

# Community Innovation Challenge Grant

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## APPLICATION

**Application deadline: November 30, 2012**

**Submission Instructions:** This application form and all supporting documents must be submitted via email by November 30, 2012 to: **CICgrants@state.ma.us**

Please read the Grant Guidelines before completing this application. Applications will not be considered complete unless all requested information is provided. Signoff by participating entities must be included (see form at end of application). Applications received after the deadline will not be considered.

**For more information, contact:**

**Tim Dodd**

CIC Grant Program Manager

Executive Office for Administration and Finance

**Email: [CICgrants@state.ma.us](mailto:CICgrants@state.ma.us)**

Phone: 617-727-2040

# Community Innovation Challenge Grant

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## APPLICATION

**Project title: “Regionally Improving Citizen Access and Service Delivery”**

**Amount requested: \$386,000**

**Identify the lead applicant entity:** The Merrimack Valley Planning Commission (MVPC), as administrative/fiscal agent of the Merrimack Valley Mayors & Managers Coalition (MVMMC).

*If applying for internal efficiency grant: the single local government entity*

*If applying for regionalization grant: a lead municipality chosen from among municipalities participating in initiative; a lead school district among school districts considering forming a regional school district, a lead school district among school districts considering regionalizing services, a regional planning agency or council of governments, or a regional planning agency or council of governments serving as the administrative/fiscal agent on behalf of municipalities.*

### **Lead applicant primary contact:**

First Name, Last Name: Dennis DiZoglio

Name of Municipality, School, RPA or COG: Merrimack Valley Planning Commission (MVPC)

Phone Number: 978-374-0519

Email Address: ddizoglio@mvpc.org

### **Lead applicant secondary contact:**

First Name, Last Name: Jerrard J. Whitten

Name of Municipality, School, Regional or COG: MVPC

Phone Number: 978-374-0519

Email Address: jjwhitten@mvpc.org

### **Check type of participating entities:**

- Two or more municipalities seeking to collaborate
- Regional school(s)

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- School districts considering forming a regional school district or regionalizing services
- Regional planning agency or council of government**
- Local government entity and non-profit seeking to collaborate
- Single municipality (for internal efficiency grant proposal)

**List all participating entities:** Cities of Amesbury, Haverhill, Lawrence, Methuen and Newburyport; Towns of Andover, North Andover and Salisbury, and administered by the MVPC.

### Purpose of the grant:

*The Executive Office for Administration and Finance is soliciting thoughtful plans and proposals for innovative initiatives. Describe proposed initiative in detail, including exact purpose of the grant funds, objectives, problems trying to address, any efforts or steps already taken to address the problem, any obstacles encountered to date and plans to resolve those challenges, the manner in which economies of scale or efficiencies would be achieved, change in service delivery, what entity would be responsible for service delivery, how participating entities would retain oversight/responsibility of service, and how the population would continue to be served, and how any new service costs will continue to be funded once service is established and grant project completed.*

*In addition to providing a general description of the proposal here, applicants should also complete the sections below:*

#### **“Regionally Improving Citizen Access and Service Delivery”**

In 2007 several Merrimack Valley Planning Commission (MVPC) member communities formed the Merrimack Valley Mayors & Managers Coalition (MVMMC) to collaborate and develop regional solutions to municipal issues and discuss common governmental challenges. The MVMMC is comprised of 8 communities and represents over 290,000 of the region’s population.

One of the MVMMC’s prime objectives is to help its communities collectively manage common tasks to increase efficiency, reduce service delivery costs and meet community priorities for service enhancements. A common task specifically identified by the Mayors and Managers was constituent access to services. In response they propose a regional 311 Constituent Services Call Center to address this need. This innovative regional customer service system will allow residents to dial one telephone number to make service requests, obtain valuable information about Community services, or to be connected with a specific department.

Concurrently, a MVMMC subcommittee comprised of the region’s DPW officials identified the common needs for improving administrative functions such as workload management, strategic asset management, and citizen response and customer satisfaction. To address this need the Subcommittee

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## APPLICATION

determined that a MVPC procurement of a regional site license for Computerized Maintenance Management System (CMMS) software would meet the communities' needs to improve citizen access, operational efficiency and work order management.

The proposed project will be comprised of two distinct objectives: 1) Our first objective will be to establish a regional "311" center in conjunction with the Emergency Dispatch facility currently under construction in Middleton, MA. 2) The second objective will be the regional implementation of a CMMS. The MVPC region's municipalities will realize immediate benefits from the Project. They will gain improved internal department communication, a direct external customer interface and a protocol for providing municipal services, which will facilitate efficient communication between constituents and municipal officials. The CMMS software will provide electronic access to citizens and interface with the regional 311 constituent call center and provides the much needed "Back End" work order management tools to ensure prompt and efficient service delivery.

Communities will use the CMMS tool to organize, prioritize and track work order implementation while monitoring service delivery costs. The MVPC has the required computer skills to administer the technical environment (i.e. GIS software licenses, enterprise database configurations and cloud-based servers) required for the Project and the MVPC would license and manage the software required for the CMMS project. This approach is consistent with the MVPC's goals of minimizing software acquisition costs, management and staff training needs. MVPC has the expertise to implement the Project; it has demonstrated the effectiveness of this regional approach through prior development and administration of its Municipal Information Mapping Access Program (MIMAP), a region-wide, Web-based GIS/Data mapping application. The MVPC communities have utilized MIMAP successfully for several years, consistent with the MVMMC's prime objective stated above.

The CMMS will constitute the common platform for the MVMMC 311 initiative. It is the consensus of the communities that the majority of citizen inquires still come from telephone calls. To augment electronic inquires a regional 311 call in center is a planned initiative. With the construction of the Essex County regional 911 dispatch center currently underway the Coalition in conjunction with the Essex County Sheriff's Office will conduct an implementation Plan, using DLTA funds, to consider what needs to be done to incorporate a regional 311 component into the dispatch center. The implementation plan will be completed in 2013 with the hope of introducing the regional 311 call in center component once the CMMS software is in place. The Project will form the basis of a new Web-based services delivery system model that can be adopted by other communities and regions in the Commonwealth of Massachusetts. We anticipate our regionalized project will serve as a model of best practices to be replicated.

### **Benefits:**

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*Identify cost savings and benefits for each participating entity.*

*Identify cost savings and how such savings will be achieved, including any removal of redundancies, reductions in personnel or unfilled positions eliminated.*

*Identify other benefits. Other benefits may include enhanced level of service, improvements to organization or management structure, improved public access to local government services, a more efficient level of service that still meets the population's needs, improvements in qualifications or efficiency of staff, increased hours of operation, new online availability, or reduction in capital facilities to maintain.*

*Identify need for funding such that the initiative would not happen or would not achieve the identified benefits without the funds provided by this grant program.*

The Project will provide the following benefits and cost savings to participating municipalities:

- Provision of a new Web-based online service enables the public to log, track and improve customer service requests and response times.
- The CMMS can interface with Citizen Connect and See-Click-Fix if communities choose to have those applications as well.
- Introduce a regional 311 citizen call in center, the first of its kind in Massachusetts.
- Regional access to state-of-the-art technology, overcomes technological and financial barriers in MVPC communities, which currently prevents implementation of this tool. If not done regionally, the majority of the communities will not implement CMMS.
- Significant cost reduction through economies of scale for CMMS software acquisition, deployment, maintenance and training through a regional approach.
- Improved municipal management through strategic planning, prioritizing and tracking of work orders.
- Provision of instant notification, direction and GIS data to public works field staff through mobile devices to better schedule and complete work requests.
- Strategic prioritization of asset inspections and replacements using risk analysis and prediction of future budgetary needs and work activities using decay curves.
- Development of a centralized regional motor pool and the ability to share specialized equipment.
- Provide municipalities with the data to use CitiStat or other data driven performance management approaches and to participate in the StatNet network with the intent of increasing productivity and performance and creating an opportunity to benchmark performance and improve community competitiveness.

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### Cost impact:

*For each participating entity, identify any new costs that will be incurred and how the costs will be paid for or offset. Describe how new initiative will be made financially viable for the long-term once established.*

The MVPC anticipates that once the CMMS is in place that there will be a need for funding to maintain Project hardware and software. Annual maintenance costs are projected to be \$4,500 per year for each community. The communities commit through this application that they will provide these funds to sustain ongoing maintenance and training activities. The cost associated with operating the Regional 311 Call in Center will be determined during the implementation plan and is a commitment from those communities that participate.

### Measures of success:

*Propose approach to evaluating and measuring the success of the initiative, both the success of implementing the proposed project and the success of the initiative or reform going forward once implemented. Include expected measurable improvements in service delivery or efficiency.*

MVPC proposes to measure success quantitatively during implementation and service delivery reformation.

Measures of successful implementation will include:

- The # of communities that participate in the new regional 311 call in center and the # of citizen inquiries processed.
- Deployment of the CMMS software to all 8 communities.
- # of communities that integrate community infrastructure data to record, evaluate and track condition of assets and then use the technology to assign a condition index value.
- # of operational upgrades implemented at the municipal level as a result of the Project.
- # of communities that develop preventive maintenance schedules.
- # of personnel trained in the region in the use of CMMS: *the MVPC proposes to form a regional CMMS User Group that will consist of personnel from each participating community and MVPC Information Technology / GIS staff.*
- # of citizen requests for service received and completed in the region with the use of the CMMS.

Potential measures of successful implementation through operational reform:

- Streamlining and time requirement reductions for processing and servicing work order requests.

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- Initiation of direct, bi-directional communication with citizens/customers.
- # of communities that use this technology platform to consolidate equipment maintenance functions in the region.
- # of communities that use this technology platform to develop specialized equipment sharing initiatives.

### **Project budget for requested amount:**

*Provide a detailed and realistic project budget estimate. Include breakdown of amount requested by activity/task and type of cost. If other sources of funds are have been sought for this project, please identify other sources and whether those funds have been applied for (provide copy of application) or secured (provide evidence).*

*Note if project budget is attached as separate document.*

Working through the DPW officials subcommittee, significant efforts have been made to indentify a preferred CMMS vendor. During this process, the committee developed a master list of desirable functionality through the circulation of a municipal survey.

The list includes:

- GIS compatibility,
- asset management,
- executive dashboard,
- report writing,
- mobile application,
- stat generation,

and a host of other management elements, which is a more robust list of functions than a basic work management system that primarily manages work orders.

To gain further understanding of the mechanics of CMMS software and to get a sense of the functionality of the individual applications, the DPW subcommittee has conducted a series of presentations (eleven) from software vendors who offer CMMS applications.

The background research conducted by the DPW subcommittee has helped to frame the structure of this grant proposal and has provided the group with realistic estimates of the expense of acquiring and implementing the application in the region as well as providing training once the application is fully operational.

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Our application budget request is as follows:

Purchase of the CMMS software: \$280,000 (total cost for all 8 cities and towns)

CMMS application training: \$4,500/community: \$36,000

Data integration: \$4,500/community: \$36,000

Internet collocation service and hardware: \$9,000

MVPC Administration: \$25,000

Total request: \$386,000

### Project timeline:

*Projects must be completed before or by December 31, 2013. However, special consideration may be given to extended timelines for extraordinary projects. Note if project timeline is attached as separate document.*

1. Application submitted to EOAF November 30, 2012;
2. MVPC commences regional 311 implementation plan with regional 911 center January 2013;
3. Anticipated February 2013 grant awards;
4. MVPC purchases required software, February 2013 following awards;
5. MVPC installs required technology, troubleshooting during March-June 2013;
6. Project 'goes live' – July 2013;
7. MVPC trains participating municipalities' staff and provides technical assistance as required – July through December 2013, and
8. Project fully operational, December 31, 2013.

Note: the MVPC will provide in its agency work plans to commit additional years of effort supporting the Project and the communities commit to provide maintenance funding to sustain both the 311 and CMMS efforts.

### Identify innovative aspects of proposal:

*...including changes in the way local government does business*

Each community will communicate directly with its citizens for service delivery while improving its work flow management and service delivery. The introduction of a regional 311 call center will be the first of its kind in Massachusetts and will connect citizens with their communities and ensure responsive service delivery through CMMS deployment. In addition the implementation of a CMMS User Group will aid CMMS training delivery, improve CMMS operations and maintenance through peer-to-peer interaction, and build goodwill with neighboring municipalities – particularly where municipalities will now be able to share responsibilities for certain infrastructure, i.e. roadways, paths and trails, utilities, etc.



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### Potential applicability to other local governments:

*Projects will be evaluated in part on potential for applicability to other local governments and/or potential for expansion. Describe how proposed project meets this requirement of serving as a viable prototype for other local government entities. Describe how this project can be expanded.*

The development of the Regional 311 Call Center and the deployment of the CMMS will be done collectively among participating communities. Lessons learned during the deployment of the CMMS will be shared in the MVPC-sponsored user group. The MVPC believes that the user group approach is optimal not only for efficiency, but also to further regional collaboration on other initiatives. For example, communities in one of the MVPC's sub-regions have indicated interest in developing a centralized motor pool and specialized equipment sharing once the CMMS platform is up and running. As this sub-region implements these regionalization initiatives, the MVPC expects that other sub-regions will follow. In sum, the MVPC's implementation of the CMMS will establish the regional infrastructure and practice experience that will aid development of future regionalization.

Regional planning agencies in the Commonwealth have been actively engaging member communities to work collectively on regional projects such as that which is proposed here. In fact, the formal association of regional planning agencies called the Massachusetts Association of Regional Planning Agencies (MARPA) provides an excellent mechanism to share project benefits while providing insight on lessons learned. The proposed Project will also be referenced in the MARPA's Best Practices for Regionalization website.

### Evidence of commitment among applicants/participants:

*As evidence of commitment to the proposed project, applicants must submit documentation of signoff from each participating entity: if a city by the mayor or city manager, if a town by the board of selectmen, if a town with a town council by the town manager or administrator, if a school district by the school committee, if a district by the prudential committee.*

*Complete the form provided on the next page of this application.*

## LOCAL SUPPORT DOCUMENTATION FORM

**Project Title: "Regionally Improving Citizen Access and Service Delivery"**

**Lead applicant primary contact:**

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First Name, Last Name: Dennis DiZoglio

Name of Municipality, School, RPA or COG: MVPC

Phone Number: 978-374-0519

Email Address: ddizoglio@mvpc.org

**List all participating entities:** Cities of Amesbury, Haverhill, Lawrence, Methuen and Newburyport; Towns of Andover, North Andover and Salisbury, and administered by the MVPC.

### Sign on behalf of the Applicants:

Applicants must submit documentation of demonstrated support for the proposed initiative and grant application from each participating entity through the local support documentation form at the end of the application. Please refer to the chart below to determine who should sign your application.

Town with a Board of Selectmen	Board of Selectmen (The chair or Town Manager may sign for the Board, provided that evidence shows that the Board authorized the Town Manager or chair to sign on behalf of the Board).
Cities with a Plan B, C, D, E, or F form of government. city manager (Plan B, D, or E)	City Manager
Cities with Plan A ("strong mayor") government	Mayor
Regional school district	School Committee (The chair or superintendent may sign for the committee, provided that evidence shows that the committee authorized the chair or superintendent to sign on behalf of the committee)
Town with a Town Council	Town Manager/Administrator
Regional planning agencies and councils of governments	Executive Director
Special municipal districts	Directors or equivalent
Counties	Commissioners

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## APPLICATION

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Signature

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Entity

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Print Name

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Title

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Signature

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## APPLICATION

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*Duplicate this page if space needed for additional signatories*

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