

PROCUREMENT BULLETIN

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Dear Public Officials:

Congratulations to those public officials who have recently received the Massachusetts Certified Public Purchasing Official (MCPPO) designation. A listing of those designees can be found on page 13 of this publication. During my first year in Office it has been my pleasure to meet many attendees of the MCPPO classes and express my appreciation for them taking advantage of the educational opportunities the program provides.

In this issue, you will find information on recent developments in the program and plans for future classes. Even as we look forward to the future development of the MCPPO program, it is appropriate here to acknowledge one of the key people in the development of this program over many years. Attorney Barbara Hansberry served for over eighteen years as the General Counsel for this Office, during which time she contributed to the creation and nurturing of the MCPPO program, along with many other responsibilities. In March, Barbara joined the Massachusetts School Building Authority (MSBA) where she is serving as Deputy Executive Director. In her years at the OIG, Barbara had primary responsibility for the legal aspects of investigating and reporting on fraud, waste and abuse in government spending. She also frequently served as the Office's chief representative to other governmental bodies, as a public spokesperson for the Office, and as the party responsible for drafting many investigative reports, legislation reviews, and procurement advisories. At the MSBA, Barbara will continue to be involved with many public construction projects and advocating for the prudent and transparent use of public resources, just as she has done so well during her years in this Office. From the time I was appointed as Inspector General last August, Barbara was a tremendous resource to me in helping to lead the Office through a transition period. Her work as legal counsel, her institutional knowledge, and her tenacious dedication to the mission of this Office have been invaluable and I wish her great success in her very important new role at MSBA.

In this issue, in addition to information about the MCPPO program and procurement guidance, we report on an Office review of bidding problems in the Brockton Public Schools, the publishing of our Annual Report for 2012, and suggested precautions for municipalities entering into guaranteed energy-savings contracts. In addition to our usual features, the upcoming summer edition of the Procurement Bulletin will provide information on any modifications to the procurement laws which result from the current legislative session.

Thank you for your time and consideration in reviewing the publications of this Office and do not hesitate to contact the Office staff with comments or questions regarding our programs and resources.

Sincerely,

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Glenn A. Cunha Inspector General

NOTICE: The current MCPPO schedule for July 2013 through December 2013 is now available. See pages 11-12 for information about new course offerings, class schedules and registration forms. Information regarding all classes is available on our website. This Office is pleased to note that once again costs for participants will not increase. We hope that you will take advantage of the MCPPO program and you are welcome to contact program staff to discuss course content, possible discounts for group registrations and/or any other issues related to program access. Highlights from some recent classes can be found on pages 8-10.





DEVELOPING PROPER POLICIES FOR VEHICLE TRADE-INS

We have recently received a number of inquiries and complaints concerning the trade-in of older vehicles and equipment as part of the purchase of new items. The proper use of trade-ins under M.G.L. c. 30B is a common source of confusion, and can lead to fraud, waste or abuse.

For instance, a vendor cannot "low ball" a trade-in value so that a municipal official or related party can purchase the traded item at a rock-bottom price from that vendor. This benefits the recipient at the expense of the municipality, which is entitled to receive best value for its trade-ins. Moreover, such an agreement between a municipal official and a vendor likely would be a criminal act under state and federal law. At a minimum, such an arrangement would be grounds for civil penalties under M.G.L. c. 30B.

Trade-ins also should not be used to create an off-budget revenue stream. A municipality often appropriates funds for the purchase of a new item based on a vendor quote. Officials may not always disclose to the body authorizing the appropriation the full amount of the anticipated tradein credit or even that the purchase will include a trade-in credit. Applying the trade-in credit to the anticipated purchase price after the appropriation means that not all of the appropriation is expended for the purpose intended (or authorized). Such excess funds cannot be used to make other purchases. For instance, officials are not free to use these funds to purchase extra equipment or vehicle features from the same vendor or make another purchase that the municipality's appropriating authority did not approve or fund. This type of conduct violates governance principles; likely constitutes fraud, waste and abuse; could be viewed as a false claim under Massachusetts law; and may be violations of perjury, procurement, municipal finance and conflict of interest laws.

To help prevent the type of fraud, waste and abuse cited above the OIG requests that municipal officials remain aware of the following:

1) M.G.L. c. 30B does not allow the use of trade-ins for sound business practice or quote-based purchases. Trade-ins are only allowed (a) under an IFB (Invitation for Bid) or RFP (Request for Proposal) process; (b) when a state-

blanket or collaborative contract expressly permits trade -ins; or (c) if your local governing body has explicitly approved a written procedure for the use of trade-ins for purchases under \$5,000 (the threshold for sound business practice). In all other circumstances, jurisdictions must follow the surplus-property disposal process outlined in M.G.L. c. 30B.

- 2) The OIG recommends that you do not consider tradeins when obtaining or negotiating the purchase price of a new vehicle or piece of equipment. Trade-ins should be applied as a credit against the best price/best value the jurisdiction can obtain from a vendor.
- 3) The OIG recommends that the value of a trade-in be based on an independent third-party source. In the case of a vehicle, for example, use a *Kelley Blue Book* or other widely-recognized valuation guide. For equipment, your jurisdiction may need to conduct commercially reasonable research to determine a fair and accurate market value. The vendor to which the trade-in is being made should not be the sole source of valuation for the item. The OIG also recommends that all trade-in quotes from vendors be signed under the pains and penalties of perjury.

Your jurisdiction must ensure that it obtains the best trade-in value it can reasonably obtain through a well-documented, fair and open competitive process. Your jurisdiction must take reasonable measures to ensure that fraud, waste, abuse or other inappropriate or criminal acts do not occur in the purchase and disposal of public assets.

The OIG has also discussed trade-ins in previous *Bulletins* (available at www.mass.gov/ig) and in an October 2002 advisory entitled, *Vehicle Trade-ins Under M.G.L. c. 30B* (available at http://www.mass.gov/ig/publications/reports-and-recommendations/archive-publications/2004-2000/vehrpt.pdf).



FREQUENTLY ASKED QUESTIONS RELATING TO PROCUREMENT ISSUES

Q1. I'm the Chief Procurement Officer (CPO) for my town. Should I develop a policy restricting anyone with procurement responsibilities from conducting private business with town vendors?

A1. In our opinion, it would be a best practice for a city or town to implement a policy or issue guidelines that place reasonable restrictions or guidelines on personnel with procurement responsibilities regarding patronizing businesses from which the same personnel solicited quotes or bids or awarded contracts. Such guidelines could, for example, address the relative timing of official and private purchases and/or the need for a disclosure to a senior official at the awarding authority. In addition to possible implications under the State Ethics Law, M.G.L. c. 268A, a person having both a public and private business relationship with a



given vendor can create the appearance of a conflict of interest. Competing vendors and concerned citizens may raise legitimate questions regarding whether the public official's private dealings with a vendor has compromised the official's ability or willingness to deal with that vendor in a way that best serves the public interest. Consider a procurement official who bought vehicles from a car dealer for his agency. Less than two weeks later, he bought a truck for himself from the same dealer. In this situation, rather than causing citizens and other vendors to question whether the agency received a fair deal, the existence of a policy may have provided appropriate guidance.

Q2. I am a CPO interested in purchasing certain equipment. I have specified a proprietary make and model or its "equal" in my bid specifications. We received two bids. Respondent A submitted two bids – one bid for the proprietary brand and one for an equivalent model. Respondent B submitted a bid only for the proprietary product. Both of Respondent A's bids were lower in price than Respondent B's bid. Can I accept two bids from Respondent A, and if so, which of the two bids do I consider the lowest – the proprietary bid or the equivalent bid from Respondent A?

A2. Yes, you may accept two bids from the same bidder in this situation. If the equivalent model meets your specifications, you could accept and award the contract to the lower of the two bids from Respondent A. If you determine that the equivalent product does not meet your specifications, Respondent A would need to provide the proprietary product at the lower cost submitted for the equivalent product.



- Q3. I am the head of my town's Department of Public Works. I made an error in my specifications in describing the meter reading equipment (without installation) we were interested in procuring. We intended to advertise for remote water meter readers instead of manual readers. We did not specify this in our advertisement of the bid. The low bidder submitted a bid for the manual readers, whereas the second low bidder submitted a bid for the remote water readers. Can I reject the low bidder and award the contract to the second low bidder since he has the product we prefer?
- A3. Under the circumstances described, it is the Office's opinion that an award to the second low bidder is not appropriate. The Department of Public Works (DPW) cannot award the contract to the second low bidder because of its own mistake in its product description. This would be unfair to the bidders in the process who did not know about the error and did not have the opportunity to submit a bid on the preferred and intended product. If the DPW determines that it only wants to purchase electronic, remote water readers, it must re-bid the contract. The DPW must clarify the description of the product it would actually like to procure when it re-bids the contract.



Q4. Are "self-renewing agreements," which automatically extend from year to year, allowed under Chapter 30B?

A4. No. A self-renewing agreement for supplies and services violates Chapter 30B. Section 12 of Chapter 30B provides that the governmental body shall retain sole discretion in exercising an option to renew or extend and that no exercise of an option shall be subject to agreement or acceptance by the vendor. Self-renewing provisions are often found in vendor-generated contracts. This Office strongly recommends that awarding authorities refuse to accept such provisions.

Q5. When must an Invitation for Bids or Request for Proposals for a Chapter 30B procurement be advertised in the *Goods and Services Bulletin* published by the Secretary of the Commonwealth?

A5. Advertising for a Chapter 30B procurement in the *Goods and Services Bulletin* is only required when the value of the goods or services is over \$100,000. To submit a notice on-line, please visit the following website address: http://www.sec.state.ma.us/spr/goodsserv.htm

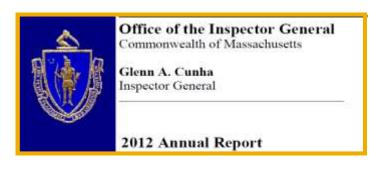
OVER 150 PARTICIPANTS ATTEND CLASSES FOR HOUSING AUTHORITY OFFICIALS!

The MCPPO program has been pleased to offer in 2013 a series of half-day Bidding Basics classes specifically for local housing authority representatives. Already a total of 150 attendees have participated in 6 sessions of the class, which provides an overview of M.G.L. c. 30B as well as the construction bid laws, statewide contracts and procurement resources. Participants included many housing authority executive directors, assistance executive directors,



procurement managers, Department of Housing and Community Development staff members, and housing authority procurement officers. Since the issuance of the Report of the Commission for Public Housing Sustainability and Reform in 2012 there has been significant discussion among concerned parties regarding possible plans for reorganizing housing authority management and oversight. Providing these classes reflects this Office's interest in assisting all housing authorities to utilize proper procurement practices.





OIG ANNUAL REPORT FOR 2012 NOW AVAILABLE

In April, the Office submitted its 2012 Annual Report to the Legislature. The report reflects the variety of issues and activities in which the Office of the Inspector General is involved. During 2012, the Office investigated and reviewed matters involving energy, public corruption, affordable housing, social services, transportation and education. The Office received and responded to over 600 complaints from the public, trained over 1,000 MCPPO program participants in procurement law and related issues, responded to approximately 3,400 inquiries about public bidding laws, and provided input on over 100 pieces of legislation. The Office's investigations resulted in recoveries, fines and penalties worth over \$12 million. The Office's studies and reviews also identified potential cost savings in excess of \$230 million. More information may be found in the 2012 Annual Report now available at:

http://www.mass.gov/ig/about-us/annual-reports/annrpt2012.

June 2013

Volume 19, Issue 2

State Library of Massachusetts: The Ward Commission Report

Through the efforts of the staff at the Massachusetts State Library (MSL), one of the most significant reports in the Commonwealth's history, and one of particular importance to the mission and history of the Office of the Inspector General, is now available online. The Ward Commission Report, originally released on December 31, 1980, is now available at http://archives.lib.state.ma.us/handle/2452/122044.

Please click the link below to read MSL's description of this vital "Treasure of the State Library."

http://mastatelibrary.blogspot.com/2010/06/treasure-of-state-library-june-2010.html



Contracting Violations in the Brockton Public School District's Facilities Department

In April, the Office published a report documenting a range of violations of state bidding laws and the state ethics law by Brockton Public School (BPS) officials in connection with certain maintenance and construction contracts. The report concluded that BPS officials, most notably a former facilities director, circumvented the state's construction bidding laws in the awarding of electrical maintenance contracts as well as two no-bid roof repair contracts, each of which was worth nearly \$500,000. The improper contract awards included one to a firm that had recently hired the facilities director, a licensed electrician, to perform work for that firm. The investigation, which was prompted by a complaint from a concerned citizen, found that several contracts were the product of deliberate bid splitting, failure to comply with emergency contracting procedures, and excessive use of change orders to increase the value of previously awarded contracts.

The full report can be found on the Office's website. Here is a link:

http://www.mass.gov/ig/publications/report s-and-recommendations/2013/brockton-public-schools-contracting-april-2013.pdf.

Public Agencies Cautioned to Determine Proper Means for Measuring Energy-Savings Under Contracts Awarded Pursuant to M.G.L. c. 25A

Many awarding authorities have used M.G.L. c. 25A in recent years to procure so-called "Guaranteed Energy-Savings" contracts. Under such arrangements, vendors usually guarantee that certain energy conservation measures will result in certain levels of energy-savings and that the vendor will compensate the awarding authority for any shortfalls in the projected savings. Recent disputes regarding the nature of such contracts highlight the need for caution in establishing the baselines for how such energy-savings will be measured. For example, the Office of the Attorney General (AGO) recently took the position vendors cannot include increased revenues associated with the installation of new water meters (which better measure water usage for billing purposes) as part of the energy-savings under a municipal energy contract. As the AGO has explained, water meter replacements do not constitute energy conservation measures per se, are not truly guaranteed under the terms of some contracts, and therefore should not be included in the calculations of whether the vendor has met its obligations to achieve guaranteed energy-savings. That is, rather than conserving energy, new meters more accurately measure existing water usage. The AGO has also indicated that a vendor may not take credit for activities which more precisely measure energy usage but which themselves have no direct impact on the efficiency of energy consumption.

As public entities enter into maintenance contracts whereby compensation terms are a function of energy-savings, there is a heightened need to define clearly what activities will be included as energy conservation measures. Awarding authorities should also ensure that such activities also qualify as energy conservation measures under Chapter 25A. Additional guidance on this issue is available from the Department of Energy Resources at http://www.mass.gov/eea/energy-utilities-clean-tech/green-communities.

Office of the Inspector General Glenn A. Cunha, Inspector General

The Massachusetts Certified Public
Purchasing Official
(MCPPO) program
www.mass.gov/ig



Course Level: Basic

Advanced Prep: None

Creating A Procurement Office



Course dates:

July 17 & 18, 2013 FULL Boston, MA

October 2 & 3, 2013

Boston, MA & via Video Conference at Gateway RSD Huntington, MA

December 3 & 4, 2013

Boston, MA

The Commonwealth of Massachusetts Office of the Inspector General is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors through its website: www.learningmarket.org.

Prerequisite: None
Instructional Method: Group-Live

This two-day course is designed to provide insight in creating a procurement office. The course will cover procurement policies and procedures, contract administration, legal requirements and other important factors for creating a successful procurement office within local governmental entities, districts, and authorities.

Topics include:

- Advantages and challenges of centralized and decentralized procurement systems
- Working on consistent application of bidding policies across department lines
- Working with elected officials on legal compliance initiatives
- Developing standardized documents to facilitate bidding procedures
- Developing professional collaborations with other procurement officials and multiple jurisdictions
- Sources of education and advice on legal requirements and best practices
- Recent developments bringing procurement practices into the 21st century
- · Working with state administrative and investigatory agencies
- Contracting terms and conditions for better results
- Developing a plan of succession for procurement offices
- Dealing with difficult vendors
- Incorporating recent developments and changes in the Commonwealth's procurement laws into contracting practices
- Making responsibility determinations
- Managing procurement files and contracting records in the electronic age
- ...AND MORE

This course qualifies for 14 continuing professional education (CPE) credits and 14 professional development points (PDP).

To register, please visit our website www.mass.gov/ig. If you need additional information, please contact Joyce McEntee Emmett, Director, at 617.722.8835 or <a href="mailto:mail



Story of a Building...

Beverly High Seminar

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March 2013











"The format, including the tour, was excellent.

I came back and recommended it to several

others. Great addition to your programming!"

-Beverly class participant







story of a Building...







"All was excellent! Could not be happier with it ... [the class] should be a requirement of all looking to build." —Norwood class participant



Norwood High Seminar

May 2013







Office of the Inspector General Glenn A. Cunha, Inspector General

The Massachusetts Certified Public Purchasing Official (MCPPO) program

www.mass.gov/ig

STORY OF A BUILDING





Course date:

September 16, 2013

Hanover High School Hanover, MA

www.mass.gov/ig

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www.learningmarket.org

Prerequisite: No Prerequisite

Course Level: Basic Instructional Method: Group-Live

This new on-site class immerses attendees in the story of a public building construction project from the beginning of the planning stages to the final stages, resulting in a building "coming to life". You will gain insight from project management teams, owner's project managers, architects, contractors, building committee members and others.

Topics covered include:

- Key ingredients for a successful project
- Lessons learned
- Post-construction experiences
- A tour of the subject building with a question & answer period

To register, please visit our website www.mass.gov/ig. If you need additional information, please contact Joyce McEntee Emmett, Director, at 617.722.8835 or at MA-IGO-Training@MassMail.State.MA.US.



MASSACHUSETTS CERTIFIED PUBLIC PURCHASING OFFICIAL PROGRAM

REGISTRATION FORM July- December 2013

Office of the Inspector General

Glenn A. Cunha, Inspector General
MA-IGO-Training@MassMail.State.MA.US Fax: (617) 523-6266

Please complete below and indicate seminar selection on the right;

NAME:	TITLE						
PHONE:	F/	4X	E-MAI	L			
ORGANIZATION/ JURISDICTION:							
ADDRESS:							
CITY:	s	TATE:	ZIP CODE:				
Do you need speci	al accommodations?	?					
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The Commonwealth of Massachusetts Office of the Inspector General is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE sponsors. State Boards of Accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: www.learningmarket.org



The Massachusetts Office of the Inspector General is registered with the Department of Elementary & Secondary Education to award professional development points (PDP).

REGISTRATION INFORMATION:

All seminars will be confirmed based on a minimum of 20 participants.

GOVERNMENT/NON-PROFIT COURSE PRICE:

Government employees shall include all employees of the Commonwealth, employees of the Commonwealth's political subdivisions, employees of other state governments, employees of the federal government and employees of any other municipality, county, or local district. Non-profit employees include any employee of a 501(c)(3) corporation. Proof of non-profit status must be provided with registration.

Register/ Reserve Seating:

Please forward a completed registration form with purchase order via:

Email: MA-IGO-Training@MassMail.State.MA.US
Fax: (617)523-6266

or mall to:

Office of the Inspector General One Ashburton Place, Rm. 1311 Boston, MA 02108 ATTN: MCPPO Program

PLEASE MAKE CHECKS PAYABLE TO: Office of the Inspector General

SUBSTITUTIONS/CANCELLATIONS: Each seminar is limited and filled on a space-available basis. No refunds for cancellations. Registration transfer to someone in your organization is possible with prior notice. The OIG reserves the right to cancel/reschedule any seminar and is not responsible for any costs incurred by registrants. Terms and conditions may change without notice. Alternate course dates may be substituted in the event of an emergency, upon notification.

NO-SHOWS will be invoiced a \$100 service charge

For more information regarding administrative policies, such as complaint and refund resolution, please email Joyce McEntee Emmett, Director of the MCPPO Program at MA-IGO-Training@MassMail.State.MA.US or go to our website at www.mass.gov/ig.

PUBLIC CONTRACTING OVERVIEW

□ Sept. 10, 11, 12, 2013	BOS
□ Sept. 10, 11, 12, 2013 *	Hunt
□ Oct 22 23 24 2013	ROS

□ Oct. 22, 23, 24, 2013* CAPE
□ Nov. 20, 21, 22, 2013 BOS

SUPPLIES & SERVICES CONTRACTING

□ Sept. 18, 19, 20, 2013 BOS □ Oct. 29, 30, 31, 2013 BOS

□ Oct. 29, 30, 31, 2013* HUNT
□ Dec. 10, 11, 12, 2013 BOS
□ Dec. 10, 11, 12, 2013* CAPE

DESIGN & CONSTRUCTION CONTRACTING

□ Aug. 5, 6, 7, 2013 CAPE
□ Sept. 24, 25, 26, 2013 BOS

□ Sept. 24, 25, 26, 2013* HUNT
□ Nov. 5, 6, 7, 2013 BOS

CAPE

BOS

□ Nov. 5, 6, 7, 2013*

ADVANCED TOPICS UPDATE

□ Nov. 13, 14, 2013 BOS
□ Nov. 13, 14, 2013* HUNT

CONSTRUCTION MANAGEMENT AT

□ Nov. 19, 2013

STORY OF A BUILDING

□ Sept. 16, 2013 HAN

REAL PROPERTY

□ Oct. 1, 2013 BOS

SPOTLIGHT ON SCHOOLS

□ Oct. 8, 2013 BOS
□ Oct. 8, 2013* HUNT

CREATING A PROCUREMENT OFFICE

□ July 17, 18, 2013 BOS
□ Oct. 2, 3, 2013 BOS

□ Oct. 2, 3, 2013* HUNT
□ Dec. 3, 4, 2013 BOS

CERTIFICATION for School Project Designers & OPMs

□ Oct. 9,10 & 16,17, 2013 BOS

□ Nov. 25,26,Dec.5,6, 2013 BOS

RECERTIFICATION for School Project Designers & OPMs

□ Nov. 15, 2013 BOS

*Video Conference



MASSACHUSETTS CERTIFIED PUBLIC PURCHASING OFFICIAL PROGRAM

REGISTRATION FORM July-December 2013
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#### **CONGRATULATIONS TO OUR NEW DESIGNEES!**

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The Following is a list of the MCPPO Program's new Designees on applications **reviewed (not received)** between January 1, 2013 and June 1, 2013:

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#### **MCPPO**

Jodi Paris Anastos, N. Essex Comm. College Howard G. Barber, Springfield Public Schools Elizabeth Demille Barnett, Town of Carlisle H.A. Rhonda L. Buscemi, Concord Muni. Light Plant Patricia E. Cabey, City of Springfield DFM Margaret M. Cahillane, City of Springfield Donna E. Chisholm, Norfolk Public Schools Robin L. Craver, Town of Charlton Linda M. Darling, Town of Mansfield Robert J. Detweiler, Amherst-Pelham RSD Raymond B. Drapeau, Town of Lexington Kristin L. Flynn, Acushnet Public Schools David M. Flynn, N. Attleboro Public Schools Colleen E. Forlizzi, Rockland Public Schools Donna M. Gallant, Cambridge Housing Authority Thomas M. Gregory, Town of Shrewsbury Veronica Hamann, Springfield Parking Authority Rosemary A. Hassay, UMASS Amherst Allison M. Jenkins, Town of Hamilton Annette S. Johnson, UMASS Lowell Michael Johnston, Cambridge Housing Authority Caron B. Ketchum, Plainville Public Schools Ryan J. Kidder, Springfield Public Schools Charles J. Laffey, Town of Needham Scott J. Lambiase, Town of Duxbury Dorine A. Lasky, City of Springfield Edward MacDonald, Town of Chester Thomas W. Maher, Woburn Housing Authority Patricia A. Mellino, Reading Muni. Light Dept. Felicia Moschella, Abington Public Schools Eugene N. Phillips, Town of Hopedale Pamela A. Regis, Town of Webster Peter H. Roche, Town of Natick Joseph F. Scanlon, Quaboag RSD

Krisanne Sheedy, Fairhaven-Westport H.A.

Maria C. Silva, Greater Lawrence Tech. School Sharon M. Smith, Town of Chelmsford Sharon Sylvester, Pembroke Housing Authority Bradford T. Tripp, Town of Mashpee Michael Ward, Freetown-Lakeville RSD Thomas P. Watkins, Town of Andover Michael D. Yunits, Town of Norton Nancy M. Ziter, North Adams Public Schools

#### **MCPPO for Supplies & Services**

Eleanor R. Lallier, Town of Mansfield Maria V. Gomes, City of Taunton

#### **MCPPO for Design & Construction**

William J. Hughes, City of Boston, DND Charles L. Kellner, Medfield Public Schools Guilford B. Mooring II, Town of Amherst Joseph Murray, Town of Wellesley DPW

#### **Associate MCPPO**

Adam J. Gautie, Fall River Housing Authority Thomas Hutcheson, Town of Northfield Laurie A. Pierce, Town of Amesbury DPW

#### **Associate MCPPO for Supplies & Services**

Darlene H. Cincone, Ludlow Public Schools

#### **Associate MCPPO for Design & Construction**

Jason L. Mammone, Town of Dedham

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