

Fiscal Year 2012 Work Plan and Budget

(MetroFuture References noted in blue)

Reference Number Example: the sequence “4.A.02” reads as follows:

- MetroFuture Strategy #4, Sub-Strategy A, Recommendation #2

GOVERNMENT AFFAIRS & COMMUNICATIONS

Communications

- Dedicated to advancing all 13 MetroFuture strategies

Objective:

To develop and deliver an effective message about MAPC’s mission to promote smart growth and regional collaboration, through a media strategy, the Web, printed and electronic materials, and both internal and external relationships.

General Work Tasks:

- Reactive and proactive press
 - Continue increasing MAPC’s presence in print and other media.
 - Aim for the following goals: to send at least two press releases or story pitches per week, and achieve at least 25 press hits monthly.
 - Develop, and update continually, an official communications plan.
 - Develop, and update continually, a social media strategy for the agency.
 - Track web traffic and trends and report on it regularly.
 - Maintain and update media contacts databases, cultivating off-the-record sources and deeper relationships with targeted beat reporters.
 - Maintain and continually update the database of diverse outreach contacts.
- Website
 - Maintain the new MAPC web site, which was launched in October 2009, and implement upgrades such as a blog, an expanded Collective Purchasing section, and enhanced events page, and any necessary technical updates.
 - Train and assist all new staff on website content management as part of the revamped MAPC orientation program.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Maintain and keep up-to-date all Orientation materials, stored in the ORIENTATION folder on the K Drive which we manage.
- Issue a less-complicated RFP for a Drupal consultant who will be on retainer for at least one year.
- Improve MAPC branding and quality control of materials and publications.
 - Continue implementing the second phase of the logo/brand redesign, focusing on subregions, as well as the Metro Mayors Coalition, MARPA and the North Shore Coalition.
 - Complete the Collective Procurement re-branding and tie that branding into the improved GBPC web page, under development through Fiscal 2011.
 - Establish and monitor protocol to oversee publication and distribution of reports and other products, to ensure quality and consistency agency wide.
 - Coordinate with Data Services to create Annual Report (2012 calendar).
 - Continue working with our graphic designer on second year of retainer contract for all agency print products, using in-shop design skills to fill gaps.
- Communications with Council
 - Establish regular communication using various means with the Council to share accomplishments and perspectives, and to gather input.
 - Improve programming and attendance at Council meetings, working with the administrative staff.
 - Work with Data Services and Admin. Staff to make Council meetings more accessible, both in terms of ADA compliance, outreach and Technology.
- Increase Visibility
 - Achieve a minimum of once-monthly communication about agency events to our electronic newsletter list, numbering 5,600 contacts. Aim for twice monthly communications if possible. Continue using Constant Contact for newsletter support.
 - Develop the Strategic Plan Update brochure into a more all-purpose “About MAPC” document; create other informative materials, such as one-pagers, as part of the overall rebranding project.
 - Distribute regular press releases to the media and explore coverage possibilities to promote MAPC activities and priorities.
 - Assist in planning and publicizing major MAPC events.
 - Assist in outreach for MetroFuture-related campaigns.
 - Coordinate media coverage with MAPC coalitions and partners.
- Internal Services
 - Update and re-issue the MAPC style guide, including fonts, templates, email guidelines, and pointers on writing for the web.
 - Continue providing staff daily e-mail notice of news clips and articles of interest, aiming to send as early in the day as possible.
 - Continue exploring methods for implementing an intranet system to assist with internal communications.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Continue implementation of Salesforce as a measure to solve the agency's contacts management crisis. Attend Salesforce conference in August and develop a full plan for agency-wide implementation this year, as budgeted.
- Continue training staff in updating MAPC Contacts on their own until a new database platform is in place.
- Continue meeting with the new Internal Communications Team monthly, examining new areas in which to work.
- Work with IT and other intranet staff on issues of knowledge management.

Government Affairs

- **Sub-Strategy 1.B:** Modernize statutes; increase state funding; MAPC legislative/policy agenda; technical assistance
- **Sub-Strategy 3.D:** Ensure that state assistance to local government is sufficient and predictable
- **Sub-Strategy 3.E:** Provide cities and towns with flexibility to raise local revenues
- **Strategy 4:** Build Regional Collaboration
 - **Sub-Strategy Recommendation 4.A.02:** Modernize RPA statutes
 - **Sub-Strategy Recommendation 4.B.03:** Establish regional collaboration as a priority for all Commonwealth policies and programs
- **Sub-Strategy Recommendation 7.G.25:** Eliminate ANR (i.e. zoning reform)
- **Sub-Strategy Recommendation 12.A.07:** Reform federal and state legislative earmarking systems
- **Sub-Strategy Recommendation 12.B.08:** Invest in projects that expand and add capacity to the existing transit system
- **Sub-Strategy 12.C:** Establish safe and sufficient financing for all transport modes
- **Sub-Strategy 13.C:** Promote the use of renewable resources

Objective:

Develop a legislative agenda that advances smart growth and regional collaboration. Effectively advocate for this agenda with stakeholders, including state and federal legislators, the current state Administration, local elected officials, advocacy groups, and regional planning agencies.

General Work Tasks

- Develop bi-annual legislative agenda.
- Build coalitions to promote legislative agenda and specific legislative issues; advocate for legislative agenda on local, regional, statewide, and federal level.
- Work with Regional Plan Implementation team to move forward on MetroFuture legislative priorities.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Work with Communications to disseminate information on legislative work and successes to media, and circulate among the policy community.
- Look for opportunities to take lead on issues, intellectually and politically.
- Help develop and implement the legislative agenda of the Massachusetts Association of Regional Planning Agencies; assist Massachusetts Smart Growth Alliance to respond quickly to legislative issues.
- Help to educate Council members and other allies about effective ways to influence the legislative process.
- Create a plan to provide technical assistance to municipalities looking to implement changes to municipal health plan under new law.

Metropolitan Mayors Coalition

- **Strategy 3:** Strengthen Municipal Finance
- **Strategy 4:** Build Regional Collaboration
 - **Sub-Strategy 4.C:** Work to make a safer region
- **Strategy 6:** Improve City Life & School Quality
 - **Sub-Strategy 6.B:** Improve urban public safety

Objective:

To convene the chief elected or appointed leaders of 13 urban core communities to work on a unified agenda. The agenda includes issues related to municipal finance (including employee health insurance), community safety, foreclosure prevention, community preservation, land use, housing and economic development, and other issues as identified by Coalition members and consistent with MAPC's mission.

General Work Tasks:

- Act as a facilitator to the Metro Mayors Coalition, which shall meet roughly every two months during the year, or more often as needed.
- Work to pass key elements of the Municipal Partnership Act and municipal relief legislation supported by the Coalition, including health insurance reform, health care and other local option revenue and cost containment proposals.
- Advance the collaboration among MAPC, the Metro Mayors Coalition, the North Shore Coalition and other mayor and manager groups, as well as facilitate opportunities to collaborate with labor, advocacy and other partners.
- Continue to work on inter-municipal public safety initiatives focused on youth, gang violence, and drug activity, including but not limited to the Shannon Grant; implement other public safety planning grants as opportunities present themselves.
- Encourage smart growth oriented cooperation among members of the Coalition, focused on common problems, border parcels, and regional natural resources.
- Work on common projects, such as the promotion of critical transportation investments, foreclosure prevention work, planning along rivers and coastal areas,

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- preparation for major public events, and other agenda items as directed by Coalition members.
- Assist Metro Mayors communities with the creation of a Regional 911 Call Center, including development of a request for proposals from consultants and further assistance identifying and applying for grant funding, working with Municipal Services department.
- Ensure communication and coordination between the Coalition and other programs and policy initiatives at MAPC, particularly the Inner Core subregion, homeland security, housing, economic development, and transportation.

North Shore Coalition

- **Strategy 4: Build Regional Collaboration**

Objective:

To convene the chief elected or appointed leaders of 16 North Shore and Cape Ann municipalities to improve the quality and efficiency of public services and to promote regional solutions to common problems.

General Work Tasks:

- Continue providing staff support for inter-municipal projects and regional collaboration initiatives among Coalition communities, including follow up on initiatives to regionalize school services and professional development trainings, public health departments as well as a new initiative to regionalize EMS services.
- Help coordinate public safety initiatives in the region, including Regional Emergency Communications Center dispatch (RECC) and mutual aid. Advocate for legislative and policy priorities on behalf of Coalition, including on issues related to land use, municipal relief and promotion of regional initiatives during the current fiscal crisis.
- Continue to build the presence of the North Shore Coalition on Beacon Hill by hosting a legislative gathering and coordinating the message of the Coalition to legislators.
- Help secure Shannon Grant funding for anti-gang and related activities; assist in implementing Shannon Grant.
- Ensure communication and coordination between the Coalition and other programs and policy initiatives at MAPC

Shannon Grant

- **Sub-Strategy 4.B: Regional collaboration, purchasing, and service delivery**
- **Sub-Strategy 4.C: Work to make a safer region**
- **Sub-Strategy 6.B: Improve urban public safety**

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

Objective:

To continue to lead a coalition of partners including the Metro Mayors Coalition, North Shore Coalition, urban police chiefs and mayors, and community-based organizations from across the state to promote the Shannon Grant as an innovative way to bring together enforcement and prevention personnel focused on working to end youth violence and providing positive alternatives.

General Work Tasks:

- Organize annual convening of Shannon Grant partners from across the state to focus on learning from each other, and hearing from relevant speakers, including Administration officials and youth involved in gang-prevention efforts.
- Organize annual legislative rally in support of Shannon Grant funding, and coordinating all aspects of advocacy for increased funding as the economy improves.
- Coordinate MAPC-area work by working with the Metro Mayors Coalition, the North Shore Coalition, and the Framingham-Ashland applications for Shannon Funding.

REGIONAL PLAN IMPLEMENTATION

MetroFuture Implementation

- **Overall:** Dedicated to advancing all 13 MetroFuture strategies
- **Strategy 1:** Implement Coordinated Plans

Objective:

To advance high-priority changes needed if the region is to achieve the MetroFuture goals by 2030. To establish MetroFuture as a credible and effective roadmap for advocacy conducted by MAPC, its partners, and the thousands of people who helped to create the plan or are now joining the constituency for its implementation. To aggressively move forward on the MetroFuture campaigns related to zoning reform, local smart growth plans, green energy and jobs and transportation finance reform.

General Work Tasks:

- Establish/reinforce MetroFuture as a credible and compelling roadmap for change in the region.
 - Update general communications pieces to suit a wide variety of audiences.
 - Create targeted communications (e.g., op-eds, letters to the editor, white papers, PowerPoints) to advance specific goals in connection with campaigns and as appropriate opportunities arise.
 - Invite and initiate speaking engagements.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Maintain robust website, including content regarding campaigns, demonstrating needs, and touting successes.
- Coordinate MAPC implementation of MetroFuture.
 - Continue and/or initiate, expand resources for, and participate in initial campaigns: transportation finance reform, local smart growth, green energy and jobs, and zoning reform. (See more below in this section.)
 - Form, track, and maintain key external partnerships.
 - Develop and track new and deeper relationships with key MetroFuture constituents.
 - Track departmental initiatives and activities that advance MetroFuture goals, and foster more systematic inter-departmental collaboration.
 - Support integration of MetroFuture's goals and strategies into the work of other departments.
 - Lead MAPC staff through facilitation training, so they can design and lead more effective and inclusive meetings.
- Move forward with the MetroFuture campaigns.
 - Advocate for adequate and sustainable revenue to fund transportation infrastructure and operations at both the state and local level, with a particular emphasis on alternative modes of transportation, including transit, bicycle, and pedestrian mobility.
 - Advocate for a positive and meaningful update to state planning and zoning control laws.
 - Work to decide on priorities on how and when to move forward on additional campaign.
- Manage specific implementation activities.
 - Continue to educate the public regarding the MetroFuture scenario and implementation strategies, including through a robust Friends of MetroFuture *Walks and Talks* program.
 - Working in particular with the Massachusetts Smart Growth Alliance, grow and increase activity of the network of MetroFuture supporters.
 - Advocate for adoption of specific MetroFuture recommendations on the state and local level (occasionally, on the federal level), in the private sector, and among individual households in the region.
- Evaluate and report on progress, update goals and strategies.
 - Complete State of Equity project phase 2, by using outreach and dialogue to develop a set of policy recommendations to improve equity in the region.
 - Support Data Services in developing and announcing indicators report program.
 - Update implementation strategies to keep specific recommendations for change up-to-date.
 - Document and track MAPC implementation activities, so we can refine our methods and increase our success.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Capture and catalogue internal and external best practices, and work to share learning internally and externally.

Massachusetts Smart Growth Alliance

- **Sub-Strategies 1.D & 1E:** Work with the Smart Growth Alliance to evaluate the Commonwealth's smart growth/sustainability efforts

Objective:

To work with Alliance members to develop and advocate for policies, programs, and plans that advance smart growth principles, particularly at the state level.

General Work Tasks:

- Participate in MSGA campaigns and initiatives.
 - Great Neighborhoods implementation.
 - Planning and Zoning Reform, including participation in the Zoning Reform Task Force.
 - Transportation, including state and federal advocacy to ensure sufficient resources for transportation system maintenance and public safety; and improvement and expansion of alternative modes, e.g., transit, bicycle, and pedestrian.
 - State Water Policy, including application of the Sustainable Development Principles to MWRA system expansion.
 - Small Cities Revitalization, particularly where work and initiatives are located in the MAPC region; and
 - Other campaigns that may be adopted from time to time.
- Play a leading role in shaping Alliance response to emergent policy debates; serve as legislative staff to the Alliance, coordinating the response of Alliance members in regard to bills and other actions that emerge on Beacon Hill; research, analyze, and react to significant state policy proposals as appropriate.
- Conduct outreach to MAPC contacts on behalf of MSGA; increase staff and Council member awareness of MSGA activities and positions.
- Create and maintain smart growth content on the MAPC website.
- Increase engagement of MAPC Council members around smart growth activities and topics.
- Increase MAPC's "profile" as smart growth experts.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

Metro Boston Consortium for Sustainable Communities

- **Overall:** Dedicated to advancing all 13 MetroFuture strategies, with particular emphasis on strategies 1, 5, 7, 8, 12, 13.

Objective:

To work with a broad-based consortium of municipalities, state agencies, academic institutions, nonprofits, and others to implement key aspects of MetroFuture while developing a set of tools and policies that will expand the region's capacity to conduct future implementation activities.

General Work Tasks:

- Work with HUD to manage grant program and oversee sub-grantees.
- Network with national allies and peers to ensure that learning from Metro Boston's program advances work around the country, and that Metro Boston learns from similar work conducted elsewhere.
- Recruit new members to the Metro Boston Consortium for Sustainable Communities, to ensure that the Consortium adequately represents the region.
- Address Gaps in the Regional Plan:
 - Develop a Regional Housing Plan, to assess current housing needs and lay out a roadmap for the region to meet them.
 - Develop a Regional Analysis of Impediments to Fair Housing to supplement the MetroFuture plan with an assessment of impediments to fair housing and an action plan to address them.
 - Begin to collect data for the region's "most wanted" data sets, to facilitate an increased understanding of the region's assets and challenges.
 - Begin work on a Regional Climate Change Adaptation Strategy, to reduce the region's vulnerability to future hazards and impacts associated with future climate change.
- Advance Implementation of MetroFuture through Place-Based Planning Efforts, consisting of one or more of the 12 specific place-based activities outlined in the Sustainable Communities work plan. For all projects, MAPC and project partners will:
 - Identify priority projects, potentially including but not limited to the "illustrative projects" included in the work plan.
 - Establish project-specific work plans and data sharing protocols among project partners.
 - Form place-specific Advisory Committees.
 - Define and initiate engagement strategies and design project interaction with Dialogue, Program Critique, and Capacity Building program area.
 - Define and execute learning strategies, and design project interaction with Protocols, Tools, and Best Practices program area.
 - Compile and review existing plans in project area.
 - Conduct collaborative planning exercises.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Conduct analyses.
- Prepare findings and recommendations.
- Discuss draft findings and recommendations with stakeholders and refine.
- Release final findings and recommendations.
- Build Protocols, Tools, and Best Practices to Accelerate Local Implementation:
 - Develop a MetroFuture “template” for municipal planning, so individual municipalities will have a tool that will help them evaluate policies, development trends, and even individual developments against MetroFuture’s goals.
 - Complete Community PlanIt, a “location-based” digital game that uses role playing, mobile meetings, and virtual interaction to support non-traditional public engagement and deliberation.
 - Establish systems for identifying, capturing, and incorporating best practices in MAPC’s work.
- For all additional projects (as selected by the Consortium’s Steering Committee):
 - Scan place-based projects for needs and/or opportunities for learning.
 - Identify priority tool/best practice projects, including but not limited to the “illustrative projects” included in the workplan.
 - Form Advisory Committees as appropriate, and establish project-specific work plans and data sharing protocols.
 - Define and initiate engagement strategies; Develop and test initial tools/best practices with stakeholders.
 - Refine tools/best practices Make final tools/best practices available for widespread use.
 - Advance Regional and State Policy Recommendations.
 - Complete and work to implement the policy recommendations portion of the State of Equity report.
 - Pursue legislation updating the Commonwealth’s zoning and subdivision laws through research, education, and advocacy.
 - Work with allies to ensure that the appropriate regulatory mechanisms are set up to support implementation of the Global Warming Solutions Act and the Transportation Reform Act.
- For all additional projects (as selected by the Consortium’s Steering Committee):
 - Establish systems for evaluating place-based work for policy implications
 - Scan place-based projects for policy implications
 - Identify priority policy work, and:
 - Form Advisory Committees as appropriate
 - Establish project-specific work plans
 - Define and initiate engagement strategies
 - Develop communication and media strategies
 - Build agreement around priority reforms needed
- Provide Opportunities for Dialogue, Capacity Building, and Program Critique:

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Hold two meetings of the full Consortium, one in the fall of 2011 and the other in the spring of 2012.
- Expand MAPC's presence in our subregions to include more events, organizing and outreach, and small-scale technical assistance in each subregion;
- In partnership with Action for Regional Equity, develop a leadership training to help residents of underserved communities gain influence in community planning; and
- Supported the work of the Consortium's twelve caucuses, to enhance capacity building and facilitate the participation of the full Consortium in priority-setting and decision-making;
- Track the Region's Progress through Regional Indicators:
 - Work with Consortium partners to conduct research, analysis, and modeling focused on geocoded VMT data for each vehicle in the Commonwealth;
 - Transition to the WEAVE (Web-based Analysis and Visualization Environment) tool as the next generation of the MetroBoston DataCommon and the platform for an interactive Regional Indicators website.
 - Refine the MetroFuture objectives and their related indicators.
 - Identify other important areas for data collection and analysis.
 - Measure and analyze indicators, and release them online and in written reports.

SMART GROWTH PLANNING

Subregional Program

- **Strategy 1:** Implement Coordinated Plans
 - **Sub-Strategy 1A:** Increase municipal planning capacity
- **Strategy 5:** Enable Compact Growth
- **Strategy 6:** Improve City Life & School Quality
- **Strategy 8:** Expand Access to Housing
- **Strategy 10:** Invest in a Skilled Workforce
- **Strategy 11:** Focus Economic Development

Objectives:

Advance MetroFuture implementation through informational programs on smart growth techniques, bylaws/ordinances, state grant programs, and other topics; by promotion of energy efficiency and smart energy production; and by promotion of best practices that will lead to MetroFuture-consistent local planning.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

Communicate information on planning issues, legislation, and state and federal grants opportunities to municipalities and other subregional stakeholders. Obtain input and support from municipalities and other subregional stakeholders for MAPC and MPO activities, as well as state and federal legislative proposals.

Using the increased funding for subregional activities related to the Sustainable Communities grant, increase the staff time allocated to each subregion, to enable more effective implementation of all of the work tasks listed below.

Provide a forum in which municipalities and other subregional stakeholders can discuss issues of subregional or cross-boundary importance; and build collaborations among communities for multi-community research studies, planning exercises, and adoption of joint policies. Promote sharing of services across municipal boundaries through hosting of programs related to MAPC Shared Services activities, as well as sponsoring discussions between communities.

General Work Tasks:

- Organize monthly meetings of subregional councils to discuss and seek consensus on issues of subregional importance.
- Host forums, including outside speakers, to educate the subregional council members, other municipal officials and the general public, and to advance smart growth and inter-local cooperation in the subregion.
- Distribute information, notices, and alerts through subregional emails; solicit input back from subregions.
- Hold subregional legislative events to promote subregional legislative priorities and to allow MAPC to educate local officials and legislators regarding MAPC's priorities.
- Develop subregional priorities for the Regional Transportation Plan, Unified Planning Work Program and Transportation Improvement Program; inform and provide a means for community feedback on regional, statewide and national transportation issues, legislation and funding.
- Promote District Local Technical Assistance (DLTA), Sustainable Communities program opportunities, foundation funding secured by MAPC for MetroFuture Plan implementation, and other state grant programs to facilitate multi-community projects.
- Promote MAPC's other services such as collective purchasing, shared services, GIS and data services to meet communities' needs.
- Continue outreach within each subregion to build an expanded network of municipal, non-profit, business and community leaders who will enhance and broaden participation in subregional activities.
- MAPC will host, on a semi-annual basis, meetings of the subregional chairs in order to promote best practices, to share information, and develop unified positions among the eight subregions.
- Serve on the Executive Board of the MetroWest Regional Collaborative.
- Discuss legislative priorities, and make recommendations to the MAPC Legislative and Executive Committees.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Encourage municipal support of MAPC legislative activities through outreach to their legislators.
- Encourage synergistic interaction between subregional coordinators and other MAPC planning staff by incorporating discussions of subregional activities into the monthly meeting of the Smart Growth Department staff (Land Use, Environment and Transportation staff).

Technical Assistance

- **Strategy 1:** Implement coordinated plans
- **Sub-Strategy 4.B:** MAPC as a regional resource
- **Sub-Strategy 11.A:** Create jobs in MetroFuture-consistent locations
- **Sub-Strategy 13.A:** Plan for sustainability

Objective:

To implement MetroFuture, in particular the “local smart growth planning” and “green energy and jobs” campaigns, by providing technical assistance to municipal and other clients to promote development and preservation consistent with smart growth principles and to promote energy efficiency and smart energy production. Efforts will continue to focus on projects that involve multiple communities, have regional impacts, or serve as models.

General Work Tasks:

- Seek out state, federal and foundation grant opportunities that would allow MAPC to provide technical assistance to communities.
- Using the opportunities afforded by the Sustainable Communities grant and current foundation grants for MetroFuture implementation, expand the expertise of MAPC staff in energy efficiency and sustainable energy, housing, economic development, and the prevention and resolution of disputes, through trainings, classes and conferences for existing staff and by taking opportunities to expand staff expertise through the hiring process.
- Promote MetroFuture and best practices in planning by use of the MAPC web site to provide information relating to ongoing and recently-completed MAPC Technical Assistance projects, so that other communities can have the benefit of MAPC’s work on a topic (e.g., downtown mixed use bylaws).
- As part of this effort, catalogue all past MAPC projects so that they are easily referenced by new planning or municipal services staff that will be working with MAPC communities, to inform them of past MAPC efforts.
- Continue to promote *A Best Practices Guide for Streamlined Local Permitting*, as well as other state-sponsored smart growth, housing or economic development programs that fit with MetroFuture, including Chapter 43D Expedited Permitting, Chapter 40R Smart Growth Zoning, Housing Production Plans, Open Space Plans, and other such plans consistent with state guidelines.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Assist municipalities to prepare of zoning bylaws, storm water regulations, energy plans and a variety of other local policies. Utilize expertise of MetroFuture staff in outreach and information management to increase the participation of residents, thereby educating a broader constituency.
- Provide analysis of alternative development options through the use of maps, photo-visualizations, data projections, impact analyses; conduct public processes to educate local residents and to seek their input and consensus regarding preferred development scenarios.
- To the maximum extent possible, emphasize allocation of MAPC efforts to multi-community projects that coordinate municipal planning/development efforts or analyze implications of alternative future growth.
- Assist communities in undertaking downtown, neighborhood or community-wide visioning sessions, and following up on those efforts.

Community and Economic Development

- **Sub-Strategy 1.E:** Foster private sector demand for sustainable development
- **Strategy 5:** Enable compact growth
- **Strategy 6:** Improve city life and school quality
- **Strategy 10:** Invest in a skilled workforce
- **Strategy 11:** Focus economic development

Objective:

Encourage job creation in partnership with the U.S. Department of Commerce, Economic Development Administration and leverage MAPC's role as the single federally-designated *Economic Development District* for metropolitan Boston to secure federal and state resources that will create high-skill, high-wage jobs in Massachusetts.

General Work Tasks:

- Develop the region's clean economy by working with regional and local stakeholders to develop clear, comprehensive community and economic development plans. Our focus is industrial development that protects environmental quality, and develops sustainable and/or clean-tech products, processes, and buildings as part of the clean economy.
- Promote economic development that brings green jobs to the region, and advocate for policy and regulations that ensure these jobs are high-quality and available on an equitable basis to persons of all backgrounds.
- Work with allied organizations to link investment in the regional transportation network to measurable economic development outcomes.
- Demonstrate the linkage between long-term regional economic well-being and the development of reduced-carbon energy systems, sustainable communities, green infrastructure, and green buildings.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Produce a Comprehensive Economic Development Strategy (CEDS), informed by MetroFuture that provides a foundational view of economic trends and conditions in Metropolitan Boston.
- Develop an inventory of proposed projects in regional Boston that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology infrastructure.
- Assess and respond to regional needs for innovative programs and supports that provide access to capital for small and medium sized and ethnically diverse enterprises.
- Support entrepreneurs developing innovations in science, health care and alternative fuel technologies.
- Promote the importance of public policy that rewards collaboration among public post-secondary institutions, workforce development agencies, and regional industry clusters to provide linked programs that support the new wave of job growth and business expansion in clean energy; green technologies; sustainable manufacturing methodologies.
- Promote regional collaboration and organizations that provide support along the path to market for cleantech goods and services.
- Respond to inquiries regarding economic development from member municipalities, state and federal agencies, and the private sector.
- Advise local, state, and federal officials on economic development policy and programs;
- Advocate for the implementation of MetroFuture's economic development recommendations.
- Represent regional economic development interests at conferences, seminars, and meetings; create affiliation with economic development membership organizations serving the region, the state, and New England; provide liaison, reporting and compliance documentation to appropriate state and federal agencies.

Water Resources Program

- **Strategy 13: Conserve Natural Resources**

Objective:

To promote sustainable water resources and water infrastructure policies and practices at the state and local level through local and multi-community technical assistance projects, and through coordination and advocacy with state agencies and the Legislature.

General Work Tasks:

- Coordinate with state agencies (EOEEA, DEP, MWRA, DCR and Water Resources Commission) on the development of policies, regulations and legislation affecting the MAPC region.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Participate on the Water Management Advisory Committee to advise DEP on the implementation of the Water Management Act (MAPC has a Gubernatorial appointment on behalf of MARPA).
- Participate on the Water Infrastructure Finance Commission (MAPC has an appointment on the commission by Speaker DeLeo).
- Participate on the MWRA Advisory Board (MAPC has a seat per the MWRA statute), the Wastewater Advisory Committee, and the Water Supply Advisory Committee.
- In collaboration with the Massachusetts Smart Growth Alliance, review issues of MWRA water system expansion and advocate for an expansion policy based on smart growth principles consistent with MetroFuture.
- Participate on the Ocean Advisory Commission and collaborate with MAPRA and EEA for the implementation of the Ocean Management Plan adopted by EEA in December 2009.
- Participate on the Massachusetts Bays Program's Management Committee for the implementation of programs that affect 25 MAPC coastal cities and towns.
- Participate with EPA's stakeholder group for the Charles River "Residual Designation Authority" pilot stormwater regulations for the towns of Bellingham, Franklin, and Milford
- Collaborate with the 495/MetroWest Corridor Partnership's Water Resources Committee, especially in following up on pursuing federal funds for Phase 2 of the 495/MetroWest Water Resources Study.
- Participate on the Steering Committee of the SuAsCo Watershed Community Council to promote local and regional collaboration for sustainable resource management in the 32 communities of the SuAsCo watershed.

Massachusetts Environmental Policy Act (MEPA) Reviews

- **Sub-Strategy 1.A:** Increase municipal planning capacity
- **Sub-Strategy Recommendation 1.D.21:** Modify MEPA reviews to encourage sustainable development

Objective:

To review critical development projects with clear regional or subregional significance and impacts in order to improve the projects' compliance with smart growth principles and to further the implementation strategies of MetroFuture; to encourage the Secretary of Energy and Environmental Affairs to adopt MAPC recommendations in regard to project impacts and mitigation.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

General Work Tasks:

- Conduct multi-disciplinary reviews regarding project impacts in all areas of expertise; make recommendations to the Secretary to increase compliance with smart growth principles and MetroFuture implementation recommendations; follow-up with other advocates, proponents, municipalities, state officials, and the media in support of recommendations.
- Continue to focus on projects with regional or subregional impact, beginning earlier in the development process; link with MAPC's technical assistance and transportation work.
- Coordinate with subregions that conduct Development of Regional Impact (DRI) reviews and provide technical advice as appropriate.
- Work with the MEPA Director and staff to increase the impact of MAPC reviews, and coordinate MEPA comments with transportation agencies and community transportation priorities, where appropriate.
-

Clean Energy and Climate Change Initiative

- **Sub-Strategy Recommendation 1.E.24:** Economic and environmental costs of development alternatives
- **Sub-Strategy Recommendation 4.C.10:** Collaborate on emergency planning efforts and implementation of emergency preparedness, hazard mitigation, and climate change adaptation recommendations
- **Strategy 7:** Protect Natural Landscapes
- **Strategy 13:** Conserve Natural Resources

Objective:

To provide technical assistance and policy guidance on the regional development of renewable and efficient energy resources, with the goal of advancing markets for clean technology and helping the region adapt to climate change and mitigate its adverse impacts.

General Work Tasks:

- Carry out organizing, outreach and education activities that ultimately serve to build a group of stakeholders working at the local, state and federal level to implement clean energy goals for the region. In combination with place-based planning and outreach activities, this work will eventually provide the basis for development of a Regional Clean Energy Plan, which establishes a baseline of regional energy indicators (both quantitative and qualitative), develops energy and climate goals and establishes targets and timetables, and identifies implementation strategies ranked in order of priority.
- Work with communities on energy-related technical assistance projects, such as developing zoning by-laws, encouraging efficiency of municipal buildings, applying for

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- federal or other energy grants on behalf of cities and towns, or developing local conservation programs for residential or commercial buildings.
- Provide assistance to communities through a regional energy manager or energy circuit rider program, as well as a regional ESCO, with a long-term goal of helping all MAPC communities to better manage their internal energy usage.
- Pending Barr Funding, MAPC will administer a Regional Energy Manager pilot program in six to 10 communities over the next three years. Program participants would take part in a replicable energy planning process, which includes developing community-wide energy baseline, establishing climate and energy use goals, and identifying and implementing strategies that contribute towards achieving those goals.
Continue to research best practices and engage in dialogues with relevant state, municipal, non-profit and private stakeholders to advance the creation of a regional PACE energy retrofit program, or another model which could be used for residential and/or commercial retrofits
- Improve internal staff capacity to carry out MAPC's new energy initiatives through professional development, trainings and hiring. Consider, over the long term, creating an Energy Division within the Smart Growth Planning Department, with its own supervisor and staff.
- Work with EOEEA's Storm Smart Coasts program and other stakeholders to help communities begin planning for sea level rise and other climate change impacts.

Pre-Disaster Mitigation Programs

- **Sub-Strategy Recommendation 4.C.10:** Collaborate on emergency planning efforts and implementation of emergency preparedness, hazard mitigation, and climate change adaptation recommendations
- **Sub-Strategy Recommendation 9.A.04:** Adopt and implement hazard mitigation programs

Objective:

To assist cities and towns to reduce their vulnerability to multiple natural hazards through the development and updating of regional and local Pre-Disaster Mitigation (PDM) Plans, and through other activities.

General Work Tasks:

- Update the FEMA-approved PDM plans for nine North Shore and ten South Shore communities, in order to have the plans renewed by FEMA for another five years, and maintain the eligibility of these communities for FEMA hazard mitigation grants.
- Update the FEMA-approved Hazard Mitigation Plans for eight Inner Core communities, including Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Medford, and Somerville.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Establish and coordinate a regional Hazard Mitigation Community Planning Team, plus local Hazard Mitigation Community Planning Teams in each community.
- Identify and assess hazards.
 - Map and describe natural hazards that affect each community.
 - Develop a comprehensive database and GIS map coverage of critical facilities, repetitive flood loss structures, anticipated future land use, summary of existing protection measures, including structural and non-structural measures, vulnerability analyses for flooding, hurricanes, and earthquakes.
- Assist communities in developing local mitigation strategies for identified natural hazards; generate detailed local and regional recommendations that can be undertaken by municipalities to limit loss of life, injury, and property damage during natural disasters; assess progress in implementing mitigation strategies.
- Ensure local adoption and maintenance of plans:
 - Regional plan adoption by MAPC Executive Committee.
 - Local plan adoption by city/town governing bodies.
- Going beyond FEMA plan requirements, work with Boston and other interested communities to incorporate longer term climate change impacts and adaptation into the updated Hazard Mitigation Plans.

Brownfields Program

- **Sub-Strategy Recommendation 5.D.18:** Support revitalization of contaminated brownfields

Objective:

To facilitate the assessment of multiple Brownfields sites in the cities of Peabody and Salem, with a priority on sites along the North River corridor that need to be assessed in order to implement the city of Peabody's flood control project, as well as revitalize the local economy and provide a green corridor along the North River.

General Work Tasks:

- Coordinate the Brownfields Coalition Steering Committee with the cities of Peabody and Salem, and the participation of EPA
- Administer all aspects of the 3-year EPA Brownfields Assessment Grant (2009-12), including reporting requirements to EPA.
- Administer the process of procuring and contracting with Licensed Site Professionals (LSP) to assess Brownfields sites in the two cities. Oversee all LSP service contracts, invoicing, and reporting to EPA 's ACRES online system.
- Assist the cities with public outreach and education for the project.
- Assist the cities with reuse planning for Brownfields sites assessed.
- Share best practices and lessons learned with other communities and subregions.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

Housing

- **Sub-Strategy Recommendation 4.D.14:** Pursue regional housing production and preservation efforts
- **Strategy 8:** Expand Access to Housing

Objective

To encourage the creation and preservation of housing that addresses local goals, satisfies regional needs, applies best statewide and national practices and trends, and includes affordability to households earning below 80 percent of the area median income.

General Work Tasks:

- Housing Policy
 - Advise local, state, and federal officials on housing policy and programs.
 - Advocate for the implementation of MetroFuture's housing recommendations.
 - Help to coordinate the advocacy of MetroFuture supporters.
- Provide Technical Assistance
 - Provide professional assistance to local officials and other allied organizations to address local needs and concerns in housing
 - Review, evaluate, develop and improve local housing plans, strategies, and by-laws
 - Provide expertise to ensure implementation.
- Build Internal and External Capacity
 - Build capacity, share skills, experience and best practices across the region and foster inter-municipal collaboration in regard to housing production and preservation.
- Perform Research Activities
 - Conduct research on issues critical to the housing field.
 - Prepare reports, studies, testimony, and presentations to provide information about the regional housing market and/or provide approaches about how to meet housing needs.

Transportation Planning and Programming

- **Strategy 12:** Expand Coordinated Transportation
- **Sub-Strategy Recommendation 13.B.08:** Increase efficiency of transportation system

Objective:

To improve and enhance the regional transportation system through research, technical assistance, public participation, program implementation, communication, education, and advocacy.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

General Work Tasks:

- Unified Planning Work Program (UPWP)
 - Develop an annual UPWP for submission and approval by the Metropolitan Planning Organization (MPO), including research and educational activities that advance MAPC's agenda for smart growth and regional collaboration.
 - MAPC also helps communities to identify and develop studies to be included in the UPWP, through community liaison and subregional support activities.
- MPO/MAPC Liaison and Support
 - Represent and promote regional interests on the Boston Region MPO through participation in the Transportation Planning and Programming Committee, public participation and involvement in appropriate regional, local, sub-regional and national organizations.
 - Inform our communities and residents about transportation issues, and work to ensure that their priorities are considered by the MPO, and that the information they provide is accurately reflected in materials reviewed by the MPO.
 - Chair the committee that oversees the Clean Air and Mobility Program.
- Transportation and Green House Gas Reductions
 - Implement aspects of the new MassDOT GreenDOT directive to see a 20 percent reduction in green house gas emissions below 1990 levels from transportation sector statewide, via project selection and programs.
- Corridor Planning/Land Use Projects
 - Provide technical assistance to communities, and other planning activities, that combine land use and transportation planning to support smart growth.
 - Implement priority recommendations from the 128 Central Corridor Coalition Plan, which includes a feasibility study of a multi-modal center along the Fitchburg Commuter Rail Line.
 - Work with Reading, Wakefield, and Melrose to develop a transit corridor plan along Main Street that runs through the three communities, and parallels the Haverhill Commuter Rail Line.
 - Identify transportation improvements along Warren Street in Boston as part of the MSGA Great Neighborhoods Initiative.
 - Across the I-495 region work with municipalities and other stakeholders to define priority preservation areas, priority development areas, and regionally-significant priority transportation improvements consistent with smart growth and sustainable transportation principles.
 - Work to implement aspects of the completed Rte 9 Phase 2 Corridor Study in Wellesley, Natick, Framingham, and Southborough.
- Develop Alternative Transportation Modes
 - Encourage state agencies, the Boston MPO, municipalities, and other entities to develop, fund, and implement bicycle and pedestrian

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

transportation, transportation demand management, transit in areas currently under-served, and other efforts to decrease the mode share of single-occupancy vehicles.

- Work with communities, regional transit agencies, and transportation management associations to develop services and projects eligible for MPO Clean Air and Mobility Program.
 - Publicize, provide technical assistance, and administer regional bike parking and pedestrian programs to provide low-cost infrastructure improvements to communities.
 - Continue to implement the regional Bike Share program.
 - Continue to conduct a land use analysis and community planning process around the Green Line extension to Route 16/Mystic Valley Parkway station.
 - Apply TIP criteria that reflect sustainable development practices to proposed projects; use the TIP criteria to develop priorities for TIP project programming.
 - Implement transit recommendations from the MAGIC sub-region transit mobility study.
 - Develop a sustainable transportation “retro-fit” plan for Framingham’s Technology Park, as part of the Sustainable Communities Initiative.
 - Inventory rights-of-way for potential future trail usage, and identify priority shared use paths to move towards implementation.
- Policy
 - Engage with the Administration, the Legislature, the Congressional delegation, and municipal governments to encourage transportation policies that support sustainable growth. Focus particularly on federal reauthorization of transportation funding.
 - Work in coalition to achieve our transportation policy goals, specifically MSGA, MARPA, OTF, and T4MA.

DATA SERVICES

- **Overall:** Dedicated to advancing all 13 MetroFuture strategies

Data and GIS

- **Strategy 2:** Democratize Information

Objective:

Inform public policy and strategic decision making by providing data, analysis, and mapping to other MAPC units, individuals, public-sector clients, and allied organizations.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

General Work Tasks:

- Data Requests
 - Service on-demand data and mapping requests from internal and external sources.
- MetroBoston DataCommon (MBDC)
 - Support and grow the MBDC user community through regular trainings and technical assistance to expand the quality and quantity of MBDC uses.
 - Maintain and update 100-plus data sets for the MBDC.
 - Implement Phase II of the MBDC by implementing the WEAVE mapping interface, a new content management system, and greater use of Web 2.0 to support the MBDC user community.
 - Launch the MBDC Phase II at this year's Data Day conference.
 - Continue development of the Open Indicators Consortium, the open source developer community for WEAVE, in collaboration with UMass Lowell, the Boston Foundation and other consortium members.
 - Maintain the MBDC affiliate member sites.
- Dataset Development
 - Continue development of the "Top Ten Most Wanted" data sets identified in MetroFuture implementation strategies.
 - Pursue creation of Development Database, regional zoning map, and water/sewer service areas through Sustainable communities funding.
- MassGIS coordination
 - Continue collaboration with MassGIS to improve the quality and quantity of geographic data available to our region and to help ensure its efficient and sustainable service.
- Annual Report and Calendar
 - Work with Communications to create the Annual Report (2012 calendar), with useful maps explaining key trends in the region.
- Research and Analysis
 - Continue research on the impact of smart growth land use patterns on vehicle miles traveled and transportation-related greenhouse gas emissions in collaboration with MIT, MassGIS, and other partners.
 - Publish findings in professional journals and summarize findings to support development of Regional Transportation Plan and MassDOT rulemaking related to Global Warming Solutions Act.
- Projects
 - Contract with municipalities on an as-needed basis to provide data analysis or mapping work.
 - Develop and implement WEAVE dashboards for The Boston Foundation's nine program goals.
- Develop MetroFuture benchmarks for local decision making.
 - Building on the local scenarios these benchmarks would provide municipal decision makers with an understanding of the contribution they can make to

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

achieving the regional vision. This task would establish objectives by MetroFuture Community Type and apply them to individual municipalities as opportunities arise through MAPC's place-based planning work.

- Regional Indicators
 - Continue to develop and display regional indicators used to track the success of the region and its progress in meeting MetroFuture objectives.
 - Update indicators based on the five-year American Community Survey data, expected in early 2012.

Census Technical Assistance and Advocacy

- **Sub-Strategy Recommendation 2.A.04:** Ensure Massachusetts is accurately counted in the Decennial Census
- **Sub-Strategy Recommendation 2.A.05:** Inform US Census efforts through the Population Estimates Program

Objective:

Establish MAPC as a leading analyst of new Census data and establish MBDC/WEAVE as the region's "go-to" site for viewing, mapping, analyzing, and downloading new Census data.

General Work Tasks:

- Conduct detailed analysis of Census 2010 data to assess growth patterns, demographics, regional equity, and other issues of concern.
- Continue to work as a Census Affiliate by aiding the region and its municipalities with the 2010 Census and the American Community Survey data releases.
- Continue to assist U.S. Census Bureau, Donahue institute, and the Census Equity fund with outreach to municipalities and undercounted population groups to help ensure a complete count in the population estimates, group quarters enumeration, and other inter-Censal activities.

Decision Support Tools

- **Recommendation 1.A.04:** Build local capacity to use planning support tools
- **Recommendation 2.B.06:** Expand appropriate use of visualization and decision support technology

Objective:

Continue to take a leading role in the application of decision support tools—scenario modeling, 3-D visualization, video games — for regional and local planning and policy-making.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

General Work Tasks:

- Conduct municipal-level scenario modeling to evaluate demographic, housing, and development trends and potential alternatives.
- Develop 3-D models of existing conditions and potential development alternatives for use in public engagement related to district planning and zoning.
- Collaborate with CTPS on investigation of integrated transportation and land use models. Participate in convening of a peer group to discuss existing software and modeling strategies.
- Improve the platform known as WEAVE (Web-based Analysis and Visualization Environment), which will be the framework for the next generation of the MetroBoston DataCommon.
- Implement more interactive and web-based planning tools in order to engage more people in MetroFuture implementation. This activity, funded by the Barr Foundation, would pilot approaches to making planning and data accessible online, establishing models for use in the place-based work of MetroFuture implementation, examples include Scenarios Models, Community Profiles and CommunityPlant.
- Provide technical assistance to municipalities and non-profits as they implement GIS or databases in their daily work.
- Provide GIS training to subregions, municipalities, and non-profits.

Information Technology

- [In support of all MAPC efforts to implement MetroFuture](#)

Objective:

Ensure that MAPC staff has the information technology resources necessary to be effective and efficient. This includes computer hardware and software, network maintenance, user training and support, file storage, remote access, and other resources to facilitate intra-agency communication.

General Work Tasks

- User Support
 - Continue help desk support for MAPC staff, MetroWest subregional office, and affiliated programs.
 - Coordinate with the Communications Manager to develop templates and styles for common documents and assist with installation and use of templates by all staff.
- Network Maintenance and Knowledge Management
 - Continue implementation of environmentally sensitive IT practices.
 - Implement an agency intranet website to support intra-agency communication and document-sharing, working with the Communications department and Internal Communications Team.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

- Continue the design and implementation of a Centralized Geospatial Database that houses legacy Data Center and GIS files in one place.
- Develop and implement the hardware, software and storage protocols to support MAPC's migration to a paperless office including scanning and archiving procedures for all documents, publications, and outlook e-mail and calendars.
- Information Technology Planning
 - Develop and implement a disaster recovery plan for all major systems.
 - Develop a three and five-year technology plan.
 - Create an RFP for a new phone system, and successfully implement a new voice over internet protocol (VOIP) phone system.
 - Develop a collaborative relationship with CTPS's Information Technology Department and identify areas of coordination on IT infrastructure and policy.

MUNICIPAL GOVERNANCE

- **Strategy 3: Strengthen Municipal Finance**
 - **Sub-Strategy 3.A: Modernize municipal governance structures and practices**
- **Strategy 4: Build Regional Collaboration**

Objective:

The Municipal Governance department is dedicated to helping governmental entities carry out their roles as public service providers in a cost-effective manner. The department does this by providing collective procurement, grant hosting, consulting, planning, policy and program development, project management and decision facilitation services to client groups both directly and through partnerships with non-profit public service entities and state agencies.

Collective Procurement

- **Strategy 4: Build Regional Collaboration**

Regional Services Consortiums

Objective:

Promote and increase collaborative interactions among local governments related to collective purchasing, resource sharing, joint service delivery and collaborative problem solving.

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

General Work Tasks:

- Maintain and support existing viable consortiums through FY2011 while continuously seeking opportunities for improvement, and developing innovative new strategies in areas of predicted future success.
- Promote and facilitate regional scale interaction and cooperation among local governments through organizing efforts.
- Facilitate collegial interaction among consortium members through coordination and participation in periodic meetings among town managers and administrators, public works directors and others key to consortium initiatives.
- Continue to perform customary public works and office supplies collective procurement services while exploring and developing additional goods and services offerings.

Greater Boston Police Council

- **Sub-Strategy Recommendation 4.B.04:** Increase joint procurement and service delivery through MAPC

Objective:

Perform collective procurement services on behalf of the 300+ members of the Greater Boston Police Council (GBPC) and their municipal departments.

General Work Tasks:

- Continue to perform customary procurement services while exploring and developing additional offerings to municipal buyers.
- Expand and promote the contract inventory of “green” vehicles.
- Expand the contract inventory of equipment used by local and regional law enforcement agencies.
- Increase buying activity among regional governments, state agencies and special districts throughout Massachusetts and the surrounding New England states.
- Increase sales by developing and implementing an effective marketing plan.

Fire Chiefs Association of Massachusetts

- **Sub-Strategy Recommendation 4.B.04:** Increase joint procurement and service delivery through MAPC

Objective:

Perform collective procurement services on behalf of the 300+ members of the Fire Chiefs Association of Massachusetts (FCAM).

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

General Work Tasks:

- Implement and promote government buyer access to new contracts for “program” fire engines (i.e., pumper trucks).
- Design and implement procurements to provide government buyers access to contracts to purchase other forms of fire apparatus, ambulances and a range of equipment and emergency response vehicles used by Massachusetts fire and rescue services.
- Develop and implement a plan to promote FCAM member participation.
- Work with the Communications department to achieve media coverage of FCAM's launch, and to frame the project as an innovative, first-of-its-kind venture in Massachusetts.

Public Safety Regional Services

- **Sub-Strategy 4.C:** Work together to make a safer region

Homeland Security

Objective:

Improve public safety and emergency preparedness through the effective use of homeland security grant funds throughout Massachusetts.

General Work Tasks:

- Continue to provide fiduciary, grant management, procurement, planning, project development and management, and administrative support services to the 85 locality Northeast Homeland Security Region (NERAC).
- Research emergency preparedness best practices and work to integrate them into the plans and activities of NERAC.
- Provide fiduciary, grant management, and procurement services to all four regional homeland security regions, while managing and leading a team of three other regional planning agencies and MAPC staff to render administrative, planning, project development and project management services to the four homeland security regions outside the Metro-Boston Urban Area Security Initiative region (UASI).
- Collaborate with Government Affairs staff to implement Shannon anti-violence grant funding with Metro Mayors, North Shore, and Metrowest communities.

Joint Services

- **Strategy 4:** Build Regional Collaboration

Metropolitan Area Planning Council Fiscal 2012 Work Plan

Annotated

Objective:

Facilitate regionalization of municipal services through technical assistance to municipalities seeking to evaluate and implement joint public service delivery systems, or to combine or share facilities.

General Work Tasks:

- Through the District Local Technical Assistance program, work with communities seeking to consolidate programs and facilities with neighboring communities.
- Explore models for MAPC to provide or arrange for administrative services directly to municipalities seeking to make their operations more efficient through outsourcing.
- Explore partnership opportunities with other governmental consulting groups such as the UMass Boston Collins Center, the MA Department of Revenue, the DHCD Division of Local Services, etc.
- Become a leading resource for state and municipal stakeholders interested in regionalization strategies.

Public Health

- **Sub-Strategy Recommendation 4.B.05:** [Deliver regional public health services](#)

Objective:

Enhance our role in the public health of the region through our continued work with Region 4A, promotion of regionalization of public health services, and an expanded vision for MAPC's role in promoting public health.

General Work Tasks:

- Continue to provide fiduciary, grant management, procurement, and administrative support and facilitation services to the Massachusetts Department of Public Health's Region 4A Coalition.
- Continue to work at refocusing Region 4A on work plan outcomes of regional import and scale.
- Coordinate the multiple feasibility studies that the Department of Public Health has funded in our region to explore options for regionalization in the North Shore, Inner Core, and Metrowest.
- Develop a vision for our overall work on Public Health issues at MAPC, with a strategic plan for expanding our work over the next three years.