

Objectives	Description (pre-filled)
Grant Administration	PHE Grant Requirement 1: Grant Administration: Complete/perform all PHE Grant Program contractual requirements for the upcoming fiscal year
Governance	PHE Grant Requirement 2: Governance: Execute and maintain IMA or equivalent
FPHS Review	Foundational Public Health Services (FPHS) Review: Review and utilize the data from the FPHS Shared Services Review

SAPHE 2.0 Reporting

Ensure each participating municipality (LPH Entity) completes the Annual SAPHE 2.0 reporting requirements

METRIK

Participate in the onboarding process to METRIK

Sustainability Racial Equity Theme	Environmental Justice: Allocate resources equitably to close gaps in environmental protections and access.
Sustainability Racial Equity Activity	
Sustainability 3 (optional)	
Performance Standards 1	Facilitate targeted training opportunities for staff members to address gaps in meeting the Performance Standards
Performance Standards Topic Area	Environmental HealthFood Protection

Performance Standards Racial Equity Theme	Workforce Diversity: Cultivate a work culture of diversity and belonging, that values different viewpoints and lived experiences to improve employee satisfaction & retention
Performance Standards Racial Equity Activity	
Performance Standards 2	Disease Control and Prevention: Ensure adherence to infectious disease case investigation requirements, while enhancing staff training, capacity, and quality improvement initiatives
Performance Standards Topic Area	Disease Control and Prevention

**Performance Standards
Racial Equity Theme**

Workforce Diversity:
Cultivate a work culture of
diversity and belonging, that
values different viewpoints
and lived experiences to
improve employee
satisfaction & retention

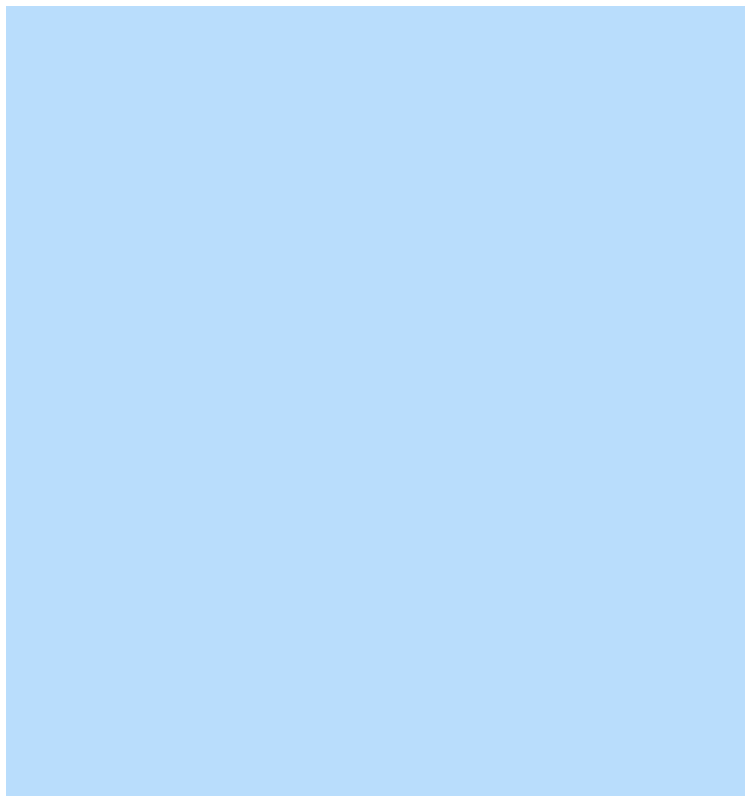
**Performance Standards
Racial Equity Activity**

**Performance Standards
3 (optional)**

**Performance Standards
Topic Area**

**Performance Standards
Racial Equity Theme**

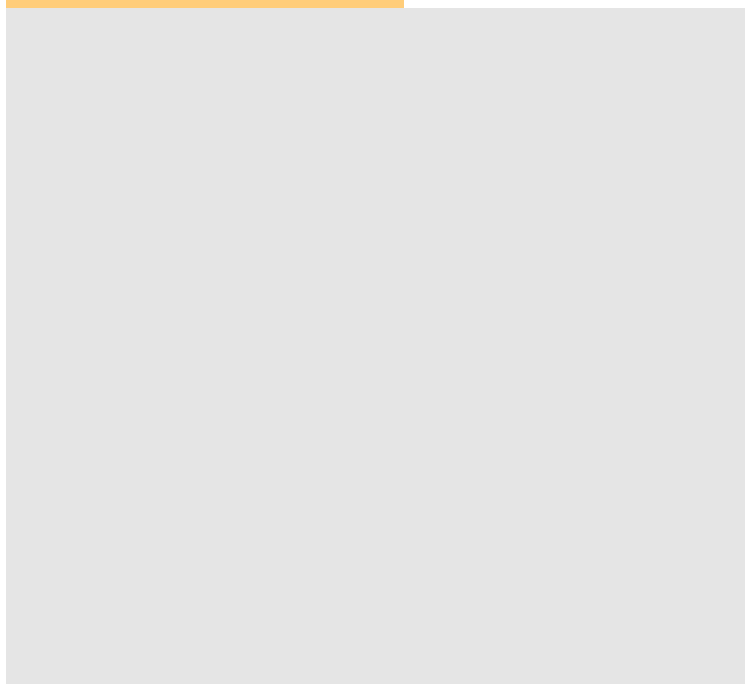
**Performance Standards
Racial Equity Activity**



Elective 1 (optional)

Elective 2 (optional)

Elective 3 (optional)



Activity

Objective Drop Down

A. Attend monthly PHE Grantee meetings – ensure attendance of lead municipality and Shared Services Coordinator (SSC), or a designated alternate.

B. Maintain Letters of Commitment (LOC) from all Participating Municipalities in the SSA.

C. Complete and submit PHE triannual reports in collaboration with your Shared Services Coordinator and all municipalities within the SSA.

D. Governing bodies established through the Intermunicipal Agreement (IMA) shall meet a minimum of once per quarter.

E. Send annual notification to all Participating Municipalities no later than October 31st of each grant year. Such notification shall be substantially consistent with Attachment 1 of the PHE Engagement Scope in terms of required language and addressee list. Proof of notification shall be submitted to Program Coordinator no later than November 15th of each fiscal year.

F. Ensure that all Participating Municipalities maintain 100% continuous MAVEN coverage which means that each Participating Municipality has an active, designated MAVEN user and back-up user. Back up user should be a person that has been trained to perform active case investigation and follow-up and could actively investigate a case of disease in their back up capacity. Preferably a public health nurse or regional epidemiologist.

A. Assess and update existing IMA or equivalent (e.g., Health District bylaws) for your SSA.

B. Review SSA services and responsibilities planned for FY26. If these services and/or responsibilities are not covered in the existing IMA or equivalent Scope of Services section or exhibit, request legal technical support or work with municipal attorney to address.

C. Review IMA or equivalent for expiration dates (if applicable) as well as annual review/ assessment requirements and perform accordingly. Request technical support or work with municipal attorney as needed to renew or amend.

D. Submit revisions to the IMA or equivalent to your Program Coordinator within 30 calendar days of full execution.

A. Using template provided by OLRH, Shared Services Coordinator to email the FPHS Preliminary Results slide deck to all Participating Municipality Board of Health members and health directors who did not attend the SSAs 2025 preliminary results meeting with BME. (T1)

B. In advance of governance board discussion, Shared Services Coordinator meet with a technical support provider to review results and prepare for the meeting. Work with the technical support provider to select at least one discussion topic from the FPHS Discussion Facilitation Guide.

C. Ensure that FPHS FY25 Report appears on the agenda and is discussed during at least one governance board meeting. Representative to facilitate discussion using the FPHS Discussion Facilitation Guide about increased capacity for partnerships, collaboration, or service sharing, both internal and external.

A. Shared Services Coordinator (SSC) and heads of participating municipalities to attend the annual SAPHE 2.0 reporting introductory webinar(s)/technical assistance meeting(s) (late 2025-early 2026 / T2)

B. SSC to notify Participating Municipalities of SAPHE 2.0 reporting requirements (OLRH to provide template email). (Estimated T1/T2/T3)

C. SSC or equivalent shall ensure SAPHE 2.0 reporting compliance of all participating municipalities (January - February 2026 / T2)

D. SSC to ensure that all PHE funded staff complete LPH Workforce Survey. SSC to support OLRH in encouraging local public health staff employed by participating municipalities to complete LPH Workforce Survey (Estimated T2)

E. Vendor shall ensure that Participating Municipalities fully onboard to METRIK and complete inspections for available modules (e.g., Food Inspections, Bathing Beaches, Lab Results, Housing, etc.) in FY26, OR upload documents following instructions from OLRH to complete the document review process. (Estimated T3)

A. If inspectional software costs are currently paid through PHE Grant funds and your municipality will not be assuming this expense, work with relevant groups (e.g., municipal IT staff, health department staff, administrators, etc.) to retire existing inspectional systems/software in coordination with METRIK team recommendations. In coordination with relevant groups, begin planning for the offboarding of existing inspectional software. This includes but is not limited to data migration, license closure, and internal staff communication, in alignment with METRIK guidance.

B. Facilitate conversations with key municipal contacts (e.g., such as public health directors, department heads, SSCs, and IT leads, etc.) using guidance from the METRIK team, to understand and confirm each municipality's adoption plans for METRIK. Separately, support onboarding by assisting key municipal contacts with the timely submission of required documentation for user provisioning. Escalate any concerns or delays with meeting submission deadlines as needed.

C. Coordinate with key municipal contacts to ensure that all PHE-funded staff attend required METRIK trainings. Encourage participation from additional relevant groups (e.g., municipal IT staff, health department staff, administrators, etc.) to ensure comprehensive onboarding and effective system use. Municipalities should designate a training coordinator to track participation and ensure completion is documented to DPH.

Sustainability 1

Cultivate municipal support and buy-in from stakeholder groups (prioritizing municipal stakeholders, like health department staff and municipal leadership)

A. Improve awareness of your shared service arrangement and services provided to key partners in your communities (e.g., LBOHs, Select Boards, Finance Committees, Town Administrators/Managers/Mayors, local legislators, nonprofits, coalitions, and other community partners). Consider use of newsletters, press releases, articles, presentations at public meetings, and quarterly memos targeted for appropriate audience(s) showing value and benefits of shared services.

B. Prepare monthly and/or quarterly activity reports, showing delivery of shared services to each Participating Municipality. Circulate to appropriate audiences to advance awareness of the SSA and benefits to local residents and communities.

C. Prepare an annual report of SSA activities and delivery of shared services (inspections, enforcement actions, etc.). Consider distributing these materials strategically during the annual budget cycle, to advance support of funding to local public health.

Custom Activity Option

Sustainability 3

Prioritize support to communities with EJ BG

- A. Utilizing FPHS Shared Services Review Results, review shared staff capacity and expertise in FPHS Service Delivery Tool to identify strengths and areas of improvement.
 - B. Assess the level of shared service adoption of each Participating Municipality and identify opportunities for improved sharing of services. Identify and address barriers to sharing services if applicable.
 - C. Identify municipal staff capacity to support SSA through training (e.g. mentoring, shadowing opportunities), back-up support, and limited inspectional capacity or other support.
 - D. Consider sharing of services beyond existing PHE funded shared staff. Develop a request process for Participating Municipalities and appropriate municipal or regional Standard Operating Procedures.
 - E. Develop standard operating procedures, activities, and fees across Participating Municipalities to ensure consistency and equity in service delivery.
 - F. If applicable, request Legal TA through OLRH to review expanded sharing of resources.
 - G. Engage with Participating Municipalities Boards of Health to approve proposed standard operating procedures, activities, and fees across municipalities to ensure consistency and equity in service delivery.
 - H. [Applicable for SSAs that have municipalities with Inspectional Services Department (ISD)] Collaborate with the Inspectional Services Department (ISD) to discuss sharing existing resources in areas where staffing is needed for the SSA.
 - I. Work to adopt regional uniform local regulations (such as septic, private well, environmental review, and outside consultant regs) to create a level playing field and cohesive regulatory program that better justifies having an SSA-wide fee schedule.
 - J. Consider offering additional services at the SSA level, such as Certified Public Water Supply Operator, Licensed Site Professional, and Certified Wastewater Treatment Plant Operator, to Towns within the SSA that are having staffing issues with finding qualified and credentialed part-time employees to fill these roles.
- Custom Activity Option

Select Sustainability
Objective

Performance Standards 3

Develop systems for providing support and mentorship during the workday for employees.

- A. Utilize tools such as the SSA Capacity Assessment Results Toolkit (CART) and Performance Standards Self-Assessment Tool and Addendum to identify areas for improvement within the SSA concerning [insert PS category/subcategory].
- B. Seek out training resources, such as TRAIN MA, to ensure all necessary staff members complete relevant trainings addressing identified gaps in meeting the Performance Standards within the SSA.

C. Create and utilize a system to gather input from staff members on the effectiveness and relevance of completed training sessions, utilizing this feedback to improve the selection of future training opportunities.

D. Work with the Training Hubs and/or coordinate tagalong inspections for knowledge sharing with all Participating Municipalities.

Custom Activity Option

Develop systems for providing support and mentorship during the workday for employees.

A. Assess FPHS Shared Service Review Preliminary Results to identify any gaps in Assessment & Surveillance Foundational Capability service delivery and understand staff capacity and expertise

B. Assess staffing and workload across SSA to allocate resources effectively for infectious disease investigations and epidemiology, work within SSA to adjust staff sharing as needed for sustainability and ensure MAVEN coverage with backup staff when necessary.

C. Connect with local public health nurse consultants to understand local resources and processes for communicable disease response

D. Develop standardized protocols for coordination between local public health nurse and/or epidemiologist to respond to case investigations, outlining clear steps for immediate disease acknowledgment within 48 hours and routine disease acknowledgment within 7 days in MAVEN.

E. Ensure understanding and use of MAVEN comprehensive training and resource hub on infectious disease case investigation procedures, including proper documentation, communication protocols, and epidemiological data reporting requirements.

F. Establish mechanisms for ongoing monitoring and evaluation of infectious disease case investigation activities and epidemiological trends to maintain high standards of quality and efficiency, identifying and addressing areas for improvement as necessary.

Custom Activity Option	
	Select Performance Standards Objective

Custom Activity Option

Select Elective Objective

Select Elective Objective

Select Elective Objective

Racial Equity Theme	Racial Equity Activity	This objective was self	Performance St
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Community Engagement:
partner with community-
based organizations,
extending reach to
historically under-resourced
populations & enhancing
FPHS delivery capabilities

Cultivate municipal
support and buy-in from
stakeholder groups
(prioritizing municipal
stakeholders, like health
department staff and
municipal leadership)

Environmental Justice:
Allocate resources equitably
to close gaps in
environmental protections
and access.

Prioritize support to
communities with EJ BG

Select Equity Theme		Enter Racial Equity Activity	
Workforce Diversity: Cultivate a work culture of diversity and belonging, that values different viewpoints and lived experiences to improve employee satisfaction & retention	Develop systems for providing support and mentorship during the workday for employees.	Self Assessment	Environmental Health



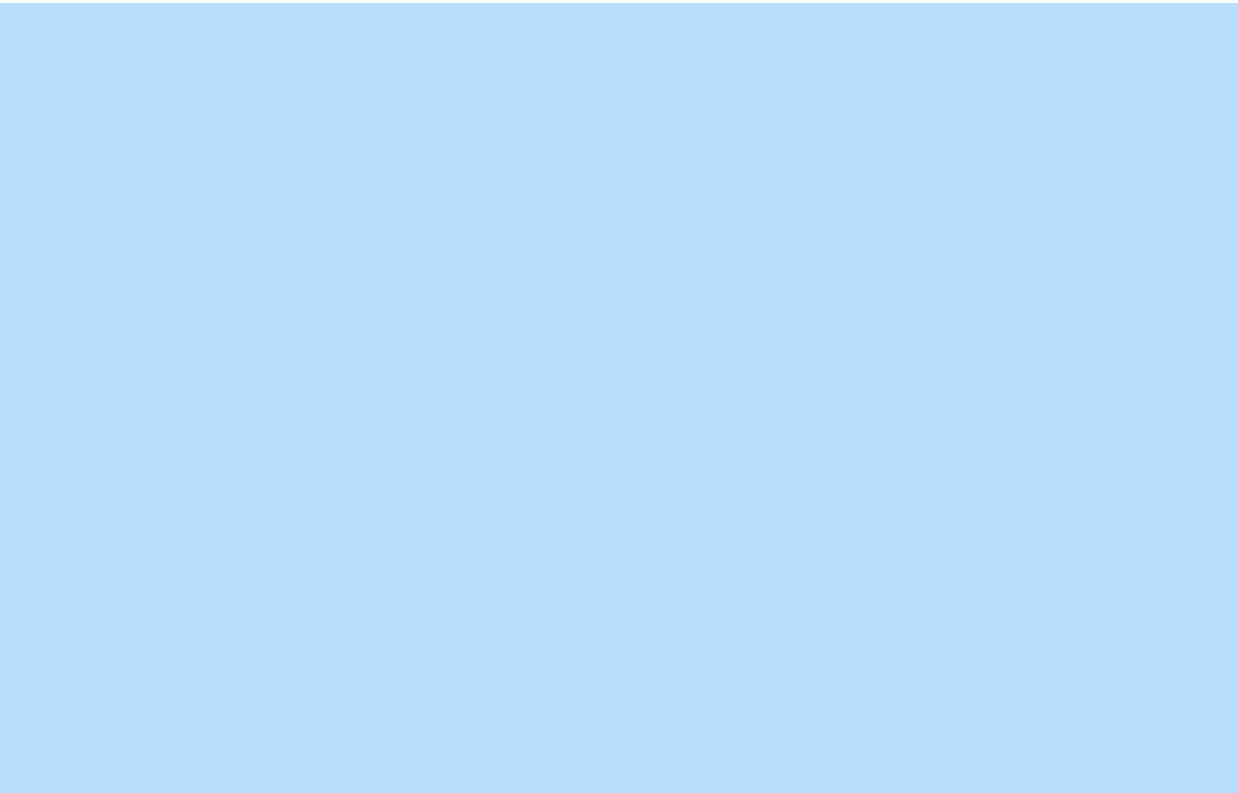
Workforce Diversity: Cultivate a work culture of diversity and belonging, that values different viewpoints and lived experiences to improve employee satisfaction & retention	Develop systems for providing support and mentorship during the workday for employees.	Foundational Public Health Services Review	Disease Control and Prevention
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Select Equity Theme

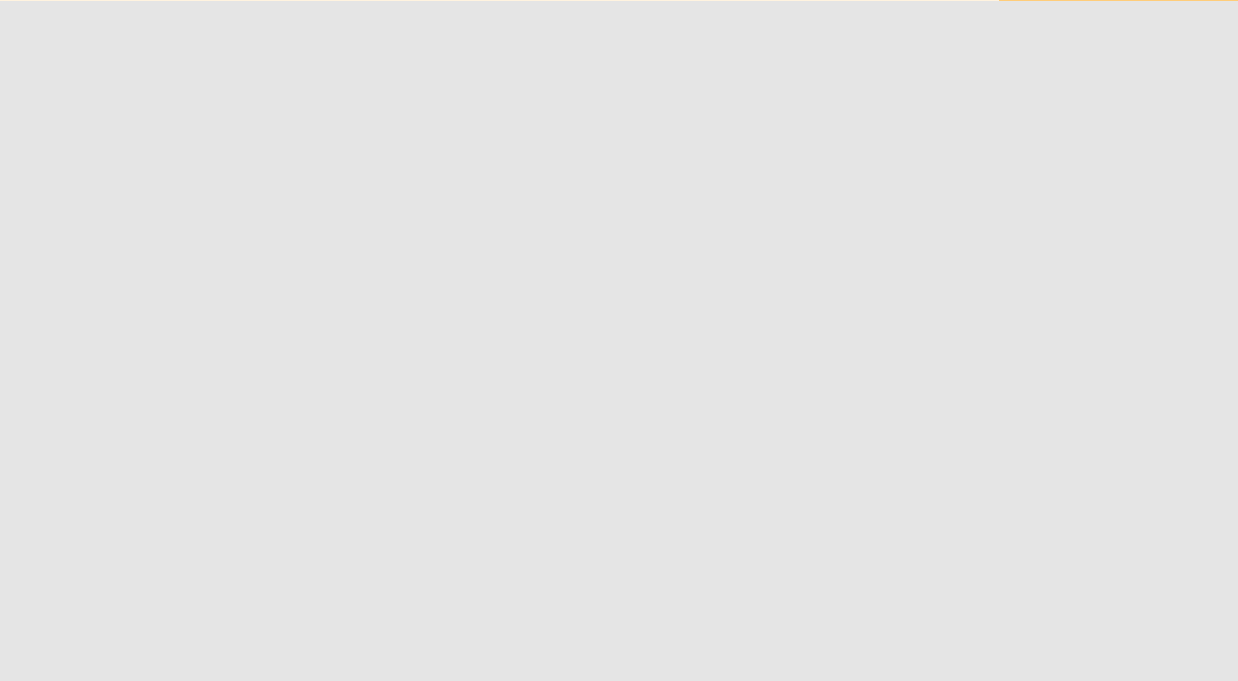
Enter Racial Equity
Activity

Select Option

Select Topic Area



Select Equity Theme	Enter Racial Equity Activity	Select Option	
Select Equity Theme	Enter Racial Equity Activity	Select Option	
Select Equity Theme	Enter Racial Equity Activity	Select Option	



Environmental Health
Selected Activities
Staff Lead
Support Staff
Start Date

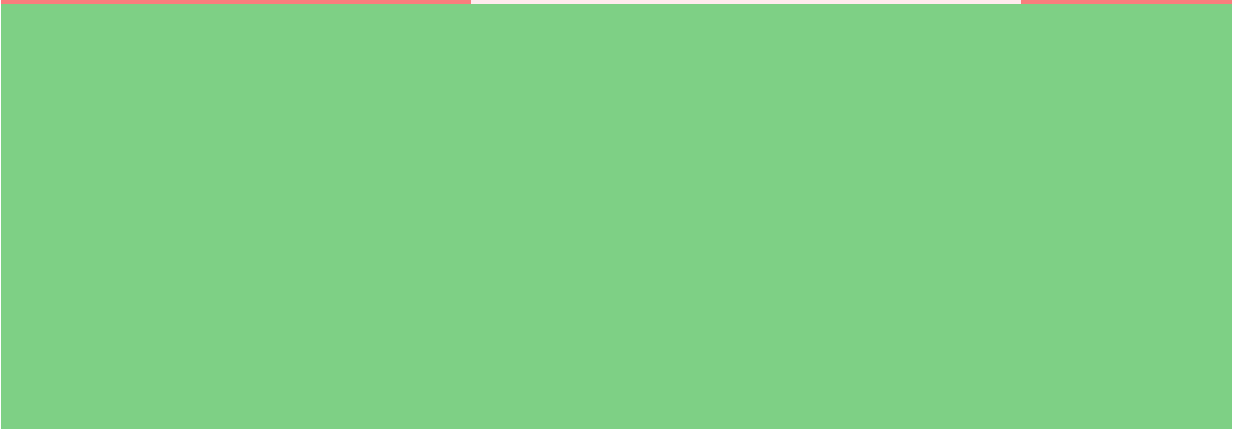
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Deanna Wu		7/1/2025
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	Deanna Wu	achui@cityofmelrose.org, Jen Murphy, Laura Vlasuk, MaryAnn O'Connor	7/1/2025
	Deanna Wu	achui@cityofmelrose.org, Jen Murphy, Laura Vlasuk, MaryAnn O'Connor	11/1/2025
	Deanna Wu	achui@cityofmelrose.org, Jen Murphy, Laura Vlasuk, MaryAnn O'Connor	11/1/2025
	Deanna Wu	achui@cityofmelrose.org, Jen Murphy, Laura Vlasuk, MaryAnn O'Connor	3/1/2026
	Deanna Wu	achui@cityofmelrose.org, Jen Murphy, Laura Vlasuk, MaryAnn O'Connor	TBD
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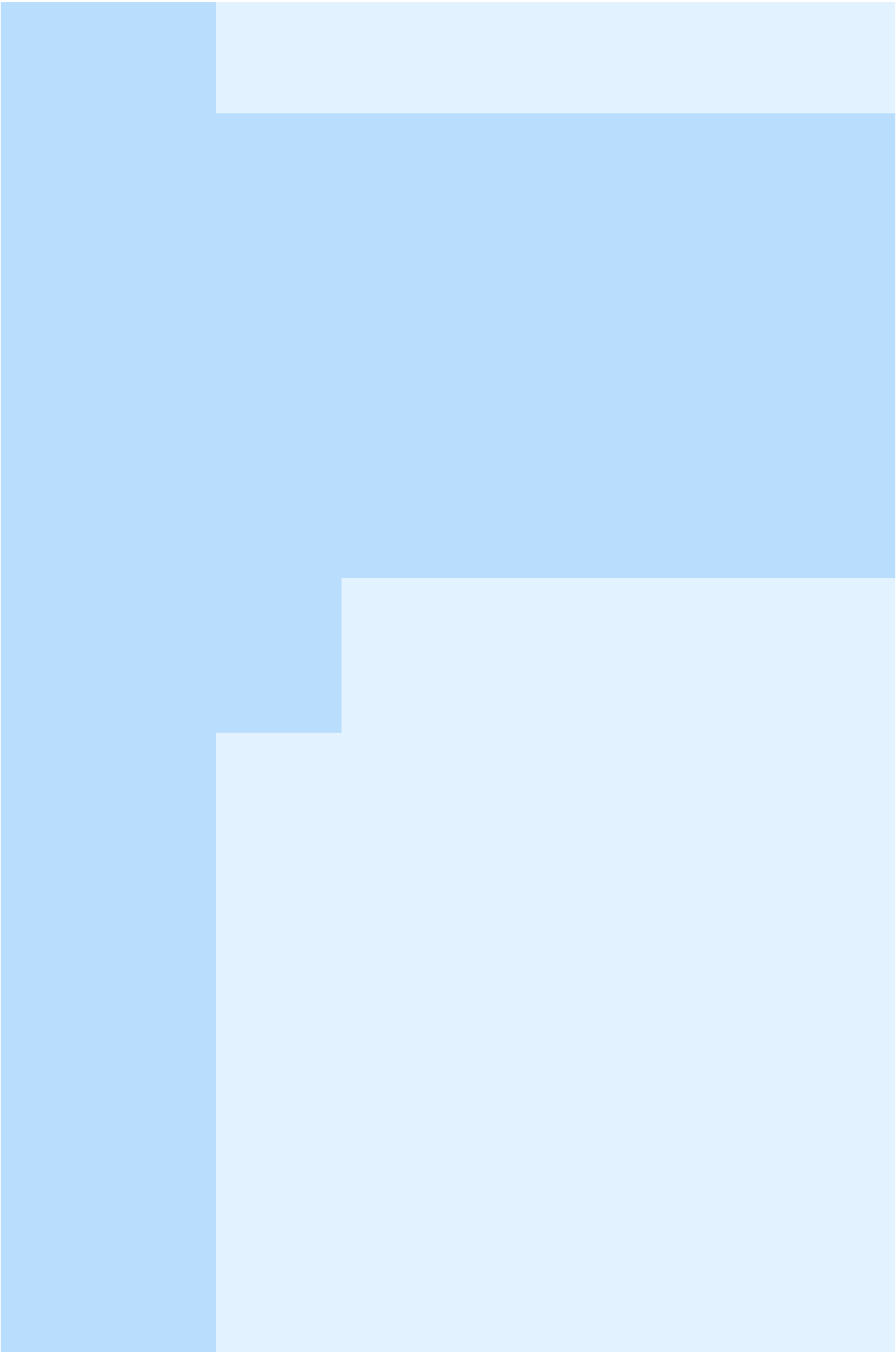
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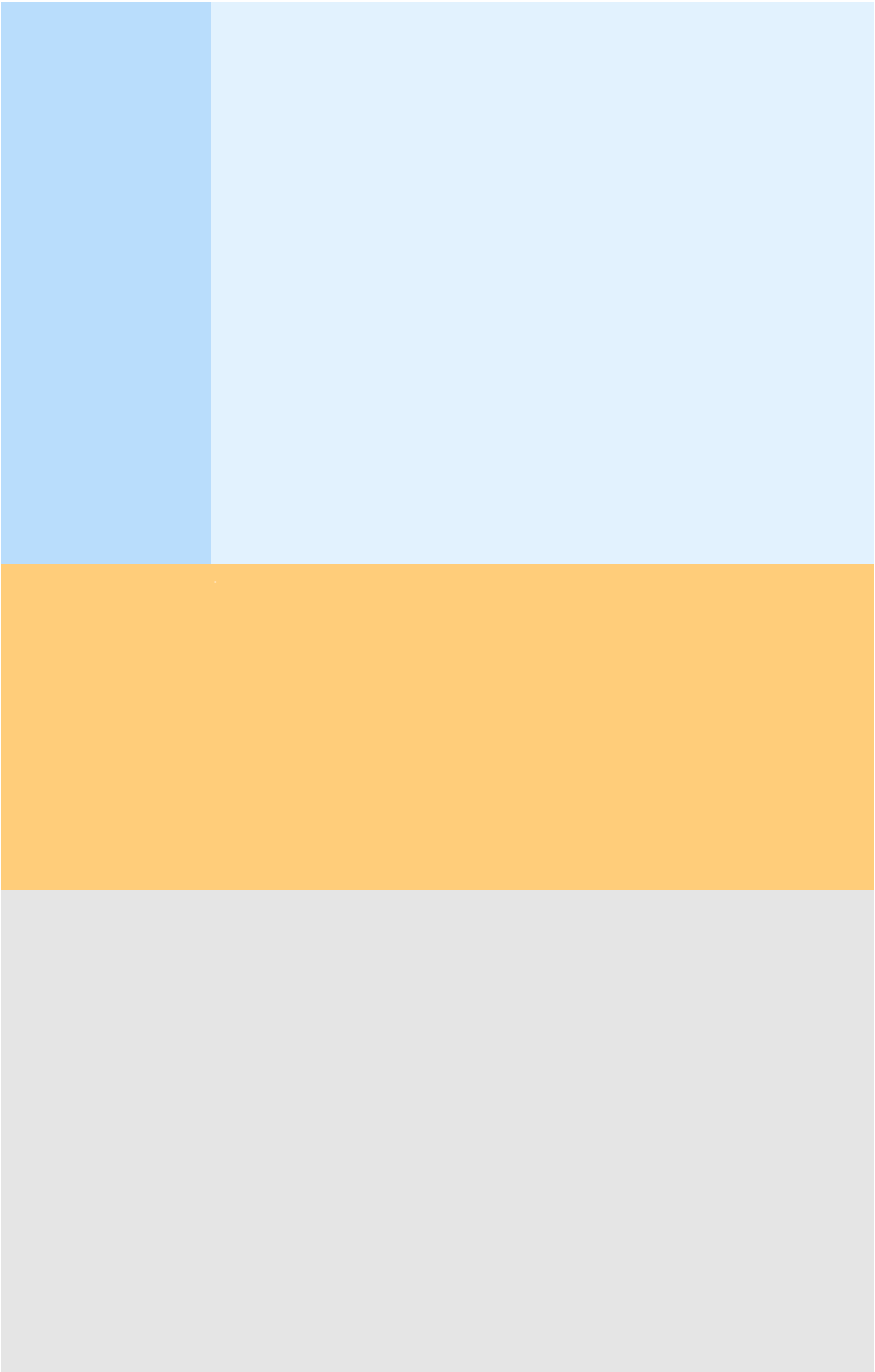
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07/01/25





End Date	T1 Status	T1 Progress Notes
06/30/26		Enter date(s) of governing body's meeting(s).
11/15/25		
06/30/26		
01/30/26		
09/30/25		
03/03/26		
10/31/25	Complete	Completed on 5/29/2025.

10/31/2025	
10/31/2025	
2/28/2026	
10/31/2025	
2/28/2026	
2/28/2026	
6/30/2026	
TBD	
TBD	

TBD

06/30/26

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06/30/26

12/31/25

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12/31/25

06/30/26

T2 Status

T2 Progress Notes

T3 Status

Enter date(s) of governing body's meeting(s).

T3 Progress Notes

Enter date(s) of governing body's meeting(s).

Sheet @kristin.e.black@mass.gov @diana.c.acosta@mass.gov activity tracker u

Christina Moore

05/13/25 11:09 AM

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SSA Data Entry Fields

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