

Communities That Work

A Practical Plan for Strong Schools, Reliable Infrastructure, Safe Communities, and Local Government That Delivers

Strong communities don't happen by accident.

They're built when the basics work.

Children should be able to learn in safe, healthy schools. Families should be able to drive on safe roads, drink clean water, rely on dependable public services, and trust that public buildings are well maintained. First responders should have the facilities and equipment they need to protect us. Local governments should have the tools to solve problems instead of getting buried in bureaucracy.

Too often, communities are being asked to do more with less.

Schools face rising costs. Roads and water systems are aging. Fire stations need repairs. Infrastructure projects become more expensive every year they are delayed. Local officials are forced to choose between raising taxes, cutting services, or putting off investments that residents depend on every day.

It shouldn't be that way.

As your State Representative, I'll work to give cities and towns the support they need to keep communities strong, lower long-term costs, and deliver the services families count on every day.

Great Schools Build Strong Communities

Every child deserves a great education close to home.

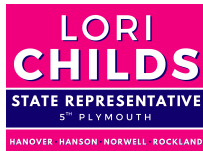
Strong schools help students succeed, attract families, and strengthen local communities. But many school districts are struggling with rising special education costs, transportation expenses, aging buildings, and funding formulas that haven't kept pace with today's realities. When those costs grow faster than state support, communities are forced to make difficult budget decisions.

I'll work to help schools serve students well while giving taxpayers better value.

I'll work to:

- Update the Chapter 70 funding formula so it reflects the real cost of educating students today.
- Help school districts share special education programs and services to reduce costs and keep students closer to home.
- Expand career and technical education, apprenticeships, and workforce training so students have more pathways to good-paying careers.
- Improve coordination between schools, municipalities, and state agencies so communities can make better use of existing resources.

Healthy Schools, Better Learning



Students learn better in healthy buildings.

Many schools have aging heating and ventilation systems that affect air quality, student health, and learning. Taking care of school buildings before problems become emergencies protects students while saving taxpayers money.

I'll work to:

- Support regular indoor air quality assessments in public schools.
- Help schools maintain heating and ventilation systems before costly failures occur.
- Expand grants for school building improvements.
- Give families and educators better information about school building conditions.
- Support workforce training for skilled maintenance and HVAC professionals.

Healthy schools mean healthier students, better learning, and smarter investments in our public buildings.

Fix the Infrastructure Communities Depend On

Good infrastructure is something people rarely think about—until it stops working.

Roads, bridges, drinking water systems, sewer systems, sidewalks, broadband, and a reliable electric grid all affect daily life and local businesses. As Massachusetts works to meet growing energy demand, we also need to modernize our electric grid in a way that keeps costs down for families and businesses.

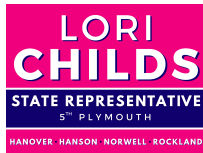
Waiting until something breaks usually costs far more than fixing it before it becomes a crisis.

I'll work to:

- Invest in roads, bridges, culverts, and local transportation.
- Modernize drinking water and sewer systems so communities can grow safely and reliably.
- Expand infrastructure grants for cities and towns.
- Better coordinate housing, transportation, and infrastructure planning.
- **Advance my Affordable Grid Plan to modernize our electric grid, lower financing costs for new infrastructure, protect ratepayers, and make sure communities benefit from these investments.**
- Expand broadband access so every community can participate in today's economy.
- Encourage long-term maintenance planning that saves taxpayers money over time.

Taking care of the infrastructure we already depend on is one of the smartest ways to lower costs and strengthen communities.

Support the People Who Keep Our Communities Safe



Police officers, firefighters, EMTs, dispatchers, and emergency personnel deserve safe workplaces and modern facilities.

Many public safety buildings across Massachusetts were built decades ago and no longer meet today's operational needs. Communities shouldn't have to wait until a building becomes unsafe before receiving help.

The Safe Buildings, Safe Communities Initiative

I'll work to:

- Assess the condition of fire stations and other public safety facilities across Massachusetts.
- Create a Municipal and Public Safety Building Authority, modeled after the Massachusetts School Building Authority, to help communities repair and replace outdated facilities.
- Make sure projects are selected through a fair, transparent process based on need—not politics.
- Support firefighter health and cancer prevention initiatives.
- Help smaller communities plan and compete for major public safety building projects.

Taking care of the people who protect us makes every community safer.

Give Local Government Better Tools

Local leaders know their communities best.

But too much of their time is spent navigating state bureaucracy instead of solving local problems. State government should make it easier—not harder—for communities to get things done.

My experience serving on the Rockland Select Board and Finance Committee taught me that when state and local government work together, communities can solve problems faster, lower costs, and deliver better services.

I'll work to:

- Expand grants and technical assistance for cities and towns.
- Simplify state funding applications so communities spend less time on paperwork and more time serving residents.
- Improve coordination between state agencies to reduce duplication and delays.
- Make sure smaller communities have fair access to state resources.
- Encourage communities to share services when it lowers costs and improves results.
- Use data and measurable outcomes to make government more accountable for how taxpayer dollars are spent.

Strong local government means better services, smarter investments, and greater accountability.

Communities Work When Government Gets the Basics Right

Most people aren't asking government to do everything.

They're asking it to do the basics well.

- They want excellent schools.
- Safe roads and bridges.
- Clean drinking water.
- Reliable public services.
- Modern infrastructure.
- Strong public safety.
- Responsible use of taxpayer dollars.

That's what this plan is about.

By helping communities control costs, strengthen schools, modernize infrastructure, support first responders, and make state government a better partner to local communities, we can build places where families can afford to stay, businesses can grow, and every resident has the opportunity to thrive.

Because when communities work, everyone benefits.