Community
Compact Cabinet

November 2017

Community Compact Cabinet Program

- ❖ Purpose is to improve local government in partnership with state government
- ❖ Flexible program created to help cities & towns improve themselves in various areas
- ❖ Earn designation by signing Best Practice Compact
- ❖ Bonus points provided on state grants (e.g., MassWorks, PARC, Complete Streets)

Best Practices
FY18 = 3rd Year

Open to muni's who (1) haven't applied yet and (2) who applied in FY16

Administered in the same manner as FY16 + FY17, except a maximum of 2 best practices

Year-round program

Efficiency & Regionalization (E&R)
FY18 = 2nd Year

Open to muni's, RSD's, RPA's and COG's. Also open to school districts exploring regionalization / shared services

Bonus points for CCC communities

Oct 16 open / Nov 16 close

IT Grant
FY18 = 3rd Year

Open to muni's who (1) are Compact Communities by 1/1/18 and (2) were not awarded an IT grant in FY17

Jan 15 open / Feb 15 close

Best Practice Program Stats

- 325 municipalities have applied; 757 total chosen best practices
  - The 757 includes the best practices chosen by the 26 muni's that have applied for a 2nd Compact

- 314 signed representing 694 best practices
  - 3 to be signed in November/December and 8 awaiting signing dates

Chosen Best Practice Areas - All Years
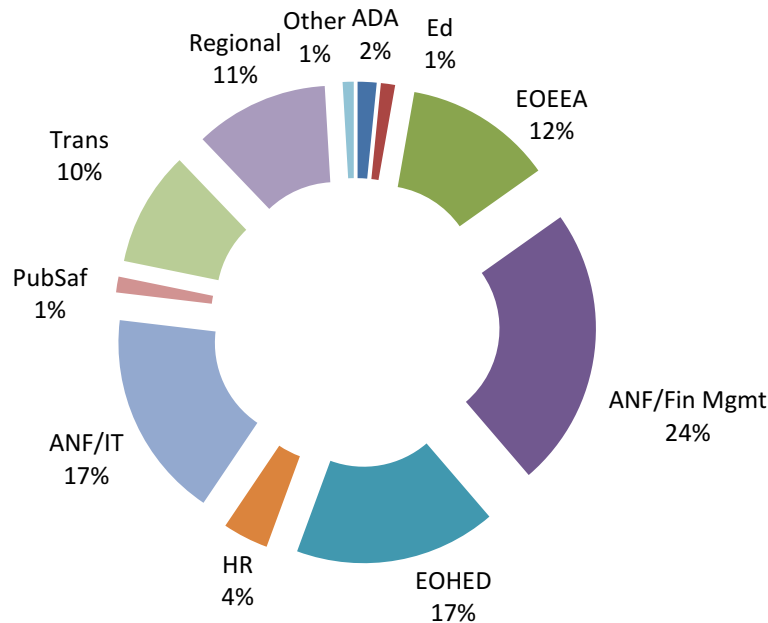
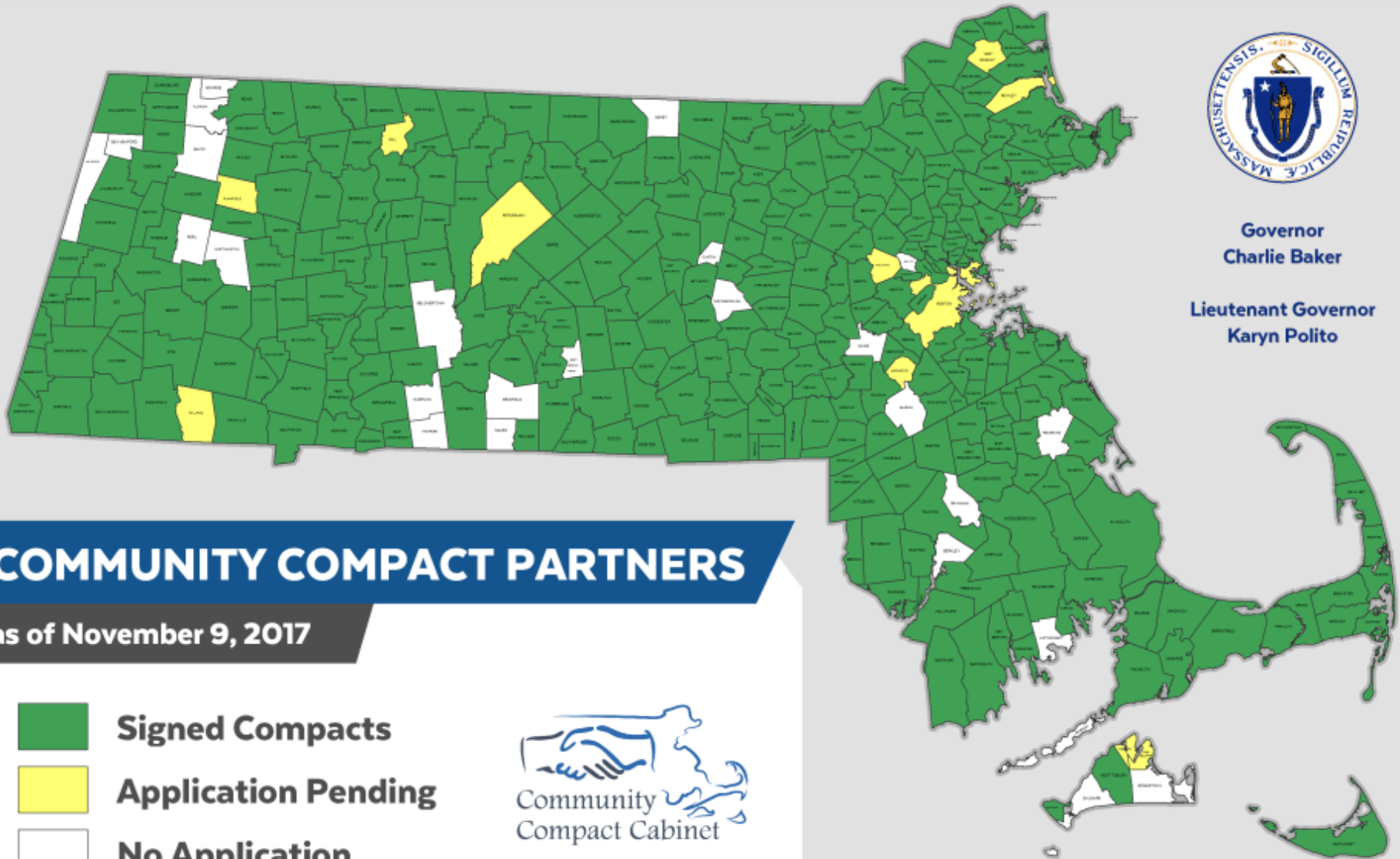**% of the 325 Muni's that Chose at Least 1 Best Practice from :**
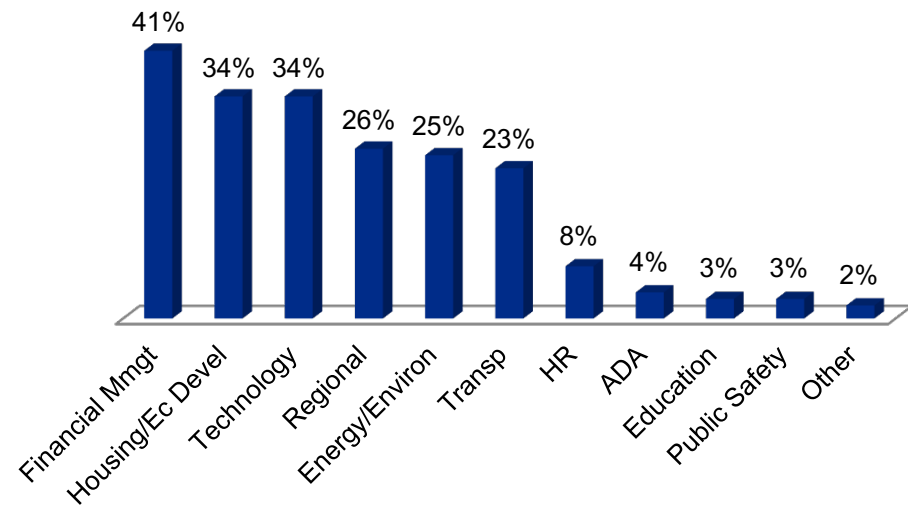
Best Practice Compacts - Today

Best Practice Project Status

Status of CCC Projects

Project Underway 34%

In Grant Process 2%

Engaged 4%
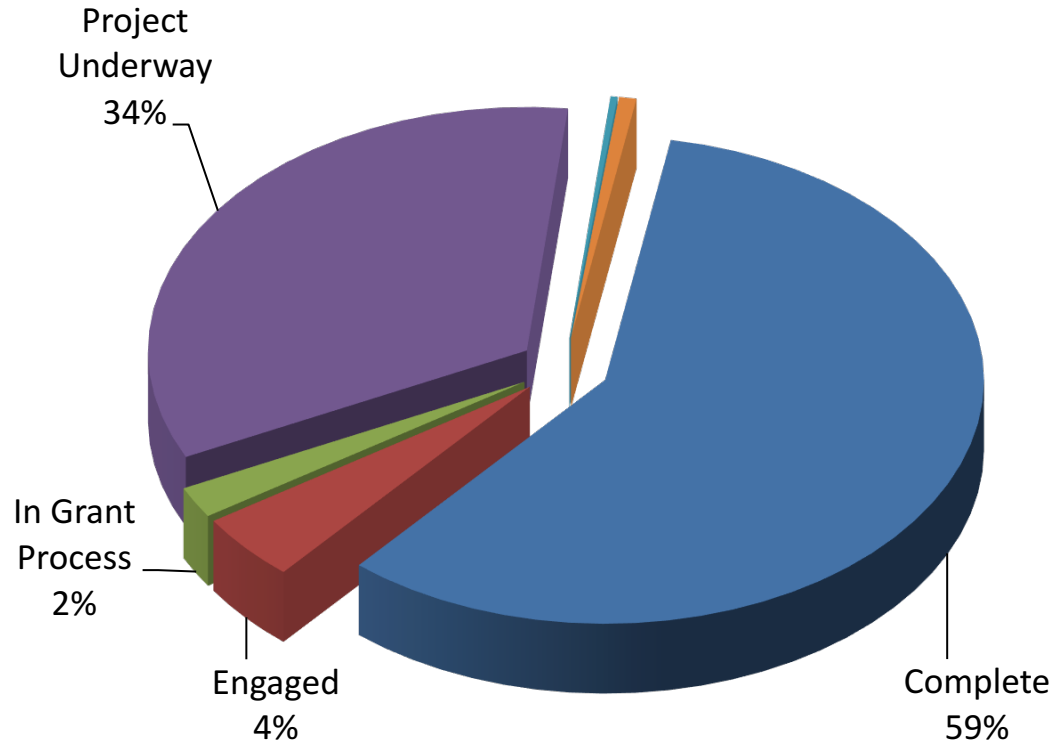
Complete 59%

122 muni's have completed all chosen best practices

IT + E&R Grant Programs

- **IT Grant** – competitive grant program focused on driving innovation and transformation at the local level via investments in technology

- In two years, 99 grants covering 134 municipalities were awarded totaling $4M
  - FY16 = 52 grants covering 60 municipalities were awarded totaling $2M ($16.6M in total requests)
  - FY17 = 47 grants covering 74 municipalities were awarded totaling $2M ($7.8M in total requests)

- FY18 program opens 1/15/18 (application period ends 2/15/18)

- **E&R Grant** – Purpose is to provide financial support for governmental entities interested in implementing regionalization and other efficiency initiatives that allow for long-term sustainability

- In FY17, awards totaling $2M covering more than 120 municipalities and school districts

- FY18 program underway (application period ended 11/16)

What Does This All Mean?

– More than 120 muni's will strengthen their financial operations

– More than 100 muni's will be better prepared for economic success

– More than 100 muni's will enhance their IT systems and use IT to improve transparency and service delivery

– More than 80 muni's will explore regionalizing and/or sharing services

– More than 80 muni's will become greener communities

– More than 70 muni's will improve local transportation

– More than 20 muni's will modernize various HR components

Examples – Financial Management + HR

- Topsfield received a bond rating upgrade after undertaking 3 financial management best practices
  - From S&P report: "To this end, management partnered with the Collins Center …to enhance existing financial management policies. This partnership has produced a detailed five-year financial plan... [A]dditionally, Topsfield improved its five-year capital improvement plan... [T]hese documents, along with multiyear revenue and expenditure analysis, are the basis for the budgeting process."

- Ware used its new Sewer Capital Plan to secure funding from Town Meeting for improvements to the system
  - Funding requests were previously denied by Town Meeting

- Wayland modernizing its financial management structure
  - From local news report: ""We're not a small town anymore even though our structure is more like a small town," Board of Selectmen Chairwoman Lea Anderson said Friday. According to the draft report on financial management structure: "At its core, the issue is that the financial management of the town is severely fragmented in a way that reduces the town's efficiency, effectiveness and transparency."

- Billerica HR
  - From application: "Being able to develop a formal wage and classification plan would keep us competitive with the surrounding towns and cities. This would help us attract new talent and retain what we currently have."

Examples – Housing / Economic Development

- Bedford now has a business district assessment and a market analysis for the Great Road Commercial Corridor that will help inform revitalization activities and re-zoning efforts

- Beverly had a Housing Needs Assessment prepared that highlighted "[T]his data demonstrates that many residents in Beverly are struggling to pay for their housing while prices continue to rise."
  – Aided the "Open for Business" initiative that resulted in a 67 unit mixed-income TOD housing project adjacent to the Beverly Depot Commuter Rail station and garage

- Hanover had an Economic Development Self-Assessment Tool (EDSAT) prepared, the result of a proactive planning effort to see where the town should focus for future growth

- Quincy developed a set of performance measures for the evaluation of how competitive the city is compared to other communities in terms of attractiveness for commercial development and housing expansion

Examples – Energy / Environmental

- Beverly, Nahant, & Plymouth completed Open Space & Recreation Plans
  - They are now eligible for EEA park creation/renovation and land conservation grants

- Colrain established an Agricultural Commission to represent farming interests

- Concord installed smart meters in municipal buildings to capture real time energy consumption data and is using it to better manage/reduce energy use

- Eastham completed its NPDES report, created a web based program to map/manage stormwater assets, and eliminated several stormwater outfalls

- Essex identified and is working to implement climate change resilience measures

- Hopkinton completed a hydrologic study of the Pratt Farm; the site appears to be suitable for a groundwater supply well

- Northbridge achieved Green Community status

- North Attleborough implemented a pay-as-you-throw waste system

- Oxford completed a Master Plan to guide future development

- Reading installed energy efficient LED lighting in Town Hall

- Whitman worked with two solar developers to meet its energy needs

Examples – IT

- Framingham launched a financial transparency platform that provides residents a data visualization tool that simplifies expend/rev information

- Everett was able to implement a Snow Operations solution, providing the city with data around each storm, helping the City to streamline operations and save money

- Communities on the South Shore have developed an approach for a regional GIS flyover that will provide high quality imagery allowing for major improvement to asset management practices and opening the door to a number of opportunities like environmental and planning analysis.

- Dartmouth developed an automated parking facility sticker system for town parks and beaches to improve efficiency with reduce fraud

- Avon is addressing their document management challenges, improving filing and retention practices, implementing new digital systems, and better leveraging systems like GIS

- Merrimac is implementing a new platform to eliminate the need for three disparate financial platforms.

Examples – Regionalization / Sharing Services

- Lee/Lenox shared Town Administrator

- Easthampton and Southampton shared Conservation Agent

- Vocational educational services between Medford and Everett public schools

- Hilltowns shared finance department

- North Adams/Adams/Williamstown regional animal shelter

- Chicopee City/Schools HR and Facilities Management Integration

- 17-town So. Berkshire County's Shared Services Project
  - Has been an important catalyst for changes within the six South County School Districts and has focused on four areas with great success: technology, professional development, grant writing, and special education

- Falmouth, Bourne, Mashpee, Sandwich regional Wastewater Management with Joint Base Cape Cod (JBCC)

- Clarksburg, Great Barrington, Hinsdale, and Lanesborough joint Economic Development Planning Services

Examples – Misc.

- Littleton now has strategic plans for both its Police and Fire departments to guide the Town as it continues to grow

- Northbridge Public Schools worked with the Northbridge Senior Center to match grade 6 students with senior partners
  - The interview and writing process occurred over five months. The community deemed this project a tremendous success in connecting two generations together.

- North Reading has developed a paratransit service for its citizens, a service that was not available in the town
  - Joined the Merrimack Valley RTA

- 10 municipalities have applied for the public accessibility best practice, enabling them to get grants from MOD's ADA Grant program

- West Boylston is developing a Pavement Condition Index (PCI) that will tie in with their Complete Streets' Prioritization Plan

- Bernardston is developing a Multi-Year Vehicle Maintenance and Replacement Plan for their municipal vehicle fleet

- Charlemont developed a Bridges Evaluation that allowed the Town to prioritize need and build in a capital plan, "never before proactively addressed by Select Boards past" (per letter from Town Administrator)