

The Beacon

Vol. XXXII, No. 2

A Publication of the Massachusetts Municipal Association • www.mma.org

February 2006

Romney seeks to uncap Lottery

By John Robertson

The \$25.2 billion state budget recommendation for fiscal 2007 filed by Gov. Mitt Romney on Jan. 25 would end the state's use of the local share of Lottery revenues in full next year rather than incrementally over the next three years, as currently scheduled.

The governor's proposal, first announced at the MMA Annual Meeting last month, would increase Cherry Sheet Lottery distributions by \$159 million to \$920 million.

Ending the Lottery cap in fiscal 2007 is a top priority

for municipal officials.

In his budget message, the governor said that improvement in the state's fiscal health allows the state to "share the benefits" with cities and towns. The governor's budget would also reduce the personal income tax rate from 5.3 percent to 5 percent over a two-year period beginning on Jan. 1, 2007. Tax collections would be reduced by an estimated \$132 million in fiscal 2007 and by \$610 million when fully in effect.

The governor also recommended an increase of \$164 million for Chapter 70 school aid, bringing the

total to \$3.45 billion. The new funds accompany a proposed overhaul of the foundation budget and a new method for measuring municipal ability-to-pay and for determining required local contribution and school aid amounts.

The governor's plan would increase school aid for 304 of the state's municipal and regional school districts, but would reduce aid to 23 districts. Even with the 5 percent overall school aid increase proposed for next year, about half of all districts would receive less aid than they did in fiscal 2002.

BUDGET, continued on 27



Gov. Mitt Romney gives a preview of his fiscal 2007 budget proposal during the MMA's Annual Meeting on Jan. 13. Romney announced that his budget would distribute all Lottery proceeds to cities and towns and increase local aid for education.

Report: local aid critical to economy

By John Ouellette

The MMA's 2006 Annual Business Meeting on Jan. 14 featured the presentation of a major economic study concluding that increasing the fiscal capacity of cities and towns is central to economic success in Massachusetts.

The report, authored by economists at Northeastern University's Center for Urban and Regional Policy and published by the MMA, concludes that communities must be provided with major local aid increases in order for Massachusetts to attract businesses and economic development, compete for jobs, and retain young workers and families.

"Massachusetts needs to renew and rebuild a state-local economic partnership," said CURP Director Barry Bluestone, who presented the findings of "Revenue Sharing and the Future of the Massachusetts Economy." "It is clear that local aid is essential for our economic success."

The report documents a number of disturbing demographic and economic trends in Massachusetts, including a substantial loss of jobs and population - particularly young workers - and an alarming reliance on the local property tax to support local services.

"Intuitively, we know that cities and towns are vitally important to our prosperity and economic future," said MMA Executive Director

Geoff Beckwith. "It is imperative that state leaders address these vital issues today, otherwise our communities will continue to struggle, property taxes will be too high, and our economy will suffer."

The MMA engaged Bluestone and his colleagues Alan Clayton-Matthews and David Soule at Northeastern University to conduct an independent, comprehensive study of key economic trends and principles regarding attracting and retaining jobs and people, as well as a detailed look at the treatment of local aid over the past 25 years and the tax shift that has caused today's record over-reliance on the property tax.

The report concludes that:
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2006 MMA Board of Directors

The MMA Board of Directors holds regular meetings in Boston, followed by a meeting of the Local Government Advisory Commission with the administration. For information on the board's activities, contact the office of MMA Executive Director Geoff Beckwith at (617) 426-7272.

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David Kielson, MMA Vice President
Select Board, Chesterfield

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EXECUTIVE DIRECTOR'S REPORT

From Lottery to revenue sharing

Last week, Gov. Mitt Romney filed his \$25.2 billion fiscal 2007 state budget plan, honoring the promise he made to local officials at the MMA's Annual Meeting to submit a budget proposal that would fully end the diversion of Lottery funds away from cities and towns.

Based on the governor's projection of Lottery revenues, this would provide an increase of \$157.8 million in Lottery distributions to municipalities in fiscal 2007.

This year the state is diverting more than \$100 million in Lottery revenues that belong to cities and towns, and is instead using the money to balance the state budget.

Local officials across the state are certainly pleased that the governor now supports returning local Lottery revenues to the cities and towns of Massachusetts, where the funds rightfully belong. The Lottery was established more than 30 years ago exclusively to pro-

By
**Geoffrey
Beckwith**



vide local revenues to fund municipal services and reduce property taxes, not to balance the state budget.

With state revenues rolling in at record levels, there is no justification for continuing the diversion. Now is the time for the Lottery to come back home. Cities and towns need their Lottery funds now more than ever; local aid cuts have forced local property taxes to skyrocket, and communities in Massachusetts have cut services more deeply than in any other state.

Another major budget issue overdue for action this year is education aid. The governor proposes to change the Chapter 70 education aid distribution formula and provide an overall increase of \$163.7 million.

Even under this plan, a staggering 50 percent of the school districts in Massachusetts would continue to receive less Chapter 70 aid than they did in fiscal 2002, and the state's overall share of K-12 spending would remain lower than in the late 1990s.

The MMA is analyzing the potential impact of the governor's proposal, which was unveiled in his budget. The administration's plan would add residential income to the "ability to pay" determination and would provide more money for enrollment growth and inflation.

Under the plan, 305 districts would see at least some type of increase in aid over fiscal 2006 levels, but 23 districts would face cuts. It is clear that the governor's plan does not include key stability elements, such as establishing a minimum per-student increase and a provision to prevent education aid cuts to school districts, two items that the MMA supports.

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The Beacon

February 2006

Volume XXXII, Number 2

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We encourage readers to send their comments, story ideas, news items, and notices of upcoming events. To send us messages electronically, through Massachusetts Local Net or through the Local Net's link to the internet, the Local Net address is: Beacon Editor. The internet address is: beacon_editor@mma.org

**Periodicals Postage Paid at
Boston, MA, and additional
mailing offices.**

The **Beacon** (ISSN 0199-235X) is published monthly, except for a combined July-August issue, by the Massachusetts Municipal Association, One Winthrop Square, Boston, Massachusetts, 02110; (617) 426-7272. The MMA is composed of the Massachusetts Selectmen's Association, the Massachusetts Mayors' Association, the Massachusetts Municipal Management Association, the Massachusetts Municipal Councillors Association, and the Association of Town Finance Committees. Subscription rate for **The Beacon** is \$36 per year. An \$18 subscription fee is included in dues payments for members. **POSTMASTER:** Send address changes to **The Beacon**, One Winthrop Square, Boston, Mass 02110. Copyright © 2006 by the Massachusetts Municipal Association.

Printed on recycled paper

Annual Meeting draws a record 1,100

By Mitch Evich

A record 1,100 attendees at the MMA's 27th Annual Meeting and Trade Show heard a recurring message: cities and towns need more state aid, for their sake and for the sake of the Massachusetts economy.

During the opening session on Friday morning, Jan. 13, just minutes after Boston Mayor Thomas Menino urged fellow city and town leaders to "speak with one voice" in calling for a stronger partnership between state and local government, Gov. Mitt Romney announced that his budget plan would uncap Lottery distributions to cities and towns two years ahead of schedule.

The need for a robust and dependable level of local aid was driven home during the Annual Business Meeting on Saturday morning, Jan. 14, with the release of the report, "Revenue Sharing and the Future of the Massachusetts Economy." (See related story, page 1.)

Shortly after the presentation, incoming MMA President

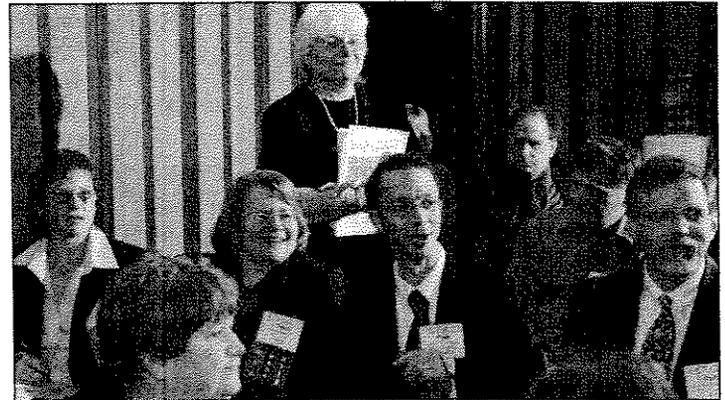
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Mary Clare Higgins remarked, "We are talking about changing the fundamental way that the state views local aid. ...

We seek to be recognized as equal partners with state government."

The state-local partnership also figured prominently in Saturday's closing session, a



Yarmouth Assistant Town Administrator Peter Johnson-Staub makes a remark during a workshop on conflict negotiation and mediation skills, one of 27 sessions held during the MMA Annual Meeting.



Municipal officials and exhibitors talk business on the floor of the MMA Trade Show on Jan. 13. The 2006 MMA Trade Show was the largest ever.

forum featuring two of the announced candidates for governor, Deval Patrick and Tom Reilly. (See related story, page 4.)

"We thank the members

of the Massachusetts Municipal Association for making this Annual Meeting our most successful ever," said MMA Executive Director

ANNUAL MEETING, continued on 16

Higgins elected MMA president; Kielson is VP

By Mitch Evich

Northampton Mayor Mary Clare Higgins is the new president of the MMA, and Chesterfield Select Board member David Kielson is the new vice president.

The MMA board endorsed Higgins and Kielson following the association's Annual Business Meeting on Jan. 14 in Boston.

Higgins, who succeeds Brookline Town Administrator Richard Kelliher, in November was elected to her fourth term as mayor in Northampton. During the past year she has served as



Chesterfield Select Board member David Kielson and Northampton Mayor Mary Clare Higgins pose following their election on Jan. 14 as vice president and president of the MMA.

vice president of the MMA and chair of the MMA's Revenue Sharing Task Force. In

2004 she was president of the Massachusetts Mayors' Association.

Higgins served on the Northampton City Council from 1994 to 1999 and was council president near the end of her tenure. Prior to assuming her mayoral post, she headed the Hampshire Community Action Commission, which was responsible for overseeing more than 200 early-childhood programs in Hampshire County.

In discussing her chief priority in the coming year, Higgins mentioned the report released at the Annual Business Meeting, "Revenue Sharing and the Future of

PRESIDENT, continued on 21

Local officials meet candidates for gov.

By John Ouellette

Deval Patrick and Tom Reilly, both candidates for the governor's office in 2006, shared their views on the state-local partnership with local officials during a forum held at the MMA Annual Meeting on Jan. 14.

Both candidates said they are committed to a close partnership between the governor's office and local officials.

They differed, however, on fiscal matters. Patrick supports additional revenue options for cities and towns and opposes a rollback of the state's income tax, calling it "irresponsible" at this time. Reilly opposes any new taxing authority for cities and towns, and said the state must honor the will of the state's voters by reducing the income tax rate from 5.3 percent to 5 percent.

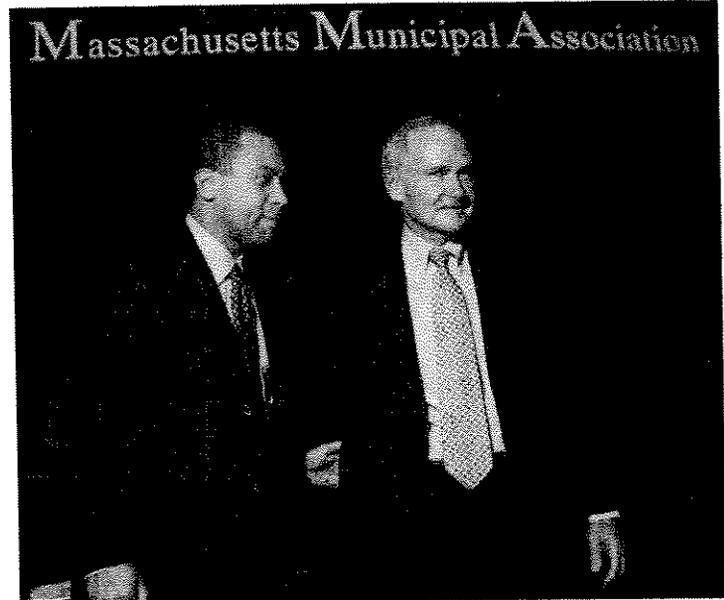
**2006
MMA
Annual
Meeting
NEWS**

The MMA's candidates forum – not a "debate" – gave local officials an opportunity to question two of the declared candidates very early in the campaign. Lt. Gov. Kerry Healey said she was unable to attend due to a scheduling conflict.

Kicking off the forum, incoming MMA President Mary Clare Higgins, mayor of Northampton, said, "We want to learn not only about the candidates' vision for Massachusetts, but also learn how they will build a stronger and more powerful state and local partnership.

"Our hope is that when the next governor assumes that high office next January, local government and the quality of life in our cities and towns will be at the center of the next administration's plans."

The forum was moderated by broadcast journalist John Henning, who has covered every gubernatorial election in Massachusetts since 1962.



Candidates Deval Patrick (left) and Tom Reilly leave the stage following the MMA's gubernatorial forum on Jan. 14.

Both Patrick and Reilly expressed understanding about the fiscal crisis faced by municipal leaders in recent years and emphasized their intent to work to restart the state's economy.

"In order to grow the economy we have to invest in cities and towns," Patrick said. "Cities and towns are

the engines of economic development."

Reilly said he would work to create new high tech and biomedical jobs by leveraging the state's strengths in academic research.

"I believe local aid needs to increase, and it has to be done by growing this econ-

FORUM continued on 13

School building costs cause local financial crunch

By John Robertson

Skyrocketing costs for school building projects across the state are straining local budgets and putting financial pressure on the School Building Authority, created in 2004 to finance and oversee school construction and repair projects.

The projected cost of the 428 projects on the original waiting list developed by the Department of Education has risen substantially as municipalities and school districts have started or prepare for the construction or renovation of local schools.

The original estimate of the state's share has grown

from \$4.1 billion to \$5.5 billion and has been capped by the authority at this level in large part to make sure that the state can stay on schedule to implement a \$500 million annual state-share program when the moratorium on approval of new projects expires next year.

The cap does not affect payments for the 728 projects that already receive annual state reimbursements separate from the waiting list projects.

Many municipalities and districts looking to get started on projects are finding that the approved state share of local projects won't

cover growth in costs attributable largely to the rapid rise in cost of construction materials and other building costs. With the state share now capped, local officials face scaling back already-approved projects or finding room in tight local budgets for the additional costs.

The concern about the financial crunch is most acute for those municipalities and districts that are home to approximately 100 active school construction projects, and has overshadowed the news that the authority now plans to speed up final state payments for the remaining waiting list projects where construction

is complete. The authority has announced that the state intends to make all final payments by the end of this year rather than by January 2008, as originally projected. The accelerated payments are slated for completed projects with approved audits.

The MMA will hold a workshop on Feb. 9 in Newton to bring local officials with active school projects up to date on the state cap on payments and to discuss the possibility of additional state support. Local officials interested in attending the workshop should contact MMA Deputy Legislative Director John Robertson. *

3 win MMA Legislator of the Year Awards

At its Annual Meeting on Jan. 14, the MMA honored reps. Stephen Kulik, John Scibak and Peter Kocot for their joint sponsorship of an amendment to the House budget bill that provided a minimum \$50 per student increase in Chapter 70 funds to every school district in the state.

The amendment provided \$28.4 million in local aid to the communities of Massachusetts.

When it was filed, the amendment faced long odds. The governor's budget bill and the budget recommendation put forth by the House Ways and Means Committee proposed no increase in Chapter 70 funds for more than two-thirds of the communities in Massachusetts. In addition, House leaders had emphatically in-

dicated their opposition to adding any new spending in any category above the Ways and Means recommendations.

After being informed of the opposition to the amendment, Kulik, Scibak and Kocot asked to meet with House leaders and make the case for the amendment.

The basis of their argument was strong and clear: more than two-thirds of the state's cities and towns had suffered cuts in Chapter 70 funding for two years in a row and had been level funded in the year before that. In addition, cities and towns had exhausted their free cash



Rep. Kocot



Rep. Kulik



Rep. Scibak

and reserves, had increased property taxes by \$330 million, and had reduced municipal employment by approximately 14,500 positions.

The three representatives were articulate and persuasive, and the amendment, by far the largest dollar amount added during the budget deliberations, was unanimously adopted by the House. The Senate included the House amendment in its budget, and the minimum aid increase was signed into law by the governor.

For their consistent support of local government, the MMA presented its Legislator of the Year Award for 2005 to reps. Kulik, Scibak and Kocot.

Kulik was first elected to the House in 1993, after serving seven years

as a selectman in Worthington. He served as president of the Massachusetts Selectmen's Association in 1991 and was elected president of the MMA in 1993. His district includes the towns of Belchertown, Chesterfield, Conway, Deerfield, Goshen, Huntington, Leverett, Montague, New Salem, Pelham, Shutesbury, Sunderland, Wendell, Whately, Williamsburg and Worthington.

Scibak was first elected to the House in 2002, after serving 11 years as a selectman in South Hadley. He was the president of the Massachusetts Selectmen's Association in 1999. His district includes the city of Easthampton and the towns of Hadley and South Hadley.

Kocot was first elected to the House in 2002. He had previously served as chief of staff to House Majority Leader William Nagle. His district includes the city of Northampton and the towns of Hatfield, Montgomery, Southampton and Westhampton. *

Hearing officer training session is March 1

A third and final training session for municipal hearing officers in accordance with the state's Fire Safety Act is scheduled for March 1 in Amherst.

The free session will be held 2:30 to 4:30 p.m. in the Town Room of Amherst Town Hall. Leading the session will be Bob Ritchie of the attorney general's office and Jim Lampke of the City Solicitors and Town Counsel Association.

Two earlier training sessions late last year, sponsored by the MMA, the Attorney General's office and City Solicitors and Town Counsel Association, drew close to 200 local officials from throughout the state.

The Fire Safety Act, passed in 2004 as a result of the nightclub fire at The Station in Rhode Island, includes a provision authorizing the issuance of citations for violations of state fire or building codes. But before the citation booklets can be obtained, a city or town must designate a municipal hearing officer to be available to hear local appeals.

Interested local officials are encouraged to register for this session. The agenda and registration form is available at www.mma.org.

For more information, contact Christine Hevelone-Byler at (617) 426-7272 ext. 104 or chevelone-byler@mma.org. *

Planners' annual conference is March 18

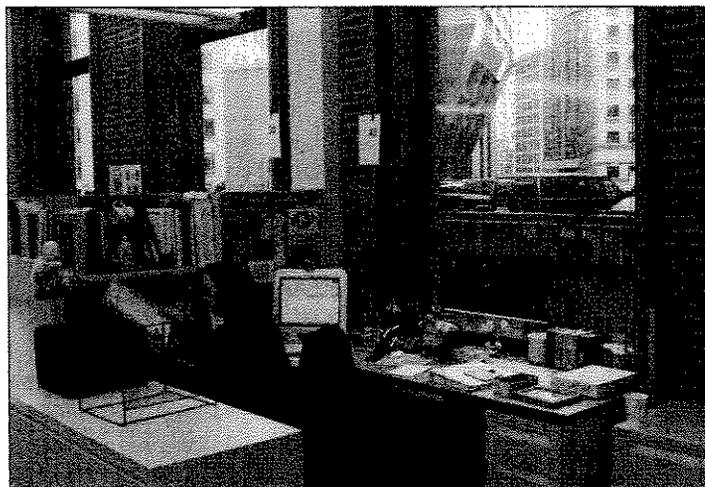
The Citizen Planner Training Collaborative will hold its annual conference, "Advanced Tools and Techniques for Planning and Zoning," on March 18 at College of the Holy Cross in Worcester. Former Environmental Affairs Secretary Robert Durand will open the event, which will include 18 workshops on sustainability, smart growth, zoning enforcement, housing, transportation, and land use planning. There will be displays from state and educational organizations, a light breakfast and a buffet lunch. Cost is \$50, and the registration deadline is March 10. For more information, visit www.umass.edu/masscptc or call Diana Krauth at (413) 545-2188. *

MMA and MIIA move into new office

The MMA and the Massachusetts Interlocal Insurance Association moved into a new office at One Winthrop Square in Boston during the weekend of Jan. 20-23.

The move was accomplished with minimal disruption of services to members, with substantial and very favorable long-term rental savings to the MMA.

"Our new home is a first-class building, rich in history, textured in architecture and feel, and symbolic of the timeless strength and character of our members," said Geoff Beckwith, executive director of the MMA and president of MIIA. "This move starts a new chapter



The MMA and MIIA begin work in new office space on Jan. 23.

for the MMA and MIIA. I believe that we will excel and thrive in our new setting, with an even stronger sense of team, and with an energy that will draw our members

even closer."

One Winthrop Square is located in the Financial District in downtown Boston, just a 10-minute walk from the State House. It is at the

intersection of Devonshire and Otis streets and convenient to many subway and bus lines and to South Station. Parking is readily available at convenient locations.

Directions and a map are available at www.mma.org or www.emiia.org.

While the address has changed, all other contact information – Web sites, e-mail addresses, and telephone and fax numbers – remains the same.

The MMA will welcome its Board of Directors to the first regular meeting of the year at the new location in February. A formal open house and reception is being planned.

– Paul Bockelman

MMA unveils new Web site and members forum

At this year's Annual Meeting the MMA unveiled its new Web site, which has been redesigned and reorganized to make it easier for users to find in-

formation and interact with the MMA.

The new version of the site, still found at www.mma.org, was officially launched on Jan. 13.

The site includes a new members-only area with features formerly found on the MMA's Local Net service, such as members-only discussion forums.

MMA.org provides a wealth of news and information resources for the cities and towns of Massachusetts, in areas such as local aid, education, community development, labor relations and public works.

Features include:

- An events calendar, with agendas, directions and online meeting registration
- MMA advocacy information
- Municipal job opportunities
- Information about local government in Massachusetts
- City and town Web site, contact and demographic information

The new password-protected members area features Member Exchange, an

online forum where local officials may pose questions, offer advice, and share information. Members also may find, and contribute to, members-only resources such as sample policies and job descriptions.

Soon, members will be able to find information tailored specifically for mayors, town managers, selectmen, councillors, finance committee members and personnel administrators.

Members may register for access to the members-only area of mma.org by completing a registration form on the site.

The new mma.org takes advantage of the latest Web technology, which improves the ability of the MMA to provide breaking news on key municipal issues.

The MMA has maintained a Web site since late 1996.

– John Ouellette

Looking for Local Net?

The members' only resources on the new MMA.org replace the members' only Local Net service, which the MMA operated from 1994 through 2005.

Local officials who had access to Local Net will need to register for this new service on MMA.org. Registration is available in the Members section of the new site.

Registering for members' only access to MMA.org provides local officials with a number of key resources, including:

- The Member Exchange discussion forum
- Sample policies (including personnel policies)
- Sample job descriptions
- Home Rule Acts
- Override and debt exclusion vote reports
- In-depth articles on local government issues

Pink describes emerging 'conceptual age'

By Mitch Evich

In an Annual Meeting keynote address that included visual aids and frequent quips, business consultant Dan Pink described an emerging world in which the training and skills traditionally associated with good-paying professions are less important than "right brain" attributes such as creativity, empathy, inventiveness and "big-picture" awareness.

To illustrate the emergence of what he termed a "conceptual age," Pink, a former speechwriter for Vice President Al Gore, held up a toilet bowl cleaner and asked audience members to identify the object. The implement, it turned out, was not just a toilet bowl cleaner, but one created by Michael Graves, the architectural and interior design firm.

Pink's point was that in a country as materially well-off as the United States, "It is no longer enough to sell a product or service that is merely functional. Even the most mundane product on the market has a sort of aesthetic dimension, has some sort of spiritual dimension."

Pink also discussed the



Dan Pink speaks to Annual Meeting attendees on Jan. 13. Pink's props included a model of a human brain, which helped to illustrate his point that "right brain" attributes, such as creativity and empathy, are becoming increasingly important in the workplace.

growth in the outsourcing of information technology work to India, where young software engineers are paid a small fraction of what workers in the United States are paid. He showed a slide of a Web site posting in which a U.S. software engineer claimed to be paying an Indian counterpart to do his own job. "I pay him \$12,000 for a job I get paid \$67,300 for ... and my boss is none the wiser," the Web posting said.

Pink said, "The most dangerous word in the economy today is 'routine.'"

Many routine tasks now done by white-collar workers are likely to be performed overseas for less money; other duties, Pink said, simply will become automated. He pointed out that some simple legal tasks, such as processing uncontested divorces, already can be done online for a much smaller fee than a lawyer would charge.

While Pink did not discuss in detail how the changing economy might change local government, he did suggest that many key

elements of the "conceptual age" – including "design," "story," "empathy" and "meaning" – have implications for municipalities and their leaders.

Among his observations:

- At a time when it is necessary "to be literate not just in function but design," cities and towns "can be at the epicenter of a renaissance of great design. ... When you travel through your cities and towns, start looking at the negative spaces, and not just the positive ones, and you'll see things in an entirely different way."
- In an age when basic information can easily be obtained via the Internet, it is all the more important for organizations to have a "story" – a narrative that municipalities can use both to pay homage to their pasts and promote their visions for the future.
- City and town officials should recognize that their work is genuinely meaningful. "You are doing something very, very significant," Pink told his audience. *

Shaheen: Women bring difference to public office

By Mitch Evich

The United States needs more female officeholders, not just in the interest of equality, but also because women bring a distinct perspective to public policy, according to former N.H. Gov. Jeanne Shaheen.

"Women's collective power creates change," Shaheen said, addressing 140 local leaders during the Women Elected Municipal Officials luncheon on Jan. 13. "When a critical mass of women is present – whether it is in the

community meeting, a corporate boardroom, or the state legislature – the discussion at the table changes.

"We all know that women's lives are different from men's," Shaheen continued. "We bring to elective offices the different experiences we have had as women.

"It has been women officeholders who have introduced the legislation for child support, for pension reform, for health insurance for children, for equal pay,



Jeanne Shaheen

for tougher domestic violence laws, and for women's

health research."

But women face a long climb to establish parity with men. Shaheen cited research showing that the United States ranks behind more than 60 other nations in the percentage of positions in national legislatures held by women. Currently, women account for just 15 percent of members of Congress and 22 percent of all state legislators.

Shaheen, who lost a close race for the U.S. Senate in

SHAHEEN, continued on 16

MMA testifies at hearing on Ch. 40B bills

By Matthew G. Feher

The Legislature's Joint Committee on Housing held a hearing Jan. 24 on legislation that would amend or repeal Chapter 40B, the state's affordable housing law.

The MMA testified in favor of two bills that are part of the association's legislative package. One would make a series of comprehensive reforms to Chapter 40B, and the other would authorize cities and towns to use inclusionary zoning.

Almost every legislator who testified during the six-hour hearing argued that Chapter 40B needs to be reformed, and most said the law creates conflict and that cities and towns usually suffer as a consequence.

The MMA argued that cities and towns are not only supportive of providing decent affordable housing, but have been actively working to create it.

Cities and towns have addressed the affordable housing crisis with the annual production of between 2,000

and 2,500 units using local, state and federal funds. Cities and towns have posted a net gain of at least 2,200 units a year over the past several years on the Chapter 40B inventory.

Some 45 cities and towns are over the 10 percent threshold established by Chapter 40B, and more than 30 additional municipalities are at 8 or 9 percent and will exceed 10 percent with just one more development. This is double the number of communities that met the threshold only eight years ago.

Local officials argue that Chapter 40B, a well-intended solution when it was promoted by affordable housing advocates 35 years ago, has become in many cases a means for profit-focused developers to construct high-density projects on unsuitable properties. Such units are often constructed at a pace that outstrips the community's ability to provide essential municipal services. Chapter 40B also tends to facilitate

sprawl development.

The MMA testified in support of S. 790, a bill filed by Sen. Harriette Chandler of Worcester that would rectify several flaws in Chapter 40B. The bill's proposals were formulated by Gov. Mitt Romney's Chapter 40B Reform Task Force, which wrapped up its work in 2003.

Key provisions of S. 790 include:

- Counting twice the number of deed-restricted units serving low- and moderate-income households toward the community's 40B goal in home-ownership developments
- Counting units authorized by a comprehensive permit on the subsidized inventory when a permit becomes final, provided the building permits are issued within one year
- Allowing zoning boards to deny comprehensive permits if applications are pending during the prior nine-month period that would authorize the production of low- or moderate-income housing equal to or greater than 2 percent of the total year-round housing units within the city or town
- Allowing a city or town to deny a comprehensive permit if it has a plan in place to increase its affordable housing stock by one half of 1 percent of total housing units
- Reforming the state's Housing Appeals Committee process and establishing an ad hoc Housing Appeals Committee Regulations Advisory Committee to evaluate current appeals committee procedures
- Studying the potential re-

form of the state's zoning laws, especially Chapter 40A, to facilitate effective land use and housing development

The MMA also testified in favor of H. 3212, filed by Rep. Frank Hynes of Marshfield, which would allow cities and towns to require that up to 25 percent of housing units proposed in a new subdivision be set aside for those earning not more than 120 percent of area median income. Several municipalities have adopted by-laws and ordinances that require a certain percentage of units proposed in a new development to be set aside as affordable. But without explicit backing from state law, communities are reluctant to enforce these local regulations.

Finally, the MMA urged the housing committee to curb efforts to convert the stock of affordable housing to market-rate housing. This "expiring use" issue places a burden on cities and towns as they seek to achieve affordable housing objectives.

Approximately 20,000 affordable housing units across the state are in jeopardy of being converted to market rate over the next five years. Nearly 4,500 units of affordable housing have been permanently converted to market-rate since the first expirations occurred 15 years ago. This undermines any progress made toward the city or town's Chapter 40B goal.

Somerville Alderman Denise Provost, chair of the MMA's Housing and Land Use Task Force, delivered testimony on behalf of the MMA. *

MMMA offers resources about forms of government

If your town is considering a change in its form of government, the Massachusetts Municipal Management Association offers some free resources that can help.

The MMMA has compiled an information kit that answers many frequently asked questions, describes the different forms of government with a manager, and provides information from the International City/County Management Association on recruiting qualified manager candidates.

The MMMA has also organized a speakers bureau of members that are prepared to meet with charter commissions, boards of selectmen, or citizens groups to discuss the options available to communities.

For more information, contact MMA Senior Member Services Coordinator Denise Baker. *

Folk singer Yarrow inspires audience

By John Ouellette

Renowned folk singer Peter Yarrow and his daughter Bethany delivered a stirring performance at the MMA Annual Meeting, ending their Friday evening set by inviting the audience on stage to sing "Puff the Magic Dragon" with them.

Playing numerous hits from his days with Peter, Paul and Mary, Peter Yarrow and his daughter also urged audience members to do what they can to teach children respect and peaceful conflict resolution.

Seven years ago, Yarrow founded Operation Respect: Don't Laugh at Me, a non-profit organization that works to transform schools, camps and organizations focused on children into more compassionate, safe and respectful environments.

2006
MMA
Annual
Meeting
NEWS



MMA members join folk singer Peter Yarrow on stage for the finale of a performance by Yarrow and his daughter Bethany.

Operation Respect provides educational resources designed to reduce the emotional and physical cruelty some children inflict upon each other, such as ridicule, bullying and sometimes violence. Operation Respect's free school-based programs use inspiring music and video as well as conflict-resolution curricula.

"If we give children the tools to solve problems non-violently," Yarrow said, "then

they will be peacemakers."

Operation Respect has visited more than 10,000 schools in America, as well as many in foreign countries. The organization also works to promote respect for educators.

"We live in a very, very challenged time, riddled with warfare and hatred," Peter Yarrow told the audience between songs. "What are children supposed to emulate?"

"This is not a time for ridicule, it's a time for kindness... We need to be generous."

The performance, which also displayed Peter Yarrow's sense of humor, earned the duo several standing ovations.

The Yarrows encouraged a willing audience to sing along to Peter, Paul and Mary hits including "Leaving on a Jet Plane," "Where Have All the Flowers Gone?," "If I Had a Hammer," and "This Land is Your Land."

They reminded the audience that music can be more powerful in delivering a message than words alone.

Peter Yarrow also put to rest a widely circulated rumor. "Puff the Magic Dragon' is not about drugs," he said with a wide smile. "I know because I wrote the darn thing."

For more information about Operation Respect, visit www.operationrespect.org. *

Smoke-free law addresses municipal facilities

By D.J. Wilson

In many cities and towns, municipal buildings and schools were the first workplaces to ban smoking by a local measure. Smoking violations persist a decade later, however.

The statewide smoke-free workplace law, effective since July 2005, addresses schools, municipal buildings and municipal vehicles in the following ways:

Municipal buildings

All buildings and vehicles (such as police, fire, and public works) owned, leased, or operated by the state, cities or towns must be

smoke-free. This includes private offices in municipal and state buildings.

The applicable controlling language in the state law states that "A person shall not smoke in the State House or in a public building or in a vehicle or vessel, owned, leased, or otherwise operated by the commonwealth or a political subdivision thereof ... or at an open meeting of a governmental body as defined in Section 11A of Chapter 30A, Section 23A of Chapter 39 and Section 9F of Chapter 34..." Counties, cities and towns are considered "political subdivisions" of the

state.

Municipal vehicles

The same language for municipal buildings applies to municipal vehicles. The smoking prohibition extends to any vehicle provided to a local official or municipal employee, even when the vehicle is permitted to be driven home after the employee's work shift.

If the municipality hires a subcontractor to perform a service using a private vehicle owned by the subcontractor, the subcontractor is allowed to smoke, except if the service is performed in municipal buildings or on

municipal school property. For example, if a subcontractor is hired to plow snow with his or her own equipment, the contractor cannot smoke while plowing public school property, but could smoke while plowing other public roads.

Public schools

Public and private school buildings must be smoke free at all times under the smoke-free workplace law. Public school grounds and buses must be smoke free at all times under the Education Reform Act. These laws apply not only to stu-

SMOKE-FREE, continued on 12

Town Report winners announced

The winners of the MMA's Annual Town Report Contest received their awards at this year's MMA Annual Meeting on Jan. 14

Judges considered layout and design, quantity and depth of information, organization, originality, and overall usefulness of the report to residents.

The winners are:

Category 1 (population 12,500-plus)

1st place: Wilmington

2nd place: Brookline

3rd place: Concord

Honorable mention: East Longmeadow

Category 2 (population

5,000-12,499)

1st place: Topsfield

2nd place: Nantucket

3rd place: Harvard

Category 3 (population 4,999 and under)

1st place: Oak Bluffs

2nd place: Edgarton

3rd place: Boylston

Judges were Michael O'Sullivan, a former chair of the Appropriations Committee in Lexington and past president of the Association of Town Finance Committees, and John Mitchell, who served four terms as a selectman in Brewster and is a former president of the Cape Cod Selectmen's and Councillors' Association. *



Wilmington Assistant Town Manager Jeffrey Hull and Beverly Dalton, administrative assistant to the Wilmington town manager, look over one of this year's winning town reports.

2006 MMA Board of Directors installed

The 2006 MMA Board of Directors was installed during the association's Annual Business Meeting on Jan. 14. The 35 voting directors are selected by the following MMA organizations: the Massachusetts Mayors' Association, the Massachusetts Municipal Councillors' Association, the Massachusetts Municipal Management Association, the Massachusetts Selectmen's Association, and the Association of Town Finance Committees.

The immediate past president of the MMA is an ex-officio, non-voting member.

The board members for 2006 are:

MMA President
Mary Clare Higgins*, mayor,
Northampton

MMA Vice President
David Kielson*, selectman,
Chesterfield

MMA Executive Director
Geoff Beckwith* (non-voting)

MMAA President
Edward Lambert Jr.*
Mayor, Fall River

MMAA First Vice President
John Barrett III*
Mayor, North Adams

MMAA Second Vice President
Thomas Menino
Mayor, Boston
MMCA President
Claire Freda*
Councillor, Leominster

MMCA Vice President
Denise Provost*
Alderman, Somerville

MMCA Secretary/Treasurer
Cynthia Romaniak
Councillor, West Springfield

MMMA President
William Keegan*
Town Administrator, Dedham

MMMA First Vice President
David Cressman*
Town Manager, Tewksbury

MMMA Second Vice President
Maureen Valente
Town Manager, Sudbury

MSA President
Joseph Montecalvo*
Selectman, Northbridge

MSA First Vice President
Jeffrey Hardin*
Selectman, Millis

MSA Second Vice President
Gerard Kelleher
Norwood

ATFC President
Paul Joyce*
Finance Committee, Dedham
ATFC Vice President
Robert Hicks*
Finance Committee, Easton

MMA immediate past president
Richard Kelliher*
Town Manager, Brookline
(ex-officio)

Elected directors

District 1

Mary Clare Higgins, mayor,
Northampton
William Zaskey, alderman,
Chicopee
James Malloy, town administrator,
Sturbridge
David Kielson, selectman,
Chesterfield

District 2

David Cohen, mayor,
Newton
Wayne Nickel, councillor,
Leominster
John Coderre, assistant town
administrator,
Northborough
Faye Morrison, selectman,
Ayer

District 3

William Scanlon, mayor,
Beverly
Steven Bucuzzo, assistant
town manager, Andover
Raphaela Rozanski, selectman
Medway

District 4

Michael McGlynn, mayor, Mer
ford
Paul Leary, councillor,
Weymouth
Richard Kelliher, town
administrator, Brookline
Donald Howell, selectman, Ha
wich

District 5

Edward Lambert Jr., mayor,
Fall River
Robert Logan, councillor,
Waltham
Edwin Thorne, town adminis-
trator, Pembroke
Matthew Castriotta,
selectman, Hubbardston

Non-voting

MMMA at-large representa-
tives:
Stephen Delaney, town
administrator, Georgetown
James Johnson, assistant
town administrator, Walpole
Sheila Vanderhoef, town ad-
ministrator, Eastham

* Denotes Executive Commit-
tee member *



MIIA announces \$2M in dividends, credits

At its annual meeting and luncheon on Jan. 14 in Boston, MIIA announced that its Board of Directors had once again voted to return \$2 million to MIIA members in the form of dividends and participation credits.

The \$2 million total in both 2005 and 2006 is the

largest return to members in MIIA's history.

Of this amount, \$500,000 is in dividends to eligible members of MIIA's Workers' Compensation program. The other \$1.5 million is in the form of participation credits – \$750,000 for members of the Workers' Compensation

program and \$750,000 for members in the Property and Casualty program.

Participation credits acknowledge the continued commitment of members to MIIA programs and recognize the administrative savings to the program from these loyal members. The

participation credits will be used as premium credits to members who remain in the program for fiscal 2007.

Since its inception in 1982, MIIA has returned more than \$25 million to cities and towns through dividends and participation credits.

– John Kelly

MIIA presents loss control and wellness awards

By John Kelly

The reduction of preventable losses and the maintenance of the health of municipal employees are cornerstones of the MIIA program. At its annual meeting on Jan. 14, MIIA recognized several members for their efforts in the areas of loss control and wellness.

Loss control awards, recognizing MIIA members who have achieved the best results promoting safety in the workplace, went to the towns of Andover, Bedford, Essex, Foxborough and Tewksbury.

Recognized for "excellence in wellness" were the towns of Lee (small member group category) and Amesbury (large member group category).

Loss Control awards were presented for the following programs:

Andover

Andover has been a member of MIIA's Workers' Compensation program since 1986. More recently, the town joined MIIA's Property and Casualty program. Andover's participation in the MIIA Rewards program over the last two years has netted the

town \$62,851 in premium credits. Andover has always actively managed its workers' compensation claims, having implemented in-house medical case management before it became popular.

Bedford

A MIIA member since 1986, Bedford has always taken a proactive approach to risk management. The town has participated in the MIIA Rewards program since its inception and has received more than \$63,000 in credits during that time. In fiscal 2005 the town tackled its public officials' exposure by updating and reviewing its discrimination/harassment policy with employees and by attending seminars offered by the Massachusetts Commission Against Discrimination. The Bedford Safety Committee takes an active role in managing safety education during its quarterly meetings.

Essex

Essex, a longtime member of the MIIA program, has done an outstanding job in implementing MIIA Loss Control programs over the years. The town's participa-

tion in the MIIA Rewards program has been noteworthy, particularly given the town's relatively small size. Last year Essex adopted a harassment policy, and the town has an active safety

committee that meets quarterly. The committee reviews and responds promptly to loss control recommendations made by MIIA.

MIIA, continued on 21

MIIA elects new board members

Elections for MIIA's boards were held during MIIA's annual meeting and luncheon on Jan. 14 in Boston.

The MIIA Health Trust Board elected Chelmsford Town Manager Bernie Lynch to serve a three-year term. The Health Trust also re-elected Danvers Town Manager Wayne Marquis and Georgetown Town Administrator Steve Delaney to serve three-year terms on the board.

This year there were three openings on the MIIA Inc. Board – two for three-year terms plus a vacancy for the final year of a three-year term.

Middleton Town Administrator Ira Singer was re-elected for a three-year term, and Medway Selectman Raphaela Rozanski was elected for a three-year term as well. Chesterfield Select Board member David Kielson was elected to complete the remaining year of a three-year term.

Three members were elected to the MIIA Property and Casualty Group Board of Directors, each for two-year terms. Re-elected were Wayne Marquis and Holden Town Manager Brian Bullock. Matthew Castrotta, chair of the Hubbardston Board of Selectmen, was elected as a new member of the board.

– John Kelly

Local officials sought for policy committees

Local Officials interested in the development of positions and policies on local government issues in Massachusetts are invited to fill a limited number of positions available on MMA policy committees for 2006.

Most committees meet monthly or quarterly. Meetings are held during the day, usually at the MMA office. The work of committees varies, but always includes pressing legislative issues.

Those with the interest and time to serve on a policy committee are encouraged to fill out the form below and return it to the MMA (see address below). The form includes space to list areas of interest and expertise so that a good match can be made between committee members and the work of the committee.

MMA POLICY COMMITTEES Volunteer Information

Name _____

Title _____

Municipality _____

Mailing address _____

E-mail _____

Daytime phone _____ Fax _____

Local Government issue(s) you are interested in working on (please rank 1, 2, 3)

- Budget and Finance
- Personnel and Labor
- Transportation and Public Construction
- Land Use and Housing
- Public Works
- Environment
- Federal Relations
- Other (please list) _____

Applicable background _____

If you have any questions, please call Christine Hevelone-Byler at the MMA.

Return form to:
MMA Policy Committees
Massachusetts Municipal Association
One Winthrop Square, Boston, MA 02110
Or fax to: (617) 695-1314

Smoke-free

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dents, but also to administrators, faculty, staff and the public while on school property.

Enforcement

The law requires the owner, operator, manager or other person in charge to ensure that employees and the general public comply with the law. The local health department/board of health can respond to complaints and may conduct periodic inspections. The state law also permits "a municipal government or its agent" to enforce the law.

Escalating fines for violations are \$100, \$200, and \$300. A flat fine of \$100 for a smoker caught violating the law is also provided in the law.

"No Smoking" signs must be posted in locations that are clearly visible to all employees and visitors while in the workplace. Signage for both buildings and vehicles is available at your local

board of health or at www.mass.gov/dph/mtcp.

The state law does not require smokers to stand a specific distance away from a government building, but any smoke that migrates back into the building is considered a violation of the law. About a dozen municipalities have a no-smoking buffer zone around the entrances of municipal buildings, ranging from 10 to 25 feet. Such regulatory language is available to towns or cities that would like to have a buffer zone.

No written policy is required by the state law, but it is possible to draw up policies that restate the law and, if desired, provide additional language unique to a particular community's situation.

The full text of the law and additional information is available at www.mass.gov/dph/mtcp.

For more information, contact D.J. Wilson at the MMA.

Water management conference is April 18

The Executive Office of Environmental Affairs and the Office of Technical Assistance will present the conference "Water Resource Management: Policies and Successful Strategies" on April 18 in Boxborough.

The conference will provide tools and strategies to help industries and municipalities conserve water resources, which are increasingly stressed by growth in the state.

Topics include technologies for improving water efficiency, water reuse, innovative approaches to finding "new" water, addressing peak demand, best management practices for industries, and the regulatory environment.

Additional conference sponsors are the Metropolitan Area Planning Council, the 495/MetroWest Corridor Partnership, and Associated Industries of Massachusetts.

More information will be posted at www.mass.gov/envir/ota. *

Report

continued from page 1

- The state must renew its fiscal partnership with cities and towns, which is now at its lowest ebb in decades.
- Businesses decide to locate, expand and invest based on the level of local services in cities and towns and on the reputation of the quality of life in the community.
- Current local aid is insufficient to ensure the level of vital local services necessary to attract businesses and people to Massachusetts.
- Local property taxes are too high, because local aid is too low, and this is hurting our economy.
- The state needs to invest in all aspects of municipal services, including education, public safety, culture and recreation, and infrastructure in order to attract and retain jobs.
- The state should commit to revenue sharing by dedicating a fixed share of



Barry Bluestone of Northeastern University's Center for Urban and Regional Policy speaks at the MMA's Annual Business Meeting on Jan. 14.

- state tax revenues to local aid.
- The state should allow cities and towns to boost local revenue sources by allowing local-option meals taxes and eliminating state-set telecommunications tax loopholes.
- The state should loosen its imposition of unfunded

MMPA FY06 Benchmark Salary Survey available

The Massachusetts Municipal Personnel Association's Fiscal 2006 Benchmark Titles Salary Survey is now available.

This year's survey has salary information from 260 cities and towns, representing 74 percent of cities and towns. The book includes one survey from a school district and one from a county.

The annual survey collects information about the work hours and maximum and minimum annual pay for various key municipal posi-

tions across the state.

MMPA members receive one free copy of the survey as part of their membership but may purchase additional copies. Nonmembers may buy the book for a nominal price, with a lower price available for those who participated in the survey.

For survey pricing or to order a copy, use the MMA Publications Order Form found regularly in *The Beacon* and on www.mma.org.

Contact: MMA Member Services Assistant Kristi Williams

mandates, and give cities and towns greater local management authority in key areas such as employee benefits and regionalization efforts.

Following the presentation of the report, MMA members unanimously endorsed a campaign to recast the debate over local aid, citing support for local services as critical to the overall future health of the state's economy.

Members adopted a resolution that calls for a bold new state-local partnership to ensure that cities and towns have the right combination of responsibilities and resources to provide residents and businesses with the services they need in order to prosper.

The MMA Resolution on a New Partnership Between Cities and Towns and State

Government, drafted jointly by the MMA's Fiscal Policy Committee and Revenue Sharing Task Force, calls for a balanced and stable portfolio of revenues adequate to fund municipal services and updated management tools needed to administer local government in the new century.

The resolution recognizes the substantial needs of cities and towns emerging from the recession and calls for local aid increases of more than \$1 billion over the next five years. It calls for a fixed share of state tax collections to be distributed annually to local governments.

The resolution and "Revenue Sharing and the Future of the Massachusetts Economy" are available at www.mma.org. *

Forum

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omy," Reilly said.

Both candidates called for reworking the formula used to distribute state aid for education and said they would sit with local leaders to find solutions to the state's affordable housing shortage.

Patrick called for reducing reliance on the property tax as the primary revenue stream for cities and towns. "We need sustainable solutions," he said.

Reilly took issue with the use of Lottery proceeds to balance the state budget in the past few years.

"That diversion never should have happened," he said. "That was your money."

Reilly was elected attorney general in 1998, after serving eight years as Middlesex district attorney. He had previously worked as a prosecutor in the Suffolk district attorney's office and as a civil rights attorney in the attorney general's office.

Patrick served for three years under President Bill Clinton as assistant U.S. attorney general for civil rights. He was a member of the federal Election Reform Commission under presidents Carter and Ford. He has been a corporate attorney for Coca-Cola and Texaco, and was an attorney for the NAACP Legal Defense Fund. *

MMA group and affiliate officers for 2006

Association of Town Finance Committees

President: Paul Joyce, Dedham
First vice president: Robert Hicks, Easton
Second vice president: Cinder McNerney, Swampscott
Treasurer: Elaine Kelly, Northborough
Directors: David Bonner, Barre; Wendell "Sandy" Jacques Jr., Rockport; Kimberly Roy, Halifax; Pat Brusch, Belmont; Isaac Mass, Greenfield
Past presidents: Allan Tosti, Arlington; Paul Tsatsos, Southwick; Charles Fosskett, Arlington

Massachusetts Mayors' Association

President: Edward Lambert Jr., Fall River
First vice president: John Barrett III, North Adams
Second vice president: Thomas Menino, Boston
District 1: Mary Clare Higgins, Northampton
District 2: David Cohen, Newton
District 3: William Scanlon, Beverly
District 4: Michael McGlynn, Medford
District 5: Edward Lambert Jr., Fall River



Lambert

Massachusetts Municipal Councillors' Association

President: Claire Freda, Leominster
Vice President: Denise Provost, Somerville
Secretary/Treasurer: Cynthia Romaniak, West Springfield
District 1: William Zaskey, Chicopee
District 2: Wayne Nickel, Leominster
District 3: vacant
District 4: Paul Leary, Weymouth
District 5: Robert Logan, Waltham



Freda

Massachusetts Municipal Management Association

President: William Keegan, town administrator, Dedham
First vice president: David Cressman, town manager, Tewksbury
Second vice president: Maureen Valente, town manager, Sudbury
Secretary/treasurer: Kate Fitzpatrick, town manager, Needham
District 1: James Malloy, town administrator, Sturbridge
District 2: John Coderre, assistant town administrator, Northborough
District 3: Steven Bucuzzo, assistant town manager, Andover
District 4: Richard Kelliher, town administrator, Brookline
District 5: Edwin Thorne, town administrator, Pembroke
At-large representatives: Stephen Delaney, town administrator, Georgetown; James Johnson, assistant town administrator, Walpole; Sheila Vanderhoef, town administrator, Eastham



Keegan

Massachusetts Selectmen's Association

President: Joseph Montecalvo, Northbridge
First vice president: Jeffrey Hardin, Millis
Second vice president: Gerard Kelleher, Norwood
Secretary: vacant
District 1: David Kielson, Chesterfield
District 2: Faye Morrison, Ayer
District 3: Raphaela Rozanski, Medway
District 4: Donald Howell, Norwich
District 5: Matthew Castriotta, Hubbardston



Montecalvo

Massachusetts Municipal Personnel Association

Chair: Jeffrey Hull, assistant town manager, Wilmington
Vice chair: Joanne Marks, human resources administrator, Bedford
Treasurer: William Friel, town administrator, Canton
Secretary: Candace Hall, human resources director, Andover
Directors:
 Timothy Carroll, executive secretary, Chilmark
 Amy Foley, human resources coordinator, Concord
 Christina Callahan, personnel director, Falmouth
 Elizabeth Dennis, personnel director, Natick
 Deborah Eagan, town administrator, Rowley
 Patricia Flynn, human resources director, Plymouth
 Andrew Gala, town administrator, Foxborough
 Michael Gardner, personnel director, Cambridge
 Vanessa Hale, assistant town administrator, Southborough
 Diane Crimmins Jenkins, personnel director, Belmont
 Caryn Malloy, personnel director, Arlington
 Eleanor McGonagle, human resources director, Norwood
 Jodi Ross, town administrator, Bolton
 Janice Silverman, personnel director, Attleboro



Hull

Small Town Administrators of Massachusetts

Chair: David Nixon, town administrator, Hadley
Vice chair: Diana Schindler, administrative assistant, Colrain
Treasurer: David Dann, town administrator, Shutesbury
Secretary: Nancy Aldrich, town coordinator, New Salem and Wendell



Nixon

Women Elected Municipal Officials

Chair: Claire Freda, councillor, Leominster

Local Officials Human Services Council

President: Robert Martin, human resources administrator, Brockton
Vice president: Sue Baldauf, youth and family services director, Bedford
Secretary: Cynthia Wallquist, human services director, New Bedford
Treasurer: Robert Cammarata, human services director, Taunton

MunEnergy holds advisory group meeting

The Advisory Committee formed by the MMA to provide feedback on electricity issues and the MunEnergy program met on Jan. 13 during the MMA's Annual Meeting.

Constellation NewEnergy, the endorsed energy supplier for the MunEnergy program, provided a presentation to the Advisory Committee on energy efficiency and demonstrated NewEnergy Online, the online energy information tool that is available to MunEnergy customers.

The energy efficiency program helps MunEnergy members stabilize electricity costs through the installation of efficiency technologies. The new efficiency equipment is donated to the municipalities, and reduced con-

sumption as a result of the upgraded equipment guarantees a total fixed annual electricity cost for up to five years.

The West Warwick public school district in Rhode Island has already taken advantage of this energy efficiency program. The district received close to \$200,000 in energy-saving lighting equipment, including light switches activated by motion sensors in nearly 200 classrooms at six schools and two administrative and support staff buildings. Aging hallway light fixtures are being replaced or retrofitted with more efficient lights and ballasts (the part of a fluorescent lamp that limits electric current). In gymnasiums and cafeterias, high-energy lamps have been removed to make

room for brighter, more energy-efficient alternatives. This has improved lighting levels, which can have a positive impact on student concentration and productivity.

The free NewEnergy Online tool helps MunEnergy customers analyze energy usage data and budget electricity costs. Advisory Committee members saw how the easy-to-use system allows them to track consumption, review past and current invoices, and start budgeting for next year's energy costs. The Advisory Committee was also shown the tool's ability to group multiple accounts and view them in aggregate, an important feature for municipalities.

NewEnergy Online requires no software setup.

For more information, visit www.newenergy.com.

The MunEnergy Advisory Committee includes Westwood Town Administrator Michael Jaillet, Dedham Town Administrator William Keegan, Shawsheen Valley Vocational-Technical School Superintendent Charles Lyons, Monson Town Administrator Gretchen Neggers, Hanover Town Administrator Steve Rollins, and Sheffield Town Administrator Robert Weitz. MMA Executive Director Geoff Beckwith is an ex-officio member of the committee.

For more information about the energy efficiency program or to set up a NewEnergy Online log-in, contact MunEnergy Program Manager Erik Everton at (617) 772-7530 or erik.everton@constellation.com. *

Executive director's report

continued from page 2

The Massachusetts Taxpayers Foundation issued a report last November confirming that communities have not recovered from the deep local aid cuts of 2003 and 2004 and currently receive \$700 million less in local aid than in fiscal year 2002, when accounting for inflation.

We project that total local aid in the fiscal 2007 budget submitted by the governor would remain at least \$400 million below fiscal 2002 levels, after adjusting for inflation.

A major economic report issued at the MMA's Annual Meeting on Jan. 14 by Northeastern University shows that increased local aid is essential for the economic success of Massachusetts. The eco-

nomic study, "Revenue Sharing and the Future of the Massachusetts Economy," concludes that increased local aid is essential for Massachusetts to attract businesses and economic development, compete for jobs, retain young workers and families, and relieve the exploding property tax burden in the state. The report calls on the state to commit to a fiscal partnership and revenue sharing with cities and towns. The full report is available on the MMA's Web site (www.mma.org).

Revenue sharing must be a cornerstone of any economic recovery plan for Massachusetts. From the Massachusetts Municipal Association, to economists at the Center for Urban and

Regional Policy at Northeastern, to the Massachusetts Taxpayers Foundation, to John Hamill's Municipal Finance Task Force, to thousands of local officials across the Commonwealth, the calls for a permanent framework for revenue sharing and renewed local aid are echoing throughout the state. And for good reason.

Cities and towns are struggling under the burden of the highest property tax burden of the past 25 years and deep cuts in municipal services. Our economy has lost more employment, young families, and population than any other state. Investing in quality communities is vital to our ability to reverse these losses and build a strong and prosper-

ous economic future for Massachusetts.

This is the beginning of the fiscal 2007 budget process, and the governor's budget is a first step. We look forward to working with the governor and the Legislature to fully uncap the Lottery immediately as a vital priority, as well as working to win new Chapter 70 aid for all communities, both items that will demand a great deal of attention during the budget debate.

And as we work on these priorities, we cannot rest until we achieve a permanent revenue-sharing plan that will renew a deep and lasting fiscal partnership with the state.

Our Commonwealth's economic future depends on this progress. *

Shaheen

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2002, suggested that the impediments that female candidates face grew larger following the terrorist attacks of Sept. 11, 2001.

"While women are viewed as more compassionate and honest, voters don't believe women are as tough as men," Shaheen said. She described this view as "the most difficult stereotype for women candidates to overcome."

Female candidates also must be wary of expectations about their role as parents and how they present themselves.

Shaheen related a story

about interviewing a media consultant early in her first campaign for governor, in 1996. "When I walked into the interview, the consultant took one look at me and said, 'Get rid of that pocketbook. Governors don't carry pocketbooks!'"

"Of course, after I became governor, my state troopers carried my pocketbook," Shaheen added.

Once in office, women continue to be perceived differently from men, said Shaheen, now the director of the Institute of Politics at Harvard University's John F.

Kennedy School of Government. After her election, she said, she was frequently asked what it was like to be New Hampshire's first woman governor. "My standard answer was, 'I don't know, I've never been a man governor.'"

Shaheen suggested a number of differences between the typical leadership styles of men and women. Women, she said, tend to be more task-oriented, have better interpersonal skills, and are more collaborative in their approach to problem solving. This last quality, she said, is consistent

with recent thinking on leadership education, which views "this kind of democratic and participative approach as being superior to an autocratic model."

Shaheen urged women in the audience to consider eventually running for higher offices and to encourage other women to become involved in local politics.

"We've got to keep building that bench so we have the next generation of women elected officials," she said. "We can't afford to wait another whole century to truly achieve full equality." *

Annual Meeting

continued from page 3

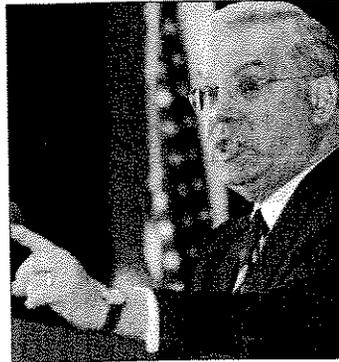
Geoff Beckwith. "Our task now is to harness all of the energy, enthusiasm and excitement to carry us forward as we seek to build a stronger future for the cities and towns of Massachusetts."

The 2006 Annual Meeting featured some new twists, such as a Friday evening performance by Peter, Paul and Mary fame.

Keynote speaker Dan Pink, a business consultant and former speechwriter, gave a wide-ranging talk on the trends that characterize the emerging "conceptual age" economy. And local comedian John Turco capped off the weekend with a performance at the Saturday evening banquet.

This year's Annual Meeting theme was "Investing Locally, Competing Globally: Communities Build Our Economic Future."

The roster of 27 workshops covered such timely topics as the relationship between collective bargaining and health care costs, changes in federal



Boston Mayor Thomas Menino delivers welcoming remarks during the MMA Annual Meeting's opening session.

telecommunications law, eminent domain, and local preparedness for a serious flu outbreak. A MIIA-sponsored workshop on conflict negotiation and mediation skills was among the most well-attended.

The Trade Show, meanwhile, attracted a record total of 220 exhibitors. Sixty of the exhibitors were there for the first time, with public safety-related agencies and businesses helping to account for the strong growth. The Department of

Fire Services brought an incident support unit to the trade show floor, while the Braintree Police Department sponsored a firearms training simulator. MIIA once again sponsored its popular driving simulator.

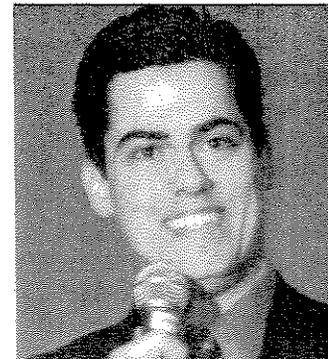
Among the firsts at this year's Trade Show was a blood donor vehicle operated by Children's Hospital; hospital officials expressed gratitude for attendees' willingness to give blood. Also noteworthy were the number of Trade Show visitors who were not management-level city or town personnel, DPW workers, information technology specialists and members of all-volunteer boards such as recycling committees were among those who got a look at the latest products in their fields.

The Trade Show was also the site of the unveiling of the MMA's new Web site (still located at www.mma.org). The redesigned site, powered by new technology, is easier to

use and includes a members-only area. (See related story, page 6.)

The MMA Annual Meeting & Trade Show, the largest annual gathering of municipal officials in the state, also featured the business meetings of the various MMA groups, such as mayors, selectmen, councillors, managers and finance committee members.

Next year's Annual Meeting will be held Jan. 12 and 13 at the Hynes Convention Center and Sheraton Boston Hotel. *



Comedian John Turco performs the Saturday evening banquet.

Boston

Inauguration goes digital

The fourth inaugural of Boston Mayor Thomas Menino marked the first time the event has been recorded and made available for digital download.

The 58-minute ceremony, which took place on Jan. 2 at Faneuil Hall, can be downloaded as an mp3 audio file from the city's Web site (www.cityofboston.gov) or from the iTunes digital music service. A video version is also available online.

The recorded ceremony, the first in Boston to combine the mayor's inauguration along with those of city councillors and School Committee members, opens with an orchestral piece composed by Dennis Lambert of the Commonwealth Brass Quintet and first performed at Menino's previous inauguration four years earlier. The national anthem and an opening prayer by the Rev. Liz Walker, a longtime Boston television anchor, follow.

After taking the oath of office, Menino speaks for 17 minutes, praising the city's rich history, venerable cultural institutions, and leading role in the health care and biotechnology industries. He also announces that China's Hainan Airlines plans to establish the first direct Boston-to-Beijing flight service.

Mitch Weiss, a Menino aide, said it was the mayor himself who came up with the idea of making the inauguration ceremony iPod-compatible.

"He wants to reach out to

the younger citizens, the 20-to-34-year-old group particularly," Weiss said.

Brockton

Way cleared for desalination plant

A construction firm working on behalf of the city of Brockton is ready to move forward on what will be the first major desalination plant in New England.

The plant, on the banks of the Taunton River in Dighton, will treat the river's mix of salt and fresh water by forcing it through ultra-thin filters that capture salt and other particles. The water will be transported via a 16.5 mile pipeline for use in Brockton, where it is expected to supply up to one-fifth of the city's needs. The town of Norton also plans to tap into the pipeline, and other area towns may do so as well.

Brockton, which draws its water from Silver Lake, about a dozen miles to the east, has long been hampered by water shortages. Plans for the desalination plant have been in the works for more than a decade.

In 2002, Brockton signed a 20-year contract with a joint venture involving the Spanish construction firm Inima to build and operate the facility as well as oversee the permitting process. By last June, all state and federal permits had been approved, but environmental groups appealed a water management permit issued by the Department of Environmental Protection.

Concerns about the plant's impact on salinity levels in the lower Taunton River were resolved this past fall, according to Erik Nottleson, an Inima USA pro-

ject manager. A separate objection concerning Brockton's use of Silver Lake, which will continue to serve as the main source of city water, was dropped in late December.

While there was a formal ground-breaking ceremony in the fall, construction is expected to begin in earnest in the late winter or early spring. The work is slated to take 18 months, "though we've known from the beginning, as has Brockton, that that's an aggressive schedule," Nottleson said.

Manchester-by-the-Sea

Sierra Club honors 'smart growth' project

A redevelopment project near a commuter rail station in the town center of Manchester-by-the-Sea has received recognition from the Sierra Club.

The project, at 10 and 12 Summer St., consists of a renovated apartment building, in which 18 of the 21 units are now classified as affordable housing, and 18 new condominium units added above shops and offices in a building that had been solely commercial. Five of the 18 new condominium units are set aside for income-qualified, first-time homebuyers.

The redevelopment of the two buildings received a "Smart Growth Leadership Award" in 2004 from the Romney administration. The project also was among about 20 nationwide to receive a "Doorknocker" award early last year from the U.S. Department of Housing and Urban Development.

Manchester-by-the-Sea is one of 12 U.S. cities and

towns featured in the Sierra Club's report, "Building Better: A Guide to America's Best New Redevelopment Projects."

"This project breathed new life into a corner of the town while addressing some of the affordable housing needs in the community," the Sierra Club report states. "Just as good urban planning is critical to our environment, so is affordable housing. If our workforce cannot afford to live near work, or near public transportation, a whole class of people is essentially pushed into housing further out, creating more traffic and more sprawl."

This monthly column highlights some of the innovative approaches and strategies Massachusetts municipalities are using to deliver services and solve problems. If you know of a Mass Innovation that could be featured in this column, contact Mitch Evich at the MMA (phone: (800) 882-1498; fax: (617) 695-1314; e-mail: mitch_evich@mma.org).

Send us your address changes

In order to assure that our members receive MMA publications, we need to know when you change your address or role in your community. Please send us any changes; include your title, municipality or organization, address, and phone and fax numbers. Send changes to MMA Database Coordinator, One Winthrop Square, Boston, MA 02110 or database@mma.org. Call (800) 882-1498 if you have any questions.

MASS INNOVATIONS

BY MITCH EVICH

Innovation Award winners highlighted

This month's Mass Innovations column showcases the winners of the MMA's annual Kenneth Pickard Innovation Awards.

This year's awards went to a weekly e-mail newsletter that serves as a communications tool for town employees and volunteers, a customer service center that streamlines the process through which residents' questions and complaints are addressed, and a training and education program that combats the threat of rabies.

Judges for the awards, which were presented at the MMA's Annual Meeting on Jan. 14, were former Amesbury Mayor David Hildt and longtime Arlington Selectman Charles Lyons.

The award is named in honor of Kenneth Pickard, the executive secretary of the Massachusetts League of Cities and Towns from 1969 to 1973.

Sudbury

Weekly e-mail keeps staff, volunteers in the know

Mindful of the difficulty of keeping everyone involved in town government feeling like they are part of the same team, Sudbury last summer launched a weekly e-mail in a format that Town Manager Maureen Valente describes as "content-rich, opinion-absent."

The "Town Manager's Email Newsletter," which reaches between 350 and 400 readers, is based on the assumption that "when people are in the know, they feel more empowered, valued, and have more empa-



Sudbury Town Manager Maureen Valente

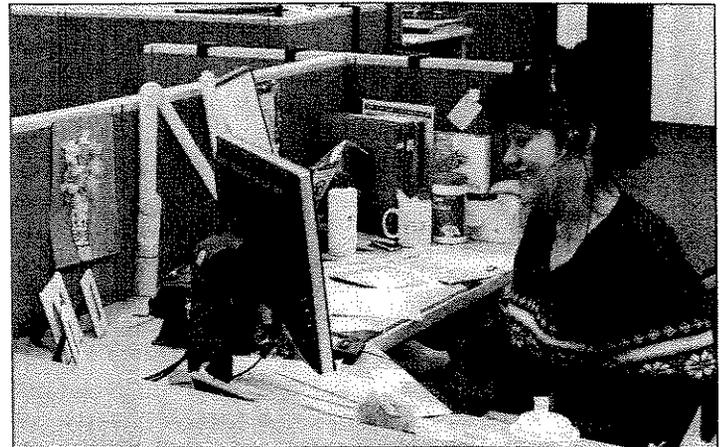
thy for the work and goals of others outside their immediate areas of responsibility," says Valente.

"It was clear to us that if we wanted everyone to stay on the team and keep rowing in the same direction, we needed a better way to communicate with them," she says.

Each issue of the newsletter, which includes color graphics and photos and is the equivalent of two pages when printed, features several short items about employees and volunteers, town projects and services, and community events.

An August edition, for example, included items on the town's upcoming "2nd Annual Volunteer Recognition Event," personnel changes in the police department, the renewal of Sudbury's AAA bond rating from Standard & Poor's, and a notice from the town's director of assessing that her office was adding digital photos of houses to its property records.

Valente says the newsletter is especially appreciated by non-management staff, such as clerical workers or Department of Public Works employees, who have little or no direct contact with the



A customer service representative handles a call at the Worcester Department of Public Works.

town manager's office.

For people who volunteer their time on town boards and take part in Town Meeting, the newsletter can serve as a briefing on where particular projects stand.

"Things take so long to happen in local government," Valente says. "This helps people connect the dots - 'Oh, I voted for that, and here's where it is now.'"

Unlike newspapers, which tend to highlight controversies, the Town Manager Email Newsletter makes a point of emphasizing the positive. But the newsletter has proven useful to local reporters as well, in part because it brings to light human-interest stories.

A recent item in the newsletter about Jan Silva, who retired after three decades as administrative assistant to Sudbury's Board of Selectmen, led to a lengthy feature in the MetroWest Daily News.

Valente says that before the newsletter was launched there was some concern about there being enough material to fill the allotted two pages. But the opposite has been the case - Valente

often receives more material than she can fit in.

"If you don't have enough good stories in your community, that tells you something," she says.

For more information, contact Maureen Valente at (781) 443-8891.

Worcester

DPW service center answers residents' needs

The Worcester Department of Public Works once listed 15 different telephone numbers, with each of its 10 operating divisions responsible for answering its own calls. With no centralized system, residents often got bounced from one division to the next.

That changed in September 2002 with the advent of a customer service center staffed by a manager and five service representatives, including one who speaks Spanish. The center's phone number is publicized through brochures, flyers and newspapers ads as well as on local cable television and the city's Web site.

"We felt that residents shouldn't have to figure out what each division did,"

MASS INNOVATIONS

BY MITCH EVICH

says Donna Derrico-Sands, the DPW's director of accounts.

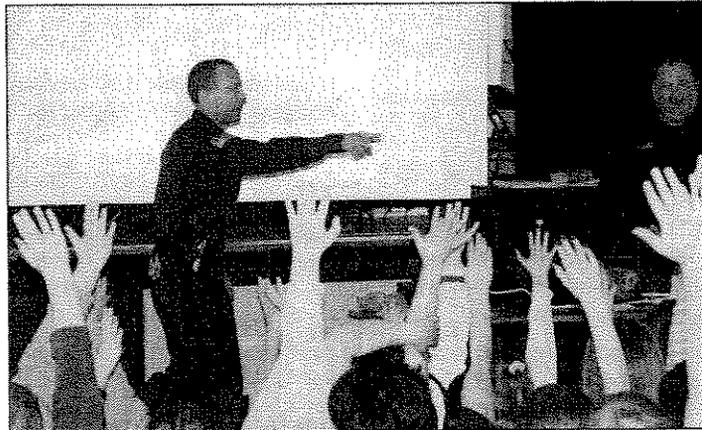
The service center relies on close contact with the operating divisions themselves. Each of the managers meets from time to time with the service representatives to discuss his or her division's role and key issues for the upcoming season. (In the winter, for example, the director of streets discussed such matters as parking bans during snowstorms and who is responsible for shoveling sidewalks.)

On a daily basis, service representatives are notified by e-mail of the work each operating division is doing. The e-mails describe the problems, identify the areas affected, and provide a timeframe for resolution.

When residents' phone calls come in, customer service representatives use a work-order application that prompts them to log the caller's name, address and phone number, as well as a service request from a pull-down menu. The work order is then routed to the appropriate division, which updates the status as work progresses and closes the order once work is completed.

Personnel in each of the divisions are trained to reply to the service requests. Road crews, for example, are instructed in the importance of documenting the work they do so it can be entered into the electronic system.

In some cases, either operating division personnel or service representatives will make follow-up calls to confirm that a problem, such



Sgt. William Bonnetti of Yarmouth's Division of Natural Resources calls on a student during a rabies awareness session.

as disappearing recycling bins, is not recurring. Residents, Derrico-Sands says, "are kind of surprised when we call, but they're usually happy that we're doing it."

The customer service center now also uses an automated phone system, known as Reverse 911, to notify affected residents of urgent matters such as water main breaks and winter parking bans. The system, provided by Sigma Communications, can make more than 700 automated phone calls per hour.

For more information, contact Donna Derrico-Sands at (508) 929-1300.

Yarmouth

Town moved quickly on rabies threat

When the first case of raccoon rabies was discovered in Yarmouth in September 2004, town officials wasted little time in setting up a wide-ranging training and education program for town employees, residents and schoolchildren.

The program, created by a husband-and-wife team — Karl von Hone, director of the Yarmouth Division of Natural Resources, and Amy von Hone, assistant di-

rector of the town's Health Department — was up and running within a matter of months. It has proven of value not just in Yarmouth, but elsewhere on Cape Cod as well, and the von Hones' work has drawn praise from groups and individuals including Sen. Robert O'Leary, the town of Chatham's health agent, the Barnstable County Department of Health and Environment, and the Yarmouth Area Chamber of Commerce.

Yarmouth Town Administrator Robert Lawton lauds the project for, among other reasons, the strong interdepartmental cooperation it required. The project's most immediate goal — training town personnel — involved the natural resources and health departments, as well as police, fire and public works personnel, who often encounter dead animals while on the job.

In addition to instructing town personnel in how to recognize rabies symptoms and typical endemic habitats, the program establishes protocol for avoiding exposure to rabies (such as wearing protective clothing),

for treating exposure, and for responding to public inquiries.

Residents, meanwhile, are instructed on how to prevent exposure among family members and pets, to safeguard their homes and neighborhoods, and to minimize health dangers if they are exposed. And all schoolchildren in grades kindergarten through five are taught about the importance of proper pet care and the need to stay away from stray animals. "Children are always looking to pet stray dogs and cats," Karl von Hone points out.

The individual presentations are in a PowerPoint format that can be customized for each audience. Props such as equipment used for protecting town personnel and capturing animals augment the screen presentation, and written material and handouts are also distributed. Schoolchildren are given age-appropriate worksheets to encourage further discussions in the classroom or at home.

In the project's first several months, nearly 1,200 elementary school students participated in the program, and a large number of adults attended seminars or saw the presentation on the local cable-access channel. More than three-fourths of town personnel were trained in personal protection and response.

"Rabies is still a danger," Lawton said, "but people are more aware of it now — and of what they should and should not do."

For more information, contact Karl von Hone at (508) 760-4800. *

PEOPLE

Somerville Alderman and MMA Board member **Denise Provost** on Jan. 10 won the Democratic primary for an open state representative seat. With no Republican opponent, Provost is virtually assured of winning the February general election. She said she has no immediate plans to step down from her seat on the Board of Aldermen.



Provost

Sandy Pooler is Newton's new chief administrative officer, replacing **Michael**



Pooler

Rourke, who retired at the beginning of the year. Pooler has spent the past seven years working as Newton's chief budget officer, and previously worked for Newton Mayor David Cohen when Cohen was a state representative.

Jill Myers, currently town administrator in Charlton, is due to begin work on Feb. 21 as the

town manager in Uxbridge. Myers has worked in Charlton since 2002.

Mark Purple, who has been serving as interim town manager in Framingham, begins work in Ashland on Feb. 21 in the newly created position of assistant town manager and finance director. Purple was assistant town manager in Framingham prior to the departure of Town Manager **George King** in early December.

The Cambridge City Council last month chose councillor **Kenneth Reeves** as the city's mayor. Reeves, a 16-year veteran of the city council, served two earlier terms as mayor in the 1990s. He replaces **Michael A. Sullivan**, who remains on the city council.

Larry Cole won a special election on Jan. 18 for a seat on the Harwich Board of Selectmen. He fills the seat held by **Robert Peterson**, who died in September.

Georgetown Town Administrator **Steve Delaney** is the co-author of a chapter in the new International City/County Management

Association handbook for acting managers. ICMA members can download the publication at www.icma.org.

David Costa joins the MMA on Feb. 13 as conference and meeting coordinator.



Costa

Costa, who attended last month's Annual Meeting as an observer, is leaving a position as education coordinator for the Home and Health Care Association of Massachusetts.

Maurice "Bud" O'Connell, 70, a longtime member of the Arlington Board of Assessors, died on Dec. 30. O'Connell served on the board from 1980 to 2001.

John "Jack" Emerson, 64, known as a passionate advocate for extending sewer lines across Chelmsford, died on Dec. 29. Emerson, chair of Chelmsford's sewer commission, on which he served for 25 years, also was a chair of the Board of Selectmen and the former assistant director to the Board of Health. Emerson's advocacy, ac-

cording to the Lowell Sun, helped persuade voters three times to approve Proposition 2 1/2 overrides in support of sewer extension.

Frank Mazzilli, 86, a Carver selectman for almost all of a 45-year period ending in 2001, died on Dec. 17. Mazzilli, first elected in 1956, lost elections in 1974 and 1991, but in each case regained a seat on the board the following year. He was well-known for his promotion of the new Route 44, and a bridge that is now part of the highway in Carver bears Mazzilli's name. Just days before his death, Mazzilli was a passenger in the first car - a 1954 Chevrolet - to travel on the newly completed route.

This monthly column highlights transitions, accomplishments and awards, and life events of municipal officials. If you have any information that could be included in People, contact Mitch Evich at the MMA (phone: (800) 882-1498; fax: (617) 695-1314; e-mail: mitch_evich@mma.org).

Mailing labels available

The MMA sells mailing labels to members and nonmembers for one-time use. Labels are self-adhesive and can be categorized by name, professional title, community or zip code. For more information, call MMA Database Coordinator Michael Pingpank at (617) 426-7272. *

NLC to hold conference in March

MMA members are invited to the National League of Cities' annual Congressional City Conference, to be held in Washington, D.C., March 11-15.

Members of Congress are likely to be in the capitol during two days of the five-day conference, which will give attendees an opportunity to meet with their sena-

tors or representatives to discuss issues such as education, telecommunications, and federal preemption of local control.

Assuming there is sufficient interest, the NLC staff will provide legislative briefings to the Massachusetts delegation of local officials.

For more information on the conference, to be held at

the Hilton Washington Hotel and Towers, visit www.nlc.org and click on "Conferences & Events."

Those who plan to attend are asked to contact the MMA's federal policy coordinator, Marc Hymovitz, at mhymovitz@mma.org or (617) 426-7272. He will be coordinating congressional lobbying efforts. *

MUNICIPAL BULLETIN BOARD

SEEKING INFORMATION

DEMOLITION DELAY BYLAWS

The town of Truro seeks copies of demolition delay bylaws from Massachusetts towns. Please send to Town Administrator Pamela Nolan at townadm@truro-ma.gov or

Town Hall, 24 Town Hall Road, Truro, MA 02666. (1/06)

HISTORIC REVIEW BYLAWS -

The town of Truro seeks copies of historic review bylaws from Massachusetts towns. Please send to Town Administrator Pamela Nolan at townadm@truro-ma.gov or Town Hall, 24 Town Hall Road, Truro, MA 02666. (1/06)

INTERNET USE POLICIES -

The town of Rockport seeks information from communities that have developed e-mail and Internet use policies. Please send copies and/or information to Michael Racicot at mracicot@town.rockport.ma.us or Town of Rockport, 34 Broadway, Rockport, MA 01966. (1/06)

Note to our readers - This will be the last edition of Municipal Bulletin Board published in

The Beacon. In order to provide more timely responses for members, the bulletin board is available online at www.mma.org, in the members-only area under Member Exchange. MMA members may use this service and post messages free of charge. For more information, please visit mma.org and click on "Members."

MIIA

continued from page 12

Foxborough

Foxborough rejoined the MIIA program on July 1, 2003. In the past two years the town has received \$66,000 in MIIA Rewards credit. Managers and employees from all departments attended 15 MIIA seminars during the year. Foxborough's safety committee meets quarterly. The town has adopted a number of MIIA programs. All police officers and a large number of firefighters have been

trained using the MIIA Driver Training Simulator.

Tewksbury

Tewksbury, a participant in MIIA Rewards since the program's inception, has earned more than \$89,000 in credits over the last three years. In fiscal 2005, employees attended a number of seminars for both municipal and school personnel. The town and the school department implemented the Freeze-up and Roof Inspection programs and elements

of the Facilities Self-Inspection program.

Wellness Awards

Wellness Awards were presented to the following communities:

Lee

The town of Lee's wellness program had an outstanding year. Town officials have consistently encouraged attendance at wellness programs and occasionally have offered targeted workshops on subjects such as stress management during the

workday. This sends a clear message to employees that they are valued and in turn makes for a more productive workplace.

Amesbury

Amesbury has been active in MIIA's Well Aware program for many years. Amesbury's commitment to wellness emanates from all levels, a key factor in the high participation rates in wellness programs.

John Kelly (ext. 252) is MIIA's operations manager.

President

continued from page 3

the Massachusetts Economy." The report, authored by economists at Northeastern University's Center for Urban and Regional Policy and sponsored by the MMA, asserts that major increases in local aid are essential not just for cities and towns but for the long-term economic health of the commonwealth.

The MMA must work to "reform the partnership with the state," Higgins said. "That means changing the relationship from one of inequality to one of equality."

Kielson is serving his sixth three-year term on the

Chesterfield Select Board, and has been a member of the MMA Board of Directors for 12 years. For the past eight years he has been chair of the MMA's Fiscal Policy Committee. In 2001 he was president of the Massachusetts Selectmen's Association.

Prior to moving to Massachusetts in 1983, Kielson was managing partner of a public accounting firm in the New York metropolitan area. He currently works as town accountant for three small communities in western Massachusetts.

"The MMA is very fortunate to have these remarkable leaders step forward at this critical time for local government," said MMA Executive Director Geoff Beck-

with. "I know that the MMA will be more effective than ever, thanks to their work and the contributions of countless local officials throughout the state." *

Send personnel changes to the MMA

Retirements, elections, resignations and hirings bring about frequent changes in a community's personnel. Keep the MMA up-to-date with your community's personnel changes by sending an e-mail to database@mma.org. Please include the person's name, title, and start date. If you have any questions, contact MMA Database Coordinator Michael Pingpank. *

CLASSIFIED ADVERTISEMENTS

EMPLOYMENT OPPORTUNITIES

Community Development Director

Town of Middleborough

The town of Middleborough is seeking a grant-funded Community Development Director who would report to the Town Manager and Board of Selectmen. The director is responsible for maintenance and execution of the municipality's active Community Development Block Grant programs. The director works within a framework of grant conditions, regulations, and procedures placed upon community development activities by U.S. Department of Housing and Urban Development and Mass. CDBG programs. Qualification requirements would be a BA in community planning or a minimum of five years of progressively responsible experience in community development, including affordable housing, or any equivalent combination of education and experience. Strong written and oral communication and interpersonal skills are essential. For more information, contact: annventura@verizon.net. Salary range: \$50,000-\$58,000 with excellent benefits, self-funded through the award of CDBG grants. Send resume and letter of interest by Feb. 28 to Town Manager/CD Director, 10 Nickerson Ave., Middleborough, MA 02346. AA/EOE

Fire Chief

Town of Plainville

The town of Plainville, a small Southeastern Massachusetts community located on the northeastern border of Rhode Island, with a population of 8,000, seeks an energetic, citizen-oriented, full-time (career) Fire Chief with a solid background in team building, staff development, and budget management. Appointed by a three-member elected Board of Selectmen and reporting to the Town Administrator, the selected candidate will replace only the third Fire Chief in 50 years who himself is retiring in July. The department's operating budget is \$1,127,385 which funds a staff of four Lieutenants and 12 Firefighters providing both fire and ALS services. The position also plays a vital role in performing

field inspections and the review of plans for compliance with codes and regulations. The ideal candidate should possess a proven record of establishing and reaching goals, seasoned leadership experience in a collaborative work environment, the ability to analyze the strengths and weaknesses of the department, a positive labor relations background, strong budgeting skills, and a passion for public service. The candidate must be self-reliant, have the capacity to build trust and motivate staff including outstanding interpersonal and communications skills, honesty, patience, flexibility and the ability to develop and maintain lasting relationships with internal and external constituencies. Although not absolute requirements, the preferred candidate will be a registered EMT, possess a bachelor's or advanced degree in fire science or public administration, have 10 years of progressively responsible full-time fire experience, at least five years of which shall be in a command capacity (fire officer certification preferred). A record of professional development and training is important. Salary range has been established at \$65,000-\$80,000. Applications are requested by March 15 but will remain open until the position is filled. Please submit resume and cover letter to Joseph E. Fernandes, Town Administrator, Town of Plainville, PO Box 1717, Plainville, MA 02762.

Town Accountant

Town of Palmer

The town of Palmer is seeking qualified applicants for full-time Town Accountant. Responsibilities include financial monitoring of the budget, maintaining comprehensive financial records and generating required periodic reports and other accounting activities within the Finance Department of the town. Position requires extensive knowledge of municipal government and Mass. General Laws relative to finance and accounting. Experience with MUNIS, UMAS and GASSB is required as well as bachelor's degree in accounting, business administration or related field and four years' accounting experience in municipal finance. Salary range is \$40,000-\$48,000. Full job description is available at the Town Manager's Office, 4417 Main St., Palmer, MA 01069. Applications accept-

Classified advertising rates and information

The Beacon accepts classified ads from units of government, public agencies, and individuals.

Classified advertising categories are: Employment Opportunities, Requests for Proposals, Situations Wanted, Services, and Items for Sale.

Only one job opening, request for proposals, or item for sale can be listed per ad. The MMA cannot assume responsibility for information or claims made in any advertisement.

Employment advertising rates

Employment classified ad rates include publication in The Beacon and on the MMA's Web site (www.mma.org), though a discount is available for those who request placement of an ad only in The Beacon or on the Web.

Member rates: \$35 for first 100 words; \$45 for each additional block of up to 50 words (Rate for one format only (print or Web); \$70 for first 100 words, \$35 for each additional block of up to 50 words)

Nonmember rates: \$145 for first 100 words; \$70 for each additional block of up to 50 words (Rate for one format only (print or Web); \$105 for first 100 words, \$55 for each additional block of up to 50 words)

Other classified advertising rates (no Web placement)

Member rates: \$70 for first 100 words; \$35 for each additional block of up to 50 words
Nonmember rates: \$105 for first 100 words; \$55 for each additional block of up to 50 words

Web ad guarantee

The MMA will publish employment ads sent electronically -- by e-mail or via our online form -- on its Web site within two business days of when they are received. Ads sent by mail or fax will be posted within three business days of when they are received. For more information about Web advertising, see www.mma.org/jobs.

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 printed in mid-July.

The following is the upcoming schedule:

March Beacon

Ad deadline: February 15
Publication date: March 1

April Beacon

Ad deadline: March 20
Publication date: March 31

May Beacon

Ad deadline: April 20
Publication date: May 1

Placing an ad

If possible, ads should be e-mailed, preferably with the text placed in the body of the e-mail message, to beacon_ads@mma.org. Otherwise, they may be faxed to (617) 695-1314 or mailed to the MMA.

For more information, call Jason Imbesi at the MMA at (617) 426-7272.

Missed the Beacon deadline for an employment ad?

You can still get the word out -- right away.

See www.mma.org/jobs for details.

ed until position is filled. Palmer is an AA/EOE.

Executive Director, Women's Commission

City of Cambridge

Seeking Executive Director experienced in women's issues to provide leadership in policy and advocacy, strategy, planning and implementation of activities relating to the status of women in Cambridge. Coordinates and collaborates on task forces, coalitions, programs and events. Responsible for day-to-day oversight of commission budget and staff. BA with five-seven years' related experience, especially project management, communication, and financial management. Salary: \$57,000-\$64,370 plus excellent benefits. (Job code: M028-MMA). Closing date: 5 p.m. on Feb. 16. For detailed information on how to apply for this position and others, please visit our Web site www.cambridgema.gov and click on "Jobs." We are an AA/EOE.

Board of Health Inspector City of Woburn

The city of Woburn, EOE, (pop. 38,000, budget \$98 million), seeks qualified candidates for the position of Board of Health Inspector. Performs public health inspections, ensures compliance with state and city sanitation and environmental codes, regulations, ordinances. Prepares technical reports. Knows and utilizes public health principles, practices, procedures, techniques. Communicates effectively, enforcing codes, regulations, ordinances. Qualifications include BS in public health or equivalent, registered sanitation license, minimum of three years' related experience, able to obtain Certified Pool Inspector's License and Food Service Certification. Advanced knowledge in Microsoft Office, valid driver's license, ability to make inspections in tight/difficult spaces. Annual salary: \$44,284.98, municipal benefits.

CLASSIFIED ADVERTISEMENTS

37.5 hrs/wk. Please submit letters and resumes by Feb. 10 to Jan Cox, Director of Human Resources, 10 Common St., Woburn, MA 01801 or via fax at (781) 937-8212. No e-mail applications or telephone calls please.

Town Treasurer

Town of Tyngsborough

The town of Tyngsborough, Mass., (pop. 11,800) seeks a Town Treasurer for 30 hrs/wk. Salary range: \$44,000-\$54,000. Duties include: investing, borrowing, cash flow projections, payroll operation, insurance administration, pension oversight, custodian of trust funds, supervision of office and personnel; duties specified under Mass. General Laws. Qualifications preferred include a bachelor's degree in accounting, business administration, public administration, or related field; three years' experience as a municipal treasurer or assistant treasurer; possession or ability to obtain CMMT Certification (Certified Massachusetts Municipal Treasurer) within one year; designation as a CPA (Certified Public Accountant) desired but not required. Send cover letter and resume by Feb. 15 to Town Administrator Rosemary Cashman, 25 Bryants Lane, Tyngsborough, MA 01879. EOE

Public Health Director

Town of Tewksbury

The town of Tewksbury is seeking a strongly motivated and innovative self-starter with proven leadership skills for the Director, Public Health to work in a cooperative professional environment addressing and managing the full spectrum of public health issues. The successful applicant should possess a bachelor's degree in public health, environmental health, biology or other science field and three years' experience as a health agent or an equivalent combination of education and experience. A registered sanitarian with Health Officer Certification is preferred. The position is responsible, which is part of the Community Development Group, for department-level management of the Health Department including the enforcement of all Board of Health regulations, federal and state laws pertaining to public and environmental health; acting as a liaison between local, state and federal officials relative to public health programs;

preparing and issuing reports; maintaining files; and preparing and managing departmental budgets. Salary range: \$61,716-\$75,013. Send resumes to William Rose, Administrative Services, 1009 Main St., Tewksbury, MA 01876 on or before close of business Feb. 22.

Assistant Town Manager

Town of Windsor, Conn.

Pop. 28,000. The town of Windsor, Conn., a dynamic suburban community with a growing corporate sector and strong emphasis on professional management and customer service, is seeking qualified enthusiastic applicants for the position of Assistant Town Manager. The Assistant Town Manager is part of the town's leadership team and has supervisory responsibility for operating departments. Also performs administrative work in analyzing, recommending and implementing policy concerning budget, management and service delivery; performs special research and supervises projects as assigned. Ideal candidate has strong interpersonal, communication, leadership, supervisory and financial management skills. Starting salary range: up to \$90,000, DOQ. An excellent benefits package including town contribution to deferred compensation plan. Requires a bachelor's degree in public administration/related field, master's degree in public administration highly preferred, and at least three-five years' broad, increasingly responsible local government experience. Windsor has a rich history and is the first established town in Connecticut. Located adjacent to the state's capitol city, Windsor is conveniently located to a range of performing art theatres, museums, professional sports, major hospitals and distinguished universities. In addition, Windsor is an equal distance from New York and Boston and just a short drive from the nearby ocean and mountains. Please send resume and cover letter with salary requirements to Human Resources Department, Town Hall, 275 Broad St., Windsor, CT 06095. Deadline for application is Feb. 17. AA/EOE

Utilities Manager

MassDevelopment

Individual will be responsible for the overall fiscal and operational management of existing and fu-

ture utilities of MassDevelopment. This position ensures the supply of major utilities including electric, natural gas, water, and wastewater by securing supply agreements, managing operations and maintenance contractors, developing long-range plans and models, setting competitive rates, adhering to regulatory requirements and managing utility-related construction projects. Qualified candidates will have a bachelor's degree in engineering or related field. Master's degree in business administration or planning and MA Professional Engineer (PE) are desirable. 10-plus years of related engineering and management experience with major utility systems required. Must have strong financial and analytical background with demonstrated written and oral presentation skills. This position is located in our Devens office. Submit resume and salary requirements to MassDevelopment, HR, 160 Federal St., 7th Floor, Boston, MA 02110; fax: (617) 451-3429 or e-mail: jobs@massdevelopment.com. www.massdevelopment.com. We are an EOE.

Town Administrator

Town of Webster

The town of Webster, located in south/central Massachusetts (pop. 16,800), is seeking qualified applicants for the position of Town Administrator, which by town charter is the chief administrative officer directly responsible to the five-member Board of Selectmen. The Town Administrator is responsible for the implementation of a \$33 million budget (including schools) with 188 full-time employees. Responsibilities are chief procurement officer, appointing and removing individuals as warranted, administer personnel policies and practices including provisions for annual employee performance reviews, administer and negotiate personnel bylaw and collective bargaining agreements, attend meetings, ensure that full and complete records of financial and administrative activities of the town are kept, have full jurisdiction over the rental and use of all town facilities and property (excluding school and conservation), prepare and present an annual operating budget and a capital outlay program for five fiscal years, main-

tain a full and complete inventory of town property, and to execute all provisions of general laws of the charter and bylaws. The applicant must have a minimum of a bachelor's degree in public administration or a related field, MPA preferred, and five years' municipal experience is required. Salary commensurate depending on qualifications and experience. Residency is required within one year. Send resume and salary requirements no later than Feb. 28 to TA Search Committee, c/o Town Clerk, Town of Webster, 350 Main St., Webster, MA 01570 or by e-mail to: tasearch@webster-ma.gov.

City Engineer

City of Taunton

The city of Taunton (pop. 56,000) seeks qualified candidates for the position of City Engineer. A candidate with background in municipal engineering and knowledge of engineering principals, practices and public interaction experience is preferred. PE registration and supervisory experience is required. Salary to \$71,052.55 plus other benefits. Send resumes to Human Resources Department, Taunton City Hall, 15 Summer St., Taunton, MA 02780. E-mail: hrdir@trnp.net. EOE

Assessor

Town of Oxford

The town of Oxford (pop. 12,874), with approximately 5,724 total parcels, seeks experienced Assessor. Salary range is \$44,752.50-\$61,288.50 for a 37.5-hour week. The qualified candidate must have a bachelor's degree or equivalent combination of education and experience; minimum of three-five years' experience as an Assessor or Assistant Assessor; three years' experience in computer-assisted Mass Appraisal; thorough knowledge of municipal law relating to the assessment of property and the levying of taxes and must possess state certificates of MAA within two years of appointment. Knowledge of real estate, maps/zoning, mathematics and Govern software packages a plus. Send resume and cover letter on or before Feb. 17 to the Office of the Town Manager, 325 Main St., Oxford, MA 01540. Phone: (508) 987-6030. AA/EOE

EMPLOYMENT, continued on 24

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Public Works Commissioner City of Boston

The city of Boston seeks a Commissioner of Public Works to build on the department's strong tradition of public service and position it as one of the most effective and innovative municipal public works departments in the country. Will work closely with the Mayor on an ambitious agenda, including adopting new technologies (including wireless, GPS, and GIS) to improve quality and efficiency of service; using performance management tools and integrating those tools with the Mayor's new call center; developing innovative solutions for keeping streets and sidewalks well maintained; contributing to the design and implementation of streetscapes, pedestrian pathways and bike paths; contributing to cross-cabinet initiatives that focus on reducing neighborhood violence and enhancing public safety, minimizing energy use, and improving asset utilization; completing integration of former transportation programs, including traffic signals and pavement markings; and strengthening labor relations and increasing diversity. The Commissioner oversees an annual operating budget of approximately \$80 million and an annual capital budget of approximately \$20-\$30 million. Oversees the hiring, training, and supervision of approximately 450 municipal employees in the following programs: Facility Maintenance, Engineering, Highway Maintenance, Street Cleaning, Bridge Operations/Maintenance, Street Lights and Signals, Sanitation, Recycling, Snow Removal and Administration. Acts as Chairperson of the Public Improvement Commission. Also manages relationships with neighborhood groups, businesses, and outside consultants, vendors and contractors. Boston residency will be required. Preferred candidates will have a 10-year track record of increased management responsibilities and demonstrated leadership as a change agent. Must possess good communication skills; experience with financial management, oversight, and accountability; and show evidence of results in operations performance improvement, successful technology implementation, and

building a flexible and diverse workforce. Direct resumes to Ms. Pat Canavan, Mayor's Office, Boston City Hall, Boston, MA 02201 or e-mail to: pat.canavan@cityofboston.gov.

Building Inspector

Town of Rockland
The town of Rockland is accepting applications for a full-time local Building Inspector. Responsible for conducting inspections on residential and commercial construction; responding to inquiries and complaints; administer, interpret and enforce building codes and zoning by-laws; issue certificates of inspection; stop work orders or take court action as necessary and represent the town in court cases related to building and zoning; strong communications skills and ability to deal with the public. Applicants must have five years' experience in supervision of building construction/design and an associate's degree is a plus. Certification as a Local Building Inspector with a minimum of two years' experience required; certification as Inspector of Buildings/Building Commissioner within 18 months of appointment. Salary DOQ. Applicants please forward a resume to ta@rockland-ma.gov or to Town of Rockland, Board of Selectmen, 242 Union St., Rockland, MA 02370 by Feb. 24.

Housing Development Specialist

City of Medford
The city of Medford is seeking qualified applicants for the position of Housing Development Specialist. The successful candidate shall possess a master's degree in planning or a related field with five years' experience in affordable housing or minimally will have a bachelor's degree in a related field and ten years' professional work experience. The primary responsibility of the position is to increase the supply of affordable housing. Duties will include developing and implementing an Inclusionary Housing Zoning Ordinance; working with residential developers on affordable housing requirements; assisting first time homebuyers and coordination of planning, programs and projects funded through HUD. The candidate will work under the direction of the Director of Community Development and Mayor. The position requires

strong communication skills, an ability to coordinate multiple responsibilities and problem solving. Coordination with elected officials, boards and commissions, citizens and developers are necessary. Attendance at evening meetings is required. The position is non-civil service and funded by a federal grant. Salary range is \$48,215-\$54,176. Copies of the full job description are available by calling (781) 393-2406. Please submit an original and four copies of a cover letter and resume to Richard Lee, Director of Personnel, Room 204, 85 George P. Hassett Dr., Medford, MA 02155 no later than Feb. 22.
AA/504/EOE

SERVICES

Accreditation Consulting Services

At JR Lundborn Professional Associates LLC, we offer professional certification, accreditation and related consulting services to police departments who want to the professional status achieve state certification and accreditation. We offer the following mission critical services by assessing your agency's current level of compliance and developing a plan of action to achieve full compliance. We prepare your agency for your on-site assessment, and verify and present to the Massachusetts Police Accreditation Commission any conditions supporting any waivers of compliance with applicable mandatory standards. We will provide advice to remedy any problems or conflicts between your rules or policies and any standards. We will assist in the identification and recommendation of new programs and equipment and the development of systems or procedures required to meet applicable standards. We will guide your accreditation manager through the entire process from self-assessment, to the mock, to initial certification and accreditation or re-accreditation. We can help determine the optional standards that the agency chooses not to meet, and work to help you exceed the minimum optional standards. We can assist your agency by reviewing your current, revised, and newly writ-

ten directives and others proofs of compliance maintained in the standards files to determine if they meet compliance requirements. As you expect, we keep abreast of all aspects of the accreditation process, including proposed changes or amendments to standards, and assessing the impact of changes on your current policies and procedures. Such a major change was made this year by introducing the fifth edition. We will provide systems to show you how to set up and maintain your accreditation files so that you are ready for your re-accreditation. Contact John Lundborn toll free at (877) 250-9168.

Interim Management Services

Interim Management Services provides experienced and qualified personnel on a temporary basis for the following positions: town manager/administrator, treasurer/collector, assessor, accountant, public works managers and other municipal positions. All associates have experience in Massachusetts and are prepared to begin work on short notice. For further details, call Interim Management Services, Edgar Gadbois or Ed McCann at (781) 545-6214.

Consulting Services

The nation's leading consulting firm offers effective, affordable and defensible assessment solutions with a new and expanded line of products and services for selecting entry-level through upper command rank personnel. Our commitment to client performance and success will help improve and maximize your overall hiring and promotional process. Fire and police employment testing with results you can trust. For more information, please contact I/O Solutions, Inc., Public Safety Selection Specialists, Kate Kinsella, Sales/Marketing Manager, ktk@iosolutions.org, www.iosolutions.org, Phone: (888) 784-1290, fax: (708) 410-1558.

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 and classification, performance appraisal and merit systems, job evaluations, salary and benefits surveys, job descriptions, per-

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sonnel policies and handbooks, staffing and organizational management studies, personnel by-laws/ordinances, recruitment and selection, HR audits and assessments, HR training services, and special projects. Please contact Sandy Stapczynski, President, Human Resources Services, Inc., 9 Bartlet St., Suite 186, Andover, MA 01810; phone: (978) 474-0200; fax: (978) 475-7925; e-mail:

hrsconsulting@comcast.net.
SOMWBA-certified woman-owned business enterprise (WBE).

Alternate Dispute Resolution

Grievance and interest arbitration, fact-finding, mediation, internal investigations and hearings officer. Everett J. Marder, Esq. - licensed to practice law in Mass., N.H., Vt.; 20 years' experience in labor law; retired Colonel US Army Military Police; former school board chair and school administrator; certified by American Arbitration Association, Mass. Board of Conciliation and Arbitration, and NHPELRB. Phone: (603) 359-7544; emarder@interdial.net.

Municipal Accounting, Treasury and Payroll Software

City & Town Municipal Accounting, Treasury and Payroll software is the most comprehensive Windows-based program available to cities and towns today. This software is a complete package capable of organizing your municipality's books and records in one easy program. It features extensive budgeting, reporting, payroll, check writing, bank statement reconciliation, treasurer cash management, vendor and payroll warrant processing and many other accounting features. City & Town starts at \$12,000 (all modules, complete systems) installed and operating, up to four users. For more information or to arrange for a demonstration, call Scott M. Sawyer, CPA, at (413) 774-6811 or e-mail: smsacct@msn.com.

Management Consulting Services

The Matrix Consulting Group is a management consulting firm that provides detailed analysis of public sector agencies in New England. The firm's services include management, staffing, organizational and operations studies of every local government function, as well as feasibility studies, classification and pay-

fleet management and facilities needs. Our staff expertise encompasses police, fire, public works, utilities, planning and building, recreation, finance and administrative functions. For more information, please contact Susannah Leigh, Manager, at (781) 839-7393. We are located at 1050 Winter St., Suite 1000, Waltham, MA 02451. AA/EOE

Municipal PC and PDA Software

GeoTMS (Geographic Total Municipal Solution) from DesLauriers Municipal Solutions, Inc. introduces PDA field software. Record building permit and building code inspections, fire code and health code inspections at the job site using a Pocket PC. Issue and print violations on the spot. Conduct inspections at any address, anywhere and anytime. Check permit status in the field. GeoTMS is a modular award-winning software package serving building, fire, health, conservation, zoning board, planning, and licensing departments. For a free demonstration and more information, call (888) 443-6867 or visit: www.GeoTMS.com.

Legal Counsel Services

Experienced legal counsel available to assist municipalities and City Solicitors/Town Counsel in the defense of civil rights, discrimination and general liability claims, as well as representation in the specialized areas of eminent domain, public construction, local taxation and tax collection/Land Court foreclosure practice. Our extensive practice before administrative agencies, including the MCAD, ATB and DEP and at all levels of state and federal courts combined with years of experience representing municipalities and municipal officials in a broad range of legal matters enable us to provide highly skilled, yet cost effective, legal services. Call Douglas Louison or Patrick Costello at Merrick, Louison & Costello (617) 439-0305 when specialized counsel services are required. Address: 67 Battery March St., Boston, MA 02110; e-mail: dlouison@merricklc.com or pcostello@merricklc.com.

Financial and Administrative Consulting

Financial Advisory Associates Inc. (FAA) is a financial and administrative consulting practice serving municipalities, school

districts, retirement boards and other governmental clients. We cover all aspects of municipal finance. We provide long-term and interim financial management positions, strategic planning, training, financial executive searches and long-range budgeting and capital planning. Municipalities and districts providing water and sewage systems utilize our rate study services. Retirement systems rely on us during staffing shortages, for training, for systems redesign and rehabilitation and for other special projects. School districts have come to depend on us for enrollment and demographic studies and capital planning. FAA has extensive experience assisting communities involved with regional school district decision-making. For further information, visit our Web site at: www.faa-inc.com or contact Michael Daley, President, Financial Advisory Associates Inc., 258 Main St., Buzzards Bay, MA 02532; (508) 759-0700; e-mail: mdaley@faa-inc.com.

GIS Mapping Services

Chas. H. Sells, Inc. of Charlton, Mass. has provided aerial photography, GPS land survey, digital orthophotography and/or digital mapping for GIS and tax mapping programs to over 35 New England municipalities. The largest mapping firm in the region, we specialize in large scale (1"= 40' and 1"= 100') planimetric and topographic mapping, and digital orthos. Looking at GIS and the desire to have accurate mapping information? Please call us to discuss your project. We will also assist you with plans for developing municipal wide GIS implementations, including budgets. In addition, SELLS also provides quality mapping to support the planning and design of roads, bridges, water/sewer/CSO, brownfields development, bike/pedestrian paths, parks, etc. We can expand on an existing GIS base mapping with custom needs assessments for interested departments. Stock photography is now available for your mapping needs - 500-plus sq. mi. here in Massachusetts. Please call Mike Doyle at (508) 248-1970 or e-mail at: mdoyle@chashesells.com. Web: www.chashesells.com.

Legal Services

Deutsch Williams Brooks DeRensis & Holland, P.C. is available to provide legal 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, civil rights and school committee matters. Contact Elizabeth Valerio or Peter Berry for labor matters, employment matters and school law issues or Paul DeRensis for other public law issues at (617) 951-2300.

Town Counsel Services

Miyares and Harrington LLP is dedicated to practicing law in the public interest and concentrates its practice in local government, land use, environmental and related areas of law. We provide a full range of municipal legal services, including consultation, advice, negotiation and litigation services in all courts of the commonwealth, as well as federal courts, and in adjudicatory proceedings before administrative agencies such as the Department of Environmental Protection, the Housing Appeals Committee, the Appellate Tax Board, the Energy Facility Siting Board, and the Division of Administrative Law Appeals. We devote a substantial portion of our attention to preventative maintenance and believe that proper legal advice helps to prevent problems before they arise. We are available to our municipal clients at all times, day and night, seven days a week, to answer questions that require immediate attention. We place great importance on giving personal, direct and responsive legal counsel to the municipalities that we serve. We offer small-firm rates, years of municipal law experience, the personal service of the firm's partners, diligent attention to our clients' interests, and consistently good humor. For an initial consultation, contact J. Raymond Miyares or Thomas Harrington at (617) 923-0880.

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), human resources (classification, compensation, recruitment, assessment centers, oral panels, policies and practices), public works (management and rate studies), orga-

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nizational design, interlocal cooperation, financial management, and special projects. For information, contact Mark Morse, President, MMA Consulting Group Inc., 41 West St., Boston, MA 02111; (617) 426-8049; mmacg@aol.com.

Town Counsel Services

Kopelman and Paige is a municipal law firm. With offices in Boston, Worcester, Northampton and Pittsfield, we serve as town counsel to more than 120 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 municipal trial matters. We have specialists in all areas of municipal law and maintain an environmental-land-use law department that is on the cutting edge of planning, zoning and conservation. Kopelman and Paige 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 of experience keeps our cost per opinion to a minimum and enables us to service our clients quickly and efficiently, consistent with our commitment to excellence. For additional information on the legal services that Kopelman and Paige provides, please call Leonard Kopelman at (617) 556-0007, or toll-free at (800) 548-3522.

Municipal Management Consulting

Bennett Yarger Associates is a national public management consulting firm specializing in comprehensive policy and technical assistance to cities and towns. We have served more than half of the commonwealth's communities, as well as state agencies that affect local government. Our professional reputation is based on the proven ability to work in complex governmental settings free from the constraints imposed by conflicting local and state pressures. Specifically, our services include form-of-government studies, charters, special acts, financial management including retrenchment planning and implementation, public works issues, re-

gional consolidation of services, human resources ranging from executive recruitment to affirmative action, public safety issues, classification and compensation plans, human services, land use, growth management, and fair housing. For assistance, including a no-obligation visit to discuss your needs in detail, please call Dick Bennett at (781) 545-7616, ext. 12; fax: (781) 545-8565; Bennett Yarger Associates, 23 Doctors Hill Drive, Scituate, MA 02066.

Municipal Consulting Services

Groux & Associates is a Massachusetts-based municipal consulting firm specializing in charter studies for charter commissions; reorganization plans; executive recruitment for key municipal positions; and interim management assignments.

Groux & Associates has extensive experience in northeastern states including New York, New Jersey, Connecticut and Massachusetts. Available for on-site, no obligation visits to review your needs and our services. Contact: Thomas J. Groux, Groux and Associates, PO Box 395, North Chatham, MA 02650. Phone or fax (508) 945-3160. E-mail: tgroux@cape.com.

Municipal Financial Management, Fund Accounting and Tax Collection Software

VADAR Systems, a Massachusetts-based corporation, is a highly specialized, national municipal software company, providing custom developed, PC-based, Windows-based, graphical financial management and tax collection systems to municipal, county and state governments throughout the United States. VADAR develops and supports specific product lines devoted to financial management applications, multiple fund accounting, property tax billing, utility billing and motor vehicle excise billing and collections. VADAR provides customized software applications to meet each client's individualized local and state requirements. For additional information about VADAR's state-of-the-art software suite, call us toll free at (877) 823-2700, or visit us on the Web (www.vadarsystems.com).

Tax Title Legal Services

Kopelman and Paige provides a full range of legal services for municipal treasurers and collectors in the tax title and Land Court practice areas. Our expe-

rienced tax title attorneys draft collection letters and payment agreements; prepare all instruments relative to tax takings and tax sales; draft all pleadings for Land Court foreclosure proceedings; and provide full representation of the town in Land Court actions. We encourage the exhaustion of all administrative collection procedures before commencing litigation. We have extensive experience in the Land Court, which is located only five minutes from our Boston office. The breadth of our experience and volume of work we perform in the tax-title area enables us to provide prompt, cost-effective service. For additional information on our tax-title services, please call Leonard Kopelman at (617) 556-0007, or toll-free at (800) 548-3522.

Government Management Consulting

The Government Consulting Group Inc. works with leaders in government and education to meet constituent expectations within declining resources. Our specialties include organization performance management, performance measurement, human resources administration (including classification and compensation, performance review and recruitment), interagency cooperation and shared services, information technology reviews, financial plans and analyses, organization and operations audits including infrastructure management, VATS implementation (Value Added Transition System), operations cost reduction analysis, and interim town/city management services. We have established and maintained partnerships with clients throughout New England for more than 11 years. Contact Jared Clark, Government Consulting Group, Inc., 24B Hawthorne Village, Franklin, MA 02038-2696. Phone: (508) 533-7119; e-mail: jsaclarke@govt-consulting-group.com; Web site: www.govt-consulting-group.com.

Municipal Counsel Services

Brackett & Lucas is an established municipal law firm providing expert legal services to a variety of public sector clients. Gary S. Brackett is the former city solicitor of Worcester and former town counsel of Watertown. He has served as president of the Massachusetts City Solicitors and Town Counsel Association and as chairman of

the Municipal Law Committee of the Massachusetts Bar Association. Elaine M. Lucas is the former chief of litigation for the city of Worcester. She served as the chair of the Municipal Law Section of the Worcester County Bar Association. The partners have more than 30 years of experience representing cities and towns. With its wide range of municipal law experience, including litigation, land use, contracts and finance, the firm is able to serve its clients in a highly efficient and economical manner. For more information, please call Gary Brackett at (508) 799-9739, or write to 19 Cedar St., Worcester, MA 01609.

GIS Services

Why pay \$7,000 to put your GIS on the Web? Full Circle Technologies' quality service will put your town's GIS on the Web at a cost you can afford, with our new annual pricing. See VectorEyes for yourself at www.fullcircletech.com and check out our client testimonials. Why pay \$17,000 to create your GIS? Our comprehensive GIS services and application solutions make complicated GIS projects easy to implement and use, at highly attractive prices. Full Circle Technologies, Inc., 6 Beacon St., Boston, MA 02108; Phone: Stan Karlin at (617) 367-3553.

REQUEST FOR PROPOSALS

Fire/EMS Departments Management Study

Town of Upton

Request for proposals for a study of the management structures of the Fire Department and Department of Emergency Medical Services. The town of Upton, acting by and through its Board of Selectmen with the participation of the Fire/EMS Departments Management Study Committee, hereafter referred to as the Committee, is seeking statements of qualifications and price proposals from qualified individuals and firms to provide the town with services, as described below in the Scope of Services, necessary to undertake a study of the management structures of the Fire Department and Department of Emergency Medical Services. General information/bid require-

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ments: proposals will be received by the Administrative Assistant to the Board of Selectmen on or before 2 p.m., Feb. 17 at the Upton Town Hall, 1 Main St., PO Box 479, Upton, MA 01568. Only in the event of an uncontrollable incident (i.e. fire, storm, disaster, or building evacuation) will the bid opening be postponed until 2 p.m. of the next business day. Bids will be accepted until that day and time. Bidders are required to submit one original and eight copies of a non-price proposal and one original sealed price

proposal. In addition, a copy of the proposal must be submitted on either a 3 1/2-inch floppy disk or CD, using a well-established word processing format. Copies of the full RFP can be obtained by contacting James R. Bates, AA-BOS at the address listed above or by calling (508) 529-6901, fax: (508) 529-1010, or e-mail at: jbates.selectmen@upton.ma.us. The price proposal shall contain one original sealed price proposal signed by an authorized individual, along with a Tax Compliance Certificate and Certificate

of Non-Collusion, using the attached forms. The sealed envelope shall be clearly marked "Price Proposal." The proposal, in its entirety, is not to exceed \$15,000. The bid price must remain firm for 60 days. The right is reserved by the town of Upton, acting through its Board of Selectmen, to reject any and all bids, or any part thereof, if it is in the public interest to do so.

Nuclear Plant Appraisal

Town of Plymouth

Proposals sought by the town of Plymouth for an appraisal of the

nuclear plant facility will be received in the Procurement Office, Town Office Building, 11 Lincoln St., Plymouth, MA 02360 until 4 p.m., Thursday, Feb. 16. Forms and specifications are available in the office listed above or call (508) 747-1620, ext. 108 to request a copy by mail. The awarding authority is the Town Manager who reserves the right to reject or split all bids if deemed to be in the best interests of the town of Plymouth. Minority- and women-owned business enterprises are encouraged to submit proposals.

Budget

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five years ago. As evidence of how hard it is to recover from recession-era local aid cuts, 101 districts would start next year more than 10 percent below fiscal 2002 school aid levels, before accounting for inflation.

Under the governor's plan, the total of foundation budgets statewide – the state-set minimum standard for spending adequacy – would grow by 5 percent to \$7.94 billion next year, reflecting normal inflationary growth and an increase in the employee benefits factor (mainly health insurance) that would be tied in future years to local adoption of cost control measures. Statewide, foundation enrollment dropped by about 4,000 students to 951,376 for the purpose of fiscal 2007 calculations.

In response to longstanding concerns about the fairness in how local contributions and school aid amounts are calculated, the governor proposed a new allocation formula that uses in equal parts state-calculated property values (EQVs)

for each city and town and the aggregate local personal income based on state tax returns. The general rule, to be implemented over a number of years, would have cities and towns of similar wealth make similar municipal revenue contributions to schools and to receive similar amounts of school aid.

A description of the governor's Chapter 70 reforms can be found on the Department of Education Web site (http://finance1.doe.mass.edu/chapter70/chapter_07p.html).

The budget also includes an additional \$95 million to fund parts of the education reform legislation filed by the governor but not adopted by the Legislature last year. These include \$35 million for teacher performance pay bonuses and differential pay tied to advanced placement and other teaching assignments, \$25 million targeted to intervention in distressed schools, and \$18 million for laptop computers for students entering grades six and seven.

The governor proposed to

increase the Cherry Sheet payment in lieu of taxes account by \$9.2 million to \$25.3 million and to implement a new housing incentive program with \$30 million in one-time payments to cities and towns where the number of dwelling units increases by more than one percent over Jan. 1, 2006, levels.

The budget recommendation would increase reimbursements to regional school districts for student transportation costs by \$5 million to \$50 million.

The special education "circuit breaker" would be

level-funded at \$202 million. According to the governor's budget staff, this amount is projected to cover the full state's share of local special education costs if the freeze on special education rates proposed in the budget is adopted by the Legislature.

The budget also includes level funding at \$50 million for reimbursements to municipal and regional school districts for a portion of school aid lost as tuition payments to charter schools. The Department of Education requested \$60 million for this account. *

Local photos sought

What's the signature photo of your community? Municipal officials are asked to send photographs to:

Communications and Membership Division, MMA, One Winthrop Square, Boston, MA 02110. *

Education program planned for auditors, accountants

The Massachusetts Municipal Auditors' & Accountants' Association will hold its annual education program March 19-22 at UMass-Amherst. For more information, call Mary Thompson at (508) 841-8367. *

