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

![Engagements by Fiscal Year FY2009-2015](Note that some engagements crossed fiscal years and so may be included in more than one year.)
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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
MUNICIPAL ENGAGEMENTS

Abington
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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
Brewster
- Town Administrator recruitment
- Human Resources audit

Bridgewater
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Brockton
- School Department classification and compensation study
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Chicopee
- Human Resources audit and policy recommendations
- Municipal Performance Management Program
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Greenfield
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Hadley
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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

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Greenfield
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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
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- 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
Newburyport
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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
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- Retirement Board Executive Director recruitment
- School StatNet
Reading
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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
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Westfield
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- 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
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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
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- 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 biannual training (Brookline, Lexington, Marlborough, and Westwood)

Mayors-Elect
- Informational seminar for new mayors

Rose Kennedy Greenway
- Compensation and benefits survey
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