

Local leaders support reforms package

By John Ouellette

More than 20 local leaders from across Massachusetts joined the MMA and Lt. Gov. Kim Driscoll at a hearing on Oct. 28 to urge legislators to support the administration's proposed Municipal Empowerment Act — a multifaceted package of reforms and local options intended to cut costly red tape and improve local government efficiency.

The hearing before the Joint Committee on Municipalities and Regional Government focused on provisions in the bill that would impact local government operations, such as codification of the authority to hold public meetings remotely, reforms to complicated procurement rules, and stronger enforcement provisions for the removal of doubled up utility poles.

At a time when municipal governments across Massachusetts “are facing mounting fiscal pressures unlike anything we’ve seen in decades,” MMA Executive Director



Northampton Mayor Gina-Louise Sciarra, second from left, testifies in support of Gov. Maura Healey's proposed Municipal Empowerment Act before the Joint Committee on Municipalities and Regional Government on Oct. 28 at the State House. Joining her were, left to right, Lynn Mayor Jared Nicholson, Gardner Mayor Michael Nicholson, and Cambridge City Manager Yi-An Huang.

Adam Chapdelaine testified, the administration's bill could make a meaningful difference.

“What we can do is provide our local

governments with additional tools, flexibility, and authority they need to adapt, modernize, and operate more efficiently,” he said. “And that’s exactly what the Municipal Empowerment Act delivers.”

The legislation is intended to help local governments streamline operations, reduce mounting fiscal pressures, and attract a talented workforce. Its 50-plus provisions would provide tools for communities to solve age-old problems through operational flexibilities and allow for additional revenue options.

The bill has been split up to be reviewed by three legislative committees: the Joint Committee on Municipalities and Regional Government,

■ **EMPOWERMENT ACT** *continued on 17*

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New MMA report documents fiscal crisis facing cities, towns

By John Ouellette

The MMA released a major report on Oct. 9 that documents a convergence of forces that are putting dramatic pressure on city and town budgets and on the vital, quality-of-life services provided by municipalities.

The report, developed in collaboration with the Center for State Policy Analysis at Tufts University, is intended to help stakeholders, state policy makers, the media and the public better understand the forces pushing many municipalities near a fiscal breaking point.

[A Perfect Storm: Cities and Towns Face Historic Fiscal Pressures](#) shows that:



Alongside Newton Mayor Ruthanne Fuller, left, at a press conference in Newton on Oct. 9, MMA Executive Director Adam Chapdelaine discusses the MMA's new municipal fiscal conditions report.

- While state government spending has, when adjusted for inflation, increased by an average of 2.8% per year since 2010 to meet critical needs, constraints on local revenue sources,

■ **PERFECT STORM** *continued on 24*

2025 MMA Board of Directors

The MMA Board of Directors holds regular meetings, often in Boston, followed by a meeting of the Local Government Advisory Commission with the administration. Board members are chosen by: Massachusetts Mayors' Association, Massachusetts Municipal Councillors' Association, Massachusetts Municipal Management Association, Massachusetts Select Board Association, Association of Town Finance Committees.

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Michelle Wu, Mayor, Boston

Executive Director's Report

Local government is foundational. It needs a solid financial footing.

Over the past few weeks, I've had the opportunity to talk with a broad array of MMA members about our recently released report on the fiscal strain facing cities and towns — "[A Perfect Storm](#)" — and while the reaction to the findings has been overwhelmingly positive, the most common question I receive is, "Where do we go from here?"

Before answering that, let's establish our "why" as it relates to this report, and the policy recommendations that we will be releasing soon.

Quite simply, the work of municipal government is foundational to our society, our economy and our democracy. Just as a house cannot stand without a solid foundation, local government is the bedrock that allows most, if not all, other things to happen in our world. It would be nearly impossible to sustain economic development initiatives, environmental protection programs, or arts and cultural activities if local government wasn't setting the stage for this type of work. We need ambulances to roll, food establishments to be inspected, roads and bridges to be maintained, along with many other essential municipal services, before we can even begin to think about other aspects of our governmental and societal systems.



By Adam
Chapdelaine

Given that local government is foundational to society as we know it, then it stands to reason that we need to pursue policies and funding that will sustain the essential services that all of you provide for the long term. That's why the MMA, with its Fiscal Policy Committee and Board of Directors, is working to outline a series of recommendations that could alter the dire fiscal outlook outlined in our "Perfect Storm" report.

These detailed recommendations, to be released early next month, will include proposals that tie directly to the report's findings. As the report suggests, to achieve a sustainable fiscal future, local governments need to be provided with additional support and flexibility by our partners in state government. So our recommendations will focus on three key areas.

First, we need a fresh approach to state aid, particularly Unrestricted General Government Aid. The report makes clear that this source of local funding needs reinvestment when compared with both historical funding levels and rates of inflation. Recommendations in this area will seek to address the need for reinvestment.

Second, our recommendations will look at the mechanics embedded within Proposition 2½ and explore potential flexibilities that would allow the law to operate in a manner that acknowledges the economic realities of the 21st

■ DIRECTOR'S REPORT *continued on 26*



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

NLC's Clarence Anthony to be a keynote at Connect 351

By Jennifer Kavanaugh

Clarence Anthony, CEO and executive director of the National League of Cities and a lifelong champion of municipal government, will be the Saturday keynote speaker on Jan. 24 during [Connect 351](#) in Boston.

Anthony will focus on building effective partnerships, bridging divides, navigating artificial intelligence, and addressing housing needs. (His appearance at Connect 351 is a programming update for Saturday, and a focus on AI will be shifted to a workshop at the conference.)

From the offices of City Hall in South Bay, Florida, where he was mayor for 24 years, to the national stage he now occupies, Anthony has forged a career centered around the needs of communities and the people who lead them.

"I truly do love public policy," Anthony said during a May 7 episode of the ["Chief Influencer" podcast](#). "I love my job and the people I work with. Most importantly, the work we do really does have a major impact on the lives of people and communities. It gives me a chance to really give back every day."

Anthony's passion for public service reaches back to his childhood. Growing up in a poor community, he worked in celery fields and bagged groceries at a Winn-Dixie supermarket through college.

"I feel like it prepared me, because I could almost visualize that there are so many more Clarences in communities all over America," he said on the "Chief Influencer" podcast in May. "And I get the blessing and opportunity every day to help leaders, to think about ways they can improve their communities."

After he received a master's degree in public administration from Florida Atlantic University, Anthony's early entry into politics grew out of a frustration with his local government. At age 23, he attended a City Commission meeting to relay his mother's concerns about public safety in their neighborhood. When the mayor said the city was focused on other priorities, Anthony thought, "Oh my gosh, I know this guy didn't just say my mother's issues are not important."

When Anthony returned to his seat, a colleague convinced him to run for mayor, and he beat the incumbent by 33 votes in

a runoff election.

"I look back at the 23-year-old that decided to run, and the 24-year-old that got elected, and I honestly say to myself, 'Were you crazy? What were you thinking at that time?'" Anthony said on "Chief Influencer." "And I would tell myself again, 'Step up, don't complain, be a part of the solutions to the issues that are facing your community, find ways to give back, and be resilient as much as you can as you go through life.'"

Anthony has said he quickly learned that "the easy part is getting elected; the difficult part is governing." But as mayor, he learned how to govern in his small city on Lake Okeechobee, creating educational and economic development opportunities for residents, and building the community's first library.

Anthony's influence quickly stretched beyond the limits of South Bay. He became president of the Florida League of Cities in 1995, and of the NLC in 1999. He was part of the founding group of Palm Beach County Black Elected Officials and Discover Palm Beach County, the tourism development council. He also served as first vice president of the International Union of Local Authorities.

After leaving the mayor's office, Anthony represented local governments as



Clarence Anthony

founding treasurer and interim manager of United Cities and Local Governments. He also founded Anthony Government Solutions, a firm focused on strategic visioning, policy development and management restructuring for government and private sector organizations.

In 2013, he became CEO of the NLC, the nation's largest and oldest organization representing America's municipalities and their leaders.

Under Anthony's leadership, the NLC successfully advocated for federal pandemic relief through the CARES Act and the American Rescue Plan Act, and championed the passage of the Infrastructure Investment and Jobs Act to support transportation, broadband and water projects in communities nationwide.

Anthony has also focused on helping local leaders as they confront increasing hostility, having authored a 2021 report, ["On the Frontlines of Today's Cities: Trauma, Challenges, and Solutions,"](#) examining the decline of civility and democratic institutions at the local level.

Anthony serves on the Advisory Board for the University of Illinois Chicago Urban Forum, and is a member of the Board of Destination DC. He has also served on The GEO Group's board of directors, and in 2021 was named as a member of the Council on Underserved Communities. In 2020, he received the National Forum for Black Public Administrators Marks of Excellence Award. ●



Managers balance challenges, passion for work

Sandwich Assistant Town Manager Heather Harper, right, speaks during the Massachusetts Municipal Management Association's annual "boot camp" on Oct. 16 in Sharon. Harper and Acton Town Manager John Managiaratti, left, who is also president of the Management Association, discussed strategies to meet the challenges that town managers face today while maintaining a passion for municipal management and local government.

Connect 351 programming is taking shape

By Owen Page

MMA staff are putting the finishing touches on programming for Connect 351, a lively, two-and-a-half-day event that includes inspiring speakers, timely workshops, countless networking opportunities, a bustling Trade Show, member business meetings, receptions, awards programs, and other engaging activities.

Connect 351 gives municipal officials from across the Commonwealth a chance to connect and learn from one another. The annual MMA conference will be held Jan. 22-24 at the Menino Convention and Exhibition Center and Omni Hotel in Boston's Seaport District.

In the latest major programming update, the MMA announced a couple weeks ago that National League of Cities Executive Director [Clarence Anthony will be the Saturday keynote speaker](#).

As always, the latest and most comprehensive information about the conference is available at connect351.org.

Schedule and features

The 2026 conference will open on the afternoon of Thursday, Jan. 22, with the Trade Show, a Women Leading Government session, and a new interactive networking and skills activity called Boardroom Breakout. The Trade Show and [Headshot Station](#) for members will open at 2 p.m.

Conference programming continues all day on Friday, Jan. 23, with a general session, the Women Elected Municipal Officials Leadership Luncheon, two sets of workshops, a number of receptions for particular groups of members, and a dinner with presentations of legislative awards.

Saturday events include MIIA's Annual Business Meeting and Breakfast, member group business meetings, the MMA Annual Business Meeting, and three interactive sessions titled "Ready for Anything." The conference will conclude at 3:30 p.m. with a dessert reception.

Speakers

Friday's keynote speaker, educator and activist [Timothy Shriver](#), will explore how bridging the divisions between opposing viewpoints and focusing on one another's



Needham Town Manager Katie King, left, and Grafton Finance Director and Town Accountant Mary Lauria chat during the Trade Show reception at Connect 351 in 2025.

humanity can move conversations forward.

In Saturday's keynote, Anthony will discuss building partnerships, bridging divides, navigating artificial intelligence, and addressing housing needs.

At the WEMO luncheon on Friday, [Tami Pyfer](#), co-creator of the Dignity Index and a former city councillor and gubernatorial advisor, will share insights gained over her career in public service to restore dignity and lower the level of contempt in public discussions.

Trade Show

The annual [Trade Show](#) will feature more than 250 companies, nonprofits and government agencies showcasing the latest innovations, technologies and services of interest to municipal officials.

The Trade Show will be open on Thursday, Jan. 22, from 2 to 5:30 p.m., and on Friday, Jan. 23, from 8 a.m. to 4 p.m. An opening reception will be held on Thursday from 4 to 5:30 p.m. The Trade Show will not be open on Saturday, Jan. 24.

Information will be available soon on the series of Learning Labs that will be held on the Trade Show floor.

The [Trade Show web page](#) has the latest information, including a continually updated list of exhibitors and sponsors.

Connect 351 sponsorship opportunities are still available.

If you know of a company, agency or nonprofit that would be interested in sponsoring or exhibiting but is not currently listed, contact the MMA's event and development specialist, Stacey Compton-Maga, at tradeshow@mma.org or 617-426-7272, ext. 154.

[Information for exhibitors](#), including a contract for exhibit space and a new, interactive exhibit hall floor plan, is available on the Connect 351 website. The MMA is updating the online floor plan as exhibit contracts are received.

Workshops

The 2026 conference will feature a total of 17 workshops over two days, with 14 workshops held during two blocks on Friday and three large, interactive "Ready for Anything" workshops on Saturday covering the topics of crisis communications, disaster response, and cybersecurity.

The topics for Friday workshops are fiscal outlook, municipal law, clean energy siting and permitting, community engagement, strategic leadership, artificial intelligence, fiscal practices, labor law, federal issues, housing, recruitment and retention, health care and insurance, dealing with stress, and community event planning.

Complete [workshop details](#) — titles, descriptions and panelists — will be posted on the event website later this month.

Networking

Connect 351 offers receptions, awards presentations, and many opportunities to network with other municipal leaders.

Networking opportunities will include lunchtime meetings of Massachusetts Municipal Communicators, Small Town Administrators of Massachusetts, and mayoral chiefs of staff, as well as an [MMA-Suffolk programs](#) reception.

Event app

Attendees will be able to use the event's free mobile app to make the most of their conference experience.

Available for all smartphones and tablet devices, the conference app is the primary resource for planning and navigating Connect 351. Users will find schedule details, workshop listings, speaker profiles, exhibitor information, helpful maps, and much more.

A guide to accessing the app will be emailed to registrants in the weeks leading up to Connect 351.

Registration

[Online registration](#) for Connect 351 opened on Oct. 1 and will be available through Jan. 20.

The early registration rate is \$289 for

■ **CONNECT 351** *continued on 19*

MMA Fiscal Summit examines local budget challenges

By Jennifer Kavanaugh

The MMA held a Fiscal Summit on Oct. 9 in Boylston to discuss budget constraints facing the state's cities and towns and to explore mitigation strategies.

The event coincided with the release of a major MMA report, ["A Perfect Storm: Cities and Towns Face Historic Fiscal Pressures,"](#) which examines the increasingly untenable municipal budget picture and invites a broader public discussion about local government funding.

MMA Executive Director Adam Chapdelaine highlighted the factors putting pressure on essential local services — rising costs, strict limits on local revenue-raising, and an erosion of municipal aid from the state since 2002.

"You're all facing rising costs, inflationary cost pressures," he said. "At the same time, the real inflation-adjusted dollar value of state aid is shrinking ... and it's putting immense pressure on all of your budgets. I'm sure you're all experiencing it in your communities."

Municipal leaders described their fiscal challenges during a question-and-answer session, citing disparities among community tax bases, the difficulty in getting a Proposition 2½ override passed, rising special education costs, limited local input on state decisions affecting municipalities, and the challenges of complying with costly state requirements without adequate financial support.

"Unfunded or underfunded mandates, those are the killers," said Mendon Select Board Member Michael Goddard. "Day-to-day operations, I think we can manage. But when we're getting curveballs, whether it's on the education side or the environmental side — those things, we have to scramble to fund."

Later this year, the MMA will be releasing a set of policy recommendations — "a menu of solutions," Chapdelaine said — to put cities and towns on more sustainable financial footing.

"We are really excited about this," Chapdelaine said of the report. "I really do believe it puts a lot of data behind arguments that we've been making for a long time."



During an MMA Fiscal Summit on Oct. 9 in Boylston, MMA Executive Director Adam Chapdelaine discusses the MMA's new fiscal conditions report, which documents the forces putting financial pressures on Massachusetts municipalities.

Education costs

Following the discussion of the MMA report, a panel explored the factors driving costs in public education.

Peabody Public Schools Superintendent Josh Vadala listed cost drivers such as the academic and social-emotional needs of students since the COVID pandemic; budget items that have traditionally driven up education costs, including health insurance, special education and transportation; and outside factors including collective bargaining, demographic changes, unfunded mandates, Chapter 70 funding, and Student Opportunity Act requirements.

"What I believe that we've seen since the pandemic is the Bermuda Triangle of school budgets," Vadala said.

Sean Mangano, who was until recently finance and operations director for the Holyoke Public Schools and is now finance director for the town of Amherst, discussed ways municipal officials can address education budget growth, including:

- Meeting with school officials to understand cost drivers
- Considering partnerships with neighboring districts to expand purchasing power
- Evaluating current health insurance arrangements
- Considering regionalization for certain services
- Examining building uses
- Evaluating compensation for specialized positions that could be



Peabody Schools Superintendent Josh Vadala, left, discusses cost drivers in public education during an MMA Fiscal Summit on Oct. 9 in Boylston. Also pictured is Sean Mangano, formerly executive director of finance and operations for the Holyoke Public Schools, and now finance director for the town of Amherst.

brought in-house instead of contracted out

"I think too often, people wait until they have a year where there's a lot of budget reductions or some sort of crisis, and then they start looking at cost-saving strategies," Mangano said. "And then, unfortunately, by that time, it's almost too late. Schools have to make really devastating cuts — things that might have been able to be avoided if some of these things were done early."

Public engagement

During the next panel, on public engagement strategies for municipal finance and budgeting, Foxborough Communications Specialist Maura Buckley urged proactivity. Residents notice if local governments reach out only when they need money, she said. Before financial requests arise, officials should build connection and trust with the public through "consistent, authentic communications" grounded in active listening and empathy.

"So sticking with that finance theme, every social media post, every article, every alert that you put out," Buckley said, "that's going to be a little deposit right here, in your public trust piggy bank."

Buckley and Reading Assistant Town Manager Jayne Wellman also discussed trust-building strategies, including:

- Using storytelling to connect on a personal level
- Using different formats and communications channels to reach the public

■ FISCAL SUMMIT *continued on 18*

MMA wraps up fall Legislative Breakfast Meetings

By Daniel Yi

On three Fridays in September and October, legislators and local officials from across Massachusetts gathered for four MMA Legislative Breakfast Meetings.

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

The fall meetings kicked off with an update from MMA Legislative Division staff covering state revenue, the fiscal 2026 state budget, and key bills from the legislative session, among other topics.

The update was followed by an open-ended opportunity for legislators and local officials to discuss the many challenges



Municipal officials and legislators meet during an MMA Legislative Breakfast on Oct. 17 in Chelmsford.

facing communities.

Discussions centered on cannabis regulations, rising fiscal pressures that communities are facing, the fiscal 2025 closeout supplemental budget, and the Municipal Empowerment Act.

The meetings were hosted in Lee on Sept. 26, Middleborough and Athol on Oct. 3, and Chelmsford on Oct. 17.

More than 215 municipal officials, legislators, and legislative staff attended the fall meetings.

The MMA has hosted 248 breakfast meetings in more than 200 communities since 2007, with a goal of hosting

a meeting in each of the state's 351 cities and towns. Communities that have not hosted a Legislative Breakfast but would be interested in doing so are asked to contact Daniel Yi at dyi@mma.org or 617-426-7272, ext. 125. ●

Legislature overrides budget vetoes, restores charter school payments

The Senate on Oct. 23 joined the House in overriding \$70 million of Gov. Maura Healey's fiscal 2026 state budget vetoes, including nearly \$20 million for charter school mitigation payments.

The overrides return charter school mitigation payments to \$199 million in fiscal 2026.

On behalf of cities, towns and school districts across the state, MMA Executive Director Adam Chapdelaine applauded both the House and the Senate's actions, noting "their strong and unwavering

support for cities and towns."

"These critical resources help municipalities and school districts manage the financial impact of charter school tuition assessments," he said.

Referencing the Senate's recent vote, he thanked Senate President Karen Spilka, Ways and Means Chair Michael Rodrigues, and the entire body for protecting "vital education resources in communities all across the Commonwealth."

During the Senate session, Sen. Jo Comerford said that without the veto

overrides, charter school reimbursements would have fallen below 100%, based on most recent enrollment projections, "leaving districts to cover the remaining costs in an already strained fiscal environment."

She said it's "critical ... that this funding be available to districts to ensure students receive the education their families deem is best for them."

The [House voted to override the budget vetoes on Oct. 8](#).

— John Ouellette

State to host public hearings to review K-12 school finance formula

The Healey-Driscoll administration on Oct. 9 announced a series of public listening sessions to solicit feedback on the state's [Chapter 70](#) school finance formula.

Chapter 70 is the primary funding program that establishes how Massachusetts distributes education aid to cities, towns and regional school districts.

The listening sessions are part of a [Chapter 70 Local Contribution Study](#) included in the fiscal 2026 state budget and conducted by the Department of Elementary and Secondary Education and the Department of Revenue's Division of Local Services.

"This is an opportunity for the public to help shape the future of a system that affects every student in Massachusetts," Education Secretary Patrick Tutwiler said

in a prepared statement. "We strongly encourage our educators, families, community leaders and stakeholders to attend these sessions and let us know what is working and where we need to make changes."

The listening sessions will inform the final Chapter 70 Local Contribution Study, which will examine the methods used to determine each municipality's target local contribution and required local contribution toward school funding.

The study will also consider the impact of factors such as income and property wealth, the effect on municipal services, and the unique challenges of rural and regional school districts.

The DESE and DLS expect to release the final report next summer.

Here are the remaining dates of the listening session schedule:

- Nov. 6, 4:30-6:30 p.m., Greenfield High School, 21 Barr Ave., Greenfield
- Nov. 18, 4-7 p.m., virtual public comment hearing ([register online](#))
- Nov. 19, 4:30-6:30 p.m., Apponequet Regional High School, 100 Howland Road, Lakeville

Sessions were held last month in Boxford on Oct. 23 and in Worcester on Oct. 30.

The DESE and DLS encourage the submission of written comments, which can be emailed to C70PublicComment@mass.gov.

More information about the [public comment sessions, Chapter 70 and local contributions is available on the DESE website](#). ●

DOER seeks input on draft model bylaws for solar

The Massachusetts Department of Energy Resources is developing model bylaws for solar photovoltaic systems and battery energy storage systems to serve as a resource to municipalities to regulate solar and BESS facilities in compliance with state law ([M.G.L. Ch. 40A, Sec. 3](#)) and the [Small Clean Energy Infrastructure Facility Siting and Permitting Draft Regulation](#) (concurrently under development) and accompanying DOER guidelines.

The draft model bylaws are available on DOER's website:

- [Draft Model Bylaw for Solar](#)
- [Draft Model Bylaw for BESS](#)

The DOER says the bylaws are intended to provide a model for cities and towns considering solar or BESS zoning bylaws. While the bylaws are intended to be able to be adopted largely as published, municipalities may wish to tailor the bylaws they adopt.

On Oct. 21, the DOER and consulting team held a webinar to provide an overview to a model BESS bylaw and proposed changes to the DOER's solar model bylaw. The [webinar presentation slides](#) are available online and the recording is expected to be posted soon.

The team is also hosting online office hours to discuss the draft model bylaws and provide opportunities for questions, clarifications and feedback.

Participants may join at any time during the times listed below (registration is not required):



The Massachusetts Department of Energy Resources is developing model bylaws for solar photovoltaic systems and battery energy storage systems that can be adopted by municipalities as written or tailored to a community's vision.

- Nov. 4, 11 a.m.-3 p.m.: [Click here to join](#)
- Nov. 6, 11 a.m.-3 p.m.: [Click here to join](#)

Office hours have already been held on Oct. 28 and Oct. 30.

The DOER welcomes written comments on these draft model bylaws through Nov. 14. Comments can be emailed to green.communities@mass.gov with "Model Bylaw Comments" in the subject line.

The DOER and its consultants welcome comments on all aspects of the model bylaws. The DOER offers the following questions as potential areas for feedback:

- **Use tables**
 - Are there project iterations that should be treated differently under the model use tables? If so, what is the

correct permitting regime and why?

- Are the classes and tiers for solar facilities and BESS appropriate break-points for the sizes? Should there be new classes or should any classes be combined?

- Are there additional types of common zoning districts that should be added to the use table?

- **Setbacks**

- With the understanding that the setbacks for solar facilities and BESS are suggested values, should they be larger, smaller, or remain the same? Why?

- Are there other abutting uses that should command larger setbacks? (Please note that solar facilities and BESS would also be regulated by other state and local regulations that may require setbacks, such as wetland buffer zones.)

- **Other**

- Are there topics that are not addressed in the bylaws that should be addressed? (Please be as specific as possible, potentially including your preferred bylaw language.)

More information about the ongoing work to implement the 2024 Climate Act and accompanying regulations and guidance documents is [available here](#).

On Oct. 17, the MMA submitted [written comments on DOER draft regulations on local siting and permitting](#). ●

Grants opened for drought resiliency, water efficiency projects

The Executive Office of Energy and Environmental Affairs on Oct. 15 opened the second round of the Drought Resiliency and Water Efficiency Grant Program, which provides awards of up to \$50,000 for projects that support climate resiliency through reduced water usage and improved water loss control.

Projects eligible for funding include:

- Water loss control program development and implementation
- Water conservation/efficiency program development
- Outdoor water use efficiency

improvements

- Drought management planning and plan development

Municipalities, public water suppliers, regional planning agencies, public schools, colleges and universities, and nonprofit organizations are invited to apply for the grants.

The application deadline is Nov. 21.

The Executive Office of Energy and Environmental Affairs hosted a [Zoom question and answer session](#) about the grant program on Oct. 21.

Details about the Drought Resiliency and Water Efficiency Grant Program, including application details, is available on the [program's COMMBUYS webpage](#).

The Water Resources Commission also offers an online [Massachusetts Water Conservation Toolkit](#) to provide a range of strategies and resources for water managers.

Questions about the Water Efficiency Grant Program can be sent to Purvi Patel at purvi.patel@mass.gov or Jason Duff at Jason.duff@mass.gov. ●

MMA-LITIX partnership seeks HR data

The best outcomes are achieved when municipal officials have quick access to clean, reliable data to inform critical decisions.

With this in mind, in April the MMA announced a strategic partnership with LITIX CTC (formerly ArxEd) to provide comprehensive insights on municipal salaries, benefits, and working conditions — and save local officials from spending time searching for contracts, compiling data, and building spreadsheets.

The partnership began when Massachusetts Municipal Human Resources recommended LITIX CTC as the successor to the Benchmark program, citing its success with the Massachusetts Association of School Superintendents, where 85% of districts now use LITIX products.

Since April, more than 50 municipalities have joined the new MMA-LITIX partnership.



The partnership:

- Supports fair, competitive compensation decisions and sustainable budgets
- Reduces partner workload by managing surveys and data entry
- Provides a robust statewide dataset for transparency, efficiency and wage market insights
- Analyzes and projects wage costs — an essential tool in the current municipal fiscal climate (as described by the MMA's new "[Perfect Storm](#)" report)

How to participate

To ensure that cities and towns receive the critical data and insights they need,

it is important to respond to data requests that come from LITIX and/or peer communities.

LITIX provides simple electronic forms with drop-downs that take less than an hour to complete — time invested for the benefit of local governments. The data is used solely for this purpose.

MMA members are advised to watch for and respond to data request emails from data@litix.ai or other LITIX team members, as well as peer communities. Members are encouraged to ask their IT teams to add @arxed.com and @litix.ai to their municipality's "allow" list to ensure emails aren't quarantined.

For questions about the data collection or partnering with LITIX, contact LITIX at hello@litix.ai. For questions about the MMA partnership, contact MMA Member Program Coordinator Martin Davis at mdavis@mma.org or 617-426-7272, ext. 104. ●

MMHR seminar focuses on labor relations and labor law

By Martin Davis

Americans With Disabilities Act accommodations, internal investigations, and bargaining were the main topics of the Massachusetts Municipal Human Resources Labor Relations Seminar on Oct. 23 in Devens.

The program opened with a labor law update from attorney Meghan Sullivan of Sullivan, Hayes & Quinn, covering pay transparency under the Frances Perkins Workplace Equity Act, disclosure of municipal pay ranges, and filing obligations.

Sullivan also discussed injured-on-duty benefits (under Ch. 41, Sec. 111F) and post-traumatic stress disorder, as well as recent significant decisions from the Massachusetts Supreme Judicial Court and the Massachusetts Commission Against Discrimination concerning retaliation.

In the seminar keynote address, Rachel Shaw of the National Public Employer Labor Relations Association guided attendees through the ADA disability interactive process, emphasizing the importance of establishing a clear process and gathering accurate data from employees to inform actions.



Rachel Shaw, president of Shaw Human Resources Consulting and a member of the National Public Employer Labor Relations Association, discusses the Americans With Disabilities Act interactive process and employee data collection during the Massachusetts Municipal Human Resources Labor Relations Seminar on Oct. 23 in Devens.

"You've got to make sure you are seeking out the yes, which is in good faith, using process consistently, using data to make decisions, not emotion, not preference, not the value of the employee," she said.

Shaw gave practical examples, including clear medical work restrictions, employee questionnaires, and other communication templates, to aid in the collection of information and data. She outlined the subsequent steps, which include researching accommodations and holding a meeting with relevant parties.

The overarching goal of the process, Shaw explained, is "to get to a point of you deciding, 'Is there a disability covered — yes or no? And is it reasonable to accommodate?'"

With good data, those involved in the process will have a better chance of understanding and accepting the final decision.

The afternoon featured two concurrent workshops.

A session on navigating layoffs and furloughs was led by attorneys Jaime Kenny, Caitlin Morey, and Rich Massina of Clifford & Kenny, who walked through how to prepare for the bargaining process when there is a financial exigency. The attorneys discussed bumping and recall rights and the differences between reinstatement and re-employment. Kenny concluded the session by examining various negotiation and layoff scenarios.

A workshop on conducting internal investigations was led by Jean Haertl, principal at Safety and Respect at Work.

MMA Legislative Director Dave Koffman gave an update on state legislation related to human resources. ●

Fall MMA-Suffolk finance, HR seminars begin

By Kate Evarts

The MMA and Suffolk University kicked off the 18th session of the Municipal Finance Management Seminar in October.

The seminar provides an overview of municipal finance in Massachusetts, including the structure and purpose of local government, municipal budgeting systems and sources of revenue, financial reporting and record keeping, financial management, principles of property assessment, the intersection of human resources and financial resources, and best practices in local government finance.

The seminar is for municipal employees interested in furthering their careers in municipal finance or employees who are new to municipal finance. More than 400 local officials have completed the municipal finance seminar since it began in 2019.

Seminars are held via Zoom over the course of five Fridays, with start dates as follows:

- Winter 2026: Jan. 9 (fully enrolled)
- Spring 2026: March 6
- Fall 2026: TBD (mid-October)

Students are expected to attend all course sessions, participate in class activities, and complete all course assignments. Each session can accommodate up to 25 students, and the cost is \$925.

Registration is first-come, first-served. Applicants will be vetted to ensure that they're municipal employees and that there are no more than three participants per municipality.

Registration details for the spring session will be emailed to chief municipal officials in mid-November.

Questions about the registration process can be directed to Kate Evarts at kevarts@mma.org or 617-426-7272, ext. 172.

Human Resources Seminar

The MMA-Suffolk Municipal Human Resources Seminar began its fifth session in October.

The seminar covers human resources management, policies and practices specific to Massachusetts cities and towns. Topics include hiring and onboarding, benefits administration, policy development, collective bargaining, and employee reviews and evaluations. Students also review relevant labor laws and best practices in municipal human resources management.

The seminar is designed for municipal employees interested in furthering their career in municipal human resources, employees who are new to municipal human resources, and employees who work in a municipal function with human-resources-adjacent tasks. More than 100 participants have completed the seminar since its inception in 2024.

The Municipal Human Resources Seminar will be held via Zoom over the course of five Fridays, with start dates as follows:



The 18th session of the MMA-Suffolk Municipal Finance Management Seminar kicked off virtually on Oct. 17 with 26 participating students.

- Winter 2026: Jan. 9 (fully enrolled)
- Spring 2026: April 10

The application for the spring seminar will be available on the program [website](#) in mid-November. Waitlisted applicants will receive emails when additional sessions are confirmed. Questions about the registration process can be directed to Kate Evarts at kevarts@mma.org or 617-426-7272, ext. 172.

Questions

The MMA has partnered with Suffolk University since 2011 to offer programs designed exclusively for municipal employees to help them further their professional careers. For more information on any of the MMA-Suffolk programs, 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. ●

MMCA to hold training session for newly elected councillors on Dec. 5

The Massachusetts Municipal Councillors' Association will hold its third biennial training session for newly elected councillors on Friday, Dec. 5.

The free meeting will be held at Cyprian Keyes Golf Club in Boylston from 9 a.m. to 2 p.m.

The program will begin with "You've Been Elected — Now What? Navigating Your Role as a Councillor," a panel discussion with experienced councillors who will share guidance on topics ranging from constituent services to working with department staff to all other aspects of the role. Panelists will include councillors



Lisa Feltner



Michael Ossing

John McLaughlin of Waltham, Lisa Feltner of Watertown, Brendan Sweeney of Beverly, Afroz Khan of Newburyport

and Michael Ossing of Marlborough.

Other sessions will cover budgeting and operating with a code of conduct. There will also be a dedicated networking session.

The meeting is targeted to newly elected officials, but all city and town councillors are invited. An invitation and registration information has been sent to all councillors and is available on www.mma.org.

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

MMA Webinars

Peace officer commission

The MMA hosted a webinar on Oct. 2 about the Peace Officer Standards and Training Commission and its impact over the last five years.

Andrew Golas, town administrator and emergency management director for the town of Charlton, led a panel discussion with:

- Enrique Zuniga, executive director of the POST Commission
- Eric Atstupenas, general counsel for the Massachusetts Chiefs of Police Association
- Christopher Padden, police chief in Norwood

Zuniga, who has led the commission since 2021, said he is working to build an “agency to implement police reform and enhance public confidence in policing by implementing a fair process of mandatory certification, discipline, and training.”

POST works closely with the Massachusetts Chiefs of Police Association. Atstupenas said the chiefs “provide some feedback and guidance to help [POST] better understand what some of the challenges are from our perspective,” which can be helpful when POST issues draft regulations.

On the topic of collective bargaining, Padden said Norwood’s approach is to reflect any additional work with POST in employee contracts.

Zuniga said POST’s [public database](#) includes summary information about police officers, their certification status, and their disciplinary records.

Cybersecurity for municipalities

The MMA hosted a webinar on Oct. 15 on the minimum cybersecurity goals for municipalities.

Panelists said local governments are attractive targets for cyberattacks, so it’s crucial to understand and prevent common threats.

The MassCyberCenter has established a minimum baseline for cybersecurity for Massachusetts municipalities. Meg Speranza, the MassCyberCenter’s resiliency program manager, said the initiative aims to enhance the municipal cybersecurity posture and safeguard networks and data from cyberattacks.

The four goals are:

- Trained and cyber-secure employees
- Improved threat sharing
- Cyber incident response planning
- Secure technology environment and best practices

Susan Noyes, director of the state’s Office of Municipal and School Technology, discussed the state’s free Municipal Cybersecurity Awareness Program, which provides assessments, online modules, phishing campaigns, and other resources to municipalities and staff.

John Petrozzelli, director of the MassCyberCenter, shared some best practices for making municipal technology more secure. These include implementing multi-factor authentication,



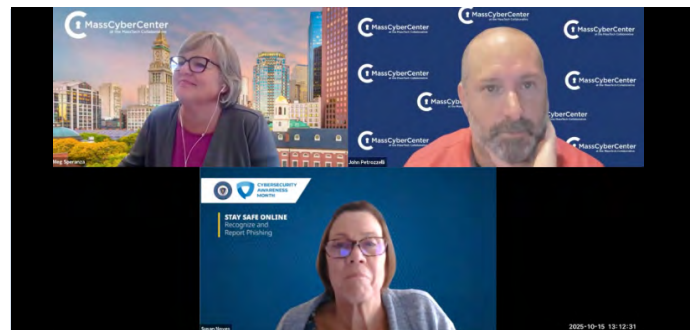
Webinar panelists discuss the Peace Officer Standards and Training Commission and its impact over the last five years. Speakers included, clockwise from top right, POST Commission Executive Director Enrique Zuniga, Norwood Police Chief Christopher Padden, and Eric Atstupenas, general counsel for the Massachusetts Chiefs of Police Association. Andrew Golas, town administrator and emergency management director in Charlton, moderated the webinar.

Date: Oct. 2 **Length:** 75 Minutes

[VIEW WEBINAR ↗](#)

Golas moderated 15 minutes of questions and answers, addressing inquiries regarding which positions apply to POST, what changes to POST the panelists would like to see, and how POST has changed public perception.

– *Kristianna Lapierre*



Panelists discuss municipal cybersecurity goals and best practices during an MMA webinar. Speakers included, clockwise from top left, MassCyberCenter Resiliency Program Manager Meg Speranza, MassCyberCenter Director John Petrozzelli, and Susan Noyes, director of the Office of Municipal and School Technology.

Date: Oct. 15 **Length:** 75 Minutes

[VIEW WEBINAR ↗](#)

conducting annual vulnerability assessments, and prioritizing IT upgrades.

Speranza moderated 15 minutes of questions and answers, addressing inquiries regarding cybersecurity grants, man-in-the-middle attacks, and training opportunities available to county governments.

– *Kristianna Lapierre*

MMA Webinars

Student loan debt solutions

The MMA hosted a webinar on Oct. 22 with Savi, a national social impact technology company, to discuss student loan debt solutions.

Savi partners with municipalities and other government agencies to help employees find savings and forgiveness on their student debt. The MMA is a partner with Savi.

Many borrowers struggle to find the right forgiveness or savings programs. Savi provides guidance and support for complex processes, such as the Public Service Loan Forgiveness Program (PSLF), which is designed to forgive the remaining balance on eligible federal student loans for borrowers after they make 120 qualifying payments.

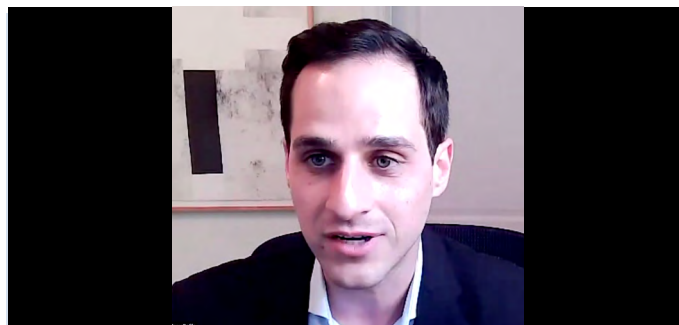
Over the past five years, only 2.3% of PSLF applications have been accepted, while Savi boasts a success rate of 98%.

Tony Raffa, Savi's director of business development strategy, explained that Savi was "built out of frustration with the tools that are out there."

"It can be confusing to do on your own, so we wanted to build a tool that makes it really easy — lets you sync your loans, understand all those loans, and get help from a customer support representative," Raffa said.

Savi provides a free, customized microsite for each employee with student loan debt, allowing them to navigate programs and gain a detailed understanding of their debt.

Raffa presented a live tutorial to demonstrate how employees can access detailed student loan information, reduce monthly payments, and find forgiveness options.



Tony Raffa, director of business development strategy at Savi, explains how his company partners with municipalities and nonprofits to help employees manage student loan debt. Raffa presented a live tutorial demonstrating how employees can access detailed loan information and navigate payment reduction and forgiveness options monthly payments.

Date: Oct. 22 **Length:** 60 Minutes

[VIEW WEBINAR ↗](#)

Raffa moderated 20 minutes of questions and answers, addressing inquiries about parent PLUS loans, qualifying payments, and being in forbearance on the SAVE program.

— *Kristianna Lapierre*

Webinar topic suggestion form available

The MMA invites members to submit topic ideas for webinars or offer their expertise to present on a topic. Visit the [webinars form](#) on our website.

CPTC kicks off latest webinar training series

The Citizen Planner Training Collaborative will kick off its fall/winter workshop series with a Nov. 12 webinar examining the roles and responsibilities of planning and zoning boards.

The webinar, geared toward new planning and zoning board members and building inspectors, will feature topics including the role of a local official, the functions of the two boards, the main tools of planning and zoning, and an introduction to the public records, open meeting and conflict-of-interest laws.

Planning consultant Bob Mitchell will present the programming, which is being sponsored by the Montachusett



Regional Planning Commission.

The webinar will begin at 6 p.m. and is expected to run for up to two hours. Registration costs \$35.

To register and for more information, visit the [CPTC website](#).

The CPTC plans to announce additional workshops on topics including draft zoning amendments, use of design review, working with Chapter 40B, and planning with community support.

The Citizen Planner Training Collaborative started 30 years ago as a collaboration between the state, UMass, and several planning organizations to empower local land use officials to make effective and judicious decisions.

Many workshops offer AICP CM credit and/or count toward a CPTC Certificate. Many workshops also qualify for credits from MIIA to reduce municipal insurance premiums. ●

NLC's City Summit set for Nov. 19-22

The National League of Cities will host its annual City Summit on Nov. 19-22 in Salt Lake City, Utah.

The conference offers municipal leaders an opportunity to connect with peers from all over the country, learn from experts in workshops focused on trending local government topics, and stay up-to-date on federal programs and funding opportunities.

Attendees can also attend "mobile workshops," where city staff lead tours



that highlight Salt Lake City's economic development and infrastructure projects within the context of current municipal trends and concerns.

Guest speakers will include Special Olympics Chair and UNITE founder and

CEO Timothy Shriver and Micah Gaudet, deputy city manager in Maricopa, Arizona, and a leader in implementing artificial intelligence in local government.

On Nov. 19, the City Summit will feature a series of executive education sessions, titled NLC University, aimed at enhancing leadership and management skills for municipal officials.

For more information, including registration rates and a full schedule, visit citysummit.nlc.org. ●

RIZE offers funding to aid in opioid crisis response

The RIZE Massachusetts Foundation, a nonprofit dedicated to creating solutions to end the overdose crisis in Massachusetts, will award \$1.25 million in one-year matching grants to municipalities in Massachusetts through the Mosaic Opioid Recovery Partnership.

Funded by the Massachusetts Department of Public Health, the Municipal Matching Grant Program uses funding to bolster municipal efforts to address the opioid crisis through local initiatives.

Municipalities at any stage in the planning

and implementation process are eligible to apply for the funds.

Grant funding is available for two distinct tracks: planning and capacity-building for early stages, and support for adopters employing data-driven strategies.

Eligible projects should focus on at least one of the following areas: prevention, harm reduction, access to care, recovery, trauma, grief, and family support. Proposed initiatives must also adhere to the Massachusetts State Sub-Division Agreement for Statewide Opioid

Settlements and focus on non-punitive, health-centered approaches to substance use disorder-related harms and challenges.

The fiscal 2026 cycle is the second year of the Municipal Matching Grants program, with an additional \$1.25 million in funding expected to be available for fiscal 2027.

The Municipal Matching Grant Program application for the current round is available on the [RIZE website](https://www.rize.org). Applications are due Nov. 7, and the grant period will begin on March 1, 2026. ●

WEMO seeks nominations for its 2026 Steering Committee

Women Elected Municipal Officials, a group within the MMA's membership, is seeking nominations for its 2026 Steering Committee.

Any woman mayor, select board member, or city or town councillor in Massachusetts may complete the [online nomination form](#) by Nov. 26 to submit their name for consideration.

The WEMO Steering Committee consists of one mayor, three select board members and two councillors. Nominations are open for two officer positions — chair and vice chair — and for four director positions.

WEMO officers and directors serve one-year terms, and there is no restriction on which elected position serves in these seats.

WEMO steering committee responsibilities include attendance at WEMO committee meetings and planning content and recommending speakers for WEMO virtual and in-person events. The WEMO committee meets virtually on a monthly basis. Previous participation in WEMO

and MMA events is strongly preferred.

After interviewing all nominees, the WEMO Nominating Committee will prepare a slate of nominations for election during the WEMO Leadership Luncheon

on Jan. 23, 2026, in Boston.

Contact: MMA Member Program Coordinator Martin Davis at mdavis@mma.org



ATFC focuses on overrides

Bridgewater Town Manager Justin Casanova-Davis, right, speaks about Proposition 2½ overrides during a panel discussion at the Association of Town Finance Committees Annual Meeting on Oct. 18 in Sharon. Casanova-Davis, along with Easton Town Administrator Connor Read, center, and Andrew Harmon, a former Stoneham Finance Committee member, discussed override efforts in their communities and shared lessons learned.

Urban Studies Foundation to launch seminar series

By Carlos Rufin

The digitization of planning and other urban governance processes is an unstoppable trend in virtually all countries in the world. Cash-strapped governments and agencies need to optimize resources, and the digital transition is the subject of intensive national and global funding.

Big data, machine learning and generative artificial intelligence create possibilities such as affordability, scope and speed, but also significant challenges, like lack of technical capacity and knowledge, lack of funds to implement new solutions, security of technical jobs, ethics, and data protection, to name a few.

These opportunities and challenges have been the subject of intensive academic research. But there is insufficient research in the area of urban governance, to guide practices in a rapidly changing technological environment.

To address these challenges, the [Urban Studies Foundation](#) is sponsoring a seminar series aimed at promoting discussion among academics and urban governance practitioners on the development of a research agenda for new, responsible and transparent AI capabilities for accessible decision support for urban governance — an agenda that responds to the needs of stakeholders, supported by evidence from urban sciences, and engaged with technologists and technology developers.

This agenda will feature training sessions for early career researchers, and be open to other academics and practitioners. It will be disseminated among wider audiences via webinars and policy briefs.

The series will have three key events:

- Dec. 8-10: “What Is AI for Urban Governance” and “AI for Advanced Urban Simulation Methods,” at Suffolk University in Boston ([Register online](#))
- April 8-10, 2026: “AI as a Tool for Inclusive DS” and “AI for Participatory Methods,” at University of Brasília in Brazil
- July 22-24, 2026: A co-produced research agenda for responsible and transparent AI for DS in urban governance, and a methodological toolkit to include responsible and transparent AI in urban governance research, at the University of Manchester in England

A series of webinars and policy briefs will complement the events, starting with a launch webinar that was held on Oct. 24.

The series will bring together urban academics and urban governance practitioners in the three countries, and the follow-up webinars and policy briefs will disseminate the findings globally to wider communities.

Policy briefs will be translated into multiple languages.

The series has the support of the Massachusetts Municipal Association (USA), the National Federation of Mayors (Brazil), and the Local Government Information Unit (UK), who will provide support in mobilizing the local and national communities of urban stakeholders and in disseminating the findings of the seminar series.

The seminar series is expected to generate a forum of discussion with academics and urban stakeholders to address the fast pace of GenAI development in urban governance. It will then create a large community of academics and urban stakeholders engaged in research and practices in urban governance where GenAI is presenting itself as a central

future avenue of development.

By coproducing a research agenda with practice implications in the context of three countries, all leading on urban research and with different regulatory practices, the seminar series is expected to give a robust contribution to the discussion about the development and use of AI in urban governance.

The co-produced agenda (in the form of an academic article and a series of policy briefs) is expected to help the academic and practice communities to navigate — with more conceptual, technical and policy confidence — the new spaces created by GenAI in urban governance.

The series is also expected to create a community of academics and practitioners in urban governance who will take the discussions on and develop research and policy initiatives.

[Click here for more information about the seminar series.](#) Questions may be emailed to crufin@suffolk.edu.

Carlos Rufin, Ph.D., is a senior lecturer at Suffolk University.



Locals call for expanding fossil fuel-free pilot

Somerville City Councillor Will Mbah, left, testifies at a hearing before the Joint Committee on Telecommunications, Utilities and Energy at the State House on Oct. 29, along with MMA Legislative Director Dave Koffman. Mbah voiced support for expansion of the Department of Energy Resources' Municipal Fossil Fuel-Free Demonstration Program, from 10 municipalities to 20. Mbah told the committee that “communities like Somerville are ready to go, but we need this legislation to enable us to make this important progress.” The demonstration program, created by a 2022 climate law, allowed 10 communities to ban fossil fuel use in new construction or major renovation projects. Bills filed by Rep. Christine Barber and Sen. Patricia Jehlen (H. 3449 and S. 2292) would amend the law to increase the capacity of the program.

MMA webinar to cover municipal use of opioid funds

The MMA will host a webinar on Nov. 19 covering best practices for using opioid settlement funds in municipalities.

Kelly Joseph, senior program manager at Advocates for Human Potential, will discuss how communities can organize their assessment and planning activities. She will present actionable ideas for getting started with opioid settlement funding.

Representatives from the town of Sudbury — Public Health Director Vivian Zeng and Shared Services Grant Coordinator Kelli Calo — will share examples of how the town has taken a regional approach with its opioid settlement fund work.

The panelists will highlight common challenges, a practical framework for



Vivian Zeng



Kelly Joseph



Kelli Calo

strategies developed with input from public health experts, municipal leaders, and families affected by the crisis.

[Online registration is available](#) for the 75-minute webinar, which will begin

long-term response planning, and available state and professional service support to help communities move from funding to action.

Forty percent of abatement funds coming into Massachusetts under [statewide opioid settlements](#) will be allocated to municipalities to expend on abatement

at noon. Only MMA members may register. MMA members include elected officials and municipal employees from MMA member communities across the state. Media members are not permitted to attend.

Contact: MMA Education and Training Coordinator Kristianna Lapierre at sklapierre@mma.org

MMA webinar will spotlight 'alternative response teams'

The MMA will host a webinar on Dec. 9 spotlighting three "alternative response teams" throughout the state.

These unarmed community response programs, rooted in racial equity and trauma-informed practices, work to provide behavioral health support and resources to community members.

Attendees will hear about Lynn's CALM Team, Cambridge's Community Assistance Response and Engagement (CARE) Team, and Amherst's Community Responders for Equity, Safety and Service (CRESS) team.

Panelists will include:

- CRESS Director Camille Theriaque
- Cambridge Community Safety Department Director Marie Mathieu



Marie Mathieu



Faustina Cuevas



Camille Theriaque

resources. They will also discuss the importance of community buy-in when launching a similar program.

[Online registration is available for the 75-minute webinar](#), which will begin at noon. Only MMA

- Lynn Calm Team Program Administrator Abdel Razak Kawaf
- Lynn Diversity, Equity and Inclusion Officer Faustina Cuevas

Presenters will give an overview of how each initiative operates, and how they differ in scope, funding, and staffing based on the community's needs and

members may register. MMA members include elected officials and municipal employees from MMA member communities across the state. Media members are not permitted to attend.

For more information, contact MMA Education and Training Coordinator Kristianna Lapierre at klapierre@mma.org. ●

ATFC publishes updated Finance Committee Handbook

A new edition of the Association of Town Finance Committees' Finance Committee Handbook is now available.

Published in October in a PDF format, the handbook includes general updates to all chapters. Its co-editors are Mansfield Finance Committee Member Melinda Tarsi-Goldfien and Arlington Finance Committee Member Allan Tosti, both of whom are members of the ATFC Governing Board.

The handbook contains chapters on

budgeting, capital planning, borrowing, contracting and procurement, general government and accounting operations, IT, establishing fees, employee benefits (including other post-employment benefits, or OPEB), revenue and expenditure forecasting,



banking, and Proposition 2½.

The handbook is a member benefit provided to all finance committee members of dues-paying ATFC communities. These members may receive access to the handbook by emailing Katherine Christy at kcchristy@mma.org at the MMA.

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

MMA webinar to cover new MassDOT grant programs

The MMA will host a webinar on Nov. 6 about grant programs for municipalities through the Massachusetts Department of Transportation.

MassDOT is launching two new grants this fall: the Community Culvert and Unpaved Roads grant programs.

The Community Culvert Grant Program will provide funding via reimbursements to municipalities for culvert and small bridge modernization, reconstruction, removal, repair, replacement and resilience improvements.

Grants of up to \$1 million may be awarded to municipalities through the Unpaved Roads Grant Program to support the maintenance, repair and improvement of locally owned dirt and gravel roads.



Lily Wallace



Kristen Rebello

Kristen Rebello, community grants administrator at MassDOT, will share information about program guidelines, important dates, and applications for these programs.

She will also review other programs found on [Grant Central](#), a central hub for municipalities to access information

and applications for their programs.

Lily Wallace, regional transportation planner in MassDOT's Office of Municipal Planning and Support, will discuss the Local Early and Actionable Planning program. LEAP grants are awarded to provide planning and early-stage design assistance to underserved municipalities.

[Online registration is available](#) for the 75-minute webinar, which will begin at noon. Only MMA members may register. MMA members include elected officials and municipal employees from MMA member communities across the state. Media members are not permitted to attend.

Contact: MMA Education and Training Coordinator Kristianna Lapierre at klapierre@mma.org

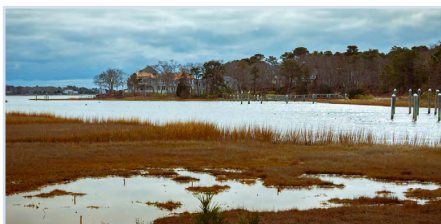
State awards \$716,000 for regional water restoration efforts

The Healey-Driscoll administration on Oct. 9 announced the award of \$716,000 in grants to support partnerships to restore rivers and wetlands, provide clean water, and mitigate flood risk.

The [Regional Restoration Partnerships Program](#) supports increasing the capacity of regional organizations and planning agencies that work with municipalities and other local partners to lead watershed-scale ecological restoration within their regions.

The competitive grants are funded by the Massachusetts Department of Fish and Game's Division of Ecological Restoration through its Regional Restoration Partnerships Program.

The funding is supporting three partnerships:



The Regional Restoration Partnerships Program supports regional organizations and planning agencies that partner with municipalities and other local stakeholders to oversee regional ecological restoration.

- Berkshire Clean, Cold, Connected Partnership: \$276,000

Lead awardee: Housatonic Valley Association

Funding supports regional capacity expansion for climate solutions, aquatic

barrier removal, and coldwater habitat restoration.

- Buzzards Bay Watershed Restoration Partnership: \$212,000

Lead awardee: Buzzards Bay Coalition

Funding supports local and regional capacity building to implement priority restoration projects such as river and stream connectivity and wetland and salt marsh restoration.

- Merrimack Restoration Partnership: \$228,300

Lead awardee: Merrimack River Watershed Council

Funding supports priority ecological restoration projects and bolstering urban stream revitalization in Lowell and Lawrence to improve water quality. ●

Administration awards \$1.1M for coastal water quality

The Healey-Driscoll administration on Oct. 8 announced the award of nearly \$1.1 million aimed at reducing stormwater pollution to coastal waters and supporting coastal habitat restoration efforts.

The funding is from the [Coastal Habitat and Water Quality grant program](#), which is awarded to projects that assess, collect and treat stormwater runoff to protect coastal waters and habitats as well as

beaches and shellfish beds, with an emphasis on green stormwater infrastructure projects.

Coastal Habitat and Water Quality grants also bolster land restoration planning and data collection and engineering to support restoration activities. The program is administered by the Executive Office of Energy and Environmental Affairs and the Office of Coastal Zone Management.

Grants ranging from \$38,268 to \$250,000 were awarded to the towns of Cohasset, Duxbury, Kingston, Mashpee, Weymouth and Yarmouth, as well as the Association to Preserve Cape Cod, the Charles River Watershed Association, and the Mystic River Watershed Association. ●

Reducing winter losses with prevention, maintenance

By Joyce McMahon

The Old Farmer's Almanac and the [Climate Prediction Center](#) are both forecasting a milder-than-average winter in New England with near-normal snowfall, though forecasters point out that winter weather is notoriously unpredictable.

Before the snow and cold settle in, MIIA's Risk Management Team is offering a checklist of tasks to help keep municipal facilities and essential services safe and operational through the winter.

Freeze-ups and heating failures

Frozen pipes are one of the most common and costly winter losses, often striking during long weekends, holidays, or school breaks, when staff aren't on-site. These incidents can easily run into hundreds of thousands of dollars in remediation and repairs.

Use this checklist to reduce risk:

- ✓ Before long weekends or school breaks, conduct drainage checks and ensure diagrams are up to date.



Regularly scheduled inspections and maintenance for vulnerable infrastructure, along with staff training, pre-winter checklists, and careful documentation, can protect buildings as the weather gets colder.

- ✓ Inspect and maintain heating and fire sprinkler systems before the cold sets in.
- ✓ Insulate exposed pipes and drain lines in unheated spaces.
- ✓ Use smart sensors to monitor building temperature remotely and alert staff to sudden changes.

Heating systems also demand attention.

Failures in boilers, unit ventilators, or thermostats are a leading cause of freeze-related damage.

- ✓ Conduct regular walkthroughs during extreme cold to spot cold zones or malfunctioning units.
- ✓ Inspect weatherstripping, close fire doors, and consider thermal imaging to locate hidden heat loss.
- ✓ In older buildings or those with varying insulation levels, it's also wise to confirm that heat is balanced across zones and that thermostats and univents are functioning properly during setbacks.
- ✓ Exterior doors and windows should be sealed to prevent cold air infiltration.

Mechanical systems and records

Routine system maintenance is key during cold weather. Security and fire protection systems should also be tested to confirm that alarms, cameras and sprinklers are working properly.

■ MIIA continued on 31

Strategies for snowplow drivers to protect their health this winter

By Courtney Hernandez

Snowplow drivers often work long hours in unpredictable weather, which can take a toll on the body and the mind. But a few small changes can make a big difference in keeping public works teams healthy and alert on the job.

- **Stretch it out:** Tight muscles can make long shifts even harder. Short stretching sessions before and after work can prevent injury and stiffness. Try trunk rotations, mid-back stretches, and hamstring or hip flexor stretches to improve flexibility. Even a few minutes of movement between plowing routes, at least every three hours, helps maintain

circulation and reduces the risk of blood clots and fatigue.

- **Eat to stay alert:** Energy drinks and sugary snacks offer quick boosts, but just as quickly lead to crashes. Choose high-protein foods like nuts, yogurt and cheese sticks to stay alert behind the wheel. Keep a thermos of soup or chili in the truck, and pack fruit, veggies, or trail mix for easy refueling. Hydrate regularly, even when it's cold. Hot water with lemon or low-sugar beverages help maintain focus and circulation.
- **Lift smart:** According to the Bureau of Labor Statistics, 80% of work-related back injuries affect the lower back. To protect it, tighten your core

before lifting, bend at the knees not the waist, and keep objects close to your body. Avoid twisting when lifting or shoveling; instead, pivot your feet to face the direction you're moving. When shoveling, push snow rather than lifting it whenever possible, and walk the load to its destination instead of throwing it.

By focusing on safety, movement, and mindful eating, snowplow drivers can stay strong through the season and be ready for whatever the next storm brings.

Courtney Hernandez is MIIA's Wellness Manager.

MassTrails awards \$7.5M for trail improvement

The Healey-Driscoll administration on Oct. 7 announced \$7.5 million in funding through the MassTrails grant program for trail projects throughout the state.

The funding covers 50 trail projects that will create 60 miles of new recreational trails and make outdoors spaces more accessible for residents, a focus for this year's grant cycle.

The MassTrails program provides matching grants to communities, public entities, individuals, Native nations, and nonprofit organizations to help fund the planning, creation, and maintenance of trails suitable for a variety of outdoor activities, including walking, running, hiking, cycling, skiing, horseback riding, and off-road vehicle use.

Projects related to recreational trails are eligible for up to \$100,000 in funding,



The Healey-Driscoll administration on Oct. 7 announced \$7.5 million in funding through the MassTrails grant program for 50 trail projects and improved outdoor accessibility throughout the state.

while shared-use path projects can receive up to \$500,000.

Grant recipients in this year's cycle are working on projects in the following municipalities: Arlington, Ashburnham, Ashby, Barre, Belchertown, Bellingham, Bernardston, Blackstone, Billerica, Boston, Cambridge, Clinton,

Dartmouth, Dunstable, Egremont, Everett, Fairhaven, Fall River, Fitchburg, Florida, Foxborough, Framingham, Franklin, Freetown, Gardner, Great Barrington, Groton, Hadley, Holden, Holyoke, Hudson, Lawrence, Lynnfield, Medford, Mendon, Monroe, Montague, Monterey, New Bedford, New Braintree, Northampton, Northfield, Oakham, Oxford, Palmer, Peabody, Plymouth, Quincy, Raynham, Royalston, Rutland, Savoy, Somerville, Southampton, Spencer, Sterling, Townsend, Wakefield, Watertown, Westminster, West Boylston, Westport, Williamstown, Winchendon, Worcester, and Wrentham.

For a list of all projects awarded funding and more information on the MassTrails Grant program and trail development, visit the [MassTrails Grants webpage](#). ●

EMPOWERMENT ACT

Continued from page 1

the Joint Committee on Revenue, which will hold its hearing on Nov. 7, and the Joint Committee on Public Service, which [held a hearing](#) on Sept. 22.

“We believe this bill is comprehensive and addresses the need for municipalities to have increased flexibility, increased efficiency and resources.”

– Lt. Gov. Kim Driscoll

Municipalities and Regional Government

Municipal Empowerment Act provisions considered by the Municipalities and Regional Government Committee include the following:

- Aligning procurement procedures for snow hauling services with the procurement procedures for snow removal
- Equalizing thresholds under Chapter 30B for advertised procurements



MMA Executive Director Adam Chapdelaine, left, Franklin Town Administrator and MMA President Jamie Hellen, center, and Lt. Gov. Kim Driscoll gather with local leaders from across Massachusetts on Oct. 28 at the State House just prior to testifying in support of the Municipal Empowerment Act.

to \$100,000, which would bring all municipal purchases in line with changes made last year through the School Operational Efficiency Act

- Enabling groups of cities and towns to award multiple contracts through the RFP process and purchase both supplies and services from collectively bid contracts
- Extending bond terms for school borrowing projects from 30 years to 40
- Allowing for the amortization of emergency deficit spending over three years rather than having to account for all costs in one year

- Giving municipalities enforcement authority with penalties for utilities that fail to comply with state law requiring timely removal of double poles

On the topic of remote and hybrid meeting options — first allowed during the COVID pandemic — Chapdelaine pointed out that they have made local government “more transparent, more effective, and more efficient.” While the Legislature has extended the options several times, the proposal in the Municipal Empowerment Act “just codifies this understanding.”

“In total, the provisions [of the governor's bill] create a meaningful framework for support and local innovation,” he said. “They give local leaders expanded capacity to manage today's challenges and prepare for tomorrow's.”

Lt. Gov. Kim Driscoll testified that the administration's bill “is meant to support the municipal leaders of our 351 cities and towns as they deliver for the people of this state.”

“We believe that this bill is comprehensive and addresses the need for municipalities to have increased flexibility, increased efficiency and resources,” she said.

- [Visit the administration's Municipal Empowerment Act portal for more details](#)

Green Communities Summit is Nov. 18 in Worcester

The Green Communities Division will hold the second Green Communities Summit on Nov. 18 in Worcester to discuss innovative energy solutions and celebrate successes.

The free summit will feature presentations on local energy initiatives, policy updates, and opportunities for collaboration. Participants will engage in discussions about strategies to bolster energy efficiency in their communities and help the Commonwealth achieve its 2050 emission-reduction goals.

Attendees will include municipal staff and officials, clean energy and climate practitioners, school staff, committee members, and other stakeholders.



The summit will be held at the DCU Center, 50 Foster St. in Worcester, from 8:30 a.m. to 3:30 p.m. [Click here to register.](#)

Green Communities deadlines

Several deadlines are approaching related to the Green Communities program.

Annual reports for fiscal 2025 Green Communities are due on Nov. 7.

Applications from cities and towns seeking the Green Communities designation are due on Dec. 31.

Dec. 31 is also the application deadline for municipalities that are seeking to be certified as Climate Leader Communities.

For more information, visit the [Green Communities Division website](#) or contact [Green Communities program regional coordinators](#). ●

MSBA to hold roundtable on ballot questions Nov. 20

The Massachusetts School Building Authority is hosting a roundtable discussion via Zoom on Nov. 20 on the topic of local ballot question rules.

Jason Tait, education and communications director at the Massachusetts Office of Campaign and Political Finance, will offer insights into the many questions asked when a school building project is the subject of a municipal election.

Topics will include the law concerning local ballot question elections, the use of public resources to support a ballot

question, and restrictions on public employees.

A question-and-answer session will follow the presentation.

The roundtable, titled “Get the Word Out: The Communication Ground Rules of Local Ballot Questions,” will be held from 10 to 11:30 a.m.

[Click here to register.](#) Registrants will receive a confirmation email with details on how to join the meeting.

For questions, call Matt Donovan at 617-960-3076. ●



The Massachusetts School Building Authority will discuss communicating about local ballot question rules during a virtual roundtable on Nov. 20.

FISCAL SUMMIT

Continued from page 5

- Prioritizing clarity, so messaging is comprehensible to less-knowledgeable residents
- Responding to residents’ concerns
- Building a team to help deliver messaging
- Ensuring that officials and boards work in alignment

Wellman urged officials to follow what people are saying online, because “you want to know what’s coming.” Communities should also understand where people get their information, she said. After a failed override in Reading, a survey revealed that 85% of respondents cited friends and family as their primary sources of information.

“Not the town website, not official newsletters, not the local media — it was who they’re talking to on the soccer field, what their nextdoor neighbor said to them, who they’re talking to when they go out for drinks on Friday night,” Wellman said. “So you want to talk to the people they’re talking to. Who are the influencers in your community that are getting the information and sharing it?”

Wellman said communities should get buy-in from every demographic for financial requests.

“We’ve definitely learned that your overrides, your projects have



Reading Assistant Town Manager Jayne Wellman, right, joins Foxborough Communications Specialist Maura Buckley in a discussion about public engagement strategies for municipal finance and budgeting during an MMA Fiscal Summit on Oct. 9 in Boylston.

to have something for everyone,” she said. ●

CONNECT 351

Continued from page 4

MMA members and Partner Program members.

Partners must be in good standing as of Dec. 30, 2025, to be eligible for registration and attendance. New MMA Partner Program applications will not be accepted after Nov. 30, and renewal applications will not be accepted during Connect 351.

Registration is also open for the WEMO luncheon on Friday, Jan. 23, at a cost of \$59, and the Friday dinner, at a cost of \$69.

Connect 351 registration is not available by mail or over the phone. The MMA accepts credit cards for all Connect 351 transactions and is able to invoice for the event afterwards as well.

Online registration requires a member's unique username and password. Those who either do not have a username and

password or may have forgotten their credentials can email connect351@mma.org for assistance.

Nonmember governmental entities are also welcome to attend Connect 351, at a cost of \$359.

Registration will be available on-site during the conference at a rate of \$329 for MMA and Partner Program members, and \$399 for nonmember government entities.

Hotel information

The Omni Boston Hotel at the Seaport, conveniently located across the street from Menino Convention and Exhibition Center, has a room block available for Connect 351 attendees. The MMA negotiated a reduced room rate of \$229 per night in the Artist Tower or \$259 per night in the Patron Tower. The reduced-rate rooms are expected to sell out quickly and must be booked by Dec. 22.

The Westin Seaport, located next to the

Menino Convention and Exhibition Center, has a small room block available for the nights of Thursday, Jan. 22, and Friday, Jan. 23. The MMA negotiated a reduced room rate of \$239 per night. The reduced-rate rooms are expected to sell out quickly and must be booked by Dec. 27.

All hotel reservations must be made directly with the hotel. To make or cancel a reservation, use the [Omni online form](#) and [Westin online form](#) specifically for our event. Members may also call the Omni Boston Hotel at 1-800-THE-OMNI or the Westin Seaport at 617-532-4600 and mention Massachusetts Municipal Association.

Both hotels have a cancellation policy of noon three days before check-in.

For more information on Connect 351, visit Connect351.org or contact Timmery Kuck at 617-426-7272, ext. 106. For Trade Show and Partnership Program information, contact Stacy Compton-Maga at 617-426-7272, ext. 154, or tradeshows@mma.org. ●

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 Management Association, 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 Massachusetts Municipal Management Association are also available to meet with charter commissions, government study committees, and select boards to discuss options and answer questions.

Contact: MMA Senior Member Program Coordinator Denise Baker



Summit addresses road safety

A panel discusses "Changing Perceptions at the Local Level" during the Massachusetts Road Safety Summit at the UMass Club on Oct. 30 in Boston. Panelists included, left to right, moderator Jeff Larason, program director for highway safety communications at Travelers Marketing; Chris Lee, Boston University senior lecturer and AdLab faculty advisor; Holyoke City Councillor Kocayne Givner; and Brockton City Councillor Moises Rodrigues. The annual event, co-sponsored by the MMA, Fundación MAPFRE and the Massachusetts Department of Transportation, brings together local and state leaders to share insights and explore strategies for enhancing roadway safety across the Commonwealth. Panels addressed topics including the Safe Streets and Roads for All grant program, effective approaches to safe street enforcement, and opportunities for municipalities to collaborate with the state in advancing Vision Zero goals.

Just City Mayoral Fellowship seeks entrants for 2026

The Mayors' Institute on City Design is accepting expressions of interest through Nov. 17 from mayors who want to participate in the institute's [Just City Mayoral Fellowship](#) program next spring.

Offered in partnership with the [Just City Lab](#) at the [Harvard Graduate School of Design](#), the Just City Mayoral Fellowship is an interactive, semester-long program for a small group of mayors and their staffs to tackle injustices in their cities through planning and design interventions.

Working with experts in architecture, landscape architecture, urban planning, art activism, housing and public policy, the mayors and their staff will identify how injustices manifest in their cities' social, economic, and physical infrastructures, and advance their justice-centered goals to address systemic



challenges.

This year's curriculum will focus on moving local projects forward in a time of constant change and uncertainty — specifically, how cities can maintain a vision of equity, address injustice, and advance the design and development of more just cities while responding to shifting

resources, capacities and constraints.

Selected fellows will be expected to commit a significant amount of time between February and April 2026, and there will be assigned readings and homework during the semester. They can identify two key staff members to participate in the weekly classes and all of the fellowship's virtual components.

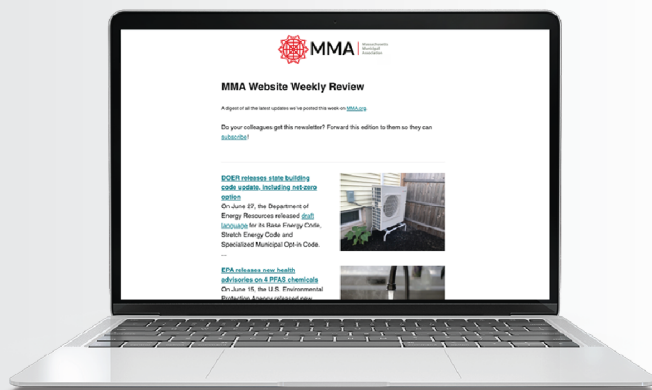
To be considered, mayors must fill out an [expression of interest form](#) and answer three open-ended questions about the opportunities, challenges and potential projects in their cities. Expressions of interest are due by 11:59 p.m. on Nov. 17.

The institute held an [informational webinar](#) for mayors and their staff about the fellowship on Oct. 16, and a recording is available online. ●

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

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

- State budget & local aid
- State & federal grant opportunities
- Member group meetings & webinars
- Connect 351 announcements
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Around the Commonwealth

Dedham

Town launches project to address fiscal sustainability

A new project in Dedham seeks to address fiscal constraints and create greater long-term financial stability for the town, while helping residents voice their fiscal priorities and navigate budget tradeoffs.

In August, Dedham launched the Deficit Reduction Plan Project to address the structural deficit in its annual operational budgets, a problem that's expected to worsen in the coming years. The town has created a [website](#) updating residents on the process. The project centers on three components: a deficit-reduction strategy report, a community survey on spending priorities, and public forums.

Through analysis of Dedham's fiscal situation and operations, and data collected from residents, the project is expected to help guide future budgeting and programming decisions.

"We can basically crowdsource a solution to this problem that we're presenting," said Town Manager Leon Goodwin III. "And hopefully by doing that, we'll get better community buy-in to whatever solutions we come up with, and also just build in some transparency and trust."

Dedham joins other Massachusetts communities in seeking new ways to communicate to the public about municipal financial crunches and the need for more aggressive fiscal measures. On Oct. 9, the MMA released a study, "[A Perfect Storm: Cities and Towns Face Historic Fiscal Pressures](#)," detailing the dilemmas that communities face with rising costs, revenue-raising constraints, and the diminishing impact of state aid.

For the past seven or eight years, Dedham has watched its revenues struggle to keep pace with expenses, Goodwin said. The town, with a fiscal 2026 operating budget of \$147 million, has already been making tough decisions in recent budget cycles, including eliminating positions, scaling back on school music programs, trimming curbside leaf collection, reducing overtime, and moving some expenses to revolving

funds and grant funding.

Meanwhile, the town faces rising costs for personnel, employee health insurance, debt service obligations, and construction, equipment and other purchases, officials said.

Working with the [Collins Center for Public Management at UMass Boston](#), Dedham obtained a \$45,000 state Community Compact grant to take a more holistic look at its revenues and expenditures.

"Dedham has never had a Proposition 2½ override, an operating override, so that can't just be the first thing we jump to, even though that is one of the obvious options," Goodwin said. "So what are the other options? You can raise revenues. You can cut costs. So this was a way of putting that all together in one place."

Over the past few months, a working group consisting of elected and appointed officials reviewed and provided feedback and context for the Collins Center's draft report. On Oct. 30, the town released the 38-page Dedham [Deficit Reduction Strategy Report](#), which outlines strategies for achieving greater financial stability.

The report offers a mix of deficit-reduction options, a small sample of which includes:

- Revenue enhancements, such as using excess taxing capacity and implementing a refuse and disposal fee
- Expenditure reductions, such as delaying investment in the town's Other Post-Employment Benefit obligations and closing a library branch
- Long-term actions, including exploring regionalization opportunities, identifying and reducing redundancies in services, and adjusting health insurance contribution rates
- Adjustments to the budget process, to enhance collaboration and consensus-building among the town's policy-setting boards

Dedham conducted a survey through early October to gather residents' opinions on municipal services, quality-of-life issues, municipal spending priorities, and tolerance for higher

taxes, among other questions. After the report is discussed publicly this month, and the survey results are presented to the Select Board on Nov. 20, the town plans to hold several public forums soon to connect with residents directly on these issues.

Finance Director Brady Winsten said she is excited to see insights from both the report and the survey.

"We'll have a menu of options, and we'll have a statistically valid report with residents basically ranking what services they prefer to spend money on," she said. "If we do have to make cuts, we're going to make them be the services that residents care about the least. So at least in that way, we can try to mitigate the impact."

— *Jennifer Kavanaugh*

Concord

MVP grant to help build regional collaborative for climate resilience

The town of Concord is joining forces with the Metropolitan Area Planning Council and watershed organization OARS 3 Rivers to launch a regional climate collaborative for the Sudbury, Assabet and Concord (SuAsCo) rivers watershed, which covers 399 square miles in 36 municipalities.

The project will build new relationships and enhance existing ones, and each entity has a distinct role. Concord is the grant administrator and fiscal agent. OARS 3 Rivers will lead engagement, communications and coordination across the watershed communities. And MAPC will provide technical planning, facilitation and regional analysis.

The effort has been awarded a \$450,000 action grant through the state's Municipal Vulnerability Preparedness program.

"We are worrying about a lot of things," said Concord Deputy Town Manager Megan Zammuto. "Drought frequency is increasing. We have lower river flows, which can lead to greater wildfire risk. Our stormwater systems are strained by

■ **COMMONWEALTH** *continued on 22*

Around the Commonwealth

COMMONWEALTH

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heavier precipitation and aging infrastructure. Our infrastructure, regionally, was really designed for rainfall patterns of 40 to 100 years ago, and it's really outdated for what we're experiencing today. And we can see some lower water quality when we have warmer water temperatures. So it's the flooding and the droughts and all that comes with it."

Van Du, environmental planning director at the MAPC, said the team will be building resiliency components that support the population living and working in the watershed area.

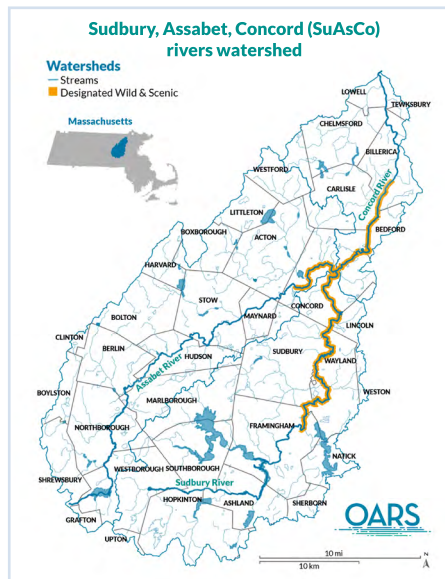
"There are different environmental justice communities across the watershed as well," Du said. "And those are the communities, the populations or the neighborhoods that are disproportionately being impacted by these natural climate threats."

The two-year project will have three phases. The first is public engagement and outreach to build broad participation and relationships among the watershed communities. Then the team will develop a regional work plan that will identify priorities and shared actions. In the third, technical phase, the team will analyze what would guide future planning and implementation. A steering committee is being put together, and work has begun on the first phase.

"We're not building this collaborative from ground zero," said Du. "There is a lot of really great work already happening across municipalities and the watershed. This is an opportunity to foster those relationships among municipalities."

The watershed is a tributary of the Merrimac watershed, which in turn flows to the Atlantic. Some of the outer towns in the watershed also share boundaries with other watersheds, according to Heather Conkerton, ecological restoration coordinator at OARS 3 Rivers. The SuAsCo also has one of the four federally designated Wild and Scenic areas in the state, a total of 29 miles of river within the watershed.

"It's really important because in order to be wild and scenic, you have to be



A new regional collaborative will focus on climate resiliency for the Sudbury, Assabet, and Concord rivers watershed. (Map courtesy of Metropolitan Area Planning Council/OARS 3 Rivers)

Conkerton said the team will be looking to reach all age and demographic groups, including young voices.

"We need to make sure that we have youth representatives because honestly, that is who's going to be affected the most," Conkerton said. "These youth ... are our senators, representatives and residents of tomorrow."

Something learned from existing climate collaboratives, Du said, is that conversations and relationship-building is key to getting buy-in from residents on goals and priorities to then be able to build resources. The team will be holding community meetings and focus groups and building a project website.

"Climate projects can be costly, and flood and drought, they don't just stop at the municipal boundary or borders," Du said.

Du and Zammuto said the regional nature of the project made their MVP grant application more competitive, as did their inclusive outreach model.

"Focusing on regional partnerships is kind of the direction we're going, especially when it comes to climate issues," Zammuto said. "It really maximizes resources.... We're not solving all of these

things on our own."

—Meredith Gabriliska

Chicopee

City converts vacant library into community hub

The former home of the Chicopee Public Library has reopened as a multifunctional community space for residents that will host community events, pop-up entertainment, and educational opportunities.

The restored building, now called The Hub at Market Square, was constructed in 1907 and served the community as a library for nearly 100 years. The building was left vacant after the city moved to a new library building on Front Street in 2004.

The city considered numerous options for the building's future as it sat vacant, including a museum, brewery, or municipal offices, Chicopee Mayor John Vieau said in a prepared statement. None of these ideas materialized, Vieau said, "due to the building's lack of accessibility and the high cost of necessary upgrades."

The building needed a new copper roof and sprinkler system as well as accessibility upgrades to make the space compliant with the Americans With Disabilities Act. During the period of vacancy, the city was able to separate the building's mechanical system from City Hall's and remove lead paint and nearly all of the building's plaster, which had been mixed with asbestos.

The City Council at one point authorized funding to replace the roof, but opted to delay that project until plans were in place for a full renovation.

Chicopee officials routinely included the property as a focal point in local planning efforts targeting downtown revitalization, a move that Vieau said "laid the groundwork for future redevelopment and emphasized the importance of revitalizing the site as a community and economic asset."

Those planning efforts incorporated community and stakeholder

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Around the Commonwealth

COMMONWEALTH

Continued from page 22

engagement into their decision-making processes, which Vieau credited with generating a vision for a flexible, inclusive community space downtown. Aligning community and planning goals “ensured that The Hub would be responsive to the evolving needs of Chicopee residents while honoring the building’s historical significance,” Vieau said.

As a result of community input, the city opted to oversee a full renovation and retain the property as a community space. Residents’ vision for the space meant that the majority of the Hub’s interior was designed as adjustable open space, depending on community needs. The design choices, Vieau said, highlight “the importance of flexibility and adaptability when considering community spaces.”

“It’s essential to understand both the historical value and current potential of a property, and to build a reuse plan that reflects the needs of the people it is meant to serve,” he said.



Chicopee Mayor John Vieau, second from left, and city staff stand with U.S. Rep. Richard Neal, center, at the opening ceremony for The Hub at Market Square on Sept. 13.

Chicopee used \$6.7 million in American Rescue Plan Act funds, secured by U.S. Rep. Richard Neal, to complete design and engineering work for the building, as well as to finalize the construction budget.

“This is just what the ARPA money was supposed to do,” Neal said at The Hub’s opening ceremony. “It was about an investment in the future.”

The city also leveraged funds from the Community Development Block

Grant program and a Massachusetts Underutilized Properties Grant to complete the project, in addition to its own funds.

The renovation project replaced the roof, added an elevator with access to all three floors, upgraded all mechanical systems, and installed new fire suppression, security, and life safety systems.

Chicopee’s Planning and Development Department, which coordinated the project, is also managing the space in its initial stages.

Vieau said The Hub is part of a larger effort to revitalize downtown Chicopee by reactivating underused properties and encouraging new investment in the area. The building, Vieau said, will serve “not only as a community gathering place but also as a catalyst for future development in the surrounding district.”

— Owen Page

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.



Leaders gather at MMA breakfasts

Gill Finance Committee Chair Claire Cheng, left, Greenfield City Councillor Sara Brown, center, and Gill Select Board Member John Ward chat during an MMA Legislative Breakfast Meeting on Oct. 3 in Athol. The meeting was one of four hosted by the MMA in September and October. For more about this fall’s MMA meetings, see story on page 6.



ATFC looks at federal budget impacts

Quentin Palfrey, director of the state’s Federal Funds and Infrastructure Office, speaks with local officials about the impact of federal spending reductions on local budgets during the Association of Town Finance Committees Annual Meeting on Oct. 18 in Sharon.

PERFECT STORM

Continued from page 1

including Proposition 2½, have held Massachusetts city and town spending growth to just 0.6% per year.

- Annual spending growth for Massachusetts municipal governments also lags behind the U.S. average for cities and towns, which is 1%.
- Funding for Unrestricted General Government Aid — the Commonwealth's primary source of local aid for municipal services — is 35% lower than it was in 2002, when adjusted for inflation.

"Municipalities have been frugal, and any cuts they're forced to make are now cutting bone," said MMA Executive Director Adam Chapdelaine. "Even with the most valiant efforts to operate efficiently, city and town leaders simply can't overcome the larger trends that are forcing them to make drastic reductions, felt by local residents and local businesses."

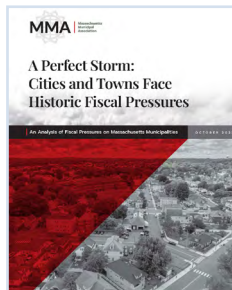
Municipalities have few options to fill fiscal gaps:

- Municipalities are barred by state law from collecting local income or sales taxes (outside of lodging and meals taxes), leaving property taxes as their dominant source of revenue.
- Proposition 2½ limits property tax revenue that a city or town can raise to no more than 2.5% over the previous year, irrespective of inflation.
- Nearly three out of four Massachusetts municipalities are at 95% to 99% percent of their levy limit — the amount of property taxes they can generate before needing to resort to a costly Proposition 2½ override campaign.
- A Proposition 2½ override campaign is a non-starter for the majority of Massachusetts cities and towns, for a host of reasons.
- Different municipalities are being affected in very different ways. Rural towns have been forced to curtail spending in key areas, like education, while gateway cities have boosted education spending, thanks to an infusion of targeted state aid, but are falling behind in virtually all other areas of local spending.

As a result of all these factors and more, the report points out, municipalities have been keeping budgets balanced by cutting or reducing essential services, which impacts schools, libraries, roads, and public safety, and can result in an overall shrinking of community vibrancy.

"Cities and towns across the Commonwealth are in such a difficult position today," said Newton Mayor Ruthanne Fuller. "The cost of health care, energy, paving, construction and schools are contributing to cost increases that are outpacing revenue growth. We have to change tracks and find new paths to invest sufficiently in the places we love and call home."

"The success of the Commonwealth is tied directly to the success of its cities and towns," said Amesbury Mayor Cassandra Gove, who's vice president of the MMA. "Massachusetts cannot thrive if municipalities are struggling to provide the fundamental services that residents need every single day. I hope this



report promotes a better understanding of the challenges faced by communities and serious consideration of solutions."

"When you talk about what makes a city or town a 'community,'" said Adams Select Board Member Christine Hoyt, "it's libraries and senior centers and the staff you can rely on to respond to a 911 call or fix a pothole. The big things and the little things all matter. We need to rally in support of the investments our residents deserve."

The MMA has been discussing the report's findings in detail with local leaders, as well as with other civic partners, and plans in early December to release a set of policy recommendations to put cities and towns back on a path toward long-term financial sustainability.

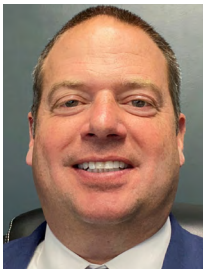
"This 'Perfect Storm' report is so valuable because it's data-based and provides a solid analysis of how we got here," said Amherst Town Manager Paul Bockelman. "Our residents rely on us for their most cherished and essential government services, but the fiscal health of cities and towns is at risk. We clearly need to have serious conversations about how we can adequately support municipal services." ●



MMA-Suffolk class discusses legal issues

Mendon Human Resource Coordinator Jennifer O'Neill speaks during a class on municipal legal issues on Oct. 24 as part of the [MMA-Suffolk Certificate in Local Government Leadership and Management](#) program in Winchester. The graduate-level academic program links contemporary public management theory with "real world" practice, covering topics such as budgeting and financial management, challenges in human resources management, and strategic leadership. Held over the course of 25 Fridays from September through May, sessions are currently taking place in Winchester and Barnstable.

People



Christopher Dillon

After four months serving in an interim capacity, **Christopher Dillon** became the new town manager in Billerica on Sept. 22.

Previously, Dillon served for more than 16 years as the town manager in

Salem, New Hampshire, after a decade as the town's recreation director. He also served for more than eight years as assistant recreation director for the town of Moultonborough, New Hampshire, and was an adjunct professor teaching public administration at Great Bay Community College.

Dillon has a bachelor's degree in physical education from Plymouth State University and a master's degree in public administration from the University of New Hampshire.

Clancy Main left the town manager position in May.



Liz Hartsgrove

Liz Hartsgrove became the new town manager in Great Barrington on Nov. 3.

Hartsgrove previously served for almost three years as the assistant town administrator in Bourne, after more than eight years

in the town of Barnstable, in positions including consumer affairs supervisor, assistant director of planning and development, and deputy director of asset management and licensing director. She also served as executive assistant to the town administrator in Yarmouth, as executive assistant to the town administrator in Wellfleet, and as the licensing agent in Provincetown.

Hartsgrove has a bachelor's degree in dance performance from Southern Methodist University and a master's degree in public administration from Suffolk University. She is also a graduate

of the MMA-Suffolk Certificate in Local Government Leadership and Management program.

In Great Barrington, Hartsgrove takes the place of **Mark Pruhenski**, who became the town manager in Middlebury, Vermont, earlier this year after almost six years in Great Barrington. Planning Director **Chris Rembold** served as the interim town manager.



James Ryan

James Ryan became the new town administrator in Templeton on Sept. 30.

Ryan was previously the town administrator in West Boylston, and served for more than seven years as the assistant

town manager and human resources director in Salisbury. He also served for nearly four years as a finance and budget analyst in Wellesley, and as a budget analyst and intern in Foxborough. He has a bachelor's degree in economics and political science from UMass Lowell, and a master's degree in public administration from Suffolk University.

In Templeton, Ryan replaced **Adam Lamontagne**, who served for more than four years until becoming the chief administrative officer in Phillipston in April. **Holly Young** served as the interim town administrator.



Phillip Eng

Eng has been overseeing the MBTA since March 2023, and previously served for four years as president of the Long Island Rail Road in New York. He has

experience in numerous leadership roles for transportation agencies in New York City and the state of New York.

Healey also promoted **Jonathan Gulliver**, who has been the highway administrator since 2017, as the undersecretary in the Department of Transportation, while continuing with his duties as highway administrator.

Tibbitts-Nutt served for almost two years as transportation secretary, and previously served as undersecretary in the department. She said she planned to return to the private sector.



Damara Parks-Omolade

Damara Parks-Omolade became the MMA's new receptionist and administrative assistant on Oct. 20.

Parks-Omolade previously worked as an administrative coordinator for Health Resources in Action, where

her duties included managing training and meetings, financial administration work, stakeholder engagement, and work with a youth advisory board. She has also worked as a digital marketing content creator intern for BDY Consult in Boston. She has a bachelor's degree in business management from Southern New Hampshire University.

At the MMA, Parks-Omolade replaces **Katherine Christy**, who was promoted in September to membership and project assistant.



Sen. Edward Kennedy

Sen. Edward Kennedy, a four-term legislator and longtime city leader in Lowell, died on Oct. 1 at age 74.

A lifelong Lowell resident, Kennedy served on the Lowell City Council from 1978 to 1985 and from 2011 to

People

PEOPLE

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2019. During his second tenure on the Council, he served as mayor from 2016 to 2018. He also served as a Middlesex County commissioner from 1992 to 1996.

In 2018, Kennedy was elected senator for the First Middlesex District, which includes Lowell, Dracut, Dunstable, Pepperell and Tyngsborough. He had been serving as the Senate chair of the Joint Committee on Bonding, Capital Expenditures and State Assets and Senate vice chair of the Joint Committee on Higher Education. He had previously served as Senate chair of

the Joint Committee on Tourism, Arts and Cultural Development.



Mary "Betty" Foley

Mary "Betty" Foley, a former Hingham assistant town administrator who broke gender barriers in her career, died on Sept. 28 at age 76.

After becoming the first woman to work as a territory manager for Sunoco, she started serving in Hingham in 1991,

as a temporary employee working for the town's Retirement Board, according to the Hingham Journal. She later became Hingham's benefits coordinator, and then was appointed assistant to the town administrator in 1996. As her duties grew, she eventually became assistant town administrator, serving in that role until her retirement in 2016.

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.

Setti Warren, former Newton mayor, dies at 55

By Jennifer Kavanaugh

Setti Warren, a longtime public servant who made history by becoming the state's first elected Black mayor in 2010, died suddenly at his home on Nov. 2 at age 55.

Warren's historic mayoral victory in Newton garnered [national media attention](#) in the fall of 2009. He served two terms, from 2010 to 2018.

As mayor, he became involved in the work of the MMA, serving on the MMA Board of Directors, as an officer with the Massachusetts Mayors' Association, and as chair of the MMA Fiscal Policy Committee.

"Setti was a dedicated and talented public servant who practiced politics with the right ends in mind — not personal achievement, but the betterment of the lives of those he was elected to serve," said MMA Executive Director Adam Chapdelaine. "His legacy will light the way for the next generation of public servants who aspire to leave this world better than they found it."



Former Newton Mayor Setti Warren, shown speaking at the MMA Annual Business Meeting in 2016, died on Nov. 2 at age 55.

of the Shorenstein Center on Media, Politics and Public Policy. In 2022, he became interim director of the Institute of Politics at the Harvard Kennedy School, and was named director in 2023, a role he held at the time of his death.

Warren grew up in Newton, where he was class president at Newton North High School for four years. He earned a history degree from Boston College, where he served as president of the undergraduate government. He

later received a law degree from Suffolk University.

Warren held numerous roles in the administration of President Bill Clinton, including as special assistant in the White House Office of Cabinet Affairs, and was the New England regional director for the Federal Emergency Management Agency. Later, he served as then-U.S. Sen. John Kerry's deputy state director, from 2004 to 2008.

An Iraq War veteran, Warren served as a U.S. naval intelligence specialist.

In an email to constituents, Newton Mayor Ruthanne Fuller said Warren "left a wonderful legacy" in the city, as he "continuously worked across divides" to improve the Newton schools and school buildings, improve the local economy, reduce the city's carbon footprint, and create a long-range transportation strategy.

"He drew people to him and turned their energy into positive action," she wrote.

Warren leaves his wife, Tassy, and their two children, Abigail and John. ●

DIRECTOR'S REPORT

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century.

The third area of focus will be the current framework of regulations, mandates, programmatic state funding for local services, local revenue options

and legacy costs that drive a significant portion of the fiscal reality of cities and towns in the Commonwealth.

We look forward to releasing these recommendations in their final form in just a few weeks, and, most importantly, we are excited to work with all of you to

begin advocating for these policy and funding proposals, all aimed at ensuring that the foundational service provided by municipal government is sustained for decades to come. ●

Classified Advertisements

EMPLOYMENT OPPORTUNITIES

Forestry Foreman

Town of Saugus

The town of Saugus is seeking a qualified Forestry Foreman to lead and perform skilled tree maintenance work. Responsibilities include supervising tree crews, pruning/removing trees, operating bucket trucks, chainsaws, and other forestry equipment, and ensuring safe work practices. Must be able to work in all weather conditions and respond to emergencies (e.g., storm damage). Requirements: High school diploma or equivalent. Three-plus years of experience in forestry/tree work. Valid MA CDL Class B license. Hoisting License (2B or higher) preferred. Strong leadership and communication skills. Hiring Range: \$69,896.54 to \$76,319.29 annually; Salary commensurate with experience. Benefits: Excellent package including health insurance (90/10 split), town retirement plan, and paid time off. Schedule: Monday–Friday, 40 hours/week, full-time position. Apply now: Please email all cover letters/resumes to Human Resources Manager, Shalini Malik at smalik@saugus-ma.gov. The town of Saugus is an equal opportunity employer. Federal Law forbids discrimination based on race, religion, sexual orientation, national origin, age, marital status, gender orientation or disability.

Finance Director – Planning Department

City of Boston

The Finance Director will be responsible for overseeing the general accounting, budget, grants, procurement/purchasing, audit, cash and investments, AP/AR, and fiscal operations for the Planning Department and will lead the Finance operation of the BPDA. Candidates should have significant financial and budgeting knowledge and experience, along with strong leadership skills. The position provides strategic management of the agency's finances and budget. RESPONSIBILITIES: Work with leaders within the department to articulate strategic priorities in annual budget requests and represent the department throughout the budget process. Oversee, update, and participate in the formulation of internal policies, procedures, and controls that govern all fiscal activity. Ensure compliance with city, state, federal, and professional standards and regulations. Develop, recommend, and administer the operating budget for the BPDA, City of Boston Planning Department, and affiliates. Through a subordinate manager (Controller), manage accounting operations, hold cash management responsibilities and ensure timely and accurate preparation of monthly statements. Through Budget Director, manage development and administration of organizational operating and capital budgets, integration of department budgets into combined plan, and preparation, distribution, and analysis of budget variance reports. Through subordinate managers (Budget Director and Procurement Manager), manage purchasing and procurement functions. Ensure compliance with city, state and federal requirements. Ensure purchases deliver optimum cost-to-value, receive proper approvals, and that equitable procurement practices are implemented. Lead preparation and interpretation of financial performance and planning reports. Manage and monitor cash flow and liquidity. Identify and interpret financial trends and patterns, assess their impact;

recommend and implement appropriate responses. Direct independent, federal, and state audits. Maintain current knowledge of GAAP and regulatory changes. Provide management direction and guidance to staff; resolve issues. Recommend selection of Finance staff; provide training and coaching. Conduct performance reviews; recommend personnel actions. Ensure an up-to-date leasing database, appropriate and timely tenants billing and rent collection. Other duties as required. QUALIFICATIONS: Master's degree in finance, business or public administration or related field. Significant, direct experience may substitute for part of the degree requirement. CPA certification or equivalent experience preferred, plus 10 years of progressively responsible, related experience in fiscal management, including a minimum of three years of direct supervisory experience. Familiarity with Massachusetts procurement rules and regulations as set forth by the Massachusetts Inspector General's Office and Attorney General. BOSTON RESIDENCY REQUIRED. Salary Range: \$145,000 to \$165,000. Please email your cover letter to cassie.cavender@boston.gov. Please keep in mind that this position requires Boston Residency as required by an ordinance passed in 1994.

Assistant Chief Wastewater Operator

Town of Douglas

The town of Douglas Water/Wastewater Department is now accepting applications for the full-time (40 hours) position of Assistant Chief Wastewater Operator. Applicants must possess a valid Massachusetts Class B CDL and have, or be willing to obtain 2B, 4E, 4G hoisting licenses. Must have knowledge of construction and maintenance operations and be willing to be on call, work overtime, nights, weekends, and holidays. Starting pay range is \$29.23 to \$32.16 per hour with full benefits. Applications can be obtained at the Douglas Municipal Center/Selectmen's Office and online at www.douglas-ma.gov. AA/EOE

Secondary Water Operator

Town of Douglas

The town of Douglas Water/Wastewater Department is now accepting applications for the full-time (40 hours) position of Secondary Water Operator. Applicants must possess a valid Massachusetts Class B CDL and have, or be willing to obtain 2B, 4E, 4G hoisting licenses. Must have knowledge of construction and maintenance operations and be willing to be on call, work overtime, nights, weekends, and holidays. Starting pay range is \$27.77 to \$30.56 per hour with full benefits. Applications can be obtained at the Douglas Municipal Center/Selectmen's Office and online at www.douglas-ma.gov. AA/EOE

Administrative Assistant to the Chief of Police

City of Framingham

Police Department: Administrative Assistant to the Chief of Police. The city of Framingham is currently a 100% onsite work environment. This is a full-time (37.5 hours per week), benefit and overtime eligible position, classified as M-6 on the city's municipal employee classification plan that currently utilizes a predetermined step increase system. Description: This role provides complex administrative support and day-to-day office management for the Chief of Police and executive staff of the Framingham Police Department, a mid-sized Massachusetts police department. The ideal candidate will possess strong organizational and financial management skills. Professionalism is of the utmost importance, apply now! Qualifications: Bachelor's degree in public administration, business administration, criminal justice, communications, or a related field is preferred. Five to seven years of progressively responsible administrative experience, preferably supporting upper-level management in a police department or similar environment. Experience working with public and responding to customer service requests. Media relations or Public Information Officer (PIO) experience preferred. Anticipated Hiring

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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 on the website.

Member rates

- web only, 200 words or less: \$115; 201-400 words: \$225
- web & Beacon, 200 words or less: \$165; 201-400 words: \$325

Nonmember rates

- web only, 200 words or less: \$175; 201-400 words: \$285
- web & Beacon, 200 words or less: \$225; 201-400 words: \$385

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 published in mid-July.

December Beacon

Deadline: November 25
Publication: December 3

January (2026) Beacon

Deadline: December 29
Publication: January 7

Placing an ad

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

For more information, call Owen Page at the MMA at 617-426-7272, ext. 135.

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

See www.mma.org for details.

Classified Advertisements

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Range: \$57,354.44 to \$59,671.04. Schedule: Monday through Friday 9 a.m. to 5 p.m. Application: [Click here](#) to apply through our website. Full Job Description: [Administrative Assistant to the Chief of Police](#). Please apply on the Employment Opportunities page of the city of Framingham's website or access the link in the description.

Assessing Director Town of Chatham

Come join Team Chatham! The town of Chatham is seeking a knowledgeable, collaborative, and customer service oriented professional to serve as our Assessing Director within the department of Finance. Under the administrative direction of the Director of Finance, the Assessing Director oversees and is responsible for the valuation of all real and personal property in the town of Chatham. This position ensures compliance with Massachusetts General Laws and Department of Revenue regulations, manages day-to-day operations of the Assessing Division, and provides expert guidance to the Board of Assessors, town officials and the public. The Director leads the development and maintenance of valuation models and assessment databases, coordinates certification and revaluation processes, manages tax abatements and exemptions, prepares detailed financial analyses and reports, and represents the town in assessing-related matters. The role requires a balance of technical expertise, sound judgment, and a commitment to fairness and transparency in property valuation. The ideal candidate will have an associate's degree in business, finance or public administration along with three to four years of relevant experience or equivalent combination of education and experience. Bachelor's degree preferred. Certification as a Massachusetts Accredited Assessor required. This is a benefits and pension-eligible position, with a starting annual salary of \$95,284.80 to \$109,449.60 (biweekly \$3,664.80 to \$4,209.60; FLSA- Exempt/Salaried 40 hours per week with the expectation of evening meetings and requirements outside of standard hours of business). The position is covered under the Chatham Municipal Employees Association. Does this sound like the perfect opportunity for you? View the full job description for more details on required qualifications and experience. Interested applicants should send their cover letter and resume in one PDF to jobs@chatham-ma.gov, attention Megan Downey, Human Resources. First review deadline: Nov. 7. Position open until filled. ADA/EO/AEE

Veterans' Service Officer Town of Barre

The town of Barre is seeking to immediately hire a qualified professional to serve as the Veterans' Service Officer, chosen by the Select Board. The Veterans' Service Officer performs administrative and technical work counseling and assisting veterans and their families in accessing veterans benefits and services and resolving related problems; all other related work as required. Essential Duties and Responsibilities: Assists and counsels veterans and families with various types of personal, medical, and financial problems; informs applicants for assistance of services available and requirements for accessing benefits. Screens applicants for eligibility; assists with various forms, documents and legal papers; interprets and applies federal and state regulations; compiles and submits applications

to state and federal agencies and processes payments to be made from town funds. Prepares and monitors requests for approval and reimbursement from the Massachusetts Office of Veterans Affairs. Keeps abreast of constantly changing regulations and laws related to veterans. Maintains detailed records relating to requests and applications for assistance. Maintains professional competence through participation in relevant workshops, seminars, and professional organizations. Performs routine administrative work requiring the application of regulations and procedures; exercises independent judgment in making decisions involving routine and non-routine problems. This is a non-benefited position working a variable schedule, with work performed on an as-needed basis, which may include some evening hours on occasion. Must be an honorably discharged Veteran (DD 214 will be required for file) and a high school graduate. One year of experience in a responsible administrative position required. Experience serving the public or in a municipal government setting is helpful, or any equivalent combination of education and experience. Annual stipend of \$5,838. The complete job description and application is available at the Henry Woods Building and on the town of Barre website. The position is open until filled. Completed applications with a letter of interest and resume must be submitted to Sandy Hood, Administrative Assistant, by email to shood@townofbarre.com, or by mail to Henry Woods Building, 40 West St., Suite 697, Barre, MA 01005. AA/EOE

CAREERS AT MMA/MIIA

Senior Risk Management Trainer MMA/MIIA

The Massachusetts Municipal Association and the Massachusetts Interlocal Insurance Association are seeking a Senior Risk Management Trainer to join the MIIA Risk Management Team. This is an excellent opportunity for someone who is passionate about safety and risk management and excels at training and developing tailored safety, health, and risk management programs for municipalities. About the MMA: The nonpartisan Massachusetts Municipal Association provides an array of services to its member cities and towns statewide, including advocacy, education and training, research and analysis, and publications and information programs. As the voice of local government in Massachusetts, the MMA works to advance the interests of all cities and towns. About MIIA: The Massachusetts Interlocal Insurance Association provides property, liability, workers compensation, and group health insurance to cities and towns in Massachusetts. MIIA is a nonprofit organization and a membership service of Massachusetts Municipal Association. About the position: As Senior Risk Management Trainer, you will collaborate with the risk management and programming teams to deliver exceptional training experiences to members and peers. You will be responsible for creating, presenting, and revising training programs and materials for MIIA members and staff in a timely and consistent manner. Key responsibilities: Collaborate with the Senior Manager of Risk Management to set guidelines for the MIIA risk management training and program plan. Develop, implement, and evaluate MIIA's safety and health curriculum. Assist in developing and delivering

training on other MIIA insurance coverages, including auto, property, general liability, professional liability, law enforcement, school board, and professional liability. Provide on-site and virtual training for members. Review member training requests and create training descriptions and course flyers. Facilitate online training and track member evaluations. Provide monthly training updates and annual training reviews to management. Additional responsibilities: Analyze member loss data to identify training needs and create materials to address high-loss and topical areas. Review materials with the risk management team, create and update technical documentation, and provide guidance for incident review and remediation. Serve as a liaison with the risk management team, outside consultants, and members, and conduct outside inspections. Become knowledgeable about MIIA's cyber risk management program and explore educational opportunities. Program review and analysis then update, implementation and evaluation. Project work as required. Qualifications: The candidate must have a bachelor's degree in a safety-related field preferably in occupational health and safety. Five years of work experience in safety or insurance related fields. Experience with adult learning principles and creating and implementing training curricula. Ability to work in a team setting and independently. Understanding of instructional design is a plus. Preference for an individual who is a current OSHA outreach trainer. Work environment: Our offices are located in Boston's Government Center neighborhood. The position offers a salary range of \$87,500 to \$116,500, terrific benefits, and a great collaborative work culture. Our office uses a hybrid work schedule. If you are ready to devote yourself to work on behalf of our member cities and towns, then this position may be for you. How to apply: Please send a PDF of your cover letter and resume to: hr@mma.org.

Driver Training Instructor - EVOC and Simulator MMA/MIIA

The Massachusetts Municipal Association and the Massachusetts Interlocal Insurance Association are seeking a full-time Driver Training Instructor (Simulator and EVOC) to oversee the driver simulator training program across the Commonwealth. The individual will also be a Certified Emergency Vehicle Operator Course (EVOC) Instructor to train police officers in emergency driving scenarios. About the MMA: The nonpartisan Massachusetts Municipal Association provides an array of services to its member cities and towns statewide, including advocacy, education and training, research and analysis, and publications and information programs. As the voice of local government in Massachusetts, the MMA works to advance the interests of all cities and towns. About MIIA: The Massachusetts Interlocal Insurance Association provides property, liability, workers compensation, and group health insurance to cities and towns in Massachusetts. MIIA is a nonprofit organization and a subsidiary of Massachusetts Municipal Association. About the position: The MIIA simulator is a state-of-the-art driving simulator available to MIIA member communities and offers a safe environment for driver operators to experience a variety of scenarios and conditions typical to emergency response situations. Simulator duties: The Driving Instructor will have knowledge of or ability to be trained in the use of the Doran simulator computer system, including police, fire, DPW and general

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municipal driving scenarios. They will be responsible for curriculum development, including vehicle and scenario updates. They will work with Doran to ensure a 24-hour customer support onsite visit with followup. They schedule and confirm training while maintaining the truck, trailer and simulator. They will track and communicate participant performance to their Police Chief/Fire Chief or Training Officer. EVOC Instructor duties: the Driving Instructor will train participants on vehicle pre-trip inspections, defensive driving, backing emergency response pursuit and vehicle limitations. They will also discuss the importance of attitude, skill, capability and driving conditions. They will be responsible for course development, including setup and breakdown of courses. They will handle the onsite training logistics and facilitate driving instruction while supervising a team of EVOC instructors. Qualifications: The candidate must have knowledge and fluency of Police/Fire response policies, a valid driver license and the ability to drive the truck while towing the simulator trailer. They must have an understanding of the interaction between dispatchers and officers. EVOC Certification or the ability to obtain certification is required. Knowledge of EVOC course design, statement of program objectives and understanding of vehicle dynamics are necessary. Knowledge of commercial vehicles, federal highway regulations and CDL licensing is important. They must possess a DOT medical card. Five years of public safety employment, training and supervisory experience is preferred. Simulator experience is a plus. The salary range for this position is \$75,000 to \$100,000. How to Apply: Please send a PDF of your cover letter and resume to: hr@mma.org.

The MMA and MIIA are committed to diversity in the workplace and are proud to be equal opportunity employers. Diverse candidates are encouraged to apply. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, ancestry, genetics information, pregnancy or pregnancy-related condition, disability, age, or military or veteran status.

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.

AED System Services

Each year, about 356,000 sudden cardiac arrests (SCA) occur outside hospitals in the U.S. Most happen in homes, offices, and community spaces — places where AEDs are often missing or not maintained. When seconds matter, survival depends on one thing: whether an AED is rescue ready. Life Support Systems, a Massachusetts-based company, helps workplaces and communities stay prepared. We provide AEDs, training, and professional maintenance programs that keep your devices ready to save lives. Many organizations don't realize their risk. AEDs must be inspected, batteries and pads replaced, and logs kept up to code — yet one in five public-access AEDs are out of compliance. That means in an emergency, the device may fail. We take that burden off your plate. Whether you're starting a new program or managing existing units, we help reduce compliance burdens and liability risk. What sets us apart: Affordable AED programs, routine inspections and digital tracking, blended CPR/AED training, and local, on-site Massachusetts support. With 45+ years of experience, Life Support Systems helps protect lives, reduce liability, and build safer communities. Reach out today and mention MMA for a special offer: www.lifesupportsystems.com. 781-320-0030.

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 who 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@mrigrv.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.

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.

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 case-by-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 CliffordKennyLaw.com to see a complete list of our satisfied clients or call John Clifford or Jaime Kenny at 781-924-5796 for more information.

Special Counsel, Public Construction and Infrastructure Services

Petrini & Associates P.C. (P&A) is a recognized statewide leader in representing public owners in public construction and infrastructure disputes and litigation. P&A has decades of experience, having represented public owners in numerous bid protests, delay claims, differing site conditions, disputes between design professionals and project owners, and a broad variety of other construction disputes. Since its founding in 2004, P&A has represented more than 40 cities, towns, school districts and water and sewer districts in public construction litigation. For further information, please visit www.petrinilaw.com or contact Christopher Petrini at cpetrini@petrinilaw.com or 508-665-4310.

Urban Economics Consulting

Strategy 5 Consulting LLC is a boutique urban economics firm based in Andover, with national experience in a wide range of challenging projects. Over three decades, Principal Ernest Bleinberger has completed successful economic development strategic plans, achieved tangible downtown revitalization, conducted financial feasibility and market analyses in many sectors, formed TIF districts, induced significant private sector investment, and excelled in high-profile assignments from coast to coast. Our work ethic and professionalism ensure a close working relationship with our clients that has proven beneficial in achieving real economic results. Please contact Ernest Bleinberger by phone at 978-984-7125 or by email at eb@strategy5.net. www.strategy5.net.

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; hrcsconsulting@comcast.net; or visit www.hrsconsultinginc.com. WBE certified.

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Town Counsel Services

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

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 www.k-plaw.com or contact Lauren Goldberg, Esq., at 617-556-0007, or toll-free at 800-548-3522, or at lgoldberg@k-plaw.com.

Human Capital Solutions

MGT provides executive recruiting, comprehensive interim staffing, and human capital consulting for local governments, school districts, businesses, and nonprofits. Drawing on decades of experience working across the country, our team collaborates with your organization to understand your unique needs, culture, and goals to deliver tangible results. We tackle immediate challenges, anticipate future workplace needs, bridge talent gaps, and enhance policies to foster lasting positive transformation within your organization. Visit us at mgt.us, post to our job board at govhrjobs.com, or contact our team of experts at 847-380-3240.

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.

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 800-548-3522, or at lgoldberg@k-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.

Municipal Support Services

Capital Strategic Solutions (CSS) is a Massachusetts-based, certified woman-owned, disadvantaged business enterprise composed of municipal experts. We have hands-on experience that allows us to formulate and implement strategies tailored to the communities we serve. We specialize in public administration and municipal finance, human resources and policy development, emergency management services and public safety, public works and infrastructure operations, public relations and community engagement, project management and oversight, grant writing and administration, and onsite support services. For more information, visit www.capital-strategic-solutions.com, call 508-690-0046, or email info@capital-strategic-solutions.com.

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.

Navigating Employment Law

Navigate the intricate world of public employment law with this indispensable guide, crafted to address some of the most challenging and pressing issues faced by public employers today. While it's impossible to cover every facet of employment law in a single volume, this resource focuses on providing practical guidance on

key topics, including: Harassment in the Workplace; Combatting Disability Discrimination; FLSA; FMLA; Labor Relations; Management Rights; Freedom of Speech; IOD; Personnel Records. For more information or to purchase, visit mpitraining.com/product/navigating-employment-law-a-practical-guide-for-municipal-leaders.

Municipal Accounting and Consulting Services

Our outstanding team specializes in municipal financial consulting and outsourced accounting. Since 2008, we have worked with many Massachusetts cities and towns with interim accounting, special projects, fraud risk assessments, financial forecasts, and budgeting. We also provide permanent outsourced accounting solutions, which have proven successful for many years. Please contact Eric Kinshurf at eric@erickinshurfcpa.com or visit our website erickinshurfcpa.com for further information.

RFPs

Legal Services

Marblehead Retirement Board

The Marblehead Retirement Board is seeking proposals from qualified individuals/firms to provide legal services consistent with MGL Chapter 32 and Commonwealth of Massachusetts Regulations 840 CMR-Public Employee Retirement Administration Commission. The request for proposal will be available on Oct. 2. Completed original, hard copies and electronic copies of the RFP must be received no later than 12 p.m. on Nov. 14. The Board reserves the right to reject any or all bids. Request for a copy of the RFP should be sent to: Linda Gifford, Administrator, Marblehead Retirement Board, Mary Alley Municipal Building, 7 Widger Road, Marblehead, MA 01945. Phone: 781-639-3418. Email: giffordl@marbleheadma.gov. (Please note individuals or entities bidding on this Request For Proposals must not be involved in the RFP process in any manner.)

Legal Services

Brookline Retirement Board

The Brookline Retirement Board (hereinafter, "the Board") is seeking an attorney or law firm with experience representing Massachusetts public retirement boards in all matters pertaining to the Massachusetts public employee retirement law, General Laws Chapter 32 and 840 Code of Massachusetts Regulations, as well as ancillary areas of law pertinent to public agencies, including the Massachusetts Public Records Law, the State Ethics Law, and the Massachusetts Open Meeting Law. This request for proposals is subject to and will be conducted in compliance with General Laws Chapter 32, § 23B. The Board oversees the Brookline Retirement System (hereinafter, "the System"), a Massachusetts governmental unit that administers the public pensions of over 2,000 active and retired employees and their beneficiaries of the Town of Brookline and the Brookline Housing Authority. The Board manages approximately \$525 million in system assets and employs a staff of three in the offices located at 11 Pierce St., Brookline, MA 02445. To be considered for selection, the attorney or law firm should possess knowledge and proficiency

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Classified Advertisements

CLASSIFIEDS

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with General Laws Chapter 32 and 840 Code of Massachusetts Regulations, and with laws generally pertaining to public agencies and public employment. Attorneys should have experience with appeals filed with the Contributory Retirement Appeal Board and in all Massachusetts Courts. The Brookline Retirement Board reserves the right to reject any and all bids. Attorneys and law firms must submit a proposal to be considered. A copy of the RFP may be obtained from Padraic P. Lydon, Executive Director, Brookline Retirement System, at 11 Pierce St., Brookline, MA 02445; plydon@brooklinema.gov. The Request for Proposals will be available until the submission deadline of Nov. 20 at 4 p.m.

Actuarial Services

Northbridge Retirement Board

The Northbridge Retirement Board is seeking proposals from qualified vendors to provide actuarial services to include full actuarial valuations, a review of the Northbridge Retirement Board to determine whether assets and contributions are sufficient to provide prescribed benefits under M.G.L. Chapter 32 and Chapter 34B, Section 19, and provide an appropriate funding schedule pursuant to M.G.L. Chapter 32. The consulting actuary to the Northbridge Retirement Board must be either an Enrolled Actuary, a member of the American Academy of Actuaries, or an Associate or Fellow of the Society of Actuaries. The actuary must be qualified to perform actuarial valuations of public pension plans, developing appropriation assessments, and preparing GASB

Statements Nos. 67 and 68 Accounting Valuation Reports. The Northbridge Retirement Board prefers that responding vendors have a minimum of three years of relevant experience. The Northbridge Contributory Retirement System had approximately \$52.2 million in assets as of Jan. 1, 2024, managed under the Pension Reserves Investment Management Board. The System had 249 active participants, and 122 retired members within the retirement system. The Board reserves the right to cancel or reject in whole or part any or all proposals in the best interest of the Northbridge Contributory Retirement System. The RFP is available up to the proposal deadline by emailing Caitlin Leahey, Board Administrator at: cleahey@northbridgemass.org. Proposal deadline is Monday, Dec. 15, at noon. Late proposals will not be accepted. ●

MIIA

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Mechanical failures such as malfunctioning pumps, sump systems, or circulators can quickly cascade into costly emergencies.

Facility teams should:

- ✓ Test and calibrate HVAC and pump systems.
- ✓ Verify that backup generators and emergency heat sources are operational.
- ✓ Inspect dry sprinkler systems and low-point drains to ensure they're properly marked and drained.

Strong recordkeeping matters just as much as maintenance. Keeping a centralized log of all inspections, repairs and system tests helps to ensure compliance, track trends, and speed up responses when issues arise. Maintaining detailed inspection logs — including who performed the work, when it was completed, and what corrective actions were taken — helps identify recurring issues and ensures compliance with National Fire Protection Association, Occupational Safety and Health Administration, and local regulations.

Roof loads, snow and ice

Unbalanced snow loads caused by drifting, rain-soaked snow, or compressed insulation can place uneven stress on roof structures, bringing a host of risks from roof collapse to interior water

damage. Snow can also block vents, HVAC intakes, and access doors, creating hazards for both air quality and inspection safety. Regular drainage checks and early removal of heavy or saturated snow help reduce these risks.

Facility teams should inspect roofs regularly before and after storms. Look for sagging ceilings, bowed trusses, cracking noises, or doors and windows that suddenly won't close, all signs that a structure may be overstressed and needs immediate evaluation by a licensed engineer. If sagging ceilings, cracked walls, or sprinkler lines pulling away from the ceiling grid are observed, FEMA advises that the building be evacuated and that an immediate assessment is conducted by a licensed structural engineer.

When snow removal is required, worker safety should be prioritized. OSHA requires fall protection for anyone working 4 feet or more above a lower level. Be sure to use properly maintained lifts and ladders, mark hidden skylights or vents, and ensure that teams take breaks to warm up.

Lightning and power surge protection

Winter lightning (thundersnow) and power surges can also impact critical systems.

Protect them by:

- ✓ Installing and maintaining surge protection devices at all service entrances and distribution panels.

- ✓ Ensuring proper grounding and regular inspection of lightning protection systems.
- ✓ Securing sensitive electronics by disconnecting when possible.
- ✓ Using building management systems to monitor power quality and receive alerts.

These measures help reduce the risk of damage and downtime while safeguarding investments in municipal infrastructure.

Safety matters

Regularly scheduled inspections, staff training, pre-winter checklists, and careful documentation reinforce a risk management maintenance culture. Reviewing technical guidance documents or scheduling professional assessments before winter peaks can help identify vulnerabilities early and strengthen facility resilience.

By addressing risks early on and staying attentive as storms roll through, local leaders can reduce costly losses, preserve essential operations, and keep staff, students and residents safe all season long.

For more detailed technical guidance, or to learn about MIIA Rewards credits and Risk Management or Flex Grants, contact your MIIA Risk Manager or visit www.emiia.org.

Calendar



The Beacon

Massachusetts Municipal Association

3 Center Plaza, Suite 610, Boston, MA 02108

NOVEMBER

6 MMA webinar, MassDOT grants, 12-1:15 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

13 Women Leading Government, meeting, 9 a.m.-1 p.m., Devens Common Center, Devens. Contact: MMA Senior Member Program Coordinator Denise Baker

18 Massachusetts Municipal Councillors' Association, virtual board meeting, 8:45-9:45 a.m. Contact: MMA Senior Member Program Coordinator Denise Baker

18 MMA Board of Directors, virtual meeting, 10-11:45 a.m. Contact: MMA Executive Assistant Elanienne Coste

18 Local Government Advisory Commission, virtual meeting, 1-2 p.m. Contact: MMA Executive Assistant Elanienne Coste

19 MMA webinar, opioid settlement funds, 12-1:15 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

20-21 Massachusetts Municipal Management Association, fall conference, AC Hotel, Worcester. Contact: MMA Senior Member Program Coordinator Denise Baker

DECEMBER

2 Massachusetts Mayors' Association, newly elected training. Contact: MMA Membership and Project Assistant Katherine Christy

3 Association of Town Finance Committees, governing board meeting, 11 a.m.-1 p.m., MMA Office, Boston. Contact: MMA Senior Member Program Coordinator Denise Baker

3 Massachusetts Mayors' Association, holiday dinner. Contact: MMA Membership and Project Assistant Katherine Christy

5 Massachusetts Municipal Councillors' Association, newly elected training, 8:30 a.m.-3 p.m., Cyprian Keyes, Boylston. Contact: MMA Senior Member Program Coordinator Denise Baker

9 MMA webinar, alternative response teams, 12-1:15 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

11 Massachusetts Municipal Management Association and Massachusetts Municipal Human Resources, joint holiday meeting, 9 a.m.-1 p.m., The Manor, West Boylston. Contact: MMA Senior Member Program Coordinator Denise Baker and MMA Member Program Coordinator Martin Davis

JANUARY

22-24 Connect 351, MMA's annual conference, Menino Convention and Exhibition Center and Omni Boston Hotel. Visit connect351.org or contact MMA Conference and Meeting Planner Timmery Kuck.

FEBRUARY

10 Massachusetts Municipal Councillors' Association, board meeting, 8:45-9:45 a.m. Contact: MMA Senior Member Program Coordinator Denise Baker

10 MMA Board of Directors, board meeting, 10-11:45 a.m. Contact: MMA Executive Assistant Elanienne Coste

26 Massachusetts Municipal Management Association, mini boot camp, 9 a.m.-12:30 p.m., Middleborough Town Hall, Middleborough. Contact: MMA Senior Member Program Coordinator Denise Baker

MARCH

5 Women Leading Government, conference, 9 a.m.-1 p.m., Holy Cross, Worcester. Contact: MMA Senior Member Program Coordinator Denise Baker

12 Massachusetts Municipal Human Resources, boot camp, 8:30 a.m.-3 p.m., Hotel Northampton, Northampton. Contact: MMA Member Program Coordinator Martin Davis

19 Massachusetts Municipal Management Association, meeting, 9 a.m.-1 p.m., Cyprian Keyes Golf Club, Boylston. Contact: MMA Senior Member Program Coordinator Denise Baker

25 Massachusetts Mayors' Association, meeting 10 a.m.-1 p.m. Contact: MMA Membership and Project Assistant Katherine Christy

27 Women Elected Municipal Officials, leadership conference, 8:30 a.m.-1 p.m., Publick House, Sturbridge. Contact: MMA Member Program Coordinator Martin Davis

APRIL

10 Massachusetts Municipal Councillors' Association, regional meeting, 8-10 a.m. Contact: MMA Senior Member Program Coordinator Denise Baker

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.

MMA contacts

Denise Baker can be reached at dbaker@mma.org

Katherine Christy can be reached at kchristy@mma.org.

Elanienne Coste can be reached at ecoste@mma.org

Martin Davis can be reached at mdavis@mma.org

Timmery Kuck can be reached at tkuck@mma.org

Kristianna Lapierre can be reached at klapierre@mma.org

For more information, visit www.mma.org.

CONNECT 351

Join your colleagues for the MMA's Annual Conference!

Full details & registration: mma.org/connect-351