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Edward J. Collins, Jr. Center for Public Management at UMass Boston - Volume 9 Issue 1

Center Sees Significant Growth in Contracts; Municipal Managers Encouraged to Begin Planning FY18 Work

The Center has seen significant growth in work in the past several fiscal years and now averages 80 projects per year, including more than 35 projects through the Governor's Community Compact grant program.

Municipal managers are encouraged to reach out to discuss potential FY18 projects, as the Center begins planning out FY18 work and portfolios. This will make it easier for managers to budget for projects and for the Center to plan for the optimal team for each project.

In particular, certain lines of work will be busy in FY18, including:

1. **Analytics/performance management** (including Stat support, OT analyses, etc.)
2. **HR** (including personnel policy audits, compensation and classification studies, etc.)
3. **Finance** (including capital plans, financial forecasting, and financial policies development)
4. **IT** (including IT strategic planning, school/town consolidation studies, etc.)
5. **Department organization and operations reviews**
6. **Project management** (particularly 311 system implementation).

Interested managers should reach out as soon as possible to discuss scope, budget, and preferred timing.

Contact: collins.center@umb.edu or 617-287-4824

Center Passes 50 Executive Recruitments

In 2016, the Center passed a milestone, having completed more than fifty executive recruitments. The Center's recruitment practice has helped local governments hire Town Managers/Administrators, Executive Directors, Administrators, and Department Heads. During the last year, the Center has conducted eight recruitments for municipal leaders, including the Town Administrator for Millis, first Town Manager for East Longmeadow, Town Manager for Millbury, Town Manager for Barnstable, and Town Administrator for Yarmouth.

Currently, the Center is assisting the Medford Housing Authority hire an Executive Director. See a [comprehensive list](#) of the Center's recruitment projects.

For more information on retaining the Center for executive recruitment services, please contact Dick Kobayashi at richard.kobayashi@umb.edu.

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Center Helps Cities Launch 311 Programs

Over the past few years, the Collins Center has helped begin a new era of 311 Centers in Massachusetts, including assisting the cities of Haverhill and Everett launch 311. They join five other cities with similar departments. These centers or departments allow constituents to contact the city through an easy to dial number "311," through a website interface, smartphone app, or social media. Residents and visitors get their questions answered or make requests in one place. Additionally, residents are able to track their request through completion. These departments greatly enhance customer service and constituent services for the city and prevent constituents from contacting multiple departments and experiencing frustrating transfers and talking with people who can't answer their particular question. The data gathered by these departments can also be instrumental to the administration of the city.

The Collins Center has been able to help cities plan for the staffing, work flow, technology, and budgeting of these centers. Collins Center staff members have been on the ground in the cities guiding the viewing software demos, training staff, troubleshooting issues, and preparing marketing plans.

Mayor Fiorentini of Haverhill had wanted to start a 311 Department for several years, but did not have the budget or expertise to make it happen. Haverhill was able to apply for a Community Compact grant to fund the Collins Center services as well as some of the initial start-up costs of the department. Within months the Collins Center and Haverhill had developed a budget, staffing plan, and location for the new center. After that, the Center helped with software selection, the routing of phone calls within the City limits to one centralized location, integration with other departments, and the hiring of three staff members for the department. New staff had to be trained on the technology and as many details about the City as possible. [The City cut the](#)

[ribbon on the new center in January 2017](#). Now when anyone within Haverhill dials 311 they reach a highly trained bilingual agent who is ready to help with any issue from trash problems to licensing questions.

The Center also is currently assisting Fall River with its the 311 development process (also with support a grant from the Community Compact program) and is in discussions with one more city about possible consultation.

Municipal managers thinking about starting a 311 Department can reach out to our expert staff to help guide you through the process. For more information on retaining the Center for 311 development assistance, please contact Tanya Stepasiuk at tanya.stepasiuk@umb.edu.

Center Expands Training Programs for Local Managers

In 2016, the Center collaborated on two **Supervisory Leadership Development Programs**, in partnership with the [UMass Amherst Workplace Learning and Development](#) department and the [Massachusetts Municipal Association](#). Each regional program runs for 6 sessions, spread over 12 weeks. The programs provide supervisory training in a host of areas, including supervision, communication, performance management, employee and labor relations, diversity, policy, and discipline.

For the fourth year, the Center has worked closely with the Department of Fire Services, Massachusetts Firefighting Academy (MFA) to provide instructors for the 12-week **Chief Fire Officer Training Program** for chiefs and fire officers. The sessions include topics such as hiring, budgeting, public relations, governmental relations, labor law and issues, leave administration, the use of data and analytics, and ethics.

Beyond these general programs, the Center has been continuing to develop and expand its customized training programs. For example, the Center developed and presented a training for department heads on human resources and labor issues for a City that requested a specific curriculum on particular topics. The program included two half day sessions dealing with human resources nuts and bolts for supervisors.

For more information on retaining the Center for HR technical assistance, please contact Mary Aicardi at mary.aicardi@umb.edu.

Collins Center In the News

[Quabbin Schools Reconfiguration Still In Works](#) - *Telegram.com*, April 8, 2017

[HR Director to Be Part of Lee, Lenox Shared Services Agreement](#) - *The Berkshire Eagle*, March 20, 2017

[Revised Fall River Charter Changes Move Toward Responsibility Over Power](#) - *The Herald News*, March 30, 2017

[Framingham Charter: Braintree, Weymouth Forged Path](#) - *MetroWest Daily News* - March 17, 2017

[Chicopee Study to Examine Joining Departments](#) - *Masslive.com*, March 17, 2017

[Adams-Cheshire Must Close \\$600K Gap to Apply Collins Options](#) - *iBerkshires.com*, February

12, 2017

[State Fire Service Leaders Graduate From Training - Wicked Local Chelmsford](#), February 9, 2017

[Falmouth Officials Want Better Organization, Customer Service From New Department - The Falmouth Enterprise](#), February 7, 2017

[Budget expert: Time is Now for Pittsfield's City and School Leaders to 'Get on the Same Page' - The Berkshire Eagle](#), January 31, 2017

[Lt. Governor Helps Haverhill Formally Launch 311 Call Center - WHAV-FM](#), January 25, 2017

[More Collins Center in the News»](#)

Working With The Collins Center

Transactions between local governments and the Collins Center are exempt from the provisions of the Chapter 30B of the General Laws because the University of Massachusetts is an instrumentality of the Commonwealth. Municipalities may simply negotiate a scope of services and a price with the Collins Center, saving both time and money. Similarly, Massachusetts state agencies may enter into Interagency Service Agreements with the Collins Center. For further information, please contact Stephen McGoldrick at stephen.mcgoldrick@umb.edu.

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- [Collins Center Services](#)
- [New England Journal of Public Policy](#)

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