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Center Announces Expansion of Public Safety Practice

The Collins Center is pleased to announce the expansion of its public safety practice with several important new projects. Based on the response to the Center's initial projects and continued requests for additional services, the Center will be devoting significant resources to public safety management initiatives in the near future.

Boston Police Department Training

As described more fully in the [March 2010 edition of The Collins Center Report](#), the Center designed a three-day public management-training program for newly promoted supervisors in the Boston Police Department (BPD). Twenty-five sergeants, fourteen lieutenants and six captains attended the sessions at UMass Boston, participating in the first such professional training offered to BPD managers. A second management program offered to eighteen sergeants in the fall of 2010 continued this management training effort. This program which took place at the Boston Police Academy in Hyde Park included an interactive leadership case study presentation by the Collins Center.

Regionalization of E911

In the spring of 2010, as reported in the [April edition of The Collins Center Report](#), the Center entered into an agreement with the Executive Office of Public Safety's State 911 Department. The Center will assist them in the development of Regional Public Safety Answering Points (RPSAs), which handle all emergency calls in an area and Regional Secondary Answering Points, which manage either fire or police emergency calls. The Center also helped the Department enroll additional communities in the state's several new Regional Emergency Communications Centers (RECCs), which provide regional dispatch and coordination of emergency services.

As an outgrowth of that original work, the State 911 Department recently asked the Center to help the Department understand the most critical issues facing the development of regional emergency communications centers. The Collins Center will analyze the successful approaches supporting the development of regional 911 centers and develop case studies to assist in the replication of those efforts across the Commonwealth. The Collins Center will also investigate the barriers to the establishment of regionalizing emergency communications centers.

Homeland Security Center of Excellence

The Center has partnered with the Boston Fire Department (BFD) and other area fire departments to assist in the Metro Boston Homeland Security Region's (MBHSR) establishment of a Center of Excellence (CoE), which will initially focus on hazardous material (HazMat) and chemical, biological, radiological and nuclear defense (CBRNE) training for the region's firefighters. Boston's Fire Commissioner Roderick J. Fraser, Jr. said, "The fire service is the lead agency for all HazMat and CBRNE incident response. This CoE will allow us to better train the fire fighters in the region and increase our level of expertise. We are very excited to partner with UMass Boston in this important endeavor. "Funding from the MBHSR will support the development of the CoE. The MBHSR is comprised of nine communities (Boston, Brookline, Cambridge, Chelsea, Everett, Quincy, Revere, Somerville, and Winthrop), and has the responsibility for defining the region's homeland security goals, objectives and projects. This regional planning process will serve as a roadmap to guide the development, implementation, and enhancement of homeland security initiatives for the region's public safety and public service agencies. The Center is providing the BFD with strategic planning services for the implementation of Hazmat and CBRNE training as well as developing a leadership-training program to prepare senior fire personnel to manage critical incidents.

The Center has already assisted the CoE with organizing an 80 Hour HazMat Technician course and supported four one-day mini-conferences on Rapid Risk Assessment, Air Monitoring Training and Technical Rescue Awareness with Confined Space Air Monitoring.

Massachusetts Department of Fire Services Training

The Center recently concluded, in conjunction with the Massachusetts Firefighting Academy, a 13-week training program for municipal fire departments for the Massachusetts Department of Fire Services. The program, open to senior managers, consisted of weekly classes on leadership, communication, supervision, ethics, decision-making, and human resource management as well as on fire prevention and life safety programs.

The program began with a participant self-assessment using the Myers-Briggs Type Indicator® followed by courses in strategic planning, budgeting, grant writing, resource allocation, staffing, human resources, communication, fire prevention and media, government and community relations. Representatives of 27 municipal fire departments, as well as Massport Fire Rescue personnel participated. Sandy Blanchette, Ed.D., the Center's Education Program Developer and a certified Myers-Briggs Type Indicator® practitioner, offered more detailed indicator evaluations for those interested in learning more about how to effectively interact with others in their departments. Other instructors affiliated with the Collins Center included Rob Addelson, Mary Aicardi, John Clifford, Kym Craven, Jonathan Frankel, Richard Kelliher, Richard Kobayashi, DeWayne Lehman, Stephen Lisauskas, Carl Valente, and Marc Wey. Commenting on the participants in the training program, State Fire Marshal Stephen D. Coan said, "These fire service leaders are committed to continually developing their

management and leadership skills in order to provide the highest level of service to the communities they protect.”

These fire and police department programs are examples of the work that the Center plans to offer to other public safety agencies. Over the past few years, it became evident to the Center that municipal and state public safety agencies need assistance in a number of areas. Often, these agencies do not have enough in-house staff to assign to research, grant writing, program development or the management of training programs. The Center has experienced staff to assist communities with such efforts.

The Center will custom design programs to meet the needs of a single department or a group of agencies: its training expertise includes the areas of leadership, ethics, and specific public safety program components, as well as administrative topics including budgeting, presentation development, grant writing, grant management, strategic planning and human resources. In addition, the Center will provide customized training in teamwork and in the Myers-Briggs Type Indicator Assessment®, the most widely used personality type indicator in the world, which has helped countless organizations improve internal communications, leadership and career management.

Decreasing budgets require public safety agencies to do more with less. The Center can carefully review an agency’s Call for Service or Records Management System data, policies and procedures, organizational structure, deployment strategies and community outreach to evaluate operations and suggest strategies to increase the efficiency and effectiveness of services.

The Center can also assist with job task analysis, job description development, assessment centers and executive recruiting. The Center can review and update existing policies as well as create new policies as needed. Finally, the Center can assist with program planning, grant writing to fund programs, and evaluation of programs in place.

Kym Craven, a Collins Center Associate, will work with the Collins Center management team as the project manager on all public safety engagements. She has over 25 years of experience providing executive level consulting services in the public safety sector and brings practical experience as a police officer to this new initiative at the Center. Kym is nationally recognized for her expertise in public safety, having received an award from the U.S. Conference of Mayors for public safety programming. She has worked on projects for the City and County of San Francisco, the Massachusetts Executive Office of Public Safety, the Dallas Area Transit Police, the State of Vermont, the City of Somerville, MA, the Town of Bridgton, ME and the Port of New York/New Jersey Police Department, in addition to many other municipal, state and federal entities.

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