

J. Raymond Miyares  
Thomas J. Harrington  
Christopher H. Heep

Jennie M. Merrill  
Marguerite D. Reynolds  
Jonathan E. Simpson

May 8, 2014

Robert W. LeLacheur, Jr. CFA  
Town Manager  
Town of Reading  
16 Lowell Street  
Reading, MA 01867

Re: Request for Proposals – Town Counsel Services

Dear Mr. LeLacheur and Members of the Search Committee:

Miyares and Harrington LLP is dedicated to the practice of law in the public interest and concentrates its professional work in municipal and related areas of law. We are pleased to submit this proposal to provide Town Counsel services to the Town of Reading.

As called for in your Request for Proposals, we have extensive experience in zoning and planning; conflict of interest; public construction; public contracts; environmental law; municipal finance; litigation; open town meeting and other areas of municipal law. This experience is described in more detail in our proposal.

In addition, we believe that we offer a level of service that others may not. We have an array of expertise in the variety of matters that Reading typically faces, but we are not so large that our attorneys will be unfamiliar to Town officials. Rather, because of our size, Reading will always be a priority for us, and the Town will benefit from being among our most important clients, rather than merely one among many others.

We offer competitive rates, years of municipal law experience, the personal service of our firm's partners, diligent attention to our clients' needs, and good humor.

Thank you for the opportunity to present this proposal to Reading. We look forward to being able to discuss your legal needs and how we can be of service.

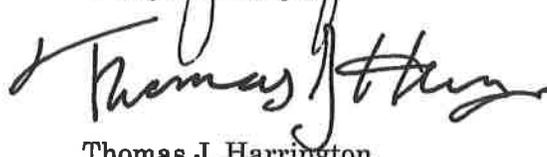
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Town of Reading  
May 8, 2014  
Page 2 of 2

Respectfully submitted,  
MIYARES AND HARRINGTON LLP



J. Raymond Miyares



Thomas J. Harrington



Christopher H. Heep

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## QUALIFICATIONS PROPOSAL—TOWN COUNSEL LEGAL SERVICES

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Belmont, MA 02478  
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## Miyares and Harrington LLP

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Miyares and Harrington LLP was formed in 1988, and has been serving municipal and other public interest clients for over 25 years. Founding partner, J. Raymond Miyares, had significant prior experience serving state and local government and, in 1997, Thomas J. Harrington became a partner in our firm, enabling us to broaden and expand the range of municipal services provided. In 2011, we welcomed Christopher H. Heep as our newest partner, in order to enhance our land use, real estate and appellate litigation services.

The Martindale-Hubbell Law Directory has awarded Miyares and Harrington LLP an AV® Rating, signifying that our firm has “reached the heights of professional excellence,” and is “recognized for the highest levels of skill and integrity.” We are a full-service municipal law firm, with experience in a wide range of local government law, including procurement, contracts, insurance, land use, environmental law, wetlands protection, historic preservation, telecommunications, public ways, parks and recreation, civil rights, municipal finance, public health, taxation, licensing, construction law, employment, civil rights, ethics, and open meeting and public records requirements.

We are members of the American Bar Association Section on State and Local Government, the Massachusetts Bar Association Public Law and Property Law Sections and the Environmental Law Committee of the Boston Bar Association. We are active participants in the Massachusetts Municipal Law Association and have served as contributing authors to the Massachusetts Continuing Legal Education, Inc. (MCLE) publication, *Municipal Law Handbook* (2012).

Together, the partners of Miyares and Harrington LLP have over 70 years of experience serving the needs of public sector clients. We currently serve as Town Counsel to the Towns of Littleton (1988 - present), Stockbridge (1996 - present), Hopkinton (2007 – present), Carlisle (2013 – present) and Wellesley (2014 – present) and as special counsel to particular boards or officials in Ayer, East Bridgewater, Hamilton, Kingston, Shirley, Wareham, Wenham, Webster and Weymouth. Within the past five years, our firm has also acted as counsel to municipal boards and commissions in Acton, Auburn, Concord, Gloucester, Lincoln, Norfolk, Rockland, Sherborn, Sturbridge, Tewksbury, Tyngsborough, Westwood, Whitman and the Northborough-Southborough Regional School District. We also serve as counsel to the Minute Man Air Field in Stow.

As discussed more specifically in Exhibit A, we have extensive experience in all areas of practice referenced in the Request for Proposals. We look forward to putting our talents, expertise and experience to work for the Town of Reading.

1. Please identify by name (and BBO#, address and phone number if different than above) the proposed Town Counsel and, if applicable, lead counsel as well as members of a team, and each proposed back-up counsel.

J. Raymond Miyares  
(proposed Town Counsel)  
BBO # 350120

Thomas J. Harrington  
(proposed back-up counsel)  
BBO# 556741

Christopher H. Heep  
(proposed back-up counsel)  
BBO# 661618

Jennie M. Merrill  
BBO# 661421

Jonathan Simpson  
BBO# 660841

Magdalene Carter  
BBO# 687462

Ivria G. Fried  
BBO# 688177

2. Please attach resumes or *curriculum vitae* for each attorney identified above.

Résumés for each of the firm's attorneys are attached as Exhibit B.

3. Do each of the attorneys identified above meet the minimum bar admission requirements of the RFP? If other than "yes," please explain.

Yes.

4. With respect to each attorney identified, please list each and every Massachusetts municipality represented by the attorney within the past ten years, the years of such representation, and the name, address and phone number of at least one contact person in each municipality with knowledge of the attorney's representation.

A list is attached as Exhibit C.

5. Please describe each identified attorney's experience in municipal law.

**J. Raymond Miyares**

Mr. Miyares holds a degree in Urban Studies from the Massachusetts Institute of Technology, in addition to his law degree from the University of Virginia. Mr. Miyares currently serves as lead Town Counsel for the Towns of Stockbridge and Hopkinton, and is principally known for his expertise in planning, zoning and facility siting matters. He served on the Secretary of Environmental Affairs' Siting Policy Task Force and has represented municipalities both in favor of and opposing a wide range of major developments and facilities.

An experienced negotiator, Mr. Miyares has concluded numerous Host Community Agreements requiring mitigation and offsetting benefits in Towns that are asked to accept controversial facilities, provide zoning or tax relief, provide support in state permitting processes or settle development-related litigation. Two recent examples are the agreements reached in connection with the Legacy Farms open-space mixed-use development in Hopkinton and the Gloucester Crossing retail/commercial development in Gloucester. Mr. Miyares was the lead author of a Chapter entitled "Municipal Real Estate Transactions" in MCLE's *Massachusetts Municipal Law* (2012).

Mr. Miyares is particularly adept in land use matters with significant technical issues requiring interaction with expert consultants and witnesses. He has frequently appeared in proceedings where technical and engineering issues are being adjudicated.

For the Town of Stockbridge, Mr. Miyares crafted a Zoning Bylaw creating an innovative Special Permit process that allows the Town's many Cottage Era estates to be rehabilitated and adaptively reused while preventing the use of their acreage for development as conventional subdivisions. For Hopkinton, Mr. Miyares authored a Zoning Bylaw creating an Open-Space Mixed-Use Overlay District, applicable to a 730-acre parcel, to be developed with 940 new dwelling units, 450,000 square feet of commercial space and 500 acres devoted to open space, recreational and municipal uses.

Mr. Miyares has served as a member of a number of advisory committees in his hometown of Belmont, and currently is a member of the Town's Bylaw Review Committee.

**Thomas J. Harrington**

Mr. Harrington currently serves as Town Counsel for the Towns of Littleton, Carlisle and Wellesley, and has focused his practice on general municipal governance, planning, zoning, real estate, land development, and wetlands

protection issues, and assisting municipal boards in procurement, contracting, conveyancing, permitting and litigation matters. He has particular experience representing municipal interests in construction and engineering contract matters, as well as in matters before the Department of Environmental Protection. Mr. Harrington holds degrees from Hartwick College in Oneonta, New York, and Northeastern University School of Law. He has been advising municipal and other public sector clients in a variety of settings for over 20 years. Before joining our firm, Mr. Harrington served in the state Division of Capital Planning and Operations.

Mr. Harrington has been a panelist at the Massachusetts Association of Conservation Commissions (MACC) Annual Meeting, and was a member of the Sherborn Conservation Commission for five years. He has also served on the Advisory Board to the Community Environmental Program of Roxbury Community College. He has also served as an elected Town Meeting Member in the Town of Wellesley and as an elected member of the Town of Wellesley Recreation Commission.

**Christopher H. Heep**

Since joining Miyares and Harrington LLP in 2005, Mr. Heep has been advising clients in all areas of our firm's municipal practice. In addition to his general Town Counsel work, Mr. Heep devotes a significant portion of his practice to working with our permitting boards, inspection officials and planning staff on matters relating to zoning, subdivision control and land use. He is also experienced in all permitting and land use litigation typically encountered by municipalities, and with the acquisition and disposal of real property, and interests therein, on behalf of municipal clients.

Mr. Heep provides key guidance throughout the local review and permit application process for development projects that are expected to have significant impacts on our Towns' local interests. He recently assisted one of our client Towns with the permitting of a 200-unit affordable housing development pursuant to Chapter 40B, and the negotiation of an associated host community agreement that secured substantial financial mitigation from the project proponent.

Before joining Miyares and Harrington LLP, Mr. Heep served as Law Clerk to the Honorable Gordon H. Piper of the Massachusetts Land Court. Mr. Heep received his law degree from Northeastern University School of Law in, and has worked for the Honorable William G. Young of the United States District Court for the District of Massachusetts and for the Office of Regional Counsel of the United States Environmental Protection Agency (Region 1). He received his B.A. in History from Oberlin College and currently serves as a member of the Watertown Zoning Board of Appeals.

**Jennie M. Merrill**

Jennie M. Merrill's practice is focused on representing municipal interests in construction and engineering contract matters, as well as matters relating to public procurement. She also has experience representing municipalities and private clients in wetlands protection permitting and appeals. Ms. Merrill received her law degree from Northeastern University School of Law and graduated *magna cum laude* from the University of Massachusetts at Lowell.

Ms. Merrill has served as a law clerk for the Honorable James McHugh of the Massachusetts Appeals Court. Her experience also includes work at the U.S. First Circuit Court of Appeals, the Conservation Law Foundation, and the U.S. Environmental Protection Agency (Region I). She is presently a member of the Topsfield Conservation Commission and serves on the Boston Bar Association's Steering Committee for the Administration of Justice Section.

**Jonathan Simpson**

Jonathan Simpson graduated *cum laude* from Harvard College with a degree in Environmental Science and Public Policy. He received his law degree from the New York University School of Law, where he served as Casebook Division Editor of the Moot Court Board. He serves clients in all areas of the firm's practice, with an emphasis on municipal litigation.

Mr. Simpson joined Miyares and Harrington LLP after having been an associate at Mintz Levin Cohn Ferris Glovsky and Popeo P.C. and Berman DeValerio Pease Tabacco Burt and Pucillo, concentrating in litigation at both firms. He is a member of the Planning Board for the Town of Brookline and has formerly served on the Moderator's Committee on Parking as well as numerous Design Advisory Teams for major development projects within the Town.

**Magdalene K. Carter**

Magdalene K. Carter received her law degree from Villanova University School of Law, where she graduated *cum laude* and served as Editor-in-Chief of the Villanova Environmental Law Journal. Before attending law school, Ms. Carter graduated *cum laude* from Middlebury College with a degree in International Studies.

Prior to joining Miyares and Harrington, Ms. Carter's experience included work at the Villanova Farmworker Legal Aid Clinic and Connecticut Legal Services in Willimantic, Connecticut.

**Ivria G. Fried**

Ivria G. Fried's practice is focused on zoning matters and environmental regulation and compliance, as well as other areas of municipal law. Ms. Fried graduated *magna cum laude* from the University of Vermont, received her

law degree from Northeastern University School of Law and graduated *summa cum laude* from Vermont Law School with a Master of Environmental Law and Policy.

Her experience also includes work at the U.S. Department of Justice, Environmental Enforcement Section; the Conservation Law Foundation; Earthjustice and the Massachusetts Appeals Court. She is presently an active member of the Boston Bar Association's Environmental Law Public Service Committee.

- 6. Please describe how you propose to satisfy the Accessibility and Accountability requirements of the RFP, specifically with regard to Reading's somewhat decentralized form of government, including volunteer boards.**

We pride ourselves in providing maximum accessibility to our municipal clients so that issues can be addressed expeditiously. We believe that department heads and board chairs should have ready access to Town Counsel to have questions answered before actions are taken, subject only to whatever restrictions the Town Manager or Board of Selectmen deem to be essential. We are happy to respond to requests for legal assistance promptly and without unduly cumbersome gatekeeping requirements.

In municipal government, last minute requests are routine and not unexpected. We encourage our municipal clients to contact us at any time, including at home, to make necessary requests, and we are prepared to respond expeditiously when circumstances so demand. Time-sensitive aspects of all matters are tracked on our firm's networked computer calendar. All matters receive our prompt attention, so that necessary actions can be taken in a timely fashion. Questions and issues raised by our clients are always answered in advance of the relevant meeting or action and, as a general rule, written opinions are provided no later than one week after a request is received.

The partners are accessible by email, fax and telephone, both at the office and at home. Telephone calls are always returned the same day or, at the latest, within 24 hours. Our municipal clients are also provided with cell phone numbers for each partner so that contact can be made quickly and smoothly whenever needed, and the firm can be available after hours and on weekends to answer immediate questions when necessary.

- 7. Please describe how you propose to satisfy the Back-up requirements of the RFP.**

Our partners work collaboratively, and meet regularly to discuss pending matters, update each other on progress and discuss strategic options. They schedule vacation time to avoid overlaps, designate a specific back up to handle each pending matter during their absences, and maintain close contact with the office when they are away. Accordingly, it is always possible

for one partner to substitute for another when circumstances require, without a significant disruption to the matter at hand.

8. **If services are to be provided by a team of lawyers, describe how the team approach would work. For example, will specific attorneys be assigned to specific cases or subject matters? Will the specific attorney remain the contact throughout the case or matter?**

All legal services will be provided under the general supervision of J. Raymond Miyares, who will be the principal contact person for the Town. It is expected that the initial principal staffing of assignments for Town legal services will be as set forth below. Other attorneys may be assigned if workload, staffing changes, or other factors require. Mr. Miyares and any other attorney assigned to a particular case or matter will remain in contact with appropriate Town officials at all relevant times.

Principal Contact:	J. Raymond Miyares
Backup Contacts:	Thomas Harrington/Christopher Heep
Litigation:	Christopher Heep /Jonathan Simpson
Real Estate, Procurement, Contracts, Construction:	Jennie Merrill/Thomas Harrington
Planning Board, Zoning Board of Appeals:	Christopher Heep/J. Raymond Miyares
Conservation Commission and Wetlands:	Jennie Merrill/J. Raymond Miyares
Municipal Finance:	J. Raymond Miyares/Jonathan Simpson

9. **How would you conduct or oversee litigation, including administrative proceedings, in which the Town and its boards are involved in their official capacity, to the extent such legal services are not provided by the Town's insurance carriers or outside counsel?**

Miyares and Harrington LLP regularly conducts litigation on behalf of our municipal clients. Our attorneys have appeared before all courts of the Commonwealth, as well as the U.S. District Court for Massachusetts and the First Circuit Court of Appeals. We have also participated in adjudicatory proceedings before administrative agencies such as the Department of Environmental Protection, the Housing Appeals Committee, the Appellate Tax Board, the Energy Facilities Siting Board, the Board of Conciliation and Arbitration, the Massachusetts Commission Against Discrimination, and the Division of Administrative Law Appeals.

We are particularly adept in litigation with significant technical issues requiring interaction with expert consultants and witnesses. We have frequently appeared in proceedings before administrative agencies such as DEP and the Energy Facilities Siting Board, where technical and engineering issues are being adjudicated.

In Reading, we expect that the decision to commence litigation or to undertake a defense would be made by the appropriate official or Board, in consultation with the Town Manager or Board of Selectmen, as appropriate. After that, we will carry the case forward and we will remain in regular contact with the Town Manager and the affected Boards and officials. We would also ensure that Article 5.2 of the Town's Bylaws, "Resolution of Legal Matters" is scrupulously adhered to.

In addition to our litigation skills, we also have substantial expertise in alternative dispute resolution techniques. When appropriate, we can assist the Town in reaching favorable resolutions of matters in or heading toward litigation, without undergoing the expense of a trial

Beyond our Town Counsel work, a significant portion of our Special Counsel representation is for municipal boards and officials who require specialized expertise with respect to land use or environmental litigation. For various municipal clients, we have been involved in supporting, defending or opposing a wide range of development projects, including construction and demolition, hazardous and other solid waste facilities and transfer stations; power plants; shopping malls, lifestyle centers and "big box" stores; office facilities; highway projects; water and wastewater treatment facilities; a variety of residential, hotel and mixed-use developments; and a religious shrine.

**10. Are you available to review and approve as to form and content all contracts to which the Town is a party?**

Yes. We expect to draft, review and defend all Town contracts and have experience doing so in a variety of factual contexts ranging from a typical goods and services agreement executed subsequent to a Chapter 30B procurement to more complex design, project management and construction contracts obtained by means of the Town's designer selection procedures adopted pursuant to *M.G.L. c. 7C, §§44-57* and the Commonwealth's public construction statutes (*M.G.L. c. 149, §§44A-44J* (building construction), *M.G.L. c.149A* (public construction, alternate delivery methods) and *M.G.L. c.30, §39M* (public works)). We also have experience assisting Towns with school construction projects funded by the Massachusetts School Building Authority ("MSBA"), reviewing all project agreements with the MSBA and MSBA bidding and contract documents. In addition, we have also assisted Towns with the procurement and execution of energy management contracts with solar energy providers pursuant to *M.G.L. c.25A, §§11C & 11I*.

We also assist Towns with all matters related to the license, lease, acquisition and disposition of interests in real estate (including the acquisition or creation of various restrictions thereon), pursuant to any applicable statute, including *M.G.L. c.30B, §16, M.G.L. c.184, M.G.L. c.44B, §12, M.G.L. c.40, §§3 and 14, M.G.L. c.79, and M.G.L. c. 82.*

Our attorneys have also negotiated myriad protocols, memoranda of understanding and other types of agreements, big and small, with permit applicants, regulators, taxpayers, vendors and users of municipal services in a wide range of circumstances. In particular, our firm has been extraordinarily successful in negotiating Host Community Agreements with major project proponents that have sought to locate in or near our client towns, as well as agreements for payment in lieu of taxes (PILOT) and tax increment financing (TIF) agreements.

**11. Do you provide regular updates on regulations, legislation and court decisions affecting municipalities and, if so, would this be a separate expense?**

Yes. Our firm subscribes to numerous legal update services so that we are kept abreast of new developments in the law. When we believe that a new court ruling, statute, regulation or other legal development is of particular relevance to one or more of our municipal clients, we provide this information to the relevant boards or officials, either by memorandum or email so that they will have ready access to the most current developments in the law relevant to their concerns and activities. There is no charge for these updates.

**12. Do you provide training in legal obligations and compliance for elected, appointed and compensated town employees on issues such as conflict of interest, ethics, open meeting law and harassment, and, if so, would this be a separate expense?**

Upon request, we typically present training programs to our municipal clients when new members have been elected or appointed, or substantive or procedural issues have arisen. We would be pleased to provide a yearly training session to department heads and support staff, as well as up to two sessions per year to elected and appointed officials. The topics will be selected by the Selectmen with the advice of the Town Manager and Town Counsel. These sessions shall be at no cost to the Town.

We devote a substantial portion of our practice to preventive maintenance and believe that proper legal advice helps to avoid problems before they emerge. We notify all our municipal clients of important new developments in case law and statutory amendments, and we encourage our municipal clients to participate in relevant associations that support various aspects of their municipal work. When we identify an unrecognized problem within a municipality, we will inform the Town Manager of the problem and, with the

concurrence of the Town Manager, take the steps necessary to address the issue.

**13. Please describe your suggestions for the transition from current town counsel.**

If chosen as Town Counsel, we would propose to undertake an intensive "listening tour" of Town Boards and Offices during our first month as Town Counsel, to hear firsthand what issues they are currently facing, what advice and counsel they require, and how best to interact with them efficiently and cost-effectively. Thereafter, we would plan to present our findings to the Board of Selectmen and, with their assistance, develop a plan for managing the provision of legal services at the high level that the Town expects. There would be no charge to the Town for this effort.

In general, we propose that matters that will require significant attention after the effective date of our appointment should be assigned to us, with the understanding that we will bring ourselves "up to speed," at no cost to the Town. In contrast, matters that are close to completion at the time of our appointment should remain with whoever is handling them now. There may be good reasons, however, for exceptions to this arrangement; these will be discussed with the Town Manager and the relevant officials or Boards before we make a recommendation for going forward.

**14. Please describe any complaints with the Board of Bar Overseers or suits against each identified attorney and how the complaints or suits have been resolved.**

There are none.

**15. Please identify any past or current clients that may give rise to a conflict of interest as a result of representing the Town of Reading.**

In our opinion, we have no past or present clients that would give rise to a conflict of interest as a result of representing the Town of Reading. The policy of Miyares and Harrington LLP is to forego representation of any client located within a municipality where we serve as Town Counsel or have a significant ongoing representational interest with a Town board or official. This policy extends to the client, rather than to the matter, so that we can avoid, to the maximum extent feasible, undertaking representation of clients who might possibly need to appear before Town boards in the future.

In addition, we believe strongly that it is not in a municipality's interest for a Town Counsel to serve in such capacity in two abutting Towns, and we will not do so. Our experience is that a Town Counsel's service in adjacent Towns is a common source of conflicts, leaving both Towns with the need to obtain substitute counsel who will be less familiar with the municipal clients needs, culture, values and objectives.

**16. For each Town you and, if applicable, members of your firm have represented, please list those cases where municipal litigation has been undertaken (do not list special ed or appellate tax board cases).**

We believe our entire roster of cases is too voluminous to list here. However, examples of the firm's cases are:

- In *Eliades v. Planning Board of the Town of Ayer*, Land Court No. 287351 and 29012 (CWT), we successfully defended the Ayer Planning Board's rescission of a constructive approval of a definitive subdivision plan. In this case, the applicant placed several mortgages on the subdivision property immediately after the constructive approval occurred, and then claimed that these mortgages prevented rescission pursuant to *M.G.L. c.41, §81W*. The Land Court initially ruled, without a trial, that one of the mortgages was "in good faith and for a valuable consideration" and therefore prevented the rescission. On appeal, we obtained remand to the Land Court for a full trial. We then tried all issues relating to the mortgages, and won a judgment that the mortgages were not given in good faith. Then, having cleared away the mortgagees' objections, we obtained a judgment affirming the Planning Board's decision.
- In *Water Department of Fairhaven v. Department of Environmental Protection*, 455 Mass. 740 (2010), we represented the Town of Hamilton before the Supreme Judicial Court in a case in which the Court ruled that the Department of Environmental Protection may impose conservation measures on public water suppliers that hold registered water rights only if it does so by regulation and only if those measures do not infringe upon the registrants' entitlement to their existing withdrawals.
- We represented the Lincoln Conservation Commission before the Appeals Court in a case where the Court found that the Commission was within its rights to deny a project under its local wetlands bylaw despite the fact that the project was approved by DEP. This is now one of the leading cases in defining the powers of a conservation commission under a local bylaw. *Hobbs Brook Farm Property Co. Ltd. Partnership v. Conservation Commission of Lincoln*, 65 Mass. App. Ct. 142 (2005), further review denied, 446 Mass. 1104 (2006).

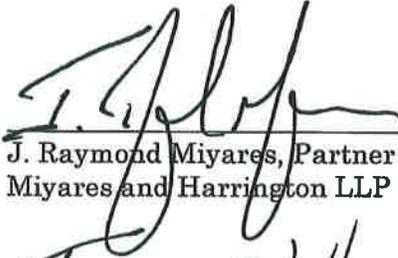
When a telecommunications provider initially attempted to construct a new cell tower on privately owned, residentially zoned land, and appealed the denial of its special permit application to Federal Court, we worked with the provider to make a preferable municipally owned site available for lease as an alternative means of filling that gap. *Omnipoint Communications, Inc. v. Town of Littleton*, U.S. District Court Civil Action No. 06-11140-PBS.

- In *Bernier v. Pittorino*, Superior Court MICV2010-04856, we obtained, on behalf of the Town of Littleton, a preliminary injunction ordering a

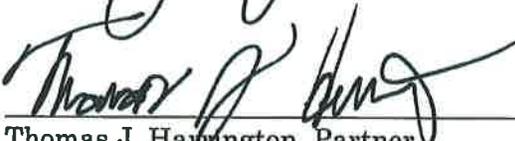
property owner to cease and desist all earth removal, all dumping activities, and all truck deliveries to and from the property at issue.

- We represented the Town of Needham in a wetlands matter before DEP. *In the Matter of the Town of Needham*, OADR WET-2010-034, DEP File No. 234-0577. The Town's public pool is constructed within a man-made lake. For almost 40 years, the Town has drained the lake for two weeks a year to perform maintenance on the pool. In 2009, the DEP denied the Town's application to continue this practice. We have identified an avenue that allows the Town to continue maintenance through 2016. We are working on securing the Town's rights in the future.
- In *Lannan v. Sewer Commissioners of the Town of Shirley*, Superior Court MICV2003-01731, we successfully defended the Town of Shirley Sewer Commission after a landowner challenged a \$400,000 sewer betterment assessment.
- In *Town of Sturbridge v. Tantasqua Regional School District*, Superior Court Civil Action No. 04-2356-C (Worcester) (2006), we successfully defended a school District's allocation of operating costs based on the minimum required local contribution formula found in the *Education Reform Act*.
- In Bankruptcy Court, we secured the ratification of certain deed restrictions affecting the local golf course, thereby preserving the Town of Wareham's ability to influence future development. *In re Buzzards Bay Golf, Inc.*, US Bankruptcy Court, Case No. 06-11659-WCH. We also renegotiated the terms of the existing long-term lease with the golf course.
- In Wenham, a developer received approval for a 40B project, but later sought and was denied permission to modify his plan. We defended the Town's decision to deny the amendment by the Conservation Commission and ZBA before DEP, the Housing Appeals Committee and in Superior Court. *In the Matter of Burley Street, LLC*, Docket No. DEP 06-122, DEP File No. 326-0248, OADR Docket No. 2005-228; *Burley Street, LLC v. Wenham Zoning Board of Appeals*, HAC No. 2009-12; *Town of Wenham Conservation Commission v. Department of Environmental*, Superior Court Civil Action No. 2008-2445B.
- We represented Weymouth in connection with a proposed transfer station in Abington, which was found to pose a hazard to a potential public water supply aquifer, undergoing development by the Town. A Site Assignment Rescission decision was ultimately upheld in the Massachusetts Appeals Court. *Abington Transfer Station, LLC v. Board of Health of the Town of Abington*, 64 Mass. App. Ct. 1111 (2004).

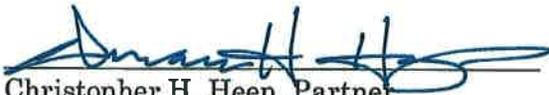
By my signature, I certify that the information contained in this Response to Request for Proposals are complete and accurate, to the best of my knowledge and belief.



J. Raymond Miyares, Partner  
Miyares and Harrington LLP



Thomas J. Harrington, Partner  
Miyares and Harrington LLP



Christopher H. Heep, Partner  
Miyares and Harrington LLP

**Exhibit A:  
MUNICIPAL LAW EXPERIENCE**

**General Municipal Law/Town Counsel:** Miyares and Harrington LLP has served as Littleton Town Counsel for 25 years (since 1988); Stockbridge Town Counsel for 17 years (since 1996); and Hopkinton Town Counsel for six years (since 2007). We were also recently appointed Town Counsel in Carlisle (May 2018) and Wellesley (May 2014).

We regularly advise our municipal clients on the requirements of federal, state and local laws and regulations, and provide updates and counsel as appropriate or in response to specific inquiries. We also have extensive experience with procurement instruments, contracts, indemnification and other special-purpose documents.

**Municipal Finance:** We have advised our client municipalities with respect to a host of budgeting, funding, taxation, borrowing and accounting issues related to capital, operating, reserve, enterprise and revolving funds. We work closely with bond counsel and the Department of Revenue's Division of Local Services in addressing concerns beforehand and resolving issues as they arise.

We have assisted in the preparation of grant and loan applications, federal and state assistance agreements and special-purpose gift accounts. We have drafted numerous debt exclusion, capital outlay exclusion and override ballot questions and related Town Meeting motions, and have advised our municipal clients regarding *Community Preservation Act* accounting issues.

**Town Bylaws and Regulations:** We have drafted hundreds of zoning and general bylaws, amendments and regulations. We have also developed a cordial working relationship with the staff of the Attorney General's Office Municipal Law Unit, which ultimately must review and approve all Town bylaws before they go into effect, and routinely discuss unusual issues of bylaw substance or language with them prior to finalizing warrant articles, so as to ensure approval if adopted.

**Open Meeting, public record, executive session, and conflicts of interest law:** We have provided advice and guidance on the application of the *Open Meeting Law*, M.G.L. c.30A, §§18-25 and the *Public Records Law*, M.G.L. c. 4, §7(26) and c.66, §10. Our attorneys have served on the *Open Meeting Law* and Electronic Records Working Groups of the Massachusetts Municipal Law Association (formerly known as the City Solicitors and Town Counsel Association).

One of the few duties statutorily assigned to Town Counsel is set forth in the *State Ethics Law*, M.G.L. c.268A, §22, which provides that any municipal employee is entitled to seek the opinion of Town Counsel upon any question arising under that law relating to his/her duties, responsibilities or interests. Pursuant to section 22, we have provided assistance in resolving a multitude of ethical issues pertaining to public officials' financial interests in municipal contracts or other particular matters in which the municipality has an interest, as well appearances of conflict.

We have provided numerous conflict of interest opinions, pursuant to the requirements of *M.G.L. c.268A, §22*, in response to requests from municipal employees concerning facts and circumstances that might result in a conflict between the interests of a town and those of the employee, so as to prevent participation by the employee in public matters in which s/he has a direct or indirect financial interest. We take great care in examining these facts and circumstances from various perspectives and, where appropriate, we consult with the legal staff of the State Ethics Commission prior to rendering our opinion.

**Land Use, Zoning Laws and Subdivision control law:** Beyond our Town Counsel work, a significant portion of our Special Counsel representation is for municipal boards and officials who require specific expertise with respect to land use and related environmental controversies.

For our municipal clients, we have been involved in developing, supporting permitting or opposing a wide range of development projects, including construction and demolition, hazardous and other solid waste facilities and transfer stations; power plants; shopping malls, lifestyle centers and "big box" stores; office facilities; highway projects; water and wastewater treatment facilities; a variety of residential, hotel and mixed-use developments; "40B" developments and a religious shrine.

We have participated in countless public hearings of local boards, and devote a significant portion of our practice to interpreting and explaining the proper application of the *Zoning Act* for our client Boards or in Court. The bulk of this work consists of assisting Boards of Appeals with variance or comprehensive permit applications; Planning Boards with applications for preliminary or definitive subdivision plan approval; or Special Permit Granting Authorities (generally the Board of Appeals or Planning Board but, in some Towns, the Board of Selectmen) with a Special Permit application. Typically, we guide our clients through an application process from determining if an application is complete to drafting the decision and representation in Court, if necessary. We offer guidance through phone calls and emails if just a little assistance is needed, or by appearing at hearings if necessary.

We have assisted with a host of zoning changes for our client Towns, ranging from fine-tuning a use table to the creation of an Open-Space Mixed-Use Development Overlay District (OSMUD), which included 19 pages of detailed regulatory requirements. We have drafted countless special acts, bylaws and regulations, including Planning Board and ZBA rules and regulations. We have undertaken a comprehensive revision of the Town Zoning Bylaws in Stockbridge; assisted in the development of entirely new Subdivision Regulations in Dracut and West Boylston; and, in 1998, under a contract with the Metropolitan District Commission, authored a set of Model Subdivision Control Regulations for use by any community with special water resource protection needs.

Some recent examples of our work:

- For the City of Gloucester, we negotiated an innovative Tax Increment Financing (TIF) Agreement and Host Community Agreement for the Gloucester Crossing shopping center. The agreements secured a number of infrastructure improvements for the Town and provided for the conveyance of interests in property necessary to allow the Town to redevelop a former school property.
- For the Town of Littleton, we opposed a telecommunications provider's efforts to site a new cell tower on privately owned, residentially zoned land, and later worked with the telecommunications provider to make an alternative, municipally owned site available to fill the provider's gap in service.
- For the Town of Westwood, we assisted in negotiating a Tax Incentive Financing (TIF) Agreement intended to implement a Development Agreement for Westwood Station, a transit-oriented, "smart growth" mixed-use development. The TIF Agreement was unique in that it provided for increased (rather than reduced) tax payments during the early years of implementation.

**Real Estate Issues:** We have participated in both the purchase and sale of municipal real estate interests, as well as in acquisitions of property by gift and by eminent domain. We have considerable experience in representing client towns with respect to special-purpose interests in real estate, including easements and rights of way for sewer and water facilities, municipal light utilities, and streets and ways. We have also been involved in the acquisition or donation of numerous Conservation Restrictions, pursuant to *M.G.L. c.184, §§31-33*.

**Town Meeting:** We have participated in preparing countless warrant articles for Annual and Special Town Meetings. We have also served at numerous Annual and Special Town Meetings, and have advised moderators with respect to procedural and substantive issues of concern. When required, we have served as stand-ins at Town Meetings when Town Counsel was unavailable to attend.

**Drafting and monitoring special legislation:** We have considerable experience drafting special legislation and working with our Towns' legislative delegation to shepherd their particular proposals through the legislative process. Of particular note, J. Raymond Miyares has served as counsel to two legislative commissions and authored two entire chapters of the General Laws, the *Water Management Act, M.G.L. c.21G*, and the *Low-Level Waste Management Act, M.G.L. c.111H*.

**Bidding, public construction and municipal procurement issues:** We have substantial experience in assisting our municipal clients in contracting for the services of professional consultants, with diverse skill sets and expertise, in a wide range of contexts, both in compliance with the requirements of the *Uniform Procurement Act, M.G.L. c.30B* and with respect to procurements that are exempt from Chapter 30B.

## Miyares and Harrington LLP

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We have reviewed countless Requests for Proposals and contract documents, and advised municipalities on strategies both to cut unnecessary red tape and to enable resources to be concentrated on the most significant procurements. We have facilitated our clients' ability to foster robust competition, to promote integrity in procurements, and ultimately to save money through uniform and transparent contracting procedures.

We have represented client municipalities in public works construction contracting involving school and other public buildings, water and sewage facilities, solid waste disposal facilities, roads and bridges, dams and telecommunications facilities. We can draft, review, and defend public construction contracts and have experience doing so in a variety of factual contexts, including advising our municipal clients in all aspects of public construction processes, preparation of bid documents, resolving bid disputes, contract negotiations, project changes, contractor claims and litigation defense.

We work hard with Town representatives to keep construction projects on time and within budget, while resolving controversies in a common-sense fashion as the project proceeds. However, we do not hesitate to remain firm when necessary for the Town to obtain the benefit of the contract it has signed and the commitments it has paid for.

Some recent examples of our work:

- We assisted the Town of Hopkinton in the negotiation of an Intermunicipal Agreement with the Town of Milford to allow up to 200,000 gallons per day of wastewater generated in Hopkinton to be accepted at Milford's wastewater treatment facility and to defray certain capital costs associated with the Agreement by way of a MORE Grant from the Commonwealth.
- We negotiated one of the Commonwealth's first facility lease and power purchase agreements to allow the location of solar generating equipment to be located on the rooftops of several Hopkinton school and general municipal buildings. Hopkinton's efforts have consistently been cited as a model for municipal-private partnerships to promote solar technology development in the Commonwealth.
- We assisted the Town of Hopkinton in the acquisition of a privately owned Library building in anticipation of a significant restoration and renovation project, and guided the Town throughout the process of preparing an application for grant funding from the Massachusetts Board of Library Commissioners.
- We assisted the Town of Littleton in all phases of numerous construction projects, including a new high school, a new middle school, a renovation and addition to an elementary school, a new police station, a new Town Hall, and a new light department building. Our service to the Town includes the drafting of all contracts and guidance and representation on: procurement, payments disputes, disputes with the contractors and designers during construction and

post construction, contract completion issues, the acquisition of state grants and loans.

- We represented the Town of Littleton in the acquisition of a working apple orchard. When the acquisition was complete, we assisted the Town in leasing the land to a farmer so that the orchard remained in production, and in protecting the land with a conservation restriction.
- For the Town of Shirley, we have provided legal representation and guidance in the development and implementation of a Town sewer system, including upgrades to existing authority, easement acquisition, betterment assessments, construction bidding and contracting, and representation in abatement proceedings and contract disputes.
- We assisted the Town of Stockbridge in reconfiguring an elementary school building for use as Town, Regional School Committee, and private offices. Our efforts included the procurement of design and construction services, including the incorporation of geothermal heating; resolution of water service deficiencies; post-construction dispute resolution; and the solicitation and award of bid proposals for the private office space.
- As Stockbridge Town Counsel, we assisted the Water and Sewer Commission in the financing and construction of a sewer system expansion, including preparation of Town Meeting articles and motions, amending the Commission's enabling authority to allow the use of service fees to defray capital costs, acquisition of property interests and indemnification agreements, and development of connection policies.
- Also in Stockbridge, we assisted the Water and Sewer Commission in the financing, design and construction of an expansion to the water system service area and the addition of a new water tower. We also assisted in the acquisition of property interests and drafted Town meeting articles and motions and indemnification agreements for affected land owners.
- For the Town of Wareham, we secured the ratification of certain deed restrictions affecting the local golf course, thereby preserving the Town's ability to influence future development. We also renegotiated the terms of the existing long-term lease with the golf course.

**Affordable Housing:** We have been involved in both the permitting and opposition to affordable housing developments in a variety of settings.

Some recent examples of our work:

- For the Town of Hopkinton we negotiated a series of agreements with the owner and developer of an open-space master-planned community comprising approximately 730 acres of land, on which are proposed 940 new dwelling units, of which 240 will be eligible for inclusion in the Massachusetts

Department of Housing and Community Development's Subsidized Housing Inventory, 450,000 square feet of commercial space, and 500 acres of open space and other restricted land.

- We participated in the drafting of an *amicus curiae* brief for the Supreme Judicial Court, on behalf of the Towns of Hopkinton, Boxborough, Norton, Townsend and Tyngsborough, in the case of *Zoning Board of Appeals of Lunenburg v. Housing Appeals Committee* (SJC-11102).
- For the Town of Littleton, we negotiated a comprehensive Host Community Agreement with a developer that sought to construct 190 rental housing units pursuant to M.G.L. c.40B, §§20-23, twenty-one single family house lots in an open space subdivision as provided for in the Town's Zoning Bylaw, and twelve additional single-family houses on lots within an abutting, previously approved subdivision. Pursuant to the Host Community Agreement, the developer has agreed to pay the Town up to \$1,255,125.00 as mitigation for these development projects. The developer further agreed, as a matter of contract, that it would maintain sufficient number of SHI-eligible housing units within the rental 40B development to keep the number of SHI-eligible housing units in Town at or above ten percent (10%) of the total housing units through 2031.
- In Wenham, a developer received approval for a 40B project, but later sought and was denied permission to modify his plan. We defended the Town's decision to deny the amendment by the Conservation Commission and ZBA before DEP, the Housing Appeals Committee and in Superior Court. *In the Matter of Burley Street, LLC*, Docket No. DEP 06-122, DEP File No. 326-0248, OADR Docket No. 2005-228; *Burley Street, LLC v. Wenham Zoning Board of Appeals*, HAC No. 2009-12; *Town of Wenham Conservation Commission v. Department of Environmental, Superior Court Civil Action No. 2008-2445B*.

**Community Preservation Act:** All of the Towns that we serve as Town Counsel have accepted the *Community Preservation Act*. Each year, we assist their Community Preservation Committees in reviewing project proposals, preparing spending recommendations for Town Meeting, and implementing projects that have been funded. We have negotiated numerous grant agreements, deed restrictions and other documents that secure the public benefits of projects, and we have provided assistance regarding *Community Preservation Act* accounting issues.

**Oil and Hazardous Waste Contamination/Environmental Issues and Wetland Regulations:** In addition to our reputation in municipal law generally, Miyares and Harrington LLP is probably best known for our expertise in environmental controversies. We have represented municipal clients in a very wide range of natural resource conservation and environmental protection matters, arising under federal, state and local laws and regulations pertaining to wetlands protection, water quality and management issues, air emissions, odor control, toxic and hazardous materials, noise abatement and control, traffic mitigation, public

nuisances, noisome trades and site assignments, and environmental impact analysis, in the context of compliance advice, permitting, enforcement proceedings, administrative appeals and litigation.

Our firm has represented a number of Boards of Health with respect to a variety of solid waste facility issues, hazardous material remediation, asbestos abatement and noisome trades. Our services have involved regulatory drafting, strategic planning, site selection review, permitting assistance, enforcement and litigation. We have represented municipal interests in solid waste site assignment hearings before Boards of Health—including, in particular, the Marshfield Board of Health—and have also provided hearing officer services for such proceedings. We have also represented Boards of Health with respect to solid waste facility closures.

We have provided legal representation and guidance in the development and implementation of municipal sewer systems, including upgrades to existing authority, easement acquisition, betterment assessments, construction bidding and contracting, and representation in abatement proceedings and contract disputes. We have assisted in the financing and construction of sewer system expansions, including preparation of Town Meeting articles and motions, amending enabling authority, obtaining grant funding and low-interest loans, acquisition of property interests and indemnification agreements, and development of connection policies. We have also provided strategic advice and support in connection with the acceptance and implementation of *M.G.L. c.40N* governing the creation of a Sewer Commission independent from the Town.

Some recent examples of our work:

- We are assisting the Town of East Bridgewater in the acquisition by tax title of a brownfield site in the town center. We are in the process of securing grants to remediate the property. Once remediated, the property will be sold to a developer.
- We assisted the Town of Hopkinton in the negotiation of an Intermunicipal Agreement with the Town of Milford to allow up to 200,000 gallons per day of wastewater generated in Hopkinton to be accepted at Milford's wastewater treatment facility and to defray certain capital costs associated with the Agreement by way of a MORE Grant from the Commonwealth.
- We represented the Lincoln Conservation Commission in an action before the Appeals Court in which the Court found that the Commission was within its rights to deny a project under its local wetlands bylaw despite the fact that the project was approved by DEP. This is now one of the leading cases in defining the powers of a conservation commission under a local bylaw. *Hobbs Brook Farm Property Co. Ltd. Partnership v. Conservation Commission of Lincoln*, 65 Mass. App. Ct. 142 (2005), further review denied, 446 Mass. 1104 (2006).
- We are representing the Town of Needham in a wetlands matter before DEP. The Town's public pool is constructed within a man-made lake. For almost 40

years, the Town has drained the lake for two weeks a year to perform maintenance on the pool. In 2009, the DEP denied the Town's application to continue this practice. We have identified an avenue that allows the Town to continue maintenance through 2011. We are working on securing the Town's rights in the future.

- We represented Weymouth in connection with a proposed transfer station in Abington, which was found to pose a hazard to a potential public water supply aquifer, undergoing development by the Town. A Site Assignment Rescission decision was ultimately upheld in the Massachusetts Appeals Court.

**Elections Law and Procedures:** We have advised Town Clerks in the conduct of elections and in re-counts as appropriate. We have also provided advice when elections have resulted in failures to elect. In one case involving a tie in the counted vote, we obtained a court order allowing an overlooked absentee ballot to be opened and counted. *See In re: a Certain Ballot Cast in the Town Of Hopkinton Annual Town Election*, Superior Court Civil Action 20111999.

**Liquor Licensing:** We have advised local licensing authorizes on a range of liquor issues, involving license award, renewal, suspension and other discipline. We consult regularly with the Alcoholic Beverage Control Commission on matters subject to their purview so that local decisions can be upheld if appealed. We have also draft special legislation seeking an increase in the permitted number of licenses available to be issued in one of our client towns.

**Representation of Town in all courts:** Our attorneys have appeared before all courts of the Commonwealth, as well as the U.S. District Court for Massachusetts and the First Circuit Court of Appeals. We have also participated in adjudicatory proceedings before administrative agencies such as the Department of Environmental Protection, the Housing Appeals Committee, the Appellate Tax Board, the Energy Facilities Siting Board, the Board of Conciliation and Arbitration, the Massachusetts Commission Against Discrimination, and the Division of Administrative Law Appeals.

# Miyares and Harrington LLP

**J. RAYMOND MIYARES, Esq.**

## **Academic Background**

### ***Juris Doctor***

University of Virginia

### ***Bachelor of Science Urban Studies***

Massachusetts Institute of  
Technology

## **Member of the Bar**

*Massachusetts  
United States District Court  
for Massachusetts  
United States Court of  
Appeals, First Circuit*

## **Community Service**

*Siting Policy Task Force,  
Executive Office of  
Environmental Affairs 1990*

*Construction Industry  
Arbitrator  
American Arbitration  
Association 1988-1994*

*Secretary, Board of Directors  
Massachusetts Hazardous  
Waste Insolvency Fund  
1986-1989*

*Belmont Financial Task Force  
Advisory Committee  
1995-1996*

*Belmont Telecommunications  
Bylaw Study Committee  
1997-1998*

*Belmont Purecoat Planning  
Committee 2004-2006*

*Belmont Bylaw Review  
Committee 2006-present*

J. Raymond Miyares, founding partner of the firm, is principally known for his work in facility siting, water and resource management, and municipal finance matters. He is the principal author of two entire Chapters of the Massachusetts General Laws. Mr. Miyares is particularly experienced in matters with significant technical issues requiring interaction with expert consultants and witnesses.

Mr. Miyares has represented municipalities and private clients both in favor of and opposing a wide range of major developments and facilities. A veteran negotiator, he has concluded numerous host community agreements requiring mitigation and offsetting benefits in Towns that accept controversial facilities or provide property tax relief.

Mr. Miyares is the lead author of a Chapter entitled "Municipal Real Estate Transactions" in MCLE's Massachusetts Municipal Law (2012).

## **REPRESENTATIVE CLIENTS**

Town Counsel: Town of Stockbridge MA 1996-present

Town Counsel: Town of Hopkinton MA 2007-present

Counsel, Low-Level Radioactive Waste  
Management Board 1989-1999

Counsel, Special Legislative Commission on Water Supply  
1982-1983

## **PROFESSIONAL EXPERIENCE**

Partner, *Miyares and Harrington LLP*  
1988-present

Visiting Lecturer  
Clark University, Department of Geography  
1987

Bracken and Baram 1978-1987  
Partner 1982-1987

Instructor and Staff Attorney  
Boston University School of Public Health  
1982-1983

Director of Research  
The Research Group, Inc., 1974-1978

**THOMAS J. HARRINGTON, Esq.**

**Academic Background**

***Juris Doctor***

Northeastern University

***Bachelor of Arts***

Hartwick College

**Member of the Bar**

*Massachusetts  
United States District Court  
for Massachusetts*

**Community Service**

Chair  
*Wellesley Recreation  
Commission  
2010-2014*

Member  
*Wellesley Town Meeting  
2004-2009*

President  
Vice President  
*Wellesley United Soccer Club  
2002-2009*

Member  
*Board of Directors  
Roxbury Community College  
Center for Environmental  
Education  
1997-2000*

Principal Author  
*Model Subdivision Control  
Regulations  
Metropolitan District  
Commission  
1998*

Member  
*Sherborn Conservation  
Commission  
1990-1996*

Thomas J. Harrington focuses his practice on real estate, land development, planning and wetlands protection issues, assisting municipal boards in contracting, conveyancing, permitting and litigation matters. He has particular experience representing municipal interests in construction and engineering contract matters, as well as in matters before the Department of Environmental Protection. Before joining our firm, he served in the state Division of Capital Planning and Operations.

Mr. Harrington is a graduate of Hartwick College and the Northeastern University School of Law. He is particularly recognized for his successful defense of a Conservation Commission's decision under a local Wetlands Bylaw, despite the project's having received an inconsistent Superseding Order of Conditions from the Department of Environmental Protection. *See Hobbs Brook Farm Property Co. v. Conservation Commission of Lincoln*, 65 Mass. App. Ct. 142 (2005).

Mr. Harrington has been a panelist at the Massachusetts Association of Conservation Commissions (MACC) Annual Meeting, and was a member of the Sherborn Conservation Commission for five years. He has also served on the Board of Directors Roxbury Community College Center for Environmental Education from 1997 through 2000. He was an elected Town Meeting Member in the Town of Wellesley from 2005 through 2008, and was an elected member of the Wellesley Recreation Commission from 2010 through 2014.

**REPRESENTATIVE CLIENTS**

Town Counsel: Town of Wellesley, MA 2014-present

Town Counsel: Town of Carlisle, MA 2013-present

Town Counsel: Town of Littleton, MA 2001-present

**PROFESSIONAL EXPERIENCE**

Partner, 1997-present  
Counsel, 1990-1997  
*Miyares and Harrington LLP*

1986-1987  
Payment Appeals Coordinator  
*Office of the General Counsel, DCPO*

# Miyares and Harrington LLP

**CHRISTOPHER H. HEEP, Esq.**

## **Academic Background**

### ***Juris Doctor***

Northeastern University

### ***Bachelor of Arts***

Oberlin College

## **Member of the Bar**

*Massachusetts  
United States District Court  
for Massachusetts*

## **Community Service**

Member  
*Watertown Zoning Board of  
Appeals  
2011-present*

Lead Author  
*"Municipal Real Estate  
Transactions," Chapter 15 of  
Massachusetts Municipal Law  
(MCLE)  
2012*

Our newest partner, Christopher Heep serves clients in all areas of the firm's practice, with particular emphasis on disputes concerning zoning and land use. Before joining Miyares and Harrington LLP, Mr. Heep served as Law Clerk to the Honorable Gordon H. Piper of the Massachusetts Land Court.

Mr. Heep received his law degree from Northeastern University School of Law, and has worked for the Honorable William G. Young of the United States District Court for the District of Massachusetts and for the Office of Regional Counsel of the United States Environmental Protection Agency (Region 1). He received his B.A. in History from Oberlin College. Mr. Heep is presently an associate member of the Watertown Zoning Board of Appeals.

## **PROFESSIONAL EXPERIENCE**

Partner, 2011-present  
Counsel, 2005-2011  
*Miyares and Harrington LLP*

Law Clerk, 2004-2005  
*The Honorable Gordon H. Piper  
Massachusetts Land Court*

Legal Intern, 2003  
*Sugarman, Rogers, Barshak & Cohen PC*

Law Clerk, 2003  
*Miyares and Harrington LLP*

Legal Intern, 2002  
*U.S. Environmental Protection Agency  
Office of Regional Counsel*

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**JENNIE M. MERRILL, Esq.**

**Academic Background**

***Juris Doctor***

Northeastern University

***Bachelor of Science***

University of Massachusetts  
at Lowell

**Member of the Bar**

*Massachusetts  
United States District Court  
for Massachusetts*

**Community Service**

Member  
*Topsfield Conservation  
Commission  
2008-present*

Member  
*Steering Committee of the  
Administration of Justice  
Section of the Boston Bar  
Association  
2009-2012*

Contributing Author  
*"Municipal Real Estate  
Transactions," Chapter 15 of  
Massachusetts Municipal Law  
(MCLE)  
2012*

Jennie M. Merrill's practice is focused on representing municipal interests in construction and engineering contract matters, as well as matters relating to public procurement. She also has experience representing municipalities and private clients in real estate matters, wetlands protection permitting and appeals. Ms. Merrill received her law degree from Northeastern University School of Law and graduated magna cum laude from the University of Massachusetts at Lowell.

Ms. Merrill served as a law clerk for the Honorable James McHugh of the Massachusetts Appeals Court. Her experience also includes work at the U.S. First Circuit Court of Appeals, the Conservation Law Foundation and the U.S. Environmental Protection Agency (Region I). Ms. Merrill is presently Chairman of the Topsfield Conservation Commission.

**PROFESSIONAL EXPERIENCE**

Associate, 2005-present  
*Miyares and Harrington LLP*

Law Clerk, 2006-2007  
*The Honorable James F. McHugh  
Massachusetts Appeals Court*

Law Clerk, 2005  
*Anderson & Kreiger, LLP*

Research Assistant: Professor L. Breckenridge, 2004-2005  
*Northeastern University School of Law*

Legal Intern, Spring 2004  
*Latronico, Black, Cetkovic & Whitestone*

Legal Intern, Fall 2003  
*The Honorable Norman H. Stahl  
US Court of Appeals for the First Circuit*

Legal Intern, Spring 2003  
*Conservation Law Foundation*

Legal Intern, Fall 2002  
*U.S. Environmental Protection Agency*

**JONATHAN SIMPSON, Esq.**

**Academic Background**

***Juris Doctor***

New York University School  
of Law

***Bachelor of Arts***

Harvard University

**Member of the Bar**

*Massachusetts and  
Federal District Court for  
Massachusetts*

Member  
*Brookline Planning Board  
2010-present*

Contributing Author  
*"Municipal Real Estate  
Transactions," Chapter 15 of  
Massachusetts Municipal Law  
(MCLE)  
2012*

Jonathan Simpson graduated cum laude from Harvard College with a degree in Environmental Science and Public Policy. He received his law degree from the New York University School of Law, where he served as a Casebook Division Editor of the Moot Court Board.

Mr. Simpson joined Miyares and Harrington LLP after having been an associate at Mintz Levin Cohn Ferris Glovsky and Popeo P.C. and Berman DeValerio Pease Tabacco Burt and Pucillo, concentrating in litigation at both firms. He currently serves as a member of the Planning Board for the Town of Brookline, and has formerly served on the Moderator's Committee on Parking as well as numerous Design Advisory Teams for major development projects within the Town. He serves clients in all areas of the firm's practice, with an emphasis on municipal litigation and brownfields regulation.

**PROFESSIONAL EXPERIENCE**

Associate, 2008-present  
*Miyares and Harrington LLP*

Contract Attorney, 2007-2008  
*Proskauer Rose, LLP*

Associate, 2006-2007  
*Berman DeValerio Pease Tabacco Burt & Pucillo*

Associate, 2004-2006  
*Mintz Levin Cohn Ferris Glovsky and Popeo PC*

**MAGDALENE K. CARTER, Esq.**

**Academic Background**

***Juris Doctor***

Villanova University School of  
Law

***Bachelor of Arts***

Middlebury College

***Cultural Immersion***

***Programs***

Universidad del Salvador  
Buenos Aires, Argentina

Universidad de Salamanca  
Salamanca, Spain

**Member of the Bar**

*Massachusetts*

Magdalene K. Carter received her law degree from the Villanova University School of Law, where she served as Editor-in-Chief of the Villanova Environmental Law Journal and served as a member on the Villanova Environmental & Energy Law Society and the Sustainability Committee.

Ms. Carter graduated *cum laude* from Middlebury College with a degree in International Studies with a focus in Economics and Latin America

Ms. Carter is that author of a Case Note: "Flooding the Possibility of Recovery Under a Temporary Takings Analysis: The Drowning Effects of *Arkansas Game & Fish Commission v. United States*," 23 *Villanova Environmental Law Journal* 211 (2012)

Ms. Carter serves clients in all areas of the firm's practice. . She is highly proficient in Spanish.

**PROFESSIONAL EXPERIENCE**

Associate, 2013-present  
*Miyares and Harrington LLP*

Certified Student Attorney, 2013  
*Villanova University Farmworker Legal Aid Clinic*  
Villanova, PA

Legal Intern, Summer 2012  
*Connecticut Legal Services, Inc.*  
Willimantic, CT

Summer Associate, 2011  
*Downs Rachlin Martin, PLLC*  
Burlington, VT

# Miyares and Harrington LLP

**IVRIA G. FRIED, Esq.**

## **Academic Background**

### ***Master of Environmental Law and Policy***

Vermont Law School

### ***Juris Doctor***

Northeastern University

### ***Bachelor of Arts***

University of Vermont

## **Member of the Bar**

*Massachusetts*

Member

*Boston Bar Association*

*Environmental Public Service  
Committee*

Member

*Boston Bar Association*

*Young Lawyers Division*

## **Community Service**

Volunteer

*Iraqi Refugee Assistance  
Project*

Volunteer

*Legal Services Law Line  
2008-2009*

Volunteer

*Victim Rights Law Center  
2007*

Ivria G. Fried graduated *magna cum laude* from the University of Vermont with a degree in a Political Science and Sociology and *summa cum laude* from Vermont Law School with a Masters of Environmental Law and Policy. She received her law degree from the Northeastern University School of Law, where she was a semifinalist in the Pace National Environmental Law Moot Court Competition and was a member of the Wind Action Committee and Environmental Law Society.

Ms Fried was a recipient of the 2012 ABA Section of Environment, Energy and Resources Law Student Program of the Year award for a published report entitled *Public Access to the Tidelands: Compliance with Ch.91 Licenses*

Ms. Fried serves clients in all areas of the firm's practice. She is highly proficient in Spanish.

## **PROFESSIONAL EXPERIENCE**

Associate, 2014-present

*Miyares and Harrington LLP*

Associate, 2013-2014

*Law Office of Stuart J. Farkas*

Legal Intern, 2013

*Department of Justice, Environmental Enforcement Section  
Washington, D.C.*

Law Clerk, 2013

*Anderson & Kreiger, LLP*

Legal Intern, 2012

*Conservation Law Foundation*

Legal Intern, 2012

*Earthjustice, San Francisco, CA*

Judicial Intern, 2011

*Massachusetts Appeals Court*

*Associate Justice Cynthia J. Cohen*

Exhibit C  
List of Municipal Clients

I. Raymond Miyares

<b>Municipality</b>	<b>Contact Person</b>
<b>Hopkinton Town Counsel 2007 to Present</b>	<b>John Mosher, Chairman Board of Selectmen Mr. Norman Khumalo, Town Manager Town Hall, 18 Main Street Hopkinton, MA 01748 (508) 497-9700</b>
<b>Stockbridge Town Counsel 1996 to present</b>	<b>Stephen Shatz, Chair Board of Selectmen Jorja-Ann P. Marsden, Town Administrator 50 Main Street Stockbridge, MA 01262 (413) 298-4170</b>
<b>Auburn 2007-2009</b>	<b>Adam Burney, Town Planner 104 Central Street Auburn, MA 01501 508-832-7704</b>
<b>Ayer 1994 to present</b>	<b>Shaun A. Suhoski, Town Administrator (Former Ayer Town Administrator) Town of Sturbridge 308 Main Street Sturbridge, MA 01501 (508) 347-2500  Mark Fermanian, Chair Ayer Planning Board 1 Main Street Ayer, MA 01432 (978) 486-9058</b>

Miyares and Harrington LLP

<p>Gloucester 2008</p>	<p>James A Duggan, Chief Administrative Officer City of Gloucester 9 Dale Avenue Gloucester, MA 01930 (978) 281-9700</p>
<p>Hamilton 2004 to present</p>	<p>Michael Lombardo, Town Manager 577 Bay Road Hamilton, MA 01936 (978) 468-5572</p>
<p>Kingston 2000 to 2009</p>	<p>Kevin Donovan, Chief Executive Officer (Former Kingston Town Administrator) South Shore Tri-Town Development Corporation 223 Shea Memorial Drive South Weymouth, MA 02190 (781) 682-2187</p>
<p>Littleton 1988 to present</p>	<p>Keith Bergman, Town Administrator Town of Littleton 37 Shattuck Street Littleton MA 01460 (978) 540-2460</p> <p>Timothy Goddard, Town Administrator (Former Littleton Town Administrator) Town of Carlisle 66 Westford Street Carlisle, MA 01741 (978) 371-6688</p>
<p>Marblehead Water and Sewer Commission 2005</p>	<p>Dana Snow Superintendent (retired)</p> <p>Current contact information unavailable</p>

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<p>Marshfield 2005 to 2006</p>	<p>Gerald Maher, D.D.S., Chairman Board of Health 870 Moraine Street Marshfield, MA 02050 (781) 834-5558</p>
<p>Needham 2012 to present</p>	<p>Kate Fitzpatrick, Town Manager Town Hall 1471 Highland Avenue Needham, MA 02492 (781) 455-7500</p>
<p>Sherborn 2005 to 2010</p>	<p>Daniel Keyes, Town Administrator (Former Sherborn Town Administrator) Town of Blackstone 15 St. Paul Street Blackstone, MA 01504 (508) 883-1500</p> <p>Dennis Lutrell, Town Administrator (Former Sherborn Town Administrator) Town of Somerset 140 Wood Street Somerset, MA (508) 646-2800</p>
<p>Sturbridge 2010 to 2011</p>	<p>Shaun A. Suhoski, Town Administrator Town of Sturbridge 308 Main Street Sturbridge, MA 01501 (508) 347-2500</p>
<p>Wareham 2006 to present</p>	<p>Jean Connaughton, Chair Community Economic Development Authority 54 Marion Road Wareham, MA 02571 (508) 291-3100 x3103</p>

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<p>Webster 2012 to present</p>	<p>John McAuliffe, Town Administrator Town of Webster 350 Main Street Webster, MA 01570 (508) 949-3800 x1005</p>
<p>Westwood 2007</p>	<p>Nancy C. Hyde Board of Selectmen 580 High Street Westwood, MA 02090 (781) 251-2581</p>
<p>Weymouth 1988 to present</p>	<p>George E Lane Jr., Town Solicitor 87 Broad Street Post Office Box 29 Weymouth, MA 02188 (781) 337-3613</p>
<p>Wrentham 2013 to present</p>	<p>William Ketcham, Town Administrator 79 South Street Wrentham, MA 02093 (508) 384-5400</p>
<p>Narragansett, RI 2013 to present</p>	<p>Pamela T. Nolan, Town Manager 25 Fifth Avenue Narragansett, RI 02882 (401) 789-1044</p>

Thomas J. Harrington

<b>Municipality</b>	<b>Contact Person</b>
<p>Littleton Town Counsel 1988 to present</p>	<p>Ted Doucette, Chairman Board of Selectmen Keith Bergman, Town Administrator Town of Littleton 37 Shattuck Street Littleton MA 01460 (978) 540-2460</p> <p>Timothy Goddard, Town Administrator (Former Littleton Town Administrator) Town of Carlisle 66 Westford Street Carlisle, MA 01741 (978) 371-6688</p>
<p>Carlisle Town Counsel 2013 to present</p>	<p>Timothy Goddard, Town Administrator Town of Carlisle 66 Westford Street Carlisle, MA 01741 (978) 371-6688</p>
<p>Wellesley Town Counsel 2014 to present</p>	<p>Hans Larsen, Executive Director Board of Selectmen Town of Wellesley 525 Washington Street, 3<sup>rd</sup> Floor Wellesley, MA 02482</p>
<p>Algonquin Regional School District 2007 to 2011</p>	<p>Charles Gobron, Superintendent of Schools 53 Parkerville Road Southborough, MA 01772 (508) 486-5115</p>
<p>East Bridgewater 2009 to present</p>	<p>Laura Brown, Tax Title Counsel The Cornerstone Building 800 Hingham Street Rockland, MA 02370 (781) 871-3111</p>

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<p>Hopkinton 2007 to Present</p>	<p>Norman Khumalo, Town Manager Town Hall, 18 Main Street Hopkinton, MA 01748 (508) 497-9700</p>
<p>Kingston 2000 to 2009</p>	<p>Matthew J Darsch, Superintendent Kingston Water Department 22 Elm Street Kingston, MA 02364</p>
<p>Rockland 2010 to 2011</p>	<p>Laura Brown, Tax Title Counsel The Cornerstone Building 800 Hingham Street Rockland, MA 02370 (781) 871-3111</p>
<p>Sherborn 2005 to 2010</p>	<p>Daniel Keyes, Town Administrator (Former Sherborn Town Administrator) Town of Blackstone 15 St. Paul Street Blackstone, MA 01504 (508) 883-1500</p> <p>Dennis Lutrell, Town Administrator (Former Sherborn Town Administrator) Town of Somerset 140 Wood Street Somerset, MA (508) 646-2800</p>
<p>Shirley 1999 to present</p>	<p>Robert C, Schuler, Vice Chairman Sewer Commission 7 Keady Way Shirley, MA 01464 (978) 425-2600</p>
<p>Stockbridge 1996 to present</p>	<p>Jorja-Ann P. Marsden, Town Administrator 50 Main Street Stockbridge, MA 01262 (413) 298-4170</p>

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<p>Tantasqua Regional School District 2004 to 2006</p>	<p>Daniel G. Durgin, Superintendent of Schools (retired)  Current contact information unavailable</p>
<p>Tewksbury 2007</p>	<p>Charles Zaroulis, Town Counsel 40 Church Street #500 Lowell, MA 01852 (978) 458-4583</p>
<p>Wenham 1996 to present</p>	<p>Emilie Cademartori Land Use Coordinator 138 Main Street Wenham, MA 01984 (978) 468-5520</p>
<p>Whitman 2010 to 2011</p>	<p>Frank Lynam, Town Administrator 54 South Avenue Whitman, MA 02382 (781) 618-9701  Laura Brown, Tax Title Counsel The Cornerstone Building 800 Hingham Street Rockland, MA 02370 (781) 871-3111</p>
<p>Yarmouth 2006</p>	<p>Robert C. Lawton, Jr. (former Town Administrator)  Current contact information unavailable</p>

Miyares and Harrington LLP

Christopher H. Heep

<b>Municipality</b>	<b>Contact Person</b>
Auburn 2007-2009	Adam Burney, Town Planner 104 Central Street Auburn, MA 01501 508-832-7704
Ayer 1994 to present	Shaun A. Suhoski, Town Administrator (Former Ayer Town Administrator) Town of Sturbridge 308 Main Street Sturbridge, MA 01501 (508) 347-2500  Mark Fermanian, Chair Ayer Planning Board 1 Main Street Ayer, MA 01432 (978) 486-9058
Hopkinton 2007 to Present	Mr. Norman Khumalo, Town Manager Town Hall, 18 Main Street Hopkinton, MA 01748 (508) 497-9700
Littleton 1988 to present	Keith Bergman, Town Administrator Town of Littleton 37 Shattuck Street Littleton MA 01460 (978) 540-2460

Miyares and Harrington LLP

<p>Sherborn 2005 to 2010</p>	<p>Daniel Keyes, Town Administrator (Former Sherborn Town Administrator) Town of Blackstone 15 St. Paul Street Blackstone, MA 01504 (508) 883-1500</p> <p>Dennis Lutrell, Town Administrator (Former Sherborn Town Administrator) Town of Somerset 140 Wood Street Somerset, MA (508) 646-2800</p>
<p>Shirley Sewer Commission 1999 to present</p>	<p>Robert C. Schuler Sewer Commission 7 Keady Way Shirley, MA 01464 (978) 425-2600</p>
<p>Stockbridge 1996 to present</p>	<p>Jorja-Ann P. Marsden, Town Administrator 50 Main Street Stockbridge, MA 01262 (413) 298-4170</p>
<p>Tewksbury 2007</p>	<p>Charles Zaroulis, Town Counsel 40 Church Street #500 Lowell, MA 01852 (978) 458-4583</p>
<p>Tyngsborough 2010</p>	<p>Charles Zaroulis, Town Counsel 40 Church Street #500 Lowell, MA 01852 (978) 458-4583</p>

Miyares and Harrington LLP

<p>Wareham 2006 to present</p>	<p>Jean Connaughton, Chair Community Economic Development Authority 54 Marion Road Wareham, MA 02571 (508) 291-3100 x3103</p>
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J. Raymond Miyares  
Thomas J. Harrington  
Christopher H. Heep

Jennie M. Merrill  
Marguerite D. Reynolds  
Jonathan E. Simpson

## ATTACHMENT B

### RESPONSE TO REQUEST FOR PROPOSALS FOR TOWN OF READING TOWN COUNSEL-FINANCIAL INFORMATION

Miyares and Harrington LLP  
50 Leonard Street • Suite Three  
Belmont, MA 02478  
Tel. (617) 489-1600  
Fax. (617) 489-1630  
[ray@miyares-harrington.com](mailto:ray@miyares-harrington.com)

1. **Please list the name and hourly rate for proposed Town Counsel and for each attorney intended or likely to serve as back-up:**

Our billing rates for Town Counsel services are \$185.00 for the professional services of our firm's partners, J. Raymond Miyares, Thomas J. Harrington and Christopher H. Heep, and \$160.00 for staff attorneys.

2. **If you propose to bill for services provided by paralegals, clerical staff, or other non-attorney personnel, please list by title and by hourly rate each position for whom you may bill:**

Our billing rates are \$65.00 for law clerks and paralegals assisting in the provision of Town Counsel services. We do not bill for clerical or administrative personnel.

3. **Please provide a complete listing of all charges for expenses you intend to impose as incurred (i.e. any and all copy charges, telephone charges, fax charges, mileage charges and the like but excluding any fees for stenographers, court fees, service fees and the like):**

All expenses and disbursements (filing and outside photocopying fees, certified and express mail) are billed at cost (without any mark-up). There is no charge for telephone calls, in-house photocopying, faxes or regular postage. Nor do we bill for overhead charges or on-line research expenses. In accordance with IRS guidance, mileage will be billed during calendar year 2014 at \$0.56 per mile.

4. **In what hourly increments do you intend to bill?**

All time is billed in increments of 0.1 hours.

5. **Do you bill out attorney time out of the office on a portal-to-portal basis or some other basis? Please describe.**

Travel time is billed at \$140.00 for our firm's partners, \$125 for staff attorneys and \$35.00 for law clerks and paralegals.

6. **Please describe any proposed alternative fee arrangement.**

We are happy to discuss establishing a retainer arrangement for core Town Counsel services provided to the Town. The amount of the retainer would depend on the scope of services to be provided under the retainer and the services that we would be asked to provide on an hourly basis.



J. Raymond Miyares, Partner  
Miyares and Harrington LLP



Thomas J. Harrington, Partner  
Miyares and Harrington LLP



Christopher H. Heep, Partner  
Miyares and Harrington LLP

ATTACHMENT C

**MUNICIPAL LAW EXPERIENCE CHECKLIST**  
(To be completed for each team member)

Rate your experience in the following areas of municipal law using the scale below

1. No experience
2. Limited experience
3. Moderate experience
4. Advanced experience
5. Extensive experience

5	General Municipal Law
5	Municipal Finance
5	Town bylaws and regulations
5	Open Meeting, public record, executive session, and conflicts of interest law
5	Zoning G. L. c. 40A and land use
5	Real estate issues: acquisitions, sales, eminent domain, easements, leases, tax taking
5	Town Meeting: drafting and review of warrant articles and motions, advice on issues before and at Town Meeting
5	Drafting and monitoring special legislation
5	Public Bidding, Construction Law and Municipal Procurement Law
5	Chapter 40B Affordable Housing
5	Subdivision Control Law
5	Community Preservation Act G. L. c. 44B
5	Wetlands Regulation (State and Local)
5	Oil & Hazardous Waste Contamination G. L. c. 21E
5	Elections Law
5	Liquor Licensing
5	Municipal Labor Law
5	Chapter 32B



ATTACHMENT C

MUNICIPAL LAW EXPERIENCE CHECKLIST  
(To be completed for each team member)

Rate your experience in the following areas of municipal law using the scale below

- 1. No experience
- 2. Limited experience
- 3. Moderate experience
- 4. Advanced experience
- 5. Extensive experience

5	General Municipal Law
5	Municipal Finance
5	Town bylaws and regulations
5	Open Meeting, public record, executive session, and conflicts of interest law
5	Zoning G. L. c. 40A and land use
5	Real estate issues: acquisitions, sales, eminent domain, easements, leases, tax taking
5	Town Meeting: drafting and review of warrant articles and motions, advice on issues before and at Town Meeting
5	Drafting and monitoring special legislation
5	Public Bidding, Construction Law and Municipal Procurement Law
5	Chapter 40B Affordable Housing
5	Subdivision Control Law
5	Community Preservation Act G. L. c. 44B
5	Wetlands Regulation (State and Local)
5	Oil & Hazardous Waste Contamination G. L. c. 21E
5	Elections Law
5	Liquor Licensing
5	Municipal Labor Law
5	Chapter 32B

ATTACHMENT D

STATEMENT OF LITIGATION EXPERIENCE  
(To be completed for each team member)

Rate your experience practicing with the following Courts, Boards and Commissions based on the scale listed below.

1. No experience
2. Limited experience
3. Moderate experience
4. Advanced experience
5. Extensive experience

<u>5</u>	Trials before State Courts (District, Superior, Land Courts)
<u>3</u>	Trials before Federal District Courts
<u>4</u>	Appeals before Massachusetts Appeals Court
<u>3</u>	Appeals before Massachusetts Supreme Judicial Court
<u>1</u>	Administrative Proceedings before Massachusetts Civil Service Commission
<u>5</u>	Arbitration Proceedings
<u>4</u>	Mediation Proceedings
<u>3</u>	Administrative Proceedings before Massachusetts Appellate Tax Board
<u>5</u>	Administrative Proceedings before Massachusetts Department of Environmental Protection
<u>2</u>	Administrative Proceedings before Massachusetts Commission Against Discrimination
<u>3</u>	Administrative Proceedings before the ABCC
<u>2</u>	Administrative Proceedings before the Housing Appeals Committee
<u>5</u>	Administrative Proceedings before Division of Administrative Law Appeals

ATTACHMENT D

STATEMENT OF LITIGATION EXPERIENCE  
(To be completed for each team member)

Rate your experience practicing with the following Courts, Boards and Commissions based on the scale listed below.

1. No experience
2. Limited experience
3. Moderate experience
4. Advanced experience
5. Extensive experience

<u>4</u>	Trials before State Courts (District, Superior, Land Courts)
<u>3</u>	Trials before Federal District Courts
<u>3</u>	Appeals before Massachusetts Appeals Court
<u>2</u>	Appeals before Massachusetts Supreme Judicial Court
<u>1</u>	Administrative Proceedings before Massachusetts Civil Service Commission
<u>3</u>	Arbitration Proceedings
<u>4</u>	Mediation Proceedings
<u>4</u>	Administrative Proceedings before Massachusetts Appellate Tax Board
<u>5</u>	Administrative Proceedings before Massachusetts Department of Environmental Protection
<u>1</u>	Administrative Proceedings before Massachusetts Commission Against Discrimination
<u>3</u>	Administrative Proceedings before the ABCC
<u>3</u>	Administrative Proceedings before the Housing Appeals Committee
<u>4</u>	Administrative Proceedings before Division of Administrative Law Appeals

ATTACHMENT D

STATEMENT OF LITIGATION EXPERIENCE  
(To be completed for each team member)

Rate your experience practicing with the following Courts, Boards and Commissions based on the scale listed below.

1. No experience
2. Limited experience
3. Moderate experience
4. Advanced experience
5. Extensive experience

<u>4</u>	Trials before State Courts (District, Superior, Land Courts)
<u>2</u>	Trials before Federal District Courts
<u>4</u>	Appeals before Massachusetts Appeals Court
<u>3</u>	Appeals before Massachusetts Supreme Judicial Court
<u>1</u>	Administrative Proceedings before Massachusetts Civil Service Commission
<u>1</u>	Arbitration Proceedings
<u>1</u>	Mediation Proceedings
<u>1</u>	Administrative Proceedings before Massachusetts Appellate Tax Board
<u>1</u>	Administrative Proceedings before Massachusetts Department of Environmental Protection
<u>1</u>	Administrative Proceedings before Massachusetts Commission Against Discrimination
<u>1</u>	Administrative Proceedings before the ABCC
<u>1</u>	Administrative Proceedings before the Housing Appeals Committee
<u>2</u>	Administrative Proceedings before Division of Administrative Law Appeals