



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
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April 15, 2014

Honorable Alex Morse
Mayor
City of Holyoke
536 Dwight Street
Holyoke, MA 01040

Dear Mayor:

The Edward J. Collins, Jr. Center for Public Management is pleased to submit the attached Human Resources Compliance Audit and Personnel Policy Review Report for the City of Holyoke.

As you know, the Collins Center was established in July 2008 in the McCormack Graduate School of Policy and Global Studies to further the public service mission of the University of Massachusetts Boston. The Center is a vehicle to provide assistance to municipalities and state agencies to help improve public management. The Holyoke Project exemplifies the mission of the Collins Center.

The Center would like to thank you, the Personnel Administrator and all who participated in the project for the assistance received throughout the project.

Please do not hesitate to contact us if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Ward'.

Michael Ward
Director of Municipal Services
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