



The Commonwealth of Massachusetts
Middlesex Community College
Springs Road, Bedford, Massachusetts 01730

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Ans'd.....

Tel. 617-275-8910

December 31, 1987

Dear Municipal Official:

The Municipal Management Institute (MMI) is pleased to announce its Spring 1988 program of short courses and workshops. The Fall 1987 semester was very successful, with 136 participants representing 25 municipalities. In addition, 45 students were enrolled in our popular Land Development Law Course.

For the Spring semester, we are again offering Management Training for Department Heads, Management and Supervisory Skills for First Line Supervisors, and two sections of Microcomputer Applications in Municipal Government. We are excited about two new short courses, about which we have received a lot of requests--Collective Bargaining and Practical Financial Management.

In addition, we are offering six new workshops--How to Run a Productive Meeting, Time Management, Interpersonal Communications: Interacting with Co-Workers and the General Public, Business Writing and Report Preparation, Conflict of Interest Law, and Public Purchasing.

A unique focus of these courses and workshops is the opportunity they provide for members of various municipal and school departments and boards to discuss issues among themselves and share techniques they use to solve problems of mutual concern.

We have enclosed a copy of MMI's brochure describing the details of the short courses and workshops, and two copies of our registration form. Please share this information with employees, colleagues, and board/committee members within your city or town. We encourage early registration to guarantee enrollment.

If you have any questions or comments regarding MMI, please let us know by calling (617) 275-8910, Ext. 297.

Sincerely,

Christopher J. Brennan

Christopher J. Brennan, Director
Municipal Management Institute

Anita S. Tekle

Anita S. Tekle, Program Manager
Municipal Management Institute

encl.



SPRINGS ROAD • BEDFORD, MASS. 01730 • TEL 275-8910

**MUNICIPAL MANAGEMENT INSTITUTE
SPRING 1988
REGISTRATION FORM**

NAME: _____ SOCIAL SECURITY NO. _____
ADDRESS: _____ TEL. NO. HOME: _____
 Street Town Zip WORK: _____
TITLE: _____ CITY/TOWN: _____
DEPARTMENT/BOARD: _____

SHORT COURSES

I would like to register for:

	TUITION
_____ CS 5145 MA Management Training for Department Heads (\$50)	_____
_____ CS 5146 MA Management & Supervisory Skills for First Line Supervisors (\$50)	_____
_____ CS 5147 Microcomputer Applications in Municipal Government (\$75)	_____
_____ SECTION RA (beginning 2/9/88)	_____
_____ SECTION RB (beginning 3/29/88)	_____
_____ CS 5143 MA Collective Bargaining (\$75)	_____
_____ CS 5149 MA Practical Financial Management (\$60)	_____

WORKSHOPS

_____ CS 9505 MA How to Run a Productive Meeting (\$25)	_____
_____ CS 9506 MA Time Management (\$20)	_____
_____ CS 9507 MA Conflict of Interest Law (\$15)	_____
_____ CS 9508 MA Public Purchasing (\$30)	_____
_____ CS 9509 MA Interpersonal Communications: Interacting with Co-Workers and the General Public (\$30)	_____
_____ CS 9510 RN Business Writing and Report Preparation (\$35)	_____
TOTAL	_____

I am interested in receiving further information about the following MMI courses:

_____ CS 4101 Land Development Law
_____ FS 1001 Hazardous Materials Management

Method of Payment: Check _____ Visa/MasterCard _____
(Checks payable to Middlesex Community College)

_____ Master Card or Visa Number

_____ If Master Card 4 Digit No. below Account No.

_____ Expiration Date Amount Charged

_____ Signature Date

Please Return to:

**Municipal Management Institute
Middlesex Community College**

Springs Rd., Bldg. 5
Bedford, MA 01730

MUNICIPAL MANAGEMENT INSTITUTE

The Municipal Management Institute at Middlesex Community College offers a series of courses, seminars, and workshops for area municipal and school employees, and elected and appointed public officials. The Institute offers education and training in a wide variety of areas pertinent to municipal government.

The development and implementation of the Institute has been guided by an Advisory Committee consisting of local municipal officials. It is supported in part through an Incentive Aid Grant from the Massachusetts Executive Office of Communities and Development, which is administered by the Town of Bedford.

MMI ADVISORY COMMITTEE

Brenda Capello, Personnel Director Waltham	Dean Charter Director, Municipal Properties Dept. Acton
Adele Langevin Personnel Director Concord	William McGowan Director of Community Development Woburn
Alyson Morse Asst. Executive Secretary Lincoln	David Ramsay Executive Secretary Lincoln
Reginald Stapczynski Town Manager Wilmington	Richard White Town Manager Lexington

In addition to the courses and workshops described in this brochure, MMI can provide customized courses and workshops on-site for your employees.

For further information on the Municipal Management Institute call (617) 275-8910, Ext. 297.



SPRINGS ROAD • BEDFORD, MASS. 01730 • TEL. 275-8910

MUNICIPAL MANAGEMENT INSTITUTE

**Training and Services
for
Town and City Employees
Town and City Administrators and Managers
Elected and Appointed Officials
Board and Committee Members
School Department Personnel**

SPRING 1988 SHORT COURSES AND WORKSHOPS

This program is supported by a Local Incentive Aid Grant from the Massachusetts Executive Office of Communities and Development, which is administered by the Town of Bedford.

SPRING 1988 SHORT COURSES

CS 5145 MANAGEMENT TRAINING FOR DEPARTMENT HEADS

The training will include general managerial skills and specific management topics: project management and work-plan development, time management, team building, decision-making, and interdepartmental cooperation.

The training program is structured to alternate between lectures and working sessions to enable the participants to take ownership of newly acquired insights and techniques. Non-credit \$50.

WHO SHOULD ATTEND: Middle and upper level municipal managers from a variety of disciplines.

Wednesdays, 8:00 - 10:30 am
6 sessions beginning 2/24/88
J. Klinkmueller

CS 5146 MANAGEMENT AND SUPERVISORY SKILLS FOR FIRST LINE SUPERVISORS

The training will focus on the role of the first line supervisor in today's municipal environment. The course will review the basic elements of effective supervision and include a discussion of workplan development, decision making, assessing an employee's strengths and weaknesses (including performance appraisal), motivating employees, resolving conflicts at the worksite, problem solving techniques, and team building. Case studies and examples from both field and office operations are utilized. Noncredit \$50

WHO SHOULD ATTEND: First line supervisors—foremen, office managers, and directors of small programs or departments within a city or town.

Thursdays, 8:00 - 10:30 am
6 sessions beginning 3/3/88
J. Nutting

SHORT COURSES (cont.)

CS 5147 MICROCOMPUTER APPLICATIONS IN MUNICIPAL GOVERNMENT

Many cities and towns are beginning to adapt their management, record-keeping and financial systems to make use of microcomputers. It is designed to expand the student's knowledge of the microcomputer and some of its applications in a municipal setting by focusing on the uses of computers rather than the ways in which computers work.

The course will integrate classroom and hands-on learning in teaching the three major types of productivity software—spreadsheets, word processing, and file processing (database management). Minimal typing skills will be helpful in order to keep pace with this hands-on course. (Note: Participants will receive approximately \$25 worth of computer software and materials as part of the course fee.) Noncredit \$75

WHO SHOULD ATTEND: Municipal supervisors or workers who have little or no current knowledge of microcomputers.

Tuesdays, 3:30 - 6:00 pm
R. Kaulfuss & J. Kleinman

SECT RA 5 sessions beginning 2/9/88
SECT RB 5 sessions beginning 3/29/88

CS 5148 COLLECTIVE BARGAINING

This will be an intensive course on all the key aspects of public sector collective bargaining and negotiating the labor contract. Discussion topics will include: concepts of good faith bargaining; how to prepare for negotiations; selecting the bargaining team; developing proposals; and hands-on techniques for conducting the negotiating session. The class format will be a combination of lecture, discussion, and negotiating exercises. (Note: Participants will receive a labor relations textbook as part of the course fee.) Noncredit \$75

WHO SHOULD ATTEND: Personnel and labor relations managers; municipal managers and administrators; department heads; and elected public officials who will be serving on the city/town/school bargaining team.

Wednesdays, 4:00 - 6:30 pm
5 sessions beginning 2/24/88
G. McLaughlin

SHORT COURSES (cont.)

CS 5149 PRACTICAL FINANCIAL MANAGEMENT

The course will cover a broad spectrum of topics which will help to improve the participants' financial management skills. Topics to be covered include evaluating the municipality's financial condition; assessing financial practices and municipal services; improving revenue collection and forecasting; capital programming and financing; debt and credit management; selective implementation of user charges; cash and inventory management; and implementing sound accounting and reporting systems. The class format will be a combination of lecture and discussion, with ample opportunity for participants to share ideas and techniques. Noncredit \$60

WHO SHOULD ATTEND: Municipal managers and administrators; finance officers; treasurers; collectors; city auditors; town accountants; school business managers; and assistants in all of the above areas.

Wednesdays, 9:00 am - Noon
6 sessions beginning 3/16/88
A. Logalbo

OTHER MMI COURSES

MMI also offers courses in Land Development Law and Hazardous Materials Management. For further information about these courses, call (617) 275-8910, Ext. 297.

WORKSHOPS

CS 9505 HOW TO RUN A PRODUCTIVE MEETING

Learn proven communication tools and facilitation skills to use in making meetings more productive. This two-session workshop will cover a variety of principles and techniques involved in preparing for and running an effective meeting, be it a staff or department head meeting, committee or board meeting, or public hearing. The topics discussed will include everything from organizing and planning the agenda to allowing for citizen input without losing control of the meeting. Noncredit \$25

WHO SHOULD ATTEND: Department heads; municipal & school managers & assistants; elected or appointed committee & board members & chairpersons.

Thursdays, 6:30 - 8:30 pm
2 Sessions, 3/24/88 and 3/31/88
J. Klinkmueller

CS 9506 TIME MANAGEMENT

This is a practical hands-on workshop which will help you to create more time, not just pack your days with more work! You will identify your time management style, learn to overcome the obstacles to effective time management, and learn practical techniques for putting time to work for you. Noncredit \$20

WHO SHOULD ATTEND: Municipal and school employees and public officials who feel they don't have enough time on their hands.

Tuesday, 9:00 am - Noon
One Session, 3/22/88
J. Caya-Bancroft

WORKSHOPS (cont.)

CS 9509 INTERPERSONAL COMMUNICATIONS: INTERACTING WITH CO-WORKERS AND THE GENERAL PUBLIC

This two-session workshop examines the dynamics of professional and interpersonal communications within the public sector, both inside and outside the organization. Participants will learn some practical techniques to improve listening skills; to resolve interpersonal conflicts among staff and with the general public; to improve customer relations; to use body language and voice tone consciously and effectively; and to improve the image of the organization by better communication. Noncredit \$30

WHO SHOULD ATTEND: All levels of municipal and school employees and public officials.

Mondays, 9:00 am - Noon
2 Sessions, 5/16/88 and 5/23/88
D. Melisi

CS 9510 BUSINESS WRITING AND REPORT PREPARATION

Writing as a major form of communication must be clear, concise and attention-getting. While assuming a basic knowledge of grammar and usage (on which a minimal amount of time will be spent), this course will concentrate on writing and the improvement of writing skills. A hands-on approach is used to allow students to draft, analyze, and compose effective business letters, memos, and reports. Noncredit \$35

WHO SHOULD ATTEND: Municipal and school administrative, managerial, supervisory, and professional employees and public officials.

Tuesdays, 3:30 - 6:30 pm
3 Sessions beginning 4/26/88
S. Berman

WORKSHOPS (cont.)

CS 9507 CONFLICT OF INTEREST LAW

Want to be involved in municipal government but nervous about potential conflicts of interest? Are you a municipal or school employee concerned about limits of involvement in outside activities which may present a conflict? This workshop will explore the problem of serving a town or city government and avoiding conflicts of interest (or "appearances" of conflicts of interest) with jobs, business interests, or community activities. Noncredit \$15

WHO SHOULD ATTEND: Elected or appointed public officials; municipal and school employees

Tuesdays, 6:30 - 9:30 pm
One Session, 4/26/88
L. Regan, State Ethics Commission

CS 9508 PUBLIC PURCHASING

This two-session workshop will cover the principles and techniques of public sector purchasing, from a practical point of view. Topics will include bidding procedures and negotiations; how to analyze a vendor's cost and value; how to set up a centralized purchasing operation, even in a small municipality; and the statutory restrictions and limitations of public purchasing. Noncredit \$30

WHO SHOULD ATTEND: Municipal or school administrators, assistants, and department heads with purchasing responsibilities; purchasing agents who would like to improve their skills; and school business managers.

Thursdays, 9:00 am - Noon
2 Sessions, 4/14/88 and 4/21/88
B. Kanbar

TO REGISTER: Use the registration form enclosed, or call the MMI office to ask for a registration form.

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Comm. from Christopher J. Brennan, Director
& Anita S. Takle, Program Mgr., Municipal
Management Institute announcing its Spring
1988 Program of short courses & workshops.

In City Council,

January 25, 1988

Placed on file