

MMA Legislative Breakfast Meetings set

By Abigail Ferrone

The MMA will hold its fall series of Legislative Breakfast Meetings this month in Great Barrington, Leicester, Lowell, Needham, Northampton and Westport.

The MMA's Legislative Breakfast Meetings are held each spring and fall in communities across the Commonwealth to give local leaders, legislators and MMA staff an opportunity to network in an informal setting to discuss issues of importance at the local and state level.

The MMA's Legislative Division staff will discuss the latest activity in the Legislature that has implications for cities and towns. Key discussion topics will include the fiscal 2027 state budget, a fiscal 2026 supplemental spending package funded by "Fair Share" revenue, the transportation infrastructure bond bill, and the PROTECT Act.

Attendees will also get updates on pending bills related to economic development, energy costs, environmental measures,



Cambridge City Councillor Catherine Zusy listens to presentations during an MMA Legislative Breakfast Meeting that was held in Sharon on March 6.

and other legislative priorities.

Municipal officials from every community are encouraged to take advantage of this opportunity to discuss issues of importance with MMA staff and legislators.

Attendees are also urged to contact their local legislators and invite them to attend.

A light breakfast and coffee will be provided at these free meetings beginning at 8:30 a.m. Introductions will begin shortly thereafter, followed by presentations and a Q&A session. The meetings will end by 10:15 a.m.

Please note that the Northampton meeting will begin at 9:15 a.m. and end at 11.

Meetings will be held on the following Fridays:

Oct. 16: Great Barrington and Leicester

Oct. 23: Needham and Westport

Oct. 30: Lowell and Northampton

MMA members are asked to [register online](#).

Additional details will be available on the [MMA website](#), along with the link to register.

Questions may be directed to Abigail Ferrone at 617-426-7272, ext. 130, or aferrone@mma.org. ●

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MMA opens registration for Connect 351

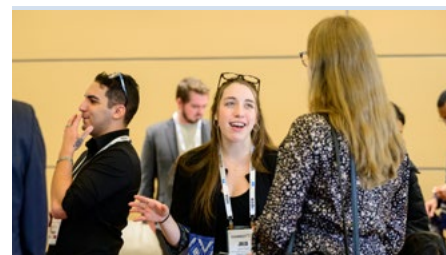
By Owen Page

Registration opened on Oct. 1 for [Connect 351](#), the MMA's annual conference, which will be held Jan. 21-23 in Boston's Seaport District.

With a diverse program of events, Connect 351 offers local leaders an opportunity to collaborate with and learn from their peers across the Commonwealth, as well as through timely, information-packed [workshops](#), myriad networking opportunities, membership business meetings, receptions, awards programs, and other engaging activities.

The event will be held at the [Menino Convention and Exhibition Center](#).

The [Connect 351](#) program is quickly taking shape, and MMA staff are hard at work finalizing the remaining details. As always, the latest and most comprehensive



Julia Flood, a web and digital engagement specialist in Lexington, participates in a networking reception during Connect 351 in January 2026 in Boston.

information about the conference is available on connect351.org.

A new video on the [Connect 351 website](#) features interviews with nine MMA members about why the conference is so meaningful for them. "It's a little bit like our Super Bowl," says Amesbury Mayor

■ **CONNECT 351** continued on 33

2026 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 the Massachusetts Mayors' Association, Massachusetts Municipal Councillors' Association, Massachusetts Municipal Management Association, Massachusetts Select Board Association, and Association of Town Finance Committees.

Executive Committee

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Select Board Member, Sharon

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and MMMA District 2 Representative
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MMA Executive Director

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Israel Rivera, Councillor, Holyoke

Sam Squailia, Mayor, Fitchburg

Liz Sullivan, Town Administrator, Dennis

Michelle Wu, Mayor, Boston

Executive Director's Report

A top-down mandate is the wrong tool for housing affordability

Every municipal leader across Massachusetts understands the gravity of our Commonwealth's housing crisis. Our residents are squeezed by rising costs. Young families are priced out of the towns where they grew up. And local businesses struggle to attract workers.

Cities and towns are actively working on solutions, zoning for new growth, and expanding multi-family districts. But a statewide ballot initiative — Question 7 — presents a deeply flawed, one-size-fits-all directive that threatens to undermine community-driven planning without solving the underlying affordability problem.

On the surface, Question 7 may sound appealing. By prohibiting municipalities from requiring lot sizes larger than 5,000 square feet for single-family homes on public water and sewer, proponents frame it as a way to "legalize starter homes." A claim of good intentions, however, does not equal sound public policy.

A closer look reveals that Question 7 is a blunt instrument that overrides local governance, strains infrastructure, and fails to guarantee affordable options for residents.

The foundation of strong Massachusetts communities is municipal zoning. Local



By Adam
Chapdelaine

planning boards and town meetings are not arbitrary gatekeepers; they are local representatives who understand their community's geography, traffic patterns, school capacities, and environmental thresholds.

Question 7 strips away this localized stewardship by forcing a uniform, statewide standard onto diverse com-

munities. A dense urban neighborhood, a historic coastal town, and a suburban municipality have drastically different planning constraints. Erasing local lot-size standards strips municipal governments of an important tool they use to balance residential growth with local services, public safety and environmental protection.

Perhaps the greatest misconception surrounding Question 7 is that smaller lot requirements would automatically yield lower-cost housing. But nothing in this measure would mandate that homes built on 5,000-square-foot lots would be sold at affordable or entry-level prices.

In high-demand markets across the Commonwealth, smaller lots will simply yield smaller parcels sold at premium prices or encourage the teardown of existing, more affordable housing stock to maximize land value. Without price caps or affordability deed restrictions,

■ DIRECTOR'S REPORT *continued on 18*



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

3 ballot questions raise concerns for local leaders

By John Ouellette

Of the record-tying nine ballot questions Massachusetts voters will face on Nov. 3, three are particularly concerning to municipalities:

- Question 7, which would create a statewide zoning rule allowing single-family homes on lots as small as 5,000 square feet — about one-ninth of an acre
- Question 5, which would change the way the state revenue limit is calculated
- Question 4, which would allow residents to change their voting address and register to vote on Election Day

The most recent episode of the MMA's podcast, [The 351](#), looked at the three questions and why they raise serious concerns for cities and towns. The episode's guests — MMA Legislative Director Dave Koffman, MMA Legislative and Policy Counsel Ali DiMatteo, and MMA Senior Legislative Analyst Adrienne Núñez — broke down the questions with co-hosts Adam Chapdelaine and John Ouellette, MMA executive director and MMA communications director, respectively.

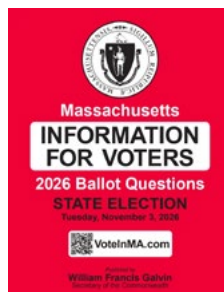
Question 7

Koffman pointed out that Question 7 is billed as a “starter homes” proposal, but, while it dictates lot size, it says nothing about what could be built, leaving that to the discretion of developers.

“This is something that would have no affordability provisions whatsoever,” he said. “And I think that’s the distinction that voters really need to look at. A smaller lot does not automatically mean a more affordable home.”

Koffman and DiMatteo pointed out that Question 7 would bypass local zoning and public input, and undermine community-driven planning, without addressing affordability.

“Aside from regulations around setbacks and heights, Question 7 removes nearly all discretion for local officials and residents in zoning,” DiMatteo said. “By overriding local zoning authority with a one-size-fits-all



mandate, communities lose the power to pace their own growth.”

Question 7 requires that homes on these small lots have frontage of at least 50 feet and access to public water and sewer, but it doesn't consider whether the water or sewer system has the capacity to accommodate growth, she said. Many public water and sewer systems are already operating near or at capacity, so forcing additional hook-ups without a thorough planning process would risk system overloads, environmental hazards and costly emergency actions.

Rapid, unplanned development could also strain local school districts, emergency services, and road networks, creating a potential burden for local property taxpayers, DiMatteo said.

Koffman said programs like the federal [21st Century ROAD to Housing Act](#) and the state's new [Move-In MA](#) initiative are far more effective tools to create affordable housing because they treat cities and towns as partners.

Question 5

Question 5 would change the formula for calculating the state's revenue limit, in

■ **BALLOT QUESTIONS** *continued on 23*

Gov. announces \$330M for economic development

Gov. Maura Healey on Oct. 1 announced the award of \$330 million for 403 local economic development and housing projects in 207 communities across Massachusetts through the Community One Stop for Growth.

The governor said the awards will support more than 27,000 new homes, more than 13,000 permanent jobs, and more than 7 million square feet of new commercial development, while helping to unlock an estimated \$24.6 billion in private investment.

The total grant awards, and the number of communities receiving them, are the largest numbers in the history of the 5-year-old One Stop program.

The [Community One Stop for Growth](#), overseen by the Executive Office of Economic Development, is a central portal for cities, towns and organizations to access state funding for projects that create housing, strengthen downtowns, prepare sites for development, build construction, and support local economic growth.

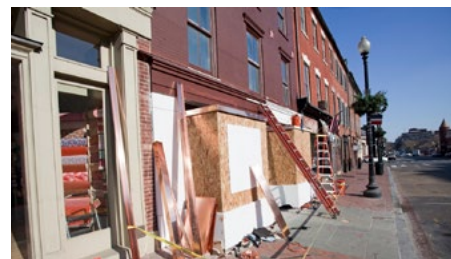
“The One Stop makes it easier for

communities to access the resources they need to move important local projects forward,” said Lt. Gov. Kim Driscoll in a prepared statement.

This year's awards are being delivered through 14 grant programs administered by the Executive Office of Economic Development, the Executive Office of Housing and Livable Communities, and MassDevelopment — and will reach every region of Massachusetts. Thirteen communities are receiving One Stop funding for the first time.

Of the 402 projects receiving awards, 36% are in rural communities, 24% are in Gateway Cities, 37% are in Housing Choice Communities, and half are in MBTA Communities, according to the administration.

“The Community One Stop helps us partner with cities and towns to support projects that can unlock new investment and create meaningful economic growth,” said Economic Development Secretary Eric Paley. “This year's awards will help communities prepare sites for development,



Community One Stop for Growth funding announced on Oct. 1 will help 403 local projects, including economic development and projects that address vacant storefronts.

improve infrastructure, bring underused properties back into productive use, and support thousands of new jobs and homes across Massachusetts.”

“Since its launch five years ago, Community One Stop for Growth has been a game changer for cities and towns as they pursue economic development projects across Massachusetts,” said MMA Executive Director Adam Chapdelaine. “The state's municipal leaders are very grateful to the Healey-Driscoll

■ **COMMUNITY ONE STOP** *continued on 23*

Governor files closeout supplemental budget bill

By **Adrienne Núñez**

Gov. Maura Healey filed a \$2.24 billion supplemental budget on Sept. 23 that would enable the Commonwealth to close the books on fiscal 2026.

The bill proposes a variety of investments and policy changes that the administration said are intended to benefit state programs, offer cost protections to residents, and address a variety of healthcare goals.

One provision is intended to ensure that the [Frances Perkins Workplace Equity Act](#) remains effective despite looming federal regulatory changes. A recently proposed federal rulemaking would eliminate the federal EEO-1 through EEO-6 workforce demographic reporting that is the foundation for the Massachusetts' wage equity reporting.

The governor is proposing to transfer responsibility for collecting workforce demographic data to the Executive Office of Labor and Workforce Development and establish a backstop provision outlining a state reporting requirement should federal reports be eliminated.

Also of interest to municipalities are proposals for \$1.3 million for local fire projects and grants, and \$4.3 million for regional transit.

The bill would create a state-level Health

Care Stabilization Fund intended to support emerging healthcare-related needs, including costs expected to result from federal policy changes.

The bill would also provide \$41.5 million to the Department of Transitional Assistance to adapt to federal policy changes that are pressuring states to reduce error rates for SNAP benefits.

In an effort to address inflation attributed to conflict in the Persian Gulf, the governor is proposing a two-month suspension of the state's gas tax, which would reduce gas tax revenue by an estimated \$120 million. The governor's bill would offset these losses with revenue from the Fair Share income tax surtax.

The governor is also proposing a cap on the resale of concert tickets, limiting the price to 110% of the face value of the original ticket.

Funding provisions include allocations for programming for new parents, MassHealth, sheriff's accounts, and the Cannabis Control Commission.

Policy provisions include extensions for businesses to come into compliance with updated tax policy changes; updates to processes related to the formation and operation of corporations; policy addressing veterans' access to medical marijuana



Administration and Finance Secretary Matt Gorzkowicz discusses the administration's closeout supplemental budget plans during a Local Government Advisory Commission meeting on Sept. 8 in Shrewsbury. Gov. Maura Healey filed the budget on Sept. 23.

licenses; and a removal of the requirement for electric utilities to procure electric supply on a six-month basis (a change intended to help lower electricity rates).

In her letter to the Legislature, Healey urged lawmakers also to consider [her recently filed proposal to provide \\$100 million in one-time funding to school districts](#).

She also urged the Legislature to add the "common-sense, non-controversial reforms" from her [Municipal Empowerment Act](#) to its revisions of the closeout supplemental budget.

The bill has been referred to the House Committee on Ways and Means. ●

Expression of interest period for ECO One Stop closes Oct. 16

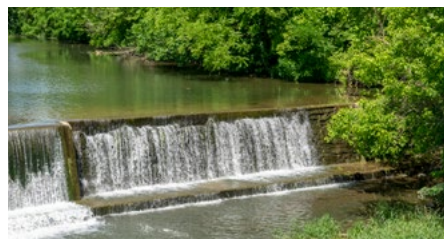
The expression of interest period for the Environment and Climate One Stop (ECO One Stop) program is scheduled to close on Oct. 16.

[ECO One Stop](#), launched last December by the Executive Office of Energy and Environmental Affairs, is a streamlined grant application for climate and environmental resilience projects in Massachusetts.

The EOI process is optional, but highly recommended, for applicants considering submitting an application to ECO One Stop for fiscal 2028.

Submitting an EOI allows applicants to provide a summary of their project idea and receive early feedback from relevant grant program staff before the formal application period begins in early 2027. This initial step is completed through a simple online form on the [ECO One Stop website](#).

This year, potential applicants can submit



The optional Expression Of Interest process for the Environment and Climate One Stop (ECO One Stop) program is scheduled to close on Oct. 16. The state will be hosting webinars this fall focused on popular ECO One Stop project types, including dam and levee work.

up to two EOIs, with the exception of regional planning agencies, which are permitted to submit up to four EOIs.

The Executive Office of Energy and Environmental Affairs notes that staff may not be able to provide feedback on project ideas that come in after the EOI deadline.

Project type webinars

In addition to EOI feedback calls, the office will be hosting a set of webinars this fall focused on popular ECO One Stop project types. The webinars, offering guidance for potential applicants, will cover the following:

- Land Use Planning, Oct. 27, noon-1 p.m. ([register](#))
- Stormwater Management, Nov. 3, noon-1 p.m. ([register](#))
- Culvert/Small Bridge Upgrade or Removal, Nov. 10, noon-1 p.m. ([register](#))
- Dam/Levee Repair, Upgrade or Removal, Nov. 17, noon-1 p.m. ([register](#))

Registration links and recordings will also be made available on the [ECO One Stop website](#).

Those who applied to the fiscal 2027 round of the ECO One Stop and would like to receive feedback on their past application should contact EcoOneStop@mass.gov. ●

Connect 351 offers revamped Thursday lineup

By Jennifer Kavanaugh

The MMA is expanding its Thursday programming for the upcoming Connect 351 conference, with timely workshops, a session on public speaking, and a panel with a local news reporter with an especially joyful Boston accent.

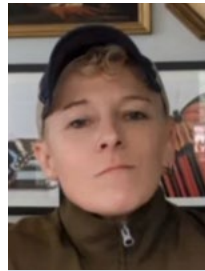
Connect 351's Thursday programming has been growing in popularity since it was launched two years ago. For 2027, the MMA is adding a block of six workshops, starting 1:30 p.m., on topics including procurement; communications; diversity, equity and inclusion; employment liability; clean energy siting and permitting; and artificial intelligence. (Twelve more workshops will be held the next day.)

At 3 p.m., attendees can choose between two special events: a Women Leading Government conversation with popular Boston Globe reporter Emily Sweeney; and a skills training session with Kit Pang, founder of [BostonSpeaks](#). Both hour-long sessions are open to all Connect 351 attendees.

The conference will be held from Jan. 21 through 23 at the Menino Convention and Exhibition Center in Boston's Seaport District.

WLG interviews Sweeney

The WLG panel will play "Ask the Reporter" with Sweeney, who was



Emily Sweeney



Kit Pang

recently named the Globe's first social video journalist and is known for her memorable interviews of both well-known public figures and regular people on the street.

A Globe reporter since 2003, she achieved viral fame with her lively [video report on the March invasion of a Beverly mansion](#), notable for her pronunciation of words like "caretaker" and "intruder." The video received millions of views within days.

Along with her Boston accent, Sweeney has charmed viewers from Greater Boston to Guam with her spiky blonde hair and penchant for track suits, as well as her inventive approach to interviews. In recent months, she has discussed inflation with [shoppers at a Market Basket](#) (or rather, "Mahkit Baskit"), interviewed State Auditor Diana DiZoglio [while pedaling a duck-shaped paddleboat](#), and explored the [unexpected attractiveness](#)

[of a bronze statue of "Moby Dick" author Herman Melville](#), following its recent unveiling in New Bedford.

When asked about her newfound fame, the Dorchester native and former Northeastern University hockey player has said that people find her relatable at a time when authenticity seems to be in short supply.

"There's a lot of mistrust of large institutions," Sweeney told [Today.com](#). "There's a lot of mistrust of mainstream media. And I think that having a voice that doesn't sound like a typical news broadcaster voice — it sounds more real, because it is real. It's kind of like you're getting the news from your auto mechanic or something, you know what I mean?"

Sweeney is also the author of several books, including "Boston Organized Crime," "Gangland Boston," and "Dropkick Murphy: A Legendary Life."

Public speaking training

In an interactive session, Pang will share insights from [his career](#) of helping Fortune 500 leaders, TEDx speakers, professional athletes and Michelin-starred chefs become better public speakers. His engaging approach will help attendees sharpen their speaking skills, explore powerful speaking techniques, examine their mindset to address speaking beliefs, work on their delivery, and venture outside their comfort zone toward public speaking success.

Pang's focus on three pillars of public speaking — "Mindset, Manner, Matter" — aims to help people manage how they think, feel and act in order to speak with greater confidence and perform under pressure; hone their presence and delivery; and explore strategies for making their content engaging, clear and persuasive.

Participants will explore persuasive language patterns and learn how to be more clear and coherent and to improve their presence with the effective use of hand gestures. Participants will break into pairs and small groups to practice, and then discuss what they've learned.

"Think of it as a gym class, but for speaking," Pang told the MMA.

Visit the [Connect 351](#) website for complete information about the conference and to register. ●



LGAC addresses school funding

Stow Town Administrator Denise Demboski, left, discusses local support for the reconvening of the Foundation Budget Review Commission during a Local Government Advisory Commission meeting on Sept. 8 in Shrewsbury. "As students head back to the classroom, it is an apt time to jumpstart this commission that will explore what's working and what needs to change regarding our school funding practices," Demboski said. Also pictured is Sandwich Assistant Town Manager Heather Harper.

SJC decisions affirm municipal authority in land use

By Ali DiMatteo

Two recent decisions by the Massachusetts Supreme Judicial Court have addressed significant questions involving municipal authority over land, public purposes and local decision-making.

In both cases, the MMA filed amicus curiae, or “friend of the court,” briefs, in support of the municipal position.

The cases involve very different circumstances, but both decisions have important implications for cities and towns seeking to exercise their legal authority to advance legitimate public purposes.

Nahant v. Northeastern

In [Town of Nahant v. Northeastern University](#), the SJC on Sept. 3 reversed a Superior Court decision that had blocked Nahant from using eminent domain to acquire conservation and public-access easements over property owned by Northeastern University.

The Nahant case arose from Northeastern University’s plans to expand its Marine Science Center at East Point, a peninsula that includes both town-owned property and property owned by Northeastern. The proposal generated significant local opposition, particularly due to concerns about development of one of the town’s remaining

areas of open space as well as continued public access to the area.

In 2021, Nahant voters authorized the Select Board to pursue the acquisition of property interests for open space, recreation, conservation and historic-preservation purposes, ultimately issuing an order of intention to take conservation and access easements covering approximately 12 acres of Northeastern’s property. Northeastern challenged the taking, arguing primarily that the town was acting in bad faith and that its stated conservation purposes were merely a pretext for stopping Northeastern’s development plans.

A Superior Court judge agreed with Northeastern, but the SJC reversed that decision in a unanimous ruling, emphasizing that conservation and preservation of open space are longstanding and constitutionally recognized public purposes. Importantly, the court rejected the notion that the taking became invalid merely because it would also prevent Northeastern’s proposed development.

The [MMA, with the Massachusetts Municipal Lawyers Association and KP Law, filed an amicus brief](#) in the case supporting Nahant and the broader authority of municipalities to exercise eminent domain for legitimate public purposes.



Two recent decisions by the Massachusetts Supreme Judicial Court, in cases involving Nahant and Boston, address significant questions involving municipal authority over land, public purposes and local decision-making.

Emerald Necklace Conservancy v. Boston

Just weeks earlier, in *Emerald Necklace Conservancy Inc. v. City of Boston*, the SJC issued another important decision involving municipal control of public property.

The case involved Boston’s plans to renovate and reconstruct White Stadium in Franklin Park through a public-private partnership involving Boston Public Schools, the city of Boston and Boston Unity Soccer Partners.

The Emerald Necklace Conservancy challenged the project, arguing, among other things, that the stadium parcel was protected by Article 97 of the Massachusetts Constitution, which generally requires a two-thirds vote of the Legislature before protected parkland can be disposed of or converted to another use.

The SJC affirmed the Superior Court’s judgment in favor of Boston, finding that while the land had originally been acquired by Boston for use as public parkland, subsequent legislative actions in 1947 and 1950 had changed the legal status of the property. As a result, when Article 97 was ratified in 1972, the stadium parcel was no longer subject to Article 97’s protections. The court therefore affirmed the Superior Court judgment, clearing the way for the White Stadium project to continue.

The [MMA filed an amicus brief](#) in the White Stadium case in support of the city of Boston, as the case presented questions of broad importance to municipalities concerning the legal status and use of public property, the interpretation of Article 97, and the ability of cities and towns to make decisions concerning municipal facilities and public land. ●



LGAC eyes looming fiscal challenges

Shrewsbury Town Manager Kevin Mizikar, right, expresses appreciation for the administration’s update on strong state revenues, as well as for the capitalization of the Disaster Relief and Resiliency Fund during a Local Government Advisory Commission meeting on Sept. 8 in Shrewsbury. Mizikar pointed out, however, that “the storm is on the horizon” in many communities, including Shrewsbury, which anticipates the need for a Proposition 2½ override in fiscal 2029. “In most communities, the storm has arrived,” he said. “We cannot rely on new growth alone in the current climate and within the constraints of existing laws and regulations.” Also pictured is Franklin Town Administrator Jamie Hellen.

Guidance issued for implementing PROTECT Act

By John Ouellette

The Healey-Driscoll administration has issued a series of guidance documents to help schools, courthouses, child care programs, healthcare facilities, and other specified locations implement and comply with the [PROTECT Act, which was signed on Aug. 5](#).

On Aug. 21, the Executive Office of Education and the Department of Elementary and Secondary Education [released model policies, procedures and guidance](#) to provide school districts, charter schools, educational collaboratives and licensed or state-funded early education and care programs with clear steps to follow if federal immigration enforcement agents arrive on site or request access to a student, child or their information.

The guidance addresses designating staff points of contact, reviewing and responding to requests, involving legal counsel when appropriate, documenting interactions, notifying families, and protecting confidential information. The resources also provide procedures for alerting school communities when civil law enforcement agents are confirmed on school grounds, while protecting individual privacy, updating student emergency contacts, and sharing the policies with students and families.



Waltham City Councillor John McLaughlin thanks the Healey-Driscoll administration for PROTECT Act guidance and model policies for municipal and school officials, staff and residents during a meeting of the Local Government Advisory Commission on Sept. 8 in Shrewsbury.

The PROTECT Act generally prohibits civil arrests on school grounds and on the premises of covered child care programs without a judicial warrant or judicial order. The law also requires covered schools and programs to adopt policies governing interactions with civil law enforcement.

The law's protections apply regardless of whether a school or program has completed its required policy.

Additional guidance areas

The PROTECT Act limits civil arrests in courthouses, child care programs and nonpublic areas of healthcare facilities; strengthens guardianship options for families if a parent is detained or deported;

and creates a state civil rights remedy for constitutional violations.

On Sept. 8, the Healey-Driscoll administration issued PROTECT Act [guidance and resources for health care providers, employers, law enforcement, and state agencies](#).

The guidance addresses protections for nonpublic areas of state property and in healthcare facilities, limits state and local law enforcement participation in civil immigration enforcement, and covers a new requirement for employers to notify workers in writing if U.S. Immigration and Customs Enforcement is going to inspect employee records.

The Executive Office of Public Safety and Security, Municipal Police Training Committee, and Massachusetts Chiefs of Police Association developed new roll call training materials to help police officers, dispatchers, records staff and other law enforcement personnel understand the PROTECT Act's requirements and how they apply to day-to-day public safety work.

The PROTECT Act limits when state and local law enforcement may inquire about, record, share or act on a person's immigration or citizenship status. It also restricts the use of state and local

■ PROTECT ACT *continued on 25*

State accepting statements of interest for Move-In MA program

The Executive Office of Housing and Livable Communities is looking for municipalities interested in identifying sites that could be developed into affordable housing at minimal cost.

The office is now accepting [statements of interest](#) for the proposed [Move-In MA](#) initiative on a rolling basis. The state will rely on this feedback to evaluate the demand and viability for launching the program later in 2026.

Housing and Livable Communities launched its initial request for information in July to gauge the interest of municipalities in assisting with a middle-income homeownership program that the state is considering.

The program would use standardized offsite construction to build single-family starter homes at a much lower cost so that they can be sold affordably to

middle-income individuals and families.

The state is seeking sites that could be developed by a nonprofit or local developer at low or no cost, with minimal site prep work required. The state would need zoning and other municipal support for such a program to work, so that the homes could be built and installed within about 12 months.

As part of the program, the state would provide a zero-interest loan to cover the cost of the housing development, which would then be recycled once it was sold to an income-eligible buyer.

Phil Dearing, assistant director of policy at the Executive Office of Housing and Livable Communities, gave a presentation about Move-In MA during a meeting of the Local Government Advisory Commission on Sept. 8.

Housing and Livable Communities held an



Phil Dearing, assistant director of policy at the Executive Office of Housing and Livable Communities, discusses the proposed Move-In MA program during a meeting of the Local Government Advisory Commission on Sept. 8 in Shrewsbury.

informational session about the program on Aug. 12, and the slide deck is [available online](#) (scroll to bottom of page).

For more information, visit the [Move-In MA](#) webpage or email Philip.Dearing@mass.gov. ●

Order requires data centers to get local approval

By John Ouellette

Gov. Maura Healey [signed an Executive Order](#) on Sept. 8 to halt the state permitting process for any proposed data center that doesn't have local approval.

Data centers will need a community benefits agreement with the host community that meets [state standards](#) before moving forward with any state permitting processes.

The governor also directed state agencies to require data centers to comply with her [data center framework](#), including bringing their own clean energy supply, protecting water resources, and engaging transparently with surrounding communities.

The executive order establishes a dedicated Ratepayer Protection Fund, into which data centers that do not bring their own clean energy will be required to pay a fee that will be returned to ratepayers.

"A data center should invest in Massachusetts — bringing new clean energy and paying for the infrastructure to get it there," said Energy and Environmental Affairs Secretary Rebecca Tepper. "We've seen ratepayers in other states foot the bill for data centers. That won't be acceptable in Massachusetts."



An executive order signed by Gov. Maura Healey on Sept. 8 halts the permitting process for any proposed data center that lacks local approval.

The governor's data center framework, [issued in late June](#), outlines expectations for data center developers, including that they must fund the full cost of the energy infrastructure and clean energy supply needed to support the project; protect the surrounding environment, water systems, and public health and safety; and ensure that local businesses and residents can benefit from job creation and other investments.

The framework also paused the acceptance of applications for data center sales and use tax exemptions.

The new executive order directs the state's permitting agencies, including the Department of Environmental

Protection, Energy Facilities Siting Board, and Massachusetts Environmental Policy Act Office, to require proposed data center projects with peak electricity demand exceeding 25 megawatts to demonstrate they are in compliance with the data center framework before granting their permits.

Reflecting recent public pushback, the order notes that "data centers are energy- and resource-intensive facilities which can require substantial investments in electric grid infrastructure and power generation resources and can affect energy affordability and reliability, air quality, water resources, noise levels, land use, public health, and the environment, if not appropriately planned and regulated."

It also notes that host communities should "share in the benefits of economic opportunity, job creation, strengthened infrastructure, and additional local tax revenues."

The executive order prohibits the use of non-disclosure agreements between state agencies and data centers to ensure a transparent and fair approval process.

The order calls for the Executive Office of Energy and Environmental Affairs, in coordination with the Executive Office of Economic Development, to publish a municipal guidance document for data center development by the end of the year. The guide would support municipal leaders and staff, community-based organizations, residents, and other local stakeholders as they evaluate proposed data center projects and engage with developers.

In developing the guide, the state agencies are directed to engage a broad range of stakeholders, including municipalities, regional planning agencies, utilities, water resource agencies, organized labor, environmental justice and community-based organizations, businesses, the Attorney General's Office, and the public.

Prior to filing a community benefit agreement, any data center applicant is required to consult with the Office of Environmental Justice and Equity to confirm that it conducted "meaningful engagement" as outlined in the standards and guidance. ●



Chelsea looks back, and forward

Panelists discuss the last 35 years of Chelsea's history and development during "Chelsea: Then and Now," a Sept. 16 event that highlighted lessons learned during the city's journey through state receivership and government intervention. Panelists were, l-r, Chelsea City Manager Fidel Maltez, former Chelsea City Manager Thomas Ambrosino, MMA Executive Director Adam Chapdelaine, former Chelsea City Manager Guy Santagate, and former Chelsea City Manager Jay Ash. Stephen McGoldrick, former chief of staff to Chelsea's original receiver, also participated in the panel discussion. (Photo courtesy George Annan/city of Chelsea)

New clean energy permitting process takes effect

By Josie Ahlberg

Beginning Oct. 1, all cities and towns in Massachusetts must start offering a new, consolidated permitting process for small clean energy infrastructure facilities.

The [new process](#), prompted by a 2024 climate law and subsequent reforms, seeks to speed up and streamline siting and permitting for clean energy infrastructure, including solar, wind, anaerobic digestion, and energy storage facilities, as well as certain transmission and distribution infrastructure.

The law created a new permitting pathway for clean energy developers to use for small projects under local jurisdiction. This pathway can be used instead of existing local permitting processes if a developer desires.

Though it was not required, municipalities were permitted to offer the new pathway as early as July 1.

The new consolidated local siting and permitting process employed by local governments will apply to:

- Clean energy generation facilities under 25 megawatts
- Clean energy storage facilities under 100 megawatt hours
- Certain small transmission and distribution facilities

These “small clean energy infrastructure facilities,” referred to as SCEIFs, are individually defined in final state regulations ([225 CMR 29.00](#)) promulgated by the Clean Energy Siting and Permitting Division within the Department of Energy Resources.



Municipalities must follow a new consolidated local siting and permitting process for clean energy generation facilities under 25 megawatts, clean energy storage facilities under 100 megawatt hours, and certain small transmission and distribution facilities.

Consolidated local permitting process overview

The new process requires municipal governments to issue a single, consolidated permit decision, and to do so within 12 months of a determination of an application’s completeness.

Municipal governments will review a [Consolidated Local Permit Application](#) — a common application for SCEIFs created by the Clean Energy Siting and Permitting Division. This standardized form is what applicants will use to apply for a consolidated local permit, rather than applying for individual permits from each applicable local board or commission.

Individual boards and commissions — such as planning, zoning and conservation boards — may still issue their own decisions on proposed projects following existing processes, but projects must receive an overall approval or rejection decision within 12 months.

The consolidated local permit application process begins well before a developer submits an application. Various elements of the new process are described below, with guidance documents created by the state linked for further reference.

Available guidance

- [Guideline on Pre-Filing Stakeholder Engagement](#): Before submitting an application, project developers are responsible for completing a slate of pre-filing consultation and engagement requirements (another major element of the reforms prompted by the climate law). These requirements include a municipal meeting, public notice requirements, a public information session, and more. These are further detailed in regulations as well as in a [Pre-Filing Engagement Completion Checklist](#).

A [Pre-Filing Public Notice Document Template](#) is also available for developers to use. The intention behind these requirements is for developers to submit an application that has incorporated early feedback from the community and is ready to be reviewed by all parties from the beginning of the 12-month review process, with the hope of reducing the need for additional information requests and speeding up the review timeline.

- [Guideline on Public Health, Safety, Environmental, and Other Standards](#): Each proposed SCEIF will be required to meet baseline standards to protect public health, safety and the environment throughout project design, construction, operation, maintenance and decommissioning. The guideline

■ **ENERGY FACILITIES** *continued on 26*

State to hold listening sessions on energy facility siting this fall

The Healey-Driscoll administration is hosting public listening sessions in four communities this fall on clean energy infrastructure siting.

The sessions will provide opportunities to learn about the new energy facility siting components of a [2024 climate law](#), as well as the opportunity to share perspectives with the administration.

The first two sessions were held on Sept. 29 in Worthington and on Sept. 30 in Pittsfield.

The remaining sessions are:

- Oct. 19, 5-6:30 p.m., Town Hall Gymnasium, 1 Russell Stage Road, Blandford
- Oct. 26, 12:30-2 p.m., Shutesbury Public Library, 66 Leverett Road, Shutesbury

[Online registration](#) is available but not required. Questions may be directed to the Governor’s Office of Climate Innovation and Resilience at [climate.office@mass.gov](#).

[office@mass.gov](#).

The Executive Office of Energy and Environmental Affairs offers an [online portal about the 2024 climate law](#).

In April, the Department of Energy Resources [published a number of guidance documents](#) to help communities implement the new statewide siting and permitting process for clean energy infrastructure.

– **Josie Ahlberg**

MMHR conference focuses on employee benefits

By Jennifer Kavanaugh and Martin Davis

The Massachusetts Municipal Human Resources Fall Conference on Sept. 17 and 18 in Falmouth focused on various aspects of employee benefits work, from open enrollment for health insurance to benefits audits and beyond, as well as mental health and wellness strategies for employees and municipal HR professionals.

Alicia Davis, a professional coach and owner of Transformative Leadership Strategies, kicked off the conference with a session on caring for one's own mental and emotional health. Davis offered practical tools for bolstering one's own wellness and mental health, including mindfulness, breathwork, and self-compassion and positive self-talk, as well as other evidence-based techniques. (Audience suggestions included positive reframing of situations, praying, and watching puppy videos.)

Adopting these self-care techniques will help HR professionals cultivate resilience, manage stress, and create healthier and more sustainable workplace cultures, Davis said. Using a common metaphor involving oxygen masks on airplanes, Davis said HR professionals need to care for themselves before they can effectively take care of everyone else.

"You are taking care of people's benefits, right?" Davis said. "You are solving payroll problems. You are listening to someone who is going through a really tough divorce or loss in their family, right? You are hearing a lot of things and are responsible for a lot of things throughout your day. Is that true? Yes. So you have to put your own oxygen mask on."

A panel discussion on deferred compensation plans featured: Laura Rooney, director of operational compliance and strategic communications for the Office of the State Treasurer; Michelle Vibert, human resources director in Littleton; Deanna Liritzis, director of participant engagement for Empower; and Robert Young, relationship manager for the Massachusetts SMART Plan.

Given the complexity of deferred compensation plans, Vibert told attendees, "You can't be that HR expert in everything." She urged them to identify resources to help them understand these processes, so they can help their



Alicia Davis of Transformative Leadership Strategies talks about the importance of self-care for human resources professionals during the Massachusetts Municipal Human Resources Fall Conference on Sept. 17 in Falmouth.

employees.

"Reach out to your regional networks, see what they're doing, see what other communities are doing," Vibert said. "Really get other information from others. You're not alone in this."

Attendees learned about benefits auditing from the Springfield Human Services Department. Caitlyn Julius, the assistant HR director and benefits administrator, and Cameo Restrepo, the city's benefits manager, discussed their use of audits to ensure compliance and data accuracy. Topics included monitoring premium collections, retiree benefits, new hire enrollments, open enrollments, payroll invoices, and benefits terminations.

With more than 8,000 people enrolled in Springfield's health insurance plans and nearly 3,000 changes made each year, Julius and Restrepo emphasized the importance of auditing that work.

"We're all humans, we all make errors," Restrepo said, adding that it's important to extend grace when mistakes occur. "Audits are not about finding someone to blame. It's about finding out what needs to be fixed before it becomes a problem."

Nick Hawes, benefits coordinator in Shrewsbury, kicked off the conference's second day by examining strategies and considerations for Medicare and healthcare planning. He covered Medicare basics and key enrollment timelines, explained how coverage integrates with existing employer plans, and offered best practices for managing the retiree experience.

A panel discussion on employee wellness initiatives offered insights from



Shrewsbury Benefits Coordinator Nick Hawes discusses strategies for Medicare and healthcare planning during the Massachusetts Municipal Human Resources Fall Conference on Sept. 18 in Falmouth.

North Attleborough Human Resources Director Cheryl Butts, Westwood Human Resources Generalist Veronica Biederman, and MIIA Wellness Manager Courtney Hernandez.

The panel, including moderator Michael Taylor, the human resources director in Pittsfield, highlighted initiatives ranging from therapy dog visits to step challenges, hydration tracking, book groups, and cooking workshops. Panelists identified key factors of a program's success, emphasizing the value of gathering employee survey feedback on scheduling and program types, offering small prizes and incentives, and ensuring accessibility for shift-based personnel.

In the final session, Cassandra Vaughan from the Employers Association of the NorthEast discussed improvements to employee open enrollment for health insurance. Presenting survey metrics, Vaughan emphasized the confusion that arises for employees when navigating open enrollment, an experience exacerbated by jargon, tight timelines, limited communication channels, and a lack of real-world context. Attendees left with actionable communication tools, performance indicators, and a 90-day action plan to improve the enrollment process and experience.

The conference also featured a legislative update from MMA Legislative Director Dave Koffman and a regional networking session that allowed attendees to make connections with other HR professionals in their area and discuss common issues and challenges. ●

MMA launches professional development webinars

By Kristianna Lapierre

The MMA is launching a professional development webinar series this fall called Extra Credit, which is designed to complement the MMA's popular free webinars by providing additional opportunities for training.

Because the Extra Credit webinars go deeper than a typical MMA webinar and are led by a professional trainer, there is a small fee to participate.

The first round of Extra Credit webinars is designed to help municipal staff navigate workplace pressure, communication, and burnout. They will be led by Cally Ritter, principal of Positive Ripple Training and Consulting, who has more than 25 years of experience as a leadership development facilitator, speaker and EAP consultant.

The three Extra Credit sessions are:

Cool, Calm and Effective: Managing Reactions at Work

Wednesday, Oct. 28, 1-2:30 p.m.

This dynamic webinar will equip municipal employees with essential skills to navigate the unique challenge of serving a public that may be frustrated, angry or confrontational — often due to circumstances beyond any single employee's control. Participants will explore how emotional intelligence serves as the foundation for remaining calm and professional under pressure, and will learn a practical, three-step technique to de-escalate tense interactions before they spiral.

Key takeaways:

- Critical strategies for when and how to end abusive conversations while maintaining dignity for all parties
- Techniques for supporting colleagues who face public friction
- The power of deep listening as a de-escalation tool

Navigating Difficult Conversations

Wednesday, Nov. 4, 1-2:30 p.m.

It's human nature to want to avoid conflict, since we're wired to avoid pain and seek pleasure. But conflict is inevitable whenever people work together, and when it's habitually avoided, small tensions build into bigger problems that

strain relationships and make daily collaboration harder. Building stronger communication and conflict resolution skills, by contrast, boosts confidence, reduces avoidance, and improves both working relationships and team performance.

Through discussion and role-play, participants will build the skills to handle conflict with confidence and leave with practical tools for turning disagreements into opportunities for collaboration and understanding.

Key takeaways:

- Strategies for giving constructive feedback so conversations stay productive and respectful
- Practical techniques for saying "no" with confidence and setting boundaries without damaging relationships
- Techniques to approach conflict with tact and sensitivity to build stronger team performance

Pacing Yourself: Preventing Burnout, Sustaining Performance

Wednesday, Nov. 18, 1-2:30 p.m.

Over the past several years, we've faced one challenge after another — a global health crisis, funding cuts, mounting public demands — and many of us are running on empty. Our nervous systems have been under sustained strain, and the exhaustion is real. This session will explore evidence-based approaches to



Cally Ritter

interrupting burnout before it takes hold.

Key takeaways:

- A clear definition of burnout and an examination of the individual and workplace factors that drive it
- Evidence-based approaches to interrupting burnout before it takes hold
- Micro-practices for shifting your relationship with work toward something more sustainable and positive

Registration details

[MMA members may register online for the Extra Credit webinars.](#) The registration fee is \$45 per webinar or \$120 for the series of three.

Attendees will be sent the Zoom information once registration closes at noon the day before each webinar. Any cancellation requests must be received by email at least one week in advance to receive a refund.

The registration fee also provides access to the webinar recording on MMA On-Demand, a sortable and searchable library with a collection of archived webinars. In On-Demand, members can save relevant training content for later viewing, browse "101" bundles, and purchase premium content.

The first Extra Credit series is made possible by support from MIIA Wellness.

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

Councillors discuss ADUs

Newburyport Planning Director Andrew Port, right, speaks during a Massachusetts Municipal Councillors' Association regional meeting on Sept. 25 in Newburyport that focused on accessory dwelling units. Also pictured is Newburyport Councillor-at-Large Afroz Khan, center, and Jennifer Blanchet, Newburyport zoning administrator and enforcement officer.



MMA Webinars

Build for Mass program

The MMA hosted a webinar on Sept. 29 on the new Build for Mass program, which offers flexible, low-cost lending for municipal clean energy, transportation, housing and economic development projects.

MassDevelopment launched Build for Mass this year after the Healey-Driscoll administration consulted with municipalities for two years to design the program.

Bob LaRocca, deputy director of the Federal Funds and Infrastructure Office, and Jonathan Schrag, senior advisor for climate and energy at MassDevelopment, explained that Build for Mass has two programs: a General Loan Program and a Green Loan Program.

The General Loan Program provides low-cost loans for economic development and infrastructure projects supported by federal funding.

The Green Loan Program provides bridge loans for municipal clean energy projects that qualify for the federal Clean Electricity Tax Credit, providing cash up front equal to the expected IRS Section 48 tax credits.

The speakers emphasized that all Massachusetts communities are eligible to apply. Interested municipalities should submit a preapplication form for the [General](#) or [Green](#) loans.

MMA Senior Legislative Analyst Adrienne Núñez moderated 30 minutes of questions and answers, addressing inquiries regarding whether joint applications from multiple



During a recent MMA webinar, panelists discuss the Build for Mass program, which offers flexible, low-cost lending for municipal clean energy, transportation, housing and economic development projects. Speakers included MMA Senior Legislative Analyst Adrienne Núñez, top left; Jonathan Schrag, MassDevelopment senior advisor for climate and energy, top right; and Bob LaRocca, deputy director of the Federal Funds and Infrastructure Office.

Date: Sept. 29

Length: 60 minutes

[VIEW WEBINAR ↗](#)

municipalities are allowed, examples of eligible projects, and whether town meeting authorization is required.

– *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.

Management Association to hold boot camp on Oct. 8

The Massachusetts Municipal Management Association will hold a boot camp on Oct. 8 at the Foxborough Community Center.

The free event will focus on management best practices and transitioning into the top position.

The program will begin with facilitated roundtable discussions, led by experienced managers and assistants. This is followed by sessions on communications, managing managers, and performance feedback.

- See the [full agenda](#)

Local government staff are also invited.

The meeting will run from 9 a.m. to 1:30 p.m. Lunch will be provided. Online registration is available on www.mma.org.

Contact: Member Program Manager Denise Baker at dbaker@mma.org



LGAC highlights home-building program

Ashland Select Board Member Yolanda Greaves thanks the Healey-Driscoll administration for inviting local voices to the table to discuss Move-In MA, a proposed home-building program, during a Local Government Advisory Commission Meeting on Sept. 8 in Shrewsbury. “We don’t need mandates that preempt local control; we need partnerships that empower it,” Greaves said. “And that is exactly why the Healey-Driscoll administration’s proposals today can offer important alternatives that can make important progress.” Pictured behind Greaves is Wakefield Town Administrator Denise Casey.

DER awards \$750,000 for municipal culvert projects

Seven culvert projects were included in the [August announcement of Environment and Climate One Stop grants](#) for projects across Massachusetts.

The Massachusetts Division of Ecological Restoration announced a total of \$750,000 in awards from the Culvert Replacement Municipal Assistance Grant Program and Culvert Replacement Training Site Initiative, as follows:

- Westborough: \$180,000
- Braintree: \$43,200
- Pepperell: \$85,000
- Mount Washington: \$101,800
- Hopkinton: \$81,500
- Weston: \$142,500
- Longmeadow: \$116,000



The Massachusetts Division of Ecological Restoration recently announced a total of \$750,000 in awards to seven communities for culvert replacement assistance.

The funding will help communities replace undersized and degraded culverts with safer crossings that improve fish and wildlife passage, restore natural river processes, and reduce flood and roadway hazards while supporting climate resiliency.

The three Training Site projects (Hopkinton, Weston and Longmeadow) will also help build municipal expertise by creating demonstration sites where communities can learn from culvert replacement projects that meet Massachusetts Stream Crossing Standards.

The Division of Ecological Restoration has also released a narrative resource, [The Hidden World Beneath Our Roads](#), that highlights the department's multi-year efforts to assess and replace culverts and bridges as a means to combat climate change.

ECO One Stop is accepting [expressions of interest](#) for its fiscal 2028 grant cycle through Oct. 16. ●

Town Report Contest entries due Oct. 30

The MMA is accepting entries through Oct. 30 for its Annual Town Report Contest.

First-, second- and third-place winners will be selected from each of four population categories: less than 5,000; 5,001-15,000; 15,001-30,000; 30,001-plus. Winners will be recognized and given a certificate during the MMA's Connect 351 conference in January 2027.

Judging criteria include:

- Attractiveness of report cover and layout
- Material arrangement
- Presentation of statistics and data
- Summary of the year's achievements
- Evidence of local planning for the future
- Practical utility of report

Each entry will be reviewed by two

judges, chosen based on their expertise in the field and their ability to remain impartial.

To enter, please complete the [form on the MMA website](#) with a link to, or a PDF of, your town report. Entries are due by Friday, Oct. 30.

For more information, visit the [MMA website](#) or email awards@mma.org. ●

Entries sought for municipal website contest through Oct. 30

The MMA is accepting nominations for its annual municipal website awards, which will be presented during the MMA's Connect 351 conference in January 2027.

The awards recognize excellence in customer service, functionality, convenience and government transparency delivered by a municipal website.

To enter the contest, chief municipal officials may simply [fill out a short online nomination form](#). The entry deadline is Friday, Oct. 30.

The awards recognize the best municipal websites in five population categories: under 5,000; 5,001-12,000; 12,001-25,000; 25,001-35,000; and

35,000-plus. One winner is selected from each category.

Judges evaluate municipal websites based on the following criteria:

- Current and timely information
- Intuitive navigation tools and organization of material
- Ease of access to resources for residents, such as the ability to apply for licenses and permits, pay bills, order documents, and make suggestions
- Use of social media and tools for online community engagement (including the use of an events calendar)
- Availability of public records

- Clear branding as the official municipal government site
- Robust search function
- Mobile-responsive design
- Details about municipal departments
- Visual appeal and overall experience

Please note that previous winners are not eligible to re-enter the contest unless their website has undergone a significant redesign.

For more information, email awards@mma.org. ●

ATFC to hold Annual Meeting on Nov. 7

Local finance committee members are invited to the Association of Town Finance Committees' Annual Meeting on Saturday, Nov. 7, at the Sharon Community Center.

The opening session will feature a panel discussion with MMA Executive Director Adam Chapdelaine and Massachusetts Taxpayers Foundation President Doug Howgate to discuss the current fiscal climate and how it is impacting local budgets, including an increase in Proposition 2½ overrides.

The meeting will continue with four educational workshops, running

concurrently during two time slots, on the following topics: budgeting 101; creating efficiencies in the budgeting process; deconstructing the school budget; and financial trend monitoring.

The meeting will begin at 9 a.m. and end at 2 p.m.

All local officials are welcome to attend. The cost is \$65 for dues-paying ATFC



Doug Howgate

finance committee members and \$75 for nonmember finance committee members and other local officials.

The full agenda and online registration are available on www.mma.org.

As a reminder, the 2025 edition of the Finance Committee Handbook was published last October and is available at no cost to all ATFC members. Email Kat Christy at kchristy@mma.org to request your digital copy.

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

WEMO webinar on Oct. 8 to discuss upcoming election preparations

Women Elected Municipal Officials will host a webinar for all MMA members on Oct. 8 to discuss the administration of the November elections.

A panel of municipal and state election officials, along with representatives of non-governmental organizations, will provide insights on resident engagement and the sharing of election information and voter resources. Discussion topics will include strategies for fostering public trust, safeguarding the right to vote, and effective methods for combating misinformation.

Panelists include:

- Celia Canavan, executive director,

League of Women Voters of Massachusetts

- Traci Griffith, director, Racial Justice Program, ACLU of Massachusetts
- Danielle Sicard, town clerk, Easton, and president of the Massachusetts Town Clerks Association
- Tanisha Sullivan, president of the NAACP New England Area Conference
- Michelle Tassinari, director and legal counsel, Elections Division, Secretary of the Commonwealth of Massachusetts

The webinar will run from noon to 1:15 p.m. The registration link can be found



Celia Canavan



Danielle Sicard

at www.mma.org.

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

Applications due Oct. 26 for nitrogen-sensitive area grants

The Massachusetts Department of Environmental Protection has announced that applications are due by 5 p.m. on Oct. 26 for the [Natural Resource Nitrogen Sensitive Area Grant Program](#) for fiscal 2027.

The purpose of the grant program is to help municipalities with watersheds that have been identified as "nitrogen-sensitive areas" to perform activities that address solutions to cultural eutrophication caused by nitrogen pollution from wastewater and other sources. ●



Yarmouth reflects on Vietnam War

Yarmouth hosted a travelling, three-quarter scale replica of the Vietnam Veterans Memorial in Washington, D.C., from Sept. 17 to 20. The exhibit honors the more than 3 million Americans who served in the U.S. armed forces in the Vietnam War, and bears the names of the 58,281 men and women who made the ultimate sacrifice. The exhibit includes a mobile Education Center open offering a somber, reflective environment for all ages.

MMA-Suffolk kick off certificate programs

By Kate Evarts

The MMA and Suffolk University kicked off three Certificate in Local Government Leadership and Management programs in September, in Littleton, Medfield and Palmer.

Offered over the course of 25 Fridays during the academic year, the program covers a wide range of municipal management topics.

Nearly 650 local officials have graduated from the certificate program since it began in 2011. The current offerings are the 27th, 28th, and 29th certificate classes.

The next certificate programs will begin in September 2027 in Barnstable, Great Barrington and Lexington. Applications will be available on the [program website](#) on Feb. 1, 2027.

Municipal finance seminar

The MMA and Suffolk University are offering three Municipal Finance Management Seminar programs during the 2026-27 academic year — in the fall, winter and spring.

The Municipal Finance Management Seminar is for municipal employees interested in furthering their careers in municipal finance, or employees who are new to municipal finance.

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.

Participants must be employed by a city or town, and must have the approval of their municipal manager, administrator or mayor to apply.

Finance seminars will be held via Zoom over the course of five Fridays, with the class schedule as follows:

- Fall 2026: Oct. 30, Nov. 6, Nov. 13, Nov. 20, Dec. 4; session is fully enrolled
- Winter 2027: Jan. 8, Jan. 15, Jan. 29, Feb. 5, Feb. 12; registration opens Oct. 21
- Spring 2027: March 5, March 12, March 19, March 26, April 2; registration opens Dec. 9



Medfield Assistant Town Administrator Brittney Franklin welcomes students to the 28th offering of the MMA-Suffolk Local Government Leadership and Management Certificate Program on Sept. 18 in Medfield. Programs are also being held this academic year in Littleton and Palmer.

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 for each session will be hosted on the [MMA's event registration website](#).

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

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

Municipal Human Resources

The MMA and Suffolk are also offering three Municipal Human Resources Seminar programs during the 2026-27 academic year — in the fall, winter and spring.

The Municipal Human Resources 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 HR 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 175 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 class dates as follows:

- Fall 2026: Sept. 25, Oct. 2, Oct. 9, Oct. 16, Oct. 23; session is fully enrolled
- Winter 2027: Jan. 29, Feb. 5, Feb. 12, Feb. 19, Feb. 26; registration opens Oct. 27
- Spring 2027: April 9, April 16, April 23, April 30, May 7; registration opens Jan. 12

Registration for each session will be hosted on the [MMA's event registration website](#). Registration is first-come, first-served. Students will be vetted to ensure that they're a municipal employee and that there are no more than three participants per municipality.

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

■ MMA SUFFOLK *continued on 21*

MMA seeks responses to municipal energy needs survey

On Sept. 22, the MMA sent a [Massachusetts Municipal Energy Needs Survey](#) to the chief municipal official in each city and town, and MMA staff will use the results to design the best energy program to fit members' needs.

The MMA has partnered with Constellation Energy for nearly 30 years

to offer the [MunEnergy program](#), which provides flexibility and cost-savings, sustainability options, energy-related education, and more.

As your needs continue to evolve, we'd like to know more about how we can best support you through this program.

For questions about the MMA's MunEnergy program, contact MMA Deputy Executive Director Katie McCue at 617-426-7272, ext. 111, or kmccue@mma.org, or visit the [MunEnergy](#) area of the MMA website. ●

WEMO seeks nominations for its 2027 Steering Committee

Women Elected Municipal Officials, a group within the MMA's membership, is seeking nominations for its 2027 Steering Committee.

Any woman mayor, select board member, or city or town councillor in Massachusetts may submit their name for consideration by completing the [online nomination form](#) by Nov. 13.

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.

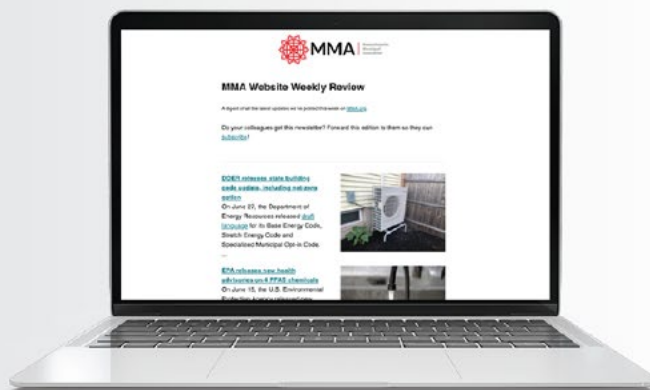
After interviewing all nominees, the WEMO Nominating Committee will prepare a slate of nominations for election during the WEMO Leadership Luncheon on Jan. 22, 2027, in Boston.

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

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- State budget & local aid
- State & federal grant opportunities
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- Connect 351 announcements
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MSA seeks nominations for its Board of Directors

The Massachusetts Select Board Association, a member group of the MMA, is seeking nominations for its 2027 Board of Directors.

Nominations will be accepted for four officer positions: president, first vice president, second vice president, and secretary, all of whom serve a one-year term.

The five district representatives are also up for election this year, for two-year terms.

The MSA districts are as follows:

- District 1: Berkshire, Hampden, Hampshire and Franklin counties
- District 2: Essex and Middlesex counties

- District 3: Bristol, Norfolk and Suffolk counties
- District 4: Barnstable, Dukes, Nantucket and Plymouth counties
- District 5: Worcester County

With the exception of secretary, MSA board members also serve on the MMA Board of Directors.

Any select board member in Massachusetts may complete the [online nomination form](#) and submit their name for consideration. The form must be completed by Oct. 16.

MSA board responsibilities include attendance at MSA and MMA Board meetings. The MMA board meets on the second Tuesday of most months

from 10 a.m. to 2 p.m. These meetings are typically hybrid: Zoom as well as in-person at locations across the state. The MSA board also meets monthly via Zoom.

Board responsibilities also include working with MMA staff to develop agendas and identify speakers for MSA conferences and webinars, and participation in these events throughout the year. Previous participation in MMA events is strongly preferred.

After interviewing all nominees, the MSA Nominating Committee will prepare a slate of nominations for election during the MSA's Annual Business Meeting, to be held during Connect 351, the MMA's annual conference, on Jan. 23 in Boston. ●

MMCA seeks nominations for its Board of Directors

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

Any councillor in Massachusetts may complete the [online nomination form](#) and submit their name for consideration. The nomination deadline is Nov. 1.

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

Additionally, nominations are sought for the position of MMA Vice President.

[Board member responsibilities](#) include attendance at MMCA and MMA board meetings. The MMA Board of Directors meets on the second Tuesday of most months, at locations throughout the state, including Boston, from 10 a.m. to 2 p.m. MMCA Board responsibilities also include assisting in planning MMCA events and attendance at in-person and virtual meetings for councillors.

After interviewing all nominees, the MMCA Nominating Committee will prepare a slate of nominations for election during the MMCA's Annual Business

Meeting, to be held during Connect 351 (the MMA's annual conference) on Jan. 23, 2027, in Boston.

In performing its responsibilities for identifying, recruiting and recommending candidates to the MMCA Board, the Nominating Committee is committed to including qualified candidates who reflect diverse backgrounds. Previous attendance at MMA and MMCA in-person and virtual events is strongly preferred.

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

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

Pediatric Immunization Skills Building Conference is Nov. 4

The Massachusetts Immunization Action Partnership will host the 31st annual Pediatric Immunization Skills Building Conference at the DCU Center in Worcester on Nov. 4 from 8 a.m. to 4 p.m.

The conference provides the latest information in the field of pediatric immunization, with an emphasis on current immunization recommendations and general immunization updates.

The conference is intended for community outreach and public health workers, immunization coalition members, office staff who work in pediatric health-care settings, and healthcare and civic organizations.

Topics include the 2026 AAP Child and Adolescent Immunization Schedule, national and local immunization issues, strategies to improve vaccine conversations and create positive messaging with data, and a review of the history and current landscape of human papillomavirus.

The conference will feature continuing education credits for attendees, including a Certificate of Training: Vaccine Program Storage and Handling available through a breakout session.

The cost is \$200 and registration is [available online](#).

The [conference website](#) has complete



The 31st annual Pediatric Immunization Skills Building Conference will be held in Worcester on Nov. 4.

information, including the agenda and speakers list. ●

MunEnergy to discuss energy strategies in webinar

The MMA and its partner in the MunEnergy program, Constellation, will host a free webinar on Oct. 20 to provide an energy market update.

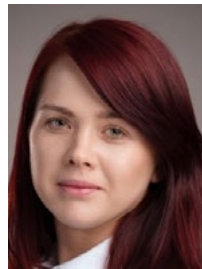
Experts from Constellation will review:

- The Constellation Weather Desk Winter Forecast: What does a potential Super El Niño mean for temperatures this winter?
- An update on impacts of war in the Persian Gulf: How will constrained global gas markets influence electricity supply contract pricing?
- How to be strategic before and after a warm winter: Are you ready for the next buying opportunity?

Featured speakers will be Brandon Fong, principal of Constellation's Commodities Management Group, and business development managers Charlotte Diogo and Aiste Dacys.



Charlotte Diogo



Aiste Dacys



Brandon Fong

Constellation has been the MMA's endorsed supplier for its municipal energy program, **MunEnergy**, for nearly three decades. The Constellation team offers a wide range of services to help communities manage summer energy costs, including strategic energy buying, efficiency projects, and clean energy options. As electricity production is struggling to keep up with demand and New England prices

rise, Constellation can help cities and towns explore alternative energy and cost-savings solutions.

[Online registration is available for the 60-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

Economic Development Academy announces 2nd offering

The Economic Development Academy of Massachusetts has announced its second offering, to be held in Springfield in November.

The new program, co-presented by MassEcon and UMass Lowell and supported by the MMA, is a valuable professional development opportunity for municipal staff who are engaged in shaping their community's economic future.

The academy brings together professionals from across sectors, creating a collaborative learning environment for those involved in community planning and growth.

Participants may include elected officials,



municipal and state agency staff, planners, utility and transportation professionals, business leaders, chamber of commerce representatives, and community volunteers in Economic Development fields. By learning alongside peers from both the public and private sectors, municipal staff will gain practical insight into economic development strategies, partnerships, and tools that can be directly applied within

their communities.

The Economic Development Academy equips participants with a deeper understanding of economic development ecosystems while strengthening cross-sector relationships that support sustainable local growth.

The second cohort will be held at the Springfield Innovation Center (276 Bridge St.) on Nov. 9 and 10. The cost to participate is \$610.

[Click here to apply.](#) (Note: Registration will be capped at the first 30 registrants.)

Questions should be directed to Sara Leng at UMass Lowell at Sara_Leng@uml.edu. ●

DIRECTOR'S REPORT

Continued from page 2

Question 7 would subsidize market-rate development while offering no guarantees to lower- or middle-income families seeking a home.

Municipalities operate under strict fiscal constraints. Increasing density statewide without providing additional funding for infrastructure would place a heavy burden on local taxpayers.

Public water and sewer systems are already operating near or at capacity in many communities. Arbitrarily

increasing potential hookups without master-plan utility upgrades would risk system overloads, environmental hazards, and costly emergency expansions. Moreover, rapid, unplanned infill would strain local school districts, emergency services, and road networks — costs that ultimately fall back onto municipal budgets and property taxpayers.

Addressing Massachusetts' housing needs requires authentic collaboration, not state preemption. Local leaders are already partnering with state officials through targeted zoning reforms, density bonuses, transit-oriented

development, and housing choice programs. These tailored approaches work because they align housing expansion with local infrastructure capacities.

Question 7 bypasses local expertise and imposes a rigid requirement that creates unintended consequences for cities and towns across the Commonwealth. To protect community-led planning, safeguard local infrastructure, and focus on genuine affordability, the Massachusetts Municipal Association urges a NO vote on Question 7. ●

State announces funding availability for shelters

In an effort to increase access to life-saving shelter and warm spaces during the coldest months of the year, the Executive Office of Housing and Livable Communities published a notice of funding availability on Sept. 22 requesting proposals for winter shelter and warming center capacity.

Successful respondents will receive a state grant to help with the costs of operating these programs from Nov. 15 through April 30, 2027.

The Executive Office of Housing and Livable Communities encourages communities across the Commonwealth to plan for winter shelter and warming center capacity and to leverage this funding to ensure available capacity and a coordinated response.

Respondents must be either a municipality or a nonprofit organization with experience operating the type of program being proposed. Municipalities must demonstrate a partnership with an established homelessness service provider in their response. Nonprofits must include documentation indicating that the municipality is a partner in the project.

The [NOFA and supporting documents are available on Commbuys](#).

The deadline for submitting responses is 3 p.m. on Oct. 16. Responses can be e-mailed to EOHLCindividualshelter@mass.gov.

A bidders conference will be held on Oct. 7 at 1 p.m. (Login information can be found in the text of the NOFA.)

Questions may be submitted until 3 p.m. on Oct. 7 to EOHLCindividualshelter@mass.gov. Questions will not be responded to individually; they will be collected with all the other questions and published with answers on COMMBUYS at the link above on or about Oct. 9. ●



Funding awarded through the Marine Recreational Fisheries Development Fund will support saltwater recreational fishing access improvements in Truro, Barnstable and Chatham.

Cape leaders meet

Sen. Julian Cyr addresses attendees of the Cape and Island Municipal Leaders Association meeting on Sept. 18 in Orleans, where Eastham Town Manager Rich Bienvenue also provided a review of Proposition 2½.



Send us your Municipal Innovation Award entries!

- Has your community been working on a new and unique project?
- Do you have a new or different solution to a problem facing your community, and possibly others in Massachusetts?
- Has your community found a way to improve efficiency in providing municipal services?

If so, your community should enter the MMA's Innovation Award contest!

The Kenneth Pickard Municipal Innovation Award is sponsored each year by the MMA to recognize municipalities that have developed unique and creative projects or programs to increase the effectiveness of local government. It is named in honor of Kenneth Pickard, executive secretary of the Massachusetts League of Cities and Towns from 1969 to 1973.

Any city or town that is a member of the MMA is eligible to apply. The awards will be presented at the Connect 351 in January 2027.

HOW TO ENTER

- Fill out the summary sheet found on the [MMA website](#), including a description of the project, the groups and individuals involved, goals, strategy, results and funding structure.
- Have your community's chief municipal official sign the [nomination form](#).
- Include any additional materials that would assist the judges in understanding the project or program. Feel free to send photos, brochures, maps, newspaper articles, videos, etc.

JUDGING

Entries are judged by the following criteria:

- Project originality or novelty
- Adaptability to other communities
- Cost-effectiveness
- Efficiency or productivity
- Improvement of a municipal service/administration/performance
- Consumer/community satisfaction

DEADLINE

Entries are due by Friday, Oct. 30.

Please send one electronic copy to awards@mma.org. For more information, email awards@mma.org.

Entries MUST include a summary sheet and signed nomination form and must be submitted by email.

Safe Routes to School grants available

As students head back to school this fall, the Safe Routes to School program is offering several grant opportunities for schools and communities across the state.

The Safe Routes to School Infrastructure program offers a multi-modal infrastructure grant worth up to \$2 million. It includes new sidewalk installation, bike accommodations and design reconfiguration. Completion typically takes four to five years. The deadline is Oct. 16.

Bike Rack Grants provide schools with a bike rack, helmets, locks and lights. Bike racks can be located on grass or on concrete pads, and recipients can choose from different colors. The deadline is Nov. 13.

The deadline was Sept. 25 for the Signs and Lines program, which reimburses recipients up to \$14,000 for regulatory signage and pavement markings on school property and within school zones.

[Safe Routes to School](#) also makes [technical assistance](#) available year-round, for help with project identification, general application support, relationship-building and cost estimates.

To apply, schools must have been a program partner for at least six months and be active in the program. And where applicable, communities must be in compliance with the MBTA Communities law.



The Safe Routes to School program offers grants for schools and communities across the state, as well as technical assistance.

For more information, visit the [Safe Routes to School website](#). ●

DPU offers webinars on clean energy topics

The Department of Public Utilities is offering informational sessions this fall on topics such as the [new clean energy siting and permitting regulations](#) and the [Intervenor Support Grant Program](#).

The links below provide information about each webinar, as well as registration:

- [Navigating Pre-filing Requirements for Large Clean Energy Infrastructure](#)

[Projects](#): Oct. 6, noon-1 p.m.

- [The Intervenor Support Grant Program: An Overview and How to Apply](#): Oct. 29, 1-2 p.m.

- [Navigating Pre-filing Requirements for Large Clean Energy Infrastructure Projects](#): Nov. 12, 11 a.m.-noon

- [Becoming an Intervenor: Understanding the Process and](#)

[Applying for the Intervenor Support Grant Program](#): Dec. 3, noon-1:30 p.m.

The first webinar, Siting and Permitting 101: Large Clean Energy Infrastructure Projects, was held on Sept. 17.

Interpretation and translation services are available upon request, by emailing dpu.ej@mass.gov. ●

State awards \$278 million for housing development

The Healey-Driscoll administration on Sept. 3 announced \$278 million in state and federal financing and tax credits for housing development in 20 communities across Massachusetts.

Gov. Maura Healey said the awards, made possible by the Affordable Homes Act, will create more than 2,500 new homes.

Financing and tax credits were awarded to Athol, Boston, Brockton, Brookline, Cambridge, Chelmsford, Chicopee, Erving, Fitchburg, Ipswich, Lexington, Lynn, Needham, Newburyport, Newton, Northampton, Springfield, Swampscott, Watertown, and Worcester.

In a prepared statement, Worcester City Manager Eric Batista said the financing and credits will support hundreds of affordable rental and homeownership opportunities in his city.

“This is exactly the kind of project we

need to be developing in our city,” Batista said.

Newburyport Mayor Sean Reardon thanked the administration for partnering with his city to create more housing.

In a prepared statement, Reardon said, “The transformation of the Brown School into 29 affordable units for seniors is exactly the kind of project we need, allowing longtime residents to remain in the community they helped build while giving an important public building new life.”

Athol Town Manager Shaun Suhoski said the funds will go to much-needed improvements on the historic Pequog building, “while ensuring the retention of 53 units of needed affordable housing for decades to come.”

Cambridge City Manager Yi-An Huang said the city has made progress on its affordable housing priorities with state



The Healey-Driscoll administration has announced \$278 million in state and federal financing and tax credits for housing development in 20 communities across Massachusetts.

support.

“This recognition reflects the exceptional work of our affordable housing partners and affirms the effectiveness of the city’s policies and strategies,” he said. ●

State awards \$10M for Last Mile, microtransit grants

On Sept. 15, the Massachusetts Department of Transportation's Microtransit and Last-Mile Transit Grant Program announced four awards totaling \$4.4 million.

The new grant program supports projects that use microtransit, on-demand shared-ride services, and last-mile connections to link riders to transit hubs and key destinations through expanding flexible technology-enabled transit.

Additional applications will be funded through the Community Transit Grant Program.

"With these funds, the city will be able to provide its on-demand public ride share service for additional months," Salem Mayor Dominick Pangallo said in a prepared statement. "The Skipper service



The Microtransit and Last-Mile Transit Grant Program has announced \$4.4 million in grants.

was used by tens of thousands of Salem residents for critical last-mile connections to jobs, school, grocery stores, and medical appointments. This new funding will allow us to keep the shuttle running and provide those connections for some additional

time."

Woburn Mayor Michael Concannon thanked MassDOT for the funding, which will allow the city to continue operating its Link service.

"The Link provides an important connection for residents and employees that is accessible to the entire community," he said in a prepared statement. "Residents, employers and service providers are already seeing its benefits."

Grant funding between \$177,763 and \$2.22 million was awarded to Montachusett Regional Transit Authority, Salem, Woburn, and 14 regional transit authorities.

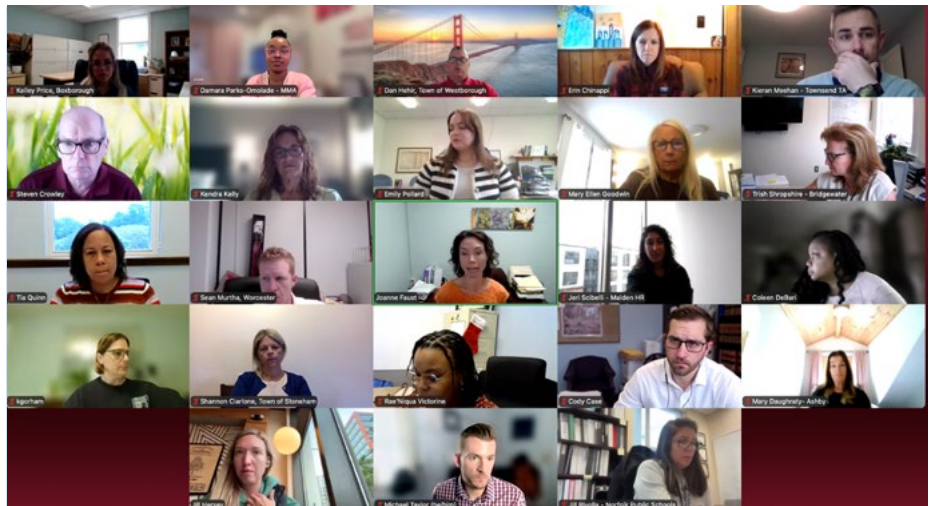
For more information on the Microtransit and Last-Mile Transit Grant Program, visit the [program website](#). ●

MMA SUFFOLK

Continued from page 15

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. ●



Students gather online on Sept. 25 for the kickoff of an MMA-Suffolk Municipal Human Resources seminar. The eighth session of the seminar, which began in 2024, has 25 participants.

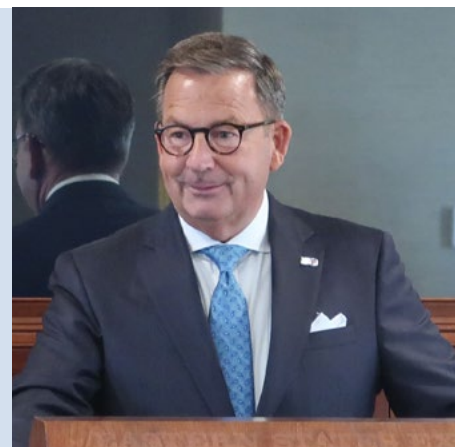
Let us know about your local news

Every day across the Commonwealth, municipal leaders are finding ways to deliver services more efficiently, save taxpayers money, engage more citizens in the work of local government, and improve the effectiveness of services that have a direct impact on people's lives.

The MMA wants to spread the word about these local efforts. If your community has launched a new program or initiative, or has found a unique solution to a common problem, please let us know with our [Local News Tips form](#) on the MMA website. ●

Mayors discuss large events, economic impacts

Eastern States Exposition CEO Eugene Cassidy speaks during a Massachusetts Mayors' Association meeting on Sept. 15 in West Springfield. Cassidy discussed the work and collaboration required for large-scale events, as well as the economic impacts that large events generate.



State awards nearly \$700,000 for green spaces

The Healey-Driscoll Administration on Aug. 28 announced \$700,000 in grants to support community green spaces and remove concrete and asphalt in Gateway Cities across Massachusetts.

The funding is allocated via the [Greening the Gateway Cities Program](#).

A total of \$504,900 will be allocated through the Gateway Cities Program Implementation Grant Program, which provides funding to municipalities and nonprofit organizations for the planting and care of trees, removal of impervious surfaces, and enhancement of the urban tree canopy.

An additional \$189,000 will go to six projects under the Gateway Cities Non-Profit Partnership Grant Program, focusing on grassroots outreach to ensure more trees are planted where they're needed most.

The Greening the Gateway Cities Program is a collaborative effort among the Executive Office of Energy and Environmental Affairs, the Department of Conservation and Recreation's Urban and Community Forestry Program, and local governments and community organizations. The program supports tree planting in urban neighborhoods, improved air quality, reduced energy costs, flood prevention, and mitigating heat impacts during warm months.

Program implementation grants ranging from \$54,900 to \$75,000 were awarded to the cities of Lynn, Malden, Springfield and Westfield, as well as One Holyoke, GreenRoots in Chelsea, and Groundworks Southcoast in New Bedford.

Non-Profit Partnership grants ranging from \$27,622 to \$41,635 were awarded to Greenroots (Chelsea), Growing Places



The Healey-Driscoll administration has announced grant awards totalling \$700,000 for community green spaces and concrete and asphalt removal through the Greening the Gateway Cities Program.

(Leominster and Fitchburg), Lowell Parks and Conservation Trust, Raw Art Works (Lynn), Revitalize CDC (Chicopee and Holyoke), and Salem Sound Coastwatch. ●

State provides support for tidal restoration studies

The Department of Fish and Game's Division of Ecological Restoration on Aug. 31 announced support for Tidal Restoration Preliminary Field Investigations in three municipalities: Somerset, Swansea and Rehoboth.

The studies will help communities address future flooding and restore wildlife habitat by identifying opportunities to restore coastal wetlands through removing barriers to tidal flow.

Healthy coastal wetlands increase flood resilience and support water quality improvement and local wildlife, said Energy and Environmental Affairs

Secretary Rebecca Tepper in a prepared statement.

"These studies will help identify opportunities to restore these important ecosystems while strengthening the state's resilience to climate change," she said.

The Division of Ecological Restoration will support Tidal Restoration Preliminary Field Investigations in Somerset, Swansea and Rehoboth to gather critical information about restoration opportunities in the Narragansett Bay Estuary Region of Massachusetts, where data is limited. ●



The Healey-Driscoll administration has announced support for Tidal Restoration Preliminary Field Investigations in Somerset, Swansea, and Rehoboth.

Climate Beacon coastal summit is Oct. 28 in Boston

Climate Beacon, New England's premier climate solutions conference, will host a coastal summit on Oct. 28 along Boston's waterfront.

[Coast](#) will bring together people who build, fund and oversee the New England coast, including municipal managers, port authorities, offshore energy developers and marine trades, coastal ecologists, entrepreneurs, state agencies and community advocates.

The summit agenda includes Local Lightning — a series of rapid-fire presentations from practitioners doing

work up and down the coast — followed by policy and practice roundtables for off-the-record small-group conversations on the region's critical coastal questions.

In the afternoon, a Lights from Afar panel will feature outside voices with proven approaches from other coasts and systems. It will feature hands-on workshop sessions.

Complimentary tickets are available for students, public servants, and community, youth, environmental justice, and small nonprofit organizations.



[Registration is available online.](#) ●

BALLOT QUESTIONS

Continued from page 3

large part by including revenue collected from the surcharge on individual annual incomes over \$1 million (under the voter-approved Fair Share Amendment, which took effect in January 2023).

Fair Share revenue, which by law is set aside strictly for education and transportation programs, has been handled separately and not lumped in with the state's other tax collections. Making this revenue subject to the overall cap is more likely to trigger refunds to taxpayers under a state law known as 62F, Núñez said, leaving the state with less revenue to support important education and transportation programs, as well as local aid.

"When the state has less fiscal room, cities and towns often feel the consequences," she said. "And so, for us, this isn't abstract. This is very real. We're very concerned about any impacts that may occur for police, fire, teachers, roads, you name it — all the services that we provide."

Under current law, the state's revenue limit is calculated based on two things: the previous year's revenue limit multiplied by the three-year average growth rate of wages and salaries in Massachusetts. Taxpayer refunds under 62F have been triggered only twice over four decades, most recently in 2022, but some analysts say including Fair Share revenue under the limit could trigger refunds as frequently as every other year, Núñez said.

"The question on the ground is really, what are we giving up?" she said. "Municipal budgets depend on state support for all the things that we love and we need to have in our everyday lives — education, safe, well-repaired streets, local aid in general, public safety, and a whole range of other programs that we rely on."

Chapdelaine pointed out that Question 5 comes before voters at a time of great economic and budget uncertainty — and a time when municipal budgets are already stretched to the limit, as chronicled in the MMA's ["Perfect Storm"](#) report.

"It feels like this ballot question is pretty ill-timed in terms of the reality of the budgetary situation," he said.

Núñez added that Question 5's recalculation of the state's revenue limit would harm the state's ability to rebound after economic crises, because it would limit tax collections in the years following economic shocks.

Question 4

Question 4, often referred to as same-day voter registration, would allow eligible residents to vote or update their voter registration address on Election Day. The concern is that it would layer an additional process on top of what is already a hectic time for election workers and volunteers.

"Elections need to be run by dedicated public servants and so many volunteers, so any conversation on what to add to that mix needs to understand what it's going to take to administer it," Koffman said.

In addition to checking in voters, providing ballots and making sure voting machines are working properly on Election Day, election workers already handle provisional, absentee and mail-in ballots, as well as early voting periods.

"Everyone agrees that eligible voters should be able to participate in our elections," Koffman said. "But the question is, how do we administer that process both effectively and fairly?"

Election Day, and the weeks leading up to it, is like the Super Bowl for election workers, Koffman added, and there is no margin for error. Adding another process to the mix could adversely impact a high-stakes process.

"One of the areas that I continue to hear from our municipal clerks about is, these are jobs that if there's one mistake made, it's considered a failure," Koffman said. "So as we think about how to make sure that these are done as effectively as possible, that is an important consideration for any decision."

Campaign funding

When they consider the ballot questions, Koffman urges voters to also look at who is financially backing the campaigns. For example, real estate interests and developers have raised nearly \$2 million to promote Question 7. ●

COMMUNITY ONE STOP

Continued from page 3

administration for its commitment to supporting and growing this success story."

Amesbury Mayor Cassandra Gove, president of the MMA, said this year's funding will help her city make important investments that improve pedestrian safety and implement traffic calming measures, "while helping to connect our neighborhoods and address infrastructure needs in an area of Amesbury that is seeing a significant level of housing development."

"Most municipalities simply do not have the resources to take on projects like these locally, making partnerships and funding opportunities from the state so important to the success and growth of our communities," she said, adding that she is "so grateful" to the administration.

Programs and funding amounts

The fiscal 2027 One Stop program awards include the following:

- [HousingWorks Infrastructure Program](#): \$109.7 million for 54 projects
- [MassWorks Infrastructure Program](#): \$105.1 million for 59 projects
- [MBTA Community Catalyst Fund](#): \$51.1 million for 24 projects
- [Underutilized Properties Program](#): \$17.3 million for 35 projects
- [Seaport Economic Council Grant Program](#): \$12.1 million for 20 projects
- [Rural Development Fund](#): \$10 million for 48 projects
- [Housing Choice Grant Program](#): \$7 million for 27 projects
- [Massachusetts Downtown Initiative Capital Grant Program](#): \$4.9 million for 42 projects
- [Site Readiness Program](#): \$4.6 million for 15 projects
- [Community Planning Grant Program](#): \$3.9 million for 43 projects
- [TDI Equity Investment Program](#): \$1.8 million for 11 projects
- [Brownfields Redevelopment Fund](#): \$1 million for five projects
- [Massachusetts Vacant Storefront Program](#): \$580,000 for 12 projects
- [Real Estate Services Technical Assistance](#): \$550,000 for eight projects

Visit the [Community One Stop for Growth website](#) for the full list of grant recipients and project descriptions. ●

Applications open for fleet safety, MS4 programs

Applications are now being accepted for two funding opportunities available to communities: the Municipal Fleet Safety Grant Program and the Stormwater MS4 Municipal Assistance Grant Program.

Municipal Fleet Safety Grant Program

The Massachusetts Department of Transportation is accepting applications through Oct. 30 for its [Municipal Fleet Safety Grant Program](#), a new \$1 million grant opportunity supporting safety improvements to municipal fleet vehicles.

Massachusetts cities and towns may apply for up to \$75,000 to purchase and install eligible safety equipment on Class 3-8 municipal vehicles, including side guards, mirrors, backup cameras, and 360-degree camera systems.

Program information, eligibility requirements, and application guidance are [available online](#). Questions may be directed to munifleetssafety@dot.state.ma.us.

ma.us.

Stormwater MS4 Municipal Assistance Grant Program

Fiscal 2027 Request for Responses (RFR) are being accepted through Oct. 9 for the Stormwater MS4 Municipal Assistance Grant Program.

The program, introduced in 2017, enables groups of Massachusetts municipalities to expand their efforts to meet the requirements of the 2016 Small Municipal Separate Storm Sewer System (MS4) General Permits and reduce stormwater pollution through coordinated partnerships that emphasize resource sharing.

Related resources:

- [MS4 pre-application meeting video recording](#) (Aug. 11)
- [MS4 pre-application feedback and information session presentation slides](#) (Aug. 11)



Applications for the Stormwater MS4 Municipal Assistance Grant Program and the Municipal Fleet Safety Grant Program are open through Oct. 9 and Oct. 30, respectively.

- Fiscal 2027 [Bureau of Water Resources "Meet the Grants" presentation slides](#)

DLS, MARPA to host municipal conference on Oct. 5

Lt. Gov. Kim Driscoll will be the keynote speaker at the Statewide Municipal Partnerships Conference on Oct. 5 in Worcester.

Hosted by the Division of Local Services and the Massachusetts Association of

Regional Planning Agencies, the conference aims to bring together municipal and regional leaders from across the Commonwealth for a half day of networking, conversations on pressing issues, and the sharing of best practices.

The event will run from 9 a.m. to 12:30 p.m. at the Hogan Campus Center at the College of the Holy Cross. The registration fee is \$20.

The [event website](#) has more information and registration details. ●



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Managers look beyond public sector

Massachusetts National Guard Brigadier General Richard Cipro, left, discusses leadership and management during a panel on leadership lessons from outside of the public sector during a Massachusetts Municipal Management Association meeting on Sept. 10 in Devens. The panel also featured Emerson Hospital CEO Christine Schuster, center, and Ramesh Razdan, Bain & Company's global chief technology/information officer. The panel was moderated by Carlisle Town Administrator Ryan McLane.

State awards \$25.5M in loans for clean water projects

In September, the Massachusetts Clean Water Trust's Board of Trustees approved \$25.5 million in low-interest loans and grants to municipalities through the Massachusetts State Revolving Funds.

The funds help communities build or replace water infrastructure that enhances existing water resources, ensures drinking water safety, protects public health, and increases community resilience.

The Chelmsford Water District received \$15 million in clean water project loans and the Hillcrest Water District received

\$104,662 in asset management grant funding.

Barnstable County and the town of East Bridgewater received \$10 million and \$400,000, respectively, for Community Septic Management Projects.

The city of Taunton received a \$50,000 grant for cybersecurity efforts.

For more information, visit the [SRF programs webpage](#). Information on the state's [Disadvantaged Community Loan Forgiveness Program](#) is also available online. ●



Massachusetts Clean Water Trust loans and grants help communities build or replace water infrastructure to improve water quality.

Applications open for Violence Against Women Act Grant Program

The Office of Grants and Research is making \$3.4 million in federal funds available through the Violence Against Women Act Grant Program.

The funds are intended to support programs that address domestic violence, dating violence, sexual assault or stalking, and to deliver services to survivors of these crimes.

Applicants selected for funding this

year will be eligible to receive renewal funding for an additional three years (through 2029).

The following entities with experience providing services and/or technical assistance to victims of domestic violence, sexual assault, dating violence, or stalking are eligible to apply: Massachusetts state agencies, local and tribal law enforcement, nonprofits,

public and/or private non-governmental agencies, federally recognized tribes.

The deadline to submit questions is Oct. 14 at 4 p.m.

The application deadline is Oct. 23 by 4 p.m.

[Click here for more information and to apply.](#) ●

Town Forest Conference is Oct. 17 in Andover

The annual Massachusetts Town Forest Conference, which fosters collaboration and conversation among a range of professionals and volunteers who contribute to community forest management, will be held on Saturday, Oct. 17, at West Elementary School in Andover.

The free, full-day conference recognizes local efforts to support the climate resilience of community forests, and underscores the critical functions that town forests play in local ecosystems.

The conference features exhibits, presentations, networking opportunities, and field tours. The audience includes foresters, planners, arborists, conservation commission members, land trusts, nonprofit organizations, forest landowners, and more.

This year's theme is "Stewardship: The

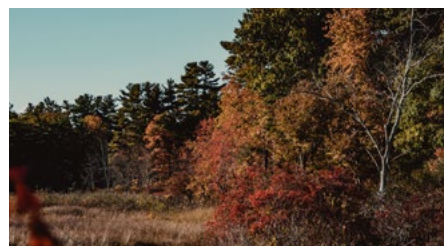
Preservation, Health, and Growth of New England Town Forests in the 21st Century."

The event will include a keynote discussion on caring for forests with ecological forestry, as well as speakers from the Department of Conservation and Recreation, the town of Andover, the city of Haverhill, the Andover Village Greenbelt, and Mass Audubon.

Attendees may sign up for one of three field tours: Deer Jump Reservation; Wood Hill/Bald Hill Reservation; or the Retelle Reservation.

Licensed foresters and timber harvesters are eligible to receive continuing education credits for their attendance.

Registration and coffee, and a chance to



The Massachusetts Town Forest Conference will be held on Oct. 17 in Andover.

meet with exhibitors, will begin at 9 a.m.

Lunch and refreshments are included with registration for the event, which will conclude at 4:30 p.m. [Online preregistration is required.](#)

Questions may be directed to Mike Downey at michael.downey@mass.gov. ●

PROTECT ACT

Continued from page 7

personnel, facilities, equipment and other public resources to conduct or participate in federal civil immigration enforcement

and prohibits holding someone past the time they are otherwise eligible for release based solely on an immigration detainer.

If a crime or breach of the peace occurs during a federal civil immigration operation, officers may respond to address the

public safety issue while remaining separate from the civil immigration enforcement activity itself.

• [Visit the administration's PROTECT ACT resources portal](#) ●

ENERGY FACILITIES

Continued from page 9

details the minimum standards applicable to each type of clean energy infrastructure facility, such as “small clean energy storage facilities.”

- **Site Suitability Reports for Clean Energy Infrastructure Facilities:** These reports are another key reform of the climate law related to the siting of clean energy infrastructure. To address common impacts of development, applicants must submit a site suitability report that summarizes anticipated impacts on carbon storage and sequestration, biodiversity, agricultural resources, climate resiliency, and social and environmental burdens.

The state has developed a [Site Suitability Mapping Tool](#) that developers will use to determine a location's suitability to host clean energy infrastructure; a higher score indicates a less suitable site with high impacts. If a local government, applicant, or stakeholder takes issue with a score and believes it to be miscalculated, they may file a [Request for Site Suitability Score Revision](#). Decisions are made by the DOER within 30 days, and revised scores are not appealable.

- **Guideline on Avoidance, Minimization, and Mitigation Measures:** Using an application's site suitability scores and report, the local government will determine and assign minimization and mitigation measures the applicant must perform.

Minimization measures seek to reduce the impacts of a project's development and operation that cannot be avoided, while mitigation measures can include repair, rehabilitation and restoration of areas affected by siting impacts.

This framework identifies many sample measures for each category of impacts, and requires measures to have a “rational nexus” to the project's impact.

A site with a high suitability score would be interpreted as needing significant minimization and/or mitigation measures. A site with a very low suitability score might not require any minimization or mitigation measures.

By combining the site suitability and avoidance, minimization, and mitigation frameworks, the consolidated local permitting process intends to deter projects

that have detrimental impacts on the host community and environment.

- **Standards and Guidelines for Community Benefit Plans and Community Benefit Agreements:** Guidance is also available for developing community benefit plans and community benefit agreements. Detailed descriptions of any proposed plans or agreements should be part of a Consolidated Local Permit Application, if applicable, and drafts are recommended to be discussed during the pre-filing stage.

Final permit approval is not contingent on having a signed community benefit agreement, though it is encouraged. Community benefit plans are not legally binding.

- **Guideline on Constructive Approval and Common Conditions:** If a municipality does not reach a decision on an application within the allotted 12-month review period, the application will receive “Constructive Approval,” which allows the facility to proceed without local approval. The facility would be permitted under common conditions specified in this guideline, as well as the details included in the facility's Consolidated Local Permit Application. Any conditions developed during the incomplete review process would not be incorporated in the approval.

Appeals will also be handled differently when projects go through this new process. Appeals will only be possible for the entirety of the permit decision, not individual components, and must be made within 30 days of a decision being reached by the local government. Appeals under this “De Novo Adjudication” process will be reviewed by the director of the [Energy Facilities Siting Board](#).

If a municipality lacks the capacity, staff or resources to review a consolidated local permit, it may request that the state take over the permitting for the project. A municipality can either make that request within the first 60 days after receiving an application, or at any time thereafter with the consent of the applicant. The permitting for that facility, further described in [980 CMR 14.00](#) as a Local Request for Review Based on Lack of Resources, would be handled by the director of the EFSB.

Local government representative

Key to this entire review process is the role of a “local government representative,” or LGR. The LGR is defined by default as the local government's chief administrative officer or their designee(s).

The LGR is responsible for:

- Certifying, within 10 days of receiving an applicant's pre-filing engagement completion checklist, that pre-filing requirements have been met
- Determining application completeness (or working with relevant boards and departments to make that determination) within 30 days of receiving an application
- Reviewing and assigning mitigation and minimization measures
- Collecting the individual decisions of relevant boards and departments into a final [Consolidated Local Permit Decision](#).

The city of Boston's approach to handling the consolidated local permitting process, including the designation of the local government representative, was covered in a [recent blog post](#) by Foley Hoag.

Technical assistance

Technical assistance is available to help cities and towns navigate the new process.

The Clean Energy Siting and Permitting Division has created two FAQs: “[First Steps to Take](#)” and “[Understanding the Role of the Local Government Representative](#).”

[Siting and Permitting Regional Coordinators](#) can also assist with questions and meet with municipalities to discuss the new process.

The Department of Energy Resources has created a [model bylaw](#) to help incorporate regulatory requirements for the new consolidated permitting pathway into zoning bylaws and ordinances. The department has also published an updated model zoning bylaw for [solar installations](#) and a new model zoning bylaw for [battery energy storage systems](#). While these are available, updating municipal bylaws and ordinances is not required in order to be in compliance with the new law or regulations.

The DOER is still developing an online application portal that will aggregate information and notify municipalities when applications and documents are submitted by developers. The department said the portal is expected to go live this fall. ●

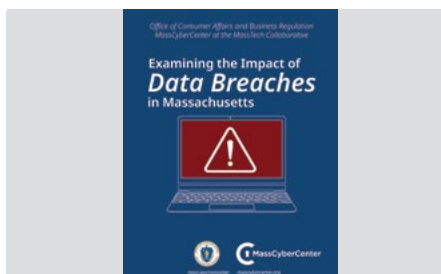
Strategies for building municipal cyber resilience

By Jennifer Ranz

The cybersecurity landscape continues to evolve. While ransomware remains a major concern, attackers are changing how they access systems and disrupt operations as systems and services become more interconnected.

In a [recent report](#), the MassCyberCenter and the Massachusetts Office of Consumer Affairs and Business Regulation analyzed 2,164 data breaches reported across the Commonwealth in 2024. Of the incidents with enough information to identify a threat, system intrusion was the most common, followed by internet-facing vulnerabilities. Human negligence, third-party vulnerabilities, identity-based attacks, and social engineering also contributed to the breaches.

Recent incidents show how quickly a cyber event can become an operational issue. In early September, the [Springfield Public Schools closed](#) for several days after an outside group gained access to the district's network and blocked access to online programs needed for school operations. One affected system contained student medical records, leaving school nurses unable to access information needed to dispense medications and reliably address allergies.



A report from the MassCyberCenter and the Massachusetts Office of Consumer Affairs and Business Regulation analyzed data breaches in the state. Numerous resources, including ones offered by MIIA, can help communities guard against attacks.

That same week, the [city of Everett temporarily closed City Hall](#) after a cybersecurity incident affected its internal network. Essential municipal services continued from another location while the city worked to restore systems safely.

Changing attack paths

Recent incidents show how the access methods used by attackers on municipal systems are changing. A successful attack does not have to begin with a highly technical breach. [Stolen credentials](#), a convincing phishing email, an unpatched system, or access through a third-party vendor can

all provide an entry point.

Artificial intelligence can make some of these tactics more expedient and convincing. [Cybercriminals can use AI](#) to produce more-credible phishing messages, imitate voices or tone, and gather information about potential targets more quickly. At the same time, organizations using AI tools need to consider what data employees share with them, what systems the tools can access, and how their use is governed.

While AI can make existing cyberthreats faster and more sophisticated, many of the same cybersecurity practices remain essential. In a recent presentation to MIIA leaders and members, [Tokio Marine HCC](#), MIIA's cyber partner, characterized AI as an accelerant of existing risks – an approach reflected in [MIIA's cybersecurity guidance](#).

Cities, towns and municipal entities also face risks through the cloud services and outside technology providers they use. These services support municipal functions such as payroll, financial systems, emergency notifications, records management, and other essential functions. If a shared provider is compromised or becomes unavailable, the impact can extend beyond a single user or organization.

■ MIIA continued on 33

Medicare health plan renewal increases expected to moderate

By Chris Bailey

After two consecutive years of significant rate increases for Medicare Health Insurance Plans, renewal rates for 2027 are expected to stabilize.

Both 2025 and 2026 saw double-digit rate increases, but renewal rates for 2027 are expected to be in the single digits for a majority of municipal group Medicare Health plans that renew on Jan. 1.

The more moderate increases are being driven by better-than-expected renewal rates for Medicare Part D prescription drug plans. While prescription

drug costs remain high, several factors have contributed to these lower renewal rates.

The first is Medicare's ability to negotiate lower drug prices with pharmaceutical manufacturers, a change introduced by the Inflation Reduction Act of 2022. The Centers for Medicare and Medicaid Services has successfully negotiated lower costs for 10 very expensive medications.

The Centers for Medicare and Medicaid Services has also increased the out-of-pocket maximum for Medicare Part D plans to \$2,400 — nearly a 15%

increase. This change shifts costs away from plan premiums to individual Medicare recipients.

Finally, the costs for Medicare Part D plans did not grow as much as expected following the larger premium renewal costs of the previous year.

While these lower renewal rates for Medicare plans will provide some relief for strained municipal budgets, significant cost challenges remain in the healthcare space.

Chris Bailey is the director of MIIA's Health Benefits Trust.

Watertown opens nation's most sustainable high school

By Jennifer Kavanaugh

When Watertown High School students returned to school last month, they stepped into a new building that officials are hailing as a national model for sustainable school construction.

The city's new \$219 million educational facility is the first high school in the country to achieve both net-zero energy and LEED 4.1 Platinum standards, reaching the highest certification tier for energy efficiency and sustainability.

Officials say the new 200,000-square-foot building, which replaced a century-old structure and is the largest capital investment in Watertown's history, reflects the community's commitment to sustainability, both in terms of the climate and the city's approach to municipal finance.

Joined at a Sept. 2 ribbon cutting and open house by State Treasurer Deborah Goldberg, state legislators, city and school officials and the high school choir, Watertown City Manager George Proakis told the crowd of students and residents that the finished building represents a collaborative effort by state and local government — and the community.

"The opening of a new high school is not only a seminal moment for the city, but it is a day that we set the standard for what a high school can be in this nation," Proakis told the crowd. "We're standing in front of a school that is truly one of a kind in the United States, combining energy efficiency with innovative learning spaces."

The environmental designation means that the high school will produce as much energy as it uses. The building was constructed using paint, flooring and furnishings that avoid harsh chemicals and off-gassing (the release of harmful chemicals into the air), and more than 95% of the demolition debris from the old school was recycled. The building, which was designed for 720 students but can accommodate more, will be monitored for indoor air quality.

The school makes use of solar panels for electricity, heat pumps for the academic



As local and state officials look on, Watertown City Manager George Proakis, far right, speaks during the ribbon cutting for the new Watertown High School on Sept. 2.

areas, and geothermal technology for the larger, community spaces, with 14 geothermal wells dug 1,000 feet into the ground. Outside, vertical sunshades reduce indoor solar glare and heat. Inside, low-flow plumbing fixtures reduce water usage.

The school's 4.27-acre campus will use rain gardens to help manage stormwater, grow native plants to protect local habitats, and encourage bicycling with the installation of bike racks.

Throughout the school, a wave motif echoes the nearby Charles River and reflects the school's, and the community's, commitment to the environment. Long a champion of energy-efficiency and sustainability efforts, Watertown was the first New England municipality to pass a rooftop solar requirement for major developments, and was one of the first Massachusetts communities to adopt the state's new specialized stretch energy code in 2023. In May, Lt. Gov. Kim Driscoll visited the school construction site and recognized the city's efforts as one of the state's Climate Leader Communities.

The effort to build the nation's most sustainable high school was intentional, said City Council President Mark Sideris, who also serves on the Watertown School Building Committee.

"The impetus and steadfast commitment to achieve net zero and LEED Platinum came from Watertown — the city

leaders and the community," he said. "The goal was set at the beginning of the project. And even in times of historic cost escalations during and post-COVID, the message was clear to the project team that they would not waiver from that goal."

Against the project's total \$219 million cost, Watertown received more than \$50 million from the Massachusetts School Building Authority. The city borrowed the rest without seeking a property tax increase through a Proposition 2½ debt exclusion.

Watertown's ability to build the high school and undertake three other school construction projects in recent years, without raising property taxes, is attributable to tax revenue realized from the recent local biotech lab building boom, city officials said, as well as decades of cautious financial planning. During the ceremony, Proakis recognized the financial discipline of his predecessor, the late Michael Driscoll, as two residents held up large signs with Driscoll's photo.

"We are just four square miles in size and just over 35,000 in population, but our ambitions and our visions have been so much bigger," Proakis said. "And this school is a reflection of our community's values, our commitment to future generations, and our ability to come together and achieve something remarkable."

For more information, visit the [Watertown School Building Committee's website](#).

Around the Commonwealth

Brewster, Chatham, Dennis, Harwich, Orleans

Cape towns collaborate to address opioid abuse

Recognizing that the opioid crisis transcends municipal borders, five Cape Cod towns are combining efforts to maximize their opioid abatement funds received through state-negotiated legal settlements.

Over the past year, Brewster, Chatham, Dennis, Harwich and Orleans have worked with Crescendo Consulting Group (based in Portland, Maine) to develop opioid abatement priorities for their communities. Now, the towns are working on a strategic plan for pooling their opioid settlement funds, which are ultimately expected to total \$2 million by 2038.

Cape officials said that collaborating will allow them to leverage their funds more efficiently and effectively. While the funds received by individual communities are significant, they cannot match the scale and complexity of opioid abuse disorder, they said. Also, the affected residents rarely live their lives in just one Cape town. Brewster Town Manager Peter Lombardi said the five communities want to proceed carefully, and together.

“We feel like our residents ultimately will benefit from taking a little bit more deliberative approach and working with our neighbors,” Lombardi said. “There is often a lot of discussion about the merits of regionalization in Massachusetts, and I think this is a perfect area where a regional approach makes great sense.”

Like communities throughout the state, the five Cape towns are deciding on how best to use their shares of multiple legal settlements that Massachusetts and other states have negotiated with opioid manufacturers and distributors, and pharmacies, over the past five years. Massachusetts is expecting to get roughly \$1 billion from the settlements, with 40% going directly to municipalities.

A couple of years ago, four of the Cape communities — Brewster, Chatham,

Harwich and Orleans — collaborated on a general health needs assessment with Crescendo. The decision to focus on an opioid-abatement collaboration grew out of that work, Lombardi said. Dennis then approached the four communities and asked to join.

Last November, the group conducted a survey and held listening sessions in each town to gather resident input about the impacts that they have experienced, and to hear priorities for use of the settlement funds.

In December, Crescendo met with representatives from each town, and key community providers and stakeholders, to discuss the residents’ feedback. At that meeting, participants ranked their priorities, with the top five being: emphasizing youth opioid prevention, addressing underlying trauma and mental health issues, understanding the importance of harm reduction, offering support to families affected by a loved one’s struggle with opioid abuse, and having access to well-trained hospital and clinical staff.

Up to this point, the communities have had different experiences receiving and using their settlement funds. For example, Brewster was largely waiting to spend its money on collaborative efforts, while others have already spent money on programs and services within their communities.

Chatham, for instance, has gotten \$276,125 so far and expects to receive about \$635,344 in total from the finalized settlements. So far, it has spent \$138,185, on a peer recovery coach at the Chatham Police Department; youth intervention programs in the schools; CPR, first-aid, overdose-response and naloxone training for the fishing community; harm-reduction outreach; and expanded naloxone access, according to Natural Resources Director Greg Berman and Finance Director Carrie Mazerolle.

Lombardi said the towns expect to complete the strategic planning process by this winter, and then draft an inter-municipal agreement to formalize their coordinated work. He anticipates that the communities will pool most, if not all, of their remaining funds for regional use, though that hasn’t been officially decided yet. No specific funding priorities have

been finalized yet either, he said.

Harwich Health Director Carrie Schoener said the collective work could help pay for such resources as recovery coach and outreach worker positions, regional data-sharing and surveillance, and shared distribution of supplies. For Schoener, success would resemble a durable, regional network for prevention and recovery support that doesn’t depend on individual grant cycles.

“The primary image of success looks like fewer overdose deaths, yes,” Schoener said, “but also a community where people feel comfortable seeking help without shame, where first responders and residents alike have reliable access to trusted resources and know how to access them, and where our five towns have built lasting infrastructure, shared staff, shared data, and shared trust that outlasts the settlement funding itself.”

— Jennifer Kavanaugh

Belmont

Town partners with Harvard to build project feasibility tool

The town of Belmont partnered with Harvard University to develop a feasibility tool to help residents understand how developers may evaluate financial returns when considering projects in town.

The Development Financial Feasibility Tool arrives as Belmont officials are working to create an overlay zoning district along the Brighton Street corridor, which would include numerous subdistricts with their own zoning principles related to development.

The tool allows users to evaluate whether a proposed development can realistically be built and financed under a given set of zoning and policy choices.

These measures “determine whether a project should ‘pencil out’ or, more formally, would provide the necessary profit to secure funding,” said Belmont Planning and Building Director Chris Ryan.

“Up to this point, we’d had the opportunity to conduct developer focus group sessions and also had discussions with

■ COMMONWEALTH *continued on 30*

Around the Commonwealth

COMMONWEALTH

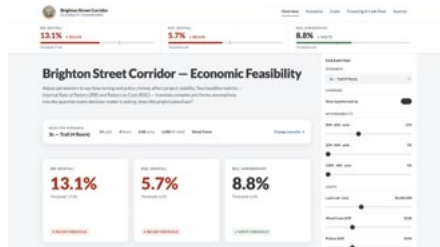
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individual developers and other real estate market analysts,” Ryan said. “But we never had a tool that could validate assumptions and key variables in the developer’s ROI formula.”

Ryan said that the tool is also an effective engagement method that demonstrates the town’s commitment to gathering resident perspectives and answering any questions they have.

Belmont’s partnership with Harvard came from work with the Harvard Kennedy School to develop materials for a vision plan for the Brighton Street corridor through a lab course where students work with municipal clients to solve critical issues.

“We had just completed a successful upzoning of Belmont Center based on a vision plan document, and we wanted to



The town of Belmont’s new digital feasibility tool, developed in partnership with Harvard University, will help residents, staff and developers to evaluate financial feasibility along the proposed Brighton Street Corridor.

have something similar as a foundation to an upzoning of this area as well,” Ryan said.

Belmont and Kennedy School staff discussed what Kennedy School students could do to follow up on the effort and provide additional value for the Brighton project. The result of that conversation was a second lab class that delivered the feasibility tool.

Kennedy School student Josh Young then began working with the town through a public finance fellowship to refine the tool, create an interactive dashboard, and build out resources to support the project as it went live.

“One key to the value of the tool is its

flexibility to be adapted to a range of projects,” Ryan said. “It models residential and mixed-use development, both rental and for-sale, and its structure can be adapted to other project types.”

Ryan said the town can use the tool to create an independent assessment of potential profit thresholds and verify developer claims that they require a specific zoning scenario for a project to be successful.

The town is also working with TangibleImpact, a land-use planning startup, to create another tool that evaluates development feasibility and fiscal impact for development projects, analyzes potential impacts to traffic and infrastructure, and allows for 3D modeling of a project area.

Ryan said consistent engagement, establishing clear timelines, and providing both data and stakeholder connections to students were essential to the partnership’s success.

“These types of projects provide valuable information and planning to the town that we do not always have the capacity for on top of our regular day-to-day work,” Ryan said. “So we are grateful for the opportunity to work with so many talented students.”

— Owen Page



Fiscal Summit focuses on budget consensus

At the MMA Fiscal Summit on Oct. 1 in Wrentham, Andover Town Manager Andrew Flanagan discusses how his community builds consensus during the budgeting process. Flanagan was joined by Andover Schools Superintendent Keith Taverna to offer a framework for conducting long-range financial planning and identifying shared priorities. The Fiscal Summit included a healthcare landscape session and fiscal updates from the MMA.



Fiscal Summit covers healthcare costs

Maria De La Fuente, Medfield’s land use and planning director, asks a question about healthcare costs during an MMA Fiscal Summit on Oct. 1 in Wrentham. Chris Bailey, director of MIIA’s Health Benefits Trust, led a session on the healthcare landscape during the summit, which drew about 150 people and included a session on building budget consensus and an MMA fiscal update.

People



Michael Tusino III

Michael Tusino III became the new town administrator in Berlin on Aug. 24 as part of a new leadership structure for the town.

Tusino had served for nearly two decades in Framingham, starting

ing as an assistant director/building commissioner, then as director and building commissioner, and then as chief operating officer for the past four-and-a-half years. Previously, he served as the building commissioner and zoning enforcement officer in Groton, clerk of the works and then property rehabilitation specialist in Milford, and building commissioner and zoning enforcement officer in Hopedale. He also worked as a construction supervisor in the private sector.

In Berlin, Tusino replaced **Kristen Rubin**, who left after three-and-a-half years to become the town manager in Upton in March. **Jeff Nutting** had served as the interim town administrator.



Dee Green

Dee Green became Berlin's first assistant town administrator on July 1, after having served as the acting assistant town administrator in May and June. She was previously the administrative assistant to the town administrator. Before

that, she was the executive assistant to the Board of Selectmen in Oxford, a senior clerk for the Oxford Finance Department, and a paralegal for Reynolds Law Offices.



Ryan Egan

Ryan Egan became the new town administrator in Brookfield on Sept. 7.

Most recently, Egan was the executive aide in Gardner. Previously, he served as an economic development

manager in Braintree, as chief of staff in Marlborough, as the public information officer in Framingham, as the executive secretary to the mayor in Marlborough, as a special use permit coordinator and technical specialist at the Massachusetts Department of Conservation and Recreation, and as the solid waste and recycling coordinator in Randolph. He is also president of the Randolph Town Council, which he joined nearly nine years ago.

Egan completed the MMA-Suffolk Municipal Finance Management Seminar in spring 2024 and the MMA-Suffolk Municipal Human Resources Seminar in spring 2026. He is currently enrolled in the 2026-2027 MMA-Suffolk Certificate in Local Government Leadership and Management class in Palmer.

In Brookfield, Egan replaced **Ron Aponte**, who left in November 2025 after a year-and-a-half and is now the town administrator in Granby. **Bob Ayers** and **Blythe Robinson** served as interim town administrators.



Patrick Grigsby

Patrick Grigsby became the new town administrator in Westhampton on Aug. 17.

Grigsby was most recently at Texas A&M University, as a Ph.D. student and a graduate teaching assistant in the history department, and

previously as an administrative associate in the geology department. He also worked as a fee assessor at the Texas Commission on Environmental Quality, an Advanced Placement U.S. history exam grader for the College Board, and a legal support specialist at Daniel Stark P.C. He has a bachelor's degree, master's degree and doctorate in history, all from Texas A&M.

In Westhampton, Grigsby replaced **Douglas Finn**, who held the title of town coordinator and who left this past summer after nearly four years to work for the Massachusetts Division of Energy Resources, according to the Daily Hampshire Gazette.

Alex Magee became the new town manager in Chelmsford on Aug. 31.

He previously served as deputy town manager and administrative and finance chief in Andover, as deputy town manager and finance director in Arlington, and as the finance director in Hamilton. He also spent eight-and-a-half years working for the city of Lowell in numerous capacities, starting as an administrative assistant and ending as the deputy director of public works. He has a bachelor's degree in business administration and management from the University of Oregon, and a master's degree in public administration from UMass Boston.

In Chelmsford, Magee replaced **Paul Cohen**, who left in May after two decades to become the town manager in Exeter, New Hampshire. Cohen also served as chair of the MIA Board of Directors. **John Sousa** served as the acting town manager in Chelmsford.



Katie McCue

Last month, MMA Deputy Executive Director **Katie McCue** reflected on her experiences as a Washington, D.C., intern on Sept. 11, 2001, in a Bridgewater State University alumni [article](#) marking the 25th anniversary of

the terrorist attacks.

McCue was just a few days into her internship on Capitol Hill on Sept. 11 when security guards told everyone to flee for their safety, for fear that congressional buildings would be a target. Back on her apartment balcony, she could see part of the Pentagon burning. Instead of dissuading her from government work, the experience made her more committed to public service, she said in the article.

"It sounds a little crazy, but I just fell in love with being at the center of the decision-making," McCue said in the article. "I believe government is a force of good. The notion that it's bad or can take something from you, that's not true. Government can do the most good for many people."

■ **PEOPLE** continued on 32

People

PEOPLE

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McCue graduated from Bridgewater State in 2003 with a degree in political science and went on to earn a master's degree in legislative affairs from The George Washington University. She joined the MMA in 2011 as a senior legislative analyst, and became the director of administration, finance and operations in 2016. She was named deputy executive director in 2022.



Robert DiVito

Robert DiVito joined the MMA as the new finance and accounting manager on Sept. 14.

DiVito previously served for six years as a finance manager for the Facilities Department in Braintree. Before

that, he worked as a controller for McSweeney & Ricci Insurance Agency, as a controller for Morse, Barnes-Brown & Pendleton P.C. (now Morse LLC), as a vice president and financial specialist at State Street Corporation, as an assistant vice president and later vice president at Putnam Investments, and as a senior accountant for Bingham Dana LLP. He has a bachelor's degree in accounting from Stonehill College and a master's degree in business administration from Suffolk University.

In his first weeks at the MMA, DiVito has been working on the organization's financial transition planning with **Mary Blank**, the MMA's longtime senior accountant, who plans to retire later this fall after two decades with the organization.

On Sept. 1, **Michele Tousignant Dufour**

was elected to the Select Board in Hudson, filling a seat left vacant by the April resignation of **Judy Congdon**.

Dufour previously served as the town moderator and as a member of the School Committee and Finance Committee. Her term will run through May 2028.



John Crow

Barnstable Town Councillor **John Crow** died on Sept. 9 at age 67.

Crow, who represented Precinct 5, was first elected to the Town Council in 2023, and was previously president of the Osterville Village Association.

He was the second member of the 13-person council to have died in recent months. Precinct 13 Town Councillor **Felicia Penn**, who was also elected to the council in 2023, died on June 15.

A special election is scheduled for Oct. 13 to fill the seats of Penn and a third former councillor, **Gordon Starr**, who resigned over the summer. An election to fill Crow's seat will be held at a later date.



Kevin McCormick

Former West Boylston Select Board Member **Kevin McCormick** died on Sept. 3 at age 75.

McCormick served on the Select Board from 2001 to 2016, and also served for many years as a firefighter in town. He

died on the same day as his friend **Richard Pauley Jr.**, with whom he worked in the

Fire Department. Pauley had been the fire chief in West Boylston until he became the fire chief in Wellfleet. Pauley, who was retired, was 62 at the time of his death.



Setti Warren

On Sept. 20, the city of Newton dedicated a plaza in honor of the late **Setti Warren**, a former city mayor and the state's first elected Black mayor.

Warren, who died suddenly on Nov. 2 at age 55, served

as Newton's mayor from 2010 to 2018. As mayor, he also 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. At the time of his death, he was director of the Institute of Politics at the Harvard Kennedy School.

During the ceremony, in the city's Newtonville village, Mayor **Marc Laredo** said a dedication of a gathering place was a fitting tribute to the former mayor.

"Mayor Warren believed deeply in bringing people together," Laredo said. "He believed that we are better together."

The dedication drew numerous public officials, including former Secretary of State **John Kerry**, for whom Setti had served as a deputy state director when Kerry was a U.S. senator.

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.

Women Leading Government to meet on Nov. 5

Women Leading Government will hold a half-day meeting on Nov. 5 featuring a panel of speakers who have broken barriers in their careers.

Women Leading Government events are

open to all staff in appointed positions in local government.

The meeting will be held at Lake Pearl in Wrentham. The cost is \$25, including lunch.

More information and online registration are available at www.mma.org.

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

CONNECT 351

Continued from page 1

and MMA President Kassandra Gove.

Workshops

The 2027 conference will feature a total of 18 [workshops](#) over two days, with six workshops on Thursday and 12 on Friday.

Workshops will cover a range of timely and critical municipal topics such as municipal and labor law, fiscal outlook, cybersecurity, artificial intelligence, procurement, communications, avoiding burnout, and much more. Complete workshop details will be available on the [Connect 351 website](#) by mid-November.

Trade Show

Exhibitors continue to fill the rows for the annual [Trade Show](#), where more than 275 companies, nonprofits and government agencies will be showcasing the latest innovations, technology and services for municipalities.

The Trade Show will be open on Thursday,

Jan. 21, from 2 to 5:30 p.m., and on Friday, Jan. 22, 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. 23.

More information will be available soon on the series of nine Learning Labs that will return to the Trade Show floor.

The [Trade Show web page](#) has complete information, including sponsorship opportunities, a contract for exhibit space, a new exhibit hall floor plan, and the list of exhibitors and sponsors from the 2026 event. The MMA will update the online floor plan as exhibit contracts are received, and sponsors and exhibitor lists will be updated continually on the event website.

If you know of a company 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. [Click here to learn more about event sponsorship](#)

[opportunities](#).

Schedule and features

The 2027 conference will open on the afternoon of Thursday, Jan. 21, with the Trade Show, a block of six workshops, [two interactive sessions](#) (Women Leading Government with journalist Emily Sweeney and public speaking with Kit Pang), a reception on the Trade Show floor, and the Belonging in Municipal Affairs reception at the Omni Hotel next door. The Trade Show and [Headshot Station](#) for members will open at 2 p.m.

Conference programming continues all day on Friday, Jan. 22, with keynote speaker [Jeff Speck](#), discussing how walkability creates a thriving community for all.

Saturday events include MIIA's Annual Business Meeting and Breakfast, member business meetings, and the MMA Annual Business Meeting. The conference will conclude at 12:30 p.m. with a networking lunch. ●

MIIA

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A [nationwide cyberattack](#) on the third-party CodeRED emergency notification system in late 2025 affected communities across Massachusetts and the country, disrupting access to a service many use to communicate emergency information to residents, and illustrating the ripple effect of one incident. The attack occurred within CodeRED's systems rather than individual municipal networks, but it affected many communities at once.

Five questions for cyber resilience

Drawing on guidance from Tokio Marine, MIIA advises that municipal leaders strengthen cyber resilience by looking beyond individual technology products and asking whether critical safeguards are in place, working and regularly tested.

Five questions can help guide those conversations:

1. Are critical accounts and identities protected? Multifactor authentication and other access controls should cover email, remote access, administrator accounts, and other critical accounts, with identified gaps or exceptions addressed.

2. Can critical services be restored quickly enough? It's not enough to simply have backups. Municipalities should know the backups are protected, available,

and regularly tested, and should have a plan for which services to restore first, such as financial, public safety, or other essential systems.

3. Which third parties could disrupt municipal operations? Identify critical vendors and cloud services, understand what systems or data they can access, and consider fallback options if a provider becomes unavailable.

4. How are AI tools approved and monitored? Municipalities should know which tools employees may use, what sensitive information they can enter, what systems or data they can access, and where human oversight is required.

5. Are incident response and financial verification procedures tested? Municipalities should practice incident response plans, and use a known, separate communication channel to verify requests involving payments, payroll, or changes to banking information before acting.

Resources for the public sector

Building cyber resilience requires a layered approach. The MassCyberCenter report recommends stronger passwords, multifactor authentication, employee education and training, improved threat monitoring, updated firewalls, and replacing legacy technology.

Many of these services are offered through

organizations including:

- The [Commonwealth Fusion Center's](#) Massachusetts Cybersecurity Program, which conducts threat reporting, training, education, and awareness related to cybersecurity.
- The Office of Municipal and School Technology in the [Executive Office of Technology Services and Security](#) procures and manages the free [Cybersecurity Awareness Program](#).
- [CyberTrust Massachusetts](#), a membership-based nonprofit organization, provides cybersecurity education and services.
- The cybersecurity firm KnowBe4 offers [materials free of charge to public sector organizations](#).
- MIIA also offers [cyber security training](#) to its members.

Regularly reviewing safeguards, identifying new dependencies, frequent employee training, and testing response and recovery plans can help municipalities strengthen resilience over time.

MIIA members can access additional cybersecurity guidance and may also be eligible for funding for cyber risk prevention initiatives through the fiscal 2027 Risk Management Grant Program. ●

Classified Advertisements

EMPLOYMENT OPPORTUNITIES

Affordable Housing Preservation Staff Attorney

Massachusetts Lawyers Reform Institute

MLRI seeks an experienced attorney with a background in affordable housing preservation. Applications reviewed on a rolling basis. Responsibilities: Provide support to residents, legal aid and community groups to preserve privately owned affordable housing, including naturally occurring affordable housing, and manufactured housing. Activities include preserving the affordability of individual developments, outreach to and support for residents; property research; developing legal and other strategies; negotiating with owners; outreach to allies, and professionals to support preservation, and policy advocacy on affordable housing preservation. With the Housing Practice Group facilitate statewide housing coalitions, and take on specific advocacy, support, and other projects as they arise. About MLRI: Founded in 1968, MLRI is a nationally recognized nonprofit anti-poverty law and policy center that provides statewide advocacy and leadership in advancing laws, policies, and practices that secure economic, racial, and social justice for low-income people and communities. Full job description: mlri.org/careers and click on the Affordable Housing Preservation Attorney listing. To Apply: Email the following required materials: 1) cover letter outlining interest and qualifications; 2) resume; and 3) one to two legal writing samples to humanresources@mlri.org. All required materials must be submitted to be considered. No phone calls please.

Regional Emergency Communications Center Director

City of Quincy

The city of Quincy seeks an experienced, public safety executive to serve as the director of the Quincy/Milton Regional Emergency Communications Center. The Director will be responsible for all aspects of emergency and non-emergency communications for police, fire, and emergency medical services while ensuring the highest standards of professionalism, efficiency, customer service, and public safety. The successful candidate will lead the development of a regional communications center recognized for operational excellence, technological innovation, and exceptional service delivery. Essential Duties and Responsibilities: The Director shall provide executive leadership for all operations of the Quincy/Milton Regional Emergency Communications Center. Develop strategic plans. Direct all emergency and non-emergency communications operations on a twenty-four-hour basis. Recruit, hire, train, supervise, evaluate, and mentor the Deputy Director, IT Director, communications supervisors, dispatchers, and administrative personnel. Develop and maintain policies, procedures, and performance standards consistent with APCO, NENA, the Massachusetts State 911 Department, CJIS Security Policy, and recognized industry best practices. Prepare and administer annual operating and capital budgets. Oversee procurement, contracts, grants, and vendor relationships.

Develop long-range capital improvement plans for communications technology and facilities. Oversee all CAD, radio communications, telephone systems, GIS mapping, recording systems, cybersecurity, and emerging technologies. Lead implementation of Next Generation 911, text-to-911, AI-assisted technologies, and future initiatives. Establish comprehensive quality assurance, quality improvement, and employee wellness programs. Develop measurable performance indicators and regularly report to the Governing Board. Coordinate emergency preparedness planning, disaster recovery, and continuity of operations. Ensure compliance with all applicable federal, state, and local laws, regulations, collective bargaining agreements, and professional standards. Minimum Qualifications: Bachelor's Degree in public administration, criminal justice, emergency management, communications, or a closely related field. Master's degree preferred. Ten years of progressively responsible experience in public safety communications, emergency management, law enforcement, fire service, EMS administration, or related management. Minimum three years of executive or senior management experience. Demonstrated experience managing complex public safety technology systems. Experience with strategic planning, budgeting, personnel administration, and labor relations. Exceptional leadership, communication, organizational, and interpersonal skills. Preferred Qualifications: Preference will be given to candidates possessing: APCO Registered Public Safety Leader, APCO Communications Center Manager, Emergency Number Professional, Massachusetts Emergency Medical Dispatch certification, experience managing a regional or consolidated communications center, experience with public safety accreditation programs, experience overseeing major technology implementation projects, experience working within municipal government. Compensation: Salary range: between \$190,000 to \$226,000, commensurate with qualifications and experience. The city of Quincy

offers an outstanding benefits package. Equal Opportunity Employer. The City of Quincy is an Equal Opportunity Employer. Qualified applicants of all backgrounds are encouraged to apply. Please send resumes to Patricia McGowan at pmcgowan@quincyma.gov.

Payroll Coordinator

Martha's Vineyard Regional High School District

Martha's Vineyard Public Schools Central Office seeks qualified applicants for a 1715-Hour Administrative Support Personnel position. Year round, 35 hours per week for 45 weeks and 20 hours per week for seven summer weeks. Responsibilities include: Coordinating biweekly payroll. Maintaining time and attendance records. Maintaining payroll and personnel files. Assisting with other associated duties and all other duties requested by the Superintendent and/or Business Manager. Payroll and Tyler Tech School ERP Pro experience a plus. Proficiency in Excel, Word, Google Suite and other related office software a plus. Salary Range: \$54,880 to \$85,939 plus benefits. Applications can be submitted by visiting our website at: www.mvymps.org, under Employment, click on new jobs – the corresponding Schoolspring Job Id is: 5880391. Deadline: Applications will be accepted until the position is filled. Start date: Immediately. No person shall be excluded or discriminated against on the basis of race, color, sex, age, religion, national origin, sexual orientation, gender identity, or disability EOE. Contact Information: Amanda Carter, Administrative Support. 4 Pine St., Vineyard Haven, MA 02568. Phone: 508-693-2009 Email: ACarter@mvymps.org. To apply please go to: www.mvymps.org; under Employment, go to New Jobs.

Building/Health Department Administrative Assistant

Town of Salisbury

Position: Administrative Assistant. Department:

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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.

November Beacon

Deadline: October 26
Publication: November 2

December Beacon

Deadline: November 25
Publication: December 3

Placing an ad

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

For more information, call Meredith Gabrilska at the MMA at 617-426-7272, ext. 110, or email job_ads@mma.org.

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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Building Department, Board of Health, Health Department, Zoning Board of Appeals. Hours of Work: 37.5 hours weekly. Classification: Full-Time, Union Position, FLSA Non-Exempt. Compensation: \$55,000 to \$65,000, depending on qualifications, generous benefits package. The Administrative Assistant is the admin for the Building Department, Health Department, Board of Health, and Zoning Board of Appeals. The Building/Code Enforcement Department is responsible for all Building Permitting, Inspections, Code Enforcements, and Zoning Enforcements. The Health Department is responsible for the enforcement of all state and local health codes. This position shall assist in the day-to-day management of the systems and processes that support these activities under the guidance of the Building Inspector and the Health Director. The Administrative Assistant handles customer service, payroll, accounts payable, office supply ordering, and all other administrative functions in the Building Department. Full job description available at www.salisburyma.gov/835/Employment-Opportunities. To apply, please email your resume, cover letter, and 3 references to Human Resources Manager Victoria Nakis at vnakis@salisburyma.gov or via mail/hand delivered to: Town of Salisbury, ATTN: HR, 5 Beach Road, Salisbury, MA 01952.

Director of Planning and Economic Development

Town of Saugus

The town of Saugus seeks an experienced, collaborative professional to serve as Director of Planning and Economic Development. Reporting to the Town Manager, the Director provides leadership for municipal planning, land use, economic development, housing, and community development initiatives. The Director will oversee long- and short-range planning; coordinate development review; provide professional planning and land-use guidance to appropriate municipal boards, commissions, officials, and departments; administer planning and economic development programs; pursue grants and funding opportunities; support business attraction and retention; and identify opportunities for responsible redevelopment and investment. The Director will work collaboratively with Town officials, municipal departments, boards and commissions, consultants, businesses, property owners, developers, community organizations, regional agencies, and other public and private partners as necessary to advance the Town's planning, development, and economic development priorities. Duties and responsibilities may evolve based upon the operational needs and priorities of the town. The position requires regular interaction with members of the public and attendance at evening meetings and public hearings as necessary. The ideal candidate will have a bachelor's degree in planning, public administration, economic development, or a related field and at least five years of progressively responsible experience in municipal planning, land use, economic development, or a related field. Municipal experience in Massachusetts, knowledge of Massachusetts land-use and zoning laws, grant-writing experience, GIS proficiency, and AICP certification are preferred. The town

offers a competitive salary and benefits package commensurate with qualifications and experience. Location: Town of Saugus (in-person position). Schedule: Monday to Friday (full-time, non-union position). Salary Range: \$110,000 to \$140,000 annually, +/- DPQ. Application: Please email a cover letter, resume, and three professional references 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.

Police Chief

Town of Adams

The town of Adams is seeking an experienced, forward-thinking, community-focused law enforcement professional to serve as its next Chief of Police. The ideal candidate will bring proven supervisory experience, sound judgment, and a collaborative leadership style, along with a commitment to upholding the highest standards of integrity and professionalism in policing. The next Chief of Police must be approachable, visible, and deeply engaged with the community. The successful candidate will actively connect with residents and stakeholders in both formal and informal settings, building strong partnerships and encouraging open dialogue. Candidates must possess a thorough knowledge of the principles and practices of police administration, as well as established methods, procedures, and best practices in modern law enforcement. This knowledge should include, but not be limited to, applicable state and federal laws and regulations; criminal law enforcement; contemporary investigative techniques; labor and employment law; collective bargaining; and the effective use of current technology in police operations. The Chief of Police is appointed by the Select Board and works under the administrative direction of the Town Administrator. The Police Chief serves as the chief executive and administrative officer of the Police Department, providing strategic leadership and direction for all department operations and law enforcement services. The Chief is responsible for the effective management of department personnel, policies, programs, training, budgeting, and resources, while ensuring compliance with applicable Massachusetts General Laws, federal laws, regulations, and recognized professional standards. The Police Chief is also responsible for fostering positive relationships with municipal officials, public safety partners, community organizations, and residents, promoting public trust, accountability, and a strong commitment to professional, equitable, and community-oriented policing. Qualifications: Bachelor's degree in law enforcement, criminal justice or a related field. A minimum 10 to 15 years of experience in law enforcement. At least five years in a supervisory capacity. Be in possession or have the ability to obtain a valid Massachusetts driver's license. Must have a valid Massachusetts Firearms License or the ability to obtain one upon hire. Must be able to satisfy all requirements set forth by the Massachusetts Peace Standards and Training Commission for certification as a Police Officer in the Commonwealth of Massachusetts. The anticipated salary range for the position is \$110,000 to \$125,000 annually, commensurate with the

candidate's qualifications and experience. Additional benefits include health and dental insurance along with paid vacation, holidays, personal leave and sick time. Opportunities for overtime may be available, with eligibility and compensation to be determined. Interested applicants should send a cover letter and resume as a single PDF via email to employment@town.adams.ma.us or by postal mail or in person at Adams Town Hall, 8 Park St., Adams, MA 01220. Materials must be received by 12 p.m. on Friday, Oct. 30.

Refuse District Manager

Martha's Vineyard Refuse District

Refuse District Manager: \$132,996 to \$165,339. Martha's Vineyard Refuse District is accepting applications for the position of District Manager. The District Manager will be responsible for overseeing all aspects of the Refuse District solid waste management and recycling programs, including day-to-day operations, long term planning, budget development, personal, legal and financial management, direction of subcontractors, and liaison with municipal and regulatory agencies. The District Manager must possess a thorough knowledge of the principals and practices of the solid waste management, including recycling, refuse collection, processing and disposal. Applicants should contact the Refuse District office for a complete job description. Apply with a resume and cover letter to: mvrrefuse@comcast.net.

Treasurer/Collector

Town of Yarmouth

Working under general supervision of Director of Finance, the Treasurer/Collector performs the duties as described for the Division. Perform complex professional, supervisory, administrative & technical work in treasury and collections and managing the operations of the Treasurer/Collectors division; Support all activities and responsibilities of the Collector including billing, receipt, collection of property taxes (real and personal), motor vehicle excise taxes, boat excise taxes, and miscellaneous receivables. Prepares reconciliations of all cash and bank accounts, timely preparation/submittal of all cash reports to the Commonwealth as required by statute or regulation. Assists Finance Director and senior management in developing long- and short-term borrowing plans with support from the town's financial advisor and bond counsel; prepares annual debt service budget for review; processes timely payment of all debt obligations. Minimum Requirements: Possess or obtain certification as a Treasurer/Collector, possession of a valid motor vehicle operator's license, proficiency with Financial Management Systems (munis a plus), ability to be bonded. Education and Experience: Bachelor's degree in business administration, finance or related field; minimum five to seven years of related work experience; or equivalent combination of education, training and experience which provide the required knowledge, skills and abilities to perform the essential functions of the job. Application procedure: Please complete an employment application form. Submit completed employment application form, resume and cover letter to humanresources@yarmouth.ma.us with "Treasurer/Collector" in the subject line and include your full name, address, phone number and email address on the cover letter and resume.

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Classified Advertisements

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Water/Sewer Administrative Assistant Town of Dudley

The town of Dudley is seeking a qualified professional to serve as the Administrative Assistant for the town of Dudley Water/Sewer Office. This position falls under the direction of the Water/Sewer Superintendent and is a union position in the USW. The position performs professional administrative work supporting Water/Sewer Department operations, including scheduling, payroll, accounts payable and receivable, vendor contracts, departmental records, grants, and reports, and maintains accurate and confidential personnel and financial records. The candidate must have excellent customer service, organizational, communication, and time management skills, and the ability to work independently, maintain confidentiality, respond effectively to public inquiries, and utilize computer, accounting, payroll, and web-based systems. This Grade 3, full-time, 40-hour per week position has a starting hourly rate of \$26.24 to \$31.19 based on experience and qualifications. Requires an associate degree or equivalent combination of education and three to five years of relevant experience. Ability to obtain a 1D (D1) Drinking Water Distribution OIT license within six months and a 1T (T1) Drinking Water Treatment OIT license within one year of hire (both stipend eligible). Benefits include paid time off, health and dental insurance, and pension benefits. Resumes reviewed on a rolling basis; preference given to internal applicants. Please send a cover letter and resume to Olivia Antonson, Assistant Town Administrator/Human Resource Manager at townadmin2@dudleyma.gov. A job description is available at www.dudleyma.gov/jobs.

CAREERS AT MMA/MIIA

MIIA Fellow – College Internship MMA/MIIA

The Massachusetts Interlocal Insurance Association and the Massachusetts Municipal Association are seeking a MIIA Fellow to join our team for a 12-week paid internship. This is an excellent opportunity for a college student who wants hands-on experience solving real problems for Massachusetts cities and towns. About MIIA: The Massachusetts Interlocal Insurance Association is a membership service of the Massachusetts Municipal Association. As a mission-driven, member-led nonprofit, MIIA focuses on providing Massachusetts municipalities and other governmental entities with insurance-coverage alternatives, quality risk management, and wellness programs. About the MMA: The nonpartisan Massachusetts Municipal Association is the recognized voice of local government across the state, advancing cities and towns as centers of excellence in our economy and society. The MMA provides high-impact services to its member cities and towns statewide, including advocacy, policy research and analysis, multi-faceted education and training, multi-platform publications and nationally recognized municipal service programs. As a membership organization, the MMA works to advance the interests of all cities and towns, uniting local leaders to promote local government policies

and programs that build strong communities. About the position: Under the direction of the Member Communication Supervisor, the MIIA fellow contributes to departmental work supporting MIIA's members and operations. Fellows are matched to a placement prior to their start date and are assigned either a strategic project, owned from scoping through a final presentation to MIIA leadership, or a support-focused placement centered on a department's ongoing operational work. The MIIA Fellow meets weekly with the Member Communication Supervisor, who oversees supervision and priorities, and with an assigned Department Mentor, who provides subject-matter guidance on project work. Key Responsibilities: Contribute to assigned departmental work, which may include a strategic project owned from inception, scoping and through final presentation, conduct research and analysis and develop practical, actionable recommendations, produce professional deliverables such as written summaries, toolkits, process documentation, dashboards, or member-facing resources, support department operations through reporting, documentation, communications and data work, support recurring organizational needs including Salesforce and Recordsforce record updates, Legisway document management, and general administrative support, meet weekly with Program Manager and with your Department Mentor, attend and participate in the weekly MIIA professional skills academy, where a capstone is part of the placement, deliver a final presentation to MIIA staff and leadership. Additional Responsibilities: Participate in shadowing and introductions across MIIA departments, assist with general office needs including mail, meeting preparation, and front desk support as needed, participate in a mid-point review, end-of-term evaluation, and exit interview. What you'll gain: Real, finished work you can show a future employer, experience presenting to senior leadership at a statewide organization, a working understanding of how Massachusetts municipalities actually operate, hands-on exposure to professional tools including Salesforce and Microsoft 365, a professional network across an organization that serves cities and towns statewide. Qualifications: The candidate must be currently enrolled in a college, university, or certificate program. Strong written and verbal communication skills are required, along with the ability to work independently, manage a timeline, and meet deadlines. Comfort with Microsoft Office, particularly Excel, Word, and PowerPoint, is expected. We are looking for someone who is curious about how municipal government works and genuinely interested in public service, and who can commit to the full 12-week term. Coursework in public policy, political science, risk management, business, finance, communications, marketing, data science, cybersecurity, environmental science, public health, or a related field is a plus but is not required. Work environment: Our office is located in Boston's Government Center neighborhood. This is a paid, 12-week internship at 20 hours per week, offered in the fall, spring, or summer term, with a hybrid schedule of two days per week in the office. Compensation is \$18 to \$20 per hour based on academic level and relevant experience. If you are ready to spend a semester doing work that supports Massachusetts cities and towns, this position may be for you.

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.

Administrative Review

When internal friction escalates or public trust is compromised, municipal leaders need immediate clarity — not local conflicts of interest. Fortress Security Consulting and Investigations LLC delivers objective, independent, and court-defensible administrative reviews for Massachusetts cities and towns. Managed by a retired Massachusetts Police Chief with 31 years of law enforcement service, our consulting team consists of veteran executive chiefs and former municipal administrators. We understand the complex intersections of civil liability, union dynamics, and local government politics. We act as a trusted, neutral resource for Mayors, Town Managers, and Town Counsels who need an authoritative third-party fact finder. What We Handle: Internal Affairs Fact-Finding: Objective administrative investigations into misconduct allegations involving command staff or personnel. Climate Assessments: Deep-dive evaluations to identify systemic issues and restore operational stability after union friction or "no confidence" votes. POST Compliance: Helping agencies efficiently clear administrative backlogs and meet strict mandatory reporting guidelines. An improperly handled internal crisis can trigger massive financial liability and long-term union arbitration. Partnering with retired executive chiefs protects your community's interests and ensures the absolute integrity of the process. Contact Fortress today for a strictly confidential consultation. Contact: Chief (Ret.) Frank Alvilhiera Phone: 888-529-1117, email: frank@fortresssecurityconsulting.com. fortressgroupncma.com.

Municipal Accounting and Consulting Services

Our outstanding team specializes in municipal

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CLASSIFIEDS

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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.

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.

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.

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; mmagcinc@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.

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.

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; hrrsconsulting@comcast.net; or visit www.hrrsconsultinginc.com. WBE certified.

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.

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@mrigov.com.

Executive Recruiting, Management and Governance Consulting Services

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

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. ●

Calendar

OCTOBER

8 Massachusetts Municipal Management Association, boot camp, 9 a.m.-2 p.m., Foxborough Community Center, Foxborough. Contact: MMA Member Program Manager Denise Baker

8 Women Elected Municipal Officials webinar, election readiness, 12-1:15 p.m. Contact: MMA Member Program Coordinator Martin Davis

13 MMA Board of Directors, 8:30 a.m.-12:30 p.m., long-range planning meeting, The Conference Center at Waltham Woods, Waltham. Contact: MMA Chief of Staff Elanienne Coste

16 MMA Legislative Breakfast Meeting, 8:30-10:15 a.m., Great Barrington. Contact: MMA Legislative Coordinator Abigail Ferrone

16 MMA Legislative Breakfast Meeting, 8:30-10:15 a.m., Leicester. Contact: MMA Legislative Coordinator Abigail Ferrone

19 Massachusetts Municipal Management Association, state event at ICMA Annual Conference, 6-9 p.m., Gladstone's, Long Beach, California. Contact: MMA Member Program Manager Denise Baker

20 MMA webinar, winter energy market update, 12-1:15 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

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

22 Massachusetts Municipal Communicators, virtual meeting, 12-1:15 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

23 MMA Legislative Breakfast Meeting, 8:30-10:15 a.m., Needham. Contact: MMA Legislative Coordinator Abigail Ferrone

23 MMA Legislative Breakfast Meeting, 8:30-10:15 a.m., Westport. Contact: MMA Legislative Coordinator Abigail Ferrone



The Beacon

Massachusetts Municipal Association

3 Center Plaza, Suite 610, Boston, MA 02108

28 MMA Extra Credit webinar, managing reactions at work, 1-2:30 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

30 MMA Legislative Breakfast Meeting, 8:30-10:15 a.m., Lowell. Contact: MMA Legislative Coordinator Abigail Ferrone

30 MMA Legislative Breakfast Meeting, 9:15-11 a.m., Northampton. Contact: MMA Legislative Coordinator Abigail Ferrone

NOVEMBER

4 MMA Extra Credit webinar, navigating difficult conversations, 1-2:30 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

5 Women Leading Government, meeting, 9 a.m.-1 p.m., Lake Pearl, Wrentham. Contact: MMA Member Program Manager Denise Baker

7 Association of Town Finance Committees, annual meeting, 9 a.m.-3 p.m., Sharon Community Center, Sharon. Contact: MMA Member Program Manager Denise Baker

10 Massachusetts Municipal Councillors' Association, hybrid board meeting, 8:45-9:45 a.m., MMA office, Boston. Contact: MMA Member Program Manager Denise Baker

10 MMA Board of Directors, hybrid meeting, 10-11:45 a.m., MMA office, Boston. Contact: MMA Chief of Staff Elanienne Coste

10 Local Government Advisory Commission, hybrid meeting, 1-2 p.m., State House, Boston. Contact: MMA Chief of Staff Elanienne Coste

18 MMA Extra Credit webinar, preventing burnout, 1 p.m.-2:30 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

19-20 Massachusetts Municipal Management Association, fall conference, Hotel Northampton, Northampton. Contact: MMA Member Program Manager Denise Baker

DECEMBER

3 Massachusetts Mayors' Association, holiday dinner, 5 p.m. Contact: MMA Membership and Project Assistant Katherine Christy

9 MMA webinar, snow emergency preparedness, 12-1:15 p.m. Contact: MMA Education and Training Coordinator Kristianna Lapierre

10 Massachusetts Municipal Management Association and Massachusetts Municipal Human Resources, joint holiday meeting, 9 a.m.-1 p.m., Publick House, Sturbridge. Contact: MMA Member Program Manager Denise Baker and MMA Member Program Coordinator Martin Davis

JANUARY

21-23 Connect 351, MMA's annual conference, Menino Convention and Exhibition Center and Omni Boston Hotel, Boston. Visit connect351.org or contact Timmery Kuck.

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

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For more information, visit www.mma.org.