

Helping Governments Work Better

**Edward J. Collins, Jr. Center
for Public Management**

**John W. McCormack Graduate School
of Policy and Global Studies**

University of Massachusetts Boston



About the Center

The Edward J. Collins, Jr. Center for Public Management within the McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston is dedicated to improving the efficiency, effectiveness, governance, and accountability at all levels of government, with a particular focus on state and local government. The center's mission is to enable public entities to provide high quality services to the people they serve on a sustainable basis.

Our History and Growth

Since its establishment by the legislature in July 2008, the center has grown from conducting 20 engagements per year in its first few years to over 90 engagements completed during fiscal year 2014. The center has built a strong reputation in state and municipal performance management, organizational studies, charter development, executive recruitment, and many other services. The center's work on the design and implementation of performance management for the Commonwealth has helped to establish new ways of doing business in state government. The center is named in honor of Edward J. Collins, Jr. Throughout his long and distinguished career in public service, including serving as deputy commissioner for local services at the Department of Revenue, Saugus selectman and town manager, and chief financial officer for the City of Boston, Collins epitomized integrity, professionalism, and innovation, and he served as an important mentor to hundreds of past and present municipal and state officials.

For more information, please visit our website:

<http://www.umb.edu/cpm/>

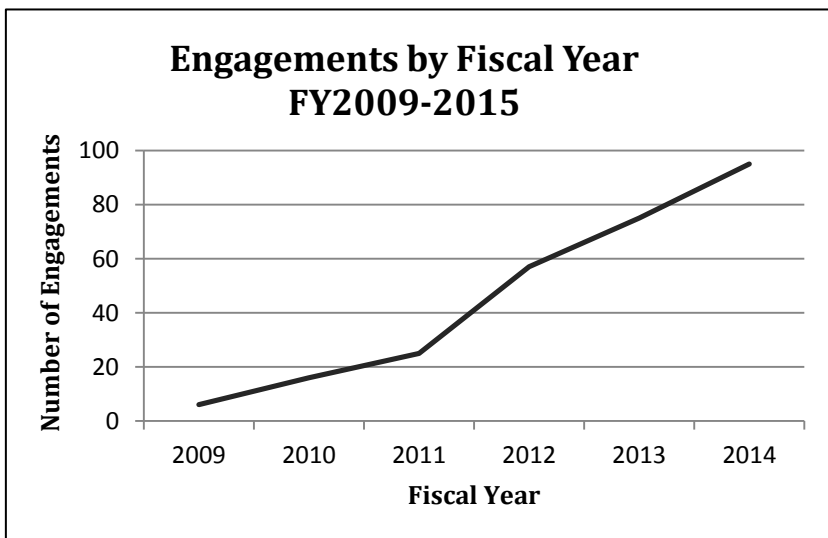
Services

- Charter Assistance and Government Study Committee Facilitation
- Compensation and Classification Plans
- Executive Recruitment
- Human Resources Policy Audits
- Management and Organizational Reviews
- Performance Management
- Intergovernmental Collaboration
- Strategic Planning and Community Involvement
- Training and Education

By the Numbers

Since the Center was founded, it has provided support to:

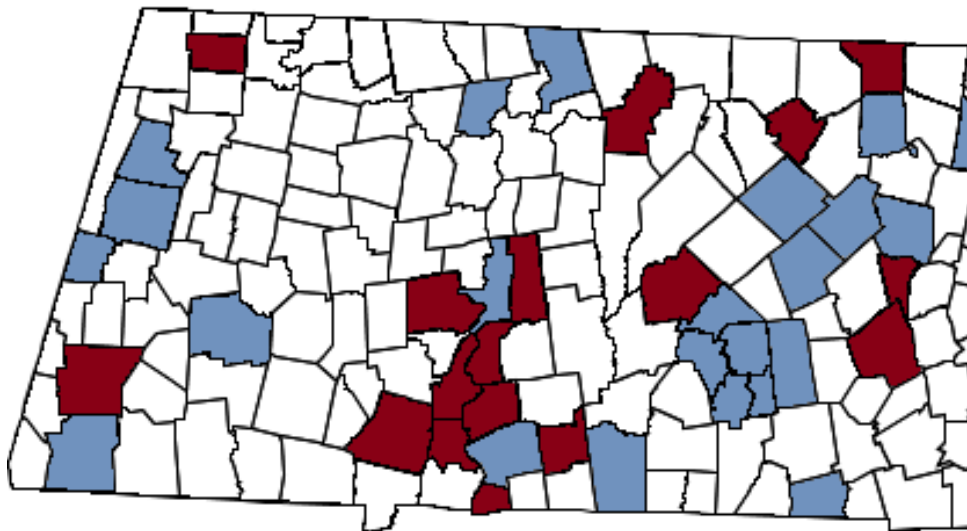
- over 150 cities and towns
- 24 school districts
- 13 regional agencies, quasi-governmental agencies, or county governments
- 8 state secretariats



Note that some engagements crossed fiscal years and so may be included in more than one year.

Municipal Engagement

FY09 -



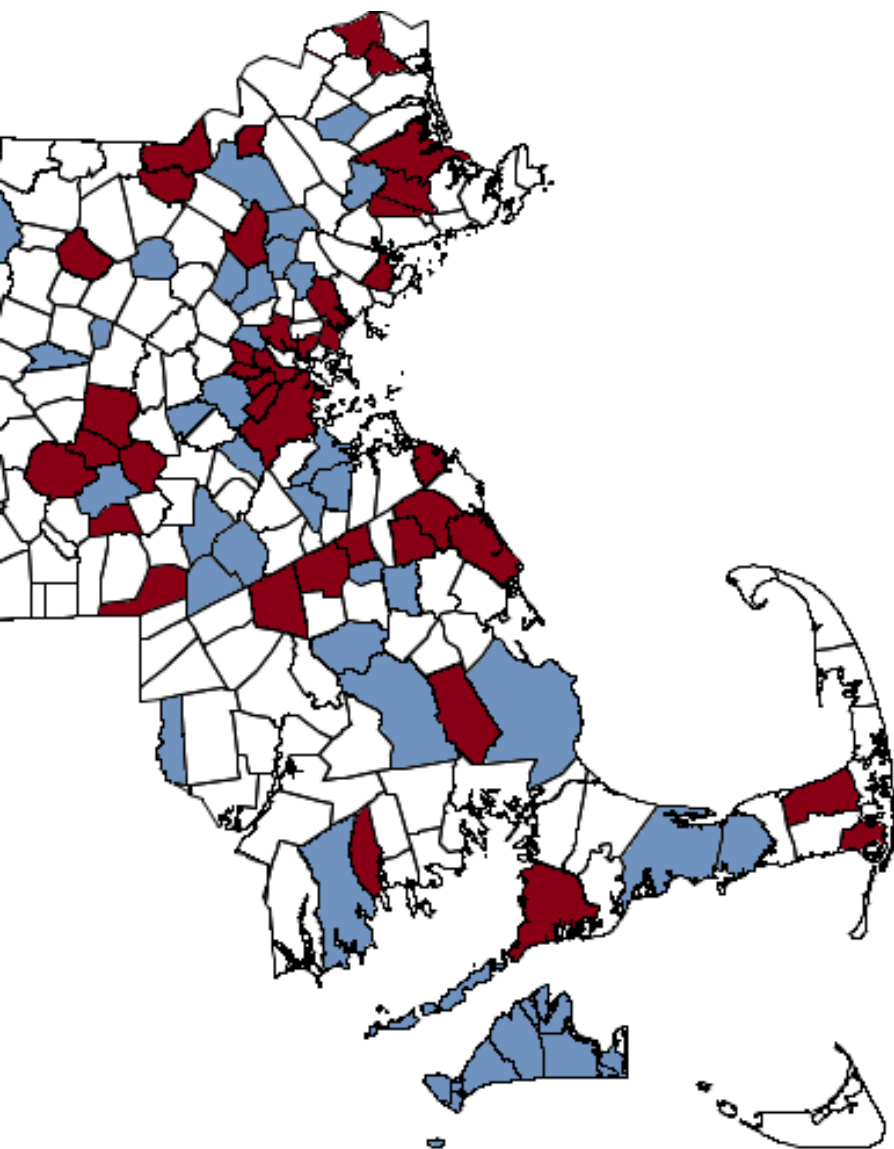
Single Engagement



Multiple Engagements

Engagements

- FY15



MUNICIPAL ENGAGEMENTS

Abington

- Human Resources audit
-

Amesbury

- Assistance with charter revisions
 - Assistance with civic engagement around performance management
 - Review of and recommendations for AmesStat Performance Management Program
 - Municipal Performance Management Program
 - Financial Analysis
 - Chief Financial Officer recruitment
-

Amherst

- Municipal Performance Management Program
 - Regional E911 Feasibility Study with Pelham and Hadley
-

Andover

- Municipal Performance Management Program
-

Arlington

- Municipal Performance Management Program
-

Ashby

- Analysis of Town Administrator position
- Development of personnel handbook
- Assistance with policy development



Ashland

- Classification and compensation study
 - Municipal Performance Management Program
-

Barnstable

- Municipal Performance Management Program
-

Becket

- Municipal Performance Management Program
-

Belmont

- Assistance with financial management and budget development
 - Town Administrator recruitment
-

Beverly

- Municipal Performance Management Program
-

Boston

- Municipal Performance Management Program
 - Review of the Office of Human Resources
 - Training for the Metro Boston Homeland Security Region
-

Braintree

- Municipal Performance Management Program



Brewster

- Town Administrator recruitment
 - Human Resources audit
-

Bridgewater

- Town Manager recruitment
-

Brockton

- School Department classification and compensation study
 - Municipal Performance Management Program
 - Organizational review of Department of Public Works
-

Brookline

- School Department classification and compensation study
 - Assistance with financial management
 - Municipal Performance Management Program
 - Organizational review of Department of Planning and Community Development
 - School Department organizational study
-

Burlington

- Town Administrator recruitment
-

Cambridge

- Director of Traffic, Parking, and Transportation recruitment
- Municipal Performance Management Program



Carlisle

- Town Government organizational review
-

Carver

- Public Facilities siting and financing study
 - Town Administrator recruitment
-

Central Falls, RI

- Development of new charter
-

Chatham

- Municipal Performance Management Program
 - Town Manager recruitment
-

Chelsea

- City Manager recruitment
 - School Department classification and compensation study
 - Review of school nursing program
 - Organizational review of Chelsea High School
-

Chicopee

- Human Resources audit and policy recommendations
- Municipal Performance Management Program



Cohasset

- Municipal Performance Management Program
 - Town Manager recruitment
-

Dartmouth

- Municipal Performance Management Program
-

Dedham

- Municipal Performance Management Program
-

Dracut

- Town Manager recruitment
 - Assistance with charter revisions
-

Dudley

- Regional E911 Feasibility Study (Charlton, Dudley, Oxford, Southbridge, and Webster)
-

Easton

- Classification and compensation study
 - Development of new charter
 - Human Resources workshop
-

Everett

- Development of new charter
- Municipal Performance Management Program
- Salary study



Falmouth

- Financial management and budget assistance
 - Information technology study
-

Fitchburg

- Review of Information Technology, Legal and Purchasing Departments
-

Foxborough

- Town Manager recruitment
-

Framingham

- Municipal Performance Management Program
 - Town Manager recruitment
-

Gardner

- Development of new charter
 - Municipal Performance Management Program
-

Georgetown

- Facilitation of public meeting on budgetary issues
-

Great Barrington

- Organizational review of multiple town departments
- Town Manager recruitment



Greenfield

- Municipal Performance Management Program
-

Hadley

- Municipal Performance Management Program
-

Hamilton

- Organizational study of Inspectional Services Department
 - Organizational study of permitting functions
-

Hanover

- Municipal Performance Management Program
 - Town Manager recruitment
-

Hanson

- Organizational review of multiple town departments
-

Hardwick

- Classification and compensation study
 - Human Resources audit
-

Holliston

- Municipal Performance Management Program



Holyoke

- Development of new charter
 - Human Resources audit and policy recommendation
-

Hopkinton

- Interim town management services
 - Municipal Performance Management Program
-

Hubbardston

- Development of new charter
-

Hudson

- School Department classification and compensation study
-

Ipswich

- Fire Chief selection process
 - Municipal/school collaboration review
-

Jamestown, RI

- Parks and recreation study
 - Space needs study
-

Lanesborough

- Municipal Performance Management Program



Lawrence

- Assistance with the establishment of consolidated Department of Municipal Finance
 - Finance Director recruitment
 - Information technology study
 - Municipal Performance Management Program
 - Transition plan
-

Littleton

- Fire Department strategic plan
 - Highway Department study
-

Longmeadow

- Human Resources audit
 - Municipal Performance Management Program
 - Town Manager recruitment
-

Lowell

- Municipal Management Training Program
 - Municipal Performance Management Program
 - Organizational review of Department of Public Works
-

Marshfield

- Council of Aging needs assessment
- Organizational review of Department of Public Works



Maynard

- Economic development study
-

Medford

- Municipal Performance Management Program
-

Medford Housing Authority

- Executive Director recruitment
 - Review of administrative practices
-

Medway

- Classification and compensation study
 - Municipal Performance Management Program
 - Town Administrator recruitment
-

Middleborough

- Information technology study
-

Monson

- Regional E911 Feasibility Study (Monson, Palmer, Ware, and Warren)
-

New Bedford

- Chief Financial Officer recruitment
- Municipal Performance Management Program



Newburyport

- Development of new charter
 - Municipal Performance Management Program
-

Newport, RI

- School finance and operations analysis
-

Newton

- Position descriptions for department heads
-

North Adams

- Capital Improvement Program
-

North Reading

- Town Administrator recruitment
-

Northampton

- Development of new charter
 - Information technology study
 - Municipal Performance Management Program
-

Northfield

- Town Administrator recruitment



Norwell

- Assistance with the establishment of a consolidated department of municipal finance
 - Information technology study
 - Police and Fire overtime analysis
 - Town Administrator recruitment
-

Orange

- Municipal Performance Management Program
 - Town Administrator recruitment
-

Pittsfield

- Development of new charter
-

Plymouth

- Town Manager recruitment
-

Princeton

- Town Administrator recruitment
-

Quincy

- Emergency Response Planning
-

Randolph

- State of the Town facilitation



Reading

- Town Manager recruitment
-

Revere

- Capital Improvement Program
 - Municipal Performance Management Program
 - Police Strategic Plan
-

Richmond

- Municipal Performance Management Program
-

Rutland

- Town Administrator recruitment
-

Salem

- Information technology study
 - Municipal Performance Management Program
 - Principals recruitment
-

Salem, NH

- Salary and benefits survey
-

Saugus

- Capital Improvement Program
- Municipal Performance Management Program
- Organizational review of Department of Public Works



Seekonk

- Classification and compensation study
-

Sharon

- Town Administrator recruitment
-

Sheffield

- Treasurer/Collector organizational review
-

Sherborn

- Governance and organizational review
 - Town Administrator recruitment
-

Shirley

- Municipal Performance Management Program
-

Somerville

- Assistance with charter revisions
- Classification and compensation study (non-union positions and school district)
- School Department classification and compensation study
- Development of administrative code
- Municipal Performance Management Program
- Retirement Board Executive Director recruitment
- School StatNet



South Hadley

- Action plan to implement DOR report
 - Assistance with drafting multiple special acts
 - Fire Chief recruitment
 - Human Resources audit
 - Town Administrator recruitment
-

Southborough

- Assistance drafting Town Manager special act
-

Spencer

- Municipal Performance Management Program
-

Springfield

- Chief Administrative and Financial Officer recruitment
-

Sterling

- Recommendations for drafting a Town Administrator special act
-

Tisbury

- Classification and compensation study
-

Topsfield

- Town Administrator recruitment



Wakefield

- Classification study
-

Walpole

- Town Administrator recruitment
-

Watertown

- Organizational review of Department of Public Works
 - Organizational review of Town Administration
-

Wellesley

- Department of Public Works supervisory employee training
-

Wenham

- Department of Public Works consolidation
 - Classification and compensation study
-

West Barnstable Fire District

- Municipal Performance Management Program
-

West Boylston

- Assistance to become an economic target area
- Human Resources audit and policy recommendations



West Springfield

- Building and Grounds consolidation study
 - Municipal Performance Management Program
-

Westfield

- Assistance with financial management
 - Municipal Performance Management Program
 - Municipal/school collaboration feasibility study
-

Westford

- Human Resources policy audit
-

Whitman

- Human Resources audit and policy recommendations
-

Wilbraham

- Police Chief recruitment
 - Town Administrator recruitment
-

Wilmington

- Information technology study
 - Municipal Performance Management Program
-

Winthrop

- Chief Financial Officer recruitment
- Economic development study



Woburn

- Municipal Performance Management Program
-

Worcester

- City Auditor recruitment
 - City Treasurer recruitment
 - Municipal Performance Management Program
-

Wrentham

- Classification and compensation study
 - Municipal Performance Management Program
-

Yarmouth

- Municipal Performance Management Program



Board of Library Commissioners

- Organizational study
-

Committee for Public Counsel Services

- Classification study
-

Department of Fire Services

- Annual Chief Fire Officer Training Program
 - Massachusetts Fire Academy Director recruitment
-

Department of Secondary Education

- Implementation of District Capacity Project
-

Department of Transportation

- MBTA tiered fares pilot study
 - Performance Management
 - Regional Transit Authorities Americans with Disabilities research
-

Executive Office for Administration and Finance

- Design and implementation of State performance management system (MassResults)
 - American Recovery and Reinvestment Act (ARRA) Job Creation Studies
 - Implementation of Municipal Performance Management Program
-

State 911 Department

- Review of state-funded local regionalization efforts



Cape Cod Commission

- Information technology study
-

Central Massachusetts Regional Planning Commission

- Executive Director recruitment
-

Dukes County

- Management study
-

Essex Regional Retirement Board

- Executive Director recruitment
-

Franklin Regional Council of Governments

- Human Resources audit assistance
 - Study of feasibility of regional veterans' services district
-

Martha's Vineyard Commission

- Study of regionalization opportunities
 - Executive Director recruitment
-

Massachusetts Gaming Commission

- Municipal Handbook



Massachusetts Water Resources Authority Advisory Board

- Study of economic impacts of infrastructure investment
-

Merrimack Valley Planning Commission

- Development of regional inspectional services program
-

Metropolitan Area Planning Council

- Study of collaborative delivery of local health services between towns of Ashland, Hopkinton, and Medway
-

Quaboag Regional Selectmen's Group

- Intermunicipal Agreement Development on Purchasing and Personnel Policy Development



Boston Foundation

- Analysis of municipal health care costs
 - White paper on municipal social media tool for communication between municipalities and local businesses
-

Massachusetts Education Partnership

- District Capacity Project
 - Training in interest-based bargaining
-

Massachusetts Municipal Personnel Association

- Supervisory Leadership Development Program bi-annual training (Brookline, Lexington, Marlborough, and Westwood)
-

Mayors-Elect

- Informational seminar for new mayors
-

Rose Kennedy Greenway

- Compensation and benefits survey



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