



Edward J. Collins Jr. Center for Public Management

McCORMACK GRADUATE SCHOOL OF POLICY STUDIES

COLLINS CENTER KEY ACCOMPLISHMENTS

HELPING GOVERNMENTS WORK BETTER

April 2011

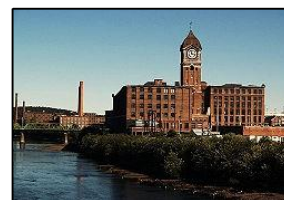
MassGOALS Extension Project: recently completed work on a project that positions the Center as a national leader in government performance management. Working side by side with Accenture, the national management consulting company, the Center laid out the multi-phase, multi-year roadmap for the implementation of MassGOALS (Government Outcomes to Achieve Long-term Success) for the Executive Office of Administration and Finance. This project will enable Massachusetts state government to implement results-driven performance management, government transparency and performance-based program budgeting. The Center plans to work with other states on similar projects.



Federal Stimulus Municipal Grant Coordination: helped 65 Massachusetts municipalities successfully apply for over \$8 million in federal stimulus funds. Recognizing that many small cities and towns did not have the in-house capacity to apply for grant funding, the Massachusetts Recovery and Reinvestment Office in the Executive Office for Administration asked the Center to develop a program that would assist these communities. The Center also helped the City of Lowell win a \$5 million Department of Energy grant to make its Historic District buildings more energy efficient.

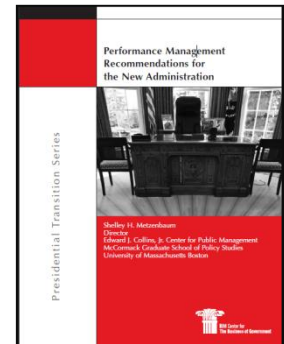


Municipal Turnaround Management: The Center has established a strong presence in the world of municipal turnarounds. A Center Associate provided budgetary and management advisory services to the City of Lawrence for three months, saving the City \$2.4 million during that period. The Center has also been retained by the State of Rhode Island to support its Receiver in the City of Central Falls in the preparation of his report to the Governor.



PERFORMANCE MANAGEMENT

- **New England StatNet:** provide administrative support and coordination to New England StatNet, a network of municipalities using CitiStat or other performance management approaches.
- **Report to the Obama Administration:** authored the report, *Performance Management Recommendations for the New Administration*, released by the IBM Center for The Business of Government.
- **Consulting:** worked with Amesbury to further strengthen its highly-regarded performance management system, “AmesStat.” The Center also advised the City of Boston on the content and format of its “Boston About Results” quarterly performance reports.
- **New England Government Finance Officers Association:** recruited participants for and moderated a panel presentation on the use of performance management techniques in municipalities for the NEGFOA.
- **Massachusetts Association of School Business Officers:** delivered two presentations on performance management at this organization’s annual meetings.
- **Mitre Corporation:** presented on the lessons of local performance management systems to an audience of federal government officials. Part of a panel organized by the Mitre Corporation.



GOVERNMENT SERVICES

- **Municipal Recruitment:** conducted successful searches for Town Managers/Administrators in Winthrop, Princeton and Plymouth, the Worcester City Treasurer/Collector, the Executive Director of the Essex Regional Retirement Board and recruited a highly experienced municipal manager to be the first Chief Administrative and Financial Officer in the history of the City of Springfield, who took office as the City emerged from five years of management by a state-appointed Financial Control Board. Currently managing the searches for the South Hadley Fire Chief for District #1 and the Town Manager of Chatham. Working with UMass Boston’s Career Services and the College of Management to recruit students to the public sector.
- **Interim Management:** Retained by the towns of Hopkinton and Princeton to provide interim town management services. Retained by South Hadley Fire District #1 to provide interim management. Provided special project assistance to the town of Grafton and a Center Associate provided budgetary and management advisory services in Lawrence.
- **Conference for New Mayors:** held first biennial conference for the Commonwealth’s newly elected mayors.
- **Municipal Finance:** convened a group of municipal finance officials from 13 municipalities to discuss common and long-term local fiscal challenges. Presently conducting a review of financial management



operations for the Town of Norwell.

- **Information Technology Assessment:** conducted information technology assessments for the Town of Middleborough.
 - **Charter Reform:** provided charter reform assistance to City of Somerville. Currently providing similar assistance to the Cities of Everett, Holyoke, Newburyport and the town of Hubbardston.
 - **Management Assistance:** reviewed the management, organizational structure and personnel policies of the Town of Ashby. Helped the City of Lawrence establish a consolidated Finance Department. Moderated public forums on the development of the Town of Georgetown's budget. Presently conducting a review of the school nursing program for the City of Chelsea, analyzing municipal job descriptions for the Town of Seekonk, conducting a needs assessment for the Marshfield Council on Aging and facilitating collective bargaining negotiations with Chelsea's unionized municipal employees.
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REGIONALIZATION

- **Enhanced Regional 911:** entered into an agreement with the Executive Office of Public Safety's State 911 Department to help develop regional Public Safety Answering Points and enroll additional communities in the Commonwealth's several new Regional Emergency Communications Centers by providing advice to local governments including the Essex and Plymouth County Sheriff's Departments and the City of Springfield.
- **Regionalization Advisory Commission:** staffed the Regionalization Advisory Commission, chaired by the Lieutenant Governor, which issued a number of findings about how regional and inter-municipal collaboration could help Massachusetts cities and towns achieve economies of scale and deliver services more effectively and efficiently.
- **Regional Health Department:** assisted the Merrimack Valley Planning Commission (MVPC) in the establishment of a regional public health initiative for Amesbury and Salisbury.
- **Martha's Vineyard Study:** inventoried and compared how municipal services are delivered by the six towns and regional entities located on the island of Martha's Vineyard.
- **Town/School Consolidations:** conducted an assessment of the feasibility of consolidating Information Technology, Human Resources Administration and Recreation functions for the Ipswich Town-School Consolidation Committee.
- **Quaboag Valley Communities:** working with six communities in central Massachusetts to develop shared services and regional solutions
- **Inspectional Services:** working with the MVPC to establish a regional inspectional services program to streamline processes and pre-qualify inspectors.
- **Regionalization Opportunities Survey Instrument (ROSI):** developing ROSI, which will help communities think strategically about long-term regionalization and service-sharing opportunities.



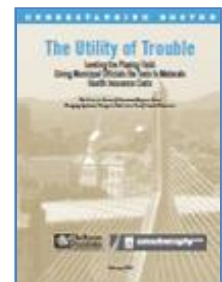
EDUCATION AND TRAINING

- **Online Course:** offering the first in a series of online, professional development courses, *Performance Management for Governments and Non-Profits*, which has attracted students from around the world and from both non-profit and governmental agencies. The course will be offered each year on a quarterly basis.
- **Boston Police Department Training:** On-going relationship with the BPD Bureau of Professional Development to conduct training in public management as part of the Boston Police Department's innovative "Leadership, Command and Management" program for newly-promoted supervisors. Completed sessions took place in February and October 2010.
- **Massachusetts Municipal Personnel Association:** coordinated the 54th Annual Meeting of the MMPA. Planned and presented panel discussions to attendees on *Performance Management for Municipalities; Regionalism and Professional Development*.
- **Charter Reform Handbook:** developing a handbook for municipal charter commissions.



POLICY and ANALYSIS

- **Municipal Health Care Cost Studies:** published two reports dealing with the rapidly escalating cost of providing health care coverage to municipal employees. *The Utility of Trouble: Leveling the Playing Field: Giving Municipal Officials the Tools to Moderate Health Insurance Costs* detailed the more than \$40 million of annual savings the City of Boston could achieve in health insurance costs. The study, which also examined the health care plans of Cambridge, Melrose and Marshfield, followed a report published the previous year, *Controlling the Cost of Municipal Health Insurance: Lessons from Springfield*, which documented the City of Springfield's cost reductions of \$96 million over five years achieved by joining the state Group Insurance Commission.
- **Research on Reducing the Cost of Municipal Retirees' Health Care:** working on an analysis of the savings Commonwealth cities and towns could achieve by shifting Medicare-eligible retirees from commercial health insurance coverage to Medicare plans.
- **Home Rule Petition Analysis:** published a report providing an overview of home rule petition activity in the Massachusetts legislature from January 2007 through December 2008.
- **Municipal Savings Initiatives:** published and circulated a collection of management tools available to municipalities.



- **Municipal Charters:** developing a database of municipal charter information.
- **Compendium of Municipal Reform Ideas:** published an index listing recommendations to improve the operations of municipalities in the Commonwealth suggested by numerous organizations and research bureaus.