



Programs & Services Committee Agenda

City of Newton In City Council

Wednesday, January 7, 2026

7:00 PM

Room 211

The Programs & Services Committee will hold this meeting as a hybrid meeting on Wednesday, January 7, 2026 at 7:00 pm that the public may access virtually via Zoom or in person. To attend this meeting via Zoom use this link: <https://newtonma-gov.zoom.us/j/83292971487> or call 1-646-558-8656 and use the Meeting ID: 832 9297 1487.

You may also:

1. Watch a live broadcast of the meeting on NewTV's government channel (Comcast 9, RCN 13, 614 (HD), Verizon 33).
2. View a live stream on NewTV's YouTube channel at: <https://www.youtube.com/channel/UCQvNeCJkA3PftuLLvfAh3cQ>

Items Scheduled for Discussion:

- #32-26 Reorganization plan to create a new Arts and Culture Department**
HIS HONOR THE MAYOR submitting, pursuant to Section 6-2 of the City Charter, a reorganization plan for the establishment of a new Arts and Culture Department. The proposed reorganization includes ordinance amendments to Chapter 2 to insert a new Article VII, beginning at Section 2-249, to create the department and set forth its functions and structure, as well as amendments throughout the Revised Ordinances to rename the Department of Parks, Recreation and Culture to the Department of Parks and Recreation.

#25-26

Appointment of Meryl Kessler as the Director of Newton's Arts and Culture Department

HIS HONOR THE MAYOR appointing Meryl Kessler as the Director of Newton's Arts and Culture Department pursuant to Section 3-3 of the City Charter. (30 Days: 01/31/2026)

**Respectfully Submitted,
Josh Krintzman, Chair**



Marc C. Laredo
Mayor

City of Newton, Massachusetts

Office of the Mayor

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#32-26

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CITY CLERK

NEWTON, MA 02459

January 1st, 2026

Honorable City Council
Newton City Hall
1000 Commonwealth Avenue
Newton Centre, MA 02459

Honorable City Councilors:

In accordance with Chapter 6, Section 6-2 of the Newton City Charter, I respectfully submit the following reorganization plan to create a new Arts and Culture Department.

Between the pandemic and increasing political divisiveness, Newton's sense of community has been under significant pressure. Now more than ever, it is critical that we invest in initiatives that bring our community together to build bridges rather than walls. Newton is home to more than forty arts organizations and extraordinary talent across the arts and culture community. Few things unite neighbors, families, and friends as powerfully as arts and culture. These programs break down barriers and create meaningful shared experiences. The more we nurture our shared humanity and sense of community, the stronger and more resilient Newton becomes.

Throughout my campaign, I listened closely to residents across the city. Support for arts and culture emerged consistently among a wide spectrum of constituents.

With the Council's support, I propose that Meryl Kessler serve as the first Director of the new Arts and Culture Department. While Newton has tremendous community resources in the arts and culture sphere, it has lacked a dedicated department and director to elevate this work, foster public-private partnerships, and help arts and culture reach their full potential citywide.

To create the Arts and Culture Department, the following amendments to the Revised Ordinances of the City of Newton will be required:

- 1) Amend the Revised Ordinances to change the name of the "Department of Parks, Recreation and Culture" to the "Department of Parks and Recreation" and remove references to "culture" throughout Chapter 21;
- 2) Insert a new Chapter 2, Article VII of the Revised Ordinances, beginning at Section 2-249, to establish an Arts and Culture Department.

The proposed Article VII within Chapter 2 of the City of Newton Ordinances would create a new position of Director of Arts and Culture and set forth the duties of the Director as well as the functions of the department.

The draft ordinance revisions and language will be submitted in advance of the committee discussion. I look forward to the opportunity to discuss this proposal with the Council and to answer any questions you may have.

Thank you for your consideration of this matter.

Sincerely,

A handwritten signature in blue ink that reads "Marc Laredo". The signature is written in a cursive style with a large initial "M" and a stylized "L".

Marc Laredo
Mayor

**ARTICLE VII.
DEPARTMENT OF ARTS AND CULTURE**

Sec. 2-249. Department of Arts and Culture Established.

There is hereby established a Department of Arts and Culture in the city.

Sec. 2-250. Director; powers and duties.

The Department of Arts and Culture shall be headed by a director who is appointed by the mayor. The director shall be responsible for planning, organizing, and controlling the overall activities of arts and culture, and shall act as a liaison between the Department of Arts and Culture and other departments of municipal government.

Sec. 2-251. Functions of the department.

The Department of Arts and Culture shall:

- (1) promote the enjoyment of arts and culture by the residents of the city through the expansion of arts and culture available in public buildings, facilities, and spaces;
- (2) develop and implement a strategic vision for public arts and culture in the city that contributes to the economic development of the city;
- (3) raise awareness of the value of arts and culture in the city;
- (4) serve as the city's liaison to local, regional, and statewide arts and culture organizations;
- (5) work with the Newton Cultural Council to perform tasks assigned to local cultural councils under MGL c. 10, § 58, or successor statutes; and
- (6) identify funding sources and secure grant funds to promote arts and culture.

Secs. 2-252.—2-399. Reserved.



Marc C. Laredo
Mayor

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Office of the Mayor

#32-26

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January 2nd, 2026

Honorable City Council
Newton City Hall
1000 Commonwealth Avenue
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Honorable City Councilors:

Recommendation:

Mayor-elect Laredo seeks to establish a new Arts and Culture Department within the City of Newton.

Background:

The Office of Cultural Development (OCD) currently sits within the Parks, Recreation, and Culture Department. Historically, given limited staff and funding, the focus of the department has been primarily on executing large-scale community events such as Harvest Fair, Family Fun Fest, the annual Fourth of July celebration, Halloween Window Painting, Mayor's Open House, and Time for Partners. The department has traditionally not prioritized amplifying the wider arts community and creatives or focused on the synergies among arts and culture, economic development, and vibrant village centers.

The Laredo Approach:

- Create a stand-alone Arts and Culture Department that will support two of the Laredo administration's top priorities: 1) *Building a strong community* and 2) *Supporting local businesses*.
- This new department will allow Arts and Culture to be a growth sector for the City of Newton in ways it simply could not be when it was a division of another larger department.
- At the same time, creation of a separate Arts and Culture Department will allow the Parks and Recreation Department to focus its attention on its core functions: maintaining/operating parks and playgrounds, providing recreational programming, and organizing community events.

Potential Questions:

1. How does Arts and Culture build community?

Arts and culture are civic catalysts. In addition to creating a desirable quality of life, a strong arts scene will make Newton a more interesting place to live, work, and play by creating enlivened public spaces and by offering a variety of innovative activities from live music, dance, and theatre, public art, and poetry to bring people together, stimulate conversation, and create a sense of civic identity.

2. How does Arts and Culture support local businesses?

"Decades-long research shows that arts and culture are economic drivers. Arts and culture create jobs, produce tax revenue, and stimulate business activity." (*Create Newton Strategic Plan*, p.23)

In 2023, according to the Massachusetts Cultural Council, arts and cultural production in Massachusetts accounted for:

- \$29.7 billion economic impact
- 130,263 jobs
- 4.04% of the state's economy

The new Arts and Culture Department will work closely with the Department of Economic Development to design arts and culture initiatives—such as public art, outdoor performances, art walks, etc. —that will put “feet on the street” in our village centers and encourage residents and visitors alike to patronize local businesses across the City. The department will also highlight the work of creative individuals and organizations here in Newton to support the creative economy.

3. Why is it important to create a separate Arts and Culture Department?

A stand-alone Arts and Culture Department will provide a strategic focus on the sector's benefits, such as fostering community, driving economic activity to our village centers, and amplifying the work of more than 35+ arts organizations and countless creatives in the City. It will also break down the “arts silo” in Newton and be better able to work with other departments, helping to integrate arts and culture into their activities, as well as partner with cultural organizations and creatives to achieve broader social and economic goals.

4. We currently have a Department of Parks, Recreation, and Culture. Will “culture” still be part of this department?

Under the Laredo administration, the Department of Parks, Recreation, and Culture will revert to its previous name of the Department of Parks and Recreation. The current Director of Cultural Development will remain in Parks and Recreation and assume the title of Director of Community Events and Programs. She will continue to organize and run the large-scale community events that she currently successfully oversees, such as Family Fun Fest, Harvest Fair, and the Fourth of July celebration, etc. The Department will maintain its core focus on maintaining/operating parks and playgrounds; providing recreational programming; and organizing community events.

Sincerely,

Meryl Kessler
Director, Arts and Culture

Chapter 21

PARKS ~~AND~~; RECREATION ~~AND CULTURE~~, PUBLIC GROUNDS AND TREES*

- Art. I. In General, §§ 21-1—21-45**
- Art. II. Parks and Recreation Commission, §§ 21-46—21-59**
- Art. III. Trees, §§ 21-60—21-89**
 - Div. 1 Urban Tree Commission, §§ 21-60—21-71**
 - Div. 2 Regulation of Public Trees, §§ 21-72—21-80**
 - Div. 3 Tree Preservation, §§ 21-81—21-90**

**ARTICLE I.
IN GENERAL**

Sec. 21-1. Parks ~~and~~; recreation ~~and culture~~ commissioner—Designation; duties generally; compensation.

(a) The office of commissioner of parks ~~and~~; recreation ~~and culture~~, and the department of parks ~~and~~; recreation ~~and culture~~ are established. The commissioner shall be an officer of the city and the provisions of the law for the appointment and removal of heads of departments shall be applicable to such office. He shall have under his immediate control and direction such assistants and employees as may from time to time be duly authorized. The commissioner shall consult with the Director of the history museum regarding the manner of maintenance, care and management of the burial grounds. He shall receive for his services such salary as shall be fixed by the mayor and city council.

(b) The parks ~~and~~; recreation ~~and culture~~ commissioner shall have charge of maintenance, care and management of playgrounds and all recreation lands, except to the extent conferred upon the Parks and Recreation Commission, pursuant to Chapter 426 of the Acts of 1982 and G.L. c. 45. He shall have and exercise the power conferred by G. L. c. 45, sec. 14, except that of taking by eminent domain. He shall also be responsible for the control and supervision of the parks ~~and~~; recreation ~~and culture~~ department. The commissioner also shall have charge of the maintenance, care and management of burial grounds

and the grounds about public buildings and the maintenance of lands under the jurisdiction and control of the conservation commission. The commissioner shall consult with the conservation commission regarding the manner of maintaining lands under the commission's jurisdiction.

(c) The parks ~~and~~; recreation ~~and culture~~ commissioner shall also be designated as the local superintendent of insect pest control pursuant to the G.L. c. 132, sec. 13. He shall perform the duties of tree warden and have the care and control of all public shade trees and the planting, trimming and cutting thereof. He shall make and keep an itemized account with vouchers, showing the definite amounts expended for the purposes named in the General Laws for the suppression of insects. He shall, under the direction of the mayor, cause notices as required by the statutes to be sent to owners of parcels of land infested with such insects. He shall make lists of the amounts expended on spraying as provided by law, containing the names of the owners of estates, the locations thereof and the amounts expended thereon. (Rev. Ords. 1973, § 2-125, § 19-39; Ord. No. 90, 10-6-75; Ord. No. 190, 12-20-76; Ord. No. 220, 6-7-77; Ord. No. 233, 8-15-77; Ord. No. 317, 2-20-79; Ord. No. R- 267, 10-18-82; Ord. No. T-318, 12-6-93; Ord. No. V-289, 3-20-00; Ord. No. B-53, 03-02-20)

State law references—Office of tree warden, G.L. c. 41, § 1; statements of expenditures of local superintendents of pest control, G.L. c. 132, § 15

Sec. 21-2. Same—Authority over school property.

*Cross references – Cultural affairs committee, Ch. 2, Art. VI, Div. 3
State law reference—Parks and playgrounds generally, G.L. c. 45

(a) The parks and; recreation ~~and culture~~ commissioner shall have charge of the management, care and maintenance of the city's school yards and school grounds. No layout of a school yard or school ground shall be made by the parks and; recreation ~~and culture~~ commissioner until the plan and design of the same has received the written approval of the school committee.

(b) Control of the use of school yards and school grounds shall be entirely within the jurisdiction of the school committee which shall determine the persons entitled to use the grounds and how the same shall be used. The school committee may, however, during vacation periods of the school, turn over the control of the use of designated school yards and school grounds to the parks and; recreation ~~and culture~~ commissioner and it may turn over the control of the use of any designated portion of such ground during the school year to the parks and; recreation ~~and culture~~ commissioner. The release of jurisdiction provided for in this section shall only be accomplished if and when the parks and; recreation ~~and culture~~ commissioner in writing applies for and the school committee in writing authorizes the same. In the event of such turning over of jurisdiction, the adjoining school building and the equipment of the school department shall only be used under such regulations as to use as the school committee makes. (Rev. Ords. 1973, § 2-270; Ord. No. 190, 12-20-76; Ord. No. 220, 6-6-77; Ord. No. R-267, 10-18-82; Ord. No. B-53, 03-02-20)

Cross reference—Newton community education program, Ch. 2, Art. VI, Div. 2

Sec. 21-3. Operation of vehicles.

No person, unless by permission of the commissioner of public works or, on parks and playgrounds, of the parks and; recreation ~~and culture~~ commissioner, shall operate a motor vehicle in or upon parks or other public grounds except upon the driveways thereof. (Rev. Ords. 1973, § 19-102; Ord. No. 90, 10-6-75; Ord. No. B-53, 03-02-20)

Sec. 21-4. Selling goods and wares; amusement tents, booths, etc.

No person, except by permission of the commissioner of public works, or, on parks and playgrounds, of the parks and; recreation ~~and culture~~ commissioner, shall expose for sale or sell any goods,

wares or merchandise in or upon any park or other public grounds, nor erect or maintain a booth, stand, tent or apparatus of any kind for the purpose of amusement or show in any park or on public grounds. (Rev. Ords. 1973, § 19-103; Ord. No. 90, 10-6-75; Ord. No. B-53, 03-02-20)

Cross reference—Licensing and permits generally, Ch. 17

Sec. 21-5. Nuisances generally.

No person shall commit a nuisance in parks or on other public grounds. (Rev. Ords. 1973, § 19-104; Ord. No. 90, 10-6-75)

Sec. 21-6. Playing games, etc.

No person, except by the permission of the commissioner of public works, or, on parks and playgrounds, of the parks and; recreation ~~and culture~~ commissioner, shall engage in a game of ball, football, baseball or other athletic sports in or upon any park or public grounds, except upon such portions thereof as may be set apart for such purposes. (Rev. Ords. 1973, § 19-105; Ord. No. B-53, 03-02-20)

Sec. 21-7. Throwing missiles.

No person shall throw a stone, snowball or other missile in or upon any park or public playground. (Rev. Ords. 1973, § 19-106; Ord. No. 90, 10-6-75)

Sec. 21-8. Damaging property.

No person shall pull up, break, cut or deface any of the seats, fences or railings upon or around any park or other public grounds, nor deface any monument or statue in any park or on public grounds. (Rev. Ords. 1973, § 19-107)

Sec. 21-9. Climbing, posting bills on trees.

No person shall climb a tree in any park or upon other public grounds, nor post a bill, nor place a sign upon or around any tree in any park or upon other public grounds of the city. (Rev. Ords. 1973, § 19-108)

Sec. 21-10. Digging, carrying dirt, etc.

No person, except by permission of the commissioner of public works, or, on parks and

playgrounds, of the parks and; recreation-~~and-culture~~ commissioner, and for some public use, shall dig or carry away any sward, gravel, sand, turf or earth from, nor place or deposit or cause to be placed or deposited any stones, sand, gravel or other substance upon, any park, playground or other public grounds. (Rev. Ords. 1973, § 19-109; Ord. No. 90, 10-6-75; Ord. No. B-53, 03-02-20)

Sec. 21-11. Damaging flowers.

No person shall walk, stand, sit or lie down in or upon, or pull a flower or plant out of a flower bed, in any park or upon public grounds. (Rev. Ords. 1973, § 19-110)

Sec. 21-12. Walking on grass.

No person shall stand, walk or lie upon the grass in any park or upon public grounds where such walking, standing or lying has been prohibited, and notice of such prohibition is given to the public by legible notices placed in or upon such park or public grounds. (Rev. Ords. 1973, § 19-111)

Sec. 21-13. City-owned burial grounds.

No further burials are to be permitted in that portion of the City-owned burial ground located on Centre Street, said portion being bounded on the west side by Centre Street and Loring Park, on the south side by Cotton Street, on the east by the land of the Franciscan Sisters, and on the north by a driveway, as more specifically shown on a plan entitled "Plan of Centre Street Cemetery, January 1901; Amended 1918", on file in the engineering division of the department of public works. (Ord. No. R-251, 6-21-82; Ord. No. V-289, 3-20-00)

Sec. 21-14. Spraying for insects.

(a) The commissioner of parks and; recreation-~~and-culture~~ may, at the request of owners of private property in the city, spray trees and shrubs thereon for the purpose of destroying or suppressing insects or pests and preventing or controlling the spread of Dutch Elm Disease. The commissioner of parks and; recreation-~~and-culture~~ may establish rules and regulations governing such spraying, including the time and manner of making requests and payments therefor.

(b) There shall be charged for each such spraying an amount determined by the size of the lot upon which such spraying is done according to the following table:

Size of lot (square feet)	
Amount under 7,500	\$ 5.00
7,500 to 9,999	7.50
10,000 to 14,999	10.00
15,000 to 19,999	12.50
20,000 to 24,999	15.00
25,000 and over	the cost of labor and materials employed for the purpose as estimated by the commissioner.

(c) The amount to be charged shall in each case be paid to the parks and; recreation-~~and-culture~~ commissioner before the spraying is done. (Rev. Ord. 1973, § 2-129, § 19-44; Ord. No. 90, 10-6-75; Ord. No. R-267, 10-18-82; Ord. No. B-53, 03-02-20)

Sec. 21-15. Parks and; recreation-~~and-culture~~ department; functions generally.

The parks and; recreation-~~and-culture~~ department shall be responsible for planning, scheduling, organizing and supervising programs for designated city groups and citizens. Under direction of the parks and; recreation-~~and-culture~~ commissioner, it shall provide supervision and patrol activities at swimming ponds, swimming pools, skating areas, playgrounds and all other recreation areas; it shall also conduct all senior citizens recreation programs. (Rev. Ord. 1973, § 2-271; Ord. No. 190, 12-20-76; Ord. No. R-287, 1-19-83; Ord. No. B-53, 03-02-20)

Secs. 21-16—21-45. Reserved.

**ARTICLE II.
PARKS AND RECREATION COMMISSION**

Sec. 21-46. Composition; appointment of members; vacancies; chairman.

(a) There shall be a parks and recreation commission comprised of eight (8) voting members together with the parks ~~and~~; recreation ~~and culture~~ commissioner who shall serve, ex officio, as a non-voting member of the parks and recreation commission. One resident from each ward of the city shall be appointed as permanent members by the mayor with the approval of the city council. Four (4) alternate members selected at large shall also be appointed by the mayor with the approval of the city council.

(b) Appointments by the mayor shall strive to balance the concerns of parks and open space preservation with the concerns of recreation.

(c)(i) Permanent members of the parks and recreation commission shall be appointed for a term of three (3) years.

(ii) Four (4) alternate members shall be appointed by the mayor following the effective date of passage of this ordinance. The initial terms of three (3) of the alternate members shall be shortened as follows to stagger expiration of their terms: one member shall be appointed for one (1) year; two members shall be appointed for two (2) years; one member shall be appointed for three (3) years. All alternate member appointments subsequent to the initial appointments shall be for a term of three (3) years.

(iii) Both permanent and alternate members shall continue to serve after expiration of their terms until their successors shall be duly appointed and qualified. Vacancies in the offices of either permanent or alternate members shall be filled in the same manner as the original appointment for any unexpired term.

(d) The permanent members shall elect one member to act as chair. In the event that a permanent member is absent or unable to act for any reason, the chair shall designate an alternate member to act. (Rev. Ords. 1973, §2-267; Ord. No. R-287, 1-19-83; Ord. No. T-317, 12-6-93; Ord. No. B-53, 03-02-20)

Editor's note—As amended in 1970, this section provided for the members of the former recreation commission whose terms had not expired to serve until December 31, 1970, as well

as for the mayor to appoint additional members to serve until December 31, 1970. The section also provided for appointment of members, commencing January 1, 1971, for staggered terms of one, two (2) and three (3) years.

Cross references—Commissions generally, Ch. 2, Art. VII; regulations governing appointment to and service on commissions and committees, § 2-8

State law reference—Recreation commission for city of Newton, c. 631, Acts of 1969

Sec. 21-47. Powers and duties.

The parks and recreation commission shall advise the mayor and city council in relation to matters pertaining to sports, recreation, parks, open space and preservation of scenic beauty and shall render decisions concerning parks ~~and~~; recreation ~~and culture~~ programs and the use of lands under its jurisdiction in accordance with written guidelines or policies. The guidelines or policies established by the parks and recreation commission shall preserve and enhance access to parks ~~and~~; recreation ~~and culture~~ opportunities for Newton citizens. The parks and recreation commission shall also advise the mayor and city council as to the amount of money to be spent annually by the department of parks ~~and~~; recreation ~~and culture~~. Pursuant to Chapter 426 of the Acts of 1982, the parks and recreation commission shall have all the rights, powers, duties and obligations of a park commission as set forth in Chapter 45 of the General Laws, and shall exercise the powers of eminent domain conferred by Sections 2 and 14 of Chapter 45 of the General Laws.

Pursuant to Section 2 of Chapter 87 of the General Laws, the commission may delegate its powers as tree warden under Section 5 of Chapter 45 to the parks ~~and~~; recreation ~~and culture~~ commissioner. (Rev. Ords. 1973, § 2-268; Ord. No. 190, 12-20-76; Ord. No. R-287, 1-19-83; Ord. No. T-317, 12-6-93; Ord. No. B-53, 03-02-20)

Secs. 21-48. —21-59. Reserved.

**ARTICLE III.
TREES**

DIVISION 1. URBAN TREE COMMISSION

Sec. 21-60. Establishment and purpose.

There is hereby established the urban tree commission to advise and assist the tree warden in

carrying out his duties and responsibilities. The purpose of the urban tree commission shall be to advise the tree warden, the mayor, the city council and the general public on all matters concerning public trees, including but not limited to, the selection of trees for planting, planting and pruning of trees, the treatment of disease, and the preservation and regular maintenance of trees. (Ord. No. V-71, 3-4-96)

Cross reference—Tree warden, Ch. 21, Art. I, § 21-1

Sec. 21-61. Powers and duties.

(a) The commission shall issue a city tree maintenance manual which shall set forth the standards for planting and maintaining all public shade trees in the city and which shall also set forth the general policies in regard to those trees. The commission shall regularly revise and distribute the tree maintenance manual and review the implementation of the practices and policies it enunciates.

(b) The commission shall annually review the needs of various geographical areas of the city for the planting and replacement of trees and shall recommend priorities based on the annual review to the tree warden and superintendent of urban forestry or such other municipal officials as may hereafter be assigned the duties of tree warden and superintendent of urban forestry.

(c) Whenever a hearing is required to be held in regard to cutting down or removal of a tree, the commission may offer written recommendation(s) to the tree warden.

(d) Whenever the tree warden prepares an impact statement on the effect of any construction project on existing trees or the ability to plant trees in that area in the future, the tree commission may submit its advice as part of a submission to appropriate city agencies and/or to the city council for its review of the project. (Ord. No. V-71, 3-4-96)

Sec. 21-62. Composition and organization.

(a) The commission shall consist of twelve (12) voting members who shall serve for three year terms in accordance with Section 2-8 of these Revised Ordinances. Ten (10) members shall be appointed by the mayor in accordance with Section 3-3 of the

Charter. The commissioner of parks ~~and~~ recreation ~~and culture~~, in his capacity as tree warden, or such other municipal official as may hereafter be assigned the duties of tree warden, shall serve, ex officio, as the eleventh voting member. The superintendent of urban forestry, or such other municipal official as may hereafter be assigned the duties of superintendent of urban forestry, shall serve, ex officio, as the twelfth voting member. Three (3) of the initial appointees shall serve for a term of one year; three (3) of the initial appointees shall serve for a term of two years; and four (4) of the initial appointees shall serve for a term of three years.

(b) Members of the commission, so far as practicable, shall be selected so as to provide representation of citizens with expertise or interest in the preservation and care of trees. Consistent with this requirement, whenever a vacancy occurs on the commission, the commission shall offer a list of prospective members for the mayor’s consideration in making appointments.

In making the initial appointees to the urban tree commission, the city council requests that the mayor consider any active members of the urban tree task force who wish to be appointed, it being the will of the city council that the urban tree commission be established as the successor to the urban tree task force. The city council also requests that the mayor also consider appointing any such members of the urban tree task force to the longest terms of office available prior to appointing persons who are not currently serving on the urban tree task force. (Ord. No. V-71, 3-4-96; Ord. No. B-53, 03-02-20)

Secs. 21-63. —21-69. Reserved.

Sec. 21-70. Volunteer work on city property.

(a) Improvements to and maintenance of real property owned or controlled by the City of Newton may be carried out by volunteer workers in accordance with a permit issued by the head of the department having care, custody or control of such real property, or his designee. Every such permit shall state the location, scope and nature of the project and any other limitations and requirements which, in the opinion of the department head, are necessary in order to carry out the city's policies for the use of such real property.

(b) Whenever such a permit has been issued, the head of the department shall provide city personnel who shall act as supervisors of the volunteer work on the improvement project. All persons serving as volunteer workers shall follow all instructions of and act under the supervision of the city personnel supervising such work.

(c) Volunteer workers who work on improvement and maintenance projects in accordance with such a permit shall be deemed to be "public employees" within the meaning of section one of chapter 258 of the Massachusetts General Laws for the purpose of third party claims; provided that any such claim arises as a result of the project described in the applicable permit.

(d) In order to facilitate the protection provided to volunteer workers pursuant to subsection (c), the head of the department shall keep a record of the names and addresses of every volunteer worker who works at the site of each such project; and every such volunteer worker shall provide his/her name and address for inclusion in such record. (Ord. No. V-96, 11-18-96)

Sec. 21-71. Reserved.

DIVISION 2. REGULATION OF PUBLIC TREES

Sec. 21-72. Public Tree Regulation

(a) Purpose

The purpose of this ordinance is to promote a diverse, healthy and sustainable urban forest in order to provide for the general welfare of Newton's citizens. A healthy urban forest improves the quality of air and water, controls erosion, moderates air temperature, absorbs carbon, reduces noise, enhances appearance and increases property values. Public trees also define public spaces and create civic identity. This ordinance sets out measures to protect trees located on city property and on public rights of way from construction and other preventable damage; to establish conditions for long-term preservation and expansion of the urban forest; to extend the protections afforded by the Tree Preservation Ordinance to city-owned trees and

supplement Chapter 87 of the Massachusetts General Laws.

(b) Definitions

Aggregate diameter: The combined diameter of a multiple trunk tree measured at breast height.

Building: The term "building" shall be as defined in section 30-1.

Caliper: The measure of a newly installed tree and is determined in the following manner - Caliper measurement of the trunk shall be taken six inches above the ground up to and including four-inch caliper size. If the caliper at six inches above the ground exceeds four inches, the caliper should be measured at twelve inches above the ground.

Certified arborist: An arborist certified by the Massachusetts Arborists Association, or any successor organization.

Diameter breast height (DBH): The diameter of the trunk of a tree 4½ feet above the existing grade at the base of the tree.

Drip line: A vertical line running through the outermost portion of the crown of a tree and extending to the ground.

Person: Any person, firm, partnership, association, corporation, company or organization of any kind including, but not limited to, the person removing a public tree or public shade tree.

Pruning standards: Standards for pruning as defined in the City of Newton Tree Management Manual, 1995 and any future amendments or revisions to the same.

Public tree: Any tree having a diameter of eight inches (8") DBH or larger or having an aggregate diameter of fifteen inches (15") DBH or larger and which is located on land owned by the city of Newton.

Public Shade Tree: Any tree within the city that fits the definition of public shade tree under G.L. Ch. 87

Remove (including removing and removal): The cutting down of any public tree or public shade tree

and all other acts which cause the actual removal or the effective removal through damaging, poisoning or other direct or indirect actions resulting in the death of a public tree, including, but not limited to, excessive or improper pruning.

Tree Manual: The City of Newton Tree Management Manual, 1995, and any future amendments and revisions to the same. (Ord. No. V-275, 12-6-99)

Tree warden: The commissioner of parks and, recreation ~~and culture~~ or his designee.

(c) *Applicability:* The terms and provisions of this article shall be administered by the tree warden and shall apply to any public shade tree as defined in G.L. Ch. 87 and to any public tree located on land owned and managed by the city of Newton, with the exception of the land under the auspices of the conservation commission.

(d) *Permit:* No person other than the tree warden shall remove, prune, or alter a public tree or public shade tree located on land subject to the provisions of this article without first obtaining a tree permit from the tree warden. Applications shall be made in writing on forms specified by the tree warden.

(e) *Activities requiring a Tree Permit:* A tree permit issued by the tree warden is required prior to any of the following activities:

- (1) Any exterior work that requires the removal of a public tree;
- (2) Any construction on city property within the dripline of a public tree;
- (3) Removal of a public shade tree. This requirement is in addition to the requirements of G.L. Ch. 87 pertaining to removal of a public shade tree;
- (4) Construction within that portion of the dripline of a public shade tree that is located over the public right of way;
- (5) Pruning or treatment for the benefit of the health, safety, or overall well-being of a public shade tree and/or public tree, as deemed appropriate by the tree warden, by

anyone other than the tree warden or his designee as provided in G.L. Ch. 87;

- (6) Planting of a tree in the public right of way or on city property by anyone other than the tree warden or his designee as outlined under G.L. Ch. 87;
- (7) Pruning or altering of a public shade tree and/or public tree for the purposes of overhead utility line clearance;
- (8) Affixing or hanging anything from a public shade tree or public tree.

(f) *Permit application; fee:* An application for a tree permit shall be submitted to the tree warden. Such application shall be on a form prescribed by the tree warden and shall include any materials or information required by the tree warden based on the nature of the activity for which application is made. The application for a tree permit shall be accompanied by an administrative fee of \$150.00. Such fee shall be waived if the applicant is a city department, agency, commission or other public instrumentality of the city or if the tree warden determines in writing that the proposed activity will benefit the health of the tree or the wellbeing of the public.

(g) *Review of permit applications:* The tree warden shall review applications for tree permits in accordance with the provisions of this article and with any rules or regulations promulgated hereunder. The tree warden shall date stamp or otherwise record the date of filing of each application for a tree permit. The tree warden shall complete the review of each tree permit application no later than ten (10) business days after the submission of a completed application to the tree warden except in the case of a request to remove a public shade tree which shall be subject to the procedures set forth in G.L. Ch. 87.

(h) *Conditions:* The tree warden may condition issuance of a tree permit upon such measures as he deems necessary to protect existing public trees or public shade trees. Such conditions shall be in writing. The tree warden shall make a determination that the prescribed protected measures have been adequately provided before site disturbance related to the permitted activity may begin.

(i) *Construction*: Except as provided in a tree permit, construction activities on city-owned property and public right of ways under the drip line of a public tree or public shade tree are prohibited. Prohibited construction activities include, but are not limited to, trenching or grading, storage of materials or equipment, passage of heavy equipment within the drip line and spillage of chemicals or other materials, which are damaging to trees.

(j) *Suspension or revocation*: The tree warden may suspend or revoke a tree permit at any time upon written notice to the permit holder that the permit holder has failed to comply with any provisions of this section, or with any rules or regulations promulgated hereunder, or with conditions of the permit. Written notice shall be sent by certified mail, return receipt requested, or by hand delivery and shall provide an opportunity for the permit holder to correct the noncompliance and apply for a renewal of the tree permit upon compliance, where practicable. The suspension or revocation of a tree permit in accordance with this subsection shall not affect the validity of a building permit issued in reliance upon the issuance of such tree permit nor shall such suspension or revocation be cause for withholding the issuance of a certificate of occupancy.

(k) *Public Tree Removal*: The tree warden shall notify the urban tree commission upon receipt of an application to cut down or remove a public tree, and no public tree shall be removed pursuant to a permit until five (5) days after its issuance unless such removal of the tree(s) is necessary based on a determination by the tree warden that at least one of the following conditions are met:

- (1) The public tree is interfering with existing structure, utilities, streets, sidewalks or proposed necessary improvements, and there is no alternative to removal;
- (2) The public tree is dead, diseased, injured, in danger of falling, dangerously close to existing structures, is causing disruption of public utility service, is causing drainage or passage problems upon rights of way, or poses a threat to pedestrian or vehicular safety.

(3) The removal of the public tree is necessary and desirable in order to enhance or benefit the health or condition of other trees on the same site as certified to the tree warden by a certified arborist.

(l) *Appeal*: Any person aggrieved by a decision of the tree warden may file an appeal with the mayor or his designee. Said appeal must be in writing and must be received by the mayor or his designee within five (5) business days of issuance of the tree warden's decision. Upon receipt of such appeal, the mayor or his designee shall provide a copy to the clerk of the city council and to each councilor for the ward in which the trees are located. The mayor or his designee shall make a final decision on the matter within thirty (30) days from the date of receipt of the appeal request. The mayor or his designee shall include in the decision the rationale there for. Upon issuance of the final decision, the mayor or his designee shall provide a copy to the clerk of the city council and to each ward councilor for the ward in which the trees are located. There shall be no further appeal of the matter decided by the mayor or his designee. No public trees shall be removed while an appeal is pending.

(m) *Permit length*: Any permit issued by the tree warden shall be valid for sixty (60) days from issuance. Length may be extended by tree warden following written request by the applicant. The tree warden may grant the extension for any length of time as he deems necessary and appropriate.

(n) *Emergencies*: A public tree or public shade tree may be removed without first obtaining a written permit as otherwise required by this section only if the tree warden determines that the condition of the public tree or public shade tree is hazardous and immediately endangers the public health, safety or welfare or causes an immediate disruption of public services such that immediate removal is required. If such determination is made, the tree warden may remove the tree or provide oral authorization for its removal, utilizing such professional criteria and technical assistance as he deems necessary. The tree warden shall memorialize in writing each such oral authorization to remove a hazardous tree and keep a record of same.

(o) *Waiver*: The requirements of this section may be waived by the tree warden during the period of an emergency such as a tornado, windstorm, flood or other act of God.

(p) *Tree replacement*: The tree warden may require that replacement of a removed public tree or public shade tree in the manner required in section 21-85 of these ordinances and in any rule or regulation or the tree warden

(q) *Payment in lieu of planting replacement tree(s)*: In lieu of planting a replacement tree as provided in section (p) above, a person who has been granted a tree permit may make a contribution to the tree replacement fund as established in section 21-86 in an amount equal to the cost to replace the tree in accordance with the provisions of section 21-85, which cost shall be determined by the tree warden who shall maintain on file the city’s current tree planting costs.

(r) *Rules and regulations*: The tree warden is authorized to promulgate reasonable rules and regulations to implement administration and enforcement of this section

(s) *Enforcement*: The commissioner of parks ~~and~~ recreation ~~and culture~~, in his capacity as tree warden, or such other municipal official as may hereafter be assigned the duties of tree warden, shall be authorized to enforce the provisions of this section. The tree warden shall provide written notice to the offender of the specific violation and provide a reasonable time for compliance. Such notice shall be sent by certified mail, return receipt requested, or by hand delivery. Thereafter, the tree warden may impose the fines described in (t) below.

(t) *Penalties*: Violations of any portion of this section, including violations of any regulation promulgated hereunder, or failure to comply with conditions of a permit, or failure to replace any removed tree as required by the tree warden, or failure to pay the required amount into the tree replacement fund shall be punishable by a fine of three hundred dollars (\$300.00) for each day during which the violation continues. Nothing herein shall be construed to require the city to make a payment for violation of this section; however the city agency that caused the violation shall be responsible for the costs of

replacement or repair of the tree(s) which were damaged or removed.

(u) *Severability*: The provisions of this article are severable. If any section, provision, or portion of this article is determined to be invalid by a court of competent jurisdiction, then the remaining provisions of this article shall continue to be valid.

(v) *Conflict of laws*: Nothing herein is intended to conflict with the General Laws, Chapter 87 and to the extent that any provision hereof conflicts with said Chapter 87, such provision shall not be valid. Nothing herein is intended to conflict with existing special permit procedures as provided in section 30-24 and to the extent that any provision hereof conflicts with said special permit procedures, such provision shall not be valid. Nothing herein is intended to conflict with any state law regulating public utilities and to the extent that any provision hereof conflicts with state law, such provision shall not be valid. (Ord. No. Z-80, 02-22-11; Rev. Ord. 2007, § 20-72; Ord. No. B-53, 03-02-20)

Secs. 21-73. —21-79. Reserved.

DIVISION 3. TREE PRESERVATION

Sec. 21-80 Findings, intent, and purpose.

The city council has determined that many trees are being lost due to demolition of existing buildings in order to construct new buildings and lot clearing in connection with construction. The city council has further determined that trees have been lost, severely damaged or disfigured through excessive or improper pruning or other non-natural causes. The result is a net loss of the tree population in the city. The city council recognizes that climate change has already brought about significant changes to Newton’s weather patterns especially in the form of more extreme heat, more frequent drought, and more intense rain-storms leading to flooding, and these impacts will only grow. Mature trees mitigate these weather extremes by absorbing stormwater, cooling the air, and sequestering carbon dioxide. Additional benefits of mature trees include better air quality, habitat for wildlife, and improved physical and mental health for residents. The city council has further determined that the city has insufficient legal

vehicles to adequately preserve and protect existing trees and provide for replacement of trees.

Preservation of private tree canopy and the planting of replacement trees is intended to enhance the quality of life and the environment of the city; to protect public health against climate change impacts such as heat, drought, and flooding; to preserve the character of wooded and natural areas; to reduce energy consumption; to protect air quality; to baffle noise; to preserve and enhance habitat for wildlife; to reduce topsoil erosion; to protect and increase property values; and to enhance the overall appearance of the city.

This ordinance establishes a permit system that requires all property owners to apply for a permit prior to removal of any tree with a diameter of six inches or larger to ensure review by the Tree Warden and compliance with the established standards for the replacement of trees and the protection of existing trees. (Ord. No. A-38, 05-05-14)

Sec. 21-81. Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Building: The term "building" shall be as defined in section 30-1.

Certified arborist: An arborist certified by the Massachusetts Arborists Association or International Society of Arboriculture, or any successor organization.

Diameter breast height (DBH): The diameter of the trunk of a tree 4½ feet above the existing grade at the base of the tree.

Drip line: A vertical line running through the outermost portion of the crown of a tree and extending to the ground.

Exempt Tree: A Protected Tree that a permit applicant seeks to remove that does not meet the Landmark or Legacy tree designation that is located on a single- or two-family residential occupied lot where no exterior

construction is presently underway or planned to take place during the 24 months from the date of the permit application.

Exterior work permit: A permit or approval which is required in order to perform exterior work, including, but not limited to the following: a building permit; a review of an alteration of contour of land if required pursuant to section 30-5(c)(1); curb cut and street opening permits; an order of conditions; certificates of appropriateness, non-applicability, or hardship; a demolition permit pursuant to section 22-44; site plan approval pursuant to section 30-23; subdivision approval; a special permit pursuant to section 30-24; a comprehensive permit.

Hedge: A line of closely spaced trees, typically spaced less than 10 feet apart, planted to form a barrier or to mark the boundary of an area.

Landmark Tree: Any tree having a diameter larger than 40" DBH up to 55" DBH.

Legacy Tree: Any tree having a diameter larger than 55" DBH.

Lot: The real property contained within front, rear and side lot lines, as established by a plan filed in the registry of deeds, which divide the property from adjoining properties.

Occupied Lot: A lot containing a legally constructed, permanent structure, used primarily as a dwelling that is currently being legally occupied and lived in and used as a residence by a person or persons. The dwelling must have a functioning, legally permitted, permanent water service, permanent sanitary service, and permanent electrical service.

Person: Any person, firm, partnership, association, corporation, company or organization of any kind including, but not limited to, the person removing a Protected Tree as well as the owner of the real property from which the tree is removed. The definition of "person" shall not include the City of Newton.

Protected tree: Any tree having a diameter of six inches (6") DBH or larger and which is located on land subject to the provisions of section 21-82, or any replacement tree as described in 21-85(a)(5).

Pruning standards: Standards for pruning as defined in the most current American National Standard Institute (ANSI) A300 Pruning Standards and as defined by the Tree Warden.

Remove (including removing and removal): The cutting down of any Protected Tree and all other acts which cause the actual removal or the effective removal through damaging, poisoning or other direct or indirect actions resulting in the death of a Protected Tree, including, but not limited to, excessive or improper pruning.

Risk Tree Evaluation: The process by which a tree is evaluated to determine the level of risk it poses to the existing property and public at the time of inspection. All risk tree evaluations shall be conducted by a Certified Arborist using a systematic process that identifies, analyzes, and evaluates risk. All tree risk evaluations are to follow the most current ANSI A300 Tree Risk Assessment protocol. All tree risk assessments are to be done utilizing industry accepted protocols, forms, and other documentation required by the Tree Warden.

Significant Tree: Any tree having a diameter of 25” DBH up to 40” DBH, or a replacement tree as described in 21-85(a)(5) which is not a landmark tree or a legacy tree.

Tree Plan: A plan showing (1) the location, type, and size of each tree 5” DBH and larger; (2) which tree(s) are to be removed; (3) the location, type, and size of replacement trees; and (4) the location, estimated size, and tree type of any trees that were removed from the lot within the prior 24 months leading up to the application date.

Tree Protection Plan: A plan developed by a Certified Arborist, following the most current version of the ANSI A300 standards, including management standards for the site planning and development, that sets out measures for protecting all trees on the lot during construction or tree removal activity, as well as trees adjacent to the lot that may be impacted by the construction or tree removal activity on the applicant’s lot.

Tree Save Area: Area within the drip line of a tree, or the area within a radius around the tree trunk of 1.5 feet for every inch of DBH, whichever is greater.

Tree Warden: The commissioner of parks ~~and~~ recreation ~~and~~ culture or their designee. (Rev. Ord. 2007, § 20-31; Ord. No. A-38, 05-05-14; Ord. No. B-53, 03-02-20)

Sec. 21-82. Applicability, tree permit or exemption permit required.

(a) *Applicability:* The terms and provisions of this article shall apply to any Protected Tree located on land within the city not owned by the city, the commonwealth, or any independent authority of the commonwealth, or by the federal government.

(b) *Tree Permit:* No person shall remove a protected non-Exempt Tree or commence work pursuant to an Exterior Work Permit without first obtaining a tree permit from the Tree Warden.

(c) *Exemption Permit:* No person shall remove an Exempt Tree without first obtaining an exemption permit from the Tree Warden.

(d) *Low Income Exemption:* The fee set forth in subsection 21-83(c) and the replacement requirement set forth in section 21-85 shall not apply to any owner of real property who, prior to the removal of a Protected Tree or commencing construction, submits sufficient evidence to the Tree Warden that they have been certified by the board of assessors as qualifying under one or more of the tax exemption and deferral programs set out in General Laws chapter 59, section 5, clauses 18, 41A, and 41C.

Sec. 21-83. Permit application.

(a) *Tree Permit Application*

(1) *Required Contents:* An application for a tree permit shall be submitted to the Tree Warden in the form and manner specified by the Tree Warden and shall include the following:

(A) A plan showing the shape and dimensions of the parcel of real property, together with the existing and proposed locations of structures and improvements, if any, and showing the limit of work;



Marc C. Laredo
Mayor

City of Newton, Massachusetts
Office of the Mayor

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Telephone
(617) 796-1100

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mayor@newtonma.gov

CITY CLERK
NEWTON, MA 02459

January 1st, 2026

Honorable City Council
Newton City Hall
1000 Commonwealth Avenue
Newton Centre, MA 02459

Honorable City Councilors:

I write to request that your honorable Council approve the appointment of Meryl Kessler as the Director of Newton's Arts and Culture Department.

The breadth of Meryl's career and experiences are simply too vast to fully describe in this docket letter. Meryl is a seasoned nonprofit and legal professional with over 30 years of experience including, most recently, as Executive Director for the League of Women Voters of Massachusetts, a statewide civic organization. Meryl has also volunteered on several nonprofit boards and as Vice Chair of Newton's Sustainable Materials Management Commission. Throughout her career, Meryl has played key leadership roles in setting and implementing organizational strategies; developing partnerships with diverse community partners; maximizing program impact; and managing day-to-day operations while maintaining focus on strategic goals.

Meryl also has a long history as an arts and culture leader here in Newton. In 1999, Meryl co-founded the Halloween Window Painting Contest, a community-wide public art initiative that was adopted by the Mayor's Office of Cultural Affairs and continues to involve over 400 students and 100 merchants annually. Between 2003 and 2008, Meryl served on the Board of Newton Community Pride (NCP), the local nonprofit devoted to supporting a variety of arts and culture and community-building programs. In late 2020, Meryl returned to the NCP Board, serving since then as Treasurer, Public Art Chair, and Board Chair and leading the organization's rebranding as Spark Newton. At NCP/Spark Newton, Meryl has been a visible advocate for robust arts and culture programming in Newton and has championed several public art projects including, most recently, the four Waterways murals at the Gath Pool. For 25 years, Meryl has also been an active amateur ceramicist who has participated in Newton Open Studios.

Meryl holds a B.A. from Princeton University's School of Public and International Affairs, an M.A. from Harvard University in Government (ABD), and a J.D. from Harvard Law School.

Thank you for your consideration of this matter.

Sincerely,

Marc Laredo
Mayor

MERYL A. KESSLER

147 Prince Street
 Newton, MA 02465

SUMMARY

Seasoned professional with 30+ years of nonprofit, academic, and legal experience focused on civic engagement. As a nonprofit leader, have played key leadership roles in setting and implementing organizational strategy. Expert at developing partnerships with diverse community partners, maximizing program impact, and managing day-to-day operations while maintaining focus on strategic goals. Experienced at fundraising. Highly analytical problem solver with excellent writing, research, and interpersonal skills.

PROFESSIONAL EXPERIENCE

- Candidate for City Council**, Newton, MA March-November 2021
- League of Women Voters of Massachusetts**, Boston, MA 2013-2019
Executive Director. Led statewide iconic civic engagement and advocacy organization. Managed professional staff as well as cadre of dedicated volunteers in over 40 local affiliates throughout MA. Represented organization on Beacon Hill, in coalitions, and with media. Oversaw all day-to-day operations, including finances, fundraising, administration, member support, and communications. With full-time focus on increasing visibility and impact, initiated myriad reforms to improve external communications, modernize programming, and diversify fundraising. For 2016 and 2018 elections, created and implemented multi-pronged and grant-supported voter engagement and education initiatives. Initiated strategic process to transform working Board of Directors into governing Board.
- Discovering Justice**, Boston, MA 2009-2013
Legal Programs Director. Direct report to Executive Director of civic education nonprofit located at Moakley Federal Courthouse. Managed operations, curriculum, training, budgeting, evaluation, and volunteer recruitment for justice-related programs (Mock Trials, Stand Up for Your Rights, Discovering the Bill of Rights) reaching 1500+ underserved middle-school students in Boston and Gateway Cities annually. Worked closely with federal and state judiciary, bar associations, school districts, and nonprofit partners. Designed and led training of over 70 attorney volunteers annually. Created new curricula and teaching materials for all programs in portfolio. Worked closely with development team, funders, outside evaluators, and strategy consultants.
- Harvard Law School**, Cambridge, MA 1997-2009
- *Ames Fellow* (2005-2009). Created original case materials for annual upper-level moot court competition, including final rounds judged by U.S. Supreme Court justices; assisted in program management.
 - *J.D. Advisor, Office of Career Services* (Fall 2002, 2003, 2004). Counseled students on career choices.
 - *Consultant, Office of the J.D. Dean* (2001-2003). Designed and implemented alumni mentoring database.
 - *Climenko Teaching Fellow* (1998-2000). Developed and taught First-Year Legal Research and Writing course.
 - *Researcher* (1997). Revised *Women and the Law* casebook with Professor Martha Minow.
- Brandeis University**, Waltham, MA 1997
Guberman Teaching Fellow & Adjunct Lecturer in Legal Studies.
- Goulston & Storrs**, Boston, MA 1992-1996
Summer & Litigation Associate. Practiced commercial litigation.
- Sugarman, Rogers, Barshak & Cohen**, Boston, MA Summer 1991
Summer Associate. Practiced commercial litigation.
- World Policy Journal**, New York 1984-1986
Assistant/Associate Editor. Solicited, developed, and edited articles for quarterly journal of world affairs.

VOLUNTEER EXPERIENCE

- Newton Community Pride/Spark Newton**, Newton, MA 2003-2008, 2020-2025
Board Chair (2023-2025); Secretary/Treasurer (2020-23); Director (2003-08).
 As Board member of local nonprofit, organized, supported, and ran arts & culture programming, public art initiatives, and beautification efforts in the City of Newton. Co-founded and managed annual citywide arts program (*Halloween Window Painting*) involving over 400 students and 100 merchants annually (1999-2006).
- Sustainable Materials Management Commission**, Newton, MA 2020-2025
Commissioner.
 Appointed by mayor, advised mayor and City Council on solid waste (trash, recycling, composting) policy.
- Generation Citizen**, Boston, MA 2016-2023
Director, Massachusetts Board.
 Served on local Board of national civic education nonprofit.
- Temple Shalom**, Newton, MA 2019-2022
Finance Committee.
 Provided advice to Board of Directors on budgeting, financial planning, and reporting.
- Alray Scholars Program**, Boston, MA 2015-2022
Development Committee; Mentor.
 Planned fundraising efforts to give Boston students a second chance at college through scholarships and mentoring; mentored Alray Scholar through her graduation from Lesley University (2021).
- Princeton-Blairstown Center**, Princeton, NJ 2015-2020
Director.
 Served on Board of Directors of nonprofit providing adventure-based, experiential education programs and academic support to vulnerable youth from urban locations.
- Community Action Partners of Harvard Business School**, Cambridge, MA 2013-2014
Consultant.
 Member of seven-person team providing volunteer strategic planning and consulting services to literacy nonprofit.
- Families First Parenting Programs**, Cambridge, MA 2003-2014
Board Chair (2006-2008); Vice-Chair (2005-2006); Director (2003-2010).
 Led Board of \$1.2 million parenting education nonprofit targeting underserved populations. Served on Executive Director Search Committee (2011) and on Ad Hoc Strategy Committee (2013-14).
- Global Education Leadership Fund**, Newton, MA 2007-2009
Co-founder and Member.
 Working with administrators, teachers, and parents, helped establish citywide educational scholarship program.

EDUCATION

- Harvard Law School**, Cambridge, MA 1990-1993
J.D., cum laude.
- Harvard University**, Cambridge, MA 1986-1990
 M.A. in Government (ABD), Graduate School of Arts and Sciences.
 Teaching Fellow (1988-1990); Head Teaching Fellow (1990); Certificate of Distinction in Teaching (1990).
 Honors: CSIA Pre-Doctoral Fellowship; Harvard MacArthur Scholarship; Departmental Honors Fellowship.
 Publications: Articles in *Foreign Policy*, *Third World Quarterly*, and *World Policy Journal*. Edited with Thomas G. Weiss, *Third World Security in the Post-Cold War Era* (Lynne Rienner Pub., 1991)
- Princeton University**, Princeton, NJ 1980-1984
 B.A., *magna cum laude*, Woodrow Wilson School of Public and International Affairs.
 Program in Russian Studies, graduated with distinction.