Date: November 8, 2018
To: Chief Elected Officials, Planning Board Chairpersons, Town Administrators/Managers, City/Town Planners, CMRPC Delegates and Alternates
From: Janet A. Pierce, Executive Director
Regarding: Notice of 2019 District Local Technical Assistance (DLTA) Availability

The Central Massachusetts Regional Planning Commission (CMRPC) is pleased to announce that the Baker-Polito Administration and the Massachusetts General Assembly (Legislature) has once again provided funding for the District Local Technical Assistance (DLTA) Program for Calendar Year 2019. Since 2006, this program has enabled CMRPC to provide technical assistance to member communities on eligible projects. This letter serves as an invitation for CMRPC member communities to apply for technical assistance. We are sending this out in anticipation that the State's guidelines will be generally consistent with and similar to past years. That said, there may be some variations in the funding guidelines that we have not anticipated in this initial solicitation.

According to the most recent guidelines of the Commonwealth's DLTA program, a proposed project must fall into one of the following four general priority categories (see Attachments A and B for examples of eligible projects for each priority funding area) to be considered eligible for technical assistance:

1. "Planning Ahead for Housing"
2. "Planning Ahead for Growth";
3. Technical Assistance to support Community Compact Cabinet Activities; and
4. Technical Assistance to support Regional Efficiency.

One or more DLTA assistance requests may be submitted for consideration in 2019. In addition to this solicitation, CMRPC will advertise and solicit requests at least once and probably twice more until the funds have been allocated. We encourage communities to work together to shape mutually beneficially requests. Requests for Resources for 2019 DLTA assistance should be submitted via email to CMRPC to the attention of:

Janet A. Pierce, Executive Director via email jpierce@cmrpc.org or
Trish Settles, Program Manager via email tsettles@cmrpc.org

We encourage communities to discuss potential projects with CMRPC staff prior to submitting an application. Please note that all projects must be completed by December 31, 2019. The required 5% cash match for this program will be provided by CMRPC, on behalf of our member communities. Therefore, there is no local cash match requirement to receive technical assistance under the 2019 DLTA program. However, municipalities must provide a minimum 5% in-kind match[1] to be applied to each specific DLTA project. Letters of Commitment are required and should describe the municipalities level of engagement.

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[1] In-kind services can be local salaries, supplies, mileage, or other expenses incurred by the Town. This number should be estimated and provided to CMRPC in your application.

Application Development

CMRPC and the Physical Development Committee strongly encourage potential applicants to work closely with CMRPC staff in the development of the scope of service. This allows us to more confidently design a project that will meet the guidelines for DLTA, have the greatest probability of acceptance and funding, and provide the greatest benefit to the proponent and the region.

Decisions & Notice of Awards

- When making decisions for project selection, CMRPC will consider the following criteria:
  - Level of inter-municipal collaboration;
  - Impact on equity both locally and within the region;
  - Readiness for implementation;
  - Potential for replicability; and
  - Local implementation capacity.
- All decisions are the discretion of the CMRPC Physical Development Committee based upon its interpretation of the evaluation criteria (see Attachment C) and the availability of funding.
- CMRPC's Physical Development Committee reserves the right to request additional information before a decision is made.
- If a proposed project exceeds CMRPC's ability to undertake a project through the DLTA program, CMRPC and the applicant may engage in strategic discussion about either reducing the scope of the project or obtaining additional or alternative funding (e.g. local contribution, other grants) to complete the portion of the project that exceeds the DLTA-funded elements of the project.
- CMRPC's Physical Development Committee anticipates selecting projects for technical assistance beginning in January 2019. Applicants will be notified in writing via email of the decisions.

If you have questions or need additional information about the 2019 DLTA Program, please contact one of the following CMRPC staff members:

- Trish Settles: tsettles@cmrpc.org or (508) 459-3320
- Ron Barron: rbarron@cmrpc.org at (508) 459 3340
- Dominique Dutremble: ddutremble@cmrpc.org at (508) 459 3336
- Eli Goldman   egoldman@cmrpc.org at (508) 459 3321
- Emily Glaubitz   eglaubitz@cmrpc.org at (508) 459 3316
- Andrew Loew   aloew@cmrpc.org at (508) 459 3339
- Kerrie Carnes Salwa: ksalwa@cmrpc.org at (508) 459 3334

We look forward to receiving and considering your community's request(s) for DLTA assistance in 2019.

Warm Regards,

Janet A. Pierce

Janet A. Pierce, Executive Director

ATTACHMENT A

Eligible DLTA Project Activities

Examples of eligible DLTA activities shall include:

Planning Ahead for Housing

Planning and implementation activities that encourage and support affordable and market-rate housing production opportunities or support municipalities complying with new HUD fair housing regulations, specifically related to the Statewide Housing Production Goal of 10,000 multi-family units each year, that may include, but are not limited to:

- The development of market, mixed-income and affordable multi-family housing in transit-oriented-development locations, employment centers, downtown locations and state endorsed Priority Development Areas (PDAs) within the RPA's jurisdiction, including any "Gateway municipality" (see MGL, c.23A, s. 3A);

- The creation of as-or-right zoning districts such as those eligible under DHCD's Compact Neighborhoods policy or the Chapter 40R/Smart Growth statute;

- The creation of prompt and predictable permitting through an Expedited Permitting Priority Development Site using Chapter 43D for Residential;

- Identifying challenges and solutions in respect to infrastructure requirements that affect the ability to construct multi-family residential projects subject to the Permit Extension Act (s amended), assessing impediments to such projects, and recommending steps that the Commonwealth and/or the applicable municipality could realistically take to enable those projects to go forward;

- Regional analysis of affordable and market-rate housing needs, to include, for example, preparation of a *Housing Production Plan* pursuant to 760 CMR 56.00 et. seq., and similar undertakings that may guide the execution of a compact among communities for locating affordable and market-rate housing; and

- Assisting one or several municipalities who must comply with requirements under the new Fair Housing regulation issued by HUD.

Planning Ahead for Growth

Planning and implementation activities that encourage and support economic development and growth-related opportunities that may include, but are not limited to:

- Identification, assessment and mapping of Priority Development Areas (PDAs) and Priority Preservation Areas (PPAs) at the local and regional levels, including discussion of specific areas for multi-family housing growth. CMRPC has worked with communities in the region on conducting in-depth PDA analyses and this type of project is eligible for 2019 as well.

- Supporting prompt and predictable permitting through the Chapter 43D Expedited Permitting Program for Economic Development projects;

- Assisting with master planning or area planning best practices and innovations including corridor plans, strategic plans, and special area or topic plans;

- Encouraging communities to use the Economic Development Self-Assessment Tool (EDSAT) or similar tool to assess economic development opportunities within communities and/or regions and to develop implementation strategies based on EDSAT recommendations;

- Identifying challenges and solutions in respect to infrastructure requirements that affect the ability to advance economic development activities;

- Regulatory amendments and development or rewrites that are best practices or innovative. These could include zoning bylaws, subdivision regulations, or other legislation that addresses growth and development;

- At a city or town's request, identifying economic development projects subject to the Permit Extension Act (as amended), assessing impediments, and recommending steps that state and/or the applicable municipality could realistically take to enable those projects to go forward;

- Developing or updating economic development related components of municipal master plans and providing technical assistance that supports the implementation of strategies which are designed to advance well-planned growth and development policies and practices; and

- Development of economic development policies or plans for communities, assessing community capacity for economic development, or assessing economic development impediments.

Supporting the Community Compact, including Regionalization

- Supporting municipalities who are seeking to adopt state best practices under the Community Compact Cabinet program, including those who want to pursue projects of a regional nature. The regional planning agency should pursue a strategy intended to assist municipalities with the state's priority areas for better local government and work with Administration to generally support the CCC program. A list of the best practices is attached and should be attached to any solicitation for proposals.

- Shared services (e.g., regional lockup, regional 911 centers, other public safety and emergency response responsibilities, information technology/data management, school district/regional school district analysis, shared professional and administrative services, agreements to operate shared waste disposal/recycling facilities/programs);

- Collective purchasing (if such purchasing cannot be otherwise accomplished using state-wide contracts or can be achieved regionally for less than the state contract price, or items proposed for purchase are specific to municipal and/or school district agreements); and

- Cost saving measures that benefit more than one municipality.

Attachment B
Community Compact Cabinet Best Practices

EDUCATION Best Practices

Administration and Finance

Best Practice: Funding is assigned to the proper cost centers, costs are allocated appropriately between the municipal government and the school district, and costs and information is shared in a way that facilitates school-based budgeting.   There is evidence that municipal and school administration and finance services are shared to realize economies of scale and may include the consolidation or regionalization of district administration. Data reporting is coordinated across all departments to align staffing and student data with financial reporting, and is consistent with DESE guidelines in order to facilitate benchmarking and comparisons to other schools and districts. Required data reports are sent to DESE through the School Interoperability Framework (SIF).   Data reporting meets all quality assurance metrics for timeliness and accuracy.

Coordination and Collaboration – Professional Development

Best Practice: There is shared access to training and supports in regard to academic improvement best practices, with other schools in the same district, and with other districts (e.g. curriculum development, lesson plans, professional development, use of data to inform instruction, benchmark program finance, and track outcomes).   Educational collaboratives and inter district agreements are utilized to achieve cost efficiencies and improve program offerings.

Coordination and Collaboration – Higher Education

Best Practice: There is evidence of partnership agreements with higher education institutions to improve articulation with college credit as well as to promote college and career readiness.

Coordination and Collaboration - Transitions

Best Practice: Transition supports are provided between early education and K-12 district and charter schools and demonstrate coordinated activities and resources that maximize families' access to supports promoting successful birth to eight transitions, with a specific focus on Kindergarten transitions.

Coordination and Collaboration – Early Education

Best Practice: There is evidence of partnerships with private providers in the provision of high quality early education and out of school time services to leverage existing resources, avoid duplication of services and enhance and streamline systems for children and families.   The community can demonstrate local adoption of a framework to organize, align and integrate community efforts in early education and care, out of school time services, and family engagement.

ENERGY AND ENVIRONMENT Best Practices

Maximizing Energy Efficiency and Renewable Opportunities

Best Practice: There are documented and measurable energy use reduction goals; Clean power is generated locally; The municipal fleet is fuel efficient; Investments have been made in energy efficient municipal street lighting; Energy efficiency improvements and renewable thermal heating and cooling upgrades have been made to public facilities (e.g. housing and schools); Energy efficiency and renewable energy upgrades have been made to water/wastewater plants.

Climate Change Mitigation and Adaptation

Best Practice: There is plan to reduce greenhouse gas emissions and adapt to climate change; Regulations and incentives discourage new development in at-risk locations, enhance the resilience of existing development, and encourage mixed-use growth and travel by multiple modes to reduce emissions; Critical coastal and inland infrastructure, buildings, and energy facilities are prepared for more frequent and intense storms.

Sustainable Development and Land Protection

Best Practice: There is a Master, Open Space and Recreation, or other Plan to guide future land conservation and development; Smart growth consistent zoning has been adopted (e.g. techniques in the MA Smart Growth/Smart Energy Toolkit); Investments in infrastructure and land conservation are consistent with the MA Sustainable Development Principles.

Comprehensive Water Resource Management

Best Practice: There is a plan to supply and conserve water, manage stormwater, and treat and reuse wastewater; The MA Water Conservation Standards are being implemented. Municipal regulations promote green infrastructure and the use of low impact development techniques; An Enterprise Fund or other mechanism is in place to fund maintenance and replacement of water infrastructure.

Solid Waste and Site Cleanup

Best Practice: There is a documented plan and approach to Brownfield redevelopment; There is a solid waste master plan; Waste management best practices have been adopted (e.g. "pay as you throw").

Promote Local Agriculture

Best Practice: A right to farm by-law or ordinance has been adopted; The community supports access to fresh produce through the creation of farmers markets and/or establishment of urban agriculture (e.g. commercial ventures or community gardens); Farmland is conserved through acquisition and/or regulation; Sustainable forestry is encouraged.

FINANCIAL MANAGEMENT Best Practices

Budget Document

Best Practice: The annual budget is a municipality's most important annual policy-making document. As such, the budget document details all revenues and expenditures, provides a narrative describing priorities and financial challenges, and otherwise offers clear and transparent communication of community policies to residents and businesses.

Financial Policies

Best Practice: Sound financial policies provide important structure and consistency around local fiscal policy decisions and are documented and adhered to. This best practice is achieved by evidence of documented fiscal policies including reserve levels, capital financing, and use of Free Cash.

Long-range Planning/Forecasting

Best Practice: Financial forecasting and long-term planning help communities detect fiscal challenges earlier, develop strategies to address issues that emerge, and provide the context for analyzing multi-year contracts and other financial trends. There is a documented financial planning process and plan that assesses long-term financial implications of current and proposed policies, programs and assumptions.

Capital Planning

Best Practice: Funding capital needs on a regular basis is critical to maintaining publicly-owned assets and delivering services effectively. The community develops and documents a multi-year capital plan that reflects a community's needs, is reviewed annually and fits within a financing plan that reflects the community's ability to pay.

Review Financial Management Structure

Best Practice: A strong and appropriately structured finance team is critical to both the short- and long-term health of a municipality. Communities striving for this best practice will evaluate the structure and reporting relationships of its finance offices to ensure that they support accountability and a cohesive financial team process. To the extent that gaps are identified, the community develops a written plan for implementation of the desired finance team structure.

HOUSING AND ECONOMIC DEVELOPMENT Best Practices

Preparing for Success

Best Practice: There is a demonstrated ability to partner with the private sector, non-profits, and public sector organizations in order to advance the housing and economic development vision and goals of the community as evidenced by the successful completion of public/private/non-profit project(s).

Housing

Best Practice: There is a documented community-supported housing plan that accounts for changing demographics, including young families, workforce dynamics, and an aging population.

Infrastructure

Best Practice: There is evidence of a community plan and process being followed to identify development sites and to undertake the necessary steps to enhance site readiness by ensuring the appropriate zoning, permitting, and land assembly.

Competitiveness

Best Practice: There is evidence of the continuous use of performance measures for the evaluation of how competitive the community is compared to other communities in terms of attractiveness for commercial development, and housing expansion.

Job Creation and Retention

Best Practice: There is a documented economic development plan which leverages local economic sector strengths, regional assets, encourages innovation and entrepreneurship, and demonstrates collaboration with educational institutions for the development of a workforce plan.

INFORMATION TECHNOLOGY Best Practices

Cyber Security

Best Practice: There is a documented cyber-security strategy, including policies, procedures and controls aligned with an industry standard security framework.

Transparency

Best Practice: There is a documented open data strategy including timelines for making municipal spending and budget information accessible from the city or town website in a machine readable and graphical format.

Business Continuity

Best Practice: There is a written disaster recovery and backup plan for critical municipal systems along with a documented plan to transfer paper documents to an electronic format and securely store backup electronic municipal data in locations geographically separated from the primary source.

Citizen Engagement

Best Practice: There is a documented citizen engagement strategy for deployment of technology solutions, including a public communication strategy and a professional development strategy to ensure that internal resources can effectively engage with users via technology.

Data Standards

Best Practice: There is a documented plan to implement generally accepted data standards in use at the national or regional-level to promote system interoperability, local data analysis and regional data analysis.

REGIONALIZATION/SHARED SERVICES Best Practices

Best Practice: In an era of shrinking budgets, loss of seasoned employees to retirement, and increased need for service improvements, productive partnerships between municipalities make sense for some communities. This best practice encourages regionalization of some services and sharing resources among municipalities. Technical assistance is available to help your community and potential municipal partners determine if regionalizing is the path to take.

TRANSPORTATION AND CITIZENS SAFETY Best Practices

Complete Streets

Best Practice: Complete Streets policies and programs provide accommodations for all users and modes, create safer and more livable neighborhoods, and encourage healthy transportation alternatives. The municipality will become certified through MassDOT and demonstrate the regular and routine inclusion of complete streets design elements and infrastructure on locally-funded roads.

Safe Routes to School

Best Practice: The community will show evidence of a comprehensive safe routes to school program which includes the prioritization of snow removal around schools and routes to schools as well as snow removal from bus stops, clearly marked crosswalks, safe sidewalks, safe student pick-up/drop-off areas free from congestion. The program will also include student education on pedestrian safety such as taking care in walking past driveways and through a parking lot, using cross walks, and crossing with a crossing guard.

A Safe and Mobile Future for Older Drivers

Best Practice: There is a documented plan to address the anticipated increase in older drivers in the years to come. The plan will include a goal for reducing crashes involving older drivers over the next five years, identification of the issues surrounding older driver mobility, including infrastructure improvements, education for older road users and the public with topics to include insurance and liability concerns, and medically impaired drivers, as well as identify and promote transportation options for older adults in the community.

Sharing Best Practices

Best Practice: Municipal Public Works Departments and Highway Departments can learn from each other and share best practices about technologies and operating, maintaining and managing the assets and departments for which they are responsible. Participation in the Bay State Roads Program (BSR) is a demonstration of implementing this best practice. The Bay State Roads Program is a federally and state funded program that

provides and facilitates the sharing of state of the art planning, design, and operational information for city and town public works managers.

Citizen Safety

Best Practice: There are documented community-based programs to increase, pedestrian safety and motorcycle safety, and promote awareness of the use of seatbelts and child seats, the dangers of texting and distracted driving, the dangers of speeding and aggressive driving, and the dangers of driving while impaired. The community will demonstrate participation in the Commonwealth's Office of Public Safety and Security's trainings and conferences as well as the dissemination of public safety information to citizens.

http://www.mass.gov/governor/administration/groups/communitycompactcabinet/bestpractices/