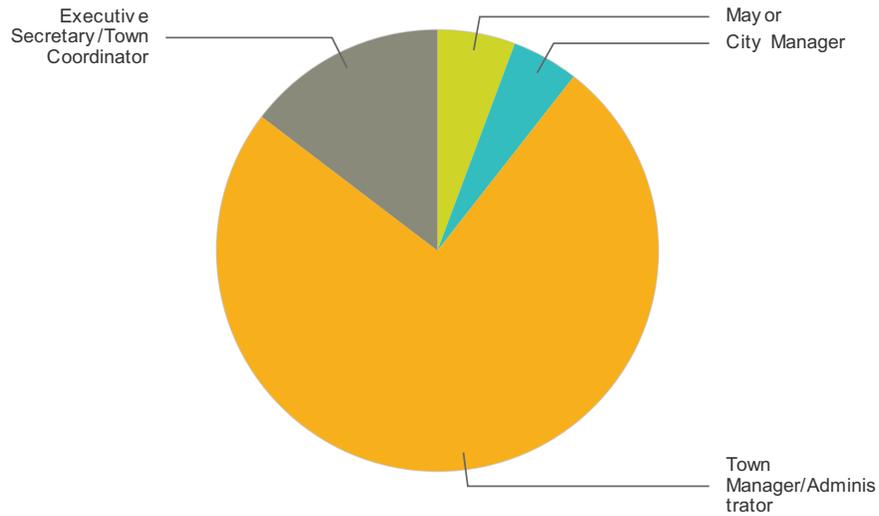


Q1 Which of the following best describes your current job function?

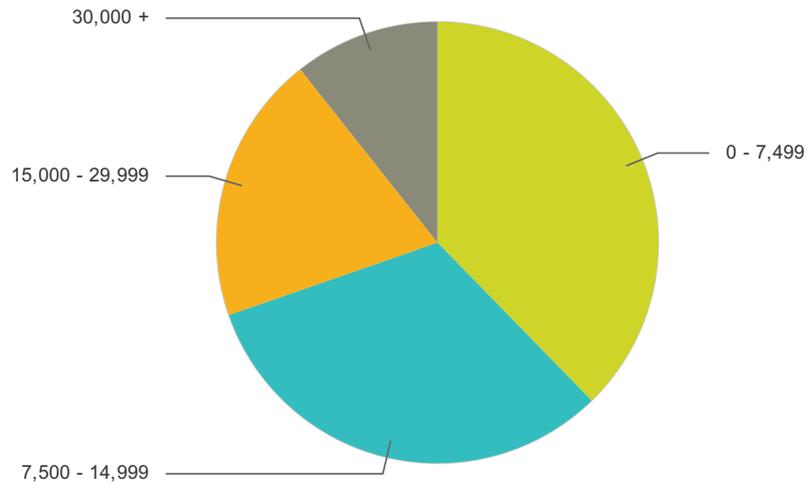
Answered: 123 Skipped: 1



Answer Choices	Responses	
Mayor	5.69%	7
City Manager	4.88%	6
Town Manager/Administrator	74.80%	92
Executive Secretary/Town Coordinator	14.63%	18
Total		123

Q2 What is the approximate population of your community?

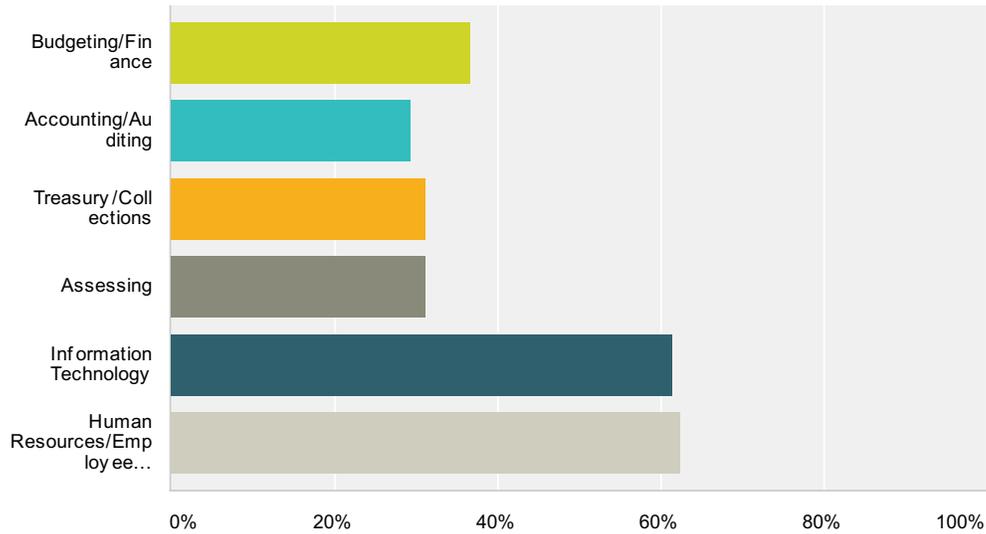
Answered: 122 Skipped: 2



Answer Choices	Responses	
0 - 7,499	37.70%	46
7,500 - 14,999	31.97%	39
15,000 - 29,999	19.67%	24
30,000 +	10.66%	13
Total		122

Q3 In what functional areas do you feel your community could benefit from additional assistance or support? (check all that apply)

Answered: 109 Skipped: 15



Answer Choices	Responses
Budgeting/Finance	36.70% 40
Accounting/Auditing	29.36% 32
Treasury/Collections	31.19% 34
Assessing	31.19% 34
Information Technology	61.47% 67
Human Resources/Employee Benefits	62.39% 68
Total Respondents: 109	

#	Other (please specify)	Date
1	GIS development and departmental coordination and integration with our assessment software vendor, any contracted vendor, internal distributed access to data	6/25/2013 6:19 PM
2	Enterprise Fund Accounting	6/25/2013 10:13 AM
3	Benchmarking	6/25/2013 8:52 AM
4	Ok with all support	6/19/2013 9:26 AM
5	Borrowing and large project financing	6/14/2013 11:25 AM
6	Flood Insurance Programs CRS ISO	6/13/2013 4:33 PM
7	grant writing	6/13/2013 1:30 PM
8	Evaluation of Need to Change Form of Governance	6/13/2013 10:02 AM
9	legal	6/13/2013 9:03 AM
10	INDUSTRIAL PARK DEVELOPMENT	6/13/2013 8:44 AM
11	See #6 below	6/12/2013 10:50 PM
12	Organization/structure	6/12/2013 5:34 PM
13	Boat related assessing; best practice tools; fee comparisons; comparative data analysis, etc.	6/12/2013 5:30 PM

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14	Continue to gather and publish financial statistics for all MA communities, and try to keep comparisons to 'apples-to-apples' as much as possible -- thanks!	6/12/2013 5:25 PM
15	Communities can always benefit from having an authority we can contact to discuss and resolve questions and issues in all of the noted areas.	6/12/2013 4:34 PM

Q4 What specific assistance or support do you need within each functional area you selected above?

Answered: 86 Skipped: 38

#	Responses	Date
1	Standardized spreadsheets, standardized accounting software, cloud backup, standardized HR forms and policies, including suggested/recommended benefit policies that are in compliance with MGL	6/25/2013 6:31 PM
2	We are ready for immediate assistance for GIS development and departmental coordination and integration with our assessment software vendor and/or other data base accessed internally by assessment software, defining internal data layers and securing, defining and developing departmental layers, departmental integration, defining public layers and publishing.	6/25/2013 6:19 PM
3	Currently, the town does not have a Human Resources Director. With all the new changes moving forward, I believe that our town could benefit from the assistance provided by the DOR.	6/25/2013 4:10 PM
4	More specificity on reporting revenue and expenditures on year end Schedule A. Creation of healthcare savings database resulting from implementation of Chapter 32B Sections 21-23 or negotiated savings.	6/25/2013 12:26 PM
5	We have no IT dept, and our HR is handled by a part-time employee.	6/25/2013 10:21 AM
6	The desired support is for DOR staff to better understand the idiosyncrasies of local assessing, and the unique factors and challenges in individual communities.	6/25/2013 10:19 AM
7	No specific assistance other than staying abreast of latest software upgrades and reporting in these areas.	6/25/2013 10:13 AM
8	Expertise as to setting up systems; what should be IN a system; evaluating systems; identifying problems earlier on & developing solutions better	6/25/2013 9:50 AM
9	General knowledge, we have a lot of new people - accountant, treasurer, assessor.	6/25/2013 9:48 AM
10	more regional opportunities	6/25/2013 9:23 AM
11	HR can be an area of great legal exposure. It does not interact with the public and is easy to cut in lean times.	6/25/2013 9:17 AM
12	General Support and workshops for line personnel	6/25/2013 9:14 AM
13	Assessing Town owned resources and maximising benefit. Would be beneficial to unite all Town officials and offices under one email platform for ease of communication.	6/25/2013 9:13 AM
14	We are doing well in the areas solicited above. We could use more staff in each. However, we have a difficult time benchmarking our experience with others because of the lack of standardized data that exist.s	6/25/2013 8:52 AM
15	Workshops on understanding DOR position on regulations and explanation of the effects of legislation on Regional School funding for individual communities.	6/25/2013 8:51 AM
16	Better ways to streamline and coordinate online permitting between departments.	6/25/2013 8:51 AM
17	Assistance with providing state-of-the art services, efficiencies, best practices, opportunities for shared services	6/25/2013 8:37 AM
18	Budgeting and forecast particularly state finance and impact of regulatory changes in local budget	6/24/2013 11:32 AM
19	We are currently putting together a team to study best ways to utilize the MBI fiber network that should be live in August. We also need to protect our our IT data with offsite storage. We are working with the Hampshire COG to use the cloud and possibly the Springfield Data Center.	6/20/2013 9:25 AM
20	additional training programs	6/19/2013 5:53 PM
21	Assessing - I think communities could assess properties more efficiently, and possibly more consistently if not accurately if we did it on a large scale. Information Technology - Every community has very similar IT needs, building each infrastructure is inefficient.	6/19/2013 3:14 PM
22	Any information, training opportunities, bulletins, directives, etc.	6/19/2013 1:40 PM
23	It seems that closing the books has been slow and taking too long.	6/19/2013 12:05 PM
24	Training for employees.	6/19/2013 10:46 AM
25	more software favorably priced to serve small towns in all areas: town clerk, treasurer, development and regulatory departments.	6/19/2013 9:56 AM
26	Regional IT contracts for networking support Collaborative meetings to discuss IT approach	6/19/2013 9:39 AM

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27	Treasury/Collections - Technical support and training (technology and general legal) for Elected Collector; Examples of "Best Practices". Information Technology - For small communities without full time IT staff, the ability to have network support experts. Human Resources - Basic checklists and simple, free or low cost software for Human Resources management.	6/19/2013 9:06 AM
28	Accounting - templates and/or assistance with developing formal policies and procedures Collections - formulating collection policy and procedure across the spectrum of city receivables Human Resources - the city has been working on a employee handbook for two years...possibly a review of that end "draft" by DOR with recommendations.	6/19/2013 9:03 AM
29	consultant to advise as to the purchase of both hardware and software products. Preparation and evaluation of RFPs, Provide a consultant regarding human resource issues.	6/19/2013 9:01 AM
30	Policy, best practice information. Also in Assessing would like to be able to use some shared resources since this a very specialized and technical field that does not have enough qualified individuals to meet the demand.	6/19/2013 9:00 AM
31	Assessing - we have a new clerk who is wonderful and we are discovering areas we may have not assessed properly. IT - what are the recommended backup, software - keeping updated HR - training - records, handling issues Treasury - new Treasurer - basic training/support	6/19/2013 8:45 AM
32	More technical staff	6/19/2013 8:12 AM
33	You do not want to know what I think	6/19/2013 8:01 AM
34	As we have some new employees, general help might be nice.	6/19/2013 7:40 AM
35	It would be helpful to receive more timely information on State Assessments. My community - Sandwich - has seen an almost \$2.0 million increase in School Tuition Assessments in less than 5 years that is harming other parts of our budget. Local officials don't view Tuition Assessments as public education funding like they should.	6/18/2013 4:37 PM
36	as a small town, we struggle with these areas at times.	6/17/2013 4:40 PM
37	Consulting	6/17/2013 3:29 PM
38	We need assistance with all facets of human resources, including benefits administration, recruitment/retentino, training, and general best practices.	6/15/2013 9:59 AM
39	Accounting/Treasury - currently force Quickbooks to work for municipal accounting. And affordable municipal accounting option would greatly help.	6/14/2013 12:04 PM
40	Borrowing/Financing - help on steps, procedures, resources, etc. IT - assesement of need and bidding	6/14/2013 11:25 AM
41	Treasurer/Collector - best practices/checklist/how-to on the collection of back taxes/tax title and finally the taking of properties. Investment strategies especially with the new GASB 45 funds popping up. IT - soup to nuts - what are the ten most important issues that towns without IT departments are facing; what can we do on our own, what should be outsourced, what is the "maintenance" check list that needs to be done every day/week/month/year - what are the long term issues; how to operate a human resource department without one - like with IT, what needs to be done on a periodic basis, what are the top ten _now_ issues that municipalities should be concerned about, what are the long term issues	6/14/2013 9:46 AM
42	Help to re-vamp our Personnel Policy. Affordable software for treasurer/collector that ties in with assessor software. Low-cost online bill payments	6/13/2013 5:42 PM
43	Identifying best practises for each of these areas	6/13/2013 5:33 PM
44	help with more effective use of gis systems, web site mgt assistance and help in expanding e-gov opportunities for customers	6/13/2013 3:11 PM
45	I like the initiative to provide financial software through a consortium. I would hope that services such as cloud based back-up, storage and remote hosting of applications could be provided	6/13/2013 3:01 PM
46	Information Technology Planning and Developing and Implementing Best Practices for Protection of Personnel and Financial Database.	6/13/2013 2:36 PM
47	I feel a review of the office functions would be helpful, as well as a review of the possibility of regionalizing the office would be helpful.	6/13/2013 2:12 PM
48	I went to last week's Municipal Finance Forum in Worcester - it was very helpful. A more detailed, one-on-on workshop would be helpful.	6/13/2013 1:30 PM
49	1.) Treasury/Collections - These positions in our community are separate and elected. New employees have difficulty with the transition since the former office holder is not there for orientation. 2.) Information Technology - It would be helpful to know what systems work best for municipal applications.	6/13/2013 1:27 PM
50	Informational materials on HR best practices	6/13/2013 12:09 PM
51	Budget- Timely estimates on State funding (ch. 90 flip was a joke); IT- better comparable community data;	6/13/2013 11:46 AM
52	In a community our size, budgetary constraints require these functions be assigned to already overworked employees. The availability of qualified resources would be beneficial.	6/13/2013 11:45 AM

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53	Training for finance committees as to role and function Excel or other software for budgeting. Guidelines and training for personnel files Promotion of regional/shared HR offices Technology floor/standards for software and equipment	6/13/2013 11:43 AM
54	IT - Our town needs a comprehensive IT program; data storage, disaster recovery, day-to-day maintenance and more. HR/EB - There is currently no mechanism in place to steer new employees in the right direction. Our personnel policies are out of date. Budgeting/Finance - Our current budgeting process does not seem to be working efficiently. We could benefit from information on how best to create a balanced budget.	6/13/2013 11:41 AM
55	ways to help my staff perform more efficiently, and training	6/13/2013 10:34 AM
56	Town is operating on structure from 1700's - need to change but citizen's declining government participation precludes action	6/13/2013 10:02 AM
57	Assistance with GIS, long term records/data storage	6/13/2013 9:42 AM
58	Change in law	6/13/2013 9:29 AM
59	IT support staff/consulting services Human resources consulting services	6/13/2013 9:05 AM
60	DOR always says ask your town's legal counsel, which costs \$\$\$. In other states where I have managed State agencies will give a legal opinion to FAQ for communities. DOR does not, and should.	6/13/2013 9:03 AM
61	Assistance mediating with assessors and tax collector for smooth functioning.	6/13/2013 9:00 AM
62	We have no IT on the muni side...need advice on preparation for our new Town Hall IT. We have 250 employees and no HR dept. per se...all is done on hit or miss. We have one last chance to develop an industrial park and we need advice on how to proceed to acquire the land and develop it.	6/13/2013 8:44 AM
63	Trainings on municipal budget finance. It's great to get bulletins but a lot of other state divisions do training such as DOT, A&F, DHCD, etc.	6/13/2013 8:24 AM
64	I have a new Accountant and a new Treasurer - both of which have little municipal experience. I would greatly appreciate some assistance in getting them as up to speed as possible in all aspects of their jobs. They will attend professional training courses as available but I believe we still will need additional assistance.	6/13/2013 7:56 AM
65	Featuring best practices; providing statistical analysis and comparisons.	6/13/2013 7:42 AM
66	Collector does not enforce provisions relating to tax collections; number of delinquencies too high.	6/13/2013 7:33 AM
67	Regarding commercial assessing, reconciling DOR requirements vs. the ATB approach/decisions. This is costing the Town hundreds of thousands of dollars in abatements.	6/12/2013 8:48 PM
68	a help line	6/12/2013 8:48 PM
69	Best practices for small towns	6/12/2013 7:59 PM
70	Sample Policies & Standard Forms	6/12/2013 7:29 PM
71	UMAS/Dept of Education accounting coordination Enterprise Fund indirect cost accounting OPEB accounting Basic, intermediate & advanced spreadsheet training Changing human resources laws & employee benefits; accounting for employee benefits	6/12/2013 6:21 PM
72	Fragmented government structure and decision making authority	6/12/2013 5:34 PM
73	We should be doing a better job at leveraging the brainpower among communities to establish best practice tools for fiscal management, data analysis, comparative studies, revenue capture, etc.	6/12/2013 5:30 PM
74	Local or regional training regarding proper procedures for treasury management, budgeting, reconciliation, etc.	6/12/2013 5:22 PM
75	We still have an elected treasurer. Additional review of local audits with comments from DOR would be helpful.	6/12/2013 5:20 PM
76	B and F Would like to know of additional revenue sources such as what new sources have been found or should be used IT Best practices, \$1,000 a year plan that has been surveyed by DoR recently, server and networking services IT call center with tech assistance available HR Best practices, sample HR policies that every municipality should adopt - there are about 40 of them that I have heard of in recent times, sample contract text to avoid	6/12/2013 5:05 PM
77	FMLA and other such material explaining employee rights and benefits	6/12/2013 4:51 PM
78	Assessors - training in evaluating and tracking Overlay Reserve balances; training on what to expect and require from appraisal firms (considering relative lack of competitiveness in providing this service).	6/12/2013 4:50 PM
79	Again resolving questions and issues as they come up.	6/12/2013 4:34 PM
80	policies, procedures and guidance	6/12/2013 4:28 PM
81	We have limited staff in technology and that there has been turnover in the assessing area in the past years.	6/12/2013 4:28 PM
82	Permitting software that would interface with our current permit forms and allow this information to be shared with the departments as needed. Provide simple explanations and reminders on new HR requirements.	6/12/2013 4:19 PM
83	more and continuous tech ed.	6/12/2013 4:19 PM

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84	We have no IT it is all outsourced.	6/12/2013 4:16 PM
85	Accounting functions could be more easily consolidated in a centralized system where SelectBoard and Treasurer serve as authorizers and payors, and files are automated so that a central entity could build 'norms' and maintain continuous audit as information is submitted.	6/12/2013 4:14 PM
86	HR - Model policies and documents, understanding insurance; Treasury/Collections - Innovative ideas; Budgeting - Innovations and Trends; IT - comparison to what other towns are providing, doing, saving	6/12/2013 4:13 PM

Q5 How best can a team from the Division of Local Services provide that additional assistance or support?

Answered: 73 Skipped: 51

#	Responses	Date
1	Training sessions; webinars	6/25/2013 6:31 PM
2	We have budgeted for some software upgrades and implementation. Refine project goals, assist with development, coordination, and departmental integration.	6/25/2013 6:19 PM
3	Uniform reporting requirements.	6/25/2013 12:26 PM
4	By empowering your staff to work with local assessors.	6/25/2013 10:19 AM
5	Continue to make us aware of information in these areas.	6/25/2013 10:13 AM
6	Not sure if they even do this. We had a team come here in April who reviewed the recap sheet prep process and related items which was extremely helpful	6/25/2013 9:50 AM
7	don't know	6/25/2013 9:23 AM
8	Training on avoiding pitfalls.	6/25/2013 9:17 AM
9	I suggest an active circuit rider program for cities and towns	6/25/2013 9:14 AM
10	I admit to lack of familiarity with your services and how best they can help us achieve our goals.	6/25/2013 9:13 AM
11	Create a working group to look at the development of standardized data.	6/25/2013 8:52 AM
12	Through workshops at regional locations, during the middle of the week, preferably during work hours, but not mandatory	6/25/2013 8:51 AM
13	Not sure. A library resource of best practices on various functional areas would be helpful.	6/25/2013 8:51 AM
14	Management review on-site or on-line, suggestions for improvements or processes that have worked for other municipalities.	6/25/2013 8:37 AM
15	Webinars on technology type opportunities to try and learn inhouse so that municipality does not have to incur travel costs, hotels, parking, etc	6/24/2013 11:32 AM
16	I don't think DLS is needed to assist in this.	6/20/2013 9:25 AM
17	Better coordination of grant programs. A single department that managed all state and federal grants as a pass through (federal grants passed through the state) as a clearing house would be great. I worked in Colorado as a Manager in the 1980s and they did this and it was extremely helpful for local governments. They also had "Local Government Representatives" from the Division of Local Services that were assigned certain municipalities and assisted them in finding funding for certain programs through grants or other funding sources.	6/20/2013 9:05 AM
18	audit and make recommendations for improvements	6/19/2013 5:53 PM
19	They need the ability to come out to the communities to work with local officials face to face not just by phone or email.	6/19/2013 12:05 PM
20	Informational updates.	6/19/2013 10:46 AM
21	Check state bid lists to include more offering as above and make sure vendors are willing and able to travel to small towns	6/19/2013 9:56 AM
22	good	6/19/2013 9:51 AM
23	coordination - continued outreach	6/19/2013 9:39 AM
24	For the most part, the preparation of Best Practices (examples) for the core functions of various activities related to each of Collections, IT and Human Resources.	6/19/2013 9:06 AM
25	Our Springfield office is great....I would simply suggest that if they have the resources to help...they will - Springfield has been very much a "go-to" resource for me and they always accomodate	6/19/2013 9:03 AM
26	Resource documents and or templates of policies and best practices available. in Assessing helping regionalize the Assessing process.	6/19/2013 9:00 AM
27	Training seminars - updates - one on one support	6/19/2013 8:45 AM
28	I am not persuaded you can	6/19/2013 8:12 AM

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29	Visiting us here.	6/19/2013 7:40 AM
30	Perhaps by addressing the larger issue of how public charter schools are significantly harming municipal schools that have traditionally done an excellent job at education school-aged children. Something needs to change - charter schools don't operate on a level playing field with municipal schools and local governments are paying a huge price for this.	6/18/2013 4:37 PM
31	standardize some practices or services.	6/17/2013 4:40 PM
32	Consider regional seminars/workshops	6/16/2013 6:34 PM
33	There are many elements to HR. The statutes, governing regulations, and case histories are not centrally located. A clearinghouse of HR-related resources and best practices would be a great help.	6/15/2013 9:59 AM
34	Review our system and make recommendations on improved efficiency. Help evaluate and set up additional "checks and balances"	6/14/2013 12:04 PM
35	Trainings and/or specific specialists/resource person we can call with questions?	6/14/2013 11:25 AM
36	Training, training, training, joint training with boards of selectmen/town administrators/department heads so that everyone is on the same page knowing what the issues are and what should be done; training/technical assistance for those on the front line; guidebooks/web site for doing the same	6/14/2013 9:46 AM
37	Provide sample "best practice" Personnel Policies, review our existing manual and highlight areas to change. Hold info sessions on online payment solutions at regional meetings of collector/treasurers and/or at annual school. Continue to support (and speed up) work on expanded CAMA software to include treasurer/collector features & integrate with Patriot's AssessPro.	6/13/2013 5:42 PM
38	gather info from other c&t on best practices	6/13/2013 3:11 PM
39	Through a site specific meeting and subsequent analysis and report with recommendations	6/13/2013 2:36 PM
40	Schedule a review.	6/13/2013 2:12 PM
41	A grant writing workshop would be invaluable...enabling the Town to access funds for projects which otherwise fall to the way side	6/13/2013 1:30 PM
42	DLS could provide orientation assistance to new finance department head employees so that they will follow best industry best practices. DLS could also make recommendations on information technology applications that can assist municipal government to be more efficient and what companies offer the best products.	6/13/2013 1:27 PM
43	Either hold seminars or disseminate materials	6/13/2013 12:09 PM
44	I thought the DLS was currently addressing the IT issue by soliciting proposals from companies to provide the service. The same would be beneficial for HR purposes.	6/13/2013 11:45 AM
45	Training/templates/guidelines Evaluation and recommendations around IT approaches, departments	6/13/2013 11:43 AM
46	Trainings/Interactive workshops? One-on-one evaluations?	6/13/2013 11:41 AM
47	to do what i noted above	6/13/2013 10:34 AM
48	Evaluate existing structure and identify alternatives for implementation and potential benefits	6/13/2013 10:02 AM
49	Technical Assistance, Grants for hardware/software	6/13/2013 9:42 AM
50	Providing the above through an available contractor or staff would assist the town greatly.	6/13/2013 9:05 AM
51	review town revenue concerns earlier. It is always in November or later when DOR raise concerns to my communities revenue projections and wants changes made. With all due respect, that is far to late and a poor job by DOR if the department has those type of concerns.	6/13/2013 9:03 AM
52	Perhaps serving as a mediator to assess how the functions are run and to suggest improvements for better functioning/communication between departments.	6/13/2013 9:00 AM
53	Since Berkley's municipal team is bare bones with no one with time to really get into the detail to do the work to push these three area. If DLS can provide assist us or connect us with someone who can it will enable to move ahead in these critical areas, in my opinion.	6/13/2013 8:44 AM
54	Again, training as it relates to budget finance	6/13/2013 8:24 AM
55	One or two hands-on training sessions would be great.	6/13/2013 7:56 AM
56	Through the website	6/13/2013 7:42 AM
57	Not sure. Perhaps review the annual audit reports of member cities and towns and contacts Mayors and/or Boards of Selectmen and offer support if a trend exists.	6/13/2013 7:33 AM
58	This (#4) may be a legislative issue. DOR needs to engage the Assessors Assoc. on this topic.	6/12/2013 8:48 PM
59	Webinar or regional delivery of those topics	6/12/2013 7:59 PM
60	online resources	6/12/2013 7:29 PM

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61	On-line training both interactive and on-demand	6/12/2013 6:21 PM
62	Develop a series of bmps and model town government that towns should adopt and follow	6/12/2013 5:34 PM
63	Assistance in managing revenue capture. For example, I know of a successful restaurant that has located to my community, they do all of their transactions in cash, and provide customers no receipts. Thus, my community is most certainly not getting its fair share of meals tax. I have a bucket full of other examples of this sort of thing that, if DOR were able to assist, would result in additional revenue for both the town and the Commonwealth.	6/12/2013 5:30 PM
64	Provide more local presence and a less adversarial approach than your current representatives.	6/12/2013 5:22 PM
65	By reviewing selected audits and providing comment.	6/12/2013 5:20 PM
66	Please call me [PAUL SIELOFF AT 413-442-1167 X21] and I will offer to explain all these and other related issues. We need to accept the fact that the needs of a vast number of our municipalities are almost exactly the same in most ways and yet we constantly reinvent the wheel.	6/12/2013 5:05 PM
67	Being there for us when we have questions.	6/12/2013 4:34 PM
68	webinars	6/12/2013 4:28 PM
69	Possible review of the assessing department and what could be updated needs in our technology.	6/12/2013 4:28 PM
70	Find out what permitting software is currently working well in communities today.	6/12/2013 4:19 PM
71	Employ or contract with circuit riders to assist towns	6/12/2013 4:19 PM
72	Above	6/12/2013 4:14 PM
73	Research information. Best Practice recommendations. (white papers)	6/12/2013 4:13 PM

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Q6 Do you have any other comments or suggestions?

Answered: 54 Skipped: 70

#	Responses	Date
1	I'm feeling encouraged that you're asking these questions. Hope to hear back from you.	6/25/2013 6:31 PM
2	What timeline does the DLS have for responding to Assistance Requests? 2 months? 3 months? 6 months? 1 year? 2 years? How soon will we know if DLS will follow through and when? What additional information would be required by DLS for requested Assistance?	6/25/2013 6:19 PM
3	DLS does an excellent job of reaching out with general information through City & Town and being responsive to specific inquiries or problems.	6/25/2013 10:13 AM
4	Be a little more flexible with individual community situations. We have had on-going issues with Airport revenue forecasting & because of fuel market volatility it is difficult to pinpoint -- we often end up with MORE revenue than budgeted but we can't use it until certified as retained earnings, which can take a while. In our case, admittedly, some of this is our own doing but flexibility nonetheless would be helpful.	6/25/2013 9:50 AM
5	Please see my email I sent to Bob Nunes a week or two ago about Trailers registered in Maine beating out towns for motor vehicle excise tax. A real tempest brewing on this matter in Towns.	6/25/2013 9:37 AM
6	you have been very responsive to us when we have needed help. Thank you.	6/25/2013 9:23 AM
7	Regional IT departments - need are identical from town to town. Shared services would help. DOR is doing a great job supporting communities.	6/25/2013 9:17 AM
8	Thank you for reaching out to communities	6/25/2013 9:14 AM
9	Thank you for an informative finance forum on June 6, 2013. Lorena Prokop	6/25/2013 9:13 AM
10	We appreciate the assistance of DLS!	6/25/2013 8:52 AM
11	Individual contacts in the department have been extremely helpful, would like to share that knowledge to others through workshops.	6/25/2013 8:51 AM
12	No.	6/25/2013 8:51 AM
13	legislative updates/forums are very useful. Possibly provide on-line training or workshops - OPEB, enterprise funds, renewable energy accounting/financing.	6/25/2013 8:37 AM
14	Whenever we need support from Local Services, that support is readily available. No complaints. You do a very good job	6/20/2013 9:10 AM
15	I have not "checked" the above boxes because these functions are generally well-managed locally though smaller communities can find it difficult to keep up with IT advances and changes to human resource/benefits. My additional comment is that cities and towns need a predictable stream of state aid for budgeting purposes as well as a higher priority placed by the Administration on the Chapter 90 program. Nearly 90 percent of all roads in the Commonwealth are maintained by local governments. Just when it appears that years of underfunded Chapter 90 allocations were going to be resolve the program is reverting backwards with a "net" cut of 25 percent from last year's funding. Certainly this is a result of a political stand-off between the Governor and Legislature over revenue methodology. But, the victims are cities and towns. The \$300 million Chapter 90 authorization enjoyed overwhelming bi-partisan support from all four corners of the Commonwealth. The full measure of the program should be released by the Governor immediately so as to take advantage of the current construction season. Thank you for listening, Shaun A. Suhoski Sturbridge Town Administrator	6/19/2013 4:57 PM
16	Attention to the particular issues of small towns wherein there is often no training, support staff, colleagues.	6/19/2013 1:40 PM
17	I think that the personnel in Local Services have been excellent but they need to have the ability to come out into the communities more often as it was done years ago. I believe that this would build stronger ties to Local Services and the local Public Officials.	6/19/2013 12:05 PM
18	None other than a thank you to DOR for their patience and guidance through these last four cycles. North Adams is very much still in a very precarious financial situation and I will continue to rely on DOR for assistance....	6/19/2013 9:03 AM
19	I would like to see regional meetings with DLS and Finance Teams from the region. This would allow us to network and get ideas from other communities. Thank you	6/19/2013 9:00 AM
20	I find the DLS to be responsive to Officials needs when questions or support is requested	6/19/2013 8:45 AM
21	no	6/19/2013 8:12 AM
22	The DOR and DLS have always been extremely helpful through the years and I appreciate it.	6/18/2013 4:37 PM

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23	Current level of service is fine. The "new leaders" conference is very helpful; if only working Selectboard members could go!	6/17/2013 3:16 PM
24	Just general thoughts; no details to offer at this moment.	6/16/2013 6:34 PM
25	A circuit rider for the region or a shared HR person for a number of small communities would be very helpful.	6/15/2013 9:59 AM
26	The City of Boston feels that the Division of Local Services provides an excellent array of services and is staffed with competent individuals. Given the City's relatively large size and long-standing administration, we feel that the resources offered by DLS are sufficient as currently offered. We applaud your work and simply ask that you keep doing what you are doing for all cities and towns of the Commonwealth.	6/14/2013 1:06 PM
27	The smallest communities, with tight budget constraints, can use all the help they can get!	6/14/2013 12:04 PM
28	My town is right on the 7,500 cusp so it has many similarities to the "under" group while providing many of the "field" services in the "over" group without the "back office" support/staff/services that the communities at the end high end of the "over" to have (IT/HR)	6/14/2013 9:46 AM
29	I think it would be helpful if DLS prioritized communities by their need for oversight. It is an inefficient allocation of scarce resources to provide the same level of oversight to a community that has not had compliance issues, as compared to ones that have had repeated issues. One size does not fit all.	6/13/2013 5:11 PM
30	how about assistance with Flood Insurance Program, Community Rating System and Insurance Services Offices..We dont have the staff to get this work done and if we did property owners could save up to 20% on flood insurance.	6/13/2013 4:33 PM
31	Placing all of the best practices on the DOR website	6/13/2013 2:36 PM
32	As a municipal employee, it has always been a pleasure working with DLS. The agency and its employees make it their mission to be there for cities and towns to assist and inform us through prompt and courteous service.	6/13/2013 1:27 PM
33	Elected assessors continue to be a source of frustration when they refuse to collaborate on IT purchases, data, and their office practices. DOR could encourage them to adopt practices that best integrate with the town's needs.	6/13/2013 11:43 AM
34	help reduce the cost of the required full assessment every three years, and other unfunded mandates	6/13/2013 10:34 AM
35	Love the legal assistance provided by the attorney of the day on municipal legal issues. Please maintain that.	6/13/2013 10:02 AM
36	None.	6/13/2013 9:05 AM
37	work on those two issues first.	6/13/2013 9:03 AM
38	Not at this time.	6/13/2013 9:00 AM
39	You and I know the stress placed on the small communities to provide the most basic services. The continuing whining against the regionalization of many services from the little kingdom who don't want to lose their "power" has to be stopped and TELL them it's time to regionalize, period. We can't continue duplicating service providers in 351 cities & towns. It is insane. I keep looking at Polk County in FL and the superior services they can provide over a huge county area. Bristol County would be a perfect example of how we could combine dispatch and emergency services...I can't count how many meetings I've attended where we agreed we were looking at a solution but were constantly shot down by the damned little kingdom rulers. It seems we have the power from the state level to upgrade "code" that forces compliance for building, fire prevention, food inspection...etc, etc. Why can't the state set standards requiring minimum services be provided in every municipality and if they can't fund them, then they be forced to regionalize so the services can be provided. We can't continue avoiding these critical shortages.	6/13/2013 8:44 AM
40	No, thanks for the survey	6/13/2013 8:24 AM
41	Hubbardston is trying to recover from past mistakes made by previous members of the finance team, and I want to be able to give the new staff a boost to ensure we proceed ahead in the best possible manner for the Town.	6/13/2013 7:56 AM
42	Overall you do a great job	6/13/2013 7:42 AM
43	MA should adopt the model from other states where there is a Division of Local Government that coordinates everything from grants to affordable housing issues as a central clearing house.	6/12/2013 10:50 PM
44	Your budgeting/finance support is instrumental in doing my work. I am forever grateful.	6/12/2013 8:48 PM
45	I appreciate the continuing improvements to DLS web site	6/12/2013 7:59 PM
46	Annual assessing update requirements are killing assessing departments and making timely tax rate setting extremely difficult. Lighten up. Also, try to teach your employees to look at it from the cities' and towns' points of view when they make decisions on small insignificant things that unduly burden local officials with red tape and regulation. Sometimes, it's okay to bend the rules if it helps to make local government run more efficiently.	6/12/2013 6:21 PM
47	None	6/12/2013 5:34 PM
48	Thanks for working with us. Your staff is most reasonable and very understanding of the particular nuances at the local level.	6/12/2013 5:30 PM

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49	We would enjoy having an opportunity to come to Either Boston or regional location, in a larger group, to give feedback, ask questions, and learn new methods of doing business.	6/12/2013 5:22 PM
50	Please call me [PAUL SIELOFF AT 413-442-1167 X21] and I will offer to explain all these and other related issues. We need to accept the fact that the needs of a vast number of our municipalities are almost exactly the same in most ways and yet we constantly reinvent the wheel.	6/12/2013 5:05 PM
51	Keep up the good work you do.	6/12/2013 4:34 PM
52	None	6/12/2013 4:26 PM
53	Thank you for asking for our input.	6/12/2013 4:19 PM
54	I think your division is one of the best state agencies. I think Towns could use reminders that you are there and a list of resources you offer. Maybe an overall resource listing?	6/12/2013 4:13 PM