



Helping Government Work Better

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

John W. McCormack Graduate School
of Policy and Global Studies

University of Massachusetts Boston



EFFICIENCY

ACCOUNTABILITY



EFFECTIVENESS

GOVERNANCE

ABOUT THE CENTER

Our Mission

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 of all levels of government, with a particular focus on local and state government.

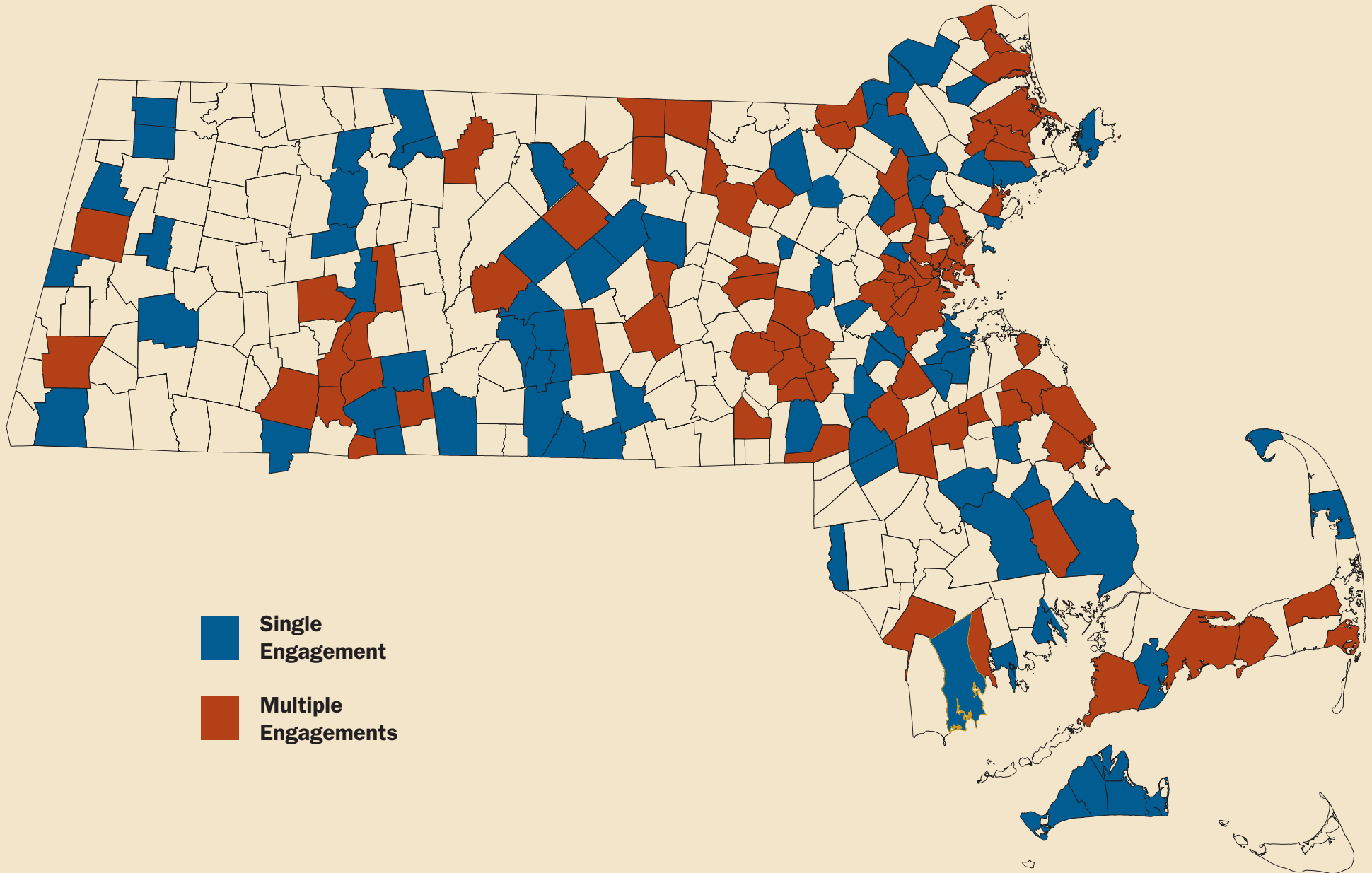
Our History and Growth

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 60 completed during fiscal year 2016. The center has built a strong reputation in performance management, organizational studies, charter development, executive recruitment, and many other services. The center is named in honor of Edward J. Collins, Jr., who epitomized integrity, professionalism, and innovation throughout his long and distinguished career in public service. He served 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. He also was an important mentor to hundreds of past and present municipal and state officials.

For more information, please visit our website:

www.umb.edu/cpm

MUNICIPAL ENGAGEMENTS • FY09 – FY16



MUNICIPAL ENGAGEMENTS

Abington

- Financial Forecast
- Human Resources audit

Adams

- Town visioning process

Amesbury

- Assistance with charter revisions
- Assistance with civic engagement around performance management
- Review of and recommendations for AmesStat Performance Management Program
- Government Analytics Program
- Financial analysis
- Chief Financial Officer recruitment
- Fire Chief recruitment

Amherst

- Government Analytics Program
- Regional E911 Feasibility Study with Pelham and Hadley

Andover

- Government Analytics Program

Arlington

- Government Analytics Program

Ashby

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

Ashland

- Classification and compensation study
- Development of a new charter
- Government Analytics Program

Barnstable

- Government Analytics Program
- Town Manager recruitment

Barre

- Capital Improvement Program

Becket

- Government Analytics Program

Belmont

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

Beverly

- Government Analytics Program

Boston

- Government Analytics Program
- Review of the Office of Human Resources
- Training for the Metro Boston Homeland Security Region

Braintree

- Government Analytics Program

Brewster

- Town Administrator recruitment
- Personnel policy review and recommendations

Bridgewater

- Town Manager recruitment

Brockton

- School Department classification and compensation study
- Financial Policies Assessment
- Government Analytics Program
- Organizational review of Department of Public Works
- Economic trends report

Brookline

- School Department classification and compensation study
- Assistance with financial management
- Government Analytics 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
- Government Analytics Program
- Organizational study of Inspectional Services Department

Canton

- Town Administrator recruitment
- Classification and compensation study

Carlisle

- Town Government organizational review

Carver

- Public Facilities siting and financing study
- Town Administrator recruitment

Central Falls, RI

- Assistance with charter revisions

Chatham

- Government Analytics Program
- Town Manager recruitment

Chelsea

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

Chicopee

- Human Resources audit
- Government Analytics Program

Cohasset

- Government Analytics Program
- Town Manager recruitment

Danvers

- Information Technology study

Dartmouth

- Government Analytics Program

Dedham

- Government Analytics Program

Dracut

- Town Manager recruitment
- Assistance with charter revisions

Dudley

- Regional E911 Feasibility Study with Charlton, Oxford, Southbridge, and Webster

Duxbury

- Employee compensation practices analysis
- Information Technology review

East Longmeadow

- Development of new charter

Easton

- Classification and compensation studies
- Development of new charter
- Human Resources workshop
- Police Department education incentive survey

Erving

- Administrative Coordinator recruitment

Everett

- Development of new charter
- Government Analytics Program
- Compensation study

Fairhaven

- Town Administrator recruitment

Fall River

- Capital Improvement Program
- Development of new charter
- Organizational study of facilities maintenance

Falmouth

- Financial management and budget assistance
- Information technology study
- Organizational review of town departments

Fitchburg

- Economic Trends Report
- Organizational review of multiple city departments

Foxborough

- Town Manager recruitment

Framingham

- Government Analytics Program
- Town Manager recruitment
- Town/School Collaboration

Gardner

- Development of new charter
- Government Analytics Program

Georgetown

- Facilitation of public meeting on budgetary issues
- Visioning process

Great Barrington

- Organizational review of multiple town departments
- Town Manager recruitment

Greenfield

- Government Analytics Program

Hadley

- Government Analytics Program

Hamilton

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

Hanover

- Government Analytics Program
- Town Manager recruitment

Hanson

- Organizational review of multiple town departments

Hardwick

- Classification and compensation study
- Human Resources audit

Harvard

- Salary survey for non-union managerial employees
- Town/School Collaboration

Haverhill

- Government Analytics Program

Hinsdale

- Budget document and process assistance

Holliston

- Government Analytics Program
- Town Administrator recruitment

Holyoke

- Development of new charter
- Human Resources audit

Hopkinton

- Interim town management services
- Government Analytics Program

Hubbardston

- Development of new charter
- School Finance Project

Hudson

- School Department classification and compensation studies

Ipswich

- Fire Chief selection process
- Municipal/school collaboration review

Jamestown, RI

- Parks and recreation study
- Space needs study

Lanesborough

- Government Analytics Program

Lawrence

- Assistance with the establishment of consolidated department of municipal finance
- Finance Director recruitment
- Information technology study
- Government Analytics Program
- Transition plan
- Capital Improvement Program

Littleton

- Fire Department strategic plan
- Highway Department study

Longmeadow

- Human Resources audit
- Government Analytics Program
- Town Manager recruitment

Lowell

- Municipal Management Training Program
- Government Analytics Program
- Organizational review of Department of Public Works

Ludlow

- Human Resources audit

Marshfield

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

Mashpee

- Town Administrator recruitment

Maynard

- Economic development study

Medford

- Government Analytics Program

Medford Housing Authority

- Executive Director recruitment
- Review of administrative practices

Medway

- Classification and compensation study
- Government Analytics Program
- Town Administrator recruitment

Mendon

- Classification and compensation study

Methuen

- Professional development sessions for supervisors

Middleborough

- Information Technology study

Millis

- Human Resources audit
- Town Administrator recruitment

Nahant

- Human Resources audit

New Bedford

- Chief Financial Officer recruitment
- Government Analytics Program

Newbury

- Capital Improvement Program
- Financial policies assessment

Newburyport

- Development of new charter
- Government Analytics 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
- Government Analytics 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

- Government Analytics Program
- Town Administrator recruitment

Oxford

- Information Technology review
- Organization Study of facilities and fleet maintenance

Pittsfield

- Budget Transparency
- Development of new charter
- Financial Forecast

Plymouth

- Town Manager recruitment

Plympton

- Five year financial forecast
- Financial management policies

Princeton

- Town Administrator recruitment

Quincy

- Emergency response planning

Randolph

- State of the Town facilitation

Reading

- Town Manager recruitment

Revere

- Capital Improvement Program
- Government Analytics Program
- Human Resources audit
- Police strategic plan

Richmond

- Government Analytics Program

Rutland

- Town Administrator recruitment

Salem

- Information Technology study
- Government Analytics Program
- School Principals recruitment

Salem, NH

- Salary and benefits survey

Saugus

- Capital Improvement Program
- Government Analytics Program
- Organizational review of Department of Public Works
- Salary survey for non-union managerial employees
- Town/School Collaboration

Seekonk

- Classification and compensation study

Sharon

- Town Administrator recruitment

Sheffield

- Treasurer/Collector's Office organizational review

Sherborn

- Capital Improvement Program
- Governance and organizational review
- Town Administrator recruitment

Shirley

- Financial Policies Assessment
- Government Analytics Program

Somerville

- Assistance with charter revisions
- Classification and compensation study
- School Department classification and compensation study
- Development of administrative code
- Government Analytics Program
- Retirement Board Executive Director recruitment

South Hadley

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

Southborough

- Assistance drafting Town Manager special act

Southbridge

- Town Manager recruitment

Southwick

- Classification and compensation study

Spencer

- Classification and compensation study
- Government Analytics Program

Springfield

- Chief Administrative and Financial Officer recruitment

Sterling

- Recommendations for drafting a Town Administrator special act

Sturbridge

- Human Resources audit

Stoneham

- Budget Document
- Financial management policies

Swampscott

- Analysis of public services delivery

Templeton

- Town Administrator recruitment

Tisbury

- Classification and compensation study
- Personnel policy review and recommendations

Topsfield

- Budget Document
- Financial Forecast
- Town Administrator recruitment

Townsend

- Budget Document
- Financial Forecast

Wakefield

- Classification study

Walpole

- Town Administrator recruitment

Watertown

- Organizational review of Department of Public Works
- Organizational review of town administration

Wayland

- Financial policies assessment

Wellesley

- Department of Public Works supervisory employee training

Wellfleet

- Capital Improvement Program

Wenham

- Department of Public Works consolidation
- Classification and compensation study

West Barnstable Fire District

- Government Analytics Program

West Boylston

- Assistance to become an economic target area
- Human Resources audit

West Springfield

- Building and Grounds consolidation study
- Government Analytics Program

Westfield

- Assistance with financial management
- Government Analytics Program
- Municipal/school collaboration feasibility study

Westford

- Personnel policy review and recommendation

Westwood

- Public Library salary survey

Whitman

- Personnel policy review and recommendation

Wilbraham

- Police Chief recruitment
- Town Administrator recruitment

Wilmington

- Information Technology study
- Government Analytics Program

Winthrop

- Chief Financial Officer recruitment
- Economic development study

Woburn

- Government Analytics Program
- Capital Improvement Program

Worcester

- City Auditor recruitment
- City Treasurer recruitment
- Government Analytics Program

Wrentham

- Classification and compensation study
- Government Analytics Program

Yarmouth

- Government Analytics Program
- Town Administrator recruitment

STATE

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

Executive Office of Public Safety and Security

- Performance Management

Massachusetts Gaming Commission

- Municipal Handbook

State 911 Department

- Review of state-funded local regionalization efforts

REGIONAL

Barnstable County

- County Administrator recruitment

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 workshops
- Study of feasibility of regional veterans' services district
- Personnel policy review and recommendation

Martha's Vineyard Commission

- Study of regionalization opportunities
- Executive Director recruitment

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

- Purchasing and Personnel Policy Development

Worcester Regional Transit Authority

- Executive Director recruitment

OTHER

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
- Labor Management Collaborative

Massachusetts Municipal Personnel Association

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

Mayors-Elect

- Informational seminars for new mayors

Old Colony Library Network

- Library management study

Rose Fitzgerald Kennedy Greenway Conservancy

- Compensation and benefits survey

**EDWARD J. COLLINS, JR. CENTER
FOR PUBLIC MANAGEMENT**

UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard
Healey Library, 10th Floor
Boston, MA 02125-3393

Phone: 617.287.4824

FAX: 617.287.5566

Email: collins.center@umb.edu

www.umb.edu/cpm