



Office of the Inspector General

Procurement Bulletin



Dear Public Officials:

As you already know, the largest organizational expenditure is employee payroll. Unfortunately, the abuse and theft of time by public employees and vendors have become all too common. To raise awareness, we have devoted this edition of the *Procurement Bulletin* to time. Specifically, how it is used and how it can be better monitored. Because time is money, it is vitally important that there are clear policies and procedures about how employees' time is accounted for and recorded. In our Office, we have investigated many cases of possible time fraud. These cases range from employees collecting over-time that they never worked, misusing sick leave, and accruing hundreds of hours of unverifiable leave time resulting in huge payouts when leaving public employment.

To prevent fraud, waste and abuse of time, public employers must acknowledge that time is money and act to protect this valuable asset. Public employers must have policies and procedures that govern how employees account for their time, how supervisors approve overtime and how sick and other leave-time benefits should be used. Raising awareness through education is one of the most effective ways to prevent fraud, waste and abuse of any public resource. With education and training, individuals are better able to identify problems and take corrective action.

In addition to providing educational materials like this *Procurement Bulletin*, we offer classes about fraud awareness and prevention, contract administration and how to be an effective public board member through our Massachusetts Certified Public Purchasing Official (MCPPO) program. The classes offered through the

MCPPO program are designed to provide you with tools to be effective stewards of tax dollars in your communities. We are constantly adding new materials to our trainings and improving access to this information via educational videos on our Office's YouTube Channel. For a second year, we are also offering live summer classes in locations outside of the Boston area. We recognize that the summer may be a convenient time to attend classes. Check our [website](#) and pages 13-14 for class registration information, including dates and locations.

Thank you for your continued support and feedback as it helps us to improve the MCPPO program and other Office initiatives to better serve your needs. For example, recent survey results led us to develop online e-learning classes and evaluate the possible implementation of electronic registration and electronic payment systems. We plan to introduce our first online e-learning class this fall.

We hope you find the fraud prevention tips and suggestions on how to safeguard against time fraud, waste and abuse in this special edition of the *Procurement Bulletin* helpful.

Sincerely,

Glenn A. Cunha
Inspector General

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PROTECT YOUR COMMUNITY

If you suspect fraud, waste or abuse of public funds or property, you can confidentially report your concerns.



Call the 24-Hour Hotline at
(800) 322-1323



Send us an Email at
IGO-FightFraud@state.ma.us

HAVE A QUESTION ABOUT M.G.L. c. 30B?



Call the Chapter 30B Hotline
at **(617) 722-8838**

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ABUSE OF SICK LEAVE BY THE ESSEX COUNTY SHERIFF'S DEPARTMENT

In December 2017, the Office published a report documenting a pattern of sick-leave abuse at the Essex County Sheriff's Department (ECSD). Former Essex County Sheriff Frank G. Cousins Jr. knowingly authorized dozens of healthy employees to use sizable amounts of sick leave – often several months' worth – immediately before retiring. The practice violated ECSD rules and cost taxpayers more than \$1,000,000.

Between 2009 and 2016, Sheriff Cousins and certain members of his staff encouraged many employees who were approaching eligibility for retirement to stop reporting for work and arranged for them to use blocks of accrued sick leave. These employees remained on ECSD's payroll, accruing additional leave in the process. Some employees worked paid details and other jobs while out on sick leave from ECSD.

Under ECSD's collective bargaining agreements and department policies covering nearly all ECSD personnel, employees could only use sick leave when they or their immediate family members were ill, or for matters involving the birth, adoption or foster care of a child. Using sick leave for vacation, severance pay or any other use was unauthorized and considered sick-leave abuse. The collective bargaining agreements also included a "sick-leave buyback," paying a retiring employee for accrued sick leave at a rate of 20% of its value.

The Office found that ECSD administrators allowed seventy-five employees to use more than 20% of their sick days, providing them with more compensation than they would have received from the sick-leave buyback. Twenty-five employees used between 90% and 100% of their accrued sick leave immediately before retiring, receiving full pay for each sick day. ECSD paid them \$421,000 in sick leave, about \$335,000 more than they would have received from sick-leave buyouts. Another seven retirees used between 80% and 89% of their accrued leave. This represented nearly \$56,000 more than these retirees should have received in buyback compensation. Ten other individuals used between 50% and 79% of their accrued sick leave. By using sick leave at full pay prior to retirement, these 10 individuals received about \$78,000 more than they should have collected in a sick-leave buyback. In total, the Office found ECSD paid its employees \$631,000 more in sick-leave compensation than the employees would have received through sick-leave buybacks.

In addition, because ECSD kept the healthy employees on the payroll as they used up their accrued sick leave, the employees continued to earn about four days of additional paid leave every month. In total, ECSD unnecessarily paid more than \$631,000 in sick-leave payments and \$412,300 in other leave payments to these employees between 2009 and 2014.

Most public employees are eligible for a sick-leave buyback upon retirement. Because of that, accrued sick leave represents a significant liability for the state and many local governments. In an October 2017 letter to the Legislature, the Office reported that over 10,000 state employees had sick-leave balances of 1,000 hours or more, a liability of \$117 million.

In order to prevent sick-leave abuse, the Office recommends that every government agency has rules in place for the proper use of sick leave. Further, the Office supports capping sick-leave buybacks at retirement at 200 hours. Workers understandably accrue large amounts of sick leave as financial protection in case of illness. As such, sick leave is an important employee benefit. It should not, however, be treated as an informal severance payment or retirement benefit.

IMPROPER LEAVE USE AT MUNICIPAL LIGHT PLANTS

The Office examined how 40 active municipal light plants in the Commonwealth manage their sick leave. The Office found that sick leave accounted for nearly 80% of the payouts to municipal light plant employees during the six-year period reviewed (July 2010 to September 2016).

Payouts by Some Municipal Light Plants 2010 – 2016	
\$13,500,000	Paid to employees for unused leave time
\$10,700,000	Paid to employees for unused sick leave
\$9,200,000	Total sick-leave payouts made by the Taunton, Reading and Westfield light plants
\$350,000	Highest single sick-leave payout
\$49,000	Average payment for unused sick leave

The Office found that:

- Between July 2010 and September 2016, thirty-five light plants paid more than \$13.5 million to departing employees for unused leave time (*i.e.*, vacation, sick, personal, compensatory and other leave).
- Sick-leave payouts accounted for nearly 80% (\$10.7 million) of all payouts, equaling an average sick-leave payout of more than \$49,000 per departing employee between July 2010 and September 2016.
- Three municipal light plants – Taunton, Westfield and Reading – accounted for about 86% (\$9.2 million) of all sick-leave payouts. The Taunton light plant had the highest average employee payout (\$93,500). The Taunton plant also made the largest single sick-leave payout – nearly \$350,000 for approximately 500 unused sick days.
- Some municipal light plants carry significant financial liabilities for accrued leave time that will require future payouts. Six light plants have had to create multi-million dollar reserves to fund these future liabilities.
- Some pay all departing employees – not just those who retire – for their unused sick time.

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- Some municipal light plants pay departing employees for unused sick leave at a significantly higher rate than the rate offered to most public employees. For instance, some light plants pay employees for 100% of their unused sick leave when their employment ends. By contrast, when state employees retire, they generally are paid for 20% of their unused sick time. Furthermore when a state employees separates from employment (other than through retirement), they do not receive any payment.
- Almost half of the light plants use annual sick-leave “buybacks.” Buybacks allow employees to receive a payment at the end of each year for unused sick leave accumulated in that year. The net financial impact on light plants for buybacks is essentially the same as 100% payouts upon departure. The cost to the ratepayers is less transparent, however; rather than paying large lump-sums to a specific group of departing employees, the plant pays a smaller amount to every employee every year.

By statute, municipal light plants must spend their funds efficiently and in the best interest of their ratepayers. The boards that oversee light plants need to ensure that employees receive reasonable and fair compensation with benefits that are in line with those offered by other public jurisdictions and that do not create an undue burden on ratepayers or strain light plant budgets. As part of their duty to protect ratepayers, municipal light plant boards should:

- Implement and enforce robust timekeeping practices to ensure that all employees accurately account for their use of sick time;
- Be transparent about the plant’s financial liability for unused sick leave: by publicly reporting both current payouts and future liabilities in open board meetings to municipal officials and in annual reports;
- Follow the model for state employees and cap, at 20%, the amount of sick leave that an employee can receive at retirement;
- Prohibit any sick-leave payouts to employees who separate from service, with or without cause, other than at retirement; and
- Eliminate annual sick-leave buybacks.

Municipalities also have a responsibility to actively oversee municipal light plants in their communities. For instance, they should exercise their statutory authority and:

- Require that the municipality’s treasurer conduct a quarterly review of light plant bills that exceed a specified dollar threshold;
- Appoint a municipal official as a liaison to attend all municipal light board meetings and provide periodic updates and overviews to town leaders; and
- Work with the municipal light boards to bring light plant leave-time policies into alignment with other municipal policies.

The Office’s [report](#) on the expenses of municipal light plants’ sick-leave payouts can be found on our [website](#).

PREVENT AND DETECT TIME FRAUD, WASTE AND ABUSE: TRACK EMPLOYEE TIME AND IMPLEMENT EFFECTIVE POLICIES AND PROCEDURES

A telephone call to the Office of the Inspector General's fraud, waste and abuse hotline led to an investigation that uncovered evidence of \$42,500 in improper overtime payments. According to the state-court indictments, the employee fraudulently claimed to have worked hundreds of overtime hours and received payment for hours she never worked.

Payroll is a large expense for most jurisdictions and therefore vulnerable to fraud, waste and abuse. To prevent this type of fraud, you should establish written, monitored and enforceable timekeeping policies and procedures for your jurisdiction. You also need a secure payroll system that records the time worked, leave taken and changes made to employees' schedules. The payroll systems you use should have adequate controls in place to prevent unauthorized access and tampering and it should be auditable. Safeguarding your payroll system to prevent and detect timekeeping abuses is a prudent business practice and good public policy.

Promote accurate time reporting by:

1. Publishing and communicating employee work schedules;
2. Requiring employees to record the number of hours worked and the daily times worked in a standard, reliable and transparent manner;
3. Requiring supervisors to review and approve each employee's work hours, including leave time and overtime;
4. Requiring supervisors to approve and verify any scheduling adjustments;
5. Limiting overtime hours unless there is a pre-approval process requiring overtime justifications based on need, such as operational efficiencies and occupational safety concerns;
6. Verifying that the overtime was, in fact, worked;
7. Setting and enforcing strict deadlines for any timekeeping adjustments, when and if scheduling changes occur;
8. Strictly limiting access to timekeeping and payroll systems and using adequate security measures, including passwords; and
9. Segregating duties such as time recording and time verification or approval.

Implement policies and procedures that address payroll fraud, waste and abuse risks by:

1. Performing ongoing risk assessments for timekeeping systems and processes, including auditing or reviewing regular hours and overtime hours for individual employees at each work site;
2. Monitoring compliance through data reports and inspections;
3. Setting performance standards for compliance with timekeeping and payroll procedures for all employees, including supervisors and managers;

(Continued on page 7)

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5. Evaluating employee compliance with performance standards during annual reviews or audits; and
6. Holding employees, at all levels, accountable for noncompliance.

By addressing vulnerabilities related to timekeeping fraud, you can save money and ensure that your jurisdiction's funds are used appropriately.

STATE POLICE OFFICERS ACCUSED OF OVERTIME FRAUD

Ten current and former Massachusetts State Police (State Police) troopers have been charged with collecting overtime for shifts on the Massachusetts Turnpike that they never worked or did not complete. Massachusetts is divided into different troop patrol areas. Troop E primarily patrolled the Massachusetts Turnpike, and these charges resulted in the dissolution of Troop E. The charges also led to internal reforms and legislative measures designed to provide independent oversight within the State Police.

In 2017, stories in the media raised questions about Troop E officers that issued speeding tickets while on overtime assignments funded by federal highway safety grant programs. The stories identified speeding tickets issued to phantom drivers – vehicles with license plates that do not exist – and tickets that were never filed with the Registry of Motor Vehicles. They also found evidence that the original dates and times of some tickets were altered to make them appear to correspond with an overtime shift.

The U.S. Attorney's Office and the Attorney General's Office opened separate investigations into Troop E overtime. The investigations resulted in charges alleging that State Police officers and supervisors submitted fraudulent payroll and timekeeping records for shifts they did not work or from which they left early. Some officers have also been charged with writing "ghost" tickets, which are speeding violations issued to drivers and vehicles that do not exist. In other cases, officers have been charged with altering dates and times to substantiate overtime shifts that were not worked.

Three of the ten State Police officers were lieutenants, including the commanders of the Westfield and Weston barracks. They have been indicted by a state grand jury for larceny, procurement fraud and other charges. All three were also charged in federal court with embezzlement. Seven other lower-ranking officers were also charged in federal court. Several have already pleaded guilty to the federal charges.

In the wake of these prosecutions, the State Police expanded its internal investigative units, installed and activated Global Positioning System trackers in marked State Police cruisers, and hired an outside auditor. The Massachusetts Legislature also passed a bill requiring the State Police to obtain accreditation from nationally recognized law enforcement accrediting organizations. In addition, the Legislature created a new oversight body with the Massachusetts Office of the Inspector General called the Division of State Police Oversight (DSPO). DSPO is charged with monitoring the quality, efficiency and integrity of the State Police operations, organizational structure and management functions. It is specifically charged with preventing, detecting and correcting fraud, waste and abuse in the expenditure of public funds related to the State Police, including expenditures for "paid details and overtime." M.G.L. c. 22C, § 73(c).

TIME-AND-ATTENDANCE FRAUD PREVENTION TIPS

Unfortunately, time-and-attendance fraud is not limited to any particular industry, department or job title. It occurs when employees claim they worked, but did not. Time-and-attendance fraud has real costs. Indeed, payroll is often one of the most significant portions of a city's or town's budget. Some common time-and-attendance fraud schemes include:

1. Time card theft: This occurs when employees enter time for hours worked, but they do not actually report for work. The employee may use the help of a coworker to commit this fraud: for instance, a coworker may sign in or out (or punch a time clock in or out) for someone who is not actually at work. This is often called "buddy punching."

Another common scheme involves employees who arrive late to work, but enter time as though they arrived on time and worked the entire shift. Employees may do this when they perceive a lack of accountability from management for work time, such as "nobody is watching" or "nobody cares if I am couple of minutes or hours late."

Another kind of time-and-attendance fraud occurs when employees intentionally omit their used vacation or sick time from timekeeping records. Employees may do this as part of a "buyback" or "payout" scheme to get unearned paid time off that they are not entitled to under their employer's benefits plan.

2. Overtime charged for work not done: Employees may claim overtime without a valid reason for performing work-related tasks beyond regular work hours. One scheme frequently used is entering overtime hours that the employee did not work. This is especially easy to accomplish if management does not pre-approve overtime and does not have a system to ensure that employees have worked the hours they claim.
3. Use of work hours or sick leave for other employment: Employees may report to work but actually perform work for another public employer, volunteer group or private business. Other times, employees may use their sick leave benefits, not report to work and get paid, while actually reporting to another job site for a different employer.
4. Extended break time or excessive use of work hours for personal tasks: Employees could spend their work hours taking excessive breaks or using work hours to complete personal tasks. For example, employees may spend hours on personal phone calls, emails or personal on-line browsing as well as taking long breaks and long lunches that are not permitted by office policy.

For more helpful time-and-attendance fraud prevention tips, please see the article on pages 6-7.

FREQUENTLY ASKED QUESTIONS RELATING TO PROCUREMENT

Q1: I am the Chief Procurement Officer (CPO) for my city, and I need to take a six-month medical leave. May I delegate my procurement powers and duties to another employee during my absence?

A1: Yes. Section 19 of Chapter 30B authorizes the delegation of a CPO's powers and duties. You should delegate your authority to the Town Manager rather than to Jane Doe, the Town Manager. This helps avoid any confusion in the event of staff changes. Additionally, the delegation may be limited to a particular time period or a particular procurement, or the delegation may be very broad. In order to make a delegation, complete and file a [Chief Procurement Officer's Delegation of Procurement Powers and Duties Form](#) with our Office.

Q2: Can my jurisdiction solicit price quotations under Section 4 of Chapter 30B for a one-year contract, with a one-year renewal option, that allows for payments based on an index that increases or decreases the unit price of the supply over the term of the contract (i.e., the USDA Retail Milk Prices Report)?

A2: Yes. You need to include a rule for award in your written purchase description that explains how the pricing in the quotes will be compared, including how and when the USDA Retail Milk Price Report will be applied. Section 12(c) of Chapter 30B requires a written rule for award when a contract term is longer than one year, and the option to renew means the contract may be for more than a year.

Remember, when you solicit quotes under Section 4 of Chapter 30B, you are required to award the contract to the responsive and responsible vendor offering the lowest price quotation between \$10,000 and \$50,000.

Q3: My police department is transitioning from a manual timekeeping system to an electronic-based system. The estimated cost of the new system ex-

ceeds \$50,000. We would like to use an invitation for bids (IFB) under Section 5 of Chapter 30B and award the contract to the responsive and responsible vendor offering the lowest price. However, we are unsure whether we should award the contract based on a fixed-price or time-and-materials basis. Does Section 5 of Chapter 30B allow for the award of a time-and-materials agreement?

A3: Yes. Section 5 of Chapter 30B allows for the use of a fixed-price or a time-and-materials agreement when using an IFB to procure supplies or services estimated to cost more than \$50,000. However, the Office does not recommend using time-and-materials (T&M) agreements. According to the federal acquisition regulations, a time-and-materials agreement requires compensation for a vendor for supplies or services on the basis of "(1) Direct labor hours at specified fixed hourly rates that include wages, overhead, general and administrative expenses, and profit; and (2) Actual cost for materials." 48 C.F.R. § 16.601 (b). T&M agreements are generally more difficult to oversee and create contract management challenges. For example, you need to verify vendor hours worked, who worked those hours and what materials and supplies the vendor used. Consequently, federal regulations state that "[a] time-and-materials contract may be used only when it is not possible at the time of placing the contract to estimate accurately the extent or duration of the work or to anticipate costs with any reasonable degree of confidence." 48 C.F.R. § 16.601 (c).

(FAQs continued on page 10)

(FAQs continued from page 9)

So, although Chapter 30B allows you to use a T&M agreement, the Office strongly suggests that you consider a different type of agreement. At a minimum, if you do use a T&M contract be sure that you would be able to compare bids accountably.

Whether or not your police department decides to enter into a fixed-price or a T&M agreement, the agreement should have a well-defined scope of work, clear specifications and requirements, and a predictable payment schedule for all parties. You must actively oversee the contract, including verifying all hours worked and materials used. Ultimately, it is up to your jurisdiction to determine whether a fixed-price or time-and-materials agreement best serves your needs. However, you should choose an agreement that can be overseen and managed effectively.

Q4: My town issued a Request for Proposals (RFP) to purchase an electronic billing and payment system for municipal billing purposes. By the RFP deadline, we received only one proposal. However, one proposal came in just a few minutes after the deadline. Under Section 6 of Chapter 30B, if we receive only one proposal (or have very limited competition), may we accept the late proposal received just minutes after the deadline?

A4: No. Section 6 of Chapter 30B requires that the RFP include “**the time and date for receipt of proposals**, the address of the office to which proposals are to be delivered, [and] the maximum time for proposal acceptance by the governmental body.” M.G.L. c. 30B, § 6(b)(1) (emphasis added). A jurisdiction cannot waive statutory requirements and as a result, cannot accept a proposal submitted after the time specified in the RFP. It is the proposer’s responsibility to get the proposal to the designated location on time. Additionally, unforeseen events cannot excuse a late proposal.

Chapter 30B Hotline: (617) 722-8838



MCPPO PROGRAM POLICIES AND ANNOUNCEMENTS

New! Attendance Policy

As of July 1, 2019, the attendance and refund policy for Massachusetts Certified Public Purchasing Official (MCPPO) classes will change. Please note that issuance of the new policy is forthcoming. In the meantime, please email MA-IGO-Training@state.ma.gov with any questions you may have.

New! Designations and Recertification Policy

The MCPPO program is streamlining its application process for designations and recertifications. We will maintain our rigorous designation process while expanding other components, such as crediting professional experience in the federal government as well as private, state and local procurement experience outside of Massachusetts. We will provide specifics about these changes in the summer edition of the *Procurement Bulletin*, and they will go into effect in January 2020. Remember to look for these changes in the summer *Procurement Bulletin*, and check our [website](#) for details.

New! Online Course

In response to requests from the procurement community, the Office will introduce its first online class, Supplies and Services Contracting, in the fall of 2019. This will be a self-paced online class that you can complete over a number of months. The class will be part of a Blackboard® learning management system that allows participants to communicate by email, and through discussion boards or a chat room with instructors and fellow participants. All aspects of the class, including the final exam, will be online. We hope that moving classes online, will provide a more efficient, practical and effective learning method for you. We will be posting additional information about this class on our [website](#) soon.

Bidding Basics — Overview of the Uniform Procurement Act, M.G.L. c. 30B

Host a half-day class about public purchasing for supplies and services. Topics covered include:

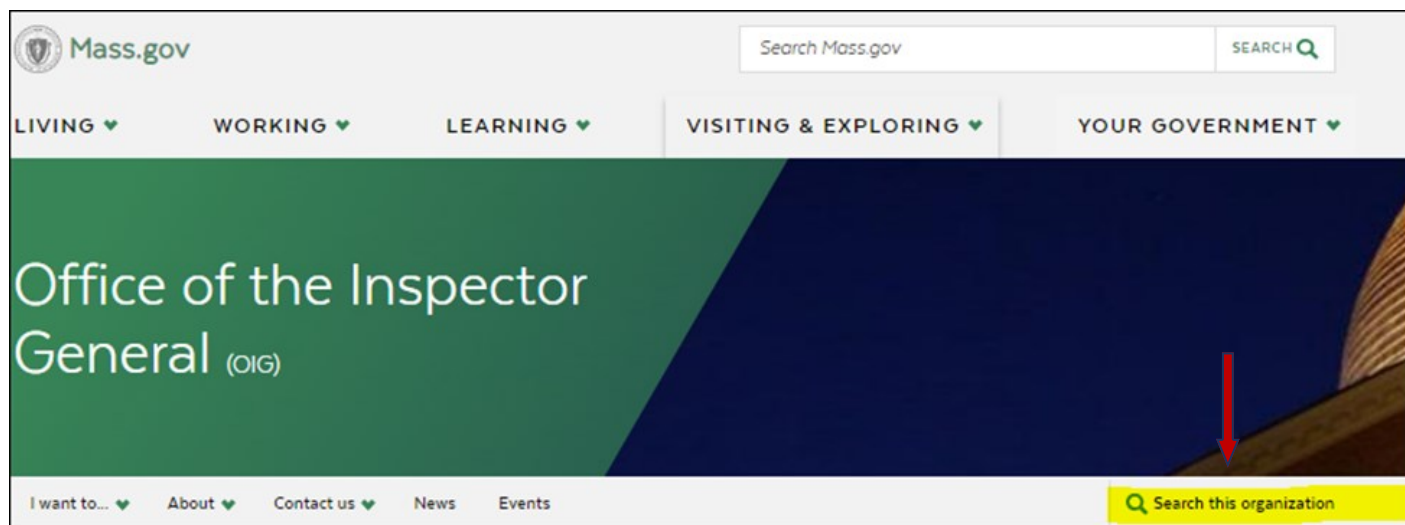
- Conducting procurements under M.G.L. c. 30B
- Using emergency and sole-source procurements
- Navigating proprietary specifications
- Best practices for contract administration

Email the Office of the Inspector General's MCPPO program at MA-IGO-Training@state.ma.us to get more information about how to schedule this class in your community.

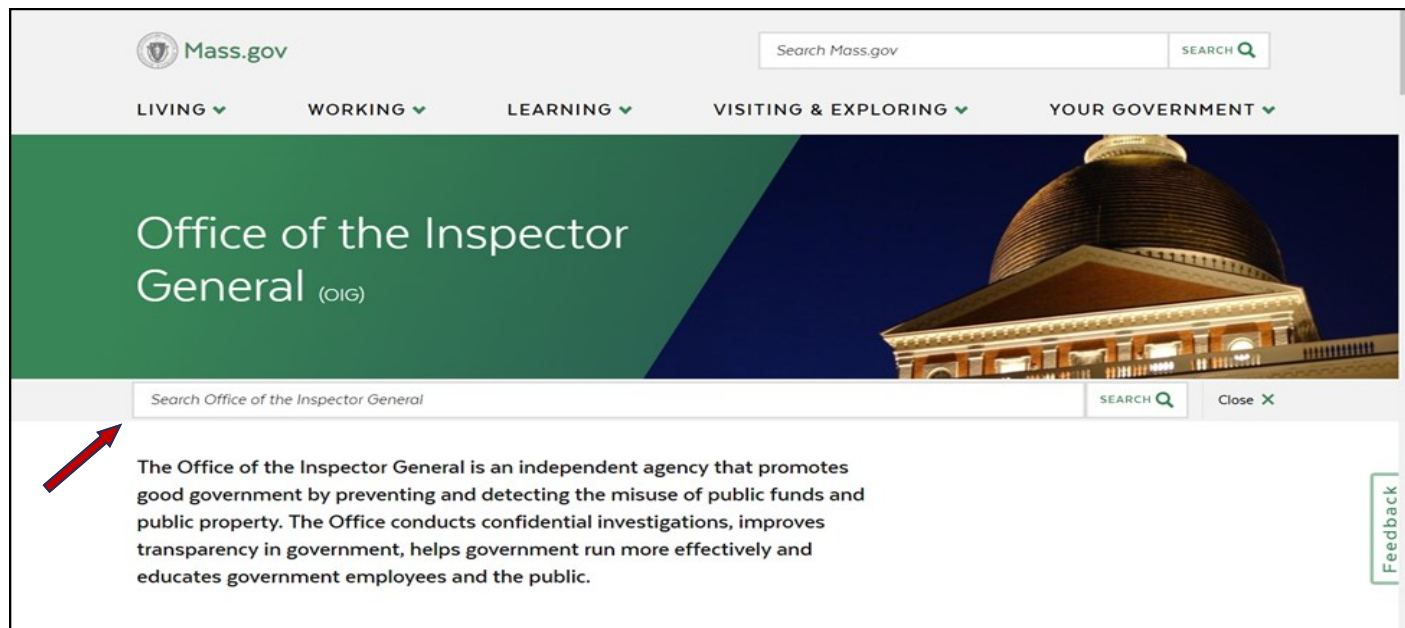
TIPS FOR FASTER SEARCHING ON OUR WEBSITE

Find what you need faster on the Office of the Inspector General's website by searching within the [OIG's web site](#) only.

Step 1: Select "Search this organization," as highlighted below



Step 2: Enter your search terms in the "Search Office of the Inspector General" search box. This feature narrows your search to only OIG information and publications.



MASSACHUSETTS CERTIFIED PUBLIC PURCHASING OFFICIAL PROGRAM

REGISTRATION FORM *May — August 2019*

Please complete the fields below and indicate your class selection(s) on page two.
Select one location per date.

NAME: _____

TITLE: _____

PHONE: _____

EMAIL: _____

ORGANIZATION/JURISDICTION: _____

ADDRESS: _____

CITY/STATE/ZIP CODE: _____

Do you require any reasonable accommodations? _____

DO NOT WRITE IN THIS BOX
MCPPO OFFICE USE ONLY

CLASS INFORMATION:

All classes will be confirmed based on a minimum of 25 participants.

GOVERNMENT/NON-PROFIT COURSE PRICE:

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

SUBSTITUTIONS/CANCELLATIONS:

Space is limited. Each class is filled on a first-come, first-served basis. Transfer of a registration within your organization is possible with prior notice, one time only. Please refer to our updated attendance policy that will be posted shortly on www.mass.gov/ig. The Office of the Inspector General reserves the right to cancel or reschedule any class and is not responsible for any costs incurred by registrants. Terms and conditions may change without notice.

For more information about MCPPO program policies, such as complaint and refund resolution, please email MA-IGO-Training@state.ma.us or go to our website at www.mass.gov/ig.

NONDISCRIMINATION POLICY: The Massachusetts Office of the Inspector General does not discriminate on the basis of race, color, national origin, ancestry, religion, sex, age, disability, sexual orientation, political affiliation, or Vietnam-era or disabled veteran status in its employment or admission policies, or in the administration or operation of, or access to, its programs and policies. The Office of the Inspector General does not discriminate on the basis of disability; see Section 504 of the Rehabilitation Act of 1973. Inquiries pertaining to the Office's nondiscrimination policy relating to MCPPO programs may be addressed to the MCPPO Program, at (617) 727-9140.



The 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.NASBARegistry.org.

HOW TO REGISTER:

Please mail a completed registration form with a check or money order made payable to:

Office of the Inspector General
One Ashburton Place, Room 1311
Boston, MA 02108
Attn: MCPPO Program

TYPE OF PAYMENT:

☐ Check/Money Order ☐ State agencies: payment via IE/ITA

Note: Registrations will not be processed unless accompanied by payment.

Additional Class Information

CLASS	DATES AND LOCATIONS: <i>Select one location per date</i>	COST
	SPRING SCHEDULE	
RECERTIFICATION FOR MCPPO Prerequisite: Valid MCPPO Designation 2-day class	MAY 14, 15 <input type="checkbox"/> FALMOUTH	\$495 each participant
ADVANCED TOPICS UPDATE-Spring Prerequisite: Public Contracting Overview 2-day class	MAY 16, 17 <input type="checkbox"/> BOSTON	\$400 for government/non-profit employees \$600 for all others
PROCUREMENT FRAUD No Prerequisite 1-day class	MAY 22 <input type="checkbox"/> FALMOUTH	\$200 each participant
DESIGN & CONSTRUCTION CONTRACTING Prerequisite: Public Contracting Overview or Charter School Procurement 3-day class	MAY 28, 29, 30 <input type="checkbox"/> BOSTON FULL <input type="checkbox"/> HAVERHILL FULL	\$695 for government/non-profit employees \$850 for all others
CERTIFICATION FOR SCHOOL PROJECT DESIGNERS & OWNER'S PROJECT MANAGERS No Prerequisite 4-day class	JUNE 5, 6, 12, 13 <input type="checkbox"/> BOSTON	\$1,350 each participant * PRIVATE SECTOR*
RECERTIFICATION FOR SCHOOL PROJECT DESIGNERS & OWNER'S PROJECT MANAGERS Prerequisite: Certification for School Project Designers & Owner's Project Managers 1-day class	JUNE 14 <input type="checkbox"/> BOSTON	\$550 each participant * PRIVATE SECTOR*
	SUMMER SCHEDULE	
RECERTIFICATION FOR MCPPO Prerequisite: Valid MCPPO Designation 2-day class	JULY 9, 10 <input type="checkbox"/> WORCESTER	\$495 each participant
BOARDS & COMMISSIONS: KNOW YOUR RESPONSIBILITIES No Prerequisite 3-hour class	JULY 16 <input type="checkbox"/> SPRINGFIELD (9AM-Noon) AUGUST 7 <input type="checkbox"/> LITTLETON (6PM-9PM)	Free
CYBERSECURITY & ADDRESSING THREATS TO LOCAL GOVERNMENT (NEW) No Prerequisite 1-day class	JULY 23 <input type="checkbox"/> BOSTON	\$200 each participant
CONTRACT ADMINISTRATION No Prerequisite 1-day class	JULY 24 <input type="checkbox"/> HOLYOKE	\$200 each participant
PUBLIC CONTRACTING OVERVIEW (PCO) No Prerequisite 3-day class	JULY 30 – AUGUST 1 <input type="checkbox"/> HARVARD	\$595 for government/non-profit employees \$750 for all others
ADVANCED TOPICS: PREVAILING WAGE CONCEPTS AND PRACTICES (NEW) No Prerequisite 1-day class	AUGUST 13 <input type="checkbox"/> BOSTON	\$200 each participant
REAL PROPERTY TRANSACTIONS UNDER M.G.L. c. 30B (UPDATED) No Prerequisite 1-day class	AUGUST 21 <input type="checkbox"/> BURLINGTON	\$200 each participant

On-site address: OFFICE OF THE INSPECTOR GENERAL, One Ashburton Place, Room 1306, Boston, MA 02108

Off-site addresses: BURLINGTON: Grandview Hall, 55 Center Street, Burlington, MA 01803
 FALMOUTH: (MASBO Institute or MassNAHRO Conference) Sea Crest, Hotel 350 Quaker Road, North Falmouth, MA 02631
 HARVARD: The Bromfield School, 14 Massachusetts Avenue, Harvard, MA 01451
 HOLYOKE: Holyoke Community College, 303 Homestead Ave, Room KC 203, Holyoke, MA 01040
 LITTLETON: Littleton Police Department, 50 Great Road, Littleton, MA 01460
 SPRINGFIELD: Pioneer Valley Planning Commission, 60 Congress Street, Springfield, MA 01104
 WORCESTER: Worcester State University, 486 Chandler Street, Sheehan Hall Multipurpose Room, Worcester, MA 0160

Videoconference address: HAVERHILL: Northern Essex Community College, Hartleb Technology Center, TC213, 100 Elliott Street, Haverhill, MA 01830

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