solutions" webinar, John Fischer, deputy division director of solid waste at the Massachusetts Department of Environmental Protection, provided an overview of the new bans, as well as outreach and education efforts, and resources for municipalities who are seeking to bolster their programs to comply.

Danvers Public Works Director David Lane reviewed his town's mattress recycling options, explained why curbside collection was the best approach for Danvers, and discussed how the Danvers DPW is educating residents about the new program.

Waneta Trabert, sustainable materials management director in Newton, discussed the city's new mattress recycling program, launched on Nov. 1. Trabert said extended producer responsibility for mattresses may be a solution to municipal concerns about funding new recycling programs without further state assistance.

Rep. Michelle Ciccolo, House chair of the Legislature's Zero Waste Caucus, talked about the caucus's efforts on mattress recycling, and discussed legislative priorities related to solid waste for the recently concluded legislative session as well as the next one



During an Oct. 17 webinar hosted by the MMA, Rep. Michelle Ciccolo discusses new statewide rules affecting the disposal of mattresses, textiles and industrial food waste.

Panelists also responded to a number of questions about outreach and education, storage, and management of soiled, unacceptable mattresses.

<u>Click here for the presentations and a video recording of the webinar.</u> ●

MSA discusses trends in municipal charter changes

By Isabelle Jenkins

A <u>Massachusetts Select Board Association</u> <u>webinar on Oct. 14</u> covered trends in municipal charter and bylaw changes.

Middleton Town Administrator Andrew Sheehan, Auburn Town Manager Julie Jacobson, and retired Franklin Town Administrator Jeff Nutting discussed common issues that lead to the development of or changes to town charters and bylaws.

Sheehan discussed some of the challenges and benefits of the open town meeting form of government. He also reviewed the various options that are available to municipalities looking to adopt or change a town charter, including charter commissions and committees, and government

study committees.

Jacobson discussed Auburn's charter change process, including the reasons for pursuing a charter change and some of the challenges encountered during the charter change process. Jacobson also highlighted some of the benefits of a strong town manager form of government.

Nutting discussed the council-manager form of government, used in 12 communities including Franklin. Nutting explained its benefits and drawbacks, and the ways in which it differs from town meeting-select board.

The panelists also responded to a number of questions about topics like citizen engagement and public participation in



Middleton Town Administrator Andrew Sheehan discusses the charter change process during an Oct. 14 webinar hosted by the Massachusetts Select Board Association.

council-manager forms of government, making changes to a charter without changing the form of government, and how to engage the public in the charter review process.

View the webinar

MMA webinar provides conflict management strategies

By Lily Rancatore

An MMA webinar on Nov. 2 covered effective conflict management and de-escalation strategies that local officials can use to reduce tensions that can arise with constituents.

Nearly 400 attendees heard clinicians from AllOne Health provide an overview of conflict and its primary causes, and share examples of conflict in public meetings, as well as prevention strategies.

Regional Executive Director Michael Stuart began the session by discussing the difference between healthy and unhealthy conflict, as well as common causes. He stressed the importance of engaging in active listening and considering different perspectives to de-escalate contentious conversations.

EAP professional and clinician Katie Gilfeather explained how anger is a default setting for many people. She highlighted the importance of listening beyond anger, recognizing the brain's default response, and responding instead of reacting.

■ **CONFLICT MANAGEMENT** continued on 17



EAP professional and clinician Katie Gilfeather (top left), AllOne Health Regional Executive Director Michael Stuart (top right) and Sandwich Town Manager Bud Dunham discuss conflict management during an MMA webinar on Nov. 2.

DOER releases final stretch, specialized energy codes

By Josie Ahlberg

The Department of Energy Resources has released <u>final language</u> to update the state's Stretch Building Energy Code and provide the framework for a new Specialized Municipal Opt-in Code.

The "stretch code" is an above-code appendix to the state's base building energy code, designed to result in cost-effective construction that is more energy-efficient than what is built under the base code. Since 2010, municipalities have had two options: the base energy code or the stretch code. This past spring, the DOER offered draft language for a new third option, the specialized code.

Specialized code

The Specialized Municipal Opt-in Code includes net-zero building performance standards and is designed to achieve state greenhouse gas emission limits and sublimits. This code is expected to help Massachusetts meet its goal of 50% greenhouse gas emissions reduction from the 1990 baseline levels by 2030.

In a specialized energy code community, new residential buildings have three options to comply: a zero-energy pathway, all-electric pathway, or a mixed-fuel pathway.

The mixed-fuel pathway allows homes to use fossil fuels for space heating, water heating, cooking or drying. It includes a solar power generation requirement to mitigate the near-term emissions and comes with an accompanying exemption for shaded areas.

New homes that are larger than 4,000 square feet must follow either the zero-en-



New building codes encourage the use of electric heat pumps rather than the burning of fossil fuels.

ergy or all-electric pathway.

All buildings developed in municipalities that opt-in to this third-tier energy code will be required to install wiring for electric vehicle charging in at least 20% of new parking spaces and at least one space per home in one- and two-family homes.

Stretch code

The updated stretch code language lowers the maximum Home Energy Rating Scores index score to improve energy efficiency standards for new construction using fossil fuel, solar, all-electric, or a combination of on-site energy applications. The HERS requirements have also been lowered for alterations, additions and change of use for existing homes in stretch code communities.

Stretch code changes also include added ventilation requirements (heat or energy recovery) and clarification of when home alterations require compliance with different rules.

The updated regulatory language also requires wiring be installed to allow for future electric vehicle charging in at least one space per home or at least 20% of

spaces in new multifamily parking lots. The EV wiring requirement also applies to the base energy code, although with a lower threshold of at least 10% of spaces in multifamily parking lots.

Next steps

The Department of Energy Resources released draft code language on June 24, and after months of public outreach and input, the final language has been submitted to the Legislature's Joint Committee on Telecommunications, Utilities and Energy for review. The language will be filed with the Secretary of State in December.

The Department of Energy Resources is requiring the specialized code to be available for adoption by Dec. 24.

The Stretch Energy Code has been available for many years and has been adopted in 299 municipalities. The updated stretch code language will automatically go into effect for existing stretch code communities in 2023.

Adoption of the new specialized code will require a vote by the community's city council or town meeting. The DOER recommends that the specialized code requirements take effect on either Jan. 1 or July 1, to allow at least a six-month phase-in period from the date of the local vote so that developers, designers and builders will have time to transition.

The DOER has published a <u>summary</u> <u>document explaining the codes</u>. For more information, visit the <u>DOER Stretch Energy Code website</u>. ■

DPU approves electric grid modernization plans

The Department of Public Utilities last month approved plans from the state's three largest electric utilities to invest more than \$450 million to modernize grid technologies from 2022 through 2025.

Under the three-year plans, the electric distributors will expand grid monitoring, communication and automation technologies to increase the safety and reliability of the Massachusetts electric power system, state officials said.

NSTAR Electric, National Grid and Unitil had each filed their grid modernization plans last year.

The Department of Public Utilities re-

quires electric utilities to develop modernization plans and actively work toward enhancing grid reliability, reducing costs, and supporting a clean, more efficient electric system.

The utility companies' first grid modernization plans, approved by the DPU in May 2018, supported investments from 2018 through 2021 to help automate grid operations and allowed distribution companies to better monitor and control grid conditions in near real time.

The <u>DPU website</u> has additional information.

- Josie Ahlberg



The state has approved plans from the three largest electric utilities to invest \$450 million in grid modernization.

\$143M in grants awarded for economic development

On Oct. 26, the Baker-Polito administration announced more than \$143 million in grant awards for economic development projects made through the Community One Stop for Growth portal.

The grants, which will support 337 local projects in 169 communities statewide, were announced at an event in Pittsfield by Gov. Charlie Baker, Lt. Gov. Karyn Polito, Undersecretary of Community Development Ashley Stolba, and Mass-Development President and CEO Dan Rivera, who were joined by local officials.

Community One Stop provides a streamlined, collaborative review process for 12 state grant programs that fund economic development projects related to community capacity building, planning and zoning, site preparation, building construction and infrastructure. MassWorks, the largest program in the One Stop portfolio, is awarding \$100 million in grants this year.

For this round of One Stop, the Executive Office of Housing and Economic Development received 523 applications from 207 communities representing every region of the Commonwealth, according to state officials. Of the 337 applications awarded, 31% are located in a rural or small town; 32% are located in a Gateway City; and 43% are located in a Housing Choice Community.

State officials said this year's grants are expected to directly support the creation of 6,950 new housing units across the Commonwealth, including 5,068 new market-rate units and 1,882 new affordable units.

Gov. Baker said the administration has made "significant investments in helping our cities, towns and local partners achieve their economic development goals through a range of grant programs and legislation aimed at advancing the diverse needs of municipalities across the state."

Stolba said the One Stop portal and collaborative review process ensures that her agency takes "a wide-angle lens in directing funding to communities of all sizes and across all regions. This round we were proud to fund about 60-70% of all applications that were submitted in a region, and every region received more awards and more funding than last year."

The fiscal 2023 One Stop grants include:

- <u>MassWorks Infrastructure Program</u>: \$100 million awarded to 63 projects
- <u>Underutilized Properties Program</u>: \$21.7 million awarded to 49 projects
- Rural and Small Town Development Fund: \$4.96 million awarded to 25 projects
- <u>Housing Choice Community Grants</u>: \$3.9 million awarded to 36 projects
- <u>Site Readiness Program</u>: \$2.86 million awarded to 12 projects
- <u>Urban Agenda</u>: \$2.65 million awarded to 31 projects
- Brownfields Redevelopment Fund:
 \$2.6 million awarded to 13 projects
- <u>Community Planning Grants</u>: \$2.39 million awarded to 40 projects
- <u>Collaborative Workspace Program</u>:
 \$1.2 million awarded to 39 projects
- Commonwealth Places: \$385,663 awarded to 12 projects
- <u>Massachusetts Downtown Initiative</u>:
 \$350,000 awarded to 14 projects
- <u>Real Estate Services Technical</u>
 <u>Assistance</u>: \$250,000 awarded to seven projects

The full list of fiscal 2023 grant awards is available on the Executive Office of Housing and Economic Development website.

MassWorks, one of the state's largest competitive grant programs, offers



Gov. Charlie Baker announces more than \$143 million in grant awards to support economic development projects in 169 communities during an event at the Berkshire Innovation Center in Pittsfield on Oct. 26. (Photo courtesy Joshua Qualls/Governor's Press Office)

flexible capital funding to support and accelerate housing production and job growth. Among this year's Mass-Works projects, 39 are reactivating underutilized sites, 31 are supporting transit-oriented developments, and 30 have a mixed-use component. Seventeen communities are receiving their first-ever MassWorks award.

The Baker-Polito administration has awarded a total of 391 MassWorks grants to 197 communities, investing more than \$709 million in public infrastructure projects throughout the state. The grants have directly supported the creation of 26,000 new housing units and thousands of construction and new permanent jobs, while also leveraging approximately \$17 billion in private investment.

The grant announcement was made at the Berkshire Innovation Center in Pittsfield. The city is receiving more than \$3.6 million in awards through the One Stop process, including a \$3 million MassWorks award to the Pittsfield Economic Development Authority to convert 16.5 blighted acres of a former General Electric transformer property into greenspace, roadways, utility corridors, and stormwater management. •

Treasury briefing will cover using ARPA funds for housing

The National League of Cities will host a discussion with the U.S. Department of the Treasury on Dec. 8 about how cities can use their State and Local Fiscal Recovery Funds from the American Rescue Plan Act for investments in affordable housing production, preservation, and

to promote housing stability.

Panelists will cover the SLFRF program, its eligible uses, and recent updates to program guidance enhancing flexibility, including for long-term loans such as Low-Income Housing Tax Credit programs.

The briefing, held via Zoom, will run from 3 to 4 p.m., including an opportunity for questions. Click here for online registration.

Broadband is topic of 2nd MMA BIL webinar on Nov. 15

Ashley Stolba, undersecretary at the Ex-

ecutive Office of Housing and Economic

major federal broadband funding oppor-

Institute, Director and General Counsel

Michael Baldino and Program Manager,

Partnerships Joshua Eichen will discuss

broadband mapping and the MBI's new

digital equity programs. Baldino and

Development, will cover the status of

From the Massachusetts Broadband

Broadband will be the focus of the second in a series of webinars hosted by the MMA related to the Infrastructure Investments and Jobs Act, also known as the Bipartisan Infrastructure Law.

The free webinar, "Broadband and Digital Equity Investments," will be held on Nov. 15. Local officials are invited to register online.

The webinar will discuss how to use federal broadband funding opportunities to close the digital divide, bolster economic development, and enhance the lives of residents by equipping them with the skills and devices critical to participating in today's society.

Heath Fahle, assistant secretary for federal funds in the Executive Office for Administration and Finance, will open the session with a short summary of the IIJA and an overview of the federal funding landscape.



Ashley Stolba

tunities.



Joshua Eichen



Michael Baldino

Eichen will also highlight how cities and towns can use the MBI's Municipal Digital **Equity Planning Program** to identify community needs and actions that will ensure that residents have access to reliable and

affordable broadband service.

The first webinar in the IIJA series was held on Sept. 20, focused on IIJA/ BIL funding opportunities through Clean Water and Drinking Water State Revolving Funds. The webinar series is co-sponsored by the MMA and the Division of Local Services.

For more information, contact MMA Education and Training Coordinator Lily Rancatore at lrancatore@mma.org.

Administration announces \$12.6M in coastal resilience grants

As part of the Commonwealth's celebration of Climate Week in mid-September, the Baker-Polito administration announced the award of \$12.6 million in grants to support 27 local planning and shoreline management projects to aid coastal communities in preparing for severe storms and the impacts of climate change, including storm surge, flooding, erosion and sea level rise.

The funding, provided through the Office of Coastal Zone Management in the Executive Office of Energy and Environmental Affairs, was awarded to Barnstable, Boston, Brewster, Chatham, Chilmark, Cohasset, Duxbury Beach Reservation Inc., Gosnold, House of Seven Gables Settlement Association, Ipswich, Manchesterby-the-Sea, Marblehead, Marshfield, Mass Audubon, Mattapoisett, Nahant, New Bedford, Orleans, Plymouth, Provincetown, Salem, Scituate, Wareham, Wellfleet, and the Woods Hole Oceanographic Institution. Additional municipal partners of these projects include Braintree, Chilmark, Dennis, Duxbury, Eastham, Falmouth, Truro and Winthrop.

"Coastal communities in Massachusetts face increasing risks to infrastructure, buildings, and natural resources due to coastal storms and climate change," Gov. Charlie Baker said at a Sept. 19 press

Lt. Gov. Karyn Polito said the Coastal Resilience **Grant Program provides** valuable technical and financial assistance supporting important long-term planning, infrastructure adaptations, and shoreline restoration efforts "to improve the resilience of our coastline."

event in Boston. "We commend local leaders for their forward-thinking planning and action with these Coastal Resilience Grant projects."

Lt. Gov. Karyn Polito said the Coastal Resilience Grant Program provides valuable technical and financial assistance supporting important long-term planning, infrastructure adaptations, and shoreline restoration efforts "to improve the resilience of our coastline."

The Coastal Resilience Grant Program supports local efforts to evaluate vulnerabilities to climate impacts, increase



The Baker-Polito administration has announced \$12.6 million in grants to support 27 local planning and shoreline management projects for coastal communities.

community awareness and understanding of these issues, plan for changing conditions, redesign vulnerable community facilities and infrastructure, and restore shoreline systems through non-structural approaches. Grants may fund feasibility assessments, public outreach, design, permitting, construction, and monitoring of projects that enhance or create natural buffers to erosion and flooding.

Since 2015, the administration has invested \$35.7 million in 182 coastal resilience improvement projects through the program.

More information about the 27 projects that received grants is available on the Coastal Zone Management website.

MMHR to discuss 1st Amendment audits on Dec. 8

Massachusetts Municipal Human Resources will hold its annual holiday meeting on Thursday, Dec. 8, in Salem.

During the meeting, KP Law managing attorney Lauren Goldberg will provide "First Amendment audit" training.

In recent years, municipalities across the country have been increasingly subjected to First Amendment audits, where self-described "auditors" record interactions with public officials in government buildings and post their videos on the internet.

Goldberg will provide an overview of First Amendment audits, how municipalities can prepare, what to do when an



Lauren Goldberg

auditor shows up at a municipal building, and what to do after a municipality has been subjected to a First Amendment audit.

Registration and a networking breakfast will begin at 9 a.m. The program will start at 9:30

a.m. and conclude at 1 p.m. A light lunch will be served.

The meeting will be held at the Hawthorne Hotel at 18 Washington Square West in Salem.

The registration fee is \$50 for members and \$60 for nonmembers. Registration and a complete agenda are available at mma.org. A registration link has been emailed to all MMHR members.

The MMA is requiring attendees of in-person meetings to show proof of being fully vaccinated for COVID (card, photo or QR code). Exemptions are allowed with a negative PCR test taken within 72 hours. Masks are optional. These safety protocols are subject to change based on the latest public health data and guidance.

Contact: MMA Senior Member Services Coordinator Isabelle Jenkins at ijenkins@mma.org

MSA to discuss funding for affordable housing on Nov. 16

Housing and Economic Development Secretary Mike Kennealy will be the featured speaker at a Massachusetts Select Board Association webinar on Nov. 16 focused on funding sources for affordable housing initiatives.

Kennealy will discuss municipal affordable

housing initiatives, with a focus on the funding sources that are available to support local projects.

There will be time for Q&A, so members should come prepared with their affordable housing questions.

The free Zoom webinar will run from

noon to 1 p.m. An email with the registration link has been sent to all select board members. Advance registration is required.

Contact: MMA Senior Member Services Coordinator Isabelle Jenkins at ijenkins@mma.org

MMCA seeks nominations for its Board of Directors

The Massachusetts Municipal Councillors' Association, a member group of the MMA, is seeking nominations for its Board of Directors.

Any councillor in Massachusetts may complete the <u>online nomination form</u> and submit his or her name for consideration. The form must be completed by Nov. 12.

Nominations are sought for three officer positions on the MMCA Board of Directors: president, first vice president and second vice president. Officers serve a one-year term. Nominations are also being sought for five district representative positions, serving a two-year term.

Board member responsibilities include attendance at MMCA and MMA Board meetings. The MMA Board meets on the second Tuesday of most months, typically in Boston from 10 a.m. to 2 p.m. MMCA Board responsibilities also include participation at in-person and virtual meetings for councillors.

After interviewing all nominees, the MMCA Nominating Committee will prepare a slate of nominations for election

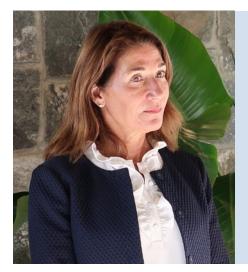
during the MMCA's Annual Business Meeting, to be held during the MMA Annual Meeting & Trade Show on Jan. 21, 2023, in Boston.

In performing its responsibilities for identifying, recruiting and recommending candidates to the MMCA Board, the Nominating Committee is committed to including qualified candidates who

reflect diverse backgrounds.

For more information about the MMCA, visit www.mma.org/members/councillors.

Contact: MMA Senior Member Services Coordinator Denise Baker at dbaker@mma.org



Polito focuses on local partnerships

Lt. Gov. Karyn Polito meets with the Massachusetts Mayors' Association on Oct. 26 in Pittsfield, where she reflected on her eight years of work with local officials in all 351 cities and towns. She also highlighted the new Local Finance Commonwealth Fellowship program, which will seek to train more people for municipal finance positions.

MIGRANT SHELTER

Continued from page 1

traditional shelter units," he said. "In the interim, we're using hotels and motels to put families that truly do not have a safe place to sleep that night."

As a "right-to-shelter" state, Massachusetts officials must provide temporary emergency shelter to every eligible family, typically within a matter of hours. (Only two other U.S. jurisdictions have right-to-shelter mandates: New York City and Washington, D.C.)

"This is an emergency situation, and we don't have a lot of lead time," said Jennifer Maddox, undersecretary of the Department of Housing and Community Development. "If we are looking at potential hotel rooms or expanded congregate sites in your community, we will let you know with as much advance notice as possible."

Maddox said the Department of Elementary and Secondary Education will also notify superintendents in affected school districts. She said a child's current school district is taken into consideration in the placement process.

Education Secretary James Peyser reminded local officials that homeless families "have a right to enrollment" in a public school.

The emergency placements are impacting local school systems and human service agencies, which have limited funding and capacity. Local leaders expressed concerns about notification, as well as the impacts on school districts — including

student transportation obligations — and existing homeless populations.

State and local leaders talked about ways to improve emergency planning, and ways the state can help cities and towns accommodate the unexpected demands for services. Polito said the conversation will be ongoing within the administration and with local leaders about mustering the necessary resources — including education funding — to address the emergency. She said additional information will be shared through the MMA.

Polito said Gov. Charlie Baker sent a letter on Oct. 31 to federal officials seeking help with the migrant situation and "to outline that the federal government has certain levers they can pull, including helping waive requirements to allow these individuals to access work more quickly and to become more self-sufficient and not dependent on these emergency services."

In his letter to Homeland Security Secretary Alejandro Mayorkas and Health and Human Services Secretary Xavier Becerra, Baker wrote, "Massachusetts is proud to welcome individuals and families seeking asylum and refuge and is dedicated to helping families live with dignity, but additional federal support is required."

The governor took issue with a system that offers more resources and support to migrants arriving from places like Afghanistan and Ukraine than Haiti and Cuba.

Upon taking office in 2015, the Baker-Polito administration launched a con-

certed effort to move more than 1,500 individuals from temporary placements in hotels and motels to designated shelters. At the time, local school districts had been facing exorbitant costs to transport homeless students to the district they had been attending before they became homeless. The restart of using hotel and motels as emergency housing has school districts once again facing the busing challenges and costs.

Schaffer said Massachusetts will need "several hundred" additional shelter units over next year.

"We're actively working to expand capacity through existing congregate sites as well as asking our providers to find additional apartments," he said.

In response to questions, Schaffer said his agency has strategies for helping providers get certain facilities — such as space in a local church — up to state building code standards quickly for housing, and his agency would work to help local officials do so.

Schaffer said his agency should be the first point of contact for local officials with questions. In cases of unexpected arrivals (e.g., a large number of migrants arrive by bus), contact Emily MacCormack at Emily.chabot2@mass.gov. Family shelter questions can be directed to Schaffer at Adam.Schaffer2@mass.gov, Alvina Brevard at alvina.brevard@mass.gov, or Tyler Newhall at Tyler.Newhall@mass.gov.

 View video recording of the meeting (scroll to bottom of page)

Nominations sought for Women Elected Municipal Officials leadership

Women Elected Municipal Officials, an association within the MMA's membership, is seeking nominations for its 2023 steering committee.

Any female mayor, select board member, or city or town councillor in Massachusetts may complete the <u>online nomination form</u> and submit their name for consideration by Nov. 15.

The WEMO steering committee consists of one mayor, two select board members and two city or town councillors. The chair position rotates each year in the following order: select board member,

mayor, city or town councillor.

Nominations are being sought for three officer positions: chair, first vice chair, and second vice chair. The 2023 chair must be a select board member. WEMO officers serve a one-year term.

Nominations are also being sought for two director positions, also for one-year terms.

WEMO steering committee responsibilities include attendance at WEMO committee meetings and planning content for WEMO virtual and in-person events, including the Annual WEMO Luncheon

at the MMA Annual Meeting & Trade Show. The WEMO committee meets virtually on a monthly basis.

After interviewing all nominees, the WEMO Nominating Committee will prepare a slate of nominations for election during the WEMO Luncheon, to be held during the MMA Annual Meeting & Trade Show on Jan. 20, 2023.

Contact: MMA Senior Member Services Coordinator Isabelle Jenkins at ijenkins@mma.org

MMA Human Services Council to meet on Nov. 9

The MMA Human Services Council will hold its fall meeting on Wednesday, Nov. 9, from 9:30 a.m. to 12:30 p.m., at the Westwood Public Library.

The meeting is an opportunity to meet and learn from seasoned staff who can provide insights on the various structures and service delivery systems of municipal human service departments. It is geared toward new clinicians, caseworkers or human services department heads, but both new and veteran human services professionals are welcome.

Human Services, Youth and Family Services, and Community Services models will all be discussed, including an example of a department with a single staff person.

Speakers will include:

- Lexington Human Services Director Melissa Interess, LICSW
- Westborough Youth and Family Services Director Cara Presley
- Southborough Youth and Family Services Director Sarah Cassell, LMHC
- Acton Community Resources Coordinator Laura Ducharme



Cara Presley



Laura Ducharme



Melissa Interess



Sarah Cassell

The cost to attend the meeting, which includes breakfast and a morning snack, is \$25 for HSC members and \$30 for nonmembers. (Anyone who has not paid their HSC FY23 dues by the meeting date will be charged the nonmember rate.) Payment can be made by cash or check at the meeting, and checks should be made out to MMA HSC. Payment can also be mailed to Acton Town Hall, c/o Laura Ducharme, 472 Main St., Acton, MA 01720.

Note: Those who <u>register online</u> will receive a confirmation email that says a zero balance is due. Please ignore this automated response; it is incorrect but cannot be changed.

The non-COVID-related cancellation deadline for this meeting is Nov. 8. To cancel a registration, send an email to registrations@mma.org. After Nov. 8, refunds will only be considered for COVID-related cancellations.

The MMA is currently requiring meeting attendees to show proof of being fully vaccinated for COVID (card, photo or QR code). Exemptions are allowed with a negative PCR test taken within 72 hours. Masks are optional. These safety protocols are subject to change based on the latest public health data and guidance.

Contact: MMA Senior Member Services Coordinator Isabelle Jenkins at ijenkins@mma.org

ATFC to hold Annual Meeting on Nov. 5 in Sharon

All local finance committee members are invited to the Association of Town Finance Committees's Annual Meeting on Nov. 5 at the Sharon Community Center.

The meeting will feature four educational workshops, running concurrently during two time slots.

The first session will feature "Finance Committee and Budgeting 101" with Northborough Town Administrator John Coderre covering the basics for new members, and a session on climate change and sustainability initiatives.

The second session will feature "The Great Resignation and How It Affects Your OPEB Liability," led by Arlington Town Manager Sandy Pooler and Jim Powers, CPA, of Powers and Sullivan; and a workshop taking a closer look at the assessing function and the ways it affects municipal finance, led by Westborough Chief Assessor Jonathan Steinberg.

Following lunch, Doug Howgate, who



Doug Howgate



Sandy Pooler

will become the president of the Massachusetts Taxpayers Foundation early next year, will lead a general session on the overall economic outlook and its impact on municipal budgets. The session will be interactive, with opportunities for questions. Howgate has served as executive vice president at the Taxpayers Foundation since 2020.

Needham Town Manager Kate Fitzpatrick will open the meeting with a presentation on resiliency, sharing insights on her own resiliency journey spanning 25 years in local government. Her crowd-sourced poem, "<u>We Long for</u> a <u>City Where We Go Hard on the Issues</u> and <u>Easy on the People</u>," has become nationally recognized.

The meeting will begin at 9 a.m. and end at 3 p.m. The cost is \$55 for dues-paying ATFC finance committee members and \$65 for nonmember finance committee members and all other local officials.

All local officials may attend. Online registration and a detailed agenda are available on www.mma.org.

The MMA is requiring attendees of in-person meetings to show proof of being fully vaccinated for COVID (card, photo or QR code). Exemptions are allowed with a negative PCR test taken within 72 hours. Masks are optional. These safety protocols are subject to change based on the latest public health data and guidance.

Contact: MMA Senior Member Services Coordinator Denise Baker at dbaker@mma.org

MMA and Suffolk kick off fall Finance Seminar

On Oct. 21, the MMA and Suffolk University have kicked off the third Municipal Finance Management Seminar of 2022.

Next year, the MMA and Suffolk University will again offer three Municipal Finance Management Seminars.

The seminars will be held via Zoom over the course of five Fridays, with tentative start dates as follows:

- Winter 2023: Jan. 6
- · Spring 2023: March 3
- Fall 2023: Oct. 20

The seminar is designed to provide an overview of municipal finance in Massachusetts, including the operational aspects of finance structure, systems and processes in cities and towns. Topics include budgeting, financial reporting, treasury functions, property assessment, and costing out contracts.

"The MMA-Suffolk University Finance Seminar is a great example of the partnership that exists between the two organizations in addressing issues that affect Massachusetts cities and towns," said Bernie Lynch, senior instructor in the Suffolk program. "One of the most significant issues facing communities is the loss of so many municipal finance officials through retirements and the gap in finding new people to step up or into these crucial positions that manage and control municipal resources.

"The seminar has far exceeded expectations in its popularity and in helping to build up the bench of long-term municipal employees and introducing new employees transitioning from the private

sector to understand the big picture of Massachusetts municipal finance."

The seminar is for municipal officials interested in furthering their careers in municipal finance or employees who are new to municipal finance. Applicants must be currently employed by a city or town, and must have the approval of their municipal manager, administrator or mayor to apply.

The application for the 2023 seminars is available online as a fillable PDF. Applicants can choose which seminar they



The MMA-Suffolk Municipal Finance Management Seminar holds a virtual orientation for its new session on Oct. 21. Twenty-five students are participating in the ninth session of the seminar.

would like to be considered for, and will be informed of their status at the end of the application period.

The application deadline for the winter session has passed. The application for the spring session is Jan. 15.

For more information, visit mma.org/ suffolk or contact Katie McCue at 617-426-7272, ext. 111, or kmccue@mma.org or Kate Evarts at 617-426-7272, ext. 172, or kevarts@mma.org.

MunEnergy ready to help communities prepare for winter energy

The MMA's MunEnergy program is preparing to help cities and towns manage what are expected to be very high energy costs this winter.

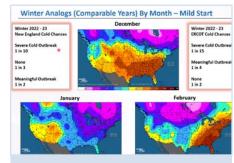
On Oct. 6, the MunEnergy team at Constellation presented a virtual energy session for local officials from around the Commonwealth. The session, led by Commodities Principal Brandon Fong, focused on the factors influencing energy costs and what municipalities can do to help manage them.

"Fuel security risks in New England during the winter continue to be an issue in the region, as physical constraints on the natural gas pipeline bringing supply to the region can create an imbalance of supply and demand during prolonged periods of

cold," Fong said. "These imbalances create price spikes and tremendous market volatility.

"There are an unlimited number of strategies the MunEnergy team can provide that can fit your city or town's energy procurement risk/reward tolerances even in an extremely elevated and risky price environment such as the one we are experiencing today."

For more than two decades, the MMA's MunEnergy program has helped cities and towns stabilize energy costs, simplify energy management, and introduce sustainable energy options. The MunEnergy contract, designed exclusively for municipalities and government agencies, is vetted by MMA energy experts and tailored to fit the needs of communities.



The MunEnergy team at Constellation presented a virtual energy session on Oct. 6 to help local officials manage expected high energy costs this winter.

For more information, visit mma.org/ munenergy or contact Katie McCue at 617-426-7272, ext. 111, or kmccue@mma.org.

Let us know about your local news

Every day across the Commonwealth, municipal leaders are figuring out ways to deliver services more efficiently, save taxpayers money, engage more citizens in the vital work of local government,

and improve the effectiveness of the layer of government that has the most direct impact on people's lives. The MMA wants to recognize and help spread the word about these local creative solutions.

If your community has launched a new program or initiative, or has found a unique solution to a common problem, please let us know by filling out our new Local News Tips form on the MMA website.

Meeting space wanted

Does your municipality have a public meeting space that would be appropriate for an MMA event?

With more than 60 meetings each year, the MMA uses several different types

of function spaces around the state. The use of municipally owned meeting rooms greatly improves the organization's ability to sponsor affordable educational events in a variety of places.

To offer your town or city's municipal function space, contact Timmery Kuck, the MMA's conference and meeting planner, at tkuck@mma.org.

MMA.org has latest news for Mass. cities, towns

The latest developments on issues affecting Massachusetts cities and towns can always be found on the MMA website (www.mma.org).

The website is a valuable resource for news updates in between issues of The Beacon.

The website also features the latest

details about MMA meetings, a Resource Library for key documents, MMA advocacy updates, and much more.

CONFLICT MANAGEMENT

Continued from page 9

Stuart and Gilfeather offered solutions for addressing emotionally charged constituents and ending abusive conversations. They also proposed responses that can be used to foster open communication with constituents when there

is a shift from a focus on the problem to an indictment.

The session wrapped with principles that normalize conflict, emphasize understanding, and empower appointed and elected officials to use a growth mindset that meets anger with empathy.

Sandwich Town Manager Bud Dunham

moderated the Q&A, where attendees raised questions about setting boundaries and navigating escalated encounters.

View the webinar

Everything new on the MMA website, straight to your inbox.

MMA.org is the best source for the latest developments affecting Mass. cities & towns:

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- · State & federal grant opportunities
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Around the Commonwealth

North Shore

18 municipalities sign regional watershed supply charter

At the end of September, 18 municipalities signed an agreement pledging to address water supply concerns in the Ipswich River Watershed as a region, with decisions made by consensus.

The charter for the North Shore Water Resilience Task Force sets forth a mission "to identify and advance long-term solutions to improve water supply resilience and ecosystem health in the Ipswich River Watershed." The Metropolitan Area Planning Council and the Department of Conservation and Recreation will act as facilitators for the Task Force.

The charter is being heralded as a joint effort of 24 state legislators, led by Sen. Bruce Tarr, local officials and stakeholders to take a regional, rather than piecemeal, approach.

The agreement follows a summer that saw critical drought levels in most of the state. The Ipswich River, affected by the drought, supplies drinking water for 350,000 people in 14 communities, according to the Ipswich Watershed Association.

The charter was signed by the cities of Beverly, Lynn, Peabody and Salem and the towns of Andover, Boxford, Burlington, Danvers, Hamilton, Ipswich, Lynnfield, Middleton, North Andover, North Reading, Reading, Topsfield, Wenham and Wilmington, as well as the Ipswich Watershed Association and the Salem and Beverly Water Board. Some of the communities signed on to the charter are located in the watershed, but do not draw water from it.

"Hamilton has struggled with high-quality, reliable water sources and is impacted by annual seasonal water bans, like many communities in the Ipswich River watershed," said Hamilton Town Manager Joseph Domelowicz Jr. "However, we know we are not able to solve those issues on our own."

Salem Mayor Kim Driscoll said she's "grateful for the legislative and local leaders who have helped convene this regional approach" that bolsters her city's commitment to sustainability and resiliency. Salem has long had a strong commitment to water conservation measures, she said, including a smart meter program, providing water-conserving fixtures to property owners, and having sustainable water supply protocols at reservoirs.

The charter tasks the members

with an initial group of consensus-building tasks, including exploring financial resources available to the region and considering the feasibility of desalination, a new reservoir in Topsfield, and a more robust interconnection network. The charter sets specific short-, medium- and long-term measures of success.

"I think for all of the communities, the agreement is a way of showing our shared commitment to working together to solve our shared water security issues," Domelowicz said. "A solution to providing for the water needs of the residents of our North Shore area as well as protecting the health of the Ipswich River will require this kind of unified approach among the communities that use the river."

– Meredith Gabrilska

Pittsfield

Digital marketing campaign boosts city tourism

In Pittsfield, city leaders are hoping that if you build it — and then get people to blog, Instagram and TikTok about it — people will come.

Using \$350,000 of its American Rescue Plan Act funds, Pittsfield has launched a digital public relations and marketing campaign to bring more tourists and visitors, particularly millennials, to the city. The campaign is intended to capitalize on more than a decade of city investments in its arts and culture offerings, and an increasingly vibrant restaurant, nightlife and cultural scene.

Over the summer, the city invited bloggers, writers and influencers to write about the city, and officials said the efforts have paid off: In recent months, content about Pittsfield has generated 131 social media placements and received more than 4.2



Pittsfield's new public relations and marketing campaign highlights the city's offerings for tourists, including its restaurants and vibrant nightlife. (Photo courtesy city of Pittsfield/Jared Renzi)

million views. Articles and mentions have landed in traditional media outlets including the New York Times, Vogue, and Travel

"When I see a clip from a social media post, and I see people having fun in my city, I am just overjoyed," said Pittsfield Mayor Linda

The city has been working with a consultant, Roger Matus, on its marketing needs and strategy since 2018, including its Love Pittsfield campaign. The city hired a public relations firm, San Francisco-based Bospar, to start working on the campaign in May. During the process, Matus interviewed 23 Pittsfield organizations, including cultural institutions, tourism representatives, recreation facilities and hospitality businesses, to discover what their customers and patrons expect from the city.

"They want active days and lively nights," Matus told the City Council during a Sept. 13 meeting. "They want a daytime of active outdoors and scenic beauty, and a nighttime of music especially, shows, craft food, craft drink, craft beer. That's what they're looking for. And frankly, Pittsfield delivers on all of these things."

Through his interviews, Matus also discovered that the area's visitors were becoming younger and more family-oriented. By 2021, 65% of Pittsfield visitors were between the ages of 18 and 44, and the number of families visiting increased by 77% between 2013 and 2021. Given the visitors' demographics, Tyer said, "we needed to go digital" by focusing on social media.

■ COMMONWEALTH continued on 19

Around the Commonwealth

COMMONWEALTH

Continued from page 18

Over the summer, Bospar set up 10 "familiarization" trips with bloggers, influencers and journalists and gave them suggested itineraries and activities. The firm has also set up another four trips through January. The campaign initially targeted New Yorkers who can take the seasonal weekend Berkshire Flyer Amtrak train up to Pittsfield.

About 15 years ago, when she was a city councilor, Tyer said city officials realized that Pittsfield hadn't sufficiently tapped

into the local arts and culture economy, and started making investments to support live performance centers and an independent movie theater, as well as making streetscape improvements downtown. She said that work continues today. For example, a new brewery coming into the downtown is benefiting from tax increment financing packages approved by the city.

"Those investments were the spark that led us to being the place we are today," Tyer said.

So far, Pittsfield has spent about 40%

of the \$350,000 it has set aside for the marketing project, Tyer said. Given the momentum so far, she said it might be beneficial to continue the promotional and marketing campaign into the next fiscal year, but it may depend on other demands on the city's roughly \$41 million in ARPA funding.

– Jennifer Kavanaugh

This monthly column features local and regional news items related to local government in Massachusetts. To suggest an item for this column, email editor@mma.org.

All-America City award applications sought

The National Civic League is now accepting applications for the 2023 <u>All-America City</u> awards.

Optional letters of intent are due by Dec. 15, and applications are due by Feb. 15, 2023. Award finalists will be announced in March 2023, and the awards presentation will be held in Denver from June 9 to 11.

The theme for 2023 is "Creating Thriving Communities through Youth Engagement."

The National Civic League is seeking to identify 10 communities that are breaking down barriers to meaningful youth participation and enacting programs that will improve quality of life for youth, and all residents, by extension.

To win, each community must demonstrate innovation, impact, equity and inclusiveness, civic engagement, and

cross-sector collaboration by discussing the strength of their civic capital — the formal and informal relationships, networks and capacities they use to make decisions and solve problems — and to provide examples of community-driven projects/programs that have adapted and transformed the community to be more receptive to youth voices and have addressed their concerns for the future.

The National Civic League views civic engagement as more than presenting information or having people respond to questionnaires (though both are important); instead, the league promotes efforts that seek to listen to, and learn from, residents in ongoing conversations and leverage those insights to shape the way programs are administered, designed, and executed.

The All-America Cities award celebrates the best in local innovation, civic



engagement and cross-sector collaboration, a reminder of the potential within every community to tackle tough issues and create real change. Since 1949, the National Civic League has recognized more than 500 communities, including 19 from Massachusetts.

Previous Massachusetts winners are: Barnstable (2007), Blackstone Valley Region (1988), Boston (1949, 1951, 1962), Chelsea (1998, 2014), Dennis (1978), Fall River (1975, 2016), Fitchburg (1970, 1974), Gardner (1975), Haverhill (1979), Lowell (1971, 1999), Malden (1966), New Bedford (1989), Newton (1977), North Adams (1973), Pittsfield (2012), Somerville (1972, 2009, 2015), Southbridge (1979), Springfield (2012, 2017), and Worcester (1949, 1960, 1965, 1981, 2000).

The application fee is \$150 for communities that submit a letter of intent by Dec. 15 and \$250 for communities that do not.

For more information, visit the <u>All-America City Award website</u>.

WEMO addresses work-life balance

During keynote remarks at the annual Women Elected Municipal Officials Leadership Conference in Melrose on Oct. 15, Rep. Tram Nguyen discusses how she finds balance in her personal and professional life as a female elected leader.



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The keys to successful wellness programs

By Joyce McMahon

"Management is doing things right; leadership is doing the right things."

- Management expert Peter Drucker

In recent interviews, wellness experts and town human resources and health leaders agree that offering a wellness program for municipal employees falls in the category of doing the right thing.

But not all wellness programs are created equal, according to Al Lewis, cofounder and CEO of Quizzify, whose mission is to create health-literate employees. He says wellness programs fall into two categories: those done *to* employees and those *for* employees.

Pry, poke and prod vs. wellbeing

Wellness programs that begin with all sorts of expensive tests to measure cardiac efficiency and blood sugar levels, or involve measurements such as BMI and weight and delve into detailed medical histories fall in the category of programs done *to* employees — what Lewis calls Pry, Poke and Prod Programs.

"Over-screening and sending people for extra tests does not improve their

wellness," Lewis said. "Both the National Bureau of Economic Research and work done by a team of Harvard and University of Chicago researchers show there is zero risk reduction and no cost savings for employees or employers who engage in PPP-type programs."

If your idea of a wellness program is measurement via a "PPP" program, with the primary goals being return on investment and dollar savings, he warns, your wellness program will not be effective. Instead, he suggests that overall well-being be the primary goal.

Enter wellness programs that are *for* employees.

"Wellness programs should help employees feel valued and supported," said Courtney Hernandez, MIIA's wellness program manager. "With MIIA's wellness programs, we help people start with small changes that help them get healthier and feel better about themselves. And if people are healthier and happier, chances are they are more productive at work."

Wellness working locally

Sandwich Human Resources Director Marie Buckner, who spearheads the



Wellness programs, which can include yoga and other exercise classes, can benefit municipalities and their employees.

wellness program for the town and its schools, said the program "is like a bonus for employees." She said employees have also learned there is a lot more to wellness than riding a bike or taking a walk.

"From the in-person yoga classes to the online diabetes groups and nutrition classes, to learning how to save money by being smart health care shoppers, it all helps employees feel valued," Buckner said. "And there is a program for every skill and energy level, so everyone can participate."

■ MIIA continued on 27

Prepare now to prevent cold weather losses

By Stephen Batchelder

Adequate preparation for cold weather can avoid high costs related to damage and repairs at municipal facilities.

Before winter arrives, facilities maintenance staff are advised to follow these best practices to help prevent property losses:

 Unit ventilators: Air intake dampers often fail to close properly, allowing cold air intrusion, which leads to pipe freeze-ups and resulting water damage. These failures are often caused by a build-up of debris, mechanical failure, and wind-driven weather. Historically, MIIA sees the most freeze-up claims in early winter, during the first cold stretch, so a comprehensive inspection of unit ventilators is recommended in the fall, followed by monthly inspections.

 Water intrusion due to roof conditions and drains: Another critical maintenance task for the fall is inspecting roofs and roof drains for conditions that could lead to water intrusion. This includes looking for cracks in roof membranes, blistering, water ponding, and the build-up of debris. Inadequate heating during severe cold stretches: Building managers should be monitoring forecasts for extreme cold weather. Extreme cold often arrives during vacations and long weekends, when heating systems are likely to be in setback mode. Pipe and sprinkler freeze-ups can lead to flooding, which can be catastrophic if it goes undetected. Proactive adjustments to off-hour heating setbacks and on-site staffing of buildings are critical steps to prevent these losses, which are costly to repair and highly disruptive to school and municipal operations.

■ COLD WEATHER continued on 27

DIRECTOR'S REPORT

Continued from page 2

because a 2:1 favorability ratio is really, really good in the context of a pandemic, inflation and a down economy.

Local government leads the pack with a 66-33 favorability rating, states are next at 54-45, and the federal government is under water at 32-66 (numbers cited here don't add up to 100 due to rounding). A closer examination shows that local government sustains its high marks regardless of political party, whereas the public's view of the federal and state governments swings wildly based on party affiliation.

Between August 2019 and May 2022, the overall favorable view of the federal government was unchanged at 32%. The favorable view held by Republicans, however, fell from 41% to 13%, and for Democrats it increased from 26% to 49%. These are statistically significant shifts, far outside the margin of error, clearly influenced by the change of control at the White House and U.S. Senate.

During this same time period, Pew reports that the partisan view of state governments depended on the party in power. Collectively, states went from 59% to 54% favorability, but there was much more volatility in states that saw a change of control from one party to another. In those cases, voters in each party switched their favorability viewpoints, similar to the federal pattern.

For local government, the overall favorable view moved from 69% in August 2019 to 66% in May 2022, a 3-point shift. The favorable view by Republicans moved from 69% to 67%, and Democrats moved from 71% to 67%. Not to get too wonky, but note that these differences are within the margin of error and are not statistically significant. The headline is that local government's support from both parties was highly favorable and did not change.

Local government is consistently trusted and appreciated by Americans, and this sentiment has held true regardless of party or where people place themselves on the political spectrum. Republicans tend to be more conservative and Democrats tend to be more liberal, but as community residents they are united in their support for municipal government.

An overwhelming number of residents appreciate their local governments and their local leaders. Local government is highly favored by residents, and the public's view has held strong through really difficult times.

One key element is that local governments are <u>nonpartisan</u>. Local officials step forward to lead their cities and towns and are elected based on their connection to the community, their plans to address local issues, not the voting block they represent or where they stand in the push-pull of national politics. Typically, party enrollment does not drive decision-making on local councils, boards, and commissions. City and town managers and administrators are not selected based on party enrollment, and the appointment of key department heads is merit-based, not party-based.

Keeping local government nonpartisan has maintained high trust from all quarters.

It's relevant to note that our Democratic Legislature and Republican governor have worked well together, partnering closely when they agree, and respectfully engaging and compromising when they don't. The result is that Gov. Charlie Baker has the highest approval rating of any sitting governor, and our lawmakers consistently receive very high marks from residents. The rest of the country can learn a lot by looking at their example.

Another factor that builds favorability is the <u>work</u> of local government, which is focused on the nuts and bolts of daily life, not on politics. Delivering clean drinking water, keeping roads safe and passable, ensuring public safety and emergency response, transporting kids to school, providing parks and recreation services, running public health departments, creating programs for youth and seniors, staffing the local library, creating vibrant downtowns and strong

local economies — this is the work of municipal government. These are all essential services that unite our residents. Sure, there can be disagreements on how to do all this, yet that is mostly on the margins, limited to questions of how to allocate scarce local resources, not whether these are important or desirable.

A third aspect is the <u>closeness</u> that people have with their municipal leaders. They can see progress, they can access information, they can hear what their local boards and committees and leaders are doing. And this is not limited to formal channels. This happens at a supermarket, local restaurant, soccer game, and countless other opportunities and places to engage in a direct way that helps residents see their leaders as people, not as political figures.

These factors have all helped, but they haven't fully inoculated communities from conflict or incivility. <u>Last November</u>, I wrote a column raising concerns about rising incivility, and the impact it is having on local leaders.

This is a real issue that local officials are grappling with. And the MMA is continuing to provide guidance and training to help. On Nov. 2, the MMA provided a powerful webinar on conflict management, offering strategies on how to manage difficult situations and model best practices. Some 400 local officials and employees took part, and it's now on the MMA website if you missed it.

It is true that cities and towns are not untouched by the polarization and politicization that we've seen in recent years. And because local officials are "fixers" who see a problem and spring into action to solve it right away, we've focused a lot on the rising instances of incivility, and less on the broader context, which is that local government remains very popular because it is nonpartisan, delivers services that matter, and is closest to the people.

An overwhelming number of residents appreciate their local governments and their local leaders. Local government is highly favored by residents, and the public's view has held strong through really difficult times.

That's good news, and it's sure to continue because of you. ●

AUDITOR'S REPORT

Continued from page 3

creasingly important to finance essential local programs, Bump said. Municipalities can be helped by "new growth" property tax revenue, but that is inconsistent across the state and dependent on the condition of the housing and commercial real estate markets, which are now under pressure due to higher interest rates.

"This report confirms that cities and towns are facing deep financial pressures, and explains why our communities rely so heavily on local aid and key municipal and school reimbursement programs," said MMA Executive Director Geoff Beckwith. "Fortunately, progress is being made, and it's important to underscore the partnership that cities and towns have with the Legislature. The fiscal 2023 state budget is a strong example of this, as the House and Senate moved quickly to increase Unrestricted General Government Aid, minimum school aid, special education reimbursements, charter school mitigation payments, and payments in lieu of taxes (PILOT) for state-owned land by levels far above the original budget filed by the governor, making real progress in closing funding gaps. The auditor's report amplifies the critical importance of this funding, and local officials deeply appreciate lawmakers' support going forward."

The auditor's report points out that municipal budgets depend on state aid and

reimbursements to fund critical services. It is concerning, however, that support from the state continues to decline as a percentage of local budgets, reflecting a growing reliance on the property tax, which is capped by Proposition 2½. The report also warns that inflation is driving costs higher than the allowable growth in local revenues, making communities more reliant on adequate state reimbursements.

Some programs analyzed in the report are promised increases in resources, but there continue to be inequities across the state. Insufficient state appropriations remain the root of the problem for many programs, according to the report, and the devastating impact on municipalities continues to vary, based on a municipality's size, demographics, location and economic characteristics.

School transportation programs

The report finds that a lack of state support continues to have a significant impact on many school districts, particularly in school transportation, where the local burden is \$448 million.

The report found significant discrepancies regarding reimbursements from the state to municipalities, as required by law, for transporting in- and out-of-district students with special needs, those attending regional or vocational schools, and students in foster care. Improvements to fully support school transportation are necessary, the report states, and,

although there have been increases in some areas, it is still lacking.

State and local revenue growth

Given the increased municipal reliance on the property tax to fund services at the local level and the growing financial burden of mandated services, the report finds that it is important that the state provide additional funding to communities. The report highlights key improvements in the fiscal 2023 state budget, such as a \$500 million increase in Chapter 70 school aid due to provisions of the 2019 Student Opportunity Act, a \$63 million increase in Unrestricted General Government Aid, a \$67 million increase in the Special Education Circuit Breaker, and a \$10 million increase for payments in lieu of taxes (PILOT) for state-owned land. These commitments, however, still leave substantial opportunities to strengthen the partnership between the state and local governments.

"There is still work to be done to reduce the burden facing municipalities," Bump said. "This is particularly true for municipalities most in need of assistance."

Beckwith applauded Auditor Bump's report and the work of the Division of Local Mandates.

"This is an excellent blueprint that the incoming governor can use on Day One to set revenue sharing, local aid, and school funding targets to benefit every city and town," he said. ●

Form-of-government resources available

The Massachusetts Municipal Management Association offers free resources to help communities that are considering a change in their form of government.

The MMMA, a member group of the MMA comprising town managers, administrators and assistants, has compiled answers to frequently asked questions as well as descriptions of the different forms of government with a professional administrator.

Also available are reports on towns that have gone through changes in their forms of government.

A management chart shows the progression of management authority in a decentralized vs. centralized form of government.

These and other related resources can be found in the MMA website Resource Library.

Members of the MMMA are also available to meet with charter commissions,

government study committees and select boards to discuss options and answer questions.

Contact: MMA Senior Member Services Coordinator Denise Baker

MMHR examines workforce trends

Massachusetts Workforce Association Executive Director Tonja Mettlach (right) and Associate Director Raija Vaisanen discuss trends in workforce development and the impacts of a five-generation workforce during the Massachusetts Municipal Human Resources Labor Relations Seminar on Oct. 28 in Devens.



ANNUAL MEETING

Continued from page 1

The MMA's Annual Meeting website has the very latest information about this dynamic, timely and engaging conference, which is a forum for learning and a celebration of the innovations and best practices in community governance.

The 2023 MMA Annual Meeting theme is "Connect, Engage, Be Inspired."

The speaker lineup includes:

- Keynote <u>Elizabeth Lombardo</u>, a noted psychologist and author who offers strategies for improving mental and emotional resilience
- Friday dinner speaker <u>Anthony Everett</u>, an Emmy-winning journalist and longtime host of WCVB Channel 5's "Chronicle"
- Closing speakers <u>Clarence Anthony of</u>
 <u>the National League of Cities and Marc</u>
 <u>Ott of the International City/County</u>
 <u>Management Association</u>, who will
 discuss diversity, equity and inclusion in
 local government

Over two days, 18 workshops will cover key municipal issues such as affordable housing, cannabis, clean energy, communications, cybersecurity, an economic and fiscal outlook, electrification infrastructure, federal funding opportunities, a labor law update, manager-board relations, mental health and policing, a municipal law update, PFAS, private roads, recruitment and hiring strategies, regionalization, succession planning, and wellness.

Workshop titles, descriptions and panelists will be published later this month. Descriptions of Learning Lab sessions, to be held on the Trade Show floor, will also be published in mid-November.

The Trade Show will be open on Friday, Jan. 20, from 11 a.m. to 5 p.m., and on Saturday, Jan. 21, from 9:30 a.m. to 2 p.m. Companies, nonprofits and government agencies interested in exhibiting at the meeting can find details and contract information on the MMA website.

The two-day event will also feature networking receptions, awards programs and other activities.

First-time Annual Meeting attendees will get a special welcome during an event-opening orientation session from 8 to 9 a.m. The session is an opportunity to learn from seasoned MMA members about the best strategies for making the most of the Annual Meeting experience, as well as

MMA membership.

The MMA Annual Meeting & Trade Show typically attracts more than 1,000 local leaders and more than 225 exhibitors. The last in-person event, in 2020, was attended by a record 1,300 local leaders.

The MMA will be taking precautions in order to host a safe, in-person event, and is currently requiring full vaccination or a negative PCR test taken within 72 hours to attend the Annual Meeting. Masks are optional. These safety protocols are subject to change based on the latest public health data and guidance.

The MMA will be using larger rooms at the Hynes Convention Center for general sessions and workshops to allow attendees to spread out, and hand sanitizing stations will be placed throughout the Hynes and Sheraton.

Registrants must agree that they will not attend should they have COVID-19, have any symptoms of COVID-19, or have had contact with someone in the past two weeks who has tested positive. Those who cannot attend for these reasons may request a COVID-19-related refund of their registration fee up to the start of the meeting.

The MMA may be updating safety information as we get closer to the event.

Registration

Online registration is available at www.mma.org/register, and the early rate is \$225 for members. Reservations will also be accepted for the Women Elected Municipal Officials Leadership Luncheon, which will be held on Friday, Jan. 20, and costs \$45, and the Friday evening dinner and entertainment, which costs \$55.

Only online registrations will be accepted. No registrations can be accepted by mail or over the phone. The MMA accepts credit cards for Annual Meeting

transactions, or we will invoice your municipality after the meeting. MMA staff are happy to help anyone who needs assistance. Attendees may use their unique username and password to register. Those who don't have a username and password, or who have forgotten them, may email amregistrations@mma.org.

MMA Partnership Program members qualify for member rates. All Partnership Program members must renew membership with payment by Jan. 1 in order to register for and attend the MMA Annual Meeting & Trade Show. Partnership Program renewals or applications will not be accepted during the Annual Meeting.

After the early registration deadline of Jan. 11, all registrations will be at the onsite rate of \$275.

Hotel information

The Sheraton Boston Hotel, conveniently located next to the Hynes, is the host hotel. The MMA negotiated a reduced room rate of \$202 per night for a single or \$212 per night for a double. The reduced-rate rooms are expected to sell out quickly, and reservations must be made by Dec. 22 to take advantage of the special rates.

Hotel reservations must be made directly with the hotel. To make reservations, call the Sheraton at 888-627-7054 and mention MMA Annual Meeting or register online using a special MMA link.

The MMA's discounted room rate is only guaranteed if you book through the Sheraton Boston directly. Please note that some third-party companies may offer guest rooms at discounted rates, but you may not be guaranteed a hotel room if you book through them or a third-party website.

For more information on the Annual Meeting, contact Timmery Kuck at 617-426-7272, ext. 106. For Trade Show and Partnership Program information, contact Karen LaPointe at 617-426-7272, ext. 154.



WEMO hosts 4th Leadership Conference

Methuen Councillor Eunice Zeigler, chair of the Women Elected Municipal Officials Committee, kicks off WEMO's fourth annual Leadership Conference on Oct. 15 in Melrose. Zeigler served as the master of ceremonies for the conference, which focused on creating balance as a female leader.

People



Jennifer Warren-Dyment

Jennifer Warren-Dyment became the new town administrator in West Boylston on Sept. 12.

Warren-Dyment was Oxford's assistant town manager for the past year, after

starting with the town as executive assistant in December 2018. Previously, she worked for more than three years as a hearing and compliance officer for the Worcester Housing Authority, a year as an attorney at J.A. Cambece Law Office in Beverly, a year as a legal intern for the Boston Housing Authority, and four years as a senior legislative aide. She has a law degree from Suffolk University and a bachelor's degree in environmental science from Rensselaer Polytechnic Institute.

In West Boylston, Warren-Dyment replaces **Nancy Lucier**, who retired this past summer after three years in the role and three decades working for the town. **James Purcell** had been serving as the interim administrator.



Mark Ullucci

Mark Ullucci

became the new town administrator in Somerset on Sept. 12.

Ullucci previously spent more than two decades at the Warwick, Rhode Island, Police Department,

starting as a patrol officer and rising through the ranks to serve as a sergeant, lieutenant, captain and major before becoming the deputy police chief four years ago. Over the years, he oversaw numerous divisions and led the SWAT team. He has also served in the U.S. Coast Guard Reserve for a decade and was deployed to Iraq in 2007 for eight months.

He has a bachelor's degree in sociology from Rhode Island College and a master's degree in administration of justice, with a concentration in cybersecurity, from Salve Regina University.

In Somerset, he replaces **Richard Brown**, who retired late last year. **Michael Gallagher** had been serving as the acting administrator.



Kristen Rubin

Kristen Rubin became the new

town administrator in Berlin on Sept. 16.

Rubin spent the past eight years in the town of Leceister, including six years as assistant

to the town administrator and two years as assistant town administrator. Previously, she worked for the city of Worcester from 2010 to 2013, as the transitional housing manager and as the commercial and industrial development manager. She has also been a redevelopment and housing project analyst for Monterey County in California. She has a bachelor's degree in international studies and a master's degree in public administration, both from Middlebury College.

In Berlin, Rubin replaces **Margaret Nartowicz**, who retired in July after three years in the role.

Charlie Doody became the new town administrator in Canton on Oct. 3.

Doody served in the Canton Fire Department for nearly three decades, starting in 1994 as a firefighter and rising through the ranks to become fire chief in 2009. He also served as the town's emergency management director since 2009. While fire chief, he served for a time as president of the Norfolk County Fire Chiefs Association and as the New England Division president of the International Association of Fire Chiefs. He has a bachelor's degree in English language and literature and a master's degree in education, both from the University of New Hampshire. He also graduated from the National Fire

Academy Executive Fire Officer Program in 2015.

As town administrator, Doody replaces Charles Aspinwall, who retired on Sept. 30 after six years in the role.



Stephen Crane

Stephen Crane will become the new town manager in Ipswich on Nov. 3.

Crane has served as acting town manager in Wayland since the beginning of the year. Previously, he was the town

manager in Concord for more than two years, served six years as the town manager in Longmeadow, and worked as a city administrator in Lancaster, Wisconsin. He has a master's degree in public administration from George Washington University, and a bachelor's degree from Syracuse University.

In Ipswich, Crane replaces **Anthony Marino**, who left the position earlier this year after four years to become the town manager in Winthrop. **Mary Gallivan** had been serving as the interim town manager.



Lisa Wong

On Sept. 28, Treasurer **Deborah Goldberg** named
South Hadley Town
Administrator **Lisa Wong** chair
of the state Baby
Bonds Task Force,
which has been
developing a plan
for creating a
publicly funded

trust fund program for state residents.

Wong has been in South Hadley for the past year, after serving three years as the town manager in Winchester and as the mayor of Fitchburg from 2008 to 2016.

On the task force, Wong takes the place of former state Treasurer

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People

PEOPLE

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Shannon O'Brien, who is now chair of the Cannabis Control Commission.

Margaret "Peg" Louraine joined the Belchertown Select Board following an Oct. 3 special election. Louraine filled the seat left vacant by the May resignation of Nicholas Pucel.

The New Salem Board of Selectmen has two new members following an Oct. 25 special election.

Zara Dowling was elected to fill a term ending next year, and Sue Cloutier was elected to fill a term ending in 2024. They replaced Randy Gordon and Hugh Mackay, both of whom resigned within the past several months.

Brian Palmucci, a longtime Quincy city official, is trading the City Council chambers for a courtroom.

On Oct. 19, the Governor's Council approved Palmucci's nomination as a state District Court judge, prompting his announcement that he would resign his council seat. The city's Ward 4 councillor for the past 12 years, Palmucci has had a law practice in Quincy, Palmucci Law PC, since 2010, and had previously served as legal counsel to the Department of Correction from 2008 to 2010. He has a bachelor's degree in political science and government from UMass Amherst, and a law degree from New England School of Law.



Doug Howgate

Doug Howgate will become the new president of the Massachusetts **Taxpavers** Foundation on Jan. 1.

Howgate has been the organization's executive vice president since early 2021, and

had previously served as its director of research and policy. He has also

served as budget director for the Senate Ways and Means Committee, senior policy advisor to Senate President Karen Spilka, deputy chief of staff at the Massachusetts Port Authority, and senior policy analyst for the Massachusetts Budget and Policy

Howgate will take the place of **Eileen McAnneny**, who announced in May that she would be stepping down after seven years in the role.



Charlie Seelig

East Bridgewater Town Administrator **Charlie Seelig** was the first person to register for the 2023 MMA Annual Meeting & Trade Show. He registered on Oct. 3 at 9:21 a.m., six minutes after registration

opened.

Seelig has been the administrator in East Bridgewater since last year and previously served in the town of Halifax for 25 years. Before that, he had served in communities including Rowley, Holland and Brimfield. He estimates that he has attended more than 30 annual meetings, dating back to when the event was held in Hyannis. He said the annual tradition allows him to reconnect with friends and colleagues, and "with the wide variety of panels and speakers, I can learn more about numerous topics within a short period of time and always bring home a different perspective as to how I can be a better town administrator."



Sandra Fiumefreddo

Sandra Fiumefreddo retired from MIIA on Nov. 1 after nearly 19 years as an account representative for the Health Benefits Trust.

Fiumefreddo was previously

an account executive in group health insurance with Aetna and New York Life for more than 20 years.

In retirement, she has plans to travel between Aruba and Italy, and to work part time as a substitute teacher at Melrose High School.



Kimlee Lindgren

Kimlee Lindgren joined MIIA on Oct. 31 as a senior risk management trainer.

Lindgren brings more than four decades of experience in workplace safety and health. Her more recent roles

have included working as site safety officer for AECOM from 2020 to 2022; deputy director of occupational safety and health for the MBTA in 2020: curriculum developer and instructor for construction, maritime and general industry at the Occupational Safety and Health Administration Training Institute Education Center at Keene State College, from 2011 to 2020; occupational safety and health consultant for Boston Safety Training and Workplace Safety Solutions, from 2014 to 2020; and curriculum and industry director for construction, and an all-industry instructor, at the OSHA Training Institute.

She has a bachelor's degree in health, physical education and athletic training from Bridgewater State University; a master's degree in safety and occupational health applied sciences from Keene State College; and an occupational safety and health certificate from the University of California, San Diego.

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Normand Cloutier

Normand Cloutier, who was town administrator in South Hadley for 19 years, died on Sept. 29 at age 84.

Cloutier retired from South Hadley in 2000. Early in his life, he served in the U.S. Army for six months, and as

a reservist for six years. He earned an accounting degree from Bentley College, and worked for several companies and as a senior state municipal examiner before going to South Hadley.

Max Volterra, a former city councillor, state legislator and legal counsel to former Gov. **Michael Dukakis**, died on Oct. 3 at age 86.

Born in Milan, Italy, Volterra fled with his family to France in 1938, along



Max Volterra

with other Jewish families trying to escape persecution in Italy. After a year, the family received visas to the United States, where Volterra attended Attleboro schools and served in the U.S. Navy. After receiving a

law degree from George Washington Law School and practicing law in Boston, he opened a law practice in Attleboro that eventually became the firm Volterra, Goldberg, Mangiaratti & Jacobs.

According to The Sun Chronicle newspaper, Volterra joined the Attleboro City Council in 1965 before serving as city solicitor from 1967 to 1970. He served as the area's state representative from 1974 to 1978.

Volterra was a longtime member of the Attleboro Redevelopment Authority and the Elections Committee. He had also served as town counsel for Seekonk and Rehoboth.

Volterra volunteered with numerous local organizations, including Bristol Community College and the Attleboro Foundation. Among other honors, he received the Community Service Award from the Massachusetts Bar Association in 1994.

Daniel Walsh III, a former Springfield city councillor and retired veterans services director, died on Oct. 22 at age 80

Walsh had served on the City Council in the 1970s and later served for 15 years as the city's veterans director before retiring just over a decade ago. He had also served in the U.S. Marines in Vietnam, and received the Bronze Star and a Purple Heart for his service. His wife, Kateri Walsh, is a current City Councillor.

This monthly column highlights transitions, accomplishments and awards, and life events of municipal officials. To submit information for People, contact MMA Associate Editor Jennifer Kavanaugh at 800-882-1498 or jkavanaugh@mma.org.



HR professionals get law update

Attorney Jaime Kenny, a partner at Clifford and Kenny, discusses recent cases and policy developments in labor law during the Massachusetts Municipal Human Resources Labor Relations Seminar on Oct. 28 in Devens.



Baker meets with mayors for last time

Gov. Charlie Baker meets with city leaders from around the state during the Oct. 26 meeting of the Massachusetts Mayors' Association in Pittsfield. Baker celebrated the strong partnership between municipalities and the state, highlighting his administration's effort to increase efficiency and help communities to accomplish more. After two four-year terms, Baker is not running for reelection this month.

MIIA

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Melissa Ranieri, the health director who heads the wellness program for the town of Walpole, said the program gets positive feedback from employees.

"People love it," she said. "They tell me how grateful they are for the opportunity to participate."

Walpole's wellness program offers many benefits to employees, including improving morale and building camaraderie among employees across diverse departments, she said. Wellness becomes part of who the employees are.

"These aren't just one-and-done programs," Ranieri said. "People are transformed and make wellness part of their lifestyle."

Keys to success

Hernandez identified three key steps to creating a wellness program, and three rules to follow. Support from the top is number one.

"A simple, positive memo to all employees from the town manager, mayor, and/ or department heads announcing the wellness program and encouraging them to participate is the way to start," she said.

"These aren't just oneand-done programs. People are transformed and make wellness part of their lifestyle."

Walpole Health Director
 Melissa Ranieri

Next, make a bigger commitment by building a wellness committee that includes members from across all municipal departments.

Step three is to appoint a wellness champion, whose job description includes promoting and organizing the wellness programs and taking feedback from employees.

When implementing a wellness program, Hernandez said, the first rule is to ensure that all employees can participate — not just subscribers to the

health care plan that might be implementing the program. Second, is to offer a wide range of programs across all exercise levels. Include mental as well as physical health options, and add cooking and nutrition classes.

A combination of online and in-person activities gives people more options to incorporate wellness activities on a schedule that works best for them, Hernandez said.

Finally, she said, always use qualified and certified instructors.

Many successful programs start by offering incentives to encourage participation.

"Low-cost items such as a water bottle, beach towel or gift card can be the motivation that sets a person on their wellness journey," Hernandez said. "But once they're in, they're hooked, and they come back for more. The wellness itself becomes intrinsic and carries throughout their work and home lives, improving their overall well-being."

And this, she noted, was the goal from the start.

Joyce McMahon is a freelance writer.

COLD WEATHER

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- Sprinkler freeze-ups: Sprinkler systems are often a victim of severe cold weather and heating shortfalls. In addition to the effects of the cold, be sure to look for and correct the following conditions if found: improperly sloped dry systems that allow water to accumulate in low sections, inadequate insulation and/or unmarked or improperly maintained low-point drains.
- Water connection failures: Water connections to toilets, sinks, water bubblers, water lines, etc., often fail over time. Inspect all water connections to ensure that they are operating to standards.

Stephen Batchelder is MIIA's vice president for claims operations and risk management.



Policy committee discusses transportation

Sen. Brendan Crighton (center) discusses recent transportation policy wins and his priorities for the next legislative session during a meeting with the MMA Policy Committee on Public Works, Transportation and Public Utilities on Oct. 7. Crighton co-chairs the Legislature's Joint Committee on Transportation.

EMPLOYMENT OPPORTUNITIES

Senior Project Manager, Community Resilience City of Chelsea

Grounded in a strong commitment to serving residents, the Department of Housing and Community Development strives to achieve a prosperous, healthy, and equitable community through systemic policy, strategic planning, and the development and implementation of key initiatives. As an integral member of the department, the Sr. Project Manager is responsible for the development, management, and evaluation of the city's community resilience agenda, with a focus on fostering an equitable and vibrant city through investments in physical, environmental, and social infrastructure. For the full job description, visit www.chelseama.gov/human-resources/blog/senior-project-manager-community-resilience. EEO

Senior Project Manager, Housing and Economic Stability City of Chelsea

Grounded in a strong commitment to serving residents, the Department of Housing and Community Development strives to achieve a prosperous, healthy, and equitable community through systemic policy, strategic planning, and the development and implementation of key initiatives. As an integral member of the department, the Sr. Project Manager is responsible for the development, management, and evaluation of the city's affordable housing, housing stability, and economic mobility agenda. The position entails professional work in meeting the city's resident-driven community development strategy, set out through the American Rescue Plan Act participatory planning process. For full description, visit www.chelseama. gov/human-resources/blog/senior-projectmanager-housing-economic-stability. EEO

Town Treasurer/Bookkeeper Town of Blue Hill, Maine

The town of Blue Hill, Maine seeks a Town Treasurer/Bookkeeper to provide administrative bookkeeping and fiscal handling of municipal funds. Supervises and is responsible for the disbursement of all monies, and for monitoring expenditures and revenues to include cash investment of funds. Compiles all pertinent information, prepares, and submits all necessary monthly, quarterly, and annual reports for federal, state, bonding and other agencies. Prepares weekly and monthly financial reports. Full-time, ~\$28/hr, benefits. Submit a cover letter and resume to nnadeau@bluehillme.gov or mail to ATTN: Nicholas Nadeau, Town of Blue Hill, 18 Union St., Blue Hill, Maine 04614.

Administrative Assessor Town of Shutesbury

The town of Shutesbury is seeking applicants for the position of Administrative Assessor. Shutesbury is a forest town located in western Mass. just northeast of Amherst, by the Quabbin Reservoir. The town has approximately 850 residential parcels and very few commercial and industrial parcels. The Administrative Assessor, under the oversight of the Board of Assessors, and in support of the Board's activities, provides technical assistance and information, values all properties, plans and coordinates town-wide annual tax assessments of real and personal property, sets the tax

rate, and prepares reports for submission to the Dept. of Revenue. The position requires state certification by the Dept. of Revenue as a MASS Accredited Assessor. Salary is based on experience. Current salary is \$28,423; 20 hours per week, benefitted position. Some evening hours. Rolling deadline. Please submit your resume and cover letter as soon as possible to Town Administrator Becky Torres, townadmin@shutesbury. org or mail to P.O. Box 276, Shutesbury, MA 01072. Call for a job description or more info 413-259-1214. Shutesbury is an EEO.

Transportation Program Manager Merrimack Valley Planning Commission

The Merrimack Valley Planning Commission (MVPC) is seeking an experienced planning professional to provide supervisory, administrative, and technical leadership in developing and managing the agency's Transportation Program. The Transportation Program Manager is responsible for the accomplishment of all highway and transit planning services for the agency and oversees the transportation planning contracts with local, state, and federal agencies and the Merrimack Valley Regional Transit Authority. The Program Manager assists in the preparation and development of regional transportation planning studies and transportation programs and assists in planning, organizing, and directing the transportation/transit planning activities and programs for the Merrimack Valley Metropolitan Planning Organization (MVM-PO). For more information on this position and other MVPC career opportunities, go to the MVPC Careers page: mvpc.org/about/careers. Salary is commensurate with experience. Competitive Massachusetts state employee benefits package. The Merrimack Valley Planning Commission is an EEO/AA Employer.

Community and Economic Development Planner

Merrimack Valley Planning Commission

Under the direction of the Community and Economic Development Program Coordinator, the Community and Economic Development Planner will work on a wide variety of projects including regional economic development plans and business support programs. A professional with interest and experience in economic development, land use planning, and business development is preferred. The Community and Economic Development Planner will assist in organizing stakeholder input meetings, operating business oriented programs, and producing economic development focused plans. For more information on this position and other MVPC career opportunities, go to the MVPC Careers page mvpc.org/about/careers.

Transportation Planner Merrimack Valley Planning Commission

The Merrimack Valley Planning Commission (MVPC) is seeking an enthusiastic and motivated transportation planner to join our team, which is committed to improving mobility and safety, while supporting economic and environmental sustainability, promoting equity, and increasing livability for all. The ideal candidate must have a background in planning and excellent verbal and written communication skills. For more information on this position and other MVPC career opportunities, go to the MVPC Careers page at mypc.org/about/careers.

Executive Director of Community Development and Planning City of Fitchburg

The Executive Director of Community Development and Planning is responsible for the coordination and management of all functions within the Community Development Department. This includes, but is not limited to, strategic and neighborhood planning, economic development programs, project management, community development initiatives, planning board and conservation commission activities, regulatory review, as well as the administration of the Community Development Block Grant program (CDBG), the Fitchburg and Leominster Home Consortium Programs, American Rescue Plan Act (ARPA) and

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Classified advertising rates and information

The Beacon publishes classified ads from units of government, public agencies, and companies.

Classified advertising categories are: Employment Opportunities, Requests for Proposals, and Services. Only one job opening or RFP can be listed per ad. The MMA cannot assume responsibility for information or claims made in any advertisement.

Classified advertising rates

Classified ad rates include publication in The

Beacon and on www.mma.org, though a discount is available for those who request placement of an ad only in The Beacon or on the website.

Member rates

- \$100 for first 100 words; \$100 for each additional block of up to 100 words
- Rate for one format only (print or website): \$75 for first 100 words, \$75 for each additional block of up to 100 words

Nonmember rates

- \$150 for first 100 words; \$150 for each additional block of up to 100 words
- Rate for one format only (print or website): \$125 for first 100 words, \$125 for each additional block of up to 100 words

Beacon deadlines and publication dates

The Beacon is published on the first business day of each month, except in the summer, when a combined July-August issue is printed in mid-July.

December Beacon

Deadline: November 25 Publication: December 1

January Beacon

Deadline: December 28 Publication: January 5

Placing an ad

You may use our convenient online form at www.mma.org/municipal-marketplace/ add-listing/.

For more information, call Amanda Brangwynne at the MMA at 617-426-7272.

Missed the Beacon deadline for an employment ad? You can still get the word out – right away.

See www.mma.org for details.

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other federal and state grants. Salary range: \$86,268 to \$117,000. Please apply on www.fitchburgma.gov, or use the following link: ma-fitchburg.civicplushrms. com/careers/JobDetail.aspx?enc=QPQDKqwXNu JybHyCBjvzp/GRt/qhQmBDlEsHfj/JcZTij97wrJc J7+V+wGnWtrHL.

Human Resources Director Town of Wellfleet

The town of Wellfleet seeks a Human Resources Director to provide a high level of support to the town of Wellfleet employees. The position requires an experienced, organized, and detail oriented self starter who has an eye for compliance and an aptitude for equity. This is a newly created position that will give the successful candidate a chance to build their own HR Department. This position is responsible for the management and administrative work in directing the operations of all town department human resources functions including developing and enforcing policies and procedures; labor relations; recruiting; recommending salaries; and maintaining employee data according to state and federal laws. A detailed job description and employment application is posted at www.wellfleet-ma.gov/employment. Applicants should submit a completed town of Wellfleet job application, cover letter, and resume to humanresources@ wellfleet-ma.gov. The salary range is \$80,000 - \$90,000per year based on education and experience. Position will remain open until filled. AA/EOE

Principal Clerk Town of Wellfleet

The town of Wellfleet seeks a Principal Clerk to provide a high level of support to the Town Administration. The position is responsible for routine to complex administrative tasks, information management, general assistance, and clerical support to the Town Administrator, Assistant Town Administrator and members of the Selectboard. The Principal Clerk also handles highly sensitive, confidential and legal correspondence, requiring a high level of discretion and judgment while maintaining confidentiality. A detailed job description and employment application is posted at www.wellfleet-ma.gov/employment. Superior computer and technology skills, ability to deal tactfully with the public and town officials required. Applicants should submit a completed town of Wellfleet job application, cover letter, and resume to humanresources@ wellfleet-ma.gov. Salary range is \$48,066 - \$59,299 per year based on education and experience. This position is in the Wellfleet Employees Association (Unit B). Position will remain open until filled. AA/EOE

Director of Health

Town of Manchester, Connecticut

37.50 hours/week, \$110,000 anticipated salary, dependent on experience and qualifications. Open until filled. First review of applications: Oct. 19. Summary of position: Under general direction of the Director of Human Services, performs professional and administrative work in planning, directing, and supervising a comprehensive public health program for the community, including the enforcement of laws and regulations relating to communicable disease control, environmental sanitation, and other public health functions. Applications and job description are available on our website at www.manchesterct.gov/ Employment-Opportunities. Applications will be received until the position is filled.

Sewer Superintendent

Town of Rockland

The town of Rockland is seeking experienced and motivated applicants for the Sewer Superintendent position which is under the direction of the Town Elected Board of Sewer Commissioners. The Superintendent is responsible for the planning, budgets, organization, direction, and management of the operations and activities for the towns' 2.5 MGD, Grade 7 treatment plant, and collection and storage systems. This position will ensure compliance with all applicable federal and state mandates and regulations as well as exercise direct authority over all plant staff, including outside contractors in accordance with all town policies and procedures. Excellent benefits package! Full job description can be found online at www.rockland-ma. gov. Interested candidates should submit a letter of interest, resume and application to Human Resources, scallahan@rockland-ma.gov. Salary range \$88,000 -\$100,000/DOQ.

HR Coordinator Town of Rockland

Rockland's Human Resources Department seeks an energetic and motivated part-time HR Coordinator to provide administrative support to the Director. This position is responsible for the administration of employee benefits, workers compensation, 111F injured on duty reporting, maintaining files and assisting the Director with various daily responsibilities. Part-time, 19 hrs/week. Hourly rate: \$25. The full job description can be found online at <u>rockland-ma.gov</u>. Interested candidates should submit a letter of interest, resume, and completed application to Human Resources, scallahan@rockland-ma.gov.

Town Planner Town of Rockland

Would you like to be the town of Rockland's first Town Planner? The town of Rockland is excited to seek an experienced Town Planner who is responsible for performing professional and administrative work for the town's Planning Department, including the town's Planning and Zoning Boards. Work involves implementation of comprehensive plans; assessing proposals for land use and development; determining compliance with zoning ordinances, and applicable state and federal laws; attending Planning and Zoning Board meetings in an advisory capacity; assisting with long range planning projects; acquiring and administering grants; and recommending policies, standards or criteria, zoning bylaw changes. Education and experience: Bachelor's degree in urban planning or relative field required, master's degree desirable, and minimum three years' experience in the land use planning, preferable local government of which at least three years were in an administrative or supervisory position; or any equivalent combination of education and experience. Annual salary \$70,000 - \$80,000/ DOQ. Excellent benefits: town share: 79% of BCBS premium and 50% of dental premium. Full job description found online at rockland-ma.gov. Please send a letter of interest, resume and application to Human Resources, scallahan@rockland-ma.gov.

DPW Director

Town of Chatham

The town of Chatham seeks an experienced, progressive, and collaborative professional to serve as DPW Director. This is a key leadership position reporting to the Town Manager. The position is responsible for directing and overseeing all operational and administrative activities of the Public Works Department

which includes administration, capital projects, cemetery, facilities, highway, parks and grounds, beach maintenance, solid waste/transfer station, snow/ emergency response, stormwater, water and wastewater. The DPW operating budget is approximately \$9.8 million with more than 30 employees. Significant capital investment is ongoing. We seek a professional dedicated to communications and staff development. Candidate should possess broad experience in all areas of public works field operations and administration, engineering best practices, project management, community relations, municipal finance, and procurement. The town is committed to comprehensive wastewater management (potentially up to \$200 million), and drinking water quality with a water treatment facility for iron and manganese, including PFAS removal treatments from certain wells. We seek candidates with seven to 10 years' progressively responsible experience in municipal public works construction, project management and maintenance, and development and implementing comprehensive long-range plans. A bachelor's degree in public or business administration, civil engineering, or the equivalent of demonstrated knowledge of public works operations, and project management. Registration as a Professional Engineer is preferred. This is a full-time, benefits/pension eligible, FLSA exempt position and will include some evening meetings and has an essential role in emergency response. The FY2023 salary range for this position is \$118,934.40 to \$144,913.60 based on experience and qualifications. The position is also eligible for Department Head leave or pay equivalent to 40 hours. Chatham values diversity and welcomes candidates of all backgrounds to apply. View the full job description at www.chatham-ma.gov/DPWDirector. Send cover letter and resume in one PDF to jobs@chatham-ma. gov, attention Megan Downey, Human Resources. Open until filled. Deadline for the first review of candidates is Oct. 28. ADA/EO/AAE

Human Resources Director Springfield Water and Sewer Commission

The Springfield Water and Sewer Commission (Commission) is seeking versatile and motivated candidates to join our dynamic and growing organization as a Human Resources Director at our Bondi's Island facility in Agawam, Mass, Commission employees are the stewards of clean water for the lower Pioneer Valley. Our work protects public health and the environment by providing drinking water, fire protection, forest stewardship, clean rivers and streams, and wastewater treatment. This position is responsible for the strategic direction and administration of all human resource functions for approximately 250 employees, including recruiting, onboarding, leaves of absence, worker's compensation, employee relations, union negotiations, performance management, policy implementation, and training. This role supports bargaining and non-bargaining employees in both office and field environments at a variety of work locations at the second largest water utility in Massachusetts. The ideal candidate will have a demonstrated history of leadership and strategic human resources experience in a complex organization, including succession planning, strategic recruiting, and creating organizational structure and policy. Mission Statement: SWSC's mission is to provide an uninterrupted, high quality supply of water to our customers, to collect and treat wastewater. and return clean water to the environment. Essential

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duties and responsibilities: Develops immediate, mid, and long-term strategic direction for human resources for the growth and improvement of operations at the Springfield Water and Sewer Commission. Develops, recommends, creates, and administers human resources policies. Stays abreast of all state and federal regulatory changes and maintains/updates handbook on employee policies and procedures and advises the Executive Director on potential impacts. Oversees and manages all programs associated with leaves of absence, including FMLA, SNLA, etc. Oversees and manages all workers compensation claims. Manages any complex issues that arise. Oversees all documentation and processes relative to CDL employees, including management of random drug testing program, reasonable suspicion testing, driver qualification files, etc. Reviews and updates job descriptions as necessary, seeking appropriate approval. Conducts salary surveys and analyzes compensation. Strategically manages and develops employee performance reviews and compensation. Recommends new approaches, policies, and procedures to effect continual improvements in efficiency of department and services performed. Participates in overseeing payroll. Responsible for all union-negotiated items. Advises employees on Commission policies and procedures. Oversees employee progressive discipline, including disciplinary hearings. Must perform and document thorough and effective investigations. Responsible for negotiating union grievances to a successful outcome. Maintains working knowledge of federal and Massachusetts laws and regulations pertaining to the employer, employee, and the workplace environment. Oversee, manage, and mentor subordinate HR employees. Performs related work, as required. Required skills: Must have a working knowledge of Microsoft Office Suite, such as Outlook, Word, Excel, and PowerPoint. Experience with Checkwriters or other payroll software is preferred. Must possess problem solving and decision-making abilities. Able to utilize professional experience and judgment, must be able to collaborate with Commission leadership and legal team as necessary regarding human resources legal issues, and must have a valid driver's license. Education and experience: The individual must possess a bachelor's degree in business administration or similar field of study; master's degree is desired. Equivalent experience combined with education will be considered. In addition, the individual should have at least five years of experience in the field of human resources, preferably in a leadership capacity, including management of FMLA, workers compensation, recruiting, benefits and employee relations. Experience in union negotiations and union contract maintenance. The ideal candidate will have a demonstrated history of leadership and strategic human resources experience in a complex organization, including succession planning, strategic recruiting, and creating organizational structure and policy. Salary range for this position is \$85,000 - \$150,000 annually, depending on experience and qualifications. Qualified candidates should send their resume and cover letter with salary requirements, along with three references to jennifer. kerr@waterandsewer.org. www.wateran sewer.org. EOE/AA

Clerk to City Council

City of ChelseaPart-time, 20/hrs week. Under the direction of the

City Council President, the Clerk will contribute to the preparation and efficiency of City Council meetings. The Clerk will also provide advice and opinions to the City Council on legislative process and related procedures. Performs a variety of complex and confidential clerical duties. This position requires the ability to work independently, exercising impartial judgment, discretion and initiative. This position requires an understanding of the City Council and its members' obligations under Massachusetts General Laws, the ordinances of Chelsea and rules of City Council. For the full job description, visit www.chelsea-city-council-EEO

Treasurer/Collector Town of Belchertown

The town of Belchertown is accepting applications for a Treasurer/Collector. This FT position supervises two staff members and is responsible for the receipt of money and the collection of all taxes due to the town; responsible for the custody of municipal funds and overseeing the borrowing and investment of funds. Minimum qualifications: bachelor's degree in accounting, finance, business administration, or related field; a minimum of five years' experience in a municipal supervisory position; or any equivalent combination. Massachusetts certification as Treasurer and Tax Collector, preferred. Ability to become bonded. Annual salary range \$77,570 - \$99,023. Applications accepted until Nov. 14 at www.belchertown.org/human-resources.

Business Manager - ARPACity of Chelsea

The Department of Housing and Community Development strives to achieve a prosperous, healthy, and equitable community through systemic policy, strategic planning, and the development and implementation of key initiatives. The Business Manager is responsible for all fiscal, budget, accounts payable, accounts receivable, cost accounting, and all other financial activities of the department as it relates to the American Rescue Plan Act. Advises the Director in all areas of the department's fiscal obligations, grant opportunities, and administration in coordination with the Finance Director. Supervises all budget preparation. For a full job description, visit www.chelseama.gov/human-resources/blog/business-manager-arpa. EEO

Building Commissioner/Zoning Enforcement Agent

Town of Freetown

Notice is hereby given that the Board of Selectmen are seeking applications for the position of Building Commissioner/Zoning Enforcement Agent. This is a full-time position (36 hours). Requirements: Skilled in the administrative and inspection work related to the enforcement and interpretation of the state building code, local zoning bylaw and other applicable regulations; all other work as required. Municipal experience preferred. Applications are available at freetownma.gov/jobs or at the Selectmen's office. Position will remain open until filled, but priority will be given to applications received by Monday, Oct. 24.

Management Analyst

Town of Dover

The town of Dover is hiring a full-time (35 hrs) Management Analyst. This position is responsible for routine to complex coordinating work providing staff assistance and support to the Town Administrator performing special studies, analyzing town operations,

preparing reports, administering or supervising special projects as assigned, and assistance in coordinating the day-to-day activities of town government as assigned. Bachelor's degree in public or business administration plus one to three years of experience in a municipal managerial or staff position; or any equivalent combination of education and experience. An MPA preferred. Pay range: \$30.92-\$34.40/hr. Full job description and required town application can be found at www.doverma.gov/Jobs.aspx. To apply, email resume, letter of interest, and completed town application to kobrien@doverma.gov. Deadline: Nov. 10. EEO

Assessors Clerk

Town of Dover

The Assessors Clerk performs administrative, technical and customer service duties to assist with the daily operations of the department; other related work, as required. Respond to inquiries from taxpayers and others pertaining to the functions of the department, including valuation and taxation. Prepare motor vehicle and boat excise commitments; process warrants for all taxes. Prepare abutters lists. Review deeds; enter sales; prepare and mail sales verification letters. Process applications for chapter land restrictions. Process abatements and exemptions. Monitor the 10year periodic inspection program, schedule follow-up appointments, and perform field reviews of property where building permits for minor improvements have been issued. Prepare monthly cash turnover. Process building and other permits; maintain general files and assessment records. Perform additional duties in the absence of the Town Assessor. This is a 35-hours per week position. Associate's degree; advanced training preferred; two years of related experience; municipal experience preferred; or an equivalent combination of education and experience. Pay range: \$25.65-\$29.05, DOQ. Full job description and required town application can be found here: www.doverma.gov/ Jobs.aspx. To apply, send a resume, cover letter, and a completed town of Dover employment application electronically to kobrien@doverma.gov, Kate O'Brien, Assistant Town Administrator. Deadline: Open until

Diversity, Equity, and Inclusion Director Town of Acton

The town of Acton is recruiting a dynamic professional to serve as its first DEI Director. The DEI Director is a key part of the Town Manager's Office and provides technical assistance and guidance on management issues and community engagement efforts. Minimum entrance requirements: Bachelor's degree in a human services, social services, or related field and five years of experience working on DEI-related issues; or any equivalent combination of education, training, certification, or experience. Pay Rate: I-17; starting at between \$91,365 and \$102,832/year, depending on qualifications. For more info and how to apply, please visit: actonma.gov/jobs.

Town Administrator Town of Berkley

The town of Berkley (population 6,782) is seeking qualified applicants with proven administrative ability for the position of Town Administrator. Responsible for operations of town government: hiring of personnel, capital planning, oversight of town departments and other duties as assigned by the Board of Selectmen. Knowledgeable with experience in

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budgeting and policy management. Bachelor's degree or five years minimum experience required. Salary up to \$75,000 commensurate with qualifications and subject to negotiations with the Board of Selectmen. Submit resume and cover letter to: Town of Berkley, Board of Selectmen, 1 N. Main St., Berkley, MA 02779 or via email to selectmen@berkleyma.us. Deadline for submission: Nov. 9.

Senior Housing Development Project Manager (Grant Funded) City of Chelsea

Union Position: USWA / Pay Grade 11. Annual Salary Range: \$67,235.59 – \$84,242.49. Under the Direction of the Director, manage housing programs and development projects through the planning, design, and implementation phases, evaluate and effectuate city investment towards development of private and non-profit affordable and workforce housing, and assist in the creation of housing policy. Responsible for housing program development and management, grant management, program budgeting and project financing, and for the operation and monitoring of the city's CDBG-funded and other housing projects and programs. For full job description, visit www.chelseama.gov/human-resources/blog/senior-housing-development-project-manager. EEO

Construction Manager/Project EngineerCity of Chelsea

Pay/Grade: 10. Union: United Steelworkers. Annual Salary Range: \$64,749.66 – \$81,130.80. Assist the City Engineer and Department of Public Works ("DPW") management in the implementation of plans and policies in support of the overall mission of DPW. Oversee DPW infrastructure projects during the planning, design and construction phases. Education and experience: BS in civil engineering. Four years of professional civil engineering work experience in municipal infrastructure design and construction. Dayto-day field inspection experience is highly desirable. For the full job description, visit www.chelseama.gov/human-resources/blog/construction-managerproject-engineer-0. EEO

Shellfish Constable Town of Newbury

The town of Newbury seeks qualified candidates for the position of Shellfish Constable. Under the supervision of the Chief of Police, the Shellfish Constable is responsible for monitoring Newbury shellfish harvesting areas and enforcing both Newbury shellfishing regulations and state of Massachusetts laws in order to conserve and protect the town's shellfish resources. The complete job description and requirements are available online at www.townofnewbury.org. Salary negotiable based on experience. To apply, send resume to: Town Administrator, 12 Kent Way, Byfield, MA 01922. AA/EOE

Assistant Town Accountant Town of Newbury

The town of Newbury is seeking a highly qualified candidate for the full-time (35 hrs/wk) position of Assistant Town Accountant. Under the direction of the Town Accountant, the Assistant Town Accountant is a key member of the town's financial team. Responsibilities include the maintenance of accounting records in accordance with Massachusetts statutes

and town bylaws. See www.townofnewbury.org for a full job description. Duties require skills equivalent to an associate's degree in accounting or business administration, one to three years experience in municipal accounting or any equivalent combination of education and experience. Wages are negotiable based on experience. To apply, send a letter of interest and resume to: Town of Newbury, Town Administrator, 12 Kent Way, Byfield, MA 01922. AA/EOE

Town Planner

Town of SaugusWe are looking for a full-time Town Planner (36.5

hours per week) to join our Planning and Development Department. For more information, visit www.saugus-ma.gov/sites/g/files/vyhlif1181/f/ uploads/town_planner_0.pdf. Daily job responsibilities/functions to include, but not limited to: Focuses on short, intermediate, and long-term planning initiatives in the areas of land use, housing, commercial/ economic development, infrastructure and energy, open space, and environmental concerns. Preparation of grant application and the supervision/coordination of planning and other studies. Experience with permitting, grant writing and management, project management, environmental issues and community planning preferred. Minimum two years planning and community development or highly related and relevant experience. Bachelor's degree required, preferably in urban planning, public administration. A master's degree preferred, in planning, urban development or closely related field. Please email all cover letters/ resumes to hr@saugus-ma.gov.

Town Engineer Town of Saugus

The town of Saugus is looking for a full-time (36.5/ week) Town Engineer to join our DPW Department. The town of Saugus seeks qualified applicants for the permanent, full-time position of Town Engineer. This position performs various types of labor related to the study, analysis, and engineering of the town's infrastructure and equipment; undertakes a variety of activities pertaining to public works. Maintains the town GIS as well as other equipment, records and information for the Department. Requirements are a bachelor's degree in a related field, at least seven to 10 years experience in study, permitting, design, construction and operations of municipal highway, roadway, water, sewer, drainage sidewalk and other public works related areas. Strong management experience of public works projects. Must have the ability to deal with multiple tasks simultaneously. Please submit cover letter and resume by email to hr@saugus-ma.gov.

Deputy DPW Commissioner City of Chelsea

Pay Grade: MM10 Non-Union Exempt. Annual Salary Range \$103,152 - \$128,822.72. The Deputy DPW Commissioner will serve as City Engineer and will be required to possess a current Professional Engineering License. The Deputy DPW Commissioner will also direct the staff of the engineering division of DPW, including the Assistant City Engineer, and any supporting junior and field staff. The engineering division works in close collaboration with the Department of Housing and Community Development on projects such as park rehabilitation, traffic calming measures, and improvement of pedestrian and cyclist safety and access. For the full job description, visit www.chelseama.gov/human-resources/blog/deputy-dpw-commissioner. EEO

Principal Comprehensive Planner Town of Manchester, Connecticut

\$89,331.30, 37.50 hours/week, Monday-Friday, 8 a.m.-4:30 p.m. Closing date: Monday, Nov. 14 (4:30 p.m.). Summary of position: Leads research, statistical analysis, comprehensive plan writing, information management and communication in connection with the plan of conservation and development and other plans and studies related to the development of the town of Manchester. Minimum training and experience: Master's degree in urban and regional planning or a closely related field, plus three years of professional experience in a planning office performing work related to the functions of a municipal planning department. Some supervisory experience and/or AICP certification preferred. To apply: www.manchesterct.gov/Employment-Opportunities.

Grants Finance and Compliance Administrator

City of Gloucester

The city of Gloucester is accepting applications for the position of Grants Finance and Compliance Administrator. This position is responsible for the overall administration and management of city programs funded through state, federal, and private grants. Responsibilities include coordinating the internal implementation of grant awards and ensuring internal external compliance for the Grants Division. This is a full-time, 35 hour per week benefit eligible position. Salary range starts at \$70,438. A complete job description can be found at

gloucester-ma.gov/DocumentCenter/View/8757/ Grants-Finance-and-Compliance-Administrator. Qualified candidates should submit cover letter, resume, and application to jobs@gloucester-ma.gov.

Building Commissioner/Zoning Enforcement Officer Town of Fairhaven

The town is seeking qualified applicants for the position of full-time Building Commissioner/Zoning Enforcement Officer. Candidate must have at least five years of experience in the supervision of construction, design, or a four-year undergraduate degree in a related field. Special requirements include a Class D driver's license and a state Certified Inspector of Buildings/Building Commissioner license, or obtained within the first year. Salary: \$84,482-\$102,940 annually. To apply, please submit a cover letter, resume and three references to HR@Fairhaven-MA.gov. Deadline is Nov. 6. The town of Fairhaven is an Equal Opportunity Employer. For more information please review the town's website.

Town Accountant Town of Sudbury

The town of Sudbury seeks a highly responsible and experienced professional for Town Accountant. Responsibilities include financial monitoring of a \$110 million budget, maintaining comprehensive financial records, generating required periodic reports and engaging in other financial management tasks within a consolidated Finance Department. Requires working knowledge of GAAP, Mass. general laws relating to finance, UMAS, and GASB, as well as strong interpersonal, communication and management skills. MUNIS experience preferred. Bachelor's degree in accounting, finance or related field; three to five years of responsible experience in accounting or financial management including experience in municipal

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accounting; or an equivalent combination of education and experience required. Certified Public Accountant and/or Massachusetts Government Accountant Certification desired. Candidates must meet minimum requirements contained in the job description posted on town's website at www.sudbury.ma.us/departments/HR. Salary range is \$90,362-\$118,858 (commensurate with experience) plus benefits. Send letter of interest/resume to Dennis Keohane via email to keohaned@sudbury.ma.us. Resumes accepted until Nov. 28. AA/EOE

SERVICES

Municipal Energy Services

Through the MMA's MunEnergy program, MMA members have access to an energy contract designed exclusively for Massachusetts cities and towns. The MunEnergy program offers access to energy experts at Constellation, a vetted municipal energy contract, and options for sustainability programs. Energy professionals at Constellation, the MMA-endorsed supplier for MunEnergy, work with municipalities to manage electricity costs for the long-term. Constellation is also on the forefront of sustainability programs and provides financial support to the MMA for its promotional and marketing efforts. To learn more, visit www.mma.org/munenergy. To be notified about MunEnergy events, send contact information for the person on your team who handles energy for your city or town to energy@mma.org.

License Free Software Program

The ScerIS Municipal Pinnacle Program provides Massachusetts municipalities with a software platform for process transformations applicable to all departments without a corresponding software license fee, in perpetuity. ScerIS, a 30-year-old Massachusetts based corporation, designed this program to help municipalities across the Commonwealth digitize and integrate work processes internally and extend access to public information to their constituents. Visit www.sceris.com/Muni-PinnacleMA or contact John Rainone at 978-218-5025 or jrainone@sceris.com to learn how your community can benefit from this program.

Leadership Skills Online Program

UMass Donahue Institute, in collaboration with University Without Walls (UWW) and UMass Online, is offering an online leadership development certificate program. The Leadership Excellence program is for emerging leaders who need new skills and tools to implement organizational change and propel their careers forward. The five-module program provides 30 hours of hands-on learning over eight weeks in an interactive online classroom. Participants complete two online leadership assessments and receive individualized coaching to interpret the results. Program completion earns learners a certificate and three CEUs through UWW. A 25% discount for those registered before Nov. 30. The program begins with orientation on April 20, 2023. www.donahue.umass.edu/ leadershipexcellence.

Public Management Consultants

MMA Consulting Group Inc. provides consulting services to cities, towns, and other public agencies. We specialize in public safety/emergency response (police,

fire, EMS) issues, the design and administration of assessment centers, structured oral panels, and recruitment of police and fire executives. For information, contact Mark Morse, President, MMA Consulting Group Inc., 101 Court St. #7, Plymouth, MA 02360; 508-746-3653; mmacginc@gmail.com.

Municipal Accounting Services

Melanson is one of the largest non-national Certified Public Accounting firms in New England and has been a leader in the accounting and auditing profession for over 42 years. Our Governmental Services Department includes eight principals and 65 professionals who work exclusively on governmental services. Among them are our outsourcing professionals, who are here for you and have the experience and knowledge to help solve your internal accounting challenges. We provide both long- and short-term services as well as flexible access, either remotely or on-site without adding to your long-term employee benefit costs. Contact us today! contactus@melansoncpas.com

Executive Recruiting, Management and Governance Consulting Services

Community Paradigm Associates provides comprehensive professional services to public sector, private sector, and not-for-profit clients, including organizational and management studies, executive recruiting, operational analyses, personnel studies, compensation and classification plans, charter development, strategic planning, leadership training, and facilitation services. Community Paradigm Associates has a team of seasoned associates with expertise in all aspects of municipal government. For more information, contact Principal Bernard Lynch at 978-621-6733 or BLynch@ CommunityParadigm.com; www.communityparadigm.com.

Executive Recruiting, Interim Staffing, Human Resources and Management Consulting

GovHR USA/GovTempsUSA provides executive recruiting and interim staffing solutions, management and human resource consulting to local government and nonprofit clients across the country. Seasoned local government professionals provide five-star quality services including: Classification and Compensation Studies; Temporary and Outsourced staffing; Performance Evaluation System and Training. Visit our website at www.GovHRusa.com or contact us at 847-380-3240 or info@govhrusa.com to discuss how we may serve your organization. Post to our job board at www.govhrjobs.com.

GIS Consulting Services

As a local government, does your community expect more from you? Geospatial technology is a great tool to use to meet these expectations and build trust. Spatial Relationships is a GIS consulting firm in Boston that specializes in on-demand personalized GIS services for local government. Need extra GIS support for an important project, but don't want to deal with the overhead of a large firm? Don't have GIS staff, but have a one-time need? Indispensable GIS staff going out on leave? We're here to help. To learn more about us, please visit www.spatial-relationships.com.

Town Counsel Services

KP | Law is a municipal law firm. With offices in Boston, Hyannis, Lenox, Northampton and Worcester, we serve as town counsel to more than 125 towns throughout Massachusetts, from Provincetown to Williamstown, and as special counsel to another 90.

For more than 30 years, we have devoted ourselves to municipal law and have become experts in the defense of all areas of municipal trial matters. We have specialists in all areas of municipal law and maintain an environmental and land use law department that is on the cutting edge of planning, zoning and conservation. KP | Law is highly sensitive to the limited legal services budgets of Massachusetts communities and thus has highly competitive billing rates to give your town the best quality legal counsel in the most cost-efficient manner. There is never a need for special counsel. Our breadth and depth of experience helps keep our cost per opinion to a minimum and enables us to service our clients quickly and efficiently, and is consistent with our commitment to excellence. For additional information on the legal services that KP Law provides, please visit <u>www.k-plaw.com</u> or contact Lauren Goldberg, Esq., at 617-556-0007, or toll-free at 800-548-3522, or at lgoldberg@k-plaw.com.

General Consultant, Recruiting and Special Studies

Municipal Resources Inc. has been providing management solutions to New England municipalities since 1989. MRI is able to provide expertise when and where it's needed. Our services include executive recruitments, assessment centers and promotional testing; public safety organizational studies; finance operations; interim staffing; internal investigations; efficiency and regionalization studies. MRI has an extensive group of experienced subject experts that are able to provide the technical and management expertise that can help communities deliver quality services and resolve complex problems with real-world solutions. Contact us at 866-501-0352 or info@mrigov. com.

Town Counsel/Legal Services

Brooks & DeRensis, P.C., is available to provide services to government entities at the state, county, city, town or regional district level. Legal services available include procurement law, contracts, eminent domain, labor relations and civil rights. Contact Paul DeRensis for all public law issues at 857-259-5200.

Organizational Development and Conflict Resolution

The Mediation Group is New England's one-stop shopping for conflict resolution and organizational development. With 30-plus years of experience, our multi-disciplinary team provides individuals and organizations with support to move forward constructively and improve functionality. Our services include: facilitation, mediation, training and coaching, leadership development, cultural competency, independent workplace investigations, stakeholder assessments, public engagement and process design. For more information, visit www.themediationgroup.org, email info@themediationgroup.org or call 617-277-9232.

Town Counsel Services

Miyares and Harrington LLP provides Town and Special Counsel services to help build and implement local programs that serve community needs. We have the expertise you require, based on decades of real-world experience. We take the time to understand your situation. We inquire, listen, and respond. We provide options that will work for you. We are committed to the values of democracy, to preservation and enhancement of natural resources and the built environment, and to excellence and care in support

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of municipal objectives. We offer competitive rates, personal service, diligent attention to our clients' needs, and good humor. Please contact us at contact@ miyares-harrington.com or 617-489-1600.

Tax Title Legal Services

KP | Law has been providing a full range of legal services to municipal treasurers and collectors for more than 30 years. Our experienced tax title attorneys draft collection letters and payment agreements; prepare all instruments relative to tax takings and tax sales; draft pleadings for Land Court foreclosures; and provide full representation of municipalities in Land Court actions. We also provide assistance with disposition or reuse of tax parcels. The breadth of our experience, volume, use of experienced paralegals, state-of-the-art computer and informational services, and close proximity to the Land Court enables us to provide prompt, cost-effective services. For additional information, please visit www.k-plaw.com or contact Lauren Goldberg, Esq. at 617-556-0007, or toll-free at $800\text{-}548\text{-}3522, or at \ lgoldberg@k\text{-}plaw.com.$

Municipal Financial Management Software: Accounting, Cloud, Utility and Collections

VADAR Systems provides financial management software to more than 100 Massachusetts municipalities. Our accounting, cloud, utility and collections applications are designed exclusively for Massachusetts municipalities by Massachusetts end users. The VADAR Cloud maximizes efficiency with 24/7 secure, remote access to all your applications from any device. Our user support offers unparalleled expertise. Proudly serving Massachusetts for 20-plus years. For a free on-site demonstration, please contact us at 877-823-2700 or sales@vadarsystems.com. Learn more at www.VADARsystems.com. Locally owned and operated at 20 Main St., Suite G1, Acton, MA 01701.

Labor Counsel Services/Municipal Human Resources Specialists

Clifford and Kenny, LLP provides quality representation to cities, towns and school districts in the area of labor and employment. Attorneys John Clifford and Jaime Kenny have many years of experience in representing clients for collective bargaining and personnel-related matters including discipline and discharge of unionized employees. We have extensive experience in the area of police and fire injured-on-duty cases, and have worked extensively with municipalities and insurers to resolve costly long-term claims. We offer training in sexual harassment, social media and the "just cause analysis" to municipal managers. We also serve as appointed hearing officers on a caseby-case basis. Many of our clients take advantage of a flat monthly rate for unlimited phone calls and emails, which encourages key managers to work with counsel prior to making critical personnel decisions. Check our website at <u>CliffordKennyLaw.com</u> to see a complete list of our satisfied clients or call John Clifford or Jaime Kenny at 781-924-5796 for more information.

Municipal Financial Management Services

Eric A. Kinsherf, CPA, has been involved in municipal finance since 1994 in various capacities, ranging from Finance Director to an auditor of municipalities as a Certified Public Accountant. Cities and towns in need of a CPA specializing in municipal auditing and consulting are offered services such as municipal audits, assistance in year-end closing, interim treasurer, collector and town accountant services, revenue forecasting, and capital financing plan assistance. If you are in need of a municipal audit or a financial consultant, please contact Eric Kinsherf at eric@erickinsherfcpa.com or at 508-833-8508. Learn more at www.erickinsherfcpa.com.

Human Resources Consulting

Human Resources Services Inc. provides a full range of human resource management consulting services to Massachusetts' local governments and other public agencies. Specialization includes compensation/ classification, performance appraisal, job analysis and

evaluation, job descriptions, salary/benefits and total compensation surveys and analytics, personnel policies/handbooks, staffing and organizational management studies, HR audits and assessments, HR training services, recruitment and selection services, web-based HR services, and special projects. Please contact Sandy Stapczynski, President, Human Resources Services Inc., 9 Bartlet St., Suite 186, Andover, MA 01810; 978-474-0200; hrsconsulting@comcast.net; or visit www. hrsconsultinginc.com. WBE certified.

Executive Recruitment and Municipal Management

Groux-White Consulting, LLC, is a full-service municipal management consulting firm specializing in executive recruitment, interim management, form of government studies, organizational effectiveness evaluations, strategic and financial planning and conflict resolution. Tom Groux and Rick White, One Pelham Road, Lexington, MA 02421; rickwhite58@verizon. net; 781-572-6332;

www.grouxwhiteconsulting.com.

RFPs

Outside Legal Counsel City of Holyoke

The city of Holyoke's City Solicitor's Office and Board of Health need outside legal counsel assistance to address "problem properties" in the city. These properties are primarily privately owned and the owners have failed to respond to municipal enforcement actions. This representation will include code enforcement actions, motions for receivership, and associated hearings with the Hampden County courts necessary to bring these properties into compliance. Federal grant funded opportunity. Please request a copy of the RFQ from Alicia Zoeller, Community Development Administrator at zoellera@holyoke.org or call 413-322-5610. Responses due by Nov. 30.

MMA's Handbook for Massachusetts Selectmen available digitally

The MMA's Handbook for Massachusetts Selectmen, a 250-page comprehensive guide to the roles and responsibilities of select board members in Massachusetts, is available to all select board members for free in a digital format.

The 11-chapter searchable PDF covers subject areas such as administrative and regulatory responsibilities; financial management; human resources, personnel and labor relations; and land use and community development. It covers topics such as complying with the open meeting and ethics laws, making appointments, holding public meetings and hearings, town meeting, Proposition 2½, insurance, tax rates, collective bargaining, legal representation, public

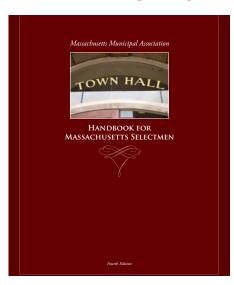
safety, public works, and the role of a town manager or administrator.

The handbook is sent by email to all new select board members following town elections.

To order the PDF, send an email to Isabelle Jenkins at the MMA at ijenkins@ mma.org.

The handbook is also available as a hard copy, at a cost of \$25 for MMA member communities and \$49 for nonmembers. To order a hard copy of the handbook, visit the publications page of the MMA website. (There's an additional \$5 charge for postage.)

- MMA Senior Member Services Coordinator Isabelle Jenkins



Calendar

NOVEMBER

Association of Town Finance Committees, Annual Meeting, 9 a.m.-3 p.m., Sharon Community Center, Sharon. Contact: MMA Senior Member Services Coordinator Denise Baker

Massachusetts Municipal Councillors' Association, board meeting, 8:30-9:45 a.m., hybrid (MMA office and Zoom). Contact: MMA Senior Member Services Coordinator Denise Baker

MMA Board of Directors, board meeting, 10-11:15 a.m., hybrid (MMA office and Zoom). Contact: MMA Executive Director's office

Massachusetts Select Board Association, board meeting, 2:15-3:30 p.m., hybrid (MMA office and Zoom). Contact: MMA Senior Member Services Coordinator Isabelle Jenkins

9 MMA Human Services Council, Fall Meeting, 9:30 a.m.-12:30 p.m., Westwood Public Library. Contact: MMA Senior Member Services Coordinator Isabelle Jenkins

Massachusetts Select Board
Association, webinar, affordable
housing, noon-1 p.m. Contact: MMA
Senior Member Services Coordinator
Isabelle Jenkins

17-18 Massachusetts Municipal Management Association,

Fall Conference, UMass Amherst. Contact: MMA Senior Member Services Coordinator Denise Baker

MMA contacts

Denise Baker can be reached at dbaker@mma.org

Isabelle Jenkins can be reached at ijenkins@mma.org

Timmery Kuck can be reached at tkuck@mma.org

Daniel Yi can be reached at dyi@mma.org



Massachusetts Municipal Association

3 Center Plaza, Suite 610, Boston, MA 02108

Note: The MMA is requiring attendees of in-person meetings to show proof of being fully vaccinated for COVID (card, photo or QR code). Exemptions are allowed with a negative PCR test taken within 72 hours. Masks are optional.

DECEMBER

Association of Town Finance Committees, board meeting and dinner, 4-7 p.m., Bella Costa, Framingham. Contact: MMA Senior Member Services Coordinator Denise Baker

Massachusetts Mayors'
Association, holiday dinner,
Boston. Contact: MMA Conference and
Meeting Manager Timmery Kuck

Massachusetts Municipal Human Resources, holiday meeting, 9 a.m.-1 p.m., Hawthorne Hotel, Salem. Contact: MMA Senior Member Services Coordinator Isabelle Jenkins

Massachusetts Municipal Management Association,

holiday meeting, 9 a.m.-1 p.m., Devens Common Center, Devens. Contact: MMA Senior Member Services Coordinator Denise Baker

JANUARY

20-21 44th MMA Annual Meeting & Trade Show,

Hynes Convention Center and Sheraton Hotel, Boston. Contact: MMA Conference and Meeting Planner Timmery Kuck

FEBRUARY

Baker

Massachusetts Municipal Councillors' Association, board meeting, 8:30-9:45 a.m., hybrid (MMA office and Zoom). Contact: MMA Senior Member Services Coordinator Denise

For more information, visit www.mma.org

MMA Board of Directors, 10-11:15 a.m., hybrid (MMA office and Zoom). Contact: MMA Executive Director's office

Massachusetts Select Board Association, board meeting, 2:15-3:30 p.m., hybrid (MMA office and Zoom). Contact: MMA Senior Member Services Coordinator Isabelle Jenkins

Massachusetts Mayors'
Association, monthly meeting,
virtual. Contact: MMA Communications
and Membership Director Candace Pierce



To list an event of interest to municipal officials in The Beacon, send information about the event, including date, location, sponsorship, cost, and whom to call for more information, to editor@mma.org.

Online registration is available for most of these events.