



PIONEER INSTITUTE

PUBLIC POLICY RESEARCH

Focusing on What Works



Center for School Reform

A World Class Education for All



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Big Picture

1993-2009

- Pioneer has advanced an agenda of high academic standards, accountability, and choice schools (charters, voc-tech, other).
- ***Massachusetts has gone from 10th to 1st on national assessments in all subjects.***
- ***Massachusetts ranks among the top nations on the Trends in Math and Science Study (TIMMS), with Singapore, South Korea and Taiwan.***





Charter Schools 1993-2003

- Pioneer proposes, advocates and promotes charter public schools.
- Cap on charters twice raised by legislature following Pioneer campaigns.
- ***62 charter schools now serve 25,000 Massachusetts students.***





Charter Schools

2006-2009

- Pioneer reports on demographics, attrition, academic success, and funding.
- Pioneer has undertaken numerous media campaigns to support charters.
- Pioneer has built business support.
- The Governor and Mayor's positions have changed.
- ***The bill now under consideration will serve 27,000 more inner city students.***





Special Education 1994-2000

- Pioneer's study *Good Intentions Gone Awry* recommends the "free and appropriate education" standard.
- ***Reform legislation incorporating Pioneer's proposals passed in 2000.***





Bilingual Education 1994-2002

- A Pioneer study recommends “structured immersion” for students with limited English proficiency.
- ***Structured immersion approved by 2002 referendum.***



Vocational-Tech Schools 2001-09

- Pioneer supports high academic standards at vocational-tech schools.
- Vocational-tech schools improve MCAS scores by over 40 percent.
- ***Pioneer receives 2009 Vocational School Association award.***



Academic Standards 1996 ~

- Pioneer works with state officials to create the nation's highest academic standards.
- Pioneer fights the watering down of academic standards and MCAS.
- ***Improved math standards now under consideration.***



School Accountability 1996 ~



- ***Pioneer works to implement and maintain teacher testing.***



- Pioneer works with state officials to craft a strong accountability system for the \$9 billion spent in district schools.



- After a struggle, the Governor in 2007 zeroes the accountability system out.



Charter Colleges 2000-2004

- A Pioneer study proposes that the Massachusetts College of Art and Maritime Academy be granted more operational freedom.
- ***Reforms adopted in 2004.***





School Choice

2004 ~

- Pioneer's *School Choice Initiative* explores feasibility of private school choice in failing urban districts.
- ***A working group of 12 interested parties (schools, advocates and legislators) is now developing a campaign to advance reforms.***





The Next Big Idea 2007 ~

- Through research, events and media, Pioneer advances “School-Based Management” (SBM).
- SBM gives principals and teachers charter-like flexibility, is tied to parental choice, and able to get union buy-in.
- ***Being implemented in Springfield.***



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Shamie Center for Better Government

Limited and Accountable Government





Boston Harbor Cleanup 1992

- Better Government Competition winner suggests a more cost-efficient waste water treatment process at the MWRA's Deer Island treatment plant.
- ***The idea's partial adoption by the MWRA results in savings to ratepayers of \$165 million.***





Welfare Reform 1994-1996

- Better Government Competition-winning proposal calls for additional child support requirements.
- ***Child support requirements are included in both the Massachusetts and the 1996 federal welfare reforms.***





Convention Centers 1997-2001

- Pioneer studies question a S. Boston convention center's market viability.
- ***Reports improve state's financing plans.***
- ***Current convention bookings are in line with Pioneer projections.***





Public Construction 1999-2004

- Pioneer finds that state's convoluted public construction process wastes over \$200 million annually.
- ***Measured steps in 2004 improve the procurement process and save 10% per public construction project.***





Outsourcing

1995-2009

- Pacheco Law virtually outlaws outsourcing of government functions.
- Pioneer reports show higher costs and lower performance in Massachusetts.
- ***Small reforms: Leases for state-owned ice rinks, more services bid.***
- ***Much more progress needed!***





State Budget

2002-2009

- **2002:** Pioneer policies help close the state's \$2.5 billion budget gap.
- **2008 and 2009:** Many reforms adopted, leading to savings and more effective service delivery.
- **2009:** Every major newspaper seconds our proposals.





State Pension Reform 2006-09

- Pioneer's study finds \$100s of millions in gaming of the system.
- ***This year many of the egregious abuses are prohibited.***





Local Pension Reform 2006-09

- Pioneer's study *Leaving Money on the Table* finds that over 10 years local pension funds have forfeited \$1.6 billion in potential returns.
- ***In 2007, partial reform, with underperforming funds invested with the state.***





Retiree Health Benefits 2007

- Pioneer report highlights the looming costs of public employee benefits and recommends tying benefits to an irrevocable fund.
- ***Recommendation adopted in the 2008 state budget, with \$425 million down payment for irrevocable fund.***





Quinn Bill

2002-2009

- In 2001, Pioneer seeks freeze in policy pay increases for higher ed degrees.
- ***In 2003, Board of Higher Education tightens program requirements.***
- In 2008, Pioneer calls to end Quinn Bill.
- ***In 2009, budget reforms significantly cut state support for the Quinn Bill.***





MBTA Reform

1997-2001

- Pioneer recommends changes to the MBTA's budgeting and administration.
- With Blue Ribbon Commission, Pioneer calls for Forward Funding and Automated Fare Collection.
- ***Forward Funding and Automated Fare Collection adopted in 2001 and past three years.***





Commuter Rail

1992-2002

- Pioneer fights renewal of Boston's commuter rail contract with Amtrak.
- ***In 2002, the contract is awarded to a new company, saving \$50 million.***





Bridge Repair

2007-2008

- Pioneer's study *Our Legacy of Neglect* focuses leaders on the need to repair our bridges now.
- ***In 2008, Pioneer works with the administration to craft a concerted effort to reduce the number of deficient bridges.***





Transportation Reform 2007-08

- Pioneer worked with the Senate and Governor to gain reforms in management, finance, and contracting.
- ***Performance metrics, accountability***
- ***Pension and benefit reform***
- ***Consolidation of the Turnpike***





Court Reform

2002-2008

- Pioneer's *Declaration of Independence* proposes reform of the court system.
- ***Monan Commission employs many Pioneer ideas in its reform proposal.***
- ***Significant steps taken to enhance court administration.***





Center for Economic Opportunity

Keeping Massachusetts Competitive



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The Cost of Doing Business 2006

- Pioneer study *Measuring Up?* shows which costs put the state at a competitive disadvantage.
- ***Measuring Up?* remains a source of data and policy solutions.**
- **Pioneer is working with business groups to advance reform.**





Unemployment Insurance 2008

- ***Pioneer report is used by business groups and leaders to maintain a freeze in Unemployment Insurance rates.***





Urban Entrepreneurship 2003-07

- Pioneer publishes 12 guides so urban entrepreneurs can navigate the “maze” of city license and permit applications.
- ***2003 Executive Order requires a full review of small business regulations.***
- ***Pioneer is working with several cities to streamline their rules.***





Housing

2003-2007

- Via an online database of regulations in 187 communities, and reports done with Harvard University, Pioneer presents a full examination of the impact of regulations on housing supply and prices.
- ***State creates incentives to reduce local regulatory burdens.***
- ***Much more work needed.***





Corporate Welfare 2007-2008

- Pioneer waged a media campaign to reduce the tax credits for specific industries.
- ***Tax credits were reduced from \$500M to \$250M over ten years.***

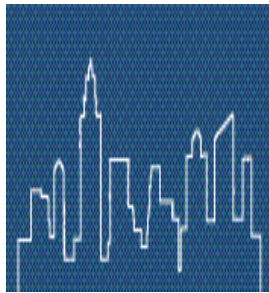




Changing the Jobs Picture 2009

- Through a series of reports during this year's gubernatorial cycle, Pioneer will change the conversation on jobs and the economy, focusing the media on the impact of local entrepreneurship and growth.





Middle Cities Initiative

Moving Our Cities into the 21st Century

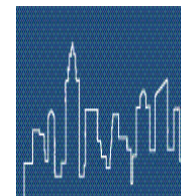


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Municipal Deficits 2004-2007

- Pioneer proposes reforms to cities and towns for pension, health insurance purchasing, and other fiscal reforms.
- ***Adopting several Pioneer ideas, and devising some of its own, the City of Springfield eliminates a cash deficit of \$41 million in three years.***

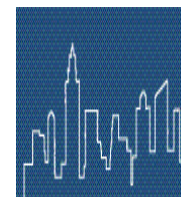




Middle Cities

2007-2009

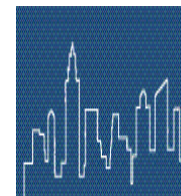
- Pioneer study outlines ways to make state government more responsive to Massachusetts' smaller cities.
- ***Creation of the Middle Cities Mayors Coalition—which meets quarterly to share “what works.”***





Subsidized Housing 2007-2008

- Pioneer study proposes reforms to the state's housing programs to increase market rate housing and home ownership in our cities.
- ***The administration incorporates reforms in its 2007 Housing Bond Bill.***

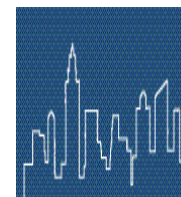




CitiStat

2008-2009

- ***Working with the City of Somerville, U-Mass, and Harvard, Pioneer facilitates training for managers from 10 cities in the use of data-driven management.***
- ***Five cities have established “CitiStat” programs.***





Health Care Initiative

Reaching for Affordable, High Quality Care



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Care Transparency 2004-06

- Pioneer report on teaching and community hospitals calls to make performance and cost data public.
- ***2006 Reform includes publication of performance data for doctors and hospitals. Slow to move.***





Health Care Reform 2007-09

- Pioneer is working to dissuade the Commonwealth Connector from adopting additional mandates and to increase individual choices.
- ***A Pioneer media campaign helped redirect \$200 million in federal funds away from hospital payments.***





HHS Bureaucracy

2002-05

- Pioneer report by Harvard Pilgrim CEO Charlie Baker calls for changes in the state's direct care service delivery.
- ***In 2004-2005, the state implements our recommendations, saving taxpayers \$90 million.***





Health Care Reform

2009

- Pioneer is producing between now and February 2010 a four-part report card on the 2006 Massachusetts health care reform.

