

CAPITOL REGION COUNCIL OF GOVERNMENTS



ANNUAL BUDGET

July 1, 2015– June 30, 2016

www.crcog.org



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Capitol Region Council of Governments, Connecticut for its annual budget for the fiscal year beginning in July 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



The full document is available online at http://www.crcog.org/about/annual_budget.html **On the cover:** The Charter Oak was an unusually large white oak tree growing on what the English colonists named Wyllys Hyll, in Hartford, Connecticut. The name "Charter Oak" stems from the local legend in which a cavity within the tree was used in late 1687 as a hiding place for the Constitution charter. The oak was blown down in a violent storm about 150 years later and made into a chair that is now displayed in the Hartford Capitol Building. The Oak currently serves as the symbol of the Sustainable Capitol Region Initiative, endorsed by the CRCOG Policy Board on September 23, 2009.

May 27, 2015

To CRCOG Policy Board Members:

The Capitol Region Council of Governments (CRCOG) budget for the July 1, 2015 to June 30, 2016 fiscal year reflects the continuing fiscally challenging and changing environment faced by CRCOG and by many of our member towns and cities. July 1, 2014 CRCOG increased its boundaries in by eight towns to now serve 38 towns and cities and 1 million residents. CRCOG is in the process of changing its Metropolitan Planning Organization (MPO) boundaries become consistent with the Council of Governments (COG) boundaries.

The themes of the budget – connected, competitive, vibrant and green – are drawn from the Sustainable Knowledge Corridor Action Agenda that was adopted in October 2014. These themes cover much of the core work of CRCOG: expanding options for travel and access to high-speed internet service within the region, and also better transportation connections to the northeast corridor; participation in activities that are working to build a trained workforce ready to fill the jobs of the future; supporting municipal efforts to create vibrant, safe communities in which people want to live, work and recreate, and in which individuals and households thrive; and supporting multiple strategies to preserve and conserve key natural resources, and undo contamination caused by past practices.

Connecting all of our municipal governments to the state fiber-optic network a high priority, and increasing available funds and opportunities for towns and COG's to connect to the Nutmeg Network were high priorities in the 2014-2015 legislative session. CRCOG's on-going goal is to help member towns leverage the opportunities that a broadband fiber network can offer to towns, including real-time effective backup services, virtual server opportunities, document management, and enterprise resource planning (ERP) opportunities and many more.

Demand continues strong for CRCOG services in coordinating and leading regional planning and transportation efforts, implementing public safety and homeland security projects, promoting and facilitating service sharing among towns, and harnessing the purchasing power of more than ninety entities to lower costs for everything from electricity to lawn seed. Challenging times, in fact, create more demand for regional efforts. An important challenge will be finding the right "business model" that will support this valued work into the future.

Some of the major highlights of a busy and productive year included:

- Members saved \$1.6 million dollars through the Purchasing Council.
- CRCOG's online permitting system expanded to 23 towns.
- Completion of the \$4.2 million Sustainable Knowledge Corridor Planning Grant, which provided planning technical assistance to municipalities on a diverse range of topics, and also set the bi-state Action Agenda for the Knowledge Corridor.

This year's budget responds to current economic challenges and to the continuing demand for services. CRCOG's overall operating budget is \$3,108,488 and our grants and contracts budget is \$4,815,531.

CRCOG continues to seek out new funding opportunities at the federal and state level, but the current certain revenue stream outlook, although mitigated by carry-over Federal Highway Administration (FHWA) funds from previous years, is very challenging. This budget presents the best estimate at this time for CRCOG's five year outlook.

Revenue Sources	Operating Budget	Grants and Contracts Budget	FY2015-2016 Budget Total
Federal	1,609,660	1,778,621	3,388,281
State	416,472	2,009,006	2,425,477
Local	720,341	78,092	798,432
Other	434,585	949,813	1,384,398
TOTAL	3,181,058	4,815,531	7,996,587
Expenditures	Operating Budget	Grants and Contracts Budget	FY2015-2016 Budget Total
Homeland Security		502,384	502,384
Jobs Access		-	-
Municipal Services		1,032,842	1,032,842
Policy Development & Planning		578,543	578,543
Public Safety		920,000	920,000
Transportation		1,781,762	1,781,762
Personnel	1,355,939		1,355,939
Management Support	774,562		774,562
Fringe	423,627		423,627
Indirect Expenses	221,353		221,353
Direct Expenses	303,007		303,007
Contingency	30,000		30,000
TOTAL	3,108,488	4,815,531	7,924,019

Last year, for the sixth year in a row, CRCOG received recognition of Superior Budget Performance from the Government Finance Officers Association (GFOA). The certificate is on the inside front cover of this budget. This year's budget includes additional enhancements based on GFOA's feedback to make us worthy of continued recognition. This budget addresses a changing economic environment and provides a greater focus on long term sustainability and financial projections.

Despite challenging economic times, continuing financial sacrifice by staff, and limited resources, we expect CRCOG to continue to make progress on a number of fronts in 2015-2016 to better serve our 38 member communities.

Sincerely,



Stewart (Chip) Beckett
Chairperson



Lyle D. Wray, PhD
Executive Director

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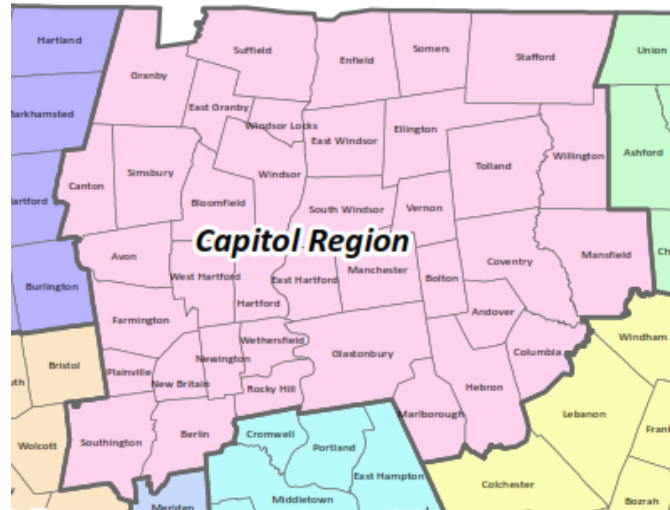
1. INTRODUCTION

1.1. CRCOG OVERVIEW

With the changes in boundaries, the Capitol Region Council of Governments (CROG) is the largest of Connecticut's regional planning organizations and will now consist of 38 towns.

- Andover
- Avon
- Berlin
- Bloomfield
- Bolton
- Canton
- Columbia
- Coventry
- East Granby
- East Hartford
- East Windsor
- Ellington
- Enfield
- Farmington
- Glastonbury
- Granby
- Hartford
- Hebron
- Manchester
- Mansfield
- Marlborough
- New Britain
- Newington
- Plainville
- Rocky Hill
- Simsbury
- Somers
- South Windsor
- Southington
- Stafford
- Suffield
- Tolland
- Vernon
- West Hartford
- Wethersfield
- Willington
- Windsor
- Windsor Locks

Figure 1: Current CRCOG Members



The CRCOG region is 1,047 square miles in size and it houses approximately 973,959 people.

CRCOG members recognize that the future of our individual member communities is tied to the future of our region. Our members have collaborated for more than 40 years on a wide range of projects to benefit our towns individually and the region as a whole. CRCOG has a track-record of empowering opportunities for regional cooperation in areas of municipal service sharing, regional transportation and public safety. Past and current work by CRCOG includes:

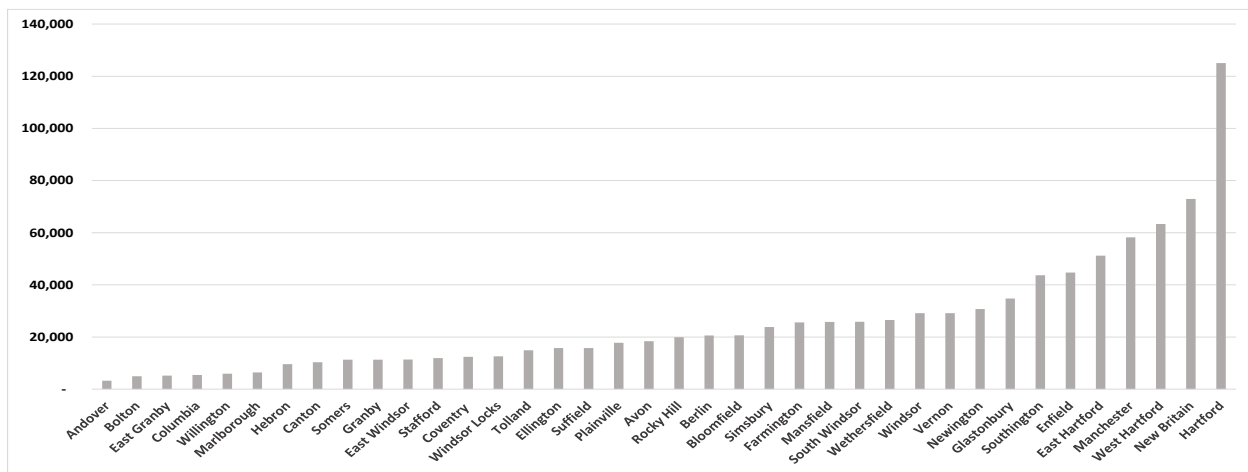
- CROCOG received \$1.3 million in state grants to implement **five Nutmeg Network demonstration projects** that provide IT back office tools for municipalities. These tools showcase the value of a publicly run broadband fiber backbone for: communication, efficient local service delivery, and operational cost savings for local governments.
- **2013 Making It Happen: Opportunities and Strategies for Transit-Oriented Development in the Hartford/Springfield Knowledge Corridor**—analyzes knowledge-based market potential and designs work plans for the region that can be used to promote competitive, connected, vibrant, and green communities serving 1.6 million residents.
- CROCOG was the **first regional planning agency to manage federal homeland security funds** on behalf of our communities and has successfully completed well over 100 projects since the inception of this program
- **CROCOG was Influential in making the region's first rapid transit system (CTfastrak) a reality:** key initiatives include the 1997 Hartford West Major Investment Study, the 2001 Regional Transit Strategy, station area planning, transit-oriented development, market analysis, and travel demand modeling.

1.2. DEMOGRAPHIC AND STATISTICAL PROFILE OF CRCOG REGION

The Capitol Region lies roughly halfway between the two economic centers of New York City and Boston, and at the crossroads of two interstate highways that provide access to the rest of New England and the New York metropolitan area. The Region is also the central point between the cities of New Haven (the former part time state Capital) and Springfield.

CRCOG, as a regional organization, faces unique challenges in balancing the needs of its constituents. The CRCOG region comprises the City of Hartford and 37 surrounding cities and towns, which vary considerably in terms of population, density, income, employment, and character. Hartford is considered the only fully urban municipality in the region, while 17 communities are characterized as suburban towns and the remaining 19 as rural. The metropolitan statistical region, of which CRCOG is a large part, has a population of 1.215 million. The population size of CRCOG towns ranges from barely 3,000 to over 124,000.

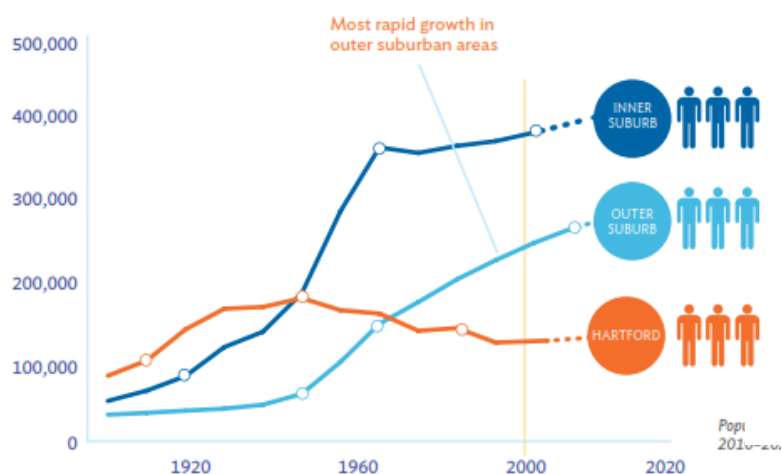
Figure 2: Population of CRCOG's region



CT Department of Public Health, Connecticut Population Estimates as of July 1, 2013

Figure 3: Population by Area

Our region is rich in history, human and natural resources—reflecting the true character of New England with rivers, hills, farms, town centers, village greens, and historic city neighborhoods all connected to one another. Since 1950, the region's population has grown by approximately 77%, but the percentage living in urban and fully suburban areas has actually declined, from 82 % to 61%.



Population 1900-2010, projections 2010-2025.

Source: State Data Center

Source: Metro Hartford Progress Points 2014 Publication

1.3. CRCOG GOALS AND STRATEGIC PLANNING

1.3.1. MISSION

CRCOG's adopted mission is as follows:

- Helping members improve governmental efficiency and save tax dollars through shared services and other direct service initiatives;
- Promoting efficient transportation systems, responsible land use and preservation of land and natural resources and effective economic development;
- Strengthening the capital city of Hartford as the core of a strong region, and as our economic, social and cultural center;
- Advocating for the region and its towns with the State and Federal governments;
- Strengthening our regional community by helping coordinate regional agencies and programs; and
- Assisting local governments and citizens in articulating, advocating and implementing the vision, needs and values of their regional community.

1.3.2. VISION: A CONNECTED, COMPETITIVE, VIBRANT AND GREEN CAPITOL REGION

The vision for the FY 2015-2016 CRCOG Annual Budget and Work Plan is drawn from ***One Region, One Future: An Action Agenda for a Connected, Competitive, Vibrant and Green Knowledge Corridor.***

CRCOG and the Pioneer Valley Planning Commission led this three-year bi-state planning effort, which was overseen by a partnership of forty-four public and private agencies from the Hartford-Springfield region. CRCOG and the other consortium partners are committed to using this action agenda as a guide to achieving a connected, competitive, vibrant and green future for the Capitol Region, and the broader Knowledge Corridor of which it is a part. What it means to have a connected-competitive-vibrant-green Capitol Region is defined in greater detail below.

Connected

- Increased transportation and communication choices.
- Access to passenger rail and bus rapid transit services through the New Haven-Hartford-Springfield and Vermonter rail projects, and the CT**fastrak** bus rapid transit project.
- A network of bicycle and pedestrian paths, bike lanes, sidewalks, bike share programs, and related bike infrastructure.
- Complete streets that provide safe and convenient access for pedestrians and bicyclists, as well as vehicles.
- Reduced dependency on auto trips and resulting savings in energy use and less air pollution.
- High speed internet access for all businesses, schools, residences and local governments throughout the region.

Connected



Competitive

- Improved job training and talent development programs to create a skilled workforce that is well-matched to the region's future employment opportunities.
- Increased educational attainment and job and economic opportunities for low income residents and people of color.

Competitive



- More great neighborhoods in and around our urban core, with access to transit, walking and biking facilities, to attract and retain college graduates and other young workers.
- New transit-oriented development attracting a mix of housing types and employers, and supported by anchor institutions.

Vibrant

- Communities and neighborhoods, which are places where people want to live, work and recreate, and places in which individuals and households thrive.
- More transportation choices.
- A broader range of equitable and affordable housing choices for people of all ages, incomes, races and ethnicities.
- Improved economic competitiveness, for workers and businesses.
- Investment to support existing communities, to make them more livable, improve their quality of life, and protect their character and cherished landscapes.
- Increased opportunities for healthy exercise, including enjoying the outdoors, trails and parks.

Vibrant



Green

- Clean, fishable and swimmable waterways, resulting from reduced stormwater and combined sewer pollution.
- Reduced greenhouse gas emissions, resulting from increased energy conservation and use of green energy production alternatives.
- Smarter growth and compact development patterns, resulting in the protection of natural resources, and reduced auto travel and air pollution.
- Increased land conservation efforts focused on protecting our farmlands, wildlife corridors and special natural places.
- Better access to healthy food, parks and recreation opportunities, particularly for urban residents.

Green



Further information on the Sustainable Knowledge Corridor Consortium's Action Agenda can be found at <http://www.sustainableknowledgecorridor.org/site/>.

As an integral member of the Sustainable Knowledge Corridor Consortium, CRCOG is committed to advancing the ***One Region, One Future Action Agenda***, which directly relates to CRCOG's mission and strategic plan. The following table summarizes how CRCOG's core activities support the creation and maintenance of a connected, competitive, vibrant and green region.

1.3.3. CORE CRCOG ACTIVITIES THAT SUPPORT A CONNECTED, COMPETITIVE, VIBRANT AND GREEN CAPITOL REGION

Core CRCOG Activities	Connected	Competitive	Vibrant	Green
Regional Planning and Policy Development, and Implementation of Plans and Policies				
• Regional Plan of Conservation and Development	*	*	*	*
• Capitol Region Transportation Plan	*	*	*	*
• Regional Transit Strategy	*	*	*	*
• Capitol Region Pedestrian and Bicycle Plan	*		*	*
• Transportation Improvement Program	*	*	*	*
• Capitol Region Natural Hazards Mitigation Plan	*		*	*
• CREPC Regional Emergency Support Plan	*		*	
• Comprehensive Economic Development Strategies	*	*	*	
Regional Decision-Making and Collaboration				
• Policy Board	*	*	*	*
• Regional Planning Commission	*	*	*	*
• Transportation Committee	*	*	*	*
• Bicycle and Pedestrian Planning Committee	*		*	*
• Municipal Services Committee	*	*	*	*
• Regional Purchasing Council	*	*		
• Public Safety Council	*		*	
• Capitol Region Emergency Planning Committee	*		*	
• Capitol Region Chiefs of Police Association	*		*	
• Central Connecticut Solid Waste Authority	*	*		
• NHHS Rail/CTfastrak Corridor Advisory Committee	*	*	*	*
• CRCOG representation on state, regional, and bi-state advisory committees on a wide range of topics	*	*	*	*
Services to Municipalities				
• Regional Planning and Technical Assistance Related to Building Livable and Sustainable Communities, On Topics Such as: Housing, Transportation, Complete Streets, Environmental Protection, Sustainable Land Use, Economic Development, Transit-Oriented Development, and Public Safety	*	*	*	*

Core CRCOG Activities	Connected	Competitive	Vibrant	Green
• Transportation Improvement Program Investments and Maintenance	*	*	*	*
• Access to Jobs Transportation Program	*	*	*	
• Capitol Region Purchasing Council	*	*		
• CT Regional E-Government Initiative	*	*		
• CRCOG IT Services Cooperative	*	*		
• Regional On-Line Permitting System	*	*	*	
• Nutmeg Network Build-Out Support	*	*		
• CRCOG Web-Based GIS System	*		*	*
• CAPTAIN Mobile Data Communications System	*		*	
• CAPTAIN 4G Project	*		*	
• Regional Computer Forensics Laboratory	*		*	
• Public Safety Physical Ability Testing Program	*		*	
• MetroHartford Brownfields Program		*	*	*
• Solid Waste Management (CCSWA)	*	*		
• Implemented Five MORE Commission Demonstration Projects: Voice Over Internet Protocol, Streaming Video, Hosting Services, Electronic Documents Management, and Human Resources Portal	*	*		
Sharing of Information and Best Practices				
• Presentations to CRCOG Boards and Committees	*	*	*	*
• Presentations to Municipal Boards and Commissions, and Other Regional Organizations	*	*	*	*
• Special Topic Workshops	*	*	*	*
• CRCOG Website	*	*	*	*
• Green Clearinghouse Website and Social Media	*	*	*	*
• Sustainable Capitol Region Website and Social Media	*	*	*	*
• Best Practices Studies and Reports	*	*	*	*
Statutory Responsibilities and Special Studies				
• Zoning, Subdivision and Municipal Plan Reviews	*	*	*	*
• Reviews of Municipal Plans and Applications for Open Space, Community Development, and Other Purposes for Consistency with Regional Plans and Policies, and CRCOG Support for Consistent Efforts	*	*	*	*
• TOD On-Call Planning	*	*	*	*
• Freight Planning	*	*		
• Transportation Systems Management and Operations Planning, Including Congestion Management, Safety Management, Incident Management and Emergency Management	*	*	*	*

1.3.4. STRATEGIC PLANNING

In 2012 to arrive at a strategic direction for the next several years, the CRCOG Policy Board undertook an in-person member survey, received staff input on that same survey, considered demographic and other drivers as part of an environmental scan, and considered current commitments of various CRCOG programs. In November 2012 Policy Board members met to consider CRCOG's strategic priorities and it is from this meeting and prior documentation that this summary was prepared.

The major themes that emerged from the CRCOG strategic review include:

- Diversify funding sources that support CRCOG's core services.
- Continue technical support in Transportation and Planning areas and continued leadership in Regional Transit and Sustainable Communities.
- Continue efforts in shared services, especially in currently successful areas (e.g., Purchasing Council and CAPTAIN) and upcoming high priority areas for municipalities (e.g., leveraging Broadband and Human Resources).
- Strive for a strong capital region by outreach and networking to policy board members, especially new members and smaller towns.

Figure 4: Strategic Themes



The diagram above illustrates these goals graphically. With a strong capital region at the core, CRCOG will continue in the areas where CRCOG excels (technical support in transportation and planning, leadership in transit and livable communities, successful shared services), diversify its funding sources and reach out and network with new members and policy board members.

The entire 2012-13 strategic plan is located in the appendix of this budget.

Finance and Administration: Finance and Administration focuses primarily in outreach to elected officials and new members, diverse funding sources and supporting CRCOG's administration, which indirectly supports all of CRCOG's strategic goals.

Policy Development and Planning: Policy Development and Planning supports the strategic areas of Transportation and Planning Technical Support, Strong Capital Region and Regional Transit and Livable Communities.

Transportation: Transportation supports the areas of Transportation & Planning Technical Support, Regional Transit and Livable Communities and a Strong Capital Region.

Public Safety and Homeland Security: Public Safety and Homeland Security support the areas of Existing and New Shared Services and a Strong Capital Region.

Municipal Services: From a global strategic view, Municipal Services supports the strategic areas of Existing and New Shared Services and Diverse Funding Sources.

1.4. CRCOG ORGANIZATION AND MANAGEMENT

CRCOG, established under Connecticut General Statutes, is a voluntary association of municipal governments. The Capitol Region Council of Governments is governed by a Policy Board comprised of the mayors, first selectmen, and town council chairmen of its 38 member municipalities. The Policy Board receives guidance from several working committees.

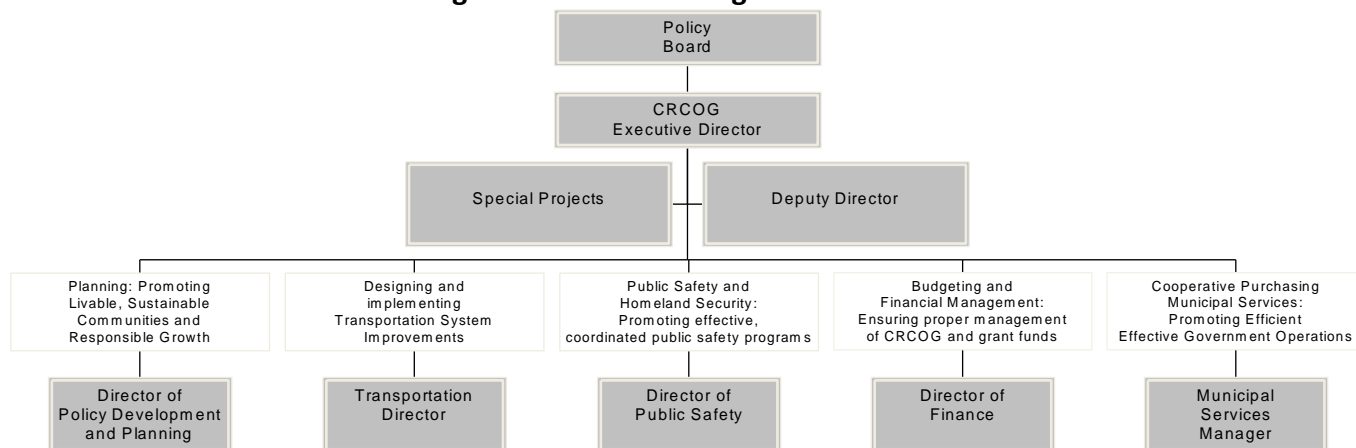
- **Transportation Committee**—reviews and makes recommendations for funding each year for regional transportation and transit projects.
- **Regional Planning Commission**—prepares and updates the Regional Plan of Development. Based on the Regional Plan, the Commission reviews and comments upon municipal projects that affect regional land use.
- **Municipal Services Committee**—carries out projects and programs to improve governmental efficiency and save tax dollars through cooperative projects, shared services and other direct service initiatives for member towns.
- **Public Safety Council**—develops and implements practical regional projects to promote regional public safety and inter-agency strategies for public safety service delivery, managerial cooperation and use of advanced technologies.

CRCOG's Executive Director reports to the Policy Board and is responsible for the day-to-day management of the organization. Closely matching the structure of the above working committees, five departments report to the Executive Director. Currently those five departments are:

- Finance
- Policy Development and Planning
- Transportation
- Public Safety and Homeland Security
- Municipal Services

CRCOG's structure is depicted below.

Figure 5: 2015-2016 Organizational Structure



CRCOG will increase staffing by three people in FY 2015-2016 as a result of the addition of eight new towns in 2014-2015. The changes are outlined below:

Table 1: CRCOG Job Classifications

CURRENT	JOB TITLES AND PAY GRADES	2014-2015 Budget	2015-2016 Budget
Level	Job Titles		
A2	Office Assistant	1	1
A3	Program Assistant / Accounting Assistant	2	2
A4	Executive Assistant/Office Coordinator	1	1
P1	Program Manager / Planner / Accountant	2	3
P2	Senior Planner / Senior Program Manager Contracts Specialist / GIS Coordinator	4	4
P3	Special Projects Manager I / Principal Planner I Senior GIS Coordinator	4	5
P4	Municipal Services Manager Special Projects II / Principal Planner II	5	6
P5/M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	3	3
M2	Department Director II/Deputy Director	1	1
E	Executive Director	1	1

*Please note: in the 2014-2015 supplemental budget the number was incorrectly identified the number of staff in P4 as 6. The actual number was 5 and will be 6 in 2016-2017.

Table 2: CRCOG Staffing Levels 2012 – 2016

Staffing level (June 30)	FY 11-12	FY 12-13	FY 13-14	Amended FY14-15	FY15-16
Finance and Administration (includes Executive Director, Special Projects, and Executive Assistant)	4.27	4.51	4.98	4.80	5.05
Transportation / FHWA Planning Funds	8.80	9.73	10.35	10.60	13.18
Public Safety and Homeland Security	2.65	2.69	2.76	2.69	1.34
Policy and Planning (included Municipal Services until FY 10-11)	3.93	3.23	1.9	3.13	1.98
Municipal Services	2.05	2.19	2.44	1.85	2.21
TOTAL CRCOG STAFF	21.70	22.35	22.43	23.07	23.75

**In addition, CRCOG employs contractors on an as-needed basis to work on specific projects.

NOTE: because Transportation and Policy and Planning work closely together, for budgetary simplification, all positions funded by FHWA Planning funds is listed under Transportation. There are no other significant staffing level changes.

1.5. CRCOG BUDGET PROCESS

The Director of Finance is the chief financial advisor to the Executive Director and directs the preparation of CRCOG's budget. The Director of Finance issues instructions and guidelines for budget preparation to each department.

The Fiscal Year is the 12-month financial period used for recordkeeping, budgeting, and monitoring revenues and expenditures. The Fiscal Year begins July 1st and ends June 30th of the following year. The budget expresses more than just the revenues and expenditures of CRCOG; it reflects CRCOG's priorities through determining how revenues will be appropriated over the fiscal year.

The first phase of the budget process involves the department's preparation of budget requests. The Directors of each department evaluate past and current year spending and consider future needs to formulate their budget requests.

The second phase of the budget process involves the formulation and composition of the Executive Director's Proposed Annual Budget. The Executive Director and Director of Finance meet regularly in the last weeks of February with the Department Directors to discuss the budget requests. Issues under consideration include staffing requirements for projects, contractual obligations, and any potential deficits in departments and in the general fund.

The Executive Director and Director of Finance meet with the Finance and Personnel Committee in mid to late March to discuss progress on the budget preparation and any potential policy issues, including any deficit. The committee makes recommendations on balancing the budget, including reductions and use of the fund balance, as needed.

Once the budget is balanced, the Director of Finance prepares a budget document in April under the direction of the Executive Director. This is presented to the Executive Committee for approval in May, and the approved budget is presented to the Policy Board for adoption prior to July 1.

1.5.1. BUDGET PREPARATION CALENDAR

Budget preparation for 2014-2015 followed this calendar:

- January – February
 - Department Directors develop preliminary projections and submit to Finance for review and comment. Projections are due by February 15th.
 - Executive Director and Finance Director work with the projected numbers and establish a preliminary budget for the following year. Department Directors provide input and guidance regarding individual department information.
- March - Department narratives are prepared. Departments examine and revise performance metrics and goals and objectives for the coming year.
- April 22nd: Preliminary summary and draft presentation to the Policy Board
- May 13th: Final Draft presentation and approval by Executive Committee
- May 27th: Final Draft approval by Policy Board

1.5.2. BUDGET AMENDMENT PROCESS

If the review of the quarterly financial reports shows a significant discrepancy between actual expenditures and revenues and budgeted expenditures and revenues, the Finance Director presents an amended budget to the Personnel and Finance Committee for a budget amendment.

2. CRCOG FINANCIAL OVERVIEW

2.1. CRCOG FINANCIAL OUTLOOK

2.1.1. SHORT-TERM OUTLOOK

CRCOG's short-term outlook has had significant changes from the previous years. With the addition of eight towns, funding formulas have changed or are expected to change and many outside factors that influence CRCOG's short-term outlook.

Federal

- FHWA funding has increased with the addition of 8 new towns for CRCOG. Until the Central Connecticut Metropolitan Planning Organization (CCMPO) is dissolved, CRCOG is the hosting agency for the CCMPO. Although there is only the governor's approval left in this process, CRCOG has no guarantee that this step will be accomplished by July 1. A portion of CCMPO funds are allocated for consultant services to the surrounding COGs also receiving the CCMPO towns.
- CRCOG has traditionally carried over a large portion of FHWA funding and in the last few years with significant temporary grant funding from other sources, the carryover amount has been unusually high. CRCOG is making a concerted effort beginning in FY2016 to focus on FHWA related tasks and expend more of the FHWA funding.
- As anticipated in previous budgets, Homeland Security Funding's decline appears to have leveled off but is approximately half of previous years. The reduction is primarily on the grants and pass-through portion of CRCOG's budget and does not impact CRCOG staffing and operations.

State

- State Grant in Aid (SGIA) was a large portion of CRCOG's budget in 2014-2015 (\$612,908). Because of the large state deficit and on-going legislative session which will pass a final budget after CRCOG's budget is approved, CRCOG has chosen not to budget for SGIA in 2015-2016. In previous years, SGIA has been as low as \$9,759. CRCOG has categorized SGIA as potential funding.
- In FY 2014-2015 CRCOG received a \$1.3 million allocation from the state of Connecticut to create demonstration projects for the Nutmeg Network. The funding is primarily allocated to software and consultant expenses, however, in some cases, CRCOG staff serve as project managers and facilitators. CRCOG received a portion of these funds in 2014-2015 and anticipate the remainder of the funds being available in 2015-2016.

Local

- CRCOG has increased its local dues for 2015-2016. The primary purpose of this increase was to more equally distribute dues allocations across towns as well as increase funding for a "Regional Program Fund" that would enable CRCOG to begin regional projects without outside funding.

2.1.2 FIVE YEAR OUTLOOK

All local government entities in Connecticut are facing significant financial uncertainty, including projected state deficits and federal funding cuts. CRCOG undertakes a revenue projection for the next five years in order to assess how the current fiscal climate will affect the organization.

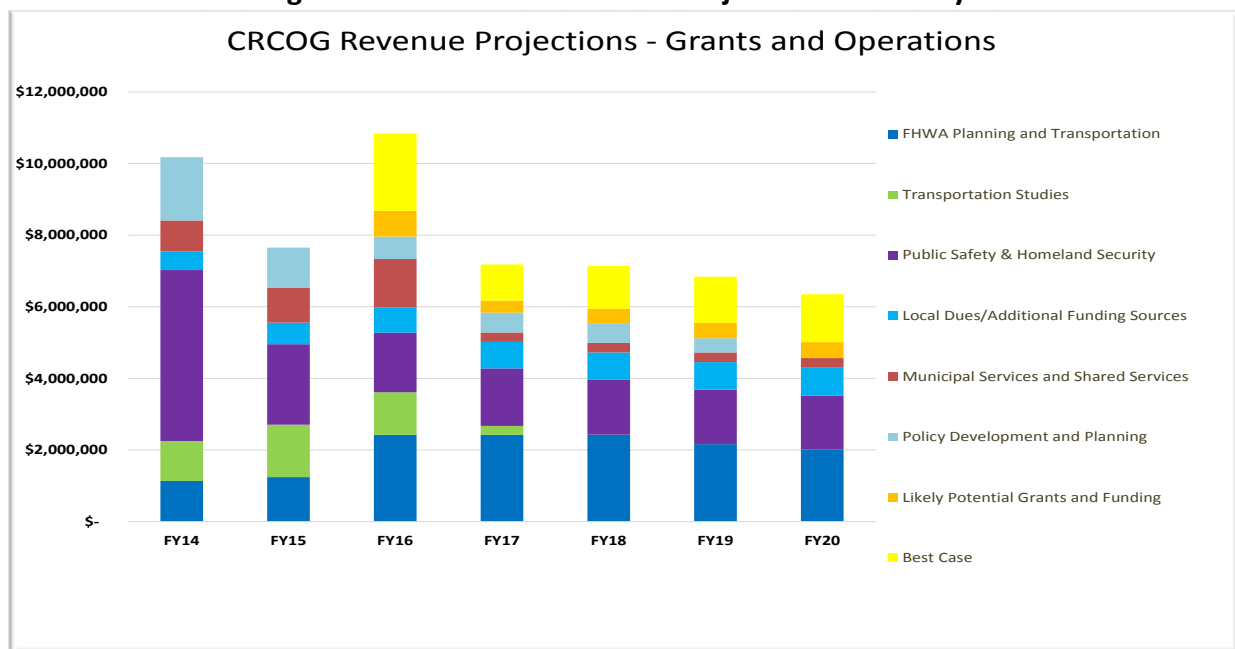
- Federal revenues: CRCOG is anticipating significant future reductions across the board and uncertain revenue stream for transportation. As mentioned earlier, Homeland Security funding has had significant reductions but has leveled in recent years. Overall, there are fewer opportunities for other federal grants.

- State revenues: Connecticut is facing a significant budget deficit for the next two years and although the funding proposed for regional planning remains in place, it is uncertain whether that funding will remain when the budget is passed in June. On the other hand, the governor has proposed major investments in Transportation in the coming years and CRCOG has been instrumental in a number of regionally significant transportation projects. It is unclear what role regional planning agencies and MPOs will play in the governor's transportation projects.
- Local revenues: CRCOG recently increased its local dues to help support a Regional Program Fund for regional shared opportunities. Municipalities in many cases are seeking level budgets, or increases only to levels absolutely necessary for labor, insurance costs, or maintaining current service levels. The regional services programs, however, have a large potential for growth in future years. The projections include a minimal increase in dues in subsequent years and significant increase in regional service programs.

It is important to note that most CRCOG sources of funding often come with restrictions. In particular, CRCOG has struggled to recover adequate overhead and administrative costs from some grants and also needs a certain amount of local revenue in order to provide matching funds for grants.

In the projection figures, CRCOG divided its expected revenue streams into three areas: committed revenue streams, likely revenue streams and best case revenue streams. Membership dues, consistent grants, and multi-year grants that have been secured represent the dependable and committed revenue stream. Likely and best case revenue streams are anticipated funding which CRCOG can expect to apply for and receive, but are not guaranteed and not certain. These include state support for regions, which was \$612,908 in 2014-2015. Utilizing this model, CRCOG can better predict overall budget revenue that is definite as opposed to unknown. This "unknown" or anticipated funding provides a framework to build financial stability and avoid or be better aware of potential pitfalls.

Figure 6: CRCOG Historical and Projected Revenue by Source



Although the above graph shows a steady decline in CRCOG's expected revenues, a number of the revenue streams are contract or grant related funding and do not directly effect CRCOG's operations

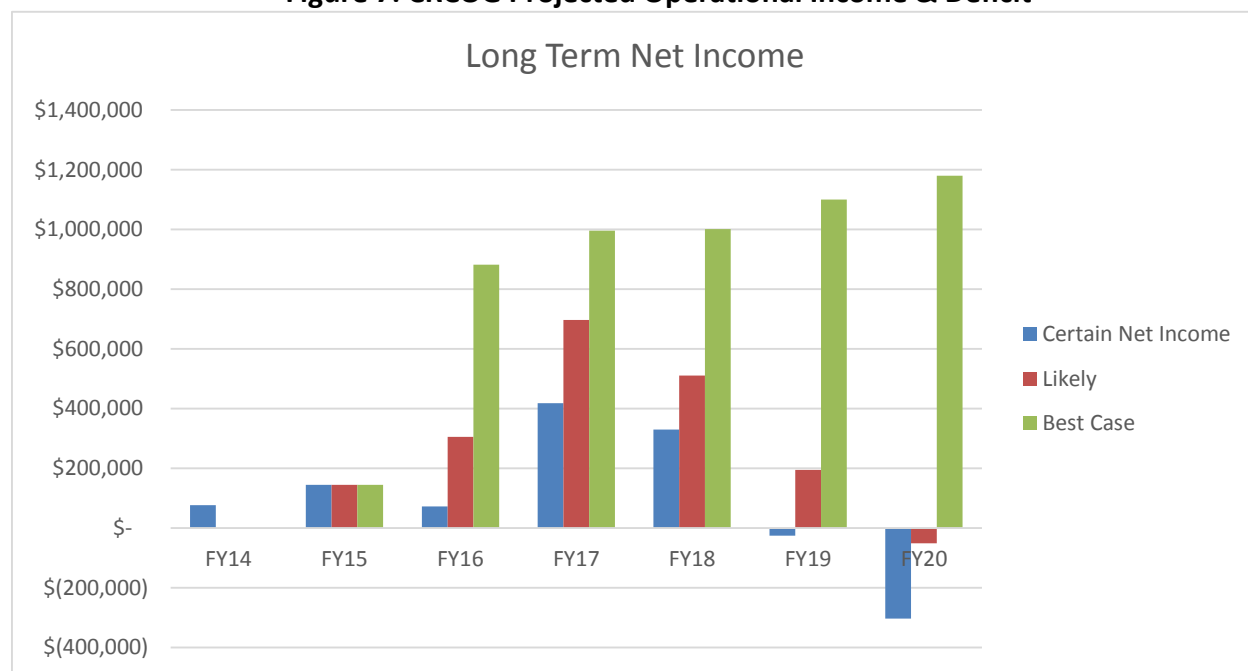
and staff. CRCOG will have fewer grants and contract opportunities to offer its membership, but the core functional funding is stabler than would appear at first glance.

The five year revenue versus expense calculation scenarios are illustrated below. It is also important to note that any surpluses in CRCOG's budget may include restricted funds, prohibiting CRCOG from placing those surpluses into the general fund for future use.

The revenue picture for the five year outlook begins to look particularly challenging beginning in FY2019 if the worse case is realized. CRCOG currently faces three scenarios:

- Base Case (Certain Net Income): Current cuts remain, no additional funding received from other funding sources other than already defined sources and grants. CRCOG applies carry-over FHWA funds (funds not expended completely in previous years) when needed.
- Likely: Some cuts remain, and some additional funding received from additional funding sources. State regional funding remains in place in a drastically reduced form, similar to prior years.
- Best Case: CRCOG receives all potential funding from various funding sources, including outstanding grant applications, increases in Shared Services, etc. State regional funding remains at currently budgeted levels.

Figure 7: CRCOG Projected Operational Income & Deficit



Based on the understanding of the long-term funding picture we see above, CRCOG is planning to review expenses and opportunities and concentrate mitigation measures in FY2019 and beyond. If state funding for regions remain in place for the two years or even one year, CRCOG's financial picture will look vastly different in FY2019 than the Base Case. If the Base Case is realized, however, CRCOG will take a two pronged approach: revenue increases and expenditure decreases. CRCOG is constantly expanding its horizons for potential grants and looking towards multiple agencies at the federal, state and local levels. The picture is clear that CRCOG must remain vigilant of potential oncoming financial realities.

2.2. FINANCIAL POLICIES

The Policy Board is charged with ensuring that CRCOG's activities are fiscally prudent. In March of 2011, the Policy Board adopted updated detailed policies. CRCOG's financial policies cover the following areas:

- Financial planning, including:
 1. Balanced budget
 2. Long range planning
 3. Asset inventory
- Revenue, including:
 1. Revenue diversification
 2. Fees for service
 3. One-time revenue and unpredictable revenue
- Expenditures including:
 1. Financial accounting and budgeting (accountability)
 2. Fund balance (reserve accounts)
 3. Debt
 4. Procurement
 5. Cash management

Table 3: Financial Policies and Current Status

Financial Policy	Status
Balanced budget: Expenditure is within ¾% of revenue	The current budget meets this requirement
Long range planning: <ul style="list-style-type: none"> • Diversify sources of funds; Review staffing levels against multi-year grants; • Stabilize town dues 	The current budget: <ul style="list-style-type: none"> • Although funding sources are still largely federal, they originate from different agencies. • Current and future expected staffing levels match existing multi-year grants • Town dues have been increased from previous fiscal year, with a goal of expanding shared services offerings through a Regional Program Fund
Asset Inventory: maintain an asset inventory of capital assets of \$5,000 or more	<ul style="list-style-type: none"> • CRCOG has an asset inventory of all capital assets
Financial Accounting and Budget Policy: modified accrual for all funds <ul style="list-style-type: none"> • Financial Monitoring / Auditing: quarterly financial reports • Reporting required by granting agency 	<ul style="list-style-type: none"> • CRCOG uses modified accrual basis in accounting, budgeting and auditing for all funds • CRCOG has created quarterly financial reports for the Council • CRCOG has maintained all reporting requirements by granting agencies

Revenue Policy <ul style="list-style-type: none"> • Diversification: diversify funding sources while maintaining core mission of cooperation across the region • Fees for service: where CRCOG sets a fee for service the fees should cover the total cost of the service. Fees not covering the costs must be approved by Board action. • One-time revenue: evaluate on-going expenditures of one-time revenue on an annual basis based on expected funding for the upcoming year 	
General fund balance: three months of operating expenses in reserve	CRCOG currently has 3.17 months of operating expenses in reserve and meets this policy.
Debt policy: CRCOG, by statute, cannot issue debt	CRCOG has not and does not issue any debt
Procurement: uniform procurement process	CRCOG has consistently met and followed its procurement policy
Cash management and short term investment: safety, liquidity, yield with permitted short term investments	The budget and CRCOG has met this policy – investing as prescribed for its cash and short term investments in CDs, Money Market accounts, and Connecticut’s Short Term Investment Fund (STIF)

CRCOG’s complete detailed financial policy is included in this document in Appendix 5.1

2.3. FUND STRUCTURE

For budgetary purposes, appropriations are made at a department or functional level. The (CRCOG) accounting policies conform to accounting principles generally accepted in the United States as applicable to governmental organizations. CRCOG uses a modified accrual process for all accounts. In other words, CRCOG recognizes revenues when they become available and expenditures when they are incurred.

The following funds are subject to budgetary appropriation:

- General Fund
- Regional Program Fund
- CCMPO Fund
- Policy and Planning
- Public Safety
- Homeland Security
- Jobs Access
- Transportation
- Municipal Services

Audited financial statement presentation of the activities of CRCOG varies from the funds as presented in the budget. Although the funds generally follow the outline of the budget, there are some differences. In the audited financial statements, UASI funding is presented separately from the Homeland Security Fund. In the budget, they are presented together. Portions of the Transportation activities funded by FHWA are also presented separately in the audited financial statements. Non-major Governmental Funds in the financial statements include Policy and Planning as well as Transportation studies not included in the FHWA fund. Within the budget, they are divided by functional area. All funds are accounted for in the audited financial statements.

The **General Fund** includes activities that support the overall administration and financial management of the CRCOG Departments. CRCOG's financial policy is to have a minimum of three months of operating expenses in the General Fund as a reserve.

The **Regional Program Fund** was established to enable CRCOG to fund regional projects without the aid of state or federal grants. A portion of the dues each year is allocated for the Regional Program Fund and as the fund grows and project opportunities arise, the this fund will be allocated and replenished. Although this fund is under the purview of the Municipal Services Committee, all departments have an opportunity access this fund for regional projects and is under the Administration department.

The **CCMPO Fund** includes all activities pertaining to the Central Connecticut Metropolitan Planning Organization of which CRCOG is currently the host agency. These funds are generally fully expended on an annual basis. Although primarily Transportation in function, because CRCOG anticipates its existence to be temporary, this fund is under Administration.

The **Policy and Planning Fund** includes a wide range of activities related to the needs of local members. These projects are funded through State grants and contracts. This fund also includes the Sustainable Communities Regional Planning Grant from HUD, which is concluding in FY 2015.

The **Public Safety Fund** includes activities that provide support and administration to regional public safety initiatives. This Fund does not include activities funded by the US Department of Homeland Security passed through the State of CT.

The **Homeland Security Fund** includes all activities funded by the US Department of Homeland Security passed through the State of CT as well as other Homeland Security related national preparedness initiatives.

The **Job Access Fund** includes activities performed in the administration of the State of Connecticut Department of Social Services Job Access program.

The **Transportation Fund** includes all activities funded by various sources related to the work of the Transportation Department. This includes grants and contracts received from the Federal and State Governments. These funds are generally fully expended on an annual basis.

The **Municipal Services Fund** is a Fund established to administer activities to promote regional cooperation for varied projects which have been approved by the member municipalities and the State. The Municipal Services fund also includes fees for services from cooperative ventures and local and state governments' contracts. These funds are generally fully expended on an annual basis.

CRCOG is not required to have a fully balanced budget – i.e., in some years, fund balance is used to make up for a relatively small shortfall. This practice is generally avoided, however, and no use of fund balance is being included in the upcoming budget. CRCOG is not permitted to borrow money or issue debt in any form.

Funds relate to the organization in the following manner:

Figure 8: CRCOG Funds and Department Structure

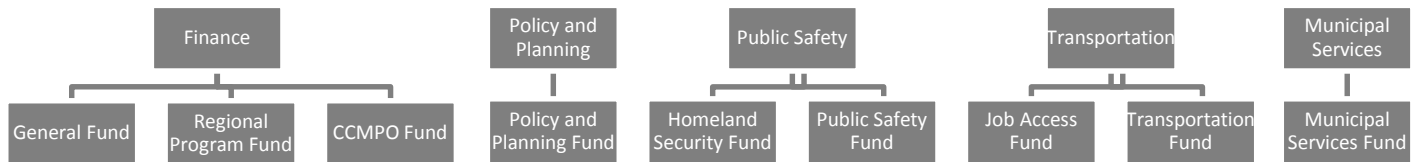


Table 4: Historical Fund Balances

	General Fund	Regional Program	CCMPO Fund	Policy and Planning	Trans.	Job Access	Municipal Services	Public Safety	Homeland Security
June 30, 2008	797,176			34,419	0	90,680	0	1,004,992	0
June 30, 2009	744,588			1,312	0	309,430	0	1,747,233	(7,206)
June 30, 2010	725,558			(31,968)	(44)	94,935	0	777,911	11,822
30-Jun-11	729,582			(47,555)	618	37	0	838,190	30,449
30-Jun-12	783,081			(11,126)	(30,767)	37	0	769,028	19,934
30-Jun-13	783,079	20,000		(21,727)	(30,964)	37	0	815,342	19,047
30-Jun-14	773,039	40,000		(33,439)	0	37	0	878,403	38,546
June 30, 2015 (projected)	823,039	100,000	0	0	0	0	0	920,130	0

With current total projected operating expenses are \$3,108,488 and the General Fund balance reflect 3.17 months of expenses.

Table 5: Fund Balance Projections

FY 16 Fund Projections	General Fund/ Admin.	Regional Program Fund	CCMPO Fund	Policy and Planning	Transportation	Job Access	Municipal Services	Public Safety	Homeland Security
June 30, 2015 (projected)	823,039	100,000	-	-	-	-	-	815,342	-
FY16	698,687	40,000	718,454	624,228	2,933,159	-	1,358,592	1,095,085	568,384
Grant obligations			(377,500)	(578,542)	(1,404,262)	-	(1,032,842)	(920,000)	(502,384)
Transfer to/from fund	(528,094)		13,520	319,031	150,262	-	5,281	-	-
Operating Expenses	(138,023)		(354,474)	(364,717)	(1,679,159)	-	(331,031)	(175,085)	(66,000)
Net Change	32,569	40,000	-	-	-	-	-	-	0
Projected FY16 Balance	855,608	140,000	-	-	-	-	-	815,342	-

2.4. CAPITAL ASSETS

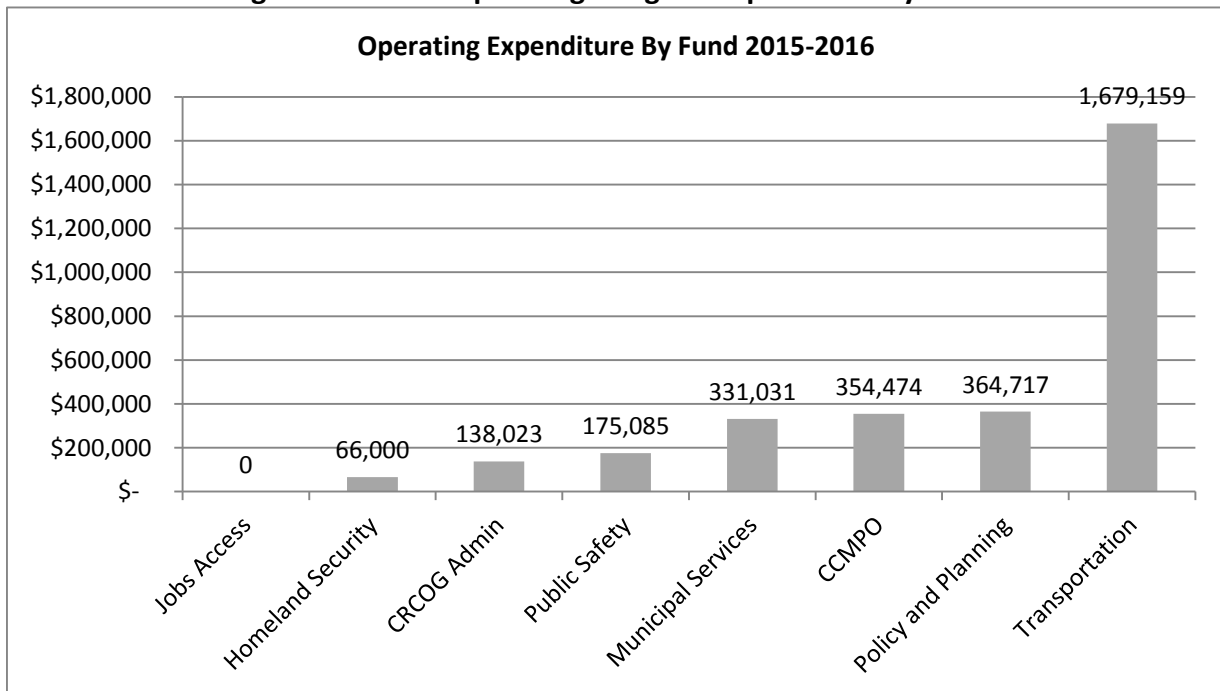
CRCOG has only minimal capital expenditures (telephones, computers); consequently, there is very little impact of capital expenditures on the operating budget. CRCOG defines capital assets as any asset used in operations with an initial life expectancy beyond one fiscal year. CRCOG depreciates assets over 3 years for computers and 5 years for leasehold improvements and office equipment, and 7 years for furniture. CRCOG's expected capital expenditures for FY16 is \$12,100, which includes a new HP plotter. The following table presents projected CRCOG's capital assets net depreciation.

Table 6: CRCOG Capital Assets

Capital Assets	FY11	FY12	FY13	FY14	FY15 Projected	FY16 Budget
Furniture and Fixtures	34,758	24,705	15,995	8,447	11,384	8,884
Computers	6,238	3,840	6,147	5,833	6,489	14,789
Leasehold Improvements	1,091	870	649	428	585.2	585
Total	42,087	29,415	22,791	14,708	18,458	24,258

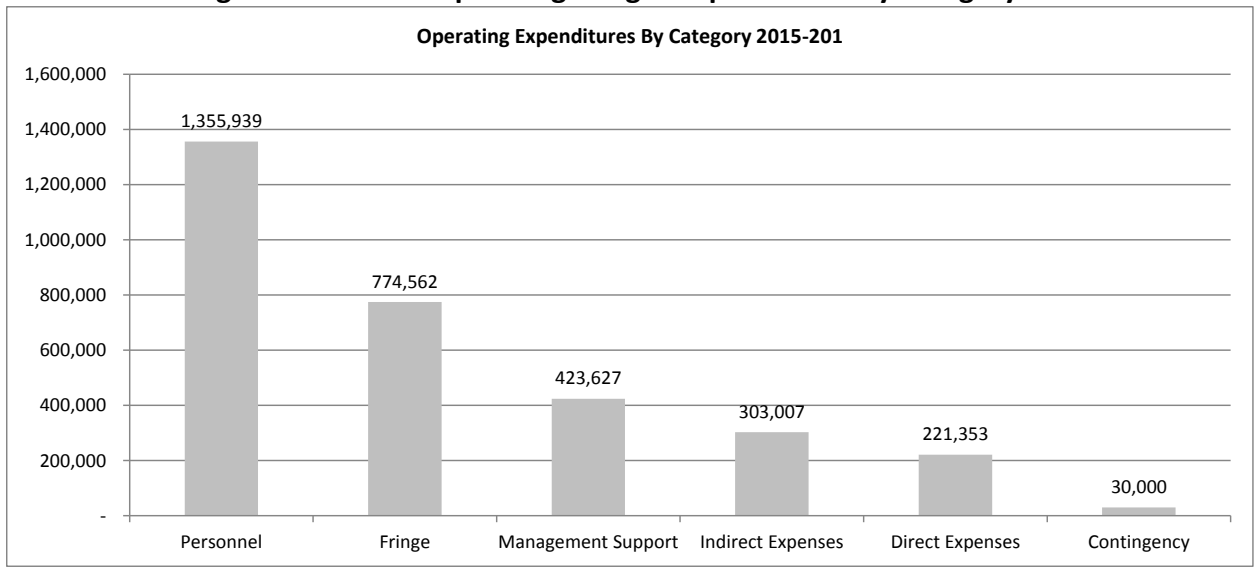
2.5. BUDGET HIGHLIGHTS

CRCOG's total budget for the 2015 Fiscal Year is \$9,254,167. Of this, \$3,950,374 is operating funds and \$5,303,794 is grant funds. Expenditures under CRCOG's operating budget are summarized (by fund) below.

Figure 9: CRCOG Operating Budget—Expenditure by Fund

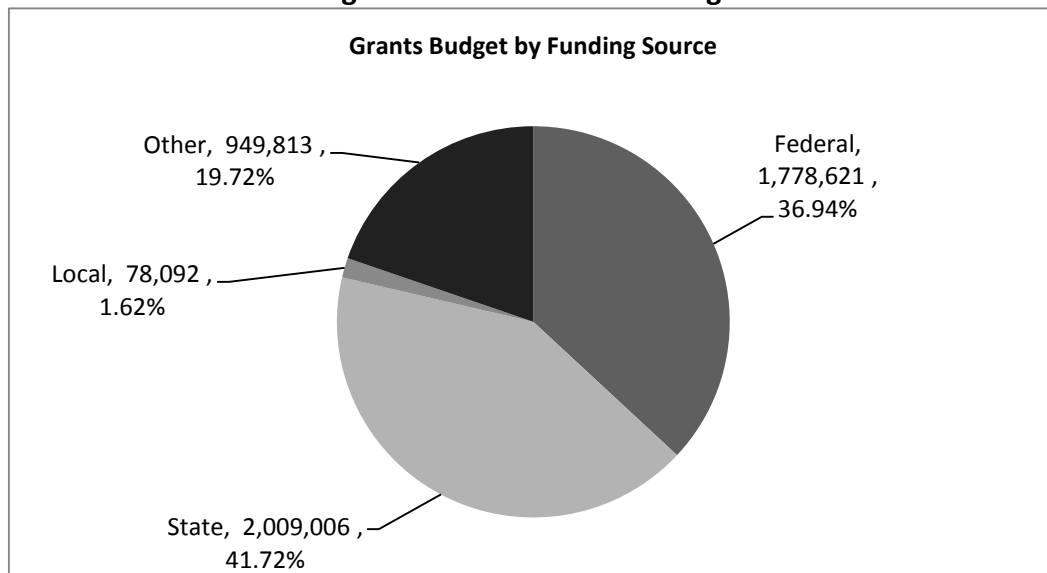
Within these funds, major categories of expenditure are direct expenses, management support, indirect expenses, fringe benefits, and personnel.

Figure 10: CRCOG Operating Budget-Expenditures by Category



In addition to CRCOG's operating budget, CRCOG has a substantial grants budget, which represents funds administered by CRCOG and passed through to other entities. The grants budget is \$5,303,794. Revenue sources for the grants budget are summarized below:

Figure 11: CRCOG Grants Budget



3. CRCOG DEPARTMENT DETAILS

3.1. INTRODUCTION

The mission of the Capitol Region Council of Governments is to expand voluntary cooperation and regional stewardship among its member municipalities as a means to respond successfully to many of the region's pressing governmental and policy challenges.

The following section describes accomplishments for the past year and goals for the upcoming year for:

- Office of the Executive Director
- Finance
- Policy and Planning
- Public Safety and Homeland Security
- Transportation
- Municipal Services

3.2. ADMINISTRATION & FINANCE

3.2.1. INTRODUCTION

CRCOG's Administration and Finance Department's major areas of responsibility include budget management, benefits administration, payroll, accounts payable and receivable, and financial reporting for intergovernmental grant programs.



Administration and Finance

Mission: Provide general management and direction for CRCOG and to ensure that the goals and priorities set by the Policy Board are implemented effectively and efficiently. Accurately record, report and safeguard the financial assets and activities of CRCOG; manage and maintain financial records in conformity with generally accepted accounting principles (GAAP) and in compliance with State and Federal laws; develop and maintain effective and efficient financial planning, reporting and central support systems in order to support the CRCOG's operating departments in achieving their program objectives; and provide financial information on a timely and meaningful basis to the Executive Director and Policy Board.

From a global strategic perspective, Administration and Finance focuses on Diverse Funding Sources and supporting CRCOG's administration, which indirectly supports all of CRCOG's strategic goals.

3.2.2. GOALS FOR ADMINISTRATION/FINANCE

- Continue to provide leadership to identify and secure new resources for the agency.
- Link with federal and state agencies on programs of interest to member communities.
- Complete the annual audit in accordance with schedule and unqualified opinion

- Provide key support to the Executive Director during the budget process
- Process accurate and timely payments to vendors
- Maximize cash management opportunities
- Process timely invoices to State and Federal agencies
- Comply with all Federal, State and grant reporting requirements
- Provide Executive Director and departments with accurate and timely financial data
- Provide quarterly financial reports to Budget and Finance Committee
- Maintain the annual salary plan consistent with market data and economic conditions

3.2.3. 2014-2015 ACCOMPLISHMENTS AND PERFORMANCE

Administration

1. Identified new revenue opportunities for CRCOG.
2. Updated important elements of the CRCOG human resources function as well as policies and procedures to improve management and efficiency of CRCOG.
3. Pursued establishment of a municipal service bureau to offer value added services and new revenue opportunities for CRCOG.
4. Worked with state and national partners on federal transportation reauthorization legislation.
5. Continued to advocate for and successfully implement regional service sharing projects and identify opportunities to build on these areas.
6. Worked in coalitions to advance transit and transportation opportunities in the region.

Finance

1. Received a clean audit opinion for the 2013-14 Annual Audit
2. Enhanced written Procedures Manual for Finance Department
3. Utilized SharePoint software to develop annual budget
4. Processed accurate and timely payments to vendors
5. Provided quarterly financial reports to Budget and Finance Committee
6. Trained Finance Department Staff in personnel record keeping and employee benefit administration
7. Issued RFP for Auditing Services

Table 7: Finance Performance

Provide reliable financial information in a timely manner		
	2014	2015
Number of finance related audit findings	0	0
Percent of PO's processed within 2 days of request by department	94	95
Percent of time auditor requests reporting deadlines are met	100	100
Provide benefit costs of total compensation reports	1	1

Provide responsible management of CRCOG's cash planning and financial activities

	2014	2015
Percent of invoices billed to State/Federal agencies within ten business days	92	93
Percent of funds deposited to cash account within two days of receipt	96	97
Percent of deposits posted to GMS within five business days	98	98
Percent of vendor invoices paid within two weeks of receipt in finance	87	92
Number of vendor invoices processed on annual basis	2,196	2046
Amount of federal funds received by CRCOG	7,094,002	6,384,134
Amount of state funds received by CRCOG	1,404,095	2,002,871
Amount of other governmental programs	1,936,465	1,604,177

3.2.4. 2015-2016 OBJECTIVES

Administration

1. Work to reorganize metropolitan planning organization to coincide with current CRCOG 38 members.
2. Explore and advance leveraging of advanced information technology to provide improved and lower cost public services at the state, regional and local level.
3. Continue to pursue leveraging opportunities for the service bureau to provide improved and lower cost public services.
4. Support member communities to take advantage of rapid transit and enhanced rail services in the region.
5. Assist in exploration of revenue options for infrastructure expenditures in both state and regional contexts.

Finance

1. Receive a clean audit opinion for the 2014-15 Annual Audit
2. Enhance Contract Management Function
3. Enhance database for fixed asset disposition and acquisition
4. Enhance Procedures Manual for Finance Department
5. Enhance Departmental and Agency-wide Financial Reporting System
6. Automate Contract Management Function
7. Enhance GMS training for staff
8. Continue Training for Finance Department Staff in Personnel and Benefit Administration

3.3. POLICY DEVELOPMENT AND PLANNING

3.3.1. INTRODUCTION

Mission: to develop and support integrated regional approaches to planning, projects and investments that promote vibrant, healthy communities, protected natural resources and open spaces, equitable access to opportunities, and an economically competitive Capital Region to serve all our citizens today, and in the future.

From a global strategic view, Policy Development and Planning supports the strategic areas of Transportation and Planning Technical Support, Strong Capital Region and Regional Transit-Oriented Development and Livable Communities.



The CRCOG Policy Development and Planning Department's major areas of responsibility are:

- 1) Regional planning which balances conservation and development within the region, and
- 2) General leadership on program and policy development around livable and sustainable communities, focusing on both land use and transportation issues.

Policy and Planning staff has expertise in both these areas, enabling them to effectively integrate CRCOG's planning for active transportation, transit, transit oriented development, and transportation corridor studies into multi-disciplinary regional plans and policies for the Capitol Region.

CRCOG reorganized in FY11 to better integrate land use and transportation planning. For many projects there is a lead in one of the departments, but both departments work together in cooperation to achieve integrated planning goals.

Committees:

Policy and Planning staff provides support to the following committees:

- CRCOG Regional Planning Commission
- CRCOG Bicycle and Pedestrian Committee (with Transportation staff)
- Sustainable Knowledge Corridor Consortium
- NHHS Rail and CT**fastrak** Corridor Advisory Committee (with Administration staff)

Program Areas:

- Regional planning and policy development related to building livable and sustainable communities. This program area integrates CRCOG's planning and investment in the areas of: housing, transportation, environmental protection, land use, economic development, redevelopment, and climate change mitigation and adaptation. It also touches on all aspects of the connected, competitive, vibrant and green vision for the New England's Knowledge Corridor and the Capitol Region. This work includes follow-up activities related to the bi-state HUD Sustainable Communities Regional Planning Grant, and development of the Sustainable Capitol Region Initiative
- Collaboration on regional transit planning
- Active transportation (bike and pedestrian) planning and promotion in coordination with the Transportation Department
- MetroHartford Brownfields Program

- Technical assistance to towns on development and conservation strategies, including strategies to create and maintain sustainable and livable communities
- Promotion of sustainable development and design principles
- Regional Natural Hazards Mitigation Planning
- Statutory planning responsibilities: **Regional Plan of Conservation and Development** maintenance; input on land use, transit and active transportation components of the **Long Range Transportation Plan**; review of zoning and subdivision proposals along town boundaries; review of municipal plans of conservation and development

3.3.2. GOALS FOR POLICY DEVELOPMENT AND PLANNING

- Work to improve the livability and sustainability of Capitol Region communities through projects that:
 - a. Foster distinctive and attractive communities with a strong sense of place
 - b. Concentrate development and mixed uses
 - c. Expand housing opportunities, including housing to meet the needs of all our citizens, regardless of income, age, race, ethnicity, and special needs
 - d. Provide a variety of transportation choices
 - e. Create walkable and bikeable communities
 - f. Increase job and business opportunities
 - g. Preserve open space, working and prime farmland, and critical environmental areas
 - h. Strengthen and direct development toward existing communities
 - i. Make development decisions predictable, fair, and cost effective
 - j. Encourage community and stakeholder collaboration in development decisions
- Create land use models and pursue investment that will provide opportunities for more energy-efficient transportation and housing choices
- Support the assessment, remediation and reuse of brownfields to help achieve the region's sustainability goals
- Support municipal efforts to protect against loss of life and property due to natural hazards through appropriate planning and infrastructure improvements
- Work toward enhanced regional coordination among state, regional and local levels of government and across functional disciplines

3.3.3. 2014-2015 ACCOMPLISHMENTS AND PERFORMANCE

1. Completed remaining activities and performed administrative close-out of the **HUD Sustainable Communities Regional Planning Grant**. Deliverables completed in FY 2014-2015 are listed below, and all work products completed under this \$4.2 million grant can be accessed at www.sustainableknowledgecorridor.org.

Regional Planning

- Completed Sustainable Knowledge Corridor Action Plan, **One Region, One Future: An Action Agenda for a Connected-Competitive-Vibrant-Green Knowledge Corridor** (October 2014). This includes the full report, Executive Summary, summary flyer and project video.
- Completed **Knowledge Corridor Fair Housing and Equity Assessment** (October 2014)
- Civic Engagement—Phase III of Metroquest Public Engagement Tool launched fall 2014, to help municipalities visualize TOD and compact development.

Capacity Building and Special Planning Studies

- **Affordable Housing Technical Assistance:** Worked with SKC sub-grantee, the Connecticut Housing Coalition, to develop “How to Calculate Affordable Sales Prices and Rents,” Fact Sheets for Central Connecticut Communities (July 2014)
- **Municipal Technical Assistance Grant:** With assistance from the HUD Sustainable Communities Grant, Ellington evaluated land uses, current zoning, and future build-out of the Route 83 corridor in light of a sewer service area expansion. Revisions to the Ellington Plan of Conservation and Development with regard to future multi-family development were approved, and a new multi-family zoning regulation was developed. The revisions support future housing developments that accommodate housing options for households of different ages and incomes.

Metrics and Information Sharing—led by Pioneer Valley Planning Commission with CRCOG involvement

- Knowledge Corridor Website and Dashboard—complete and regularly updated
 - Development of Metrics—being tracked through Dashboard
2. Worked with Pioneer Valley Planning Commission, the New England’s Knowledge Corridor Steering Committee, and other public and private partners to begin implementation of Sustainable Knowledge Corridor Action Plan, ***One Region, One Future: A Plan for a Connected-Competitive-Vibrant-Green Knowledge Corridor.***
 3. Supported the **creation of more transportation choices** in coordination with the Administration and Transportation Departments. The following activities were conducted in FY 2014-2015:
 - a. Continued to engage towns in discussion of TOD opportunities linked to the CT***fastrak*** and the Hartford/New Haven Line CT***trail*** investments, review of the progress of these projects, and discussion of issues of common concern through convening the NHHS Rail and CT***fastrak*** Corridor Advisory Committee (CAC). Policy and Planning staff supported the Executive Director in planning for and conducting CAC meetings, establishing a CAC website, and adding resource materials to the website as appropriate. In FY 2014-2015, staff completed Station Area Fact Sheets for the 20 Hartford/New Haven Line CT***trail*** and CT***fastrak*** Station Areas. These fact sheets provide a snapshot of actual development completed or underway in station areas, as well as other activities underway to prepare for and support transit-oriented development. They are being updated quarterly.
 - b. Provided TOD On-Call Planning Assistance to the CT***fastrak*** communities of Hartford, West Hartford, Newington and New Britain, to support planning in station areas.
 - c. Worked with the Town of West Hartford to initiate a State-funded Road Diet Study, which will be implemented with consultant assistance.
 - d. Continued to assist with the implementation of the Regional Pedestrian and Bicycle Plan. Key accomplishments for FY 2014-2015 included: planning and conducting CRCOG Bike and Pedestrian Committee meetings; updating the 2008 Regional Pedestrian and Bicycle Plan, including an update of the regional multi-use trail map; conducting and analyzing the results of the September 2014 Bicycle-Pedestrian Count; and creating an Active Transportation Audit tool which was administered at the CT***fastrak*** stations, to measure the current walkability/bikeability of these locations. The tool is also available for municipal use. Staff also made presentations on the topic of complete streets to member municipalities upon request.
 4. Worked to implement the ***Sustainable Capitol Region Initiative.*** The following activities were conducted in FY 2014-2015:

- a. Continued to enhance web resources to support local and regional planning and actions to create a Sustainable Capitol Region, including expanding, maintaining, and marketing the “Green Clearinghouse” of best municipal practices to support sustainability, and adding new content to the Sustainable Knowledge Corridor website.
 - b. Continued efforts to better integrate transportation, community development, municipal services, and public safety activities within CROG that are related to building and maintaining livable and sustainable communities.
 - c. Updated the “Sustainable Transportation System” chapter of the CROG Transportation Plan.
 - d. Provided planning and implementation assistance in support of transit oriented development; expansion of housing opportunities; increased job and business opportunities; creation of bike and pedestrian friendly communities; green building and infrastructure; neighborhood planning and placemaking; preservation of working farms and key environmental resources; and other topics consistent with the principles of livable and sustainable communities.
 - e. Upon request, met with municipal planning and zoning commissions to discuss model land use regulation changes that support sustainable design and development, and expand housing opportunities.
5. Helped municipalities and developers provide for **Housing to Meet the Needs of All Our Citizens** through responses to individual requests for information and assistance. Worked with the HOMEConnecticut Steering Committee to encourage municipal applications for state funds to create affordable housing incentive zones. Also served on the LISC Local Advisory Committee, providing input on LISC community development investment in Hartford neighborhoods. Through the HUD Sustainable Communities Regional Planning Grant, drafted model regulations and fact sheets to help expand housing choice, and shared these resources with member communities and developers. In cooperation with Journey Home, Inc., worked to identify new opportunities for regional collaboration on addressing and eliminating homelessness in the Capitol Region, including the Greater Hartford Rapid Results 100-Day Campaign to Reduce Chronic Homelessness, begun on March 9, 2015.
 6. **Improved the potential for redevelopment of contaminated properties** through inventories, environmental site assessments, remedial action planning, and site remediation to be conducted under the MetroHartford Brownfields Program. In FY 2014-2015, staff worked to re-establish the program after receipt of three new grants. The program is being funded through: 1) a \$200,000 DECD Brownfields Grant to prepare a targeted inventory of brownfields near transit and rail station areas, and to assess contamination on two sites in Hartford (a one-year grant); 2) a \$400,000 EPA Brownfields Assessment Grants to conduct environmental site assessments on properties with suspected petroleum and/or hazardous substances contamination (a three-year grant); and 3) a \$950,000 EPA Brownfields Revolving Loan Fund Grant to fund remediation of sites impacted by petroleum and/or hazardous substances contamination (a five-year grant).
 7. **Helped Capitol Region Communities Protect Against the Impacts of Natural Hazards** through completing the **Capitol Region Natural Hazards Mitigation Plan Update, 2014-2019**. The plan was officially approved by the CROG Policy Board on October 22, 2014, and by FEMA on December 5, 2014. CROG also worked with member municipalities to obtain the required adoption resolutions from municipal legislative bodies. Municipalities that adopt the **Natural Hazard Mitigation Plan** are eligible to apply for FEMA hazard mitigation project grants.
 8. **Provided Regional Coordination and Carried Out Statutory Responsibilities:**

- a. Reviewed and commented on zoning and subdivision proposals along town lines, municipal plans of conservation and development, and municipal development project plans to identify any inter-municipal concerns, and the proposals' relationship to regional plans and policies. Updated forms and procedures to incorporate the eight new Capitol Region municipalities.
 - b. Reviewed and commented on municipal applications for state funds, as may be required by State Statutes or administrative requirements. These included applications for DEEP Open Space and Watershed Land Acquisition Grants, and OPM Transit-Oriented Development Planning Grants.
9. **Committee Support** - Provided staff assistance to the CRCOG Regional Planning Commission, the CRCOG Bike and Pedestrian Committee, the Sustainable Knowledge Corridor Consortium, and the NHHS Rail and CT**fastrak** Advisory Committee.

Table 8: Regional Planning Performance

State Statutory and SGIA Responsibilities:	2013-14	2014-15*
Number of CRCOG reviews conducted	136	91
Number of regional plan updates	1	2
Number of funding application reviews for projects implementing regional goals and policies	21	13

Special Projects which Forward CRCOG Goals:	2013-14	2014-15*
CRCOG Web-Based GIS		
Number of GIS data sets updated to support regional and municipal planning activities	12	12
Municipalities added to CRCOG GIS data sets	0	8
Number of hits on CRCOG Web-Based GIS	20,407	14,620
Brownfields		
EPA brownfields assessment funds expended	N/A	0**
EPA brownfields remediation funds expended	N/A	0**
Capitol Region Natural Hazard Mitigation Plan		
Capitol Region Natural Hazard Mitigation Plan Updates—FEMA Approved	0	1
Number of municipalities adopting Capitol Region Natural Haz. Mit. Plan	0	29
Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities		
Reports Published	13	7
Training workshops conducted by CRCOG, or in which CRCOG staff participated as panel members	15	10
Number of users who like CRCOG Sustainable Capitol Region on Facebook	145	145
Number of users who follow CRCOG Sustainable Capitol Region on Twitter	251	289
Number of users on Green Clearinghouse Website	588	311
Number of views of CRCOG Sustainable Communities Videos	800	449
Number of visits on Sustainable Knowledge Corridor website	52,824	47,059
Building Program Capacity		
New grants applied for that support CRCOG mission	3	3
New grants awarded that support CRCOG mission	3	1

Notes:

*Data for July 1, 2014 through April 10, 2015.

**MetroHartford Brownfields Program is being re-established after receipt of three new grants. Anticipate program start in April 2015.

3.3.4. 2015-2016 OBJECTIVES

- Work with Pioneer Valley Planning Commission, the New England's Knowledge Corridor Partnership Steering Committee, and other public and private partners to begin implementation of the Sustainable Knowledge Corridor Action Plan, ***One Region, One Future: A Plan for a Connected-Competitive-Vibrant-Green Knowledge Corridor***. Convene the Sustainable Knowledge Corridor Consortium twice this year to report on progress, and discuss any changes required to the Action Agenda.
- Support the **creation of more transportation choices** in coordination with the Administration and Transportation Departments through:
 - Engaging towns in discussion of TOD opportunities linked to the CT***fastrak*** and the Hartford/New Haven Line CT***rail*** investments, review of the progress of these projects, and discussion of issues of common concern through convening the NHHS Rail and CT***fastrak*** Corridor Advisory Committee (CAC). Policy and Planning staff supported the Executive Director in planning for and conducting CAC meetings, establishing a CAC website, and adding resource materials to the website as appropriate.
 - Helping the transit and rail corridors become “Corridors of Opportunity” that better link jobs, housing, and neighborhood revitalization, if funding is received from two grant applications filed in FY 2014-2015.
 - Providing Policy and Planning input on major transportation studies that have implications for regional land use and sustainability planning including: NextGenCT Pathways to UConn, Capitol Region Transit System Analysis, I-84 Viaduct Project, and others special studies as appropriate.
 - Helping to implement the CROG Pedestrian/Bicycle Plan through ongoing data collection, evaluation of the on-road bicycle network to identify deficiencies, providing municipalities with technical assistance on how to create complete streets and become bicycle friendly communities, providing assistance on completion of the trail network, and conducting programs that promote active transportation (biking and walking) through education, encouragement and enforcement.
- Work to implement the ***Sustainable Capitol Region Initiative***. The following activities are planned for FY 2015-2016:
 - Continue enhancement of web resources to support local and regional planning and actions to create a Sustainable Capitol Region, including expanding, maintaining, and marketing the “Green Clearinghouse” of best municipal practices to support sustainability.
 - Continue public education and marketing for sustainable communities, so that we may more effectively reach beyond our municipal officials to the public at large. This work will include participation in public meetings on this topic, and use of social media.
 - Continue work to better integrate transportation, community development, municipal services, and public safety activities within CROG that are related to building and maintaining livable and sustainable communities.
 - Provide planning and implementation assistance in support of transit oriented development; expansion of housing opportunities; increased job and business opportunities; creation of bike and pedestrian friendly communities; green building and infrastructure; neighborhood planning and place-making; preservation of working farms and key environmental resources; and other topics consistent with the principles of livable and sustainable communities.
 - Assist in implementing municipal land use regulation changes that support sustainable design and development, and expand housing opportunities. This includes meeting with municipal planning and zoning commissions on implementation of model sustainable land use regulations.

- Provide staff support to the CRCOG Foundation, including assistance in implementing the group's 2015-2016 priorities.
- Carry out recommendations of the updated ***Plan of Conservation and Development for the Capitol Region*** through working with municipalities to expand affordable housing opportunities, natural resource preservation, and creating and maintaining livable communities. This work will occur at the staff level, and through the activities of the CRCOG Regional Planning Commission, the CRCOG Bicycle and Pedestrian Committee, and the Sustainable Knowledge Corridor Consortium.
- In cooperation with Journey Home, Inc., the City of Hartford, and the CRCOG Policy Board work to identify new opportunities for regional collaboration on addressing and eliminating homelessness in the Capitol Region.
- Support implementation of the ***Capitol Region Natural Hazards Mitigation Plan Update, 2014-2019***. Initiate work on regional mitigation activities including encouraging municipal participation in the National Flood Insurance Program's Community Rating System; facilitating improved communications regarding dams; assisting municipalities in developing and maintaining lists of functional/special needs populations; encouraging and promoting use of low-impact development and green infrastructure techniques; updating local and regional databases to support mitigation planning; undertaking additional training on HAZUS-MH software; tracking progress on implementation of mitigation activities; and supporting municipal efforts to pursue funding to implement local mitigation efforts.
- Work to integrate planning efforts, demographic data and mapping updates related to the expansion of the Capitol Region to incorporate eight additional municipalities.
- Continue statutory reviews of local zoning amendments and subdivisions with potential for regional or intertown impact, and plans of conservation and development.
- Continue work with other regional planning agencies in the Connecticut River Valley to improve the environment, water quality, recreation and public access on the Connecticut River.
- Improve the potential for redevelopment of contaminated properties through inventories, environmental site assessments, remedial action planning, and site remediation conducted under the **MetroHartford Brownfields Program**.

3.4. TRANSPORTATION

3.4.1. INTRODUCTION

Mission: to work to achieve a balanced regional transportation system inclusive of roads, transit, bicycle and pedestrian options; to support the development of more livable communities; to help sustain the City of Hartford as the core of a strong region; and to assist our member towns in reaching their local transportation goals.

From a global strategic perspective, Transportation supports the areas of Transportation & Planning Technical Support, Regional Transit and Livable Communities and a Strong Capital Region.



CRCOG's Transportation Department is responsible for defining the region's long-term vision for transportation, developing a strategic plan to achieve that vision, and programming projects that implement the plan. As a federally designated metropolitan planning organization (MPO), we provide local elected officials with a voice in the decision-making process regarding how federal transportation funds are invested.

CRCOG reorganized in FY11 to better integrate land use and transportation planning. For many projects there is a lead in one of the departments, but both departments work together in cooperation to achieve integrated planning goals.

Committees

- Transportation Committee
- Cost Review and Schedule Committee / STP-Urban & LOTCIP Committee
- Bicycle and Pedestrian Committee
- Jobs Access Taskforce
- Traffic Incident Management Committee (Regional Emergency Support Function-1)

Program Areas

- Transportation planning and policy development
- Transit planning
- Bicycle and pedestrian planning and promotion
- Freight planning
- Project financing and programming
- System management and operations planning, including congestion management, safety management, incident management and emergency management
- Regional travel forecast model
- Technical assistance to towns (traffic counts, GIS, project financing, etc.)
- Public participation, Title VI and Environmental Justice
- Influencing state transportation policy (includes serving on statewide committees)

3.4.2. GOALS FOR TRANSPORTATION

- Support the Policy Board and Transportation Committee in developing appropriate transportation plans, policies, programs, and projects to achieve a balanced, safe, and efficient regional transportation system.
- Assure a regional voice in the development of state transportation policies, plans, and programs.

- Fulfill all federal MPO planning requirements to assure a sound decision-making process regarding how federal transportation funds are invested. (Required to maintain the region's eligibility for federal funds.)
- Make sound decisions regarding how transportation funds are programmed, to maximize the level of funding the region receives, and to make effective use of those funds.
- Provide technical assistance to member communities.

3.4.3. 2014-2015 ACCOMPLISHMENTS AND PERFORMANCE

1. Adopted a new Federal Fiscal Year (FFY) 2015-2018 Transportation Improvement Program (TIP) for the CROG region.
2. Until it was superseded by the new TIP, maintained the Federal Fiscal Year (FFY) 2012-2015 TIP, including CROG approvals of TIP actions and amendments for all projects utilizing federal transportation funds. Within the region, during FFY2014 there were obligations of approximately \$434 million (\$327 million Federal share).
3. Completed a minor interim update of the CROG Long Range Transportation Plan.
4. Obligated approximately \$10.3 million in federal STP Urban funds in Federal Fiscal Year (FFY) 2014 to start design, right-of-way, or construction of previously approved municipally initiated transportation projects.
5. Working with CTDOT, completed the ITS Strategic Plan and Regional Architecture update.
6. Technical Assistance – Provided technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate with CTDOT on design issues.
7. LOTCIP Program Initiation and Management – Worked with CTDOT and CROG municipalities to help interpret and refine new LOTCIP program guidelines. Assisted with the transfer of projects from the STP-Urban program into the new LOTCIP program and managed on-call consultants to assist CROG and its municipalities with project reviews and delivery. Programmed approximately \$12.8 million in LOTCIP funding (measured in total approved “commitment to fund” figures 3/31/14 to 3/31/15).
8. Continued working with Hartford Urbanized area municipalities that are anticipated to join CROG's Metropolitan Planning Organization under the consolidation efforts.
9. Selected and contracted with a consultant, and worked towards advancing the **NextGenCT Pathways to UConn Study - Coordinated ~ Sustainable ~ Intermodal Planning Study** to be managed through CROG.
10. Selected and contracted with a consultant, and worked towards advancing the **Transportation Safety and Improvements Study: Farmington and Hartford** to be managed through CROG.
11. Solicited for, selected, submitted to CTDOT, and received funding approval for a **Route 5 Corridor Study in East Windsor** and the **Silver Lane Corridor Study in East Hartford**.
12. Web GIS and Parcel Update - Worked with consultant to upgrade the regional Web GIS platform to state of the art technology and to update regional parcel data to recommended state standard, utilizing Regional Performance Initiative grant. Launched new Regional Web GIS site and added several additional map themes. Distributed updated parcel data to member municipalities.
13. Prepared and submitted Regional Performance Initiative Program application for funding of a **statewide** flyover to acquire orthophotography and elevation data.
14. Sustainable Capitol Region Initiative – Assisted the Policy and Planning Department as a transportation resource for the execution of the proposed program.
15. Safe Routes to Schools – Continued to act as a resource for information about Safe Routes to Schools.

16. Jobs Access – Provided over 4,100 passenger trips per day in FY2014 through the Access to Jobs Transportation program managed by CRCOG.
17. Staff notified and sent applications to all member towns soliciting applications for the Congestion Mitigation and Air Quality (CMAQ) program. Three applications were forwarded to CTDOT for statewide competition.
18. Staff notified and sent applications to all member towns soliciting applications for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program).
19. Started work on a Comprehensive Transit System Analysis within the Greater Hartford area as well as the development of a Transit Data Repository.
20. Continued work on an on-call Transit Oriented Development evaluation for **CTfastrak** municipalities.
21. Began CRCOG project management role in the West Hartford Road Diet Study.
22. I-84 Viaduct Study – Worked in partnership with CTDOT, the City of Hartford and other stakeholders to advance the design concepts for the reconstruction of the existing viaduct and value pricing study.
23. **CTfastrak** - Continued to assist CTDOT and affected communities to advance this project. Milestone – **CTfastrak** opened for service on March 28, 2015.
24. The Hartford Line Rail Project - CRCOG worked with stakeholders to coordinate with municipalities and advance the project. A complementary alternatives analysis project was also initiated, looking at replacement / rehabilitation options for the Hartford rail viaduct.
25. Bus Shelter Program – Continued to work with CT TRANSIT and the Greater Hartford Transit District (GHTD) to implement a regional transit bus shelter program with seven CRCOG towns. Phase 1 town bus shelters are expected to be installed in the Spring of 2015.
26. Hartford Transit Research Project – Continued working with FTA and the City of Hartford on the administration of the Greater Hartford Integrated Mass Transit Planning Study earmark.
27. Provided staff support to the Region’s Traffic Incident Management Coalition.
28. Continued to work with CTDOT to bring FHWA’s Traffic Incident Management “Train the Trainer” program to CT, wherein more than 50 first responders were trained to provide classes in traffic incident management best practices. The first “best practices” class in the Hartford area was held in December 2014 reaching more than 70 first responders.
29. Initiated the process of hiring a consultant to update the CRCOG Public Participation Plan and its entire Title VI Program.
30. Updated the Regional Pedestrian and Bicycle Plan via addendum.
31. Continued updating transit routes and related attributes in the travel forecast model.
32. Renewed CRCOG regional freight planning efforts resulting in an existing conditions deliverable. Initiated coordination between CRCOG and state planning efforts to define roles moving forward and minimize redundancy.

Table 9: Transportation Program Performance

Note: some projects and programs are reported on federal fiscal year (FFY) as noted because those programs and projects are tracked by the State on that basis. Other programs and projects tracked on State fiscal year (FY) to correspond to the CROG budget year.

Program	FFY13	FFY14	FFY15*
STP Urban & LOTCIP Programs			
Total <u>federal</u> funds obligated towards municipally initiated projects	\$6,044,300	\$7,040,799	\$320,000
Total <u>state</u> funds committed	-	\$1,966,000	\$14,867,640
Number of projects or phases obligated	16	11	13
(CMAQ, LRAR, Enhancements, other)			
Total <u>federal</u> funds obligated	\$4,043,000	\$1,430,000	\$3,385,000
Number of projects	6	4	5
TIP Amendments:			
Number of amendments approved	137	64	18
		Adoption of new TIP (FFY2015) reduced need for amendments in FFY2015	
Jobs Access Transportation Program			
Total federal and state funds expended	2,339,920	2,325,269	1,027,586
Number of passenger trips served	673,249	664,957	272,665

* FFY2015 Estimate (may be partial year in some instances).

Transportation Program Performance:	% Complete
Special Studies Currently Managed	as of 3/31/15
Transit Oriented Development On-Call Planning	55%
ITS Strategic Plan and Regional Architecture	100%
Hartford FTA Research Earmark	75%
Comprehensive Transit Service Analysis Study	30%
West Hartford Road Diet Study	Initiating
NextGenCT Pathways to UConn Study - Coordinated ~ Sustainable ~ Intermodal Study	Initiating
Transportation Safety and Improvements Study: Farmington and Hartford	Initiating

Transportation Program Performance:

Regional Representation on State Task Forces, Committees, and Programs

- State Transportation Innovation Council
- State Highway Safety Committee
- Interstate 84 Public Advisory Committee (PAC)
- Congestion Pricing Study
- CAA Statewide Airport System Plan Steering Committee
- Bradley Connections Feasibility Study Steering Committee
- Interstate 91 Viaduct Study Working Group Member (Springfield)
- Central CT Rail Study Steering Committee
- State GIS Coordinating Committee
- CT GIS User Network Steering Committee
- Technology Transfer Center Advisory Committee
- Intelligent Transportation Society of Connecticut
- Institute of Traffic Engineers, Connecticut Chapter

Federal MPO Requirements:

Fulfill federal planning requirements to assure a sound decision-making process and to maintain the region's eligibility for federal funds.

Document	Date Adopted
Regional Transportation Plan - RTP	May 2011
RTP Update	April 2015 anticipated
Unified Planning Work Program - UPWP	June 2015 anticipated
Transportation Improvement Program – TIP	November 2014
Public Participation Plan	February 2007
PPP Update	FY2016 anticipated
MPO Certification	March 2014

3.4.4. 2015-2016 OBJECTIVES

1. Work with CTDOT and the Connecticut MPOs to establish performance *measures* and, when completed, CRCOG will work with CTDOT to establish performance *targets* that meet the MAP-21 requirements. These performance *targets* will be coordinated with public transportation providers and other regional stakeholders.
2. Fully integrate with Hartford Urbanized area municipalities that are anticipated to join CRCOG under Metropolitan Planning Organization consolidation efforts.
3. Initiate a major update of the CRCOG Long Range Transportation Plan, coordinating with CTDOT and our federal partners. Integrate transportation planning efforts for municipalities new to the CRCOG MPO and the latest federal funding bill requirements.
4. Maintain the existing FFY2015-2018 TIP for the CRCOG region, including CRCOG approvals of TIP actions and amendments for all projects utilizing federal transportation funds. The FFY 2015 TIP includes estimated obligations of approximately \$458 million (\$317 million Federal share) within the region.
5. Program and obligate approximately \$15 million (assuming flat funding and new MPO boundaries) in annual state LOTCIP and federal STP-Urban funding for municipally initiated projects. Work with CTDOT and FHWA to streamline the project development process, evaluate innovative practices / applications and find solutions to reduce project delays.

6. Monitor legislation and bonding authorizing 2016 LOTCIP funding and complete a solicitation for municipal LOTCIP project proposals as necessary.
7. Solicit for and submit two transportation planning studies to CTDOT as part of their annual application process.
8. Work with municipalities, CTDOT and FHWA to advance STP-Alternatives and CMAQ projects within the Capitol Region.
9. Technical Assistance – Provide technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate transportation related design issues with CTDOT.
10. Sustainable Capitol Region Initiative – Coordinating with Policy Development and Planning, continue as a transportation resource for the implementation of the proposed program.
11. Congestion Management - Monitor regional traffic and congestion, building upon the previous system performance analysis.
12. Safe Routes to Schools – Continue to act as a resource for information about Safe Routes to Schools.
13. Jobs Access – Continue to manage the Jobs Access program and evaluate opportunities to enhance services to provide access to jobs for those who are seeking jobs but lack personal transportation.
14. Work with the City of Hartford, CTDOT, and other stakeholders to advance the Interstate 84 Viaduct Replacement and Value Pricing Studies.
15. CTfastrak – Continue to be a resource to CTDOT in refinements of the final service plan and analysis of data for the before and after study.
16. The Hartford Line Rail Project - Support CTDOT and affected communities to advance this project through design and construction. Work to understand funding options to advance the unfunded portions of the project, mostly funding for new stations and major infrastructure pieces (CT River Bridge and Hartford Rail Viaduct).
17. Continue to advance a Comprehensive Transit Service Analysis Study within the Greater Hartford area in partnership with CTDOT.
18. Regional Bus Shelter Program – Continue to work with CT Transit and GHTD with the goal of implementing Phase 1 bus shelter in four towns by the Spring of 2015.
19. Continue to keep the Travel Forecast Model current and begin exploring activity-based modeling.
20. Continue to work with municipalities on updating the GIS system in the Region.
21. Web GIS and Parcel Update – Collect updated municipal data layers for Web GIS site.
22. Upon approval of Regional Performance Initiative funding, select vendor and manage **statewide** flyover to acquire orthophotography and elevation data.
23. Continue to work with municipalities and emergency responders to improve traffic incident management within the Region.
24. Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
25. Administer the project to update CRCOG's Public Participation Plan, as well as its Title VI, Environmental Justice, and Limited English Proficiency policies.
26. LOTCIP Program Management – Continue to work with CTDOT and CRCOG municipalities to help streamline LOTCIP program guidelines. Maintain on-call consultant lists for municipalities and CRCOG to contract with. Contract with and effectively manage on-call consultants to assist CRCOG with LOTCIP and project submission reviews and program management.
27. Continue to advance **NextGenCT Pathways to UConn - Coordinated ~ Sustainable ~ Intermodal Planning Study.**

28. Continue to advance the **Transportation Safety and Improvements Study: Farmington and Hartford**.
29. Select and contract with consultants, and work toward the initiation of the **Route 5 Corridor Study in East Windsor** and the **Silver Lane Corridor Study in East Hartford**
30. Solicit for and submit competitively selected studies to CTDOT as part of their annual October solicitation.
31. Explore update of the Regional Transit Strategy
32. Continue drafting a formal documentation of the travel forecast model. CRCOG staff is currently working with CTDOT and their consultant for conducting a travel survey, which will be used to refine and calibrate the model. CRCOG staff is also working on preparing the model for potential CTfastrak East transit studies.
33. Continue to manage a Road Diet Study in the Town of West Hartford in coordination with CTDOT and municipal officials.
34. Continue CRCOG regional freight planning efforts in consultation with CTDOT state freight planning efforts and FHWA to minimize redundant efforts.

3.5. PUBLIC SAFETY AND HOMELAND SECURITY

3.5.1. INTRODUCTION

Mission: to access and coordinate federal, state, and local grant and financial opportunities to enhance the region's capabilities to protect the safety, security, and health of its citizens through the region's police, fire, public health, EMS and emergency planning organizations.

From a global strategic view, Public Safety and Homeland Security support the areas of Existing and New Shared Services and a Strong Capital Region.



CRCOG's Public Safety and Homeland Security Department coordinates and assists the efforts of 41 participating towns to plan for, access state and federal funding for, and develop and implement projects that will improve the region's safety and security. Major areas of responsibility include administration of the statewide CAPTAIN mobile data communication system and project management and oversight of federal grant funds in the following categories: State Homeland Security Grant Program (SHSGP), Metropolitan Medical Response System (MMRS), and Citizen Corps programs (CCP).

Committees:

- Public Safety Council
- CAPTAIN Technical Review Committee (both police and fire)
- Capitol Region Citizen Corps Council
- Urban Area Working Group
- Regional Emergency Planning Team
- Training and Exercise Planning Workgroup
- Regional Mobile Command Post Committee
- Capitol Region Emergency Planning Council:

R-ESF 1 **Transportation**

R-ESF 2 **Communications**

R-ESF 3 **Public Works & Engineering**

R-ESF 4 **Firefighting**

R-ESF 5 **Emergency Management**

R-ESF 6 **Mass Care**

R-ESF 7 **Resource Management**

R-ESF 8 **Public Health & Medical Services**

R-ESF 9 **Search and Rescue**

R-ESF 10 **HAZMAT**

R-ESF 11 **Animal Response**

R-ESF 13 **Public Safety and Security**

R-ESF 14 **Economic Recovery**

R-ESF 15 **External Affairs (Media)**

R-ESF 16 **Volunteer Management**

R-ESF 19 **Special Needs Management**

R-ESF 20 **Faith Based Organizations**

R-ESF 21 **Collegiate Services**

Program Areas:

- Public Safety Planning and Policy Development
- Homeland Security and Emergency Management Planning and Policy Development
- Technical Assistance to Towns
- Training and Exercise Coordination

- Project Financing and Programming
- Project Implementation and Management
- Influencing State Homeland Security Policy (includes serving on statewide committees/stakeholder groups)

3.5.2. GOALS FOR PUBLIC SAFETY AND HOMELAND SECURITY

- Support the Policy Board and Public Safety/Homeland Security committees in developing appropriate plans, policies, programs, and projects to achieve a safe, balanced, and efficient regional public safety and homeland security system.
- Assure a regional voice in the development of state public safety and homeland security policies, plans and programs.
- Administer and maintain the CAPTAIN mobile data communication system used by several thousand police and fire personnel across the entire State of Connecticut.
- Manage and administer federal homeland security funds, in compliance with State and Federal laws, on behalf of the 41 communities that make up the Capitol Region Emergency Planning Council and the State of Connecticut Division of Emergency Management and Homeland Security Region 3.
- Appropriately staff the Public Safety Council, Capitol Region Emergency Planning Council and its Emergency Support Functions, Capitol Region Chiefs of Police Association, Capitol Region Citizen Corps Council and CAPTAIN Technical committees.
- Provide technical assistance, training and exercise coordination services to member communities.
- Assure the development of public safety education programs within Connecticut by service on various boards and advisory commissions for high school and college programs specializing in public safety and homeland security.
- Continue to promote the means to create accountability tags for the communities through the Salamander identification system.

3.5.3. 2014-2015 ACCOMPLISHMENTS AND PERFORMANCE

Public Safety and Homeland Security – overall

1. CAPTAIN - Administered and maintained the CAPTAIN mobile data communication system, used by several thousand police officers within 57 departments across the state of Connecticut. Continued to work on product enhancements, software development and system roll out for fire and public works users.
2. Homeland Security Grant Funds - Managed and administered federal homeland security grant funds on behalf of the 41 communities who make up the Capitol Region Emergency Planning Council and the State of Connecticut Division of Emergency Management and Homeland Security Region 3. Over 114 projects have been initiated since CRCOG became involved in the FFY 2004 grant process.

Public Safety Council Initiatives

1. CAPTAIN – Continued to provide upgraded modems to all of CAPTAIN mobile data communications system users as needed. Hosted various CAPTAIN technical meetings and user sessions. The East Hartford Fire Department has taken the lead and piloted an enhancement to CAPTAIN Fire which creates a web version to be use on tablet computers.
2. CAPTAIN/ 408 Project – Continue work on the electronic citation system which was rolled out to police users last year and the recipient of a national award. Continue to work on the e-crash initiative which is currently in the field.

3. HEARTBEAT and CT-CHIEF - Continue work on the HEARTBEAT Computer Assisted Dispatch and CT-CHIEF Records Management System Development initiatives. Held several demonstrations with interested municipalities. There are several communities up and running on HEARTBEAT and the CT-CHIEF workgroup continues to meet every other week for product development and testing.
4. Regional Service Sharing Projects - Continued work on the Law Enforcement Data Sharing project. Received funding for a CAPTAIN 4G project and have begun holding user group development sessions. Applied for funding for a Regional Computer Forensics Laboratory.
5. Hosted several tours of the Capitol Region Computer Forensics Laboratory for Policy Board members and law enforcement representatives.
6. Attended a tour of the new CREC Public Safety Academy in Enfield. CRCOG's Director of Public Safety has been a member of the Advisory Board since its inception in 2006. The group is chaired by Senator Stephen Cassano.
7. CRCOG was a co-sponsor of the Emergency Preparedness and Disaster Recovery Workshop hosted by Central Connecticut Regional Planning Agency (CCRPA) and held at the Central Connecticut State University's Institute of Technology and Business Development.
8. CRCOG staff was asked to assign a member to the new Statewide Anti-Hoarding Task Force.
9. Moved the CAPTAIN server suite to the new Hartford Public Safety Complex.
10. Hosted a SWAT team/Bomb Squad Interoperability Workshop through the federal Office of Bombing Prevention which was attended by members of the nine regional SWAT teams, the Hartford Bomb Squad and state and federal partners.
11. Facilitated several After Action Conferences regarding significant weather events.
12. Once again assisted the Laurel Girls State program by organizing a judging panel for their final projects.
13. Committee memberships - Staff members serve on the governing boards of the Goodwin College Homeland Security Program, the Greater Hartford Public Safety Academy and the DEMHS Statewide Advisory Council.

Homeland Security Initiatives

1. FFY 2010 SHSGP, MMRS, HAZMAT, Bomb Squad and UASI – Completed project work and closed out these FFY 10 grants.
2. FFY 2011 SHSGP – Completed project work and closed out the grant.
3. FFY 2012 SHSGP – Received grant award, initiated and completed projects, and closed out the grant.
4. FFY 2013-Received grant award and have begun work on the various projects including training and exercises and equipment sustainment and maintenance.
5. FFY 2014- Received grant award and will begin project work this year.
6. CRCOG completed the initial process to have the Capitol Region Emergency Planning Council be accredited through the Emergency Management Accreditation program.
7. Resource Typing Initiative – Completed DEMHS requirements for collection and submission of resource data.
8. Reverse 911 -Now working with the State of Connecticut vendor Everbridge technology.
9. Regional Exercises - Supported regional exercises and coordinated training classes. Continuing a Weapons of Mass Destruction exercise series for the region. Designed a full scale exercise for Newington which focused on a mass casualty incident with HAZMAT and active shooter components. Attended both tabletop and full scale exercises hosted by CTDOT in regard to CT**fastrak**.

10. CAPTAIN Fire Mobile - Rolled out CAPTAIN FIRE mobile data communications system to numerous towns and continue to work on system development and upgrades, including a web-based interface.
11. HAZMAT – Continued meeting with the Regional HAZMAT team and developed spending plans for sustainment. Purchased equipment and initiated training programs.
12. Continued to develop a Citizen Preparedness website for the region which is linked to all 41 communities. Maintained a Facebook page and Twitter feed for citizen preparedness. Developed an Ambassador program made up of CERT members to promote the site and message.
13. Continued to staff a Citizen Preparedness Coalition made up of members of both the private and public sector.
14. ESF-11 (Animal Response) - Focused on retaining and recruiting volunteers.
15. Functional Needs Training Program – Continue to train first responders for emergency responses dealing with citizens with functional needs. Recently trained the entire Hartford Fire Department.
16. Continued training and education sessions for the mutual aid plan for all long term care facilities.
17. Activated the Regional Coordination Center during significant weather events. Assisted the communities in numerous ways and conducted several After Action Review meetings.
18. Purchased various equipment for regional SWAT and Dive teams, the Regional Incident Dispatch Team, Incident Management Team, the four regional mobile command posts and the Hartford Bomb Squad. In addition purchased new personal protective equipment for police and fire department members.
19. Committee memberships - Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.
20. Developed training material for Regional Emergency Support Plan socialization for municipal CEOs and EMDs.
21. Completed a review and revision of the Capitol Region Emergency Planning Council By-laws.
22. Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.
23. Participated in the DEMHS Best Practices Forum and Emergency Management Symposium.
24. Participated in the statewide Emergency Medical Services Conference held in Avon and staffed a Get Ready Capitol Region booth.
25. CRCOG staff were involved on the planning committee for the CT State Emergency Planning and Preparedness Initiative full scale exercise and will continue in the next year.
26. Continue to offer Incident Command System (ICS) 300 and 400 classes to all police, fire and emergency management personnel in the region according to national guidelines.
27. CRCOG staff facilitated a Strengths, Weaknesses, Opportunities, Threats (SWOT) session for the Capitol Region Incident Dispatch Team.
28. ESF-8 Health and Medical Services initiated a partial activation of the Regional Emergency Support plan in regard to Ebola planning and response.

Regional Emergency Support Plan (RESP) Plan Enhancements

1. RESP Plan – Continue to update plan to integrate MMRS original deliverables as appendices to RESF-8 Public Health and Medical Services RESP Annex. Revise where need be to meet accreditation standards for the Emergency Management Accreditation Program (EMAP)
2. Serve as subject matter expert for implementation and application of Regional Planning and Resilience matters.
3. Continue to work with Statewide planning group conducting FEMA mandated Threat and Hazard Identification and Risk Assessment process for CT.

4. Planning and “SIM Cell” participation at the 2014 Statewide Emergency Program Planning Initiative Functional Exercise.
5. Added the updated Regional Natural Hazard Mitigation Plan as an annex.

Capitol Region Metropolitan Medical Response System (CRMMRS)

1. CRMMRS - maintained and enhanced current capabilities for regional public health and medical response in compliance with state and federal directives. Revised RESF-8 Strategic Plan for 2013-2014; continue to implement and review as appropriate.
2. Continued to review and update original MMRS deliverables / emergency preparedness planning.
3. Maintained / updated pharmaceutical countermeasures for first responders/critical staff in Capitol Region.
4. As part of the MMRS National Leadership Group conducted meetings with US DHS Grants Program Directorate 2014, and the Emergency Services Coalition for Medical Preparedness.
5. Facilitated sessions for building healthcare coalitions for emergency preparedness at the National Healthcare Coalition Conference, December 2014.
6. Participated in Long Term Care Mutual Aid Plan training and exercises for 2014.
7. Worked with the Regional ESF-8 for statewide CT-DPH exercise 2014.
8. Work with Regional ESF-8 stakeholders regarding the implementation of the CDC Medical Counter Measures Operational Readiness Review Tool (ORR Tool).
9. Work with Active Shooter Regional Steering Committee on integrating EMS into law enforcement responses for Active Shooter incidents.
10. Work on planning team for forum at the National Homeland Security Conference -2015 with the federal Inter-agency Workgroup for the National Preparedness Goal to align response capabilities.
11. Served as subject matter expert to various federal agencies and to Congress on MMRS matters – facilitated Medical Preparedness forum for Chemical Responses and Medical Counter Measures.
12. Represented MMRS and Healthcare Coalition groups at the National Stakeholders meeting for “Power for Patients” (power restoration and generation for critical health care facilities and electricity dependent individuals).
13. Participated as planning team member for the National Healthcare Coalition Resource Conference held in December of 2014.
14. Represented MMRS and Healthcare Coalition groups at White House meeting for Innovations to Disaster Response and Recovery 2014.
15. Lead Planner responsibilities for multifaceted Full Scale Exercise to include Active Shooter, Motor Vehicle MCI, and hazardous materials response: Newington SAVERS - 2014

Capitol Region Medical Reserve Corps (CR-MRC)

1. Awarded grant funding through the National Association of City and County Health Officials (NACCHO) and the CT Department of Public Health for MRC capacity building and sustainment activities.
2. Involved with the Connecticut Citizen Corps program to provide statewide MRC Table Top Exercise, and collaboration at the annual Citizen Corps Conference, October 2014
3. Continued collaboration with Region 4 and the Uncas Health District MRC to enhance MRC training opportunities.
4. Followed-up referrals from CRCOG citizen preparedness website, Get Ready campaign. Additionally have developed a hard copy and on-line Orientation Program.
5. Conducted monthly training sessions through monthly CR-MRC meetings in accordance with the Regional Training and Exercise Work plan.

6. Upgraded the CR-MRC notification system.
7. Developing CR-MRC consumable medical inventory system.

Capitol Region Citizen Corps Council

1. Expansion - Continued to expand our Council and added CERT teams within our communities.
2. Hosting - Hosted joint refresher training sessions for all teams.
3. Missions - Expanded the missions of current teams.
4. Statewide Citizen Corps Council - Provide staff support and assistance on the Annual Conference.

Table 10: Public Safety and Homeland Security Performance

<i>Provide responsible management of all homeland security projects</i>		
	Calendar 2013	Calendar 2014
Federal/state grants spent (planning, equipment, training & exercises)	2,377,066	2,726,093
Homeland security reimbursement requests and reports completed in a timely manner (%)	100 %	100 %
CERT training courses administered	10	10
# of ICS 300 and 400 classes held/# of individuals trained	6/57	2/24
Homeland security exercises conducted including full scale, tabletop and drills	3	4
Reimbursed training hours to local first responders (hours)	818	60
Regional Coordination Center activations	2	7
National deployments, Incident Management Team/ individuals deployed	0	2-in-state deployments
<i>Provide responsible management for the CAPTAIN mobile data communication system</i>		
	2013	2014
Communities /agencies participating in the police and/or fire system	72	58

3.5.4. 2015-2016 OBJECTIVES

1. Complete work on the FFY 2013 Homeland Security, MMRS, and HAZMAT projects.
2. Commence work on the FY 2014 Homeland Security, MMRS, and HAZMAT projects.
3. Continue to enhance CAPTAIN (CRCOG's mobile data communication system for police and fire users).
4. Continue work on the CAPTAIN Electronic Citation and eCrash Projects.
5. Continue to act as the fiduciary agent for the HEARTBEAT Computer Assisted Dispatch and CT-CHIEF Records Management Projects.
6. Continue to enhance the Regional Emergency Support Plan and work with the State Department of Emergency Management and Homeland Security to standardize across all regions.
7. Continue work on the public safety centered service sharing projects.
8. Continue to hold training sessions and conduct exercises.
9. Comply with all Federal, State and grant reporting requirements.
10. Provide Executive Director, other departments and all CRCOG committees with accurate and timely data.

3.6. MUNICIPAL SERVICES

3.6.1. INTRODUCTION

Mission: to support the operation of effective and efficient municipal governments through saving tax dollars and enhancing operating efficiencies.

From a global strategic view, Municipal Services supports the strategic areas of Existing and New Shared Services and Diverse Funding Sources.



CRCOG's Municipal Services Department is divided into three programmatic areas: Municipal Services/Service Sharing, Capitol Region Purchasing Council and the IT Services Cooperative. The CRCOG Municipal Services Committee oversees the work of all three areas and sets and reviews strategic goals.

The **Municipal Service/Service Sharing** program's major areas of responsibility include administering the OPM Service Sharing Grants, supporting and coordinating the efforts of the Central Connecticut Solid Waste Authority and serving as a research and analysis resource for towns to explore service sharing opportunities. This area also supports the development of the new Capital Region Service Bureau.

The **Capitol Region Purchasing Council's** major areas of responsibility include Annual/Biennial cooperative bids, the CRCOG Natural Gas Consortium, the CRCOG Electricity Consortium, Indefinite Quantity Construction Program, and our e-Procurement software. The Purchasing Council Executive Committee hosts an Annual Meeting of the groups' membership (now over 100 local governments and agencies). Staff also continuously review the programming offered through the Council and explore new areas of service.

The **CRCOG IT Services Cooperative** pursues regional software and other IT solutions for municipalities looking to save tax dollars and enhance operating efficiencies. This group has successfully supported the establishment of a commonsense, affordable fiber network for municipalities, which will enable the next generation of service sharing to gain local operating efficiencies. All municipalities in Connecticut now have the opportunity to be connected to and receive funding for the connection to the Nutmeg Network. More service sharing opportunities are now possible as a result of this network connectivity.

In addition, CRCOG is growing the services offered to municipalities by establishing an IT Services Cooperative that will provide regional solutions to common IT needs as well as individual town solutions through a strategic partner IT Services firm. A five-year contract with an IT Services strategic partner is now in place (Connecticut Center for Advanced Technology) and early focus is on providing technical support to municipalities connecting to the Nutmeg Network as well as implementing five Nutmeg Network demonstration projects (Hosting Services, Voice Over Internet Protocol telephones, Streaming Video, Electronic Document Management and a Human Resources Portal) to showcase the value of on network municipal uses. Also new in 2014 is a cooperative contract for fiber infrastructure services (build out of network connections) that has been established with SERTEX. That contract is a unique resource for towns who prefer to own their fiber networks (vs. the lease only option available through state contract).

Other IT services already underway include the Regional Online Permitting System, which is now fully live with 23 municipalities and open to any interested Connecticut town or city. The IT Services Cooperative will continue to take on areas of information technology service delivery recommended by the other Municipal Services program areas or other CRCOG departments.

We open all of these programs to towns outside of CRCOG's borders, supplementing municipal dues and other grant monies with fee-for-service income which helps us accomplish our mission.

Committees:

- Municipal Services Committee
- Capitol Region Purchasing Council

Program Areas:

- Annual/Biennial Cooperative Bids
- e-Procurement System
- Natural Gas Consortium
- Electricity Consortium
- EZ Indefinite Quantity Construction
- CT Regional e-Government Initiative
- Regional Online Permitting System
- Municipal Service Sharing
- OPM Regional Service Sharing Grants
- Solid Waste Research and Coordination
- **NEW in FY 2015:** Fiber Infrastructure (SERTEX)
- **NEW in FY 2015:** General IT Services (CCAT)
- **NEW in FY 2015:** CRCOG Data Center (to house cooperative licenses and provide hosting services)

3.6.2. GOALS FOR MUNICIPAL SERVICES

Research, analyze and implement programs that help municipalities work together in a more efficient, cost-effective manner.

3.6.3. 2014-2015 ACCOMPLISHMENTS AND PERFORMANCE

Municipal Services

1. Worked with the CRCOG Municipal Services Committee to address issues and implement initiatives that help enhance local government efficiency, effectiveness and intergovernmental cooperation.
2. Actively participated in the legislature's MORE Commission to promote the ideas of service sharing and local government efficiency. Gathered information and drafted legislative proposals that furthered the concept of service sharing among Connecticut municipalities, including fully leveraging connections to the Nutmeg Network by local governments.
3. Actively engaged in CRCOG strategic planning, stakeholder outreach and other efforts to further develop the Capital Region Service Bureau that makes available various CRCOG services to towns on a fee basis.
4. **Regional Performance Incentive Grants**
 - Continued work on Law Enforcement Data Sharing, Regional GIS and CAPTAIN 4G projects.

- Applied for \$795,000 in 2014 for 5 projects: Regional Computer Forensics Lab, a Transit Oriented Development Study for CTfastrak, a four-town economic development project, and a Regional Service Management system.
 - CT OPM has asked CRCOG to coordinate with other COGs on a statewide GIS Orthoflight and apply for RPIP funding as the municipal contribution. The total cost of the flight and data is: \$2,175,125. The goals of the project are:
 - Obtain funding for the geographic data products and services covering the State of Connecticut including a ¼ mile buffer:
 - Aerial Orthoimagery – 3 inch pixel resolution, 4 band (Red, Green, Blue and Near Infrared)
 - Elevation Data – LIDAR, Contours and related products
 - 3rd Party Quality Control and Quality Assurance
 - Hosting and Storage – Download and online map service
 - Funding has been verbally committed by DESPP and CTDOT to contribute to the project. Most of the COGs have agreed to support the project.
5. **Solid Waste Management**
- Managed Authority operations and developed service area priorities with members.
 - Represent the Authority at the DEEP and participate in groups convened around materials management issues.
 - Three towns went to bid and will be establishing contracts through CCSWA for solid waste disposal services. Their contract expires June 30, 2015.
 - Continued to assist towns with activities related to Solid Waste through the Central CT Solid Waste Authority contracts with CRRRA and Murphy Road Recycling.
 - Conducted an RFP for technical assistance to support the Authority.
 - The CCSWA established a Textiles Recycling contract with Bay State Textiles which is available to any interested municipality.
6. **Human Resources Initiative**
- Funding available through the state for a Human Resources Portal (part of the Nutmeg Network demonstration projects) will be leveraged for operationalizing identified human resources needs in municipalities.
7. Worked in partnership with the South Central Regional Council of Governments to develop additional potential cooperative services and contracts.
8. Conducted periodic surveys and research projects on behalf of member municipalities to help increase the efficiency and effectiveness of local government operations.
9. Upgraded and enhanced CRCOG's GIS, including incorporating 8 additional towns into the regional GIS. This regional system provides GIS capacity to municipalities currently lacking their own systems, and over time, provides added value to communities with established GIS systems.

CRCOG IT Services Cooperative

1. Worked with the Connecticut Center for Advanced Technology (CCAT), the CT Council of Small Towns and the Connecticut Conference of Municipalities to establish Information Technology (IT) services for municipalities on the Nutmeg Network.
2. Established the first ever CRCOG Data Center with the expertise of CRCOG's IT Strategic Partner, CCAT. CT OPM provided \$282,400 to CRCOG to establish a "home" for the first three Nutmeg Network Demonstration Project services once they are implemented. In addition, the CRCOG Data Center will be able to house future IT cooperative software licenses and IT services.
3. **MORE Nutmeg Network Demonstration Projects**

- CRCOG was listed as a recipient of \$1.3 million in grants for five demonstration projects to show value in the broadband fiber Nutmeg Network in the 2014 budget implementer bill. The projects were supported by the work of the Municipal Opportunities for Regional Efficiencies (MORE) Commission. Funding was released in December 2014. CRCOG is actively working to implement these projects in partnership with the Connecticut Center for Advanced Technology (CCAT).
 - Electronic Document Management (\$603,500)
 - Human Resources Portal (\$405,750)
 - Streaming Video (\$101,000)
 - VOIP (\$95,200)
 - Hosting Services (\$105,748)
 - CRCOG received \$282,400 from CT OPM in October 2014 to purchase equipment to establish a data center to house the first three Nutmeg Network Demonstration Projects.
4. **Broadband**
- Continued support of CEN and OPM to promote connections to the Nutmeg Network. Continued to participate in numerous briefings throughout the state describing the benefits of the network to local government and encouraging towns to sign up for connection grants from OPM. By the end of 2014, all 38 towns in the CRCOG region were either connected to the Nutmeg Network or in the grant/planning phase to connect.
 - Continue to provide input and participate in meetings for the CT Office of Consumer Counsel's Gig Cities initiative.
 - Attended numerous events on the topic of broadband and municipal use.
5. Continued marketing of ViewPermit online permitting system. Conducted various trainings to refresh skills on using the system. Participation in this program grew to 24 municipal members in FY2014.

Capitol Region Purchasing Council

1. Continued to provide programmatic support to Cooperative Purchasing activities, focusing on continuous improvement of long-standing offerings.
2. **Purchasing Council Annual Meeting**
 - The Capitol Region Purchasing Council held its Annual Meeting on October 30, 2014 at the Glastonbury Community Center.
 - The keynote speaker was Sandy Barrachina, Field Supervisor with the Wage and Workplace Standards Division to talk about Prevailing Wage laws in Connecticut.
 - The Annual/Biennial bid schedule underwent its annual review by the membership.
 - In addition, it was determined that the Purchasing Council would attempt to assist communities with any cooperative purchasing needs when the final MS4 permits from DEEP are released in early 2015.
3. **CRPC Bids** - Administered the Capitol Region Purchasing Council (CRPC) Cooperative Purchasing Program. Annual volume-based savings generated by the Cooperative Purchasing Program were estimated at \$1.6 million for FY 2014-2015. CRPC membership is now over 100 public entities (municipalities, boards of education and other public entities).
4. **CRCOG Energy Programs**
 - A contract was signed with World Energy in February 2015 for Electricity and Natural Gas procurement services as well as a potential transportation fuels pilot and other energy services for municipalities on an hourly basis.
 - **Natural Gas Consortium** – This program will continue its hiatus due to NYMEX market conditions. Market pricing is still much higher over the next three year contract term versus

what is available from the utilities. This program has typically managed over 5 million ccfs of natural gas worth over \$3.5 million.

- **CRCOG Electricity Consortium** – This program was rebid in FY2014 with savings of over \$450,000 for 15 participating members. This program manages over 40 million kWh of electricity worth over \$3 million.

5. **ezIQ (EZ Indefinite Quantity Construction)**

- This program has picked up pace after a concerted continuous improvement effort by staff. Efforts of staff have included attending local briefings of elected officials, close monitoring of key new projects, website and informational materials improvements, and direct involvement in marketing campaigns developed by the program consultant, The Gordian Group.
- CRCOG and The Gordian Group executed a five year extension in FY2015, commencing on January 1, 2015.
- CRCOG and Gordian staff conducted a competitive bidding process to secure four regional contractors to service the program beginning January 1, 2015 through December 31, 2016.
- Held a very successful 3rd Annual ezIQ® Users Group Meeting on Tuesday, October 7th at North Haven Town Hall. The program featured: a celebration of the top ezQIC users; a roundtable discussion centered on user experiences and ways to improve the program in 2015 and beyond; an update on the next contractor bidding cycle; and a bus tour of several North Haven ezIQ projects, including the town's award-winning public works garage and in-progress firehouse renovations.
- As of March 10th, thirty-two (32) towns have issued purchase orders totaling over \$14 million under the program.

6. **e-Procurement** – Continued use of this system for the annual/biennial bids of CRPC. Promoted the use of the system by individual towns, including a demo to the members of SCRCOG. CRCOG continued its partnership with CT Department of Administrative Services as a piggybacking partner this contract cycle. The vendor contract with Bid Sync for this tool was extended for two years to March 31, 2016.

Table 11: Municipal Services and Purchasing Performance

Saving Town Tax Dollars:	2013-14	2014-15
Dollars saved through CRPC bids (annual total)	1.8 million	1.6 million
Natural Gas Consortium year-to-year price savings, dependent on usage, not including contract savings	113,207	n/a
Dollars saved through Electricity Consortium	491,951	
Number of CRPC Members	95	102
Number of bids conducted by CRPC	17	14
Number of Natural Gas Consortium members	30	n/a
Number of Electricity Consortium members	15	15
Number of Towns using ezIQ	25	32
Enhancing Operating Efficiencies:	2013-14	
Dollars available to Towns through Service Sharing projects (awarded through competitive grant process)	>\$2 million	>\$2 million
Number of Service Sharing Projects supported by CRCOG (1 RPIP grants from 2008, 3 RPIP grants from 2014, 1 RPIP grant from 2013, Online permitting system, ezIQ, Electricity Consortium, CRCOG Data Center (NEW), and five Nutmeg Network Demonstration Projects (NEW))	9	14
Number of CRCOG towns involved in Service Sharing projects	30	38

Number of towns involved in Solid Waste Research and Coordination	16	15
Service Beyond CRCOG's Borders:	2013-14	2014-15
Number of Regional Performance Incentive Grant non-CRCOG participants	20	27
Number of Natural Gas Consortium non-CRCOG members	11	n/a
Number of ezIQC non-CRCOG members	15	17
Number of Electricity Consortium non-CRCOG members	5	5
Number of CRPC non-CRCOG members	57	64

3.6.4. 2015-2016 OBJECTIVES

Service Sharing

1. Continue to seek out new opportunities for inter-municipal service sharing, and help identify funding sources to help implement these ventures.
2. Work through the CRCOG Municipal Services Committee to help member municipalities learn about topics critical to effective local government administration through presentations and sharing of information among municipalities. Undertake periodic surveys, workshops and research projects on behalf of member municipalities. Attend conferences and workshops to educate staff on topics of importance.
3. Develop additional offerings through the Capital Region Service Bureau to include, but not be limited to, multiple software offerings on the Nutmeg Network. Respond to partnership opportunities with COGs and other entities as is consistent with the goals and objectives of the Service Bureau.
4. **Human Resources Initiative**
 - Launch clearinghouse of Human Resources information in coordination with MORE Demonstration Project grant.
 - This was shown to be an area of high need in the 2013 Back Office Study.
5. **Regional Performance Incentive Grants**
 - Continue to coordinate progress reports on Law Enforcement Data Sharing, Regional GIS and CAPTAIN 4G projects.
 - Coordinate work and progress reports for any of the 5 projects applied for RPIP funding in FY2015: Regional Computer Forensics Lab, a Transit Oriented Development Study for CTfastrak, a four-town economic development project, or a Regional Service Management system.
 - Coordinate work and progress reports for the statewide GIS Orthoflight and apply for RPIP funding as the municipal contribution. The total cost of the flight and data is: \$2,175,125.
 - Continue support of applications to this grant program on an annual basis by all CRCOG departments and members.
6. Continue to work with Central Connecticut Solid Waste Authority members (as requested) to monitor service contracts, track materials management issues and provide general assistance to towns.

CRCOG IT Services Cooperative

1. Fully implement and coordinate service roll out to all interested municipalities the services of the five MORE Commission Nutmeg Network Demonstration Projects. The projects are: Voice Over Internet Protocol, Streaming Video, Hosting Services, Electronic Document Management, and a Human Resources Portal.

2. Work with the Connecticut Center for Advanced Technology to offer additional services over the Nutmeg Network that fit into the overall service sharing strategic plan developed by the Municipal Services Department and carried out by the Capital Region Service Bureau.
3. Continue to promote the broadband fiber Nutmeg Network for local government through legislative and other advocacy. Coordinate directly with other state-wide organizations (CCM, CTCMA and COST) to encourage effective implementation of this important resource.
4. Continue to administer the Regional Online Permitting System. Expand the Regional Online Permitting System to interested municipalities.
5. Continue to provide input and participate in meetings for the CT Office of Consumer Counsel's Gig Cities initiative.
6. Continue to attend events and briefings on the topic of broadband and municipal use.

Capitol Region Purchasing Council

1. Continue administration of the Capitol Region Purchasing Council (CRPC) Program, and expand program offerings, guided by the Municipal Services Strategic Plan.
2. Promote membership with the CRPC to all municipalities and public agencies in the state. Attend procurement professional meetings to inform of CRPC activities and acquire knowledge to enhance cooperative opportunities through CRPC.
3. Promote and administer the ezIQC Program.
4. Continue pursuit of state agency partnerships with our cooperative purchasing programs.

4. FINANCE

4.1. OVERALL BUDGET SUMMARY

4.1.1. TOTAL REVENUE AND EXPENDITURES

Table 12: Total Revenue and Expenditures

CRCOG 2015-2016 Budget Summary						
Revenue Sources	FY2012-2013 Actual	FY2013-2014 Actual	2014-2015 Projected	Operating Budget	Grants and Contracts Budget	FY2015-2016 Budget Total
Federal	6,935,332	6,494,725	3,516,022	1,609,660	1,778,621	3,388,281
State	1,015,612	1,513,702	2,129,151	416,472	2,009,006	2,425,477
Local	545,650	548,035	615,672	720,341	78,092	798,432
Other	1,292,714	1,667,336	1,197,718	434,585	949,813	1,384,398
TOTAL	9,789,308	10,223,798	7,458,563	3,181,058	4,815,531	7,996,587
Expenditures				Operating Budget	Grants and Contracts Budget	FY2015-2016 Budget Total
Homeland Security	3,144,822	3,146,784	1,064,689		502,384	502,384
Jobs Access	745,502	822,927	302,287		-	-
Municipal Services	95,470	573,010	660,195		1,032,842	1,032,842
Policy Development & Planning	945,844	1,421,377	455,496		578,543	578,543
Public Safety	1,125,182	1,354,741	1,073,645		920,000	920,000
Transportation	50,164	212,812	813,501		1,781,762	1,781,762
Personnel	1,155,493	1,110,869	1,126,655	1,355,939		1,355,939
Management Support	526,660	566,374	647,190	774,562		774,562
Fringe	388,224	341,291	405,090	423,627		423,627
Indirect Expenses	135,456	183,427	350,898	221,353		221,353
Direct Expenses	265,499	277,726	297,872	303,007		303,007
Contingency	-	-	15,000	30,000		30,000
TOTAL	8,578,314	10,011,339	7,212,518	3,108,488	4,815,531	7,924,019

4.1.2. OVERALL REVENUES AND EXPENDITURES DETAILS BY FUND AREA

Table 13: Revenues and Expenditures by Fund Area

CROCOG FY15-16 AMENDED BUDGET SUMMARY					Revenues and Expendituresby Fund Area					
	General Fund/ Admin.	Regional Program Fund	CCMPO	Policy and Planning	Transportation	Jobs Access	Municipal Services	Public Safety	Homeland Security	Totals
Revenues										
Local Dues	698,687									
Required Match		40,000	13,520	-	150,262	-	-	-	-	203,782
Dues to Department to Cover Deficits			-	319,031	-	-	5,281	-	-	324,312
Total Local Dues	170,593	40,000	13,520	319,031	150,262	-	5,281	-	-	698,687
Federal			585,822	624,228	1,609,846	-	-	-	568,384	3,388,280
State			73,228	-	1,282,971	-	1,069,279	-	-	2,425,478
Other Sources			59,403	-	40,342	-	289,313	1,095,085	-	1,484,143
Total Sources	170,593	40,000	731,974	943,259	3,083,421	-	1,363,873	1,095,085	568,384	7,996,587
Expenditures										
Contractual / Grant Obligations		-	377,500	578,542	1,404,262	-	1,032,842	920,000	502,384	4,815,530
Operating Revenue	170,593		354,474	364,717	1,679,159	-	331,031	175,085	66,000	3,141,059
Operating Expenses										
Administration										
Direct Salaries			161,918	161,552	773,555	-	148,736	78,826.00	31,352	1,355,939
Management Salaries	423,627		50,587	50,473	241,677	-	46,469	24,627.08	9,795	322,567
Overhead (Indirect Expenses)	303,007		36,527	36,101	172,594	-	33,238	17,603.97	6,943	230,378
Fringe	774,562		92,493	92,284	441,883	-	84,963	45,028.30	17,909	589,784
Direct Expenses	108,023		12,948	24,306	49,451	-	17,625	9,000.00	-	221,353
Allocated to departments	(1,501,196)									
Total Administration	108,023		354,474	364,717	1,679,159	-	331,031	175,085	66,000	2,720,022
Contingency	30,000				-	-	-	-	-	30,000
Total Uses	138,023	-	731,974	943,259	3,083,421	-	1,363,873	1,095,085	568,384	7,924,019
Surplus (Deficit)	32,569	40,000	-	-	-	-	-	-	-	72,568

4.2. OPERATING BUDGET

4.2.1. OPERATING BUDGET SUMMARY

Table 14: Operating Budget Revenue Sources Summary

Revenue Sources	FY2012-2013 Actual	FY2013-2014 Actual	FY2014-2015 Projected	FY 2015-2016 Budget	Percent of Budget
Federal	1,548,727	1,503,838	1,283,250	1,609,660	51%
State	240,265	391,637	995,238	416,472	13%
Local	519,169	519,169	615,672	720,341	23%
Other	203,444	277,501	194,589	434,585	14%
TOTAL	2,511,605	2,692,146	3,088,749	3,181,058	100%

Table 15: Expenditures by Function Summary

Expenditures	FY2012-2013 Actual	FY2013-2014 Actual	FY2014-2015 Projected	FY 2015-2016 Budget	Percent of Budget
Personnel	1,155,493	1,110,869	1,126,655	1,355,939	44%
Fringe	526,660	566,374	647,190	774,562	25%
Management	388,224	341,291	405,090	423,627	14%
Indirect Expense	265,499	277,726	297,872	303,007	10%
Direct Expense	135,456	183,427	350,898	221,353	7%
Contingency	-	-	15,000	30,000	1%
TOTAL	2,471,331	2,479,687	2,842,705	3,108,488	100%

CRCOG's operating budget revenue is from the following sources: administrative funds from grants for grant administration (either a percentage of the total grant or a predefined budgeted amount), federal, state and local funds dedicated for operations (such as FHWA), and income from services provided (such as the Purchasing Council dues and related revenues).

4.2.2. OPERATING BUDGET DETAILS

Table 16: Operating Budget Summary by Department

CRCOG FY15-16 AMENDED OPERATING BUDGET SUMMARY										
	General Fund/ Admin.	Regional Program Fund	CCMPO	Policy and Planning	Transportation	Jobs Access	Municipal Services	Public Safety	Homeland Security	Totals
Revenues										
Local Dues	698,687									
<i>Required Match</i>		40,000	13,520		150,262					203,782
<i>Dues to Department to Cover Deficits</i>			-	319,031			5,281			324,312
Total Local Dues	170,593	40,000	13,520	319,031	150,262	-	5,281	-	-	698,687
Federal			283,822	45,686	1,214,152			-	66,000	1,609,660
State			35,478	-	314,744	-	66,250			416,472
Other Sources			21,653	-	-		259,500	175,085		456,238
Total Sources	170,593	40,000	354,474	364,717	1,679,159	-	331,031	175,085	66,000	3,181,057
Expenditures										
Operating Revenue	170,593	40,000	354,474	364,717	1,679,159	-	331,031	175,085	66,000	3,181,057
Operating Expenses										
Administration										
<i>Direct Salaries</i>			161,918	161,552	773,555	-	148,736	78,826	31,352	1,355,939
<i>Management Salaries</i>	423,627		50,587	50,473	241,677	-	46,469	24,627	9,795	423,627
<i>Overhead (Indirect Expenses)</i>	303,007		36,527	36,101	172,594	-	33,238	17,604	6,943	303,007
<i>Fringe</i>	774,562		92,493	92,284	441,883	-	84,963	45,028	17,909	774,562
<i>Direct Expenses</i>	108,023		12,948	24,306	49,451		17,625	9,000		221,353
<i>Allocated to departments</i>	(1,501,196)									
Total Administration	108,023	-	354,474	364,717	1,679,159	-	331,031	175,085	66,000	3,078,488
Contingency	30,000				-	-	-	-		30,000
Total Uses	138,023	-	354,474	364,717	1,679,159	-	331,031	175,085	66,000	3,108,488
Surplus (Deficit)	32,569	40,000	-	-	-	-	-	-	-	72,569

4.2.3. OPERATING BUDGET REVENUE SOURCES

Table 17: Operating Budget Revenue Sources

	2012-2013 Actual	2013-2014 Actual	2014-2015 Amended	Projected 2014- 2015	2015-2016 Budget
Operating Revenue					
FEDERAL					
Federal Highway Admin-PL	974,916	1,007,355	1,165,723	992,284	1,202,095
Central Connecticut MPO-FHWA-PL			237,119	100,000	283,822
Transportation Studies		-		-	
New Britain TOD On Call - Phase 2	3,855	4,019	9,762	3,441	8,257
Rte 3 Study	3,723	-		-	
Comprehensive Transit Service Analysis Study			15,200	11,400	3,800
New Britain BRT - Modeling	22,525	17,516	48,000	-	
FTA (Hartford Earmark)	12,718	6,612	7,532	23,750	-
DECD Brownfields Grant		-	10,000	10,000	12,500
EPA Brownfields Assessment Grant			9,445	9,455	13,952
EPA Brownfields Revolving Loan Fund Grant			7,134	7,134	9,892
HUD Sustainability Grant	189,043	122,146	10,000	17,787	-
Hazard Mitigation Grant	161,206	101,938	2,869	-	
Hazard Mitigation Grant - CCRPA				-	9,342
Citation Project		-		-	
U. S. Department of Homeland Security		-		-	
Homeland Security Grant Program -FFY 2008		-		-	
Homeland Security Grant Program -FFY 2009	35,750	17,298	-	-	-
Homeland Security Grant Program -FFY 2010	124,026	14,669	-	-	-
Homeland Security Grant Program -FFY 2011	1,554	28,067	-	-	-
Homeland Security Grant Program -FFY 2012			50,000	50,000	-
Homeland Security Grant Program -FFY 2013			52,000	52,000	-
Homeland Security Grant Program -FFY 2014					60,000
Citizen Corps Program	9,053	16,000	6,000	6,000	6,000
UASI	10,358	168,220	-	-	-
CRI - Regional Public Health Advisor		-		-	
MRC Public Health Preparedness		-		-	
Total Federal	1,548,727	1,503,838	1,630,784	1,283,250	1,609,660
STATE					
Conn. Dept of Transportation	121,864	125,919	145,715	124,035	150,262
Conn. Dept of Transportation - CCMPO			29,640	12,500	35,478
State OPM (SGIA)	21,896	125,000	612,908	612,908	-
Transportation Studies		-		-	
New Britain BRT -TOD Phase 2	482	502	1,220	275	1,032
Comprehensive Transit Service Analysis Study			3,800	2,850	950
New Britain BRT -Modeling	4,565	4,379	12,000	-	
LOTCP		24,938	88,200	40,000	100,000
West Hartford Road Diet Study			5,000	1,000	4,000
UConn Eastern Gateways Study			40,000	4,000	36,000
UConn Farmington/Hartford			25,000	2,500	22,500
WTW -Job Access (DSS)	67,810	70,387	62,100	67,131	
WINCOG - GIS RPIP			52,349	52,349	-
Nutmeg Network Demonstration Projects			137,000	58,498	56,250
Service Sharing Grant (OPM)	23,648	40,512	35,350	17,192	10,000
Total State	240,265	391,637	1,250,282	995,238	416,472

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	2012-2013 Actual	2013-2014 Actual	2014-2015 Amended	Projected 2014- 2015	2015-2016 Budget
CRCOG/LOCAL/PRIVATE/OTHER					
Local Government Assessments	519,169.00	519,169	603,172	603,172	698,687
CCMPO local match			10,535	12,500	21,653
Total CRCOG/Local	519,169	519,169	613,707	615,672	720,341
CONTRACT/FEE FOR SERVICES					
Public Safety		-		-	
Participation Fee	4,564	25,119	257,600	2,068	175,085
CAPTAIN Reserve		-		-	
Heartbeat CAD System		-	-	-	
Purchasing Council	26,684	63,241	55,000	53,982	53,000
Municipal Services Deferred Revenue				-	50,000
Natural Gas	37,596	39,972		-	-
RFP Depot/Bid Sync	80,716	87,799	60,000	70,000	70,000
Electricity Consortium	16,509	15,251	14,000	14,000	15,000
EZ IQC	14,366	16,244	15,000	20,389	20,000
Regional Solid Waste Management	10,552	13,900	20,000	1,651	1,500
IT Services Cooperative	12,457	15,975	34,000	32,498	50,000
Total Contract/Fee For Services	203,444	277,501	455,600	194,589	434,585
TOTAL OPERATING REVENUE	2,511,605	2,692,146	3,950,373	3,088,749	3,181,058

4.2.4. OPERATING EXPENSES

Table 18: Operating Expenditure Summary

Expenditures	FY2012-2013 Actual	FY2013-2014 Actual	FY2014-2015 Projected	FY 2015-2016 Budget
Personnel	1,155,493	1,110,869	1,126,655	1,355,939
Fringe	526,660	566,374	647,190	774,562
Management	388,224	341,291	405,090	423,627
Indirect Expense	265,499	277,726	297,872	303,007
Direct Expense	135,456	183,427	350,898	221,353
Contingency	-	-	15,000	30,000
TOTAL	2,471,331	2,479,687	2,842,705	3,108,488

4.2.5. OPERATING BUDGET PERSONNEL SERVICES

Table 19: Operating Budget—Personnel Services

Personnel Expenditures	2012-13 Actual	2013-2014 Audited	2014-15 Amended	2014-2015 Projected	2015-2016 Budget
SALARIES					
Transportation	608,339	602,152	626,137	575,469	773,555
CCMPO	-	-	57,191	49,163	161,918
Jobs Access	32,128	32,493	28,992	19,602	-
Policy & Planning	234,689	225,146	263,710	278,314	161,552
Municipal Services	117,992	108,521	51,888	70,315	117,369
Service Sharing	11,081	22,878	48,447	12,539	31,367
Public Safety Council	1,364	-	116,912	11,071	78,826
Homeland Security	120,053	119,680	50,326	110,182	31,352
Management Support	388,224	341,291	396,953	405,090	423,627
Total Salaries	\$ 1,513,869	\$ 1,452,160	\$ 1,640,556	\$ 1,531,745	\$ 1,779,566
Audit:					
MERIT/UPGRADE	29,847	-	59,380		
FRINGE BENEFITS					
Health Insurance	227,966	288,250	348,110	338,185	431,304
H S A - Employer Contribution	24,111	3,886	-	-	
Health Insurance -Stipend	1,200	1,200	2,400	1,200	2,400
Vision Care	1,905	4,123	3,500	3,500	3,500
Pension	133,312	129,463	150,602	144,649	162,015
Unemployment Compensation	9,803	12,763	14,597	13,586	14,597
FICA	111,851	110,236	130,415	121,869	136,152
Long Term Disability	3,125	3,066	3,316	3,324	4,062
Short Term Disability	5,711	5,604	6,055	5,745	6,916
Life Insurance	2,078	2,034	2,204	2,390	2,766
Car Allowance	5,000	5,000	5,000	5,000	5,000
Executive Director Deferred Comp.				10,000	5,000
Employee Assistance	600	750	650	750	850
Total Fringe Benefits	526,660	566,374	666,849	650,198	774,562
TOTAL PERSONNEL	2,070,376	2,018,534	2,366,785	2,181,943	2,554,128

4.2.6. OPERATING BUDGET DIRECT EXPENSES

Table 20: Operating Budget Direct Expenses—Detail

Direct Expenditures	2014-2015				
	2012-2013 Actual	2013-2014 Actual	Amended Budget	2014-2015 Projected	2015-2016 Budget
SERVICES & SUPPLIES					
Publication, Dues, Advertising	19,193	17,946	20,250	17,687	19,500
Reproduction & Printing	-	-	1,833	1,183	1,550
Recruitment	520	-	3,500	860	3,500
Supplies, Postage, Other	12,312	10,730	23,450	6,069	6,575
Computer Services/Software	391	6,000	12,609	8,393	19,688
Equipment Maintenance - GIS	9,300	3,600	11,400	-	9,735
Telephone	300	275	300	300	300
Insurance	-	-	2,000	2,000	2,000
TOTAL SERVICES & SUPPLIES	\$ 42,015	\$ 38,552	\$ 75,342	\$ 36,493	\$ 62,848
PROFESSIONAL SERVICES					
Legal	3,703	10,671	5,590	20,288	7,250
Legislative Liaison	22,496	21,996	24,802	23,621	23,621
Consultants	4,588	48,858	794,457	319,263	8,400
Spanish language translation - documents	258	150	1,200	717	1,200
Spanish language interpretation - meetings	15	17	1,000	500	1,000
Interpreter for the deaf	-	-	1,000	-	2,000
TOTAL PROFESSIONAL	31,060	81,691	828,049	364,389	43,471
EQUIPMENT & CAPITAL COSTS					
Equipment	5,055	3,014	7,400	4,210	14,100
Leasehold Improvements	2,515	-	2,500	-	2,500
Furniture & Furnishings	664	580	1,206	1,788	1,500
TOTAL EQUIPMENT & CAPITAL COSTS	8,234	3,594	11,106	5,998	18,100
MTGS. TRAVEL & CONF.					
Food	6,813	5,669	7,590	8,486	9,520
Mileage/Parking	7,088	7,813	10,001	8,028	9,814
Training/Tuition Reimb	2,600	-	14,065	7,900	18,600
Conf/Workshops					
Administration	23,791	23,891	24,000	24,004	25,500
Policy and Planning	5,262	6,245	6,800	6,800	4,400
Transportation	1,151	1,331	2,000	2,000	6,500
Public Safety	1,214	1,445	1,500	1,060	1,500
Municipal Services	2,675	6,840	4,000	4,147	4,000
CCMPO	-	-	2,000	-	5,700
Rentals	825	950	3,800	2,300	2,800
Workshop-Local Government	-	550	6,500	4,500	4,600
Annual Meeting	2,728	4,857	2,500	-	3,500
Legislative Reception	-	-	500	-	500
TOTAL MTGS. TRAVEL & CONFERENCE	54,146	59,590	85,256	69,226	96,934
TOTAL DIRECTS	135,456	183,427	999,753	476,105	221,353
Contingency	-	-	15,000	-	30,000

4.2.7. OPERATING BUDGET INDIRECT EXPENSES

Table 21: Operating Budget Indirect Expenses—Detail

	2012-13 Actual	2013-2014 Actual	2014-2015 Amended	2014-2015 Projected	2015-2016 Budget
RENT, MAINTENANCE, UTILITIES	134,417	135,256	145,216	135,399	145,216
POSTAGE	3,040	3,143	3,000	3,843	3,000
EQUIPMAINT MAINTENANCE	1,620	2,295	3,000	2,941	6,135
INSURANCE	30,999	33,081	35,156	33,152	35,156
EQUIPMENT		4,057			
OFFICE SUPPLIES	11,744	13,648	14,500	14,052	15,500
REPRODUCTION & PRINTING	12,259	14,054	13,500	13,500	14,500
NARC -DUES	6,211	6,688	6,700	6,700	7,200
PENSION ADMINISTRATION	5,813	5,250	5,500	5,500	5,500
TELEPHONE/DATA SERVICE/INTERNET	11,279	9,603	14,000	14,000	14,000
COMPUTER SERVICES	4,943	3,890	5,500	5,500	5,500
PAYROLL PROCESSING FEES	4,789	4,716	4,800	4,800	5,200
ACCOUNTING/AUDIT	31,000	31,000	35,000	35,000	36,000
SECTION 125 ADMINISTRATION	1,004	1,089	1,000	1,000	1,100
LEGAL	2,399	188	3,000	3,000	3,000
COMP SOFTWARE/UPGRADE	3,983	9,768	8,000	8,000	6,000
	<u>265,499</u>	<u>277,726</u>	<u>297,872</u>	<u>286,387</u>	<u>303,007</u>

4.3. OPERATING BUDGET NOTES

4.3.1. OPERATING REVENUE

CRCOG/Local

Local Government Assessments

CRCOG Member Towns	\$ 698,687
CCMPO (CRCOG Portion)	13,520
CCMPO (Other COG's)	8,403
Regional Program Fund	40,000

Effective Fiscal Year 2015-16 Member towns are assessed at \$0.66 per capita with a \$3,000 standard base per the new dues structure adopted by the Board.

Reserve **\$ -0-**

No funds are anticipated to be used from the CRCOG reserve to balance the annual budget.

Purchasing Council **\$ 53,000**

Revenues for the cooperative purchasing program member dues for non-CRCOG member towns (CRCOG member towns are automatically included in the purchasing council via the Local Government Assessments).

Natural Gas **\$ -0-**

As in Fiscal Year 2014-15, the CRCOG Natural Gas Consortium will be taking another one year hiatus starting on July 1, 2015, due to market conditions making utility rates 20-30% lower than third party suppliers.

RFP Depot/Bid Sync **\$ 70,000**

Revenue for administering an online competitive solicitation tool used to receive and tabulate bids online. CRCOG receives 1% from all revenue that goes through RFP Depot/Bid Sync and ½% from piggybacking entities.

Electricity Consortium **\$ 15,000**

This is revenue to defray the cost of providing reverse auctions for multi-year contracts for the Electricity Consortium.

EZ-IQC **\$ 20,000**

This revenue is for administering the competitive bid process of vendors for small construction projects.

Municipal Services Deferred Revenue **\$50,000**

Regional Solid Waste Management **\$ 1,500**

Time and overhead received from CRCOG members and Central Connecticut Solid Waste Authority for research and coordination of solid waste issues, including disposal of solid waste services.

IT Service Cooperative **\$ 50,000**

This revenue item is derived from the regional permitting project maintenance costs and used to finance CRCOG costs for administering the program.

Public Safety Council **\$ 175,085**

The administrative/operating activities of the Public Safety Council will be funded by the police mobile data system participation fees. This revenue comes from the user fee through the Captain mobile data communications system.

FEDERAL & STATE

FHWA and Federal Transit Administration

The following represents the breakdown of federal, state and local funding for transportation and planning work. Funding from this source is program-specific and must be used to carry out obligations of the transportation and planning program.

<u>TRANSPORTATION</u>	<u>FEDERAL</u>	<u>STATE</u>	<u>LOCAL</u>	<u>TOTAL</u>
FHWA 2015-16	1,202,095	150,262	150,262	1,502,619
CCMPO	283,822	35,478	19,029	338,329
Non-Member MPO			16,449	16,449
Comprehensive Transit Service Analysis Study	3,800	950	0	4,750
New Britain TOD On Call	8,257	1,032	1,032	10,321
LOTICIP		100,000		100,000
TOTALS	1,497,974	287,722	186,772	1,972,468

\$150,262 is required from General Fund Local Assessment revenue to provide for the local match required for the FHWA transportation programs. CCMPO is funded 80% federal, 10% state; CROG towns is providing \$19,029 in local match and non-member towns will provide \$16,448. The Comprehensive Transit Service Analysis Study is funded 80% federal and 20% state. New Britain TOD On Call is funded 80% federal and 20% state. LOTICIP is funded 100% state.

Homeland Security

Funding for Homeland Security has been significantly reduced by the Federal Government

Homeland Security Administration **\$ 60,000**

Funding is for the administration of the Homeland Security Grants.

Citizen Corps **\$6,000**

Other Federal and State Revenue Sources

EPA Brownfields Assessment Grant **\$13,952**

DECD Brownfields Grant **\$12,500**

EPA Brownfields Revolving Loan Fund Grant **\$9,892**

Funding for Brownfield Grants is being provided to cover the cost of administration to inventory, characterize and assess brownfields sites in the Capitol Region.

Hazard Mitigation Grant -CCRPA **\$ 9,342**

Funding provided for administration for the update of the CCRPA Regional Mitigation Plan. Project was transferred to CRCOG.

State Grant-in-aid **\$ -0-**

State Grant-in- aid has not included in FY 2015-16 Annual Budget as funding is contingent on the State Budget.

Service Sharing **\$ 10,000**

Administrative costs associated with the expansion of Service Sharing approved by the Policy Board in order to support CRCOG members in pursuing service sharing offerings within CRCOG.

Nutmeg Demonstration Project **\$56,250**

Electronic Document Management **\$20,000**

Human Resources Portal **\$26,250**

Jobs Access **\$ -0-**

Jobs Access has not been included in FY 2015-16 Annual Budget as funding is dependent on the State Budget .

4.3.2. OPERATING EXPENDITURES

PERSONNEL SERVICES

Salaries **\$ 1,779,566**

The Fiscal Year 2015-16 Budget consists of 18 full-time and eight part-time staff positions. The Budget includes an average of 4% base adjustment for CRCOG staff.

Fringe Benefits **\$ 774,562**

Fringe Benefits are projected at 43.52% of salaries based on an analysis of current fringe rates as well as projected increases in health benefits include a 15% increase in health insurance and a 10% increase in dental insurance. Employees can elect to participate in the Base Plan (Gold-Select) for health insurance which is covered 100 % by the employer or the Buy-Up Plan (Gold-National) which requires employee contributions. Unemployment Contributions is budgeted at 3.7%. Long Term Disability is budgeted at 26 cents per thousand; Life Insurance and AD&D are budgeted 16.9 cents per thousand; Short Term Disability is budgeted at 33 cents per \$10 of weekly benefits based on quotes provided by the CRCOG Insurance Carrier.

DIRECT EXPENSES

Direct Expenses are projected at \$221,353 and include the following:

Service Sharing **\$ 10,000**

Administrative costs associated tihe the Regional CAPTAIN 4G Public Safety Mobile Data System.

Services & Supplies

Publications, Dues, Advertisements **\$ 19,500**

Publications, Dues, & Advertisements include the following charges:

Transportation 1,500

CCMPO 600

Policy and Planning 2,700

Municipal Services 4,000

Public Safety 500

Administration 10,200

Reproduction & Printing **\$1,550**

Reproduction & Printing includes the following charges:

Transportation 800

Policy and Planning 600

Municipal Services 150

Recruitment **\$3,500**

Administration 3,500

Supplies, Postage, Other **\$ 6,575**

Policy and Planning 500

Municipal Services 75

Public Safety	500
Administration	3,500
Computer Software Upgrade / Maintenance	\$19,688
Administration	5,067
CCMPO	1,320
Transportation	
-GIS License	5,700
-GIS Hosting	7,601
Equipment Maintenance	\$ 9,735
Transportation	
-GIS Maintenance	3,600
Administration	6,135
Telephone	\$ 300
Public Safety	300
Insurance	\$2,000
This is direct cost relating to emergency trailers maintained by Public Safety	
Consultant/Professional Services	\$ 43,471
Legal	
-Public Safety	750
-Transportation	500
-Municipal Services	2,000
-Administration	4,000
Legal fees relating to CRCOG administration are included in Indirect Expenses.	
Legislative Liaison	23,621
Consultants	
-Policy & Planning	3,900
-Administration	3,500
-Municipal Services	1,000
Language Interpretation	4,200
-Transportation (includes translation for the deaf and into Spanish when needed)	
-Spanish Language Translation	
-Interpretation for the Blind	
-Interpreter for the Hearing Impaired	
Equipment & Capital Costs	
Computers and Monitors	\$14,100
Transportation (Plotter, Computers)	11,100
Administration	2,000
Municipal Services	1,000
Leasehold Improvements	\$2,500
Furniture & Furnishings	\$1,500
Meetings & Food	\$9,520
Policy and Planning	800
Municipal Services	900
CCMPO	1,320
Public Safety	500
Administration	6,000

The amount budgeted for food is net of anticipated income to offset costs. Approximately 31% of the cost of lunches provided by CRCOG for various meetings is reimbursed by meeting attendees. CCMPO expenses will be paid by member town contributions.

Mileage	\$9,814
Mileage reimbursement is budgeted at 56.50 cents per mile in accordance with the U.S. General Services Administration rate adjustment.	
Transportation	3,100
CCMPO	1,008
Policy and Planning	2,106
Municipal Services	400
Public Safety	1,200
Administration	2,000
Training/Tuition Reimbursement	\$18,600
Transportation	5,800
Policy and Planning	6,300
Municipal Services	4,000
Administration	1,500
CCMPO	1,000
Conference/Workshops	\$47,600
Transportation	6,500
CCMPO	5,700
Policy and Planning	4,400
Municipal Services	4,000
Public Safety	1,500
Administration	25,500
Rentals	\$2,800
Policy and Planning	1,000
Municipal Services	500
Public Safety	750
Transportation	550
Workshops for Local Governments	\$4,600
Policy and Planning	2,000
Municipal Services	600
Administration	2,000
Annual Meetings	\$3,500
This is to cover costs for the CRCOG annual meeting.	
Legislative Reception/Other Events	\$500
Contingency	\$30,000
To cover any unanticipated expenditures during the year.	
INDIRECT EXPENSES	
Indirect Expenses of \$303,007 include the following:	
Rent, Maintenance, Utilities	\$145,216
Rent (Based on 5-year lease through FY 2018)	123,300
Utilities	21,916
Telephone/Data Services/Internet Fee	\$14,000
Comcast -Internet Fee	3,500
Miscellaneous	436
EarthLink	9,500
SNET Yellow Pages	564
Postage	\$3,000
Equipment Maintenance	\$6,135

Insurance	\$35,156
An overall 3% increase in premium is being projected for Liability, Crime and Fidelity Bond insurance for Fiscal Year 2014-15	
General Liability, Property, Directors & Officers	30,261
Worker's Compensation	3,470
Crime	1,225
Fidelity Bond re: Pension	200
Office Supplies	\$15,500
Reproduction & Printing	\$14,500
Copier Lease	7,840
Property Insurance	1,660
Miscellaneous	4,000
National Association of Regional Council Dues	\$7,200
NARC membership and support	
Pension Administration	\$5,500
Computer Services	\$5,500
Grants Management System	4,060
Timesheet Maintenance	1,440
Payroll Processing Fees	\$5,200
Accounting/Audit	\$36,000
Auditor	
Computer Software/Upgrade	\$6,000
GIS Maintenance	1,250
Server Maintenance	1,865
CAT E-Mail & Web Hosting	2,885
Legal	\$3,000
Includes cost of legal fees pertaining to administrative matters	
Section 125 Processing	\$1,100

4.4. GRANTS AND CONTRACTS BUDGET

4.4.1. GRANTS AND CONTRACTS BUDGET OVERVIEW

Table 22: Grants Budget Revenue and Expenditures

Revenue Sources	FY2012-2013 Actual	FY2013-2014 Actual	FY2014-2015 Projected	FY 2015-2016 Budget	Percent of Budget
Federal	5,386,605	4,990,887	2,232,772	1,778,621	37%
State	775,347	1,122,065	1,133,913	2,009,006	42%
Local	26,481	28,866	-	78,092	2%
Other	1,089,270	1,389,834	1,003,129	949,813	20%
TOTAL	7,277,703	7,531,652	4,369,814	4,815,531	100%
Revenue Sources	FY2012-2013 Actual	FY2013-2014 Actual	FY2014-2015 Projected	FY 2015-2016 Budget	Percent of Budget
Homeland Security	3,144,822	3,146,784	1,064,689	502,384	10%
Jobs Access	745,502	822,927	302,287	-	0%
Municipal Services	95,470	573,010	660,195	1,032,842	21%
Policy Development	945,844	1,421,377	455,496	578,543	12%
Public Safety	1,125,182	1,354,741	1,073,645	920,000	19%
Transportation	50,164	212,812	813,501	1,781,762	37%
TOTAL	6,106,984	7,531,652	4,369,814	4,815,531	100%

4.4.2. GRANTS AND CONTRACTS DETAILS

Table 23: Grants and Contract Budget Summary by Department

CRCOG FY14-15 AMENDED GRANTS BUDGET SUMMARY							
	Transportation	Jobs Access	Policy and Planning	Municipal Services	Public Safety	Homeland Security	Totals
Revenues							
Federal	763,228		826,378	-	-	395,369	1,984,975
State	1,152,200	442,416	-	-	-	-	1,594,616
Other Sources	-		-	1,014,573	1,005,668	-	2,020,241
Total Revenues	1,915,428	442,416	826,378	1,014,573	1,005,668	395,369	5,599,832
Expenditures							
Contractual / Grant Obligations	1,915,428	442,416	826,378	1,014,573	1,005,668	395,369	5,599,832
Total Expenditures	1,915,428	442,416	826,378	1,014,573	1,005,668	395,369	5,599,832
Surplus (Deficit)	-	-	-	-	-	-	-

4.4.3. GRANT AND CONTRACTS REVENUES

Table 24: Grants and Contracts Revenue--Detail

	2012-2013 Actual	2013-2014 Actual	2014-2015 Amended	Projected 2014-2015	2015-2016 Budget
Grant & Contracts Budget					
FEDERAL					
FHWA Planning Studies and Contractors (CRCOG)		\$ -			\$ 312,000
CCMPO Consultants					\$ 302,000
Transportation Studies				-	
New Britain BRT -TOD On Call - Phase 2	5,315	8,657	24,784	16,922	10,734
Route 10 Study	-	-		-	
Route 6 Study	102,563	-		-	
Route 3 Study	29,386	-		-	
Viaduct Study		6,200	-	-	-
Comprehensive Transit Service Analysis Study		-	364,800	291,840	72,960
FTA (City Earmark)	42,837	148,939	42,161	260,425	-
DECD Brownfields Grant		-	190,000	30,000	147,500
EPA Brownfields Assessment Grant			70,667	30,000	140,572
EPA Brownfields Revolving Loan Fund Grant			46,534	-	207,692
NOAA		-		-	
HUD Sustainability Grant	945,844	1,421,377	519,177	395,496	
Hazard Mitigation Planning Grant - CCRPA		-		-	82,779
Citation Grant (CONNDOT) & E-Crash	131,382	118,697		143,400	
U. S. Department of Homeland Security	57,034	-		-	
Homeland Security Grant Program -FFY 2008	42,000	-		-	
Homeland Security Grant Program -FFY 2009	892,456	-		-	
Homeland Security Grant Program -FFY 2010	832,045	480,197		167,207	-
Homeland Security Grant Program - FFY 2011	150,548	514,831		241,113	-
Homeland Security Grant Program - FFY 2012		5,102	141,288	141,288	-
Homeland Security Grant Program - FFY 2013			245,081	245,081	-
Homeland Security Grant Program - FFY 2014					353,384
MMRS 2012				75,000	-
MMRS 2013				75,000	
MMRS 2014				-	89,000
EMPG HAZMAT 2012				30,000	
EMPG HAZMAT 2013				30,000	
Citizen Corps Program		-		-	
UASI Grants		-		-	
UASI 2009	1,605,164	-		-	
UASI 2010	446,030	2,128,874		-	
CRI Regional Public Health Advisor		140,233	-	-	-
MRC - Public Health Preparedness	54,000	17,780	9,000	60,000	60,000
Total Federal	5,386,605	4,990,887	1,653,492	2,232,772	1,778,621

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	2012-2013 Actual	2013-2014 Unaudited	2014-2015 Amended	Projected 2014-2015	2015-2016 Budget
STATE					
Conn. Department of Transportation Match (CRCOG)				-	\$ 39,000
ConnDOT CCMPO Match					\$ 37,750
Transportation Studies				-	
New Britain BRT -TOD On Call -Phase 2	532	866		-	1,342
Viaduct Study			-	-	-
Comprehensive Transit Service Analysis Study		-	91,200	72,960	18,240
Bike Share Study		10,000			
LOTICIP		9,285	176,000	89,855	106,145
West Hartford Road Diet Study			70,000	-	70,000
UConn Eastern Gateways Study			500,000	50,000	450,000
UConn Farmington/Hartford			315,000	31,500	283,500
WTW -Job Access (DSS)	745,502	822,927	-	302,287	
Nutmeg Network Demonstration Projects			669,573	457,350	953,029
Service Sharing Grant (OPM)		278,987	325,000	129,960	50,000
Total State	775,347	1,122,065	2,146,773	1,133,913	2,009,006
CRCOG/LOCAL/PRIVATE/OTHER					
Local Assessments	465	10,866		-	39,000
CCMPO Match					37,750
Bike Share Study		18,000			
New Britain BRT -TOD Phase 2	1,015	-		-	1,342
Total CRCOG/Local/Private	26,481	28,866	-		78,092
CONTRACT/FEE FOR SERVICES					
Public Safety		\$ -		-	
Participation Fee	993,800	1,004,509	1,005,668	930,245	920,000
CAPTAIN Reserve		-		-	
Heartbeat CAD System		91,302	-	-	
Regional Solid Waste Management		19,614		28,665	29,813
IT Services Cooperative	95,470	274,408	20,000	44,220	
CONTRACT/FEE FOR SERVICES	1,089,270	1,389,834	1,025,668	1,003,129	949,813
TOTAL PROGRAM REVENUES	<u>7,277,703</u>	<u>7,531,652</u>	<u>4,825,933</u>	<u>4,369,814</u>	<u>4,815,531</u>

4.4.4. GRANT AND CONTRACTS EXPENDITURES

Table 25: Grants and Contracts Expenditures—Detail

Grant Expenditures	2014-2015				
	2012-2013 Actual	2013-2014 Actual	Amended Budget	2014-2015 Projected	2015-2016 Budget
Policy, Planning and Development					
HUD Sustainability Grant	945,844	1,421,377	519,177	395,496	-
DECD Brownfields Grant	-	-	190,000	30,000	147,500
EPA Brownfields Assessment Grant	-	-	70,667	30,000	140,572
EPA Brownfields Revolving Loan Fund Grant	-	-	46,534	-	207,692
CCRPA Hazard Mitigation Planning Grant	-	-	-	-	82,779
Total Policy, Planning and Development	945,844	1,421,377	826,378	455,496	578,543
Transportation					
FHWA Planning Studies and Contractors (CRCOG)	-	-	-	-	390,000
CCMPO Consultants	-	-	-	-	377,500
New Britain BRT -TOD On Call - Phase 2	7,328	9,522	24,784	16,922	13,417
Viaduct Study	-	6,200	-	-	-
Bike Share Study	-	28,000	-	-	-
Comprehensive Transit Service Analysis Study	-	-	456,000	364,800	91,200
Local Match	-	10,866	-	-	-
FTA (City Earmark)	42,837	148,939	42,161	260,425	-
LOTICIP	-	9,285	176,000	89,855	106,145
West Hartford Road Diet Study	-	-	70,000	-	70,000
UConn Eastern Gateways Study	-	-	500,000	50,000	450,000
UConn Farmington/Hartford	-	-	315,000	31,500	283,500
Total Transportation	50,164	212,812	1,583,945	813,501	1,781,762
WTW - Jobs Access					
WTW -Job Access (DSS)	745,502	822,927	-	302,287	-
Total WTW - Job Access (DSS)	745,502	822,927	-	302,287	-
Municipal Services					
IT Services Cooperative	95,470	274,408	20,000	44,220	-
Nutmeg Network Demonstration Projects	-	-	669,573	457,350	953,029
Service Sharing Grant (OPM)	-	278,987	325,000	129,960	50,000
Regional Solid Waste Management	-	19,614	-	28,665	29,813
Total Municipal Services	95,470	573,010	1,014,573	660,195	1,032,842

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Grant Expenditures	2014-2015				
	2012-2013 Actual	2013-2014 Actual	Amended Budget	2014-2015 Projected	2015-2016 Budget
Public Safety					
Citation Grant (CONNDOT) & E-Crash	131,382	118,697	-	143,400	-
CRI Regional Public Health Advisor	-	140,233	-	-	-
Captain-Fire/Public Works	993,800	1,004,509	1,005,668	930,245	920,000
Heartbeat CAD System	-	91,302	-	-	-
Total Public Safety	1,125,182	1,354,741	1,005,668	1,073,645	920,000
Homeland Security					
US Department of Homeland Security	57,034	-	-	-	-
Homeland Security Grant Program -FFY 2010	832,045	480,197	-	167,207	-
Homeland Security Grant Program -FFY 2011	150,548	514,831	-	241,113	-
Homeland Security Grant Program - FFY 2012		5,102	141,288	141,288	-
Homeland Security Grant Program - FFY 2013		-	245,081	245,081	-
Homeland Security Grant Program - FFY 2014	1,605,164	-	-	-	353,384
MMRS 2012		-	-	75,000	-
MMRS 2013		-	-	75,000	-
MMRS 2014		-	-	-	89,000
EMPG HAZMAT 2012		-	-	30,000	-
EMPG HAZMAT 2013		-	-	30,000	-
UASI 2010	446,030	2,128,874	-	-	-
MRC - Public Health Preparedness	54,000	17,780	9,000	60,000	60,000
Total Homeland Security	3,144,822	3,146,784	395,369	1,064,689	502,384
TOTAL PROGRAM EXPENDITURES	6,106,984	7,531,652	4,825,933	4,369,814	4,815,531

4.5. GRANT BUDGET NOTES

Grant revenues are estimated to be 3,862,213 from all sources in Fiscal Year 2014-15

TRANSPORTATION

The following is a breakdown of federal, state and local funding for transportation work, which totals \$1,781,762. Funding is program-specific for contractual obligations.

PROJECTS	FEDERAL	STATE	LOCAL	TOTAL
FHWA Planning Studies/Contractors	\$312,000	\$39,000	\$39,000	\$390,000
LOTICIP	-0-	106,145	-0-	106,145
CCMPO Consultants	302,000	37,750	37,750	377,500
New Britain TOD-on-Call (phase 2)	10,733	1,342	1,342	13,417
Comprehensive Transit Service Analysis Study	72,960	18,240	-0-	91,200

West Hartford Diet Road Study		70,000	-0-	70,000
UConn Eastern Gateway Study		450,000	-0-	450,000
UConn Farmington/Hartford Study		283,500	-0-	283,500
Totals	\$697,693	\$1,005,977	\$78,092	\$1,781,762

TRANSPORTATION

FHWA Planning Studies and Contractual (CRCOG)	\$390,000
Public Involvement	\$140,000
Consultant	\$200,000
Website Redesign	\$50,000
CCMPO Consultants	\$377,500
Plainville Study	\$240,000
Naugatuck Valley Council of Governments(NVCOG)	\$137,500

POLICY AND PLANNING

The following is a breakdown of contractual obligations for Policy Development and Planning.

EPA is providing funding to inventory, characterize and assess brownfields sites in the Capitol Region	\$495,764
DECD Brownfield Grant	\$147,500
EPA Brownfield Assessment Grant	\$140,572
EPA Brownfield Loan Fund Grant	\$207,692
CCRPA Hazard Mitigation Planning Grant	\$82,779

MUNICIPAL SERVICES

The following is a breakdown of contractual obligations for Municipal Services

Service Sharing – OPM (CAPTAIN 4-G Mobile Data System)	\$ 50,000
Funding to migrate the existing CAPTAIN mobile data communication system to a browser-based application.	
- Demonstration Projects	\$ 953,029
Partnership with CCAT for demonstration projects on the Nutmeg Network. Projects breakdown is as follows:	
Electronic Document Management	\$583,529
Human Resources Portal (partial implementation)	\$369,500
- Regional Solid Waste Management	\$ 29,813

PUBLIC SAFETY COUNCIL

CAPTAIN User Fees	\$ 920,000
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The Participation Fees are derived from various charges from local public safety departments for the maintenance of the region's public safety system network.

Homeland Security Grant Administration (including MMRS, HAZMAT and CRI)	\$442,384
Funding under this program is to administer and manage Federal Homeland Security grant funds on behalf of the 41 communities which make up the Capitol Region Emergency Planning Committee and the State of Connecticut Department	

of Emergency Management and Homeland Security Region III. Below are the projects currently funded under the State Homeland Security Grant Program and related grants for FY 2016.

<u>Project</u>	<u>Amount</u>
Training & Exercises	59,000
Support and Equip Regional Response Teams	155,686
Information and Management	227,698
Total	442,384

MRC – Public Health Preparedness

\$60,000

The Medical Reserve Corps consists of medical and non-medical volunteers who supplement existing response capabilities during emergency events requiring public health or medical response.

5. APPENDICES

5.1. *CRCOG FINANCIAL POLICIES*

5.1.1. *FINANCIAL PLANNING POLICIES*

Balanced Budget

CRCOG's definition of a balanced budget is a budget in which expenditures are within 3/4% (0.75%) of expected revenues. CRCOG's policy is to have a balanced budget each and every year. Deviations from a balanced budget must be approved by the Policy Board and the budget should clearly document the reasons for the deviation, outline remediation efforts, and document success of remediation efforts in the following year.

Long-Range Planning

Given the uncertain nature of CRCOG's revenue and expenditures, the Council recognizes the difficulty of long-term planning. Strategically, however, given the changing nature of municipal, state and federal funding, the Policy Board's long-range planning policy is to include:

- Decrease dependence on any one funding source and diversify funding sources.
 - Leverage CRCOG Foundation to access private funding where possible
 - Continuing to aggressively pursue funding sources at the state and federal level.
 - Pursue different mechanisms for funding services, such as: receiving commission on contracts; potential subscription fees for certain services; consulting fees; and other appropriate alternatives.
- Where possible, review staffing at a multi-year grant level to ensure that staffing expenditures do not exceed expected revenues.
- Stabilize town dues as much as possible. Increases in dues, temporary or permanent, should be for specific added services or projects.
- Develop and implement multi-year strategies to guide overall financial planning and ensure financial planning is in line with long-term strategic goals.

Asset Inventory

Capital assets in excess of \$5,000 are recorded at cost. Capital assets are depreciated over their estimated useful lives on the straight-line method. Leasehold improvements are amortized over the shorter of the estimated useful life or the life of the lease. Furniture, equipment, computer hardware, and software are depreciated over three years. The capital asset inventory will include the acquisition date, the acquisition cost, the expected life of the asset, and the current depreciated value and will be updated annually.

5.1.2. *REVENUE POLICIES*

Revenue Diversification

CRCOG's strategy is to diversify its revenue sources as much as possible. Funding sources include local, state and federal agencies as well as private foundations and shared service fees. While CRCOG encourages continual diversification of revenue and entrepreneurial funding sources, CRCOG should maintain its core mission of cooperation across the region.

Fees for Service

In the areas in which CRCOG sets a fee for service, the fees shall cover the total cost of the service offered. Fees that do not cover the cost of the service offered must be approved by board action. Fees shall be reviewed every two years for adequacy.

One-Time Revenue and Unpredictable Revenue

Most of CRCOG's revenue sources are one-time revenue funding opportunities or unpredictable revenue, in that there is a short term (less than 5 years) of guarantee from the granting agency. Although CRCOG has stable revenue from the state and local government, that revenue is a small part of the total annual revenue. Ideally, CRCOG's ongoing expenditures will be funded by stable revenue sources. Given the basic unpredictability of CRCOG's funding sources, however, it is understood that some on-going expenditures will be evaluated on an annual basis based on expected funding for the upcoming year.

5.1.3. FINANCIAL ACCOUNTING AND BUDGET POLICIES (ACCOUNTABILITY)

The CRCOG Policy Board is required to adopt a fiscally prudent budget by July 1 each year. There should be a balanced relationship between revenues and expenditures. Appropriations are made at the department or functional level. The following funds are subject to annual budgetary appropriations:

- General Fund
- Transportation
- Jobs Access
- Policy and Planning
- Municipal Services
- Public Safety
- Homeland Security

General Accounting Policy

All CRCOG financial transactions are to be conducted, and records maintained, in accordance with generally accepted accounting principles as applicable to governmental organizations. The basis of accounting for CRCOG budget and accounting purposes shall be the modified accrual basis of accounting in measuring financial positions and results of financial operations. All funds are accounted for in the annual audit.

Financial Grant Monitoring, Reporting and Control System

The CRCOG Finance Department shall establish financial control systems and administrative procedures to ensure that financial management of its operating funds and grant awards are in strict compliance with grant program regulations. The Finance Department shall also coordinate all financial reporting as required by the grantor agency. In addition, a quarterly financial report shall be prepared on the financial status of the agency, which will be reviewed by the Council.

Audit Committee and Annual Audit

According to its by-laws, CRCOG has established an Audit Committee. The Committee has the responsibility to provide additional oversight to the accounting and financial reporting practices, and other internal controls of the agency. The Committee may also be responsible for the annual audit findings and recommendations as provided by CRCOG's independent auditors. An annual audit shall be performed by an independent public accounting firm under the provisions of the Municipal Audit

Act. The accounting firm will also issue all other required audit reports as required by federal and state cognizant agencies.

Budget Amendment

If the review of the quarterly financial reports shows a significant discrepancy between actual expenditures and revenues and budgeted expenditures and revenues, the Finance Director shall present an amended budget to the Personnel and Finance Committee for a budget amendment. After the Personnel and Finance Committee reviews the amended budget, the amended budget will go before the Policy Board for approval.

5.1.4. FUND BALANCE POLICY (RESERVE ACCOUNTS)

The CRCOG recognizes the financial importance of a stable and sufficient level of unreserved fund balance. As a major conduit for the region's state and federal funds, CRCOG must maintain an unreserved fund balance in order to (1) to have sufficient working capital in the first several months of the year until reimbursed expenses are received and available to fund operations; (2) to fund any unforeseen expenses that may occur during the course of the year or unpredicted one time expenditures; and (3) to protect against the need to reduce service levels or raise local assessment fees due to temporary revenue shortfalls.

It is recommended that CRCOG strive to maintain a targeted level of three (3) months of operating expenses in reserve. Should the unreserved fund balance amount fall below the targeted level, the Board must approve and adopt a plan to restore this balance to the target level within 12 months. Should the amount be in excess of the recommended level, it may be used for non-recurring expenditures or stabilization of local assessment fees.

This policy shall be incorporated in the annual budget document as a basic budget policy to which the budget process annually adheres.

5.1.5. DEBT POLICY

The Capitol Region Council of Governments (CRCOG) is a voluntary association authorized and organized according to the General Statutes of the State of Connecticut, as amended, or by special acts of the Connecticut General Assembly including the rights, responsibilities and duties pertaining to regional planning agencies.

Such statutory authority prohibits Connecticut regional planning agencies from issuing tax exempt debt or acting in the capacity as a conduit of tax exempt debt. Therefore, this precludes the need for the Capitol Region Council of Governments to establish a debt policy.

5.1.6. GENERAL PROCUREMENT POLICIES

Purchasing activities are conducted by all CRCOG staff employees, rather than a central purchasing authority, whose responsibility it is to ensure that the purchasing policies as set forth below are adhered to:

- Facilitate uniformity in procurement practices, to provide a system of reasonably priced, high quality goods and services and mitigate against administrative inefficiency.
- Purchasing activities include an obligation at all times to comply with government regulations, proper transaction documentation and records retention and fiscal responsibility.

- As the fiscal agent for intergovernmental grant programs, CRCOG procurement practices shall comply with laws, regulations and guidelines of the federal government, State of Connecticut and other political subdivisions or agencies and the provisions of grant or funding agreements.
- Procurement activities must be conducted in a manner that in all respects is fair, without collusion and avoids the appearance of impropriety. No employee or officer of CRCOG shall participate in any procurement process if a conflict of interest, real or apparent, may be involved.
- Cooperative purchasing arrangements which have been extended to political sub-divisions, including the State of Connecticut and U.S. General Services Administration, should be encouraged when they lend themselves to economies of scale and are in compliance with generally accepted purchasing guidelines.
- Disposition of surplus property shall be by either auction, sale, trade-in or advertised bid at the discretion of the Executive Director after a fair market value has been determined.
- CRCOG's Procurement Procedures Manual (rev. 1999) shall be the governing document in all matters of the Agency's procurement process. All Agency staff members should be knowledgeable and trained in all aspects of the manual which shall be posted on the Agency's website.

5.1.7. CASH MANAGEMENT AND SHORT-TERM INVESTMENT POLICY

This policy applies to the investment of short-term operating funds of the Capitol Region Council of Governments. Because the expenditure of CRCOG operating funds do not occur concurrently with the receipt of such funds, it is incumbent upon CRCOG to not only assure the safekeeping of the resulting idle cash, but to also make full use of idle cash through an effective short-term investment program that will produce maximum returns. The following policies are established for the CRCOG's cash management and short-term investment program, in priority order, of investment activities shall be:

- Safety
Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.
- Liquidity
The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. As a major conduit for the region's state and federal funds, CRCOG must have sufficient cash liquidity in order to have working capital in the first several months of the year until reimbursed expenses are received and available to fund operations.
- Yield
The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of least importance compared to the safety and liquidity objectives described above.

Permitted Investments

CRCOG as a political subdivision of the State, shall only utilize eligible investments as permitted for Connecticut municipalities and are determined by C.G.S. 7-400 and 7-402. The CRCOG operating funds are to be invested in accordance with the guidelines upon the direction of the Finance Director in the following short-term investments:

- Certificates of deposit (C.D.) with Connecticut banks only upon written evidence that the bank meets the collateral, risk based capital and other requirements of Qualified Public Depositories as defined in Connecticut General Statutes 36-382.
- Money market accounts.
- U.S. Government Treasury Obligations.
- Repurchase Agreements collateralized by U.S. Government Agency Obligations.
- Investment pool of the State of Connecticut which maintains and operates a government investment pool, Short Term Investment Fund (STIF).

Delegation of Authority and Fiduciary Responsibilities

- Authority to manage the short-term investment program is granted to the Director of Finance and Treasurer. Responsibility for the day to day operation of the investment program is delegated to the Finance Director who shall carry out the procedures and internal controls for the operation of the investment program consistent with this investment policy.
- All CRCOG personnel responsible for financial management shall provide for the expeditious billing, collection and deposit of funds due to the CRCOG. At the same time, disbursements shall be controlled so as to maximize the pool of cash from which short-term investments can be made.
- The Director of Finance, Executive Director and CRCOG's Finance and Audit Committee shall meet periodically to review current investment policies and procedures and make recommendations and set guidelines concerning investment policies.

Prudence and Best Practices

The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing CRCOG's short-term cash management portfolio. CRCOG personnel responsible for financial management shall also be familiar with the Government Finance Officers Association's (GFOA) Recommended Practices publications and its policy statements pertaining to investment of public funds.

5.2. STAFF SALARY PLAN

CRCOG updated its staff salary plan in 2014 to reflect changing titles and job descriptions.

- All job descriptions reviewed and updated by Department Managers and Executive Director.
- Current Job Titles and Pay Grade Chart updated for current staff levels, titles and correct pay grade.
- Benchmarked current CRCOG positions and duties with similar markets after deciding which agencies were the geographic/agency competition for CRCOG staff to pursue a new job opportunity.
- Similar markets include Regional Planning agencies in Connecticut serving a similar population as CRCOG and New England Planning Agencies, larger municipalities in Connecticut, the State of Connecticut, and the Connecticut Metropolitan District Commission (MDC).
- Market results were then averaged to develop the updated Pay Grade Chart below.

CURRENT	JOB TITLES AND PAY GRADES	2015-2016 Pay Grades		
Level	Job Titles			
A2	Office Assistant	33028	37088.24	41149.53
A3	Program Assistant Accounting Assistant	44387.9	47271.85	50156.88
A4	Executive Assistant/Office Coordinator	53906.1	57213.41	60521.77
P1	Program Manager Planner Accountant	48162.8	54284.09	60405.38
P2	Senior Planner Senior Program Manager Contracts Specialist GIS Coordinator	52881.2	60059.3	67700.87
P3	Special Projects Manager I Principal Planner I Senior GIS Coordinator	56016.6	63164.75	70312.95
P4	Municipal Services Manager Special Projects II Principal Planner II	65095	74256.82	83419.7
P5/M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	89870.6	96735.6	103601.7
M2	Department Director II/Deputy Director	99274.2	108114.2	116955.3
E	Executive Director	N/A		

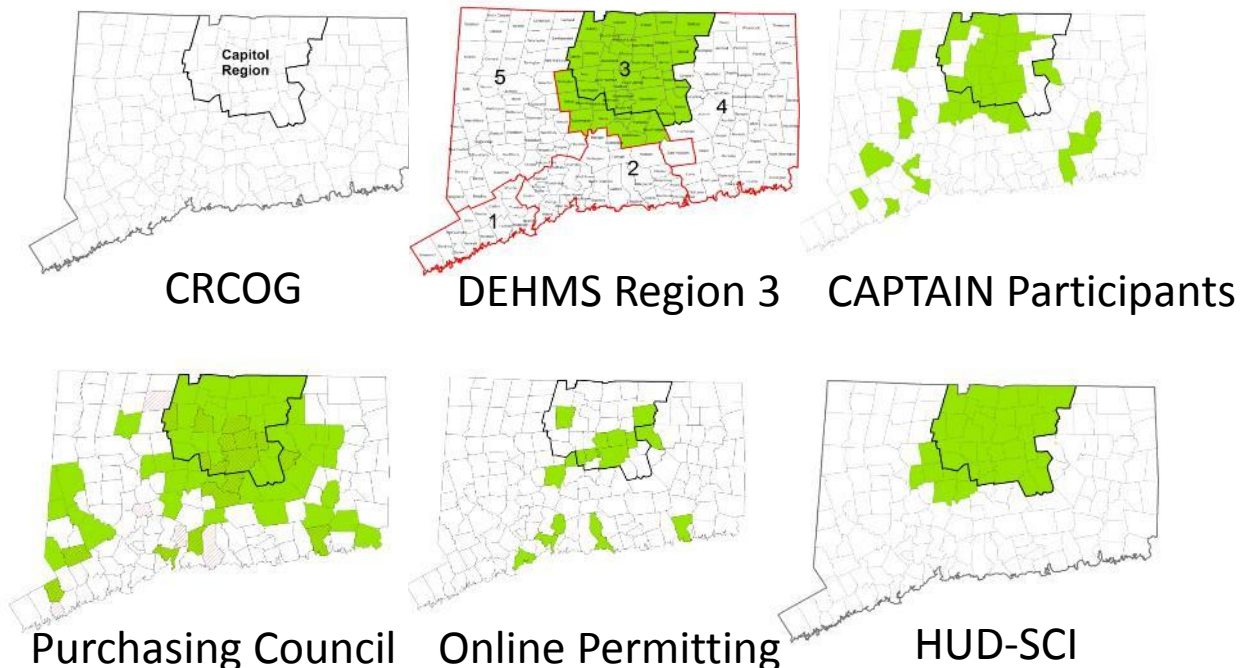
5.3. CRCOG POLICY BOARD 2013 STRATEGIC PLAN

5.3.1. SUMMARY

In 2012 to arrive at a strategic direction for the next several years, the CRCOG Policy Board undertook an in person member survey, received staff input on that same survey, considered demographic and other drivers as part of an environmental scan, and considered current commitments of various CRCOG programs. In November 2102 Policy Board members met to consider CRCOG’s strategic priorities and it is from this meeting and prior documentation that this summary was prepared. By way of review, CRCOG’s adopted mission statement is:

- Helping members improve governmental efficiency and save tax dollars through shared services and other direct service initiatives;
- Promoting efficient transportation systems, responsible land use and preservation of land and natural resources and effective economic development;
- Strengthening the capital city of Hartford as the core of a strong region, and as our economic, social and cultural center;
- Advocating for the region and its towns with the State and Federal governments;
- Strengthening our regional community by helping coordinate regional agencies and programs; and
- Assisting local governments and citizens in articulating, advocating and implementing the vision, needs and values of their regional community.

It is interesting to note that CRCOG’s geographic “borders” vary by the program involved:



The major themes that emerged from the CRCOG strategic review include:

- Diversify funding sources that support CRCOG’s core services.
- Continue technical support in Transportation and Planning areas and continued leadership in Regional Transit and Sustainable Communities.
- Continue efforts in shared services, especially in currently successful areas (e.g., Purchasing Council and CAPTAIN) and upcoming high priority areas for municipalities (e.g., leveraging Broadband and Human Resources).
- Strive for a strong capital region by outreach and networking to policy board members, especially new members and smaller towns.

The diagram below provides a graphic summary of CRCOG’s strategic direction for the next three to five years:



5.3.2. BACKGROUND

The purpose of the CRCOG strategic plan is to set direction and priorities for CRCOG for the three-year timeframe and to serve as a guide in preparation of the annual plan and budget for the organization. The intent is to align CRCOG’s resources with those areas that would be of most benefit and interest of members. Board members met in a strategic planning session on November 14, 2012 prior to the regularly scheduled Board meeting to consider this plan.

As part of the planning process, CRCOG performed an in-person survey of Policy Board members and presented to the Board the full conclusion of the survey. CRCOG staff also summarized and presented environmental factors facing CRCOG in the future years, including the fiscal cliff at the federal level and deficits at the state level. Finally, each department presented current issues and opportunities facing the department at CRCOG.

5.3.3. SURVEY RESULTS AND DISCUSSION

Overall the view of the members was that CRCOG offered value and high satisfaction. Broadband access and Human Resources were the most highly cited areas of opportunities for CRCOG and the region. There were a few communities that did not feel that they were well informed regarding CRCOG offerings.

Recommendations as a result of the survey were:

- Develop an Orientation Session for all new Chief Executive Officers and staff members who would play a key role in CRCOG.
- As a part of the Strategic Planning document, develop a succession plan for leadership roles and a training program for new officials to take on Committee and Officer roles.
- Develop and hold a workshop on the pros, cons, costs and role of Broadband access/installation for communities.
- CRCOG should develop capacity to act as an ombudsman between members and State agencies, such as DOT and DECD.
- As a part of the Strategic Plan, strategize about new funding sources for CRCOG so the agency can be sustained over the long run.
- Concentrate on developing successful regional services in those areas that are needed most by members: Human Resources, Back Office Administrative Functions, Property Tax Revaluations/Assessment, and Dispatch/Public Safety areas.

The Board felt the need to reach out to smaller towns, newer elected officials and increase participation in CRCOG activities by Board members will be one of the keys to CRCOG's future success. Board encouraged outreach by board members to newly elected officials and the need for better explanation regarding the bus rapid transit project as well as how federal transportation money is distributed in the region.

5.3.4. STAFF RESPONSE TO THE SURVEY

On October 18, 2012 CRCOG management staff met with Bonnie Therrien who served as a consultant to CRCOG to interview 27 of the 30 member towns for the survey as part of the strategic planning process. The following were conclusions presented for consideration by the Policy Board.

- **Quality and responsiveness.** Go for quality and not quantity in serving members. Continue high levels of responsiveness and carefully "pick battles" in selecting opportunities to carry out.
- **Additional services.** There is some willingness to fund additional services but also a push back against being "nickel and dimed" by optional services. This situation will need to be assessed on a case by case basis it seems.
- **Outreach to members.** Meet the needs of newer members who are not familiar with CRCOG. To this end staff suggest: Updating the member benefit summary and reaching out to towns that may not be familiar with CRCOG with staff or board contact. This might include one on one meetings, department head meetings or other forums.
- **Other benefits.** For towns with reduced opportunity for federal funding in transportation, outline other services and benefits from transportation for them.

5.3.5. ENVIRONMENTAL SURVEY

There are major environmental issues that have and will impact CRCOG and the CRCOG communities in the coming years.

- Federal Homeland Security funding has already been cut dramatically and faces further cuts. Federal transportation funding is flat for the most part as it directly affects CRCOG but in 2014 every state will get back 95% of what they put into the Highway Trust Fund putting in peril the “overshare” that Connecticut has relied on for some time.
- At the state level, the large continuing structural deficit will continue to put strains on revenue and expenses for both the near and medium term. Expectations for state grant opportunities should be kept to a minimum. State Grant in Aid (SGIA) funds, as in recent years, should not be counted on.
- As a result of the 2010 Census the map of various urbanized areas in the state has been updated. In 2014, Connecticut’s Planning Committee will define new boundaries and tasks for metropolitan regional agencies in the state. This is a potential opportunity for CRCOG.
- The trends offer cautions on building the cost base of the organization and suggest the need for more shared services and other region wide efforts to control costs while maintaining service levels.
- Recruitment of additional resources should continue to be a priority – \$ 2 million in recent shared services being an example – for ongoing efforts.

5.3.6. CRCOG’S CURRENT COMMITMENTS

CRCOG currently has a number of existing commitments that impact potential for future strategic options:

- Considerable administrative and accounting involved as a pass-through agency as well as in overseeing day to day grant activities
- Policy and Planning commitments include: HUD Sustainable Communities Regional Planning Grant until 2014; Capitol Region Natural Hazard Mitigation Plan by 2013; statutory regional planning responsibilities and Sustainable Capitol Region and Green Clearinghouse initiatives.
- Transportation commitments include: a large number federal initiatives under UPWP; Performance Metrics (MAP-21, accountability and federal accountability); infrastructure investments (Putnam Bridge, Transit System) and implementing project partnerships with the Connecticut Department of Transportation.
- Public Safety current commitments include: provide homeland security and emergency management planning services to 41 communities in DEMHS Region 3; provide staff/contractual support for efficient and effective project implementation and management; continued monitoring of the cost and benefits of all projects, including CAPTAIN and Public Safety related RPIP (Shared Services Grants) projects.
- Municipal Services current commitments include: Purchasing Council (15-20 annual/biennial bids per year, natural gas and electricity energy programs, EZIQC); service sharing grants (including RPIP grants and back office study, Human Resources initiatives and staffing CCSWA); and e-government related work (broadband advocacy and Online Permitting).

5.3.7. DETAILED STRATEGIC SUMMARY

The following section details the major themes that emerged from the CRCOG strategic review:

- Diversify funding sources that support CRCOG's core services.
- Continue technical support in Transportation and Planning areas and continued leadership in Regional Transit and Sustainable Communities.
- Continue efforts in shared services, especially in currently successful areas (e.g., Purchasing Council and CAPTAIN) and upcoming high priority areas for municipalities (e.g., leveraging Broadband and Human Resources).
- Strive for a strong capital region by outreach and networking to policy board members, especially new members and smaller towns.

Diversify Funding Sources

- Regional Performance Incentive Program is an annual opportunity for grants and programs and should be pursued in line with CRCOG's core mission and priorities of the CRCOG board as concluded in the survey.
- Given the current fiscal climate, it is imperative for CRCOG in all its departments seek out new funding sources and alternatives and meeting the right balance between fees and services delivered, when applicable.
- CRCOG would benefit also by seeking out more support from our Congressional delegation.
- Innovative Financing (Value Pricing Study for I84 Underway).

Technical Support

- Provide planning technical assistance to the CRCOG communities, especially smaller communities.
- Continue providing Transportation technical support to CRCOG communities, including GIS mapping and support.

Transportation

- FHWA Every Day Counts (Streamlining project delivery, corridor-wide approach to planning).
- Leveraging Inter-State Connections (NHHS Rail – enhanced connection to NY City in 2016).
- CT**fastrak** bus rapid transit (Marketing, continuing to build ridership) and advancing the Regional Transit Strategy.

Sustainable Communities

- Sustainable Communities / Complete Streets (TOD, supporting major transit investments, greening the region).
- Support towns in implementing best practices coming out of HUD-funded Sustainable Communities project and follow-up on HUD SCI Bi-State Action Plan.

Public Safety and Homeland Security Related Shared Services

- Continued support for CAPTAIN and CAPTAIN 4G.
- Seek out additional first responder involvement/municipal staff time.

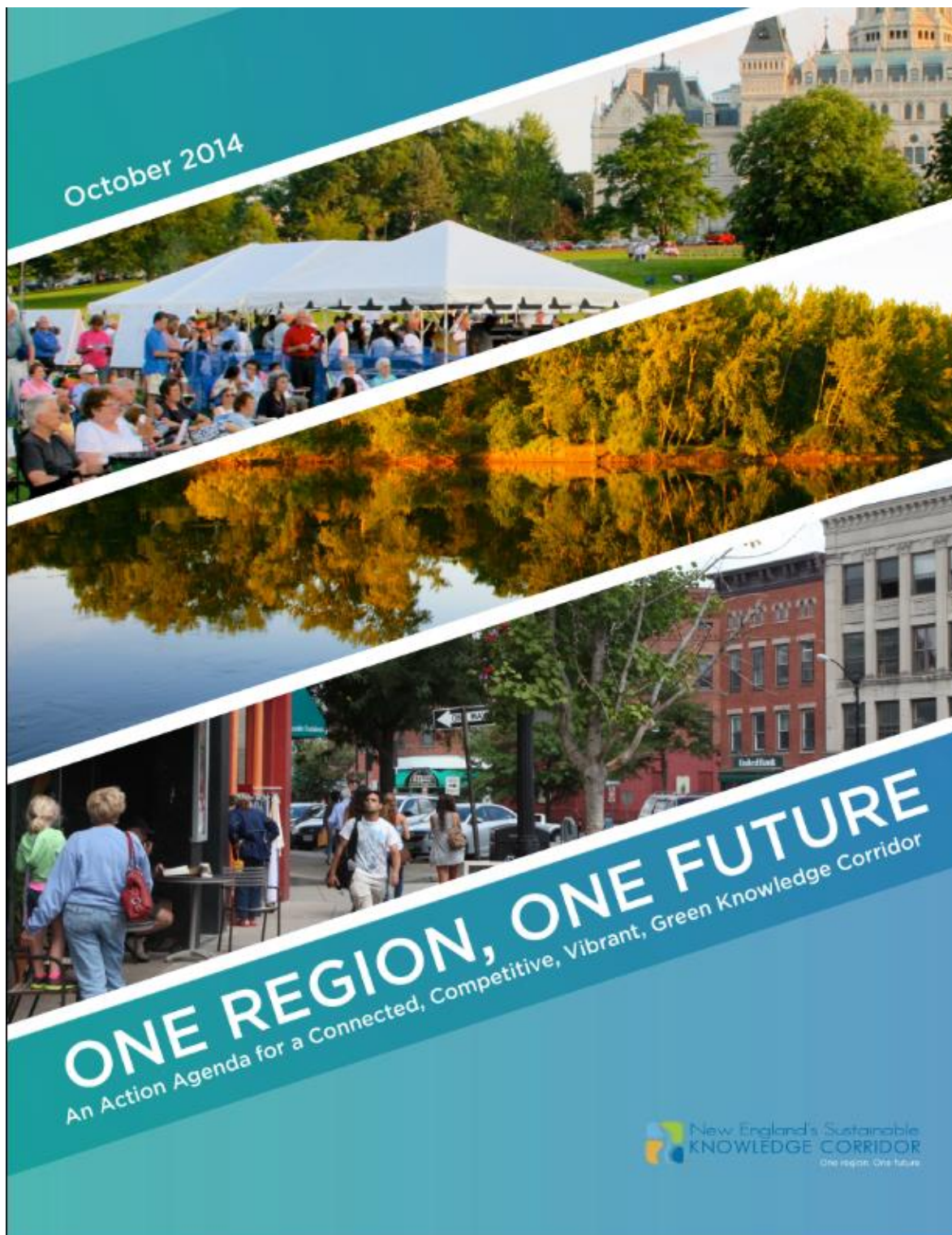
Municipal Services related Shared Services

- Enhance cooperation with other state/regional entities, including partnering with CCM, COST, CTCMA, CREC and GMIS on topics of common interest (i.e. municipal broadband).
- Actively invite current members to participate in Municipal Services Committee, e-Government and Purchasing Council meetings.
- Establish a municipal service bureau to incorporate current CRCOG programs and new programs for regional cooperation. Concentrate on developing successful regional services in those areas that are needed most by members: Human Resources, Back Room Functions, Revaluations/Assessment, and Dispatch/Public Safety areas.

Strong Capital Region: CRCOG Overall Opportunities

- Boundaries legislation – is an opportunity to re-organize based on urbanized areas, but many COGs are against this and may be difficult to achieve effective change.
- Continue to inform Chief Elected Officials and Chief Administrative Officers on the benefits of CRCOG and overall CRCOG roles. Encourage CEOs via “buddy system” and Executive Director outreach, stressing that CRCOG is a place to network with other CEOs and those who face the same problems and difficulties from the same perspective, which is unique in towns.
- Develop and hold a workshop on the pros, cons, costs and role of Broadband access/installation for communities.
- Strengthen and develop those services that would be beneficial to smaller communities so that membership stays strong with these municipalities

5.4. ONE REGION ONE FUTURE





One Region, One Future was prepared by the Sustainable Knowledge Corridor Consortium—a partnership of forty-four public and private agencies including regional planning organizations, municipalities, educational institutions and other community partners in the greater Hartford, CT—Springfield, MA region. The Consortium was formed to oversee a bi-state planning project which is laying the foundation for preserving, creating and maintaining a sustainable, economically competitive, and equitable Knowledge Corridor. *One Region, One Future* presents a bi-state vision and action agenda that will help the Knowledge Corridor achieve a connected, competitive, vibrant and green future.

The Vision

✱ CONNECTED

- Increased transportation and communication choices.
- Access to passenger rail and bus rapid transit services through the New Haven-Hartford-Springfield and Vermonter rail projects, and the CTfastrak bus rapid transit project.
- A network of bicycle and pedestrian paths, bike lanes, sidewalks, bike share programs, and related bike infrastructure.
- Complete streets that provide safe and convenient access for pedestrians and bicyclists, as well as vehicles.
- Reduced dependency on auto trips and resulting savings in energy use and less air pollution.
- High speed internet access for all businesses, schools, residences and local governments throughout the region.

💡 COMPETITIVE

- Improved job training and talent development programs to create a skilled workforce that is well-matched to the region's future employment opportunities.
- Increased educational attainment and job and economic opportunities for low income residents and people of color.
- More great neighborhoods in and around our urban core, with access to transit, walking and biking facilities, to attract and retain college graduates and other young workers.
- New transit-oriented development attracting a mix of housing types and employers, and supported by anchor institutions.

☀ VIBRANT

- Communities and neighborhoods, which are places where people want to live, work and recreate, and places in which individuals and households thrive.
- More transportation choices.
- A broader range of equitable and affordable housing choices for people of all ages, incomes, races and ethnicities.
- Improved economic competitiveness, for workers and businesses.
- Investment to support existing communities, to make them more livable, improve their quality of life, and protect their character and cherished landscapes.
- Increased opportunities for healthy exercise, including enjoying the outdoors, trails and parks.

🌿 GREEN

- Clean, fishable and swimmable waterways, resulting from reduced stormwater and combined sewer pollution.
- Reduced greenhouse gas emissions, resulting from increased energy conservation and use of green energy production alternatives.
- Smarter growth and compact development patterns, resulting in the protection of natural resources, and reduced auto travel and air pollution.
- Increased land conservation efforts focused on protecting our farmlands, wildlife corridors and special natural places.
- Better access to healthy food, parks and recreation opportunities, particularly for urban residents.

The Action Agenda

KEY ACTIONS		 A CONNECTED KNOWLEDGE CORRIDOR  A COMPETITIVE KNOWLEDGE CORRIDOR  A VIBRANT KNOWLEDGE CORRIDOR  A GREEN KNOWLEDGE CORRIDOR			
	Improve Rail Connections	•	•	•	•
	Create Integrated Bus Systems	•	•	•	•
	Adopt a Complete Streets Ethic	•		•	•
	Build a Linked Network of Bicycle and Pedestrian Routes and Amenities	•		•	•
	Assure Access to High Speed Internet for All Businesses, Schools, Residences, and Local Governments	•	•		•
	Match Talent Development to Jobs, Through Implementing a Bi-State Talent Development/Retention Strategy	•	•	•	•
	Aggressively Expand Development Near Transit or at Rapid Transit and Rail Stations	•	•	•	•
	Ramp-up Bradley International Airport (BDL) as Western New England's Airport of Choice	•	•		
	Zone to Promote Compact, Mixed-Use, Mixed-Income Village Centers and Downtowns	•		•	•
	Encourage Placemaking and the Programming of Public Spaces to Support Neighborhood Vitality		•	•	
	Adopt TOD Zoning Districts Around Commuter Rail and Transit Stations or Stops	•	•	•	•
	Zone to Expand Housing Choice and Support Economic Growth	•	•	•	•
	Support Strategic Collaborative Investments to Strengthen Neighborhoods		•	•	
	Revitalize Urban Centers by Attracting Jobs, Market Rate Housing, and Mixed-Use Development		•	•	•
	Develop, Adopt and Implement Complete Streets Plans and Policies	•	•	•	•
	Improve Access to Resources that Improve the Health of the Region's Residents, including Promoting Food Security for All and Reducing Hunger		•	•	•
	Institutionalize the Application of Green Infrastructure and Sustainable Design and Development Techniques	•	•	•	•
	Clean Up the Connecticut River and its Tributaries Through Cutting Pollution from Combined Sewer Overflows and Stormwater, and Promoting Green Streets and Developments		•	•	•
	Revitalize Urban Areas Through Remediating and Reusing Brownfields, Maximizing Access to Parks and Recreational Areas, and Maximizing Access to Local Food Sources		•	•	•
	Adopt Municipal Zoning Strategies and Other Policies That Will Reduce Our Impact on the Environment and Help Reduce Greenhouse Gases		•	•	•
	Cooperate in Promoting Clean Energy Strategies to Reduce Greenhouse Gases	•	•	•	•
	Adopt Coordinated Climate Adaptation Strategies		•	•	•
	Coordinate Regional Efforts for Land and Water Conservation, and Protection of Key Natural Resource Areas			•	•

An Action Agenda for a Connected, Competitive, Vibrant, Green Knowledge Corridor

Implementation

The geographic area covered by this action agenda includes the Hartford, Connecticut, New Britain, Connecticut, and Springfield, Massachusetts metropolitan areas, which comprise the central portion of the New England Knowledge Corridor. All of the Sustainable Knowledge Corridor Consortium partners—as well as other municipal, state, federal, non-profit, and private entities—have a role to play in implementing the *One Region, One Future* vision for a connected, competitive, vibrant and green Knowledge Corridor.



Visit www.SustainableKnowledgeCorridor.org for more information.

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5.5. GLOSSARY

Additive Rate – Overhead rate completed annually which is applied to direct salary expenditures. Reimbursement for Transportation programs, (operations) are based on the overhead rate.

Brownfields – A brownfield site is defined as real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of hazardous substances, pollutants, contaminants, controlled substances, petroleum or petroleum products, or is mine-scarred land. In most cases these are prime properties for commercial or industrial use.

Balanced Budget – A budget under which the revenues are greater than or equal to the expenditures.

Budget – A financial plan, including proposed expenditures and estimated revenues, for a period in the future.

CAPTAIN – Capitol Region Total Access Information Network, a Mobile Data Communications System for police and fire.

Charrette: a collaborative session in which designers draft a solution to a design problem. In land use and urban planning a charrette typically involves intense and possibly multi-day meetings, involving municipal officials, developers, and residents.

CT CHIEF – Connecticut Criminal History and Incident Exchange Facility, a public safety Records Management System.

CT Transit – Connecticut Transit is the Connecticut Department of Transportation (CTDOT)-owned bus service.

e-Procurement – A secure, automated, online bidding system that allows the Capitol Region Purchasing Council and its membership to manage all competitive and other procurement processes on the Internet and streamlines procurement activities with an online software system.

Expenditure – Represents the charge against the budget for goods or services actually received.

EZ-IQC - EZ Indefinite Quantity Construction – a competitive bid process that allows towns to contact select vendors for small construction projects with predefined pricing table. EZ-IQC projects do not include federally funded projects, but may include state, municipal and grant funding.

Fiscal Year – The twelve month period at the end of which a government determines its financial condition and the results of its operation and closes its books. The CRCOG fiscal year begins on July 1st and ends June 30th each year.

First Selectman – In Connecticut the First Selectman is the chief executive and administrative officer of most towns with the Selectmen-Town Meeting form of government.

Fund – An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives.

General Fund – Consists of accounts for receipts not earmarked by law for a specific purpose, the proceeds of general borrowing, and the expenditure of these monies.

Grant – Funds given to tax-exempt nonprofit organizations or local governments to fund a specific project and require some level of reporting. The process involves an applicant submitting a proposal to a potential funder, either on the applicant's own initiative or in response to a Request for Proposals from the funder.

HOME Connecticut – A statewide campaign aimed at increasing the stock of affordable housing in Connecticut.

HUD – United States Department of Housing and Urban Development

Jobs Access – The main focus of the Jobs Access program is to provide transportation services to TFA (Temporary Family Assistance) and low-income individuals by enhancing public transit services to welfare recipients and other low-income populations for the purposes of commuting to places of employment or employment related activities.

Journey Home – Organization that coordinates implementation of the 10-Year Plan to End Chronic Homelessness in the Capitol Region.

Metropolitan Planning Organization – Metropolitan Planning Organizations (MPO) are designated by federal law to conduct regional transportation planning and to select federally funded projects.

Operating Budget – The annual budget of an activity stated in terms of functional/subfunctional categories and cost accounts. It contains estimates of the total value of resources required for the performance of the operation including reimbursable work or services for others.

Revenue – All amounts of money received by a government entity, net of refunds and other correcting transactions, other than from issue of debt, liquidation of investments, and as agency and private trust transactions.

Reverse 911 – A communications solution that uses a patented combination of database and GIS mapping technologies to deliver outbound notifications, for general information and in times of crisis.

Regional Planning Organization – Regional Planning Organizations are statutorily authorized regional entities voluntarily established by the municipalities located within Connecticut's 9 state-defined planning regions. Connecticut's Regional Planning Organizations are also known as Councils of Governments.

STIF – Connecticut's government investment pool, Short Term Investment Fund

STP Urban – The Federal Surface Transportation Program, to improve federal aid eligible highways within urban areas. Projects must meet federal and state requirements. Communities are eligible for funding on roads functionally classified as higher than "local".

Service Sharing – A CRCOG initiative to help municipalities achieve more by using regional solutions for municipal challenges that lead to reduced costs and enhanced services. The goal is to have every community look for regional solutions that lead to reduced costs and enhanced services.

Town Council – The Town Council is responsible for setting policy through the enactment of ordinances and resolutions.

Unobligated Funds – Funds that have not been obligated carried forward to the new fiscal year.

5.6. ABBREVIATIONS AND ACRONYMS

CAPTAIN – Capitol Region Total Access Information Network

CCM – Connecticut Conference of Municipalities

CCMPO – Central Connecticut Metropolitan Planning Organization

CCP – Citizen Corps Programs

CCRPA – Central Connecticut Regional Planning Agency

CERT – Community Emergency Response Team
CMAQ -Congestion Mitigation and Air Quality
COG – Council of Governments
CTDOT – Connecticut Department of Transportation
CREC – Capitol Region Education Council
CREPC – Capitol Region Emergency Planning Committee
CRMMRS – Capitol Region Metropolitan Medical Response System
CR-MRC – Capitol Region Medical Reserve Corps
CRCOG – Capitol Region Council of Governments
CRPC – Capitol Region Purchasing Council
CRI – Cities Readiness Initiative
CT – Connecticut
CT-SART – Connecticut State Animal Response Team
DEMHS – Department of Emergency Management and Homeland Security
DEEP- Department of Energy and Environmental Protection
DOT - Department of Transportation
DSS – Department of Social Services
EFS – Emergency Support Function
EJ -Environmental Justice
EMS – Emergency Medical Services
EPA – Environmental Protection Agency
EZ-IQC - EZ Indefinite Quantity Construction
FEMA – Federal Emergency Management Agency
FFY – Federal Fiscal Year
FHWA – Federal Highway Administration
FTA - Federal Transit Administration
FY- Fiscal Year
GIS – Geographic Information Systems
HSGP – Homeland Security Grant Program
HUD – U.S. Department of Housing and Urban Development
IECGP – Interoperable Emergency Communications Grant Program
LRAR -Local Road Accident Reduction Program
MMRS – Metropolitan Medical Response Systems
MRC – Medical Reserve Corps
NHHS – New Haven/Hartford/Springfield Rail Project
NIMS – National Incident Management System
NIMSCAST – NIMS Compliance Assistance Support Tool
NVCOG – Naugatuck Valley Council of Governments

OPM – Office of Policy and Management
PPP -Public Participation Plan
RCC – Regional Emergency Coordination Center
RESF – Regional Emergency Support Function
RFP – Request for Proposal
RID – Regional Incident Dispatch Team
RPIP – Regional Performance Incentive Program
SCI –Sustainable Communities Initiative
SHSGP – State Homeland Security Grant Program
STIF – Short Term Investment Fund
SWOT – Strengths, Weaknesses, Opportunities and Threats
TIP - Transportation Improvement Program
TOD – Transit Oriented Development
TRS – Treated Road Salt
UASI – Urban Area Security Initiative
UPWP - Unified Planning Work Program (Transportation Work Program)
WTW – Welfare to Work