CAPITOL REGION
COUNCIL OF GOVERNMENTS

ANNUAL BUDGET

July 1, 2016– June 30, 2017

www.crcog.org

CRCOG

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, 2015. 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.

GFOA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished
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Connecticut

For the   Fiscal Year   Beginning

July 1, 2015

Executive Director

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.*

CAPITOL REGION
COUNCIL OF GOVERNMENTS
Working together for a better region.

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www.crcog.org

May 25, 2016

To CRCOG Policy Board Members:

The Capitol Region Council of Governments (CRCOG) budget for the July 1, 2016 to June 30, reflects the continuing fiscally challenging and changing environment faced by CRCOG and by many of our member towns and cities.

The themes of the budget – connected, competitive, vibrant and green – are drawn from the CRCOG strategic planning sessions as well as 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.

Continuing to leverage opportunities of the state fiber-optic network through the Nutmeg Network demonstration projects are high priorities in the 2016-2017 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 24 towns and CRCOG added a second vendor to it online permitting system offering.
- CRCOG also relaunched its Metro-Hartford Brownfields program and obligated approximately $10.3 million in Federal 2015 STP Urban Funds, $11.2 million in State 2015 LOTCIP Funds.

This year's budget responds to current economic challenges and to the continuing demand for services. CRCOG's overall operating budget is $3,401,224 and our grants and contracts budget is $6,455,326.

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.

Andover / Avon / Bloomfield / Bolton / Canton / East Granby / East Hartford / East Windsor / Ellington / Enfield / Farmington / Glastonbury / Granby / Hartford / Hebron / Manchester / Marlborough / New Britain / Newington / Rocky Hill / Simsbury / Somers / South Windsor / Stafford / Suffield / Tolland / Vernon / West Hartford / Wethersfield / Windsor / Windsor Locks

A voluntary Council of Governments formed to initiate and implement regional programs of benefit to the towns and the region

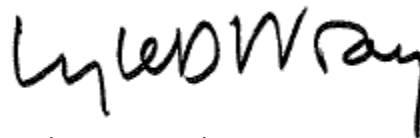|	FY2016-2017		
Revenue Sources	**Operating Budget**	**Grants Budget**	**FY2016-2017**
Federal	1,587,640	2,460,603	4,048,243
State	966,350	2,894,760	3,861,110
Local	689,029	150,150	839,179
Other	377,946	949,813	1,327,759
TOTAL	**3,620,965**	**6,455,326**	**10,076,291**
Expenditures	**Operating Budget**	**Grants Budget**	**Total**
Homeland Security	-	636,307	636,307
Jobs Access	-	-	-
Municipal Services	-	1,885,938	1,885,938
Policy Development & Planning	-	642,676	642,676
Public Safety	-	920,000	920,000
Transportation	-	2,370,405	2,370,405
Personnel	1,484,968	-	1,484,968
Fringe	807,985	-	807,985
Management Support	429,545	-	429,545
Indirect Expenses	342,475	-	342,475
Direct Expenses	306,251	-	306,251
Contingency	30,000	-	30,000
TOTAL	**3,401,224**	**6,455,326**	**9,856,550**

Last year, for the seventh 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 2016-2017 to better serve our 38 member communities.

Sincerely,

Stewart (Chip) Beckett
Chairperson

Lyle D. Wray, PhD
Executive Director

A voluntary Council of Governments formed to initiate and implement regional programs of benefit to the towns and the region

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1. INTRODUCTION

1.1. CRCOG OVERVIEW

With the changes in boundaries, the Capitol Region Council of Governments (CRCOG) 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
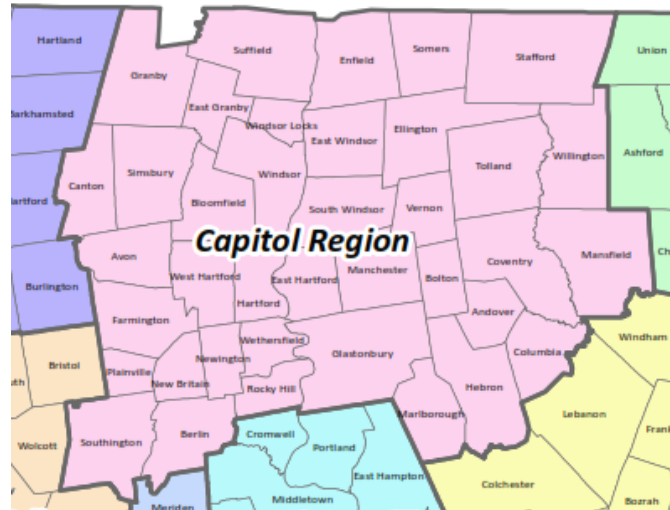
The CRCOG region is 1,047 square miles in size and it houses approximately 973,959 people.

CRCOG members recognize that the future of our individual member communitites 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:

- CRCOG established **a new IT Services Cooperative** that offers online permitting, hosting services, disaster recovery/data backup, Voice Over Internet Protocol telephone service and live and on demand streaming video services.
- CRCOG was the **first regional planning agency to manage federal homeland security funds** on behalf of our communities and has successfully completed well over 120 projects since the inception of this program
- CRCOG **re-launched the MetroHartford Brownfields Program**, and conducted environmental site assessments, hazardous building materials assessments, and remedial action plans on seven sites in four communities, to help prepare the properties for remediation and reuse.
- Through the CRCOG Foundation, initiated a workshop series on **Next Generation Economic Development in Connecticut**, to help spur economic growth in the Capitol Region.
- CRCOG obligated approximately $**10.3 million in Federal 2015 STP Urban Funds, $11.2 million in State 2015 LOTCIP Funds**, and approved over **$55 million in new municipally sponsored transportation projects** to improve regionally significant roads, sidewalks and multi-use trails.

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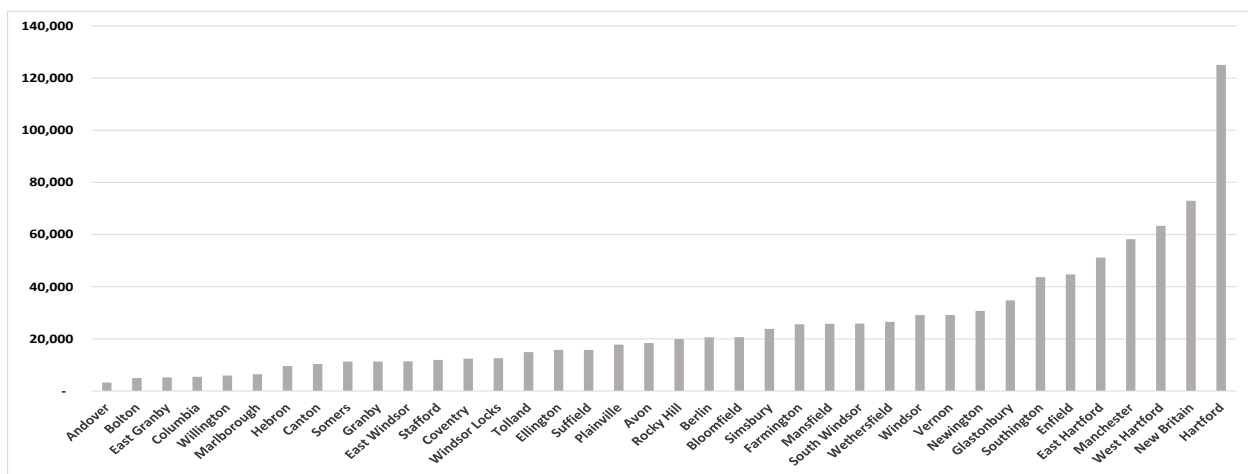
CT Department of Public Health, Connecticut Population Estimates as of July 1, 2013

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%.
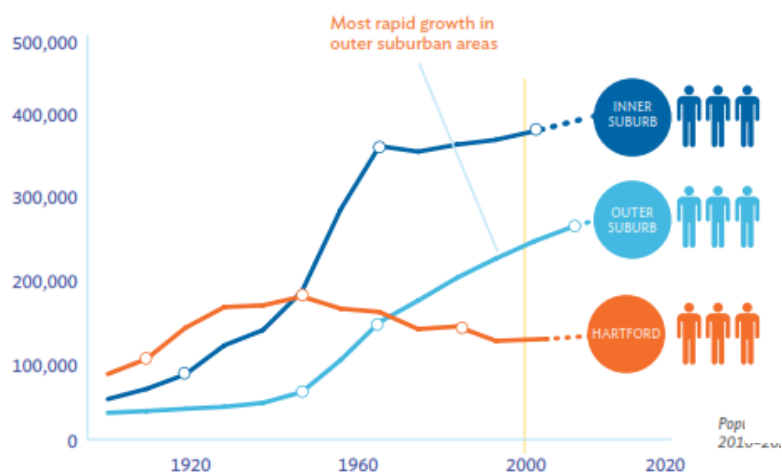
Population 1900-2010, projections 2010-2025.
Source: State Data Center
Source: Metro Hartford Progress Points 2014 Publication

1.3. CRCOG GOALS AND STRATEGIC PLANNING

1.3.1. MISSION

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

1.3.2. STRATEGIC PLANNING

In 2015-2016 to arrive at a strategic direction for the next several years, the CRCOG Policy Board undertook an overview of CRCOG services and CRCOG plans for the upcoming three to five years. In February 2016 Policy Board members met to consider CRCOG's strategic priorities and it is from this meeting and staff input, CRCOG has outlined its strategic plan, which can be found at the appendix to this document. The central vision of CRCOG's strategic plan is a Connected, Competititve, Vibrant and Green Capitol Region. Each department's goals are also outlined at the beginning of each department's narrative.

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

The vision for the FY 2016-2017 CRCOG Strategic 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

Connected

- o Increased transportation and communication choices.
- o 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.
- o A network of bicycle and pedestrian paths, bike lanes, sidewalks, bike share programs, and related bike infrastructure.
- o Complete streets that provide safe and convenient access for pedestrians and bicyclists, as well as vehicles.
- o Reduced dependency on auto trips and resulting savings in energy use and less air pollution.
- o High speed internet access for all businesses, schools, residences and local governments throughout the region.

Competitive

Competitive

- o Improved job training and talent development programs to create a skilled workforce that is well-matched to the region's future employment opportunities.
- o Increased educational attainment and job and economic opportunities for low income residents and people of color.
- o 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.
- o New transit-oriented development attracting a mix of housing types and employers, and supported by anchor institutions.

Vibrant

Vibrant

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

Green

Green

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

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.

1.3.4. 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/CT*fastrak* 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	*	*	*	*

1.4. 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 4: 2015-2016 Organizational Structure
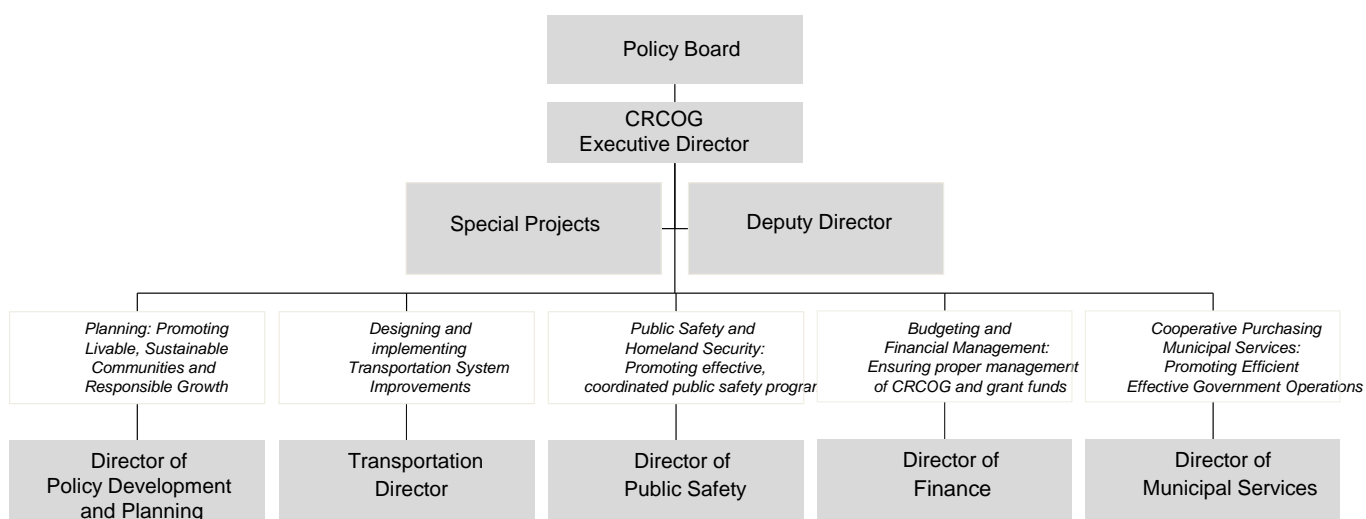
CRCOG will increase staffing by three people in FY 2015-2016 as a result of the addition of eight new towns in 2014-2015. The changes are outlined below:

Table 1: CRCOG Job Classifications

CURRENT	JOB TITLES AND PAY GRADES	2015-2016 Budget	2016-2017 Budget
Level	Job Titles		
A2	Office Assistant	1	1
A3	Program Assistant / Accounting Assistant	2	1
A4	Executive Assistant/Office Coordinator	1	1
P1	Program Manager / Planner / Accountant	3	4
P2	Senior Planner / Senior Program Manager Contracts Specialist / GIS Coordinator	4	2
P3	Special Projects Manager I / Principal Planner I Senior GIS Coordinator	5	5
P4	Special Projects II / Principal Planner II	6	5
P5/M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	3	4
M2	Department Director II/Deputy Director	1	1
E	Executive Director	1	1

Table 2: CRCOG Staffing Levels 2012 – 2017

Staffing level (June 30)	FY 12-13	FY 13-14	FY14-15	FY15-16	FY16-17
Finance and Administration (includes Executive Director, Special Projects, and Executive Assistant)	4.51	4.98	4.80	4.85	4.95
Transportation / FHWA Planning Funds	9.73	10.35	10.60	12.25	13.07
Public Safety and Homeland Security	2.69	2.76	2.69	1.21	1.49
Policy and Planning (included Municipal Services until FY 10-11)	3.23	1.9	3.13	4.18	3.64
Municipal Services	2.19	2.44	1.85	1.42	2.22
TOTAL CRCOG STAFF	22.35	22.43	23.07	23.91	25.37

**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 27th: Preliminary summary and draft presentation to the Policy Board
- May 11th: Final Draft presentation and approval by Executive Committee
- May 25th: 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 signficiant changes from the previous years. There are many outside factors that influence CRCOG's short-term outlook.

Federal

- 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-FY2017 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 2015-2016 ($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, although CRCOG has budgeted for SGIA in 2016-2017 ($538,070 per OPM), CRCOG has also included within this budget how CRCOG would address the budget if the legislative session were to result in SGIA funding being cut by the state. In previous years, SGIA has been as low as $9,759.
- In FY 2015-2016 CRCOG received a $2.1 million to conduct a statewide GIS orthography flight. The funding is primarily allocated to consultant expenses, however, CRCOG staff serve as project managers and facilitators for the project. CRCOG received a portion of these funds in 2015-2016 and anticipate the remainder of the funds being available in 2016-2017.

Local

- CRCOG has continued to contribute a portion of its local dues to a "Regional Program Fund" that would enable CRCOG to begin regional projects without outside funding. If SGIA is received this year, this contribution will continue.
- CRCOG's municipal services offerings are expanding and CRCOG anticipates adding additional services and expanding CRCOG's offering in the upcoming year.

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 signficiant 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: 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 is anticipated to be $538,070 in 2016-2017 and according to current legislation should double in 2017-2018. 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 5: CRCOG Historical and Projected Revenue by Source
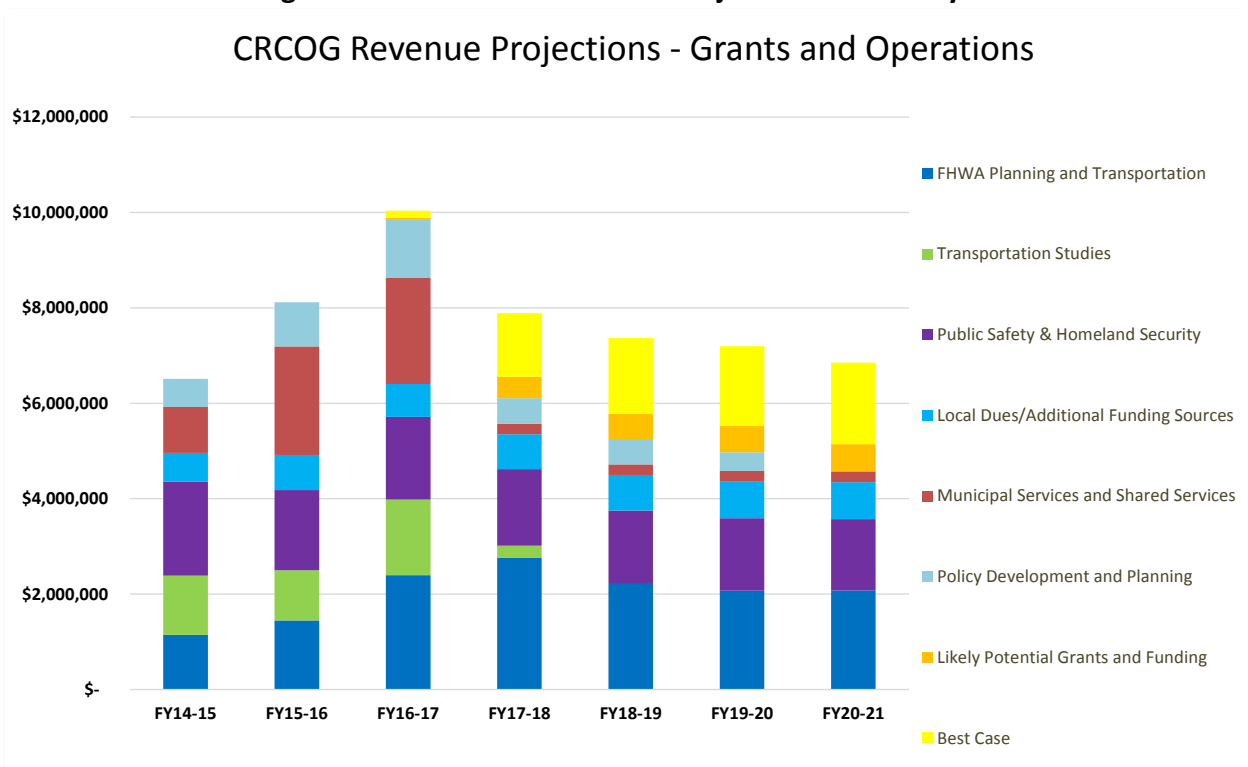
Although the above graph shows a steady decline in CRCOG's expected revenues, a number of the revenue streams are contract or grant related funding and do not directly effect CRCOG's operations and staff. CRCOG will have fewer grants and contract opportunities to offer its membership, but the core functional funding is stabler than would appear at first glance.

The five year operational revenue versus operational 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 FY2018-2019 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 legislated levels.

Figure 6: CRCOG Projected Operational Income & Deficit
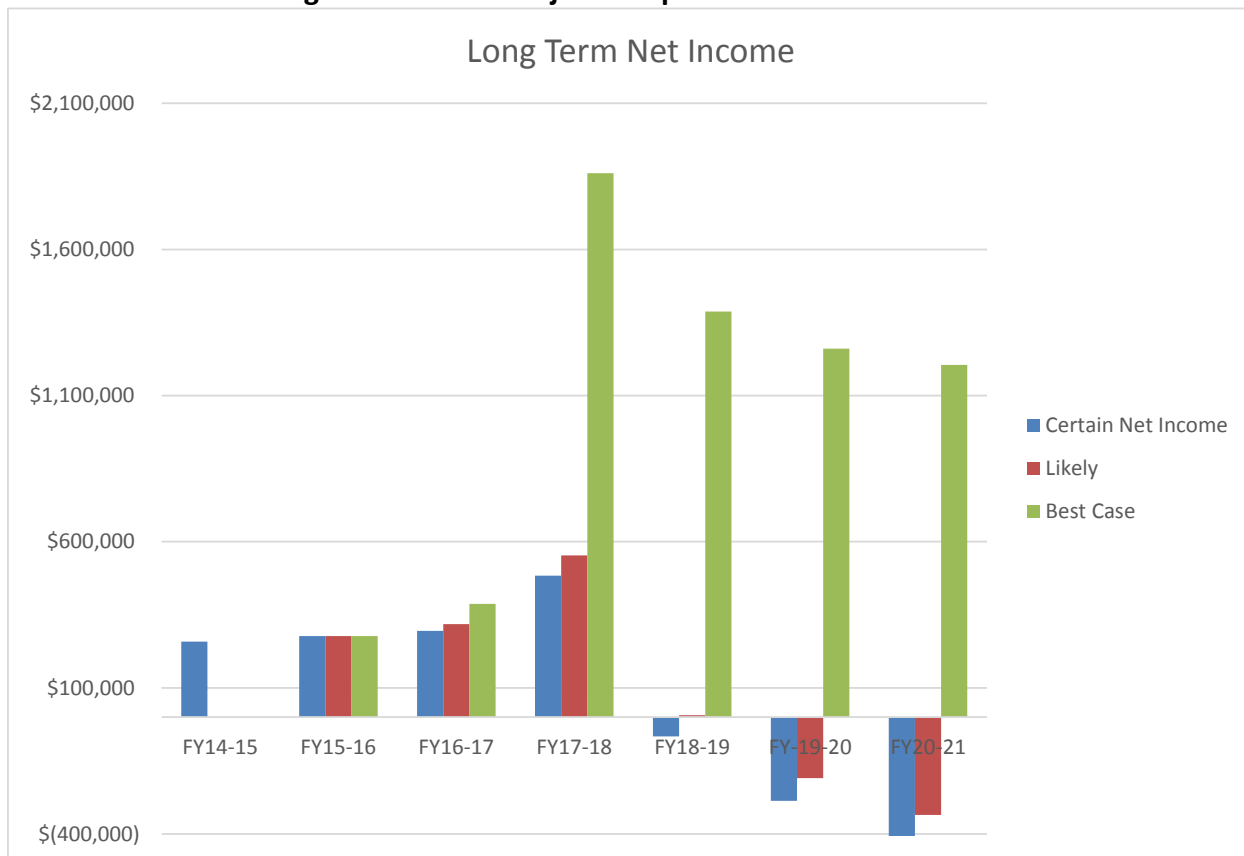
Based on the understanding of the long-term funding picture we see above, CRCOG is planning to review expenses and opportunities and concentrate mitigation measures in FY2019 and beyond. State funding to CRCOG beginning FY17-18 could be one million dollars ($1,000,000) or more. Given the state of

Connecticut's state budget, CRCOG does not anticipate this funding. This potential, however, causes a severe swing in the best case compared to the certain case. If state funding for regions remain in place for the two years or even one year after FY16-17, 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 vigiliant 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: • Diversify sources of funds; Review staffing levels against multi-year grants; • Stabilize town dues	The current budget: • 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 are stable with a 2% per capita increase from the previous year.
Asset Inventory: maintain an asset inventory of capital assets of $5,000 or more	• CRCOG has an asset inventory of all capital assets
Financial Accounting and Budget Policy: modified accrual for all funds • Financial Monitoring / Auditing: quarterly financial reports • Reporting required by granting agency	• 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	
• 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	• CRCOG continues to diversify funding at the local, state and federal levels as well as the private sector and fee for service opportunities • Within Public Safety, the current fees for service meet this policy. The fees within Municipal Services and GIS services do not currently cover the cost and CRCOG is preparing alternative solutions. • The current budget meets this policy
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
- 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 **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. In 2015-2016 Jobs Access was absorbed into CTDOT's standard transit operations.

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 7: CRCOG Funds and Department Structure

Finance	Policy and Planning	Public Safety		Transportation		Municipal Services
General Fund / Regional Program Fund	Policy and Planning Fund	Homeland Security Fund	Public Safety Fund	Job Access Fund	Transportation Fund	Municipal Services Fund
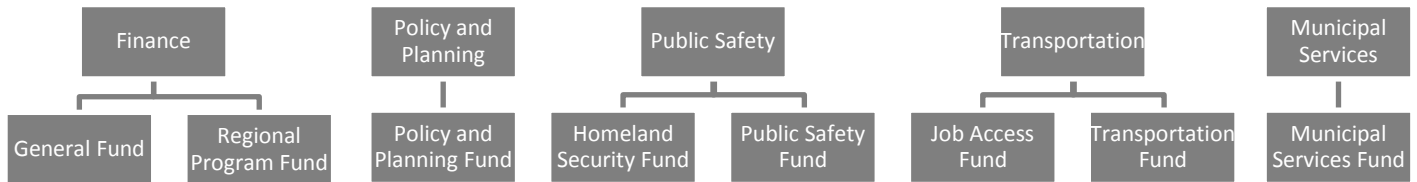
Table 4: Historical Fund Balances

	General Fund	Regional Program	Policy and Planning	Trans.	Job Access	Municipal Services	Public Safety	Homeland Security
June 30, 2012	783,081		(11,126)	(30,767)	37	0	1,520,883	19,934
June 30, 2013	783,079	20,000	(21,727)	(30,964)	37	0	1,567,920	19,047
June 30, 2014	773,039	40,000	(18,363)	0	37	(45)	1,493,258	38,546
June 30, 2015	773,039	101,040	162,273	(1,204)	217	(2,921)	1,571,850	63,560
June 30, 2016 (Projected)	773,039	201,040		0	0	0	1,508,976	0

Table 5: Fund Balance Projections

FY 16-17 Fund Projections	General Fund/ Admin.	Regional Program Fund	Policy and Planning	Transpor- tation	Job Access	Municipal Services	Public Safety	Homeland Security
June 30, 2016 (projected)	**773,039**	**201,040**	**-**	**-**	**-**	**-**	**1,508,976**	**-**
FY16-17	687,529	100,000	1,154,250	4,196,220	-	2,235,338	1,100,646	702,307
Grant obligations			(592,675)	(2,420,405)	-	(1,885,938)	(920,000)	(636,307)
Transfer to/from fund	(424,435)		143,784	180,545	-	106	-	-
Operating Expenses	(143,354)		(705,359)	(1,956,360)	-	(349,506)	(180,646)	(66,000)
Net Change	119,739	100,000	-	-	-	-	-	0
Projected FY16 Balance	**892,778**	**301,040**	**-**	**-**	**-**	**-**	**1,508,976**	**-**

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 FY16-17 is $$16,500, which includes a new HP plotter. The following table presents projected CRCOG's capital assets net depreciation.

Table 6: CRCOG Capital Assets

Capital Assets	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16 (Projected)	FY16-17 Budget
Furniture and Fixtures	24,705	15,995	8,447	5,076	6,238	7,822
Computers	3,840	6,147	5,833	5,625	8,606	17,738
Leasehold Improvements	870	649	428	207	0	2500
Total	42,087	29,415	14,708	10,908	14,844	28,059

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 8: CRCOG Operating Budget—Expenditure by Fund

Operating Expenditure by Fund 2016-2017
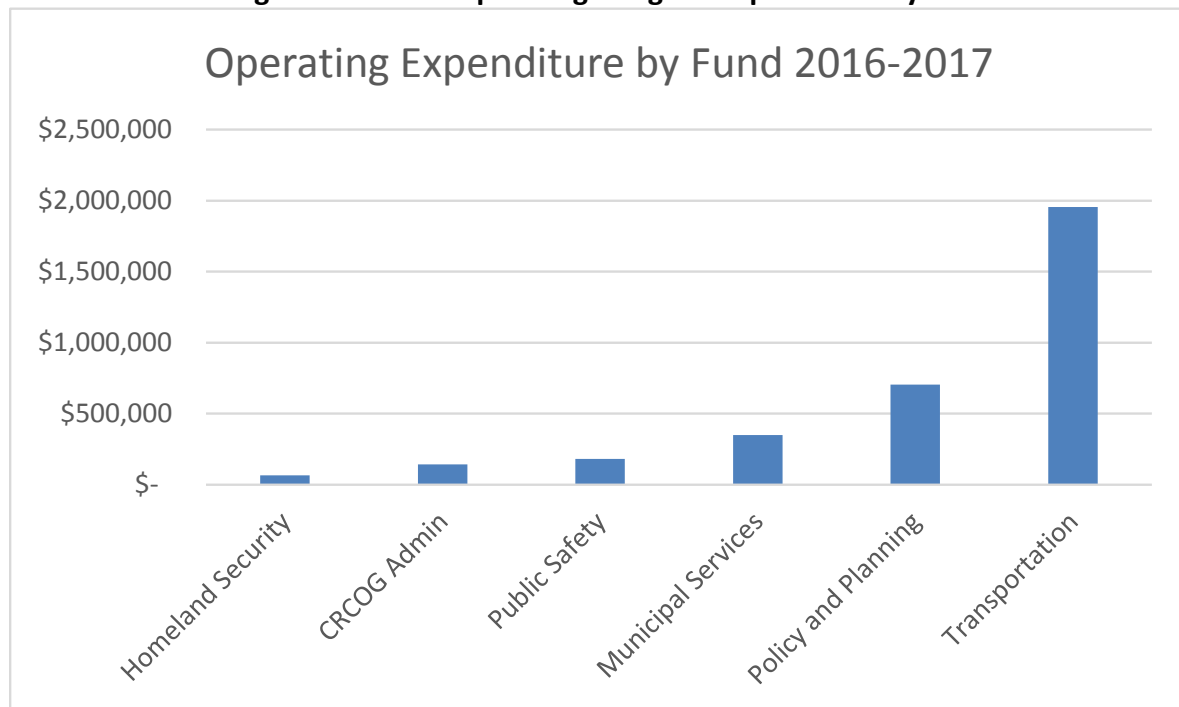
Within these funds, major categories of expenditure are direct expenses, management support, indirect expenses, fringe benefits, and personnel.

Figure 9: CRCOG Operating Budget-Expenditures by Category

Operating Expenditures By Category FY 2016-2017

Category	Amount
Personnel	1,484,968
Fringe	807,985
Management Support	429,545
Indirect Expenses	306,251
Direct Expenses	342,475
Contingency	30,000
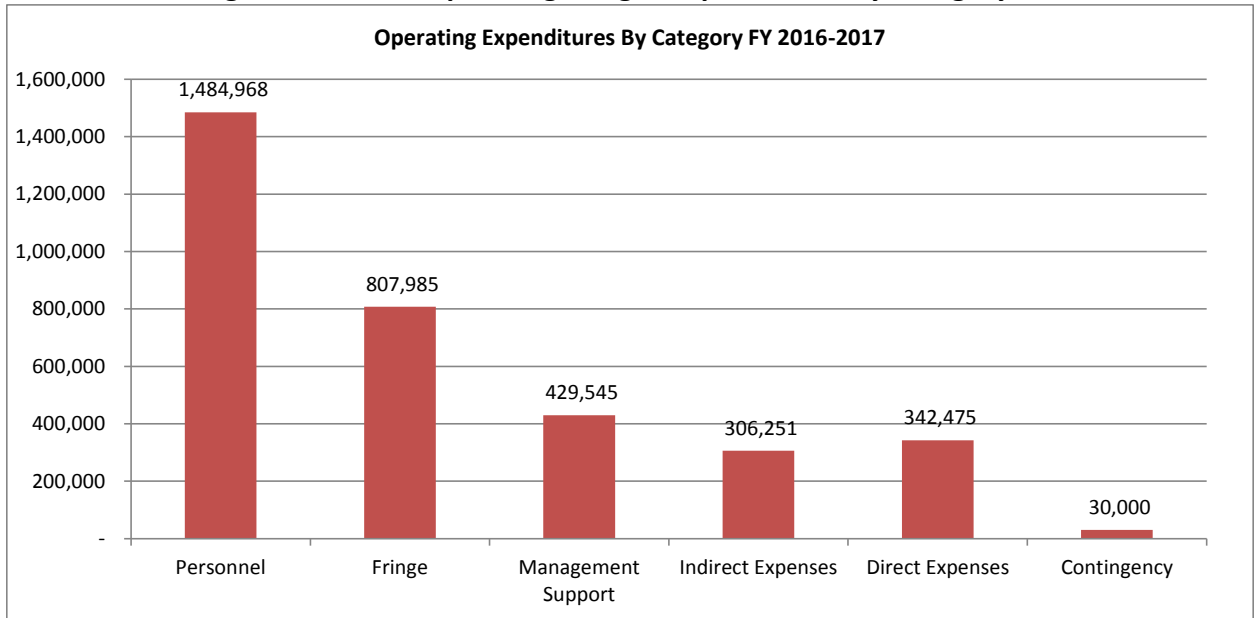
In addition to CRCOG's operating budget, CRCOG has a substantial grants budget, which represents funds administered by CRCOG and passed through to other entities. The grants budget is $5,303,794. Revenue sources for the grants budget are summarized below:

Figure 10: CRCOG Grants Budget

Grants Budget by Funding Source

Funding Source	Amount	Percent
Other	949,813	14.71%
Local	150,150	2.33%
Federal	2,460,603	38.12%
State	2,894,760	44.84%
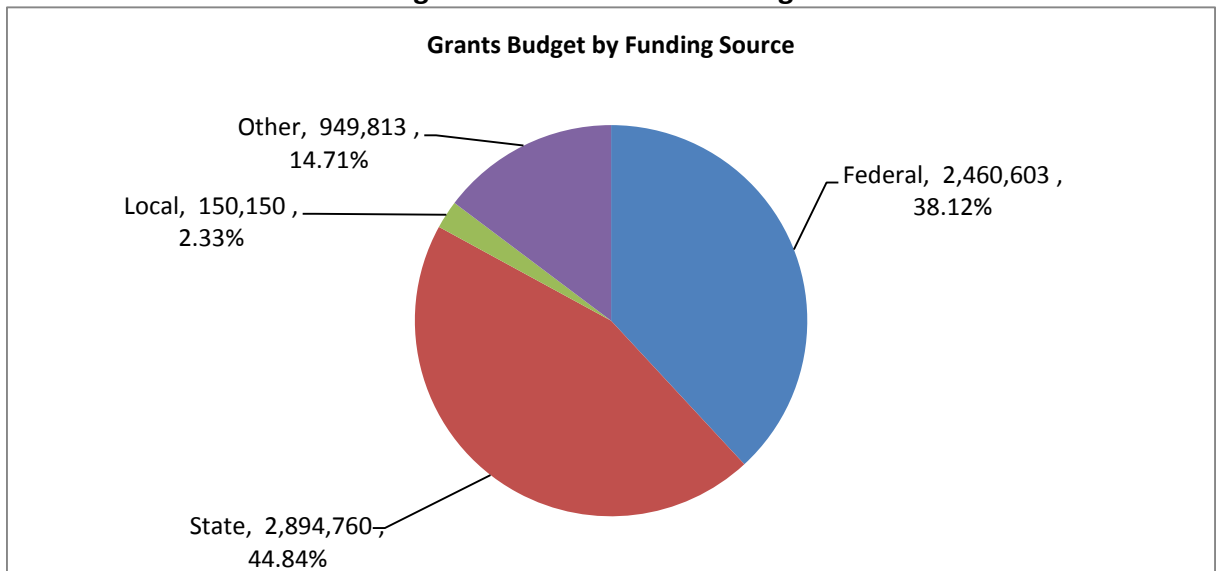
3. CRCOG DEPARTMENT DETAILS

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

Each department has a budget highlights and three to five year goals outlined prior to specific department details. Administration and Finance has the agency overview.

2016/2017 Budget
Agency Overview

Highlights

CTfastrak celebrates one year of operations; ridership exceeds targets.

CRCOG is managing statewide aerial imagery flyover. Online permitting system serves 24 municipalities.

$1.6 million saved by member municipalities through the Regional Purchasing Council.

Re-launched MetroHartford Brownfields Program and initiated a workshop series on Next Generation Economic Development in Connecticut

Financial Outlook

FHWA planning funds increased due to enlarged region; increasing use of FHWA funds to draw down carry-over.

Continued contribution to CRCOG's Regional Fund for future projects will depend on continued availability of other funding sources.

Homeland security funds have leveled off. Operational funds are stable.

CRCOG considers future State Grant in Aid funds to be highly uncertain. They will be considered "potential" revenue in future budgets.

Return on Investment
$1 of local dues helps CRCOG access $11 of state, federal, and other funding.

Revenues: $9,730,791

Local $839,179	State $3,861,110	Federal $4,048,243	Other $1,327,759

Expenditures: $9,511,050

Personnel	Fringe	Management Support & Other	Municipal Services	Policy Dev. & Planning	Homeland Security & Public Safety	Transportation

Operations $3,401,224

Grants/Contracts $6,455,326

CRCOG
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Working together for a better region.

Three to Five Year Goals

Internal Goals
CRCOG will add or increase its capacity in the following ways:

Document Management
Explore electronic document management systems and virtual file servers to improve internal organization and document availability.

Staff Capacity
Explore the possibility of adding a human resources position, as well as a communications position.

Collaborative Technology
Explore and implement collaborative technologies like Voice Over Internet Protocol, new versions of SharePoint and Google Docs, and Virtual Desktops to help staff better collaborate on projects.

External Goals
CRCOG will advance the following regional projects:

Hartford to Boston Rail
Work with partners in Massachusetts and the New England Knowledge Corridor Partnership to seek funding to complete a rail link between Hartford and Boston.

Collaborative Service Sharing
Leverage the Nutmeg Network to develop two additional software services and explore the Franklin County model for town services, such as building inspection and tax assessment.

Bradley Airport
Work with partners to advocate for improvements to Bradley Airport and to promote it as an alternative to airports in Boston and New York.

Regional Service Center
This would house a number of major public regional services (CRCOG, Capital Workforce Partners, CREC, etc.) as well as some state service offices. Co-location would foster service integration and provide a one-stop location for services.

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.

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
- Enhance quarterly financial reports to Budget and Finance Committee
- Maintain the annual salary plan consistent with market data and economic conditions

3.2.3. 2015-2016 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. Worked with state and national partners on federal transportation reauthorization legislation.
4. Continued to advocate for and successfully implement regional service sharing projects and identify opportunities to build on these areas.
5. Worked in coalitions to advance transit and transportation opportunities in the region.

Finance
1. Received a clean audit opinion for the 2014-15 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. Implemented Whistleblower Policy, including CRCOG Hot Line
8. Performed Fraud Risk Assessment

Table 7: Finance Performance

Provide reliable financial information in a timely manner

	2015	2016
Number of finance related audit findings	0	0
Percent of PO's processed within 2 days of request by department	95	96
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

	2015	2016
Percent of invoices billed to State/Federal agencies within ten business days	93	93
Percent of funds deposited to cash account within two days of receipt	97	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	92	93
Number of vendor invoices processed on annual basis	1,188	1,260
Amount of federal funds received by CRCOG	2,880,734	1,977,563
Amount of state funds received by CRCOG	2,982,892	2,512,563
Amount of other governmental programs	1,570,533	1,840,728

3.2.4. 2016-2017 OBJECTIVES

Administration
1. Explore and advance leveraging of advanced information technology to provide improved and lower cost public services at the state, regional and local level.
2. Continue to pursue leveraging opportunities for the service bureau to provide improved and lower cost public services.

3. Support member communities to take advantage of rapid transit and enhanced rail services in the region. Continue to advocate for a complete rail link from Hartford to Boston.
4. Assist in exploration of revenue options for infrastructure expenditures in both state and regional contexts.
5. Explore collaborative technologies, such as VOIP or updated SharePoint to help staff collaborate better on projects.

Finance
1. Receive a clean audit opinion for the 2016-17 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
9. Explore software, etc. which will enhance/benefit Finance Department functions

3.3. MUNICIPAL SERVICES

2015/2016 Highlights

- Established the Nutmeg Service Cloud at CRCOG Data Center
- Established Hosting Services, Voice over Internet Protocol, and Streaming Video services
- Convened the CRCOG Human Services Coordinating Council

2016/2017 Initiatives

- Expand and promote the use of CRCOG IT Services
- Implement Electronic Document Management and HR Portal projects
- Continue to seek out inter-municipal service sharing opportunities

2016/2017 Budgeted Expenditures

Purchasing Council bid savings totaled $1.5 million in FY2016

CRCOG ezIQC construction program performed $4.7 million of work for local governments in 2015

Expansion of online permitting system and training for users

Hosting Services enables Platform as a Service for local governments at half the cost of commercial providers

CRCOG Streaming Video services provides live streaming and online video archives of public meetings

CCSWA Textile Recycling Program collected 106,000 pounds of material from 9 municipalities in 2015

Personnel, Overhead, and Other: $349,506

Service Sharing Grant: $1,098,125

Nutmeg Network Demonstration Projects: $758,000

Regional Solid Waste: $29,813

Resource & advocate for legislative & regulatory changes that impact local government operations

CRCOG fiber contract was used for over $1 million in broadband connection projects

Management of $2 million statewide Ortho Flight

CRCOG VoIP services provides hosted solutions that are flexible, scalable and affordable

CRCOG's Nutmeg Service Cloud safeguards Local Government Data through secure storage, access, and sharing of information

Note: amounts shown only include funds budgeted for the current fiscal year, not the total project cost.

CRCOG

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Three to Five Year Goals

Municipal Services

Add 2 Services to CRCOG Data Center

Evaluate the feasibility of established priorities and add at least two additional software as a service offerings (e.g. Property Assessment software, ERP/Finance software).

Increase Use of Platform as a Service

Increase use of platform as a service (PaaS) at the CRCOG Data Center to provide resilient data storage with immediate data retrieval through the Nutmeg Service Cloud (NSC).

Opportunities for local government collaboration are significantly enhanced by the NSC's ability to secure data over the state's broadband fiber network (Nutmeg Network) without touching the internet.

Provide HR Services and Resources

Add Human Resources Technical Assistance capabilities to Municipal Services Program.

Add HR templates and software tools to CRCOG HR Portal (under development), including: Standard Job Tests, Sample Interview Questions, Performance Appraisal Systems/Software, On-Line Job Applicant Tracking and Onboarding Systems, a Human Resources List Serv and Time and Attendance Tools

Increase Number of Services and Participation in Purchasing Council

Evaluate feasibility and expand CRPC programs to at least one new service area.

Increase program participation through increased member engagement and tracking of program use.

3.3.1. INTRODUCTION

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

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 newly mandated Regional Election Monitoring duties and the Human Services Coordinating Council.

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 and the establishment of the Nutmeg Service Cloud, a virtual server environment housed at the CRCOG Data Center that can provide a wide array of IT hosting and software sharing to municipalities.

The Municipal Services Department's Focus is four-fold as we look to FY2016-17 and beyond:
1. **MAINTAIN** our current level of excellent service delivery with a philosophy of continuous improvement and an eye to changing needs and regulations to remain the best solution to a wide variety municipal operational needs.
2. **EXPAND** the offerings of CRCOG IT Services on the Nutmeg Service Cloud (CRCOG Data Center), including fully rolling out all five Nutmeg Network Demonstration Projects. Promote CRCOG as a proving ground for innovative ideas and activities that benefit local governments.
3. **GROW** direct service offerings for smaller towns that focus on core operational needs such as assessment, code enforcement and accounting that can be difficult to maintain in a worsening fiscal environment.
4. **RESPOND** to additional mandates from the state to add regional responsibilities, such as Regional Election Monitoring (2015) and the Human Services Coordinating Council (2014).

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
- Human Services Coordinating Council

Program Areas:
- Municipal Service Sharing
    - OPM Regional Service Sharing Grants
    - Solid Waste Research and Coordination
    - *NEW in FY16:* Human Services Coordinating Council
    - *NEW in FY16:* Regional Election Monitoring
- Purchasing Council
    - Annual/Biennial Cooperative Bids
    - e-Procurement System
    - Natural Gas Consortium
    - Electricity Consortium
    - EZ Indefinite Quantity Construction
- IT Services
    - Fiber Infrastructure (SERTEX)
    - General IT Services (CCAT)
    - Hosting/Disaster Recovery
    - Voice Over Internet Protocol
    - Streaming Video
    - Regional Online Permitting Program
    - *NEW in FY16:* Nutmeg Service Cloud (to house cooperative licenses and provide hosting services)

3.3.2. GOALS FOR MUNICIPAL SERVICES

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

3.3.3. 2015-2016 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 CRCOG services available to towns on a fee basis.
4. **Regional Performance Incentive Grants**
    - Concluded work on the Law Enforcement Data Sharing project.
    - Continued work on the CAPTAIN 4G project.
    - Applied for $2,045,000 in 2015 for 6 projects: Stop Loss Insurance Program, Anchor Institution and Neighborhood Engagement in TOD Implementation, Regional Computer Forensics Lab, a four-town economic development project, a Regional Service Management (CRM) system, Code Enforcement software, and a call log management software.

- o At the request of the CT Office of Policy and Management, CRCOG coordinated with other COGs and several state agencies on a statewide GIS Orthoflight. 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

5. **Human Services Coordinating Council**
   - o Convened three meetings in FY2016 (more than statutorily required) on a variety of topics of interest to municipal Human Services and Social Services directors from the CRCOG region. We were able to raise more complex issues than would otherwise have been discussed at the regional level for the first time through this group.

6. **Regional Election Monitoring**
   - o CRCOG negotiated and signed an MOU with the CT Secretary of the State to recruit and support a Regional Election Monitor (REM) to assist the CT Secretary of the State (SOTS) with communications and other logistics (as directed by the SOTS) associated with the CT Presidential Preference primary in April 2016.
   - o The REM will conduct at least one regional training with CRCOG's support before the Fall 2016 general election as well as perform communication and logistical support duties for the Fall 2016 general election.
   - o CRCOG will also report on the REM's activities to the CT SOTS.

7. **Solid Waste Management**
   - o Managed Authority operations and developed service area priorities with members.
   - o Represent the Authority at the DEEP and participate in groups convened around materials management issues.
   - o Continued to assist towns with activities related to Solid Waste through the Central CT Solid Waste Authority contracts with CRRA and Murphy Road Recycling.
   - o The CCSWA established a Textiles Recycling contract with Bay State Textiles which is available to any interested municipality.
   - o Closely monitoring the DEEP Resource Rediscovery RFP that will affect all members with a plan that will affect the South Meadows Waste-to-Energy plant.

8. **Human Resources Initiative**
   - o 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.

9. Worked in partnership with several COGs to expand the Capitol Region Purchasing Council and IT Services offerings as well as consider additional potential cooperative services and contracts.

10. Conducted periodic surveys and research projects on behalf of member municipalities to help increase the efficiency and effectiveness of local government operations.

CRCOG IT Services Cooperative
1. Continued to develop and expand offerings for municipal Information Technology in partnership with the Connecticut Center for Advanced Technology (CCAT), the CT Council of Small Towns and the Connecticut Conference of Municipalities.

2. Expanded upon the CRCOG Data Center with the expertise of CRCOG's IT Strategic Partner, CCAT. CT OPM provided at total of $529,000 to CRCOG to establish a "home" for all five Nutmeg Network Demonstration Project services. In addition, the CRCOG Data Center will be able to house future IT cooperative software licenses and IT services through a sustainable cost model that allows for expansion as services and storage needs grow.
3. **MORE Nutmeg Network Demonstration Projects**
   o CRCOG has received much of the $1.3 million in grants for five demonstration projects to show value in the broadband fiber Nutmeg Network. The projects were supported by the work of the Municipal Opportunities for Regional Efficiencies (MORE) Commission. Funding was released in December 2014 and December 2015 for two phases of projects. The first phase is complete. CRCOG is actively working to implement the last phase of 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)
4. **Broadband**
   o 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 FY2016, 35 towns in the CRCOG region were either connected to the Nutmeg Network or in the grant/planning phase to connect.
   o Continue to provide input and participate in meetings for the CT Office of Consumer Counsel's Gig Cities initiative.
   o Attended numerous events on the topic of broadband and municipal use.
5. Established a second online permitting offering (MuniCity) in addition to the ViewPermit online permitting system. Conducted various trainings to refresh skills on using the system. Participation in this program grew to 24 municipal members in FY2016.

Capitol Region Purchasing Council
1. Continued to provide programmatic support to Cooperative Purchasing activities, focusing on continuous improvement of long-standing offerings.
   o Partnered with other COG regions to provide a reduced rate membership in the CRPC for towns joining through their COG.
2. **Purchasing Council Annual Meeting**
   o The Capitol Region Purchasing Council held its Annual Meeting on November 5, 2015 at the Glastonbury Community Center.
   o The main topic speaker was Dr. Valerie Kennedy, Human Rights and Opportunities Representative at the Council on Human Rights and Opportunities, who spoke about the new SBE/MBE statute.
   o The Annual/Biennial bid schedule underwent its annual review by the membership.
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 $1.1 million for FY 2015-2016. CRPC membership is now over 100 public entities (municipalities, boards of education and other public entities).
4. **CRCOG Energy Programs**

- We continued to work with Enernoc (formerly World Energy) 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. This contract expires on December 31, 2016, and we will begin the process of soliciting for participants in April for a September reverse auction.

5. **ezIQC (EZ Indefinite Quantity Construction)**
   - This program has picked up pace after a concerted continuous improvement effort by staff. Efforts of staff have included holding an information session in the Southeast region, which included several new members of the CRPC, close monitoring of key new projects, website and informational materials improvements, and direct involvement in marketing campaigns developed by The Gordian Group.
   - Held a very successful 4rd Annual ezIQC® Users Group Meeting on Tuesday, October 6, 2015, at the Portland Public Library in Portland, CT. The program featured: a celebration of the top ezQIC users, a roundtable discussion centered on user experiences and ways to improve the program in 2016 and beyond, and a walking tour of several ezIQC projects in the Town of Portland. The walking tour featured the renovation of the meeting room the meeting was held in, ADA improvements to the Portland Senior Center, updates to the Portland Police Department, and various renovation projects at the Brownstone Intermediate School.
   - As of March 2016, forty (40) towns have issued purchase orders totaling over $20 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. 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, 2018.

Table 8: Municipal Services and Purchasing Performance

Saving Town Tax Dollars:	2014-15	2015-16
Dollars saved through CRPC bids (annual total)	$1.6 million	$1.58 million
Natural Gas Consortium year-to-year price savings, dependent on usage, not including contract savings	n/a	n/a
Dollars saved through Electricity Consortium	$491,951	$491,951
Number of CRPC Members	102	115
Number of bids conducted by CRPC	14	19
Number of Natural Gas Consortium members	n/a	n/a
Number of Electricity Consortium members	15	15
Number of Towns using ezIQC	32	40
Value of ezIQC Purchase Orders	$14 million	$20 million
Enhancing Operating Efficiencies:	**2014-15**	**2015-16**
Dollars available to Towns through Service Sharing projects (awarded though competitive grant process)	>$2 million	>$2 million
Number of Service Sharing Projects supported by CRCOG	14	15

(1 RPIP grants from 2008, 1 RPIP grant from 2013, GIS Statewide Orthoflight, Online permitting system, ezIQC, Electricity Consortium, Central CT Solid Waste Authority, Human Services Coordinating Council, Regional Election Monitoring, CRCOG Data Center, and five Nutmeg Network Demonstration Projects)		
Number of CRCOG towns involved in Service Sharing projects	38	38
Number of towns involved in Solid Waste Research and Coordination	15	15
Service Beyond CRCOG's Borders:	**2014-15**	**2015-16**
Number of Regional Performance Incentive Grant non-CRCOG participants	27	131
Number of Natural Gas Consortium non-CRCOG members	n/a	n/a
Number of ezIQC non-CRCOG users	17	21
Number of Electricity Consortium non-CRCOG members	5	5
Number of CRPC non-CRCOG members	64	76

3.3.4. 2016-2017 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 operations 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 CRCOG Municipal Services to include, but not be limited to, additional software offerings on the Nutmeg Network. Respond to partnership opportunities as is consistent with the goals and objectives of the Municipal Services Department.
4. **Human Resources Initiative**
   o Launch clearinghouse of Human Resources information in coordination with MORE Demonstration Project grant.
5. **Regional Performance Incentive Grants**
   o Continue to coordinate progress reports on CAPTAIN 4G project.
   o Coordinate work and progress reports for any of the 7 projects applied for RPIP funding in FY2016: Stop Loss Captive Insurance, Anchor Institution and Neighborhood Engagement in TOD, Regional Computer Forensics Lab, a four-town economic development project, Code Enforcement Software or a Regional Service Management system.
   o Coordinate work and progress reports for the statewide acquisition of aerial mapping data. Monitor completion of contract work and coordinate distribution, 3rd party QA/QC and hosting.
   o Continue support of applications to this grant program on an annual basis by all CRCOG departments and members.
6. Continue to convene the CRCOG Human Services Coordinating Council on issues of importance to municipal Human Services and Social Services Directors.
7. Support the Regional Election Monitor activities as directed by the CT Secretary of the State.
8. Support the development of RESC/COG partnerships to encourage Town and Board of Education cooperation.

9. Expand on SCRCOG, WestCOG, NVCOG and SECCOG partnerships to promote CRCOG's statewide fee-for-service programs.
10. 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. Track the roll-out of activities established by the DEEP Resource Rediscovery RFP.

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.
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 and sustainable funding of this important resource.
4. Continue to administer the Regional Online Permitting System program. Expand the Regional Online Permitting System program options 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. Conduct a reverse auction for electricity for the CRCOG Electricity Consortium in September 2016.
5. Continue pursuit of state agency partnerships with our cooperative purchasing programs.

3.4. POLICY DEVELOPMENT AND PLANNING

2015/2016 Highlights

- Continued implementing the Sustainable Knowledge Corridor Action Agenda
- Provided TOD planning assistance to municipalities
- Began implementing the updated Capitol Region Natural Hazards Mitigation Plan

2016/2017 Initiatives

- MetroHartford Brownfields Program
- TOD Anchor Institutions Best Practices Study
- Planning for complete streets & walkable / bikeable communities

2016/2017 Budgeted Expenditures

Regional coordination on land-use matters

Staff support for West Hartford Road Diet and Safety Study

Organize and host Next Gen Economic Development Forums

Fund for Remediation Being Established

Creating an inventory of brownfields and assessing two sites in Hartford

Personnel, Overhead, and Other: $705,359

Anchor Institutions: $50,000

EPA Brownfields Revolving Loan Fund: $300,000

EPA Brownfields: $257,176

DECD Brownfields: $35,500

Update and maintain the CRCOG Green Clearinghouse

Provide staff support for CTfastrak & Rail Corridor Advisory Committee

Study of best practices in engaging anchor institutions and neighborhoods in TOD

Funding 5 assessment projects in 4 municipalities

Note: amounts shown only include funds budgeted for the current fiscal year, not the total project cost.

CRCOG
CAPITOL REGION
COUNCIL OF GOVERNMENTS
Working together for a better region.

Three to Five Year Goals

Policy Development & Planning

Scenario Planning

Scenario planning is a technique within planning and civic engagement that uses storytelling, data analysis, and collaborative problem solving to create the conditions necessary for cities and regions to make better planning decisions.

CRCOG will use scenario planning techniques in one to two projects.

Charrettes and Facilitation

Staff have obtained certification to manage and facilitate land use planning charrettes. These skills can also be applied to other public decision-making processes and can be made available to others through the CRCOG Service Bureau.

Economic Development

CRCOG will coordinate the development of the regional Comprehensive Economic Development Strategy (CEDS). CRCOG will work towards receiving state and federal EDD designation for the CRCOG region.

Integrated Regional Planning

Create one overarching regional plan integrating and aligning the goals of major CRCOG regional planning documents (such as transportation, land use, economic development, natural hazard mitigation planning, and public safety).

Advocate for integrated regional planning in major projects.

Advance Complete Streets

Inventory complete streets progress to date, assess key gaps and needs, and provide resources (best practices and funding support for planning and implementation) to expand the regional complete streets network, with a likely focus on Town Centers, and CTrail and CTfastrak station areas.

Establish a Capitol Region Complete Streets Policy, Action Plan, and Pilot Implementation Fund.

Regional Bike Share Plan

Pursue funding to implement recommendations in the 2014 Metro Hartford Region Bike Share Plan.

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 Capitol Region to serve all our citizens today, and in the future.

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.

It is a goal of CRCOG 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
- CT*rail*-Hartford Line and CT*fastrak* Corridor Advisory Committee (with Administration staff)
- CRCOG Foundation
- Comprehensive Economic Development Strategy (CEDS) Steering Committee

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 continuation of the Sustainable Capitol Region Initiative
- Collaboration on regional transit planning
- Active transportation (bike and pedestrian) and complete streets 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; review and support of municipal grant applications that advance regional plans and policies

- Staff support to the CRCOG Foundation
- Maintenance and enhancement of CRCOG GIS system, and provision of advanced mapping and analysis services for member municipalities and all CRCOG departments

3.4.1. 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

3.4.2. 2015-2016 ACCOMPLISHMENTS AND PERFORMANCE

1. Worked with Pioneer Valley Planning Commission and other public and private partners to implement recommendations contained in the Sustainable Knowledge Corridor Action Plan, **One Region, One Future: An Action Agenda for a Connected-Competitive-Vibrant-Green Knowledge Corridor.** Planning is underway to re-convene the Sustainable Knowledge Corridor Consortium to report on progress, and discuss any changes required to the Action Agenda. Deliverables under the original $4.2 million grant can be accessed at www.sustainableknowledgecorridor.org.

2. Supported the **creation of more transportation choices** in coordination with the Administration and Transportation Departments**.** The following activities were conducted in FY 2015-2016:

   a. Continued to engage towns in discussion of TOD opportunities linked to the CT*fastrak* and the CT*rail*-Hartford Line investments, review of the progress of these projects, and discussion of issues of common concern through convening the CT*rail*-Hartford Line 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 2015-2016, staff conducted periodic updates of Station Area Fact Sheets for the 20 CT*rail*-Hartford Line 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.

b. Completed the TOD On-Call Planning Assistance project, which supported station area planning in the CT*fastrak* communities of Hartford, West Hartford, Newington and New Britain. Three station areas benefited from this assistance.

c. Utilized statutorily-required CRCOG reviews of municipal plans of conservation and development, zoning amendments, and subdivision proposals as an opportunity to provide comments on enhancements which could support implementation of TOD opportunities.

d. Managed the West Hartford Road Diet and Safety Study, a transportation planning study to determine the feasibility of a Road Diet for traffic calming on North Main Street in West Hartford. The project will be completed in the spring of 2016.

e. Continued to assist with the implementation of the Regional Pedestrian and Bicycle Plan. Key accomplishments for FY 2015-2016 included planning and conducting CRCOG Bike and Pedestrian Committee meetings, and conducting the September 2015 Bike/Ped Count and Intersection/Trail Audit, to measure the current walkability/bikeability of count locations and identify trends in walking/biking in the region.

f. Completed update of the CRCOG Multi-Use Path GIS Map Layer and adopted a new map. Began update of the CRCOG On-Road Bicycle Network Map, in conjunction with the State Bike Ped Plan Update.

g. Began involvement in the Hartford Complete Streets Action Team, a group which grew out of the national Mayors Complete Streets Challenge.

h. Formally initiated Complete Streets Planning Program through one funded initiative—the Step it Up! Action Institute on Walking and Walkability. CRCOG is also awaiting notice on a February 2016 Responsible Growth and TOD Grant application to fund planning and implementation activities to advance complete streets in the Capitol Region.

i. Helped rank the LOTCIP transportation funding applications for roadway improvements that incorporate bicycle and pedestrian infrastructure.

3. 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, natural hazard mitigation and public safety activities within CRCOG that are related to building and maintaining livable and sustainable communities.

c. Became a member of the CHART Coalition of Easter Highlands Health District (EHHD) to work on the Plan4Health Project. EHHD's Plan4Health Project, funded by the American Planning Association, produced an online toolkit specifically for rural planning and zoning commissioners to help them better understand their roles in developing healthier communities through active transportation and access to healthy foods.

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.

f. Used the regional statutory land use review process to make recommendations to local planning and zoning commissions on actions which would advance regional sustainability.

4. 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. In cooperation with Journey Home, Inc., worked to identify new opportunities for regional collaboration on addressing and eliminating homelessness in the Capitol Region.

5. **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. The program is being funded through three grants: 1) a $200,000 Connecticut 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 two-year grant); 2) a $400,000 U.S. 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).   In FY 2015-2016, staff carried out work under the EPA and DECD brownfields grants, including hiring an environmental consultant to conduct site assessments, starting the brownfields site inventory, and initiating and/or completing environmental assessments of seven sites. Six of these seven projects hold TOD potential, as they are located within CT*fastrak* or CT*rail*-Hartford Line station areas.

6. 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 CRCOG Policy Board on October 22, 2014, and by FEMA on December 5, 2014. Municipalities that adopt the ***Natural Hazard Mitigation Plan*** are eligible to apply for FEMA hazard mitigation project grants. This year, staff initiated regional efforts to encourage local participation in the Community Rating System, monitored progress on local implementation of mitigation activities, and undertook various training opportunities.

7. 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. Staff carried out statutory reviews in a timely manner, and commented on potential inter-town impacts as well as opportunities for enhancements which could advance regional policy recommendations on TOD, LID, sustainability, natural hazard mitigation, and other topics of regional concern.
   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 Responsible Growth and Transit-Oriented Development Planning Grants.

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8. **Committee Support -** Provided staff assistance to the CRCOG Regional Planning Commission, the CRCOG Bike and Pedestrian Committee, and the CT*rail*-Hartford Line and CT*fastrak* Advisory Committee.

9. Continued **to support the role of the CRCOG Foundation** as a convener, educator and funder to help advance policies, programs and direct service activities carried out locally by CRCOG municipalities, and by CRCOG at the regional level. This year, the Foundation initiated a workshop series on Next Generation Economic Development in Connecticut, and hosted two well-received sessions at the Legislative Office Building. Topics covered to date included Talent Development and Advanced Manufacturing, and Innovation and Entrepreneurship. A third workshop on the role of Anchor Institutions in regional economic development is planned for late Spring 2016.

10. Performed **a range of GIS functions on behalf of the region.** CRCOG GIS staff maintained and updated multiple GIS regional datasets, including parcels, zoning, and multi-use trails. Staff also managed the regional GIS site that provides mapping and analysis functionality for all member municipalities, and provided advanced mapping and analysis services for member municipalities and for all CRCOG departments. CRCOG IT/GIS Coordinator managed consultant selection for, and a flyover of the entire state for capture of GIS data.

11. Completed the 2015 Annual Progress Report on the **MetroHartford Comprehensive Economic Development Strategy (CEDS)**. Staff also applied to the U.S. Economic Development Administration for funding to update the MetroHartford CEDS, incorporating the eight new Capitol Region Communities.

Table 9: Regional Planning Performance

State Statutory and SGIA Responsibilities:	2014-15	2015-16*
Number of CRCOG reviews conducted	134	116
Number of municipal plan updates	7	8
Number of funding application reviews for projects implementing regional goals and policies	18	23
Special Projects which Forward CRCOG Goals:	**2014-15**	**2015-16**
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	8	0
Number of visits on CRCOG Web-Based GIS	26,908	33,985
Brownfields		
DECD brownfields assessment funds expended	0	$48,792
EPA brownfields assessment funds expended	0	$54,005
EPA brownfields remediation funds expended	0	$11,366
Sites on which environmental assessments are completed or underway	0	7
Capitol Region Natural Hazard Mitigation Plan		
Capitol Region Natural Hazard Mitigation (NHM) Plan Update—FEMA Approved	1	0
Number of municipalities adopting Capitol Region NHM Plan Update	30	0
Regional mitigation activities undertaken or initiated	5	4
WinCOG NHM Plan Update (includes 4 CRCOG towns)—FEMA Approved	0	1
CCRPA NHM Plan Update Draft Completed (includes 4 CRCOG towns)	0	1

Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities		
Reports Published	9	7
Training workshops conducted or co-sponsored by CRCOG, and/or in which CRCOG staff participated as panel members	13	8
Number of users who like CRCOG Sustainable Capitol Region on Facebook	145	163
Number of users who follow CRCOG Sustainable Capitol Region on Twitter	289	322
Number of users on Green Clearinghouse Website	702	340
Number of views of CRCOG Sustainable Communities Videos	449	1913
Number of visits on Sustainable Knowledge Corridor website	65,289	33,960
Building Program Capacity		
New grants applied for that support CRCOG mission	3	6
New grants awarded that support CRCOG mission	3	2
*NOTE: 2015-2016 reflects data through April 15, 2016		

3.4.3. 2016-2017 OBJECTIVES

1. 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 once this year to report on progress, and discuss any changes required to the Action Agenda.

2. Support the **creation of more transportation choices** in coordination with the Administration and Transportation Departments through:

    a. Engaging towns in discussion of TOD opportunities linked to the CT*fastrak* and the CT*rail* investments, review of the progress of these projects, and discussion of issues of common concern through convening the CT*rail*-Hartford Line and CT*fastrak* Corridor Advisory Committee (CAC). Policy and Planning staff support the Executive Director in planning for and conducting CAC meetings, and maintaining and adding resource materials to the CAC web page as appropriate.

    b. Helping the transit and rail corridors better link jobs, housing, and neighborhood revitalization through completing a Hartford Foundation for Public Giving-funded "Study of Best Practices in Engaging Anchor Institutions and Neighborhoods to Build Corridors of Opportunity."

    c. 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.

    d. Helping to implement the CRCOG 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.

e. Working to transition the regional pedestrian/bicycle committee and planning to a complete streets focus. Begin work on establishing a Capitol Region Complete Streets Policy, Action Plan and Committee.

f. Managing a corridor study to evaluate traffic and development issues along Silver Lane in East Hartford.

3. Work to implement the *Sustainable Capitol Region Initiative*. The following activities are planned for FY 2016-2017:

a. 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.

b. 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.

c. Continue work to better integrate transportation, community development, municipal services, natural hazard mitigation and public safety activities within CRCOG that are related to building and maintaining livable and sustainable communities.

d. 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.

e. 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.

4. 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 and the CRCOG Bicycle and Pedestrian Committee.

5. 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.

6. Support implementation of the *Capitol Region Natural Hazards Mitigation Plan Update*, *2014-2019*. Continue work on regional mitigation activities and supporting municipal efforts to implement local mitigation efforts. If new funding is received, begin work on *Capitol Region NHM Plan Update, 2019-2024*, expanding this plan to include all 38 Capitol Region municipalities.

7. Work to integrate planning efforts, demographic data and mapping updates related to the expansion of the Capitol Region to incorporate eight additional municipalities.

8. Continue statutory reviews of local zoning amendments and subdivisions with potential for regional or intertown impact, and plans of conservation and development.

9. Continue review and support of municipal grant applications that advance regional plans and policies.

10. 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.

11. 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**.

12. Continue to support the role of the CRCOG Foundation as a convener, an educator and a funder to help advance policies, programs and direct service activities carried out locally by CRCOG municipalities, and by CRCOG at the regional level.

13. Continue to provide regional Geographic Information (GIS) services, including;

    a. Maintain and update multiple GIS regional datasets including parcels, zoning, and multi-use trails.

    b. Manage regional web GIS site that provides mapping and analysis functionality for all member municipalities. Many towns use this site as their sole GIS platform.

    c. Provide advanced mapping and analysis services for member municipalities and for all CRCOG departments

    d. CRCOG IT/GIS Coordinator's management of the flyover of the entire state for capture of GIS data (flight has begun in FY 2015-2016, and will likely be completed in FY 2016-2017). In addition to providing current, high-quality statewide datasets a main goal of this project is to demonstrate the feasibility and value of a repeatable statewide flyover program

14. Prepare MetroHartford Comprehensive Economic Development Strategy (CEDS) 2016 Annual Progress Report. If funding is received, prepare new regional CEDS that incorporates all 38 Capitol Region municipalities. In addition, work towards receiving state and federal EDD designation for the CRCOG region.

3.5. PUBLIC SAFETY AND HOMELAND SECURITY

2015/2016 Highlights

Get Ready Capitol Region Citizen Preparedness Initiative

Bolstered regional teams- SWAT, Dive, Bomb, Incident Management, Command Post, Incident Communication

Establishment of the Capitol Region Digital Investigations Laboratory

2016/2017 Initiatives

Major upgrades to the CAPTAIN Mobile Data Communication System

Public Health Preparedness- Infectious Disease Planning and Exercises

Continue work on the national level to regain Urban Area Security Initiative status

2016/2017 Budgeted Expenditures

Provide tabletop exercise planning services

Review and revise the Regional Emergency Support Plan as necessary

Provide equipment and training for all members of the Regional Hazmat Team

Active Assailant Planning

Administer a mobile data communications system for police and fire users throughout the State

Personnel, Overhead, and Other: $246,645

Homeland Security Grant Program 2015: $273,418

EMPG Hazmat: $37,186

Infectious Disease Preparedness: $195,703

MMRS 2015: $70,000

Pub. Health Prep: $60,000

Captain - Fire/Public Works Fee: $920,000

Support CT CHIEF Records Management and HEARTBEAT Computer Assisted Dispatch

Student Tools for Emergency Preparedness Support

Tactical Interoperable Communications Plan Update

Conduct drills and exercises related to infectious disease protocols and response

Maintain Emergency Support Function 8 - Health and Medical Plans

Enhancements of eCrash, racial profiling and eCitaion modules

Note: amounts shown only include funds budgeted for the current fiscal year, not the total project cost.

CRCOG
CAPITOL REGION
COUNCIL OF GOVERNMENTS
Working together for a better region.

Three to Five Year Goals

Public Safety & Homeland Security

Emergency Management Designations

Assist every Emergency Management Director in the region to obtain the Certified Emergency Management Director (CEM) or Associate Emergency Management Director (AEM) designation.

Urban Area Security Initiative Funds

Staff is engaged at the national level to reestablish UASI grant funds for the Capitol Region. UASI funds a range of preparedness activities, including planning, organization, equipment purchase, training, exercises, and management and administration.

Advanced Technology for Policy & Fire Departments

Add 5 new police/fire departments to the CAPTAIN mobile data system and increase CT-CHIEF Records Management System/HEARTBEAT Computer Assisted Dispatch system users by 50%.

CREPC Sustainability

Establish sustainment strategies for each CREPC Emergency Support Function (ESF) and regional response team. Continue to conduct a minimum of 2 table top incident exercises per year for the 41 communities.

Citizen Preparedness

Form 10 new partnerships with both public and private stakeholders for the Get Ready Capitol Region website initiative.

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, emergency management, EMS and emergency planning organizations.

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

3.5.1. 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, HSEEP compliant training development and exercise coordination services to member communities.
- Continue to run Incident Command System (ICS) and National Incident Management System (NIMS) for first responders within our region.
- 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.
- Continue to conduct After Action Reviews and Real Life Incident Reviews for our communities as requested.

3.5.2. 2015-2016 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 120 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. New equipment was purchased for the server suite at the Hartford Public Safety Complex.
2. Initiated a partnership with the Connecticut Criminal Justice Information System to host CT-CHIEF and other public safety applications within their environment.
3. 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.
4. 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 CT-CHIEF and working groups continue to meet on a regular basis.

5. Regional Service Sharing Projects - Completed work on the Law Enforcement Data Sharing project. Initiated the CAPTAIN 4G project and have begun holding user group development sessions. Applied for funding for a Regional Computer Forensics Laboratory.
6. Hosted several tours of the Capitol Region Computer Forensics Laboratory for CRCOG members and law enforcement representatives.
7. 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.
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. Facilitated several After Action Conferences regarding significant weather events and accidents.
11. Once again assisted the Laurel Girls State program by organizing a judging panel for their final projects.
12. 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.
13. Staff assisted with the National Association of Women Law Enforcement Executives 20th Annual Conference which was held in Hartford.
14. A project with CrimeView for communities using the CT-CHIEF Records management System was kicked off.
15. Arranged a flu clinic on site for CRCOG employees.

Homeland Security Initiatives
1. FFY 2013-SHSGP – Completed project work and closed out the grant.
2. FFY 2014- SHSGP - Received grant award and will complete project work this year.
3. FFY 2015 SHSGP – Received grant award and will begin project work this year.
4. CRCOG received additional law enforcement funding from DEMHS for the purchase of equipment for the Capitol Region Dive Team and Hartford Bomb Squad.
5. CRCOG offered to assist in funding the region's Emergency Management Directors to obtain their Certified Emergency Manager (CEM) or Associate Emergency Management Director (AEM) through the International Association of Emergency Managers.
6. Resource Typing Initiative – Completed DEMHS requirements for collection and submission of resource data.
7. Reverse 911 -Now working with the State of Connecticut vendor Everbridge technology.
8. 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*.
9. 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.
10. HAZMAT – Continued meeting with the Regional HAZMAT team and developed spending plans for sustainment. Purchased equipment and initiated training programs.

11. Continued to staff a Citizen Preparedness Coalition made up of members of both the private and public sector. CRCOG is pursuing a partnership with the Counterterrorism Education Learning Lab after a presentation at a recent meeting.
12. CRCOG completed a major upgrade to the Get Ready Capitol Region citizen preparedness website which also includes a Twitter feed and Facebook page.
13. Developed an Ambassador program made up of CERT members to promote the site and message. An ambassador training session was held in Canton with more than 25 attendees. Most trained are members of the region's CERT teams.
14. Formed a partnership with the Hartford Marathon Foundation. CRCOG will conduct a Table-top exercise and plan review and in turn the Get Ready Capitol Region campaign will become one of their sponsors.
15. CRCOG assisted the City of Bristol to roll out the FEMA Student Tools for Emergency Preparedness (STEP) Program to all of their K-5 and K-8 schools.

16. ESF-11 (Animal Response) - Focused on retaining and recruiting volunteers.
17. 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.
18. Continued training and education sessions for the mutual aid plan for all long term care facilities.
19. Activated the Regional Coordination Center during significant weather events. Assisted the communities in numerous ways and conducted several After Action Review meetings.
20. 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.
21. Committee memberships - Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.
22. Developed training material for Regional Emergency Support Plan socialization for municipal CEOs and EMDs.
23. Completed a review and revision of the Capitol Region Emergency Planning Council By-laws.
24. Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.
25. Participated in the DEMHS Best Practices Forum and Emergency Management Symposium.
26. CRCOG participated on the planning team for the statewide Emergency Planning and Preparedness Initiative (EPPI) which took place in October. The exercise was a tornado scenario with the main focus to have municipalities include school leadership and unified command in exercising their emergency plans.
27. 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.
28. CRCOG staff facilitated a Strengths, Weaknesses, Opportunities, Threats (SWOT) session for the Capitol Region Incident Dispatch Team.
29. ESF-8 Health and Medical Services initiated a partial activation of the Regional Emergency Support plan in regard to Ebola planning and response.
30. Staff began working on preparing project plans and budgets for the new ebola and infectious disease funding provided by the CDC through DPH.
31. Reviewed and enhanced the Region III Tactical Interoperable Communications Plan (TIC-P).
32. CRCOG conducted an After Action Review of an incident involving a truck accident on Interstate 84 at the request of the West Hartford Fire Chief. At least 10 agencies were represented and an After Action Review document was completed.

33. Hosted a FEMA course "Integrating Whole Community Inclusive Planning into the Emergency Management Process". Over 60 attendees.
34. Hosted a seminar for CRCOG staff on hostility management in the workplace and active assailants.
35. Upon request staff participated in a school lockdown drill in Bristol and conducted a hot wash session for the school crisis team.
36. In July, the CR-MRC and CT-IMT3 assisted CCSU and the Connecticut Air National Guard in a Vietnam 50th Commemoration Celebration.
37. Homeland Security conducted an onsite monitoring/audit visit with CRCOG and viewed all equipment purchased for the Hartford Bomb Squad and Capitol Region Dive Team.

Regional Emergency Support Plan (RESP) Plan Enhancements
1. RESP Plan – Annual updates and plan maintenance
2. Process Sara Tier II reports to update Regional LEPC for 2016
3. Serve as subject matter expert for implementation and application of Regional Planning and Resilience matters.
4. Planning and "SIM Cell" participation at the 2015 Statewide Emergency Program Planning Initiative Functional Exercise
5. Provide planning assistance for Hartford Marathon Foundation

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. Continue to maintain 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 2015, the Emergency Services Coalition for Medical Preparedness, FEMA and US HHS for aligning federal capabilities for local jurisdictions - 2015.
5. Facilitated sessions for building healthcare coalitions for emergency preparedness at the National Healthcare Coalition Conference, December 2015.
6. Participated in Long Term Care Mutual Aid Plan training and exercises for 2015.
7. Worked with the Regional ESF-8 for CT-DPH statewide SNS exercise 2016
8. Continue to work with Regional ESF-8 stakeholders regarding the implementation of the CDC Medical Counter Measures Operational Readiness Review Tool (ORR Tool).
9. Sit on statewide Emergency Preparedness Committee for CT EMS Advisory Board – developing Active Assailant response guidance integrating EMS into law enforcement responses for Active Shooter incidents.
10. 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.
11. Participated as planning team member and sit on Advisory Board for the National Healthcare Coalition Resource Conference held in December of 2015.
12. Manage Regional Ebola/Infectious Disease planning initiative grants and projects from US HHS through CT-DPH to include:
    A. Exercise Director for Ebola/Infectious Disease Functional and Full Scale Exercises

> B. Development of Regional Concept of Operations for Ebola/Infectious Disease preparedness and response
>
> C. After Action Review and drafting of Regional After Action Report for Regional Ebola Response – 2015

13. Assist Town of Vernon as Lead Planner and Facilitator for Town and Region Full Scale Exercise 2016
14. Conducted After Action Review and drafted After Action report for I-84 worker fatality in the Town of West Hartford

Capitol Region Medical Reserve Corps (CR-MRC)

1. Continued collaboration with MRC sub-units to enhance MRC training opportunities.
2. Conducted monthly training sessions through monthly CR-MRC meetings in accordance with the Regional Training and Exercise Work plan.
3. Upgraded the CR-MRC notification system.
4. 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

Provide responsible management of all homeland security projects

	Calendar 2014	Calendar 2015
Federal/state grants spent (planning, equipment, training & exercises)	**$2,726,093**	**$837,052**
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	**2/24**	**1/27**
Homeland security exercises conducted including full scale, tabletop and drills	**4**	**3**
Reimbursed training hours to local first responders (hours)	**60**	**37**
Regional Coordination Center activations	**2**	**7**
National deployments, Incident Management Team/ individuals deployed	**2-in-state deployments**	**1**

Provide responsible management for the CAPTAIN mobile data communication system

Communities /agencies participating in the police and/or fire system	58	50

3.5.3. 2016-2017 OBJECTIVES

1. Complete work on the FFY 2015 Homeland Security, MMRS, and HAZMAT projects.
2. Commence work on the FY 2016 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 to maintain the Get Ready Capitol Region citizen preparedness website and bolster the ambassador program.
8. Continue work on the public safety centered service sharing projects.
9. Continue to hold training sessions and conduct exercises.
10. Comply with all Federal, State and grant reporting requirements.
11. Provide Executive Director, other departments and all CRCOG committees with accurate and timely data.
12. Review and update of regional plans (including the Training and Exercise Plan and Tactical Interoperable Communications Plan.

3.6. TRANSPORTATION

2015/2016 Highlights

⭐ $21.5 million was programmed under the LOTCIP and STP-Urban programs for municipally sponsored projects

⭐ $55.7 million approved for new municipally sponsored projects to improve regionally significant roads, sidewalks and multi-use trails

⭐ Completed Capitol Region Intelligent Transportation System Strategic Plan

2016/2017 Initiatives

⭐ Continued to advance of projects into the LOTCIP program and regular expenditures to reduce carryover

⭐ Advancing 7 planning studies, many initiated in 2015

⭐ Mobility management (freight, vehicular, transit, vulnerable users)

2016/2017 Budgeted Expenditures

Administration and oversight of grant-funded studies, including LOTCIP administration

Maintaining key documents including TIP and LRTP

Cooperative, Comprehensive, Continuous Planning Efforts

Administration of FTA grant for the City of Hartford as it relates to their transit research project

Transportation and development study along Silver Lane in East Hartford

Study of enhanced, multi-modal community pathways to UConn in four municipalities

Study of bike/ped trail connections in New Britain, Plainville, and Southington

Personnel, Overhead, and Other $1,956,360

LOTCIP: $176,540

FTA: $118,636
Route 5 - East Windsor: $232,000
Silver Lane - East Hartford: $ 185,000

UConn Farmington/ Hartford: $301,500

UConn Eastern Gateways: $382,500
Comprehensive Transit Route Analysis: $157,725

FCHT Study: $364,000

FHWA Planning Studies and Contractors: $471,004

Core MPO planning functions identified in UPWP

Project coordination with state and federal partners

Congestion management, transit planning, and bicycle/pedestrian planning

LOTCIP project reviews

Study of transportation and development issues on Route 5 in East Windsor

Safety and access study in Farmington; Evaluation of CTfastrak connections in Hartford

Study of potential transit service enhancements within CTtransit Hartford Division

Contractor assistance for items such as Public Participation Plan Update

Note: amounts shown only include funds budgeted for the current fiscal year, not the total project cost.

![CRCOG Capitol Region Council of Governments. Working together for a better region.]

Three to Five Year Goals

Transportation

Reimagine I-84

Work with regional partners to develop plans for reconstructing Interstate 84, including a vision for the I-84/I-91 interchange. Re-knitting the City and strengthening multi-modal connections to Union Station will be design aspects.

Public/Private Partnerships

Evaluate the use of public/private partnerships to innovatively deliver infrastructure, transit-oriented development, and other difficult to advance projects.

Streamline Project Delivery

Work with partners to find more efficient and streamlined methods of delivering projects.

Best-in-Class Transit

Work with regional stakeholders to provide best-in-class transit service, including strengthening our portals, amenities, and routes. Work to strengthen transit service delivery options, building off of recommendations from existing studies.

Complete Streets

Work on "first mile" and "last mile" paths to provide seamless connections between the transit system and important housing, educational, and work destinations.

3.6.1. INTRODUCTION

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

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.

For many projects CRCOG integrates land use and transportation planning with a lead in one of the departments while 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
- 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)

3.6.2. GOALS FOR TRANSPORTATION

- Support the Policy Board and Transportation Committee in developing transportation plans, policies, programs, and projects to achieve a balanced, safe, and efficient regional transportation system.
- Ensure 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 and work with municipalities, Connecticut Department of Transportation (CTDOT) and other stakeholders to ensure projects are advanced in an efficient manner.
- Provide technical assistance to member communities.

3.6.3. 2015-2016 ACCOMPLISHMENTS AND PERFORMANCE

1. Obligated approximately $28.7 million in federal STP Urban funds for transportation projects in Federal Fiscal Year (FFY) 2015, including approximately $10.3 million to start design, right-of-way, or construction of municipally initiated projects.
2. Completed a solicitation of municipal LOTCIP project proposals and selected projects representing two years of LOTCIP funding.
3. Continued working with CTDOT and CRCOG municipalities to help interpret and refine new LOTCIP program guidelines. Managed on-call consultants that assist CRCOG and member municipalities with project reviews and delivery. Programmed approximately $11.2 million in State Fiscal Year 2015 LOTCIP funding (measured in total approved "commitment to fund" figures).
4. Staff worked with CTDOT to advance projects selected by CRCOG for consideration in the Congestion Mitigation and Air Quality (CMAQ) program. Two projects in the region were selected for funding.
5. Maintained the Federal Fiscal Year (FFY) 2015-2018 Transportation Improvement Program (TIP), including CRCOG approvals of TIP actions and amendments for all projects utilizing federal transportation funds. Within the region, during FFY2015 there were obligations of approximately $512 million ($357 million Federal share).
6. Staff notified and sent applications to all member towns soliciting applications for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program).
7. Staff notified and sent applications to eligible recipients soliciting applications for the FTA 5310 Program (Enhanced Mobility of Seniors and Individuals with Disabilities Program). CRCOG was notified that 12 applications from municipalities and service providers in the Capitol Region were awarded funds from the FY2014 round.
8. Technical Assistance – Provided technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate design issues.
9. Safe Routes to Schools – Continued to act as a resource for information about Safe Routes to Schools.
10. Selected and contracted with a consultant, and began work on the NextGenCT Pathways to UConn Study: Eastern Gateways Study.
11. Selected and contracted with a consultant, and worked towards advancing the Transportation Safety and Improvements Study: Farmington and Hartford.
12. Selected and contracted with a consultant, and began work on the Plainville-Southington Farmington Canal Heritage Trail Gap Closure and CT*fastrak* Connection Study.
13. Selected and contracted with a consultant, and began work on an update of the CRCOG Public Participation Plan and its entire Title VI Program.
14. Developed and issued requests for qualifications for corridor studies in East Windsor (Route 5) and East Hartford (Silver Lane).
15. Continued work on a Comprehensive Transit System Analysis within the Greater Hartford area as well as the development of a Transit Data Repository. Expanded the study scope to include towns that recently joined CRCOG.
16. Hartford Transit Research Project – Continued working with FTA and the City of Hartford on the administration of the Greater Hartford Integrated Transportation Planning Study.
17. Continued work on an on-call Transit Oriented Development evaluation for CT*fastrak* municipalities.
18. Continued CRCOG project management role in the West Hartford Road Diet Study.

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19. Regional Performance Incentive Program application for funding of a **statewide** flyover was approved to acquire orthophotography and elevation data. The RFP process was completed, vendor contracted and work has begun.
20. I-84 Viaduct Study – Continued to work in partnership with CTDOT, the City of Hartford and other stakeholders to advance the design concepts for the reconstruction of the existing viaduct.
21. CT*fastrak* – Participated on Stakeholder Committee for the CT*fastrak* Expansion Study. Assisted CTDOT in analyzing preliminary data from the AVL and APC systems.
22. The Hartford Line Rail Project – CRCOG worked with stakeholders to advance the project and complementary alternatives that evaluated options for the Hartford rail viaduct replacement / rehabilitation.
23. Bus Shelter Program – Continued to work with CTTransit and the Greater Hartford Transit District to implement a regional transit bus shelter program. Shelters have been installed in Windsor Locks and South Windsor. Worked with CTDOT staff to understand options to streamline the program.
24. Provided staff support to the Region's Traffic Incident Management Coalition.
25. Updated the Regional Pedestrian and Bicycle Plan via addendum. Began the process of updating the Regional On-Road Bicycle Network map.
26. Continued updating transit routes and related attributes in the travel forecast model.
27. 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. Supported CTDOT's effort of creating a Statewide Freight Plan.

Table 11: 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 CRCOG budget year.*

Program	2014	2015	2016*
STP Urban & LOTCIP Programs			
Total <u>federal</u> STPU funds obligated towards municipally initiated projects**	$7,423,400	$10,344,280	$11,525,220
Total <u>state</u> LOTCIP funds committed ***	$7,762,160	$11,188,800	$10,408,903
Number of projects or phases obligated	14	15	21
(CMAQ, LRAR, Enhancements, other)			
Total <u>federal</u> funds obligated**	$1,430,000	$4,317,000	$1,300,000
Number of projects	4	4	2
TIP Amendments:			
Number of amendments approved**	64	63	40
			FFY2016 number based on amendments as of 3/14/2016

Jobs Access Transportation Program

Total federal and state funds expended	$2,325,269	$2,366,745	*In FFY 2016 Jobs Access was absorbed into CTDOT's standard transit operations.*
Number of passenger trips served	664,957	603,050****	

* FFY2016 Estimate (may be partial year in some instances)
** Federal Fiscal Year (October of previous year through September of year)
*** State Fiscal Year (July of previous year through June of year)
**** Jobs Access trips in the New Britain CTtransit Division were not reported after March, 2015.

Transportation Program Performance: Special Studies Currently Managed	% Complete as of 3/31/16
Transit Oriented Development On-Call Planning	95%
Hartford FTA Research Earmark	80%
Comprehensive Transit Service Analysis Study	70%
Comprehensive Transit Service Analysis Extra Work (New Britain CTtransit Division)	10%
West Hartford Road Diet Study	75%
NextGenCT Pathways to UConn: Eastern Gateways	5%
Transportation Safety and Improvements Study: Farmington and Hartford	5%
Plainville-Southington Farmington Canal Heritage Trail Gap Closure and CTfastrak Connection	5%
Route 5 Corridor Study	Initiating
Silver Lane Corridor Study	Initiating

Transportation Program Performance:
Regional Representation on State Task Forces, Committees, and Programs

- State Transportation Innovation Council
- State Strategic Highway Safety Committees
- 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
- Safety Circuit Rider Advisory Committee
- Traffic Signal Circuit Rider Advisory Committee
- HNS / CTTransit, CTDOT Month Coordination Meetings
- Intelligent Transportation Society of Connecticut
- Institute of Traffic Engineers, Connecticut Chapter
- CTfastrak Expansion Study Stakeholder Committee

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
Unified Planning Work Program - UPWP	October 2015
Capitol Region Transportation Plan (Minor Update)	April 2015
Capitol Region Intelligent Transportation Systems Strategic Plan	March 2015
Transportation Improvement Program – TIP	November 2014
Public Participation Plan	February 2007
PPP Update	FY2016 anticipated
MPO Certification	March 2014

3.6.4. 2016-2017 OBJECTIVES

1. Work with CTDOT, federal officials, and other stakeholders to establish performance *measures*.
2. Initiate regional focus group meetings to solicit input and guidance for the future update of CRCOG's Long Range Transportation Plan.
3. 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. Work to develop a web based tool for assisting in mapping TIP projects and work with CTDOT as they work to develop a statewide E-TIP.
4. Program and obligate over $15 million 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.
5. Work to program LOTCIP money, minimizing carryover amounts, and monitor legislation related to future LOTCIP bonding authorizing (state fiscal year 2017+).
6. Solicit for transportation planning studies as part of CTDOT's annual application process and access staff resources as it relates to project management.
7. Work with municipalities, CTDOT and FHWA to advance Transportation Alternatives and CMAQ projects within the Capitol Region. Work with CTDOT as it relates to a new Transportation Alternatives solicitation.
8. Technical Assistance – Provide technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate transportation related design issues with CTDOT.
9. Sustainable Capitol Region Initiative – Coordinating with Policy Development and Planning, continue as a transportation resource for the implementation of the proposed program.
10. Congestion Management – Work on preparing an update of the Congestion Management Program and continue to monitor regional traffic and congestion, building upon the previous system performance analysis.
11. Safe Routes to Schools – Continue to act as a resource for information about Safe Routes to Schools.
12. Continue to work with the City of Hartford, CTDOT, and other stakeholders to advance the Interstate 84 Viaduct Replacement project.
13. CT*fastrak* – Continue to be a resource to CTDOT as they look to expand CT*fastrak* east and prepare the before and after study for CT*fastrak*.

14. The Hartford Line Rail Project – Support CTDOT and affected communities to advance this project. 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).
15. Complete the Comprehensive Transit Service Analysis Study within the Greater Hartford area in partnership with CTDOT.
16. Continue to work with CTDOT to select and prioritize projects for funding under the FTA 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities Program) program.
17. Regional Bus Shelter Program – Continue to work with CT*transit* and GHTD to finish shelter installations in Wethersfield and Bloomfield and begin working with Hartford and East Hartford on shelter installations in their communities. Continue to work with CTDOT to streamline the program.
18. Continue to keep the Travel Forecast Model current and begin exploring activity-based modeling.
19. Continue to work with municipalities on updating the GIS system in the Region.
20. Web GIS and Parcel Update – Collect updated municipal data layers for Web GIS site.
21. Complete statewide flyover project, receive deliverables and perform third party QA/QC.
22. Continue to work with municipalities and emergency responders to improve traffic incident management within the Region.
23. Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
24. Complete the update CRCOG's Public Participation Plan, as well as its Title VI, Environmental Justice, and Limited English Proficiency policies.
25. LOTCIP Program Management – Continue to work with CTDOT and CRCOG municipalities to help streamline LOTCIP program guidelines. Contract with and effectively manage on-call consultants to assist CRCOG with LOTCIP and project submission reviews and program management.
26. LOTCIP Project Management – Continue to work with CRCOG municipalities and the Transportation Committee to provide incentives for project delivery and ensure the continual expenditure of funding.
27. Continue to advance the NextGenCT Pathways to UConn: Eastern Gateways Study.
28. Continue to advance the Transportation Safety and Improvements Study: Farmington and Hartford.
29. Continue to advance the Plainville-Southington Farmington Canal Heritage Trail Gap Closure and CT*fastrak* Connection Study.
30. 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
31. Solicit for and submit competitively selected studies to CTDOT as part of their annual October solicitation.
32. Explore update of the Regional Transit Strategy.
33. 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.
34. Continue CRCOG regional freight planning efforts in consultation with CTDOT state freight planning efforts and FHWA to minimize redundant efforts.
35. Continue to pursue funding for a regional traffic signal coordinator position.
36. Continue to work with UConn's Traffic Signal Circuit Rider Program to develop a regional procurement process for traffic signal equipment and maintenance.

4. FINANCE

4.1. OVERALL BUDGET SUMMARY

4.1.1. TOTAL REVENUE AND EXPENDITURES

Table 12: Total Revenue and Expenditures

Revenue Sources	FY2013-2014 Actual	FY2014-2015 Actual	FY2015-2016 Projected	FY2016-2017 Operating Budget	FY2016-2017 Grants and Contracts Budget	FY2016-2017 Budget Total
Federal	6,715,681	2,920,394	3,047,729	1,587,640	2,460,603	4,048,243
State	1,537,022	2,465,812	3,361,242	966,350	2,894,760	3,861,110
Local	548,035	654,839	754,030	689,029	150,150	839,179
Other	1,679,585	1,182,515	1,155,227	377,946	949,813	1,327,759
TOTAL	**10,480,323**	**7,223,559**	**8,318,228**	**3,620,965**	**6,455,326**	**10,076,291**
Expenditures				Operating Budget	Grants and Contracts Budget	FY2015-2016 Amended Budget Total
Homeland Security	3,352,639	782,236	672,428		636,307	636,307
Jobs Access	822,927	743,397	-		-	-
Municipal Services	576,716	699,419	2,055,344		1,885,938	1,885,938
Policy Development & Planning	1,421,377	406,229	251,312		642,676	642,676
Public Safety	1,364,741	1,153,943	1,008,023		920,000	920,000
Transportation	175,527	281,577	1,035,345		2,370,405	2,370,405
Personnel	1,140,716	1,108,117	1,296,923	1,484,968		1,484,968
Fringe	566,374	629,631	647,190	807,985		807,985
Management Support	405,090	419,970	404,788	429,545		429,545
Indirect Expenses	135,456	214,540	350,898	342,475		342,475
Direct Expenses	277,726	270,879	297,872	306,251		306,251
Contingency	-	-	15,000	30,000		30,000
TOTAL	**10,239,288**	**6,709,939**	**8,035,122**	**3,401,224**	**6,455,326**	**9,856,550**

4.1.2. OVERALL REVENUES AND EXPENDITURES DETAILS BY FUND AREA

Table 13: Revenues and Expenditures by Fund Area

CRCOG Budget			Revenues and Expendituresby Fund Area					
	General Fund/ Admin.	Regional Program Fund	Policy and Planning	Transportation	Municipal Services	Public Safety	Homeland Security	Totals
Revenues								
Local Dues	**687,529**							
Required Match		100,000	-	180,545	-	-	-	280,545
Dues to Department to Cover Deficits			143,784	-	106	-	-	143,890
Total Local Dues	**263,094**	**100,000**	**143,784**	**180,545**	**106**	**-**	**-**	**687,529**
Federal			616,175	2,704,660	-	-	702,307	4,023,142
State			538,075	1,339,910	1,983,125	-	-	3,861,110
Other Sources			-	151,650	252,213	1,100,646	-	1,504,509
Total Sources	**263,094**	**100,000**	**1,298,034**	**4,376,765**	**2,235,444**	**1,100,646**	**702,307**	**10,076,290**
Expenditures								
Contractual / Grant Obligations		**-**	**592,675**	**2,420,405**	**1,885,938**	**920,000**	**636,307**	**6,455,325**
Operating Revenue	**263,094**		**705,359**	**1,956,360**	**349,506**	**180,646**	**66,000**	**3,520,965**
Operating Expenses								
Administration								
Direct Salaries			275,695	929,586	162,093	85,256.00	32,338	1,484,968
Management Salaries	429,545		79,748	268,894	46,887	24,661.33	9,354	349,797
Overhead (Indirect Expenses)	306,251		56,858	191,712	33,429	17,582.69	6,669	249,393
Fringe	807,985		150,008	505,796	88,196	46,345.59	17,638	657,977
Direct Expenses	113,354		143,050	60,371	18,900	6,800.00	-	342,475
Allocated to departments	(1,543,781)							
Total Administration	**113,354**		**705,359**	**1,956,360**	**349,506**	**180,646**	**66,000**	**3,084,610**
Contingency	30,000			-	-	-	-	30,000
Total Uses	**143,354**	**-**	**1,298,034**	**4,376,765**	**2,235,444**	**1,100,646**	**702,307**	**9,856,550**
Surplus (Deficit)	***119,739***	***100,000***	***-***	***-***	***-***	***-***	***-***	***219,740***

4.2. OPERATING BUDGET

4.2.1. OPERATING BUDGET SUMMARY

Table 14: Operating Budget Revenue Sources Summary

Revenue Sources	FY2013-2014 Actual	FY2014-2015 Actual	FY2015-2016 Projected	FY2016-2017 Budget	Percent of Budget
Federal	1,503,838	1,106,521	1,412,434	1,587,640	44%
State	391,637	1,055,811	926,560	966,350	27%
Local	519,169	607,721	739,030	689,029	19%
Other	277,501	206,089	167,312	377,946	10%
TOTAL	**2,692,146**	**2,976,141**	**3,245,336**	**3,620,965**	**100%**

Table 15: Expenditures by Function Summary

Revenue Sources	FY2013-2014 Actual	FY2014-2015 Actual	FY2015-2016 Projected	FY2016-2017 Budget	Percent of Budget
Personnel	1,140,716	1,108,117	1,296,923	1,484,968	44%
Fringe	566,374	629,631	647,190	807,985	24%
Management Support	405,090	419,970	404,788	429,545	13%
Indirect Expenses	277,726	270,879	297,872	306,251	9%
Direct Expenses	135,456	214,540	350,898	342,475	10%
Contingency	-	-	15,000	30,000	1%
TOTAL	**2,525,361**	**2,643,138**	**3,012,671**	**3,401,224**	**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 dedicted 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 OPERATING BUDGET SUMMARY	General Fund/ Admin.	Regional Program Fund	Policy and Planning	Transportation	Jobs Access	Municipal Services	Public Safety	Homeland Security	Totals
Revenues									
Local Dues	**687,529**								
Required Match		100,000		180,545					280,545
Dues to Department to Cover Deficits			143,784			106			143,890
Total Local Dues	**263,094**	**100,000**	**143,784**	**180,545**	**-**	**106**	**-**	**-**	**687,529**
Federal			23,500	1,473,040			-	66,000	1,562,540
State			538,075	301,275	-	127,000			966,350
Other Sources			-	1,500		222,400	180,646		404,546
Total Sources	**263,094**	**100,000**	**705,359**	**1,956,360**	**-**	**349,506**	**180,646**	**66,000**	**3,620,965**
Expenditures									
Operating Revenue	**263,094**	**100,000**	**705,359**	**1,956,360**	**-**	**349,506**	**180,646**	**66,000**	**3,620,965**
Operating Expenses									
Administration									
Direct Salaries			275,695	929,586	-	162,093	85,256	32,338	1,484,968
Management Salaries	429,545		79,748	268,894	-	46,887	24,661	9,354	429,545
Overhead (Indirect Expenses)	306,251		56858	191712	0	33429	17583	6669	306251
Fringe	807,985		150,008	505,796	-	88,196	46,346	17,638	807,985
Direct Expenses	113,354		143,050	60,371		18,900	6,800		342,475
Allocated to departments	(1,543,781)								
Total Administration	**113,354**	**-**	**705,359**	**1,956,360**	**-**	**349,506**	**180,646**	**66,000**	**3,371,224**
Contingency	30,000			-	-	-	-	-	30,000
Total Uses	**143,354**	**-**	**705,359**	**1,956,360**	**-**	**349,506**	**180,646**	**66,000**	**3,401,224**
Surplus (Deficit)	**119,739**	**100,000**	**-**	**-**	**-**	**-**	**-**	**-**	**219,740**

4.2.3. OPERATING BUDGET REVENUE SOURCES

Table 17: Operating Budget Revenue Sources

	2013-2014 Actual	2014-2015 Actual	2015-2016 Amended Budget	Projected 2015-2016	2016-2017 Budget
Operating Revenue					
FEDERAL					
Federal Highway Admin-PL	1,007,355	976,912	1,289,848	1,289,848	1,444,360
Central Connecticut MPO-FHWA-PL		43,112		-	
Transportation Studies	-	-		-	
New Britain TOD On Call - Phase 2	4,019	5,344	8,257	-	
Silver Lane - East Hartford Study					12,000
Route 5 - East Windsor Study					14,400
Comprehensive Transit Service Analysis Study		4,837	3,800	9,107	2,280
New Britain BRT - Modeling	17,516	-		-	
FTA (Hartford Earmark)	6,612	3,937	-	1,550	-
DECD Brownfields Grant	-	-	12,500	12,500	7,500
EPA Brownfields Assessment Grant		18,257	13,952	23,537	-
EPA Brownfields Revolving Loan Fund Grant		4,900	9,892	9,892	16,000
HUD Sustainability Grant	122,146	17,837	-	-	
Hazard Mitigation Grant	101,938	-		-	
Hazard Mitigation Grant - CCRPA		536	9,342	-	
U. S. Department of Homeland Security	-	-		-	
Homeland Security Grant Program -FFY 2009	17,298	-	-	-	
Homeland Security Grant Program -FFY 2010	14,669	-	-	-	
Homeland Security Grant Program -FFY 2011	28,067	25,849	-	-	
Homeland Security Grant Program -FFY 2012			-	-	
Homeland Security Grant Program -FFY 2013			-	-	
Homeland Security Grant Program -FFY 2014			60,000	60,000	-
Homeland Security Grant Program -FFY 2015				-	60,000
Citizen Corps Program	16,000	5,000	6,000	6,000	6,000
UASI	168,220	-	-	-	
Infectious Disease Preparedness					25,100
Total Federal	**1,503,838**	**1,106,521**	**1,413,591**	**1,412,434**	**1,587,640**
STATE					
Conn. Dept of Transportation	125,919	122,114	161,231	161,231	180,545
Conn. Dept of Transportation - CCMPO		5,389	-	-	
State OPM (SGIA)	125,000	611,980	611,979	611,980	538,075
Transportation Studies	-	-		-	
New Britain BRT -TOD Phase 2	502	275	1,032	-	
Silver Lane - East Hartford Study					1,500
Route 5 - East Windsor Study					3,600
Comprehensive Transit Service Analysis Study		2,850	950	2,277	570
New Britain BRT -Modeling	4,379	-		-	
LOTCIP	24,938	154,804	100,000	143,073	88,060
West Hartford Road Diet Study		-	4,000	-	
UCONN Eastern Gateways Study		-	30,000	7,500	22,500
UCONN Farmington/Hartford		-	22,500	500	4,500
WTW -Job Access (DSS)	70,387	47,702		-	
WINCOG - GIS RPIP		52,349	-	-	
Nutmeg Network Demonstration Projects		30,848	56,250	-	50,000
Service Sharing Grant (OPM)	40,512	27,500	10,000	-	77,000
Total State	**391,637**	**1,055,811**	**997,942**	**926,560**	**966,350**

Continued from previous page:

	2013-2014 Actual	2014-2015 Actual	2015-2016 Amended Budget	Projected 2015-2016	2016-2017 Budget
CRCOG/LOCAL/PRIVATE/OTHER					
Local Government Assessments	519,169	602,332	698,687	739,030	687,529
Silver Lane - East Hartford Study					1,500
CCMPO local match		5,389	-	-	
Total CRCOG/Local	**519,169**	**607,721**	**698,687**	**739,030**	**689,029**
CONTRACT/FEE FOR SERVICES					
Public Safety	-	-		-	
Participation Fee	25,119	2,405	175,085	-	155,546
CAPTAIN Reserve	-	-		-	
Heartbeat CAD System	-	-		-	
Purchasing Council	63,241	47,394	53,000	50,782	54,000
Municipal Services Deferred Revenue		-		-	
Natural Gas	39,972	-	-	-	-
RFP Depot/Bid Sync	87,799	58,709	70,000	54,644	70,000
Electricity Consortium	15,251	10,794	15,000	-	15,000
EZ IQC	16,244	27,687	20,000	29,783	25,000
Regional Solid Waste Management	13,900	1,583	1,500	-	1,500
IT Services Cooperative	15,975	57,516	50,000	32,104	56,900
Total Contract/Fee For Services	**277,501**	**206,089**	**384,585**	**167,312**	**377,946**
TOTAL OPERATING REVENUE	**2,692,146**	**2,976,141**	**3,494,805**	**3,245,336**	**3,620,965**

4.2.4. OPERATING EXPENSES

Table 18: Operating Expenditure Summary

Revenue Sources	FY2013-2014 Actual	FY2014-2015 Actual	FY2015-2016 Projected	FY2016-2017 Budget
Personnel	1,140,716	1,108,117	1,296,923	1,484,968
Fringe	566,374	629,631	647,190	807,985
Management Support	405,090	419,970	404,788	429,545
Indirect Expenses	277,726	270,879	297,872	306,251
Direct Expenses	135,456	214,540	350,898	342,475
Contingency	-	-	15,000	30,000
TOTAL	**2,525,361**	**2,643,138**	**3,012,671**	**3,401,224**

4.2.5. OPERATING BUDGET PERSONNEL SERVICES

Table 19: Operating Budget—Personnel Services

Personnel Expenditures	2013-14 Actual	2014-2015 Actual	2015-2016 Amended Budget	2015-16 Projected	2016-2017 Budget
SALARIES					
Transportation	602,152	595,899	819,119	771,450	929,586
Jobs Access	32,493	20,969	-	-	-
Policy & Planning	225,146	325,532	323,651	325,281	275,695
Municipal Services	108,521	66,235	76,140	71,348	124,332
Service Sharing	22,878	22,756	31,524	24,253	37,761
Public Safety Council	-	-	69,180	11,258	85,256
Homeland Security	119,680	76,726	31,367	93,333	32,338
Management Support	405,090	419,970	405,856	404,788	429,545
Total Salaries	$ 1,515,959	$ 1,528,087	$ 1,756,837	$ 1,701,711	$ 1,914,513
MERIT/UPGRADE	**29,847**	**-**			
FRINGE BENEFITS					
Health Insurance	288,250	336,370	441,181	383,769	446,216
H S A - Employer Contribution	3,886	-		-	
Health Insurance -Stipend	1,200	1,700	2,400	2,400	2,400
Vision Care	4,123	3,525	3,500	3,500	3,500
Pension	129,463	130,488	158,711	147,316	173,364
Unemployment Compensation	12,763	13,313	14,803	14,305	10,238
FICA	110,236	116,660	134,413	129,041	146,048
Long Term Disability	3,066	3,449	3,994	3,955	4,506
Short Term Disability	5,604	5,906	6,801	6,692	7,619
Life Insurance	2,034	2,470	2,758	2,873	3,244
Car Allowance	5,000	5,000	5,000	5,000	5,000
Executive Director Deferred Comp.		10,000	5,000	5,000	5,000
Employee Assistance	750	750	850	750	850
Total Fringe Benefits	**566,374**	**629,631**	**779,411**	**704,601**	**807,985**
TOTAL PERSONNEL	**2,112,180**	**2,157,719**	**2,536,248**	**2,406,312**	**2,722,498**

4.2.6. OPERATING BUDGET DIRECT EXPENSES

Table 20: Operating Budget Direct Expenses—Detail

Direct Expenditures	2013-2014 Actual	2014-2015 Actual	2015-2016 Amended Budget	2015-2016 Projected	2016-2017 Budget
SERVICES & SUPPLIES					
Publication, Dues, Advertising	19,193	19,256	19,500	23,063	20,950
Reproduction & Printing	-	-	1,550	800	1,550
Recruitment	520	947	3,500	2,000	3,500
Supplies, Postage, Other	12,312	1,654	6,575	4,447	6,550
Computer Services/Software	391	5,876	65,372	19,302	68,368
Equipment Maintenance - GIS	9,300	3,600	9,735	9,735	9,735
Telephone	300	-	300	766	1,150
Insurance	-	-	2,000	-	-
TOTAL SERVICES & SUPPLIES	$ 42,015	$ 31,333	$ 108,532	$ 60,112	$ 111,803
PROFESSIONAL SERVICES					
Legal	3,703	3,337	7,250	3,846	6,750
Legislative Liaison	22,496	23,600	23,621	23,621	24,802
Consultants	4,588	100,065	8,400	6,430	9,150
Spanish language translation - documents	258	-	1,200	700	1,200
Spanish language intrepretation - meetings	15	-	1,000	500	1,000
Interpreter for the deaf	-	-	2,000	-	2,000
TOTAL PROFESSIONAL	31,060	127,002	43,471	35,097	44,902
EQUIPMENT & CAPITAL COSTS					
Equipment	5,055	1,697	14,100	4,856	12,000
Leasehold Improvements	2,515	-	2,500	-	2,500
Furniture & Furnishings	664	2,380	1,500	1,500	2,000
TOTAL EQUIPMENT & CAPITAL COSTS	8,234	4,077	18,100	6,356	16,500
MTGS. TRAVEL & CONF.					
Food	6,813	6,530	9,520	10,474	9,000
Mileage/Parking	7,088	5,839	9,814	7,749	9,300
Training/Tuition Reimb	2,600	1,500	18,600	8,300	11,300
Conf/Workshops					
Administration	23,791	24,658	25,500	25,500	26,500
Policy and Planning	5,262	5,310	4,400	5,184	5,000
Transportation	1,151	536	6,500	6,500	15,020
Public Safety	1,214	135	1,500	1,060	1,000
Municipal Services	2,675	5,228	4,000	5,608	5,600
CCMPO	-	-	5,700	-	-
Rentals	825	750	2,800	2,300	2,800
Workshop-Local Government	-	98	4,600	4,558	4,750
Annual Meeting	2,728	1,542	3,500	3,500	3,500
Legislative Reception	-	-	500	-	500
TOTAL MTGS. TRAVEL & CONFERENCE	54,146	52,127	96,934	80,733	94,270
TOTAL DIRECTS	135,456	214,540	267,037	182,299	267,475
Contingency	-	-	30,000	-	30,000

4.2.7. OPERATING BUDGET INDIRECT EXPENSES

Table 21: Operating Budget Indirect Expenses—Detail

	2013-2014 Actual	2014-2015 Actual	2015-2016 Amended Budget	2015-2016 Projected	2016-2017 Budget
RENT, MAINTENANCE, UTILITIES	135,256	136,234	145,216	137,154	145,216
POSTAGE	3,143	3,276	3,000	3,542	4,000
EQUIPMAINT MAINTENANCE	2,295	3,907	6,135	6,512	6,135
INSURANCE	33,081	35,152	35,156	34,269	37,000
EQUIPMENT	4,057	-			
OFFICE SUPPLIES	13,648	13,519	15,500	14,273	15,500
REPRODUCTION & PRINTING	14,054	12,651	14,500	12,999	14,500
NARC -DUES	6,688	6,688	7,200	6,688	7,200
PENSION ADMINISTRATION	5,250	5,250	5,500	5,250	5,500
TELEPHONE/DATA SERVICE/INTERNET	9,603	11,208	14,000	9,642	14,000
COMPUTER SERVICES	3,890	3,237	5,500	4,049	5,500
PAYROLL PROCESSING FEES	4,716	5,220	5,200	5,365	5,500
ACCOUNTING/AUDIT	31,000	31,000	36,000	34,000	36,000
SECTION 125 ADMINISTRATION	1,089	-	1,100	1,087	1,200
LEGAL	188	-	3,000	1,190	3,000
COMP SOFTWARE/UPGRADE	9,768	3,539	6,000	3,627	6,000
	277,726	270,879	303,007	279,647	306,251

4.3. OPERATING BUDGET NOTES

4.3.1. OPERATING REVENUE

CRCOG/Local

Local Government Assessments
  CRCOG Member Towns   **$ 687,529**

Member towns are assessed at $0.65 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   **$ 54,000**
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).

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   **$ 25,000**
This revenue is for administering the competitive bid process of vendors for small construction projects.

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   **$ 56,900**

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   **$ 155,546**

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.

TRANSPORTATION	FEDERAL	STATE	LOCAL	TOTAL
FHWA 2016-17	**1,444,360**	**180,545**	**180,545**	**1,805,450**
Silver Lane Study	**12,000**	**1,500**	**1,500**	**15,000**
Route 5 Study	**14,400**	**3,600**		**18,000**
Comprehensive Transit Service Analysis Study	**2,280**	**570**	**0**	**2,850**
UCONN Farmington/Hartford		**4,500**		**4,500**
UCONN Eastern Gateway		**22,500**		**22,500**
LOTCIP		**88,060**		**88,060**
TOTALS	**1,473,040**	**301,275**	**182,045**	**1,956,360**

$182,045 is required from General Fund Local Assessment revenue to provide for the local match required for the FHWA transportation programs and the Silver Lane Study.   The Route 5 Study and Comprehensive Transit Service Analysis Study are funded 80% federal and 20% state. UCONN Farmington/Hartford, UCONN Eastern Gateway and LOTCIP are 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

DECD Brownfields Grant   **$7,500**

EPA Brownfields Revolving Loan Fund Grant   **$16,000**

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

Infections Disease Preparedness   **$25,100**

Provides funds to administer the grant provided the the Department of Public Health to increase Connecticut's ability to respond to Bioterrorism and other public health emergencies at local and regional levels.+

State Grant-in-aid   **$538,075**

State Grant-in- aid is being included in FY 2016-17 Annual Budget. The budgeted amount represents a 12% reduction from the funding received in FY 2015-16 and is contigent on the State Budget.

Service Sharing $ 127,000

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
GIS/Captain 4G	$77,000
Human Resources Portal/	$50,000
Electronic Document Management	

4.3.2. OPERATING EXPENDITURES

PERSONNEL SERVICES

Salaries $ 1,914,513

The Fiscal Year 2016-17 Budget consists of 21 full-time and seven part-time staff positions. The Budget includes salary adjustments to bring select employees in line with salary ranges and an average of 2% base adjustment for CRCOG staff.

Fringe Benefits $ 807,985

Fringe Benefits are projected at 42.2% 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 contribution to Health Insurance is on a sliding scale based on whether coverage is Single, Two-Person or Family. Unemployment Contributions is budgeted at 2.57%.   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 $306,251 and include the following:

Services & Supplies

Publications, Dues, Advertisements $ 20,950

Publications, Dues, & Advertisements include the following charges:
Transportation	1,500
Policy and Planning	2,700
Municipal Services	4,250
Public Safety	500
Administration	12,000

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 $ 6,550
Policy and Planning	500
Municipal Services	50
Public Safety	500
Administration	3,500

Computer Software Upgrade / Maintenance $68,368
Administration	5,067
Special Projects Fund	50,000
Transportation	
-GIS License	5,700

-GIS Hosting	7,601
Equipment Maintenance –CAD	**$ 3,600**
Transportation	
-GIS Maintenance	3,600
Administration	6,135
Telephone	**$ 1,150**
Public Safety	300
Administration	850
Consultant/Professional Services	**$ 44,902**
Legal	
-Public Safety	750
-Transportation	500
-Municipal Services	1,500
-Administration	4,000

    Legal fees relating to CRCOG administration are included in Indirect Expenses.

Legislative Liaison	24,802
Consultants	
-Transportation	1,500
-Policy & Planning	3,150
-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	**$ 12,000**
Transportation (Plotter, Computers)	9,000
Administration	2,000
Municipal Services	1,000
Leasehold Improvements	**$ 2,500**
Furniture & Furnishings	**$ 2,000**
Meetings & Food	**$9,000**
Policy and Planning	800
Municipal Services	1,400
Public Safety	800
Administration	6,000

The amount budgeted for food is net of anticipated income to offset costs. Approximately 28% of the cost of lunches provided by CRCOG for various meetings is reimbursed by meeting attendees.

Mileage	**$9,300**

Mileage reimbursement is budgeted at 56.50 cents per mile in accordance with the U.S. General Services Administration rate adjustment.

Transportation	4,100
Policy and Planning	1,300

Municipal Services	700
Public Safety	1,200
Administration	2,000

Training/Tuition Reimbursement	**$11,300**
Transportation	5,800
Policy and Planning	1,000
Municipal Services	3,000
Administration	1,500

Conference/Workshops	**$53,120**
Transportation	15,020
Policy and Planning	5,000
Municipal Services	5,600
Public Safety	1,00
Administration	26,500

Rentals	**$2,800**
Policy and Planning	1,000
Municipal Services	500
Public Safety	750
Transportation	550

Workshops for Local Governments	**$4,750**
Policy and Planning	2,000
Municipal Services	750
Administration	2,000

Annual Meetings	**$3,500**

To cove the 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	2,000
CEN Internet Access (St. of Conn.)	2,450
EarthLink	8,985
SNET Yellow Pages	565

Postage	**$4,040**

Equipment Maintenance	**$6,135**

Insurance	**$37,000**

An overall 5% increase in premium is being projected for Liability, Crime and Fidelity Bond insurance for Fiscal Year 2016-17

General Liability, Property, Directors & Officers	33,777
Worker's Compensation	1,726

Crime	1,297
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   **$5,500**

Accounting/Audit   **$36,000**
Auditor

Computer Software/Upgrade   **$6,000**

GIS Maintenance	1,250
Server Maintenance	1,750
CCAT E-Mail & Web Hosting	3,000

Legal   **$3,000**
Includes cost of legal fees pertaining to administrative matters

Section 125 Processing   **$1,200**

4.4. STATE GRANT IN AID CONTINGENCY

CRCOG has received State Grant in Aid (SGIA) in excess of $600,000 from the State of Connecticut the past two fiscal years ($611,980 in 2014-2015 and $611,979 in 2015-2016). Per current legislation and information received from the state's Office of Policy Management (OPM), CRCOG has budgeted for $538,075 for fiscal year 2016-2017. Based on the current fiscal crises, however, CRCOG has made contingency plans if state funding is cut from the currently allocated $538,075. CRCOG has planned a worse-case scenario where the whole amount is cut by the state. If this were to occur, CRCOG would access additional Federal Highway Transportation (FHWA) funding as well as deferred revenue and revenue from other sources. In addition, CRCOG would not fund the special projects fund as planned. The potential changes are outlined in the chart below.

Table 22: State Grant in Aid Contingency

	2016-2017 Budget	2016-2017 Budget Without SGIA	Change
SGIA Amount			**538,075**
REVENUE CHANGES (Operations)			
FEDERAL			
Federal Highway Admin-PL	1,444,360	1,633,545	189,185
STATE			
Conn. Dept of Transportation	180,545	204,193	23,648
CRCOG/LOCAL/PRIVATE/OTHER			
Deferred Revenue (Municipal Services)	-	84,792	84,792
Public Safety	155,545	192,071	36,526
Local dues allocated to matching FHWA	180,545	204,193	23,648
EXPENDITURE CHANGES (Operations)			
Special Projects Fund	50,000	-	50,000
Contingency	30,000	15,000	15,000
TOTAL NET CHANGE (Increased revenues and decreased expenses)			**422,799**
Additional Local Dues required (available from current surplus)			**115,276**

4.5. GRANTS AND CONTRACTS BUDGET

4.5.1. GRANTS AND CONTRACTS BUDGET OVERVIEW

Table 23: Grants Budget Revenue and Expenditures

Revenue Sources	FY2013-2014 Actual	FY2014-2015 Actual	FY2015-2016 Projected	FY2016-2017 Budget	Percent of Budget
Federal	5,211,843	1,813,873	1,635,295	2,460,603	38%
State	1,145,385	1,410,001	2,434,681	2,894,760	45%
Local	28,866	47,117	15,000	150,150	2%
Other	1,402,083	976,426	987,915	949,813	15%
TOTAL	**7,788,177**	**4,247,418**	**5,072,891**	**6,455,326**	**100%**

Expenditures	FY2013-2014 Actual	FY2014-2015 Actual	FY2015-2016 Projected	FY2016-2017 Budget	Percent of Budget
Homeland Secu	3,352,639	782,236	672,428	636,307	10%
Jobs Access	822,927	743,397	-	-	0%
Municipal Servi	576,716	699,419	2,055,344	1,885,938	29%
Policy Developn	1,421,377	406,229	251,312	642,676	10%
Public Safety	1,364,741	1,153,943	1,008,023	920,000	14%
Transportation	175,527	281,577	1,035,345	2,370,405	37%
TOTAL	**7,713,927**	**4,066,801**	**5,022,452**	**6,455,326**	**100%**

4.5.2. GRANTS AND CONTRACTS DETAILS

Table 24: Grants and Contract Budget Summary by Department

CRCOG FY16-17 GRANTS BUDGET SUMMARY						
	Policy and Planning	**Transportation**	**Municipal Services**	**Public Safety**	**Homeland Security**	**Totals**
Revenues						
Federal	592,676	1,231,620	-	-	636,307	2,460,603
State	-	1,038,635	1,856,125	-	-	2,894,760
Other Sources	-	150,150	29,813	920,000	-	1,099,963
Total Revenues	**592,676**	**2,420,405**	**1,885,938**	**920,000**	**636,307**	**6,455,326**
Expenditures						
Contractual / Grant Obligations	**592,676**	**2,420,405**	**1,885,938**	**920,000**	**636,307**	**6,455,326**
Total Expenditures	**592,676**	**2,420,405**	**1,885,938**	**920,000**	**636,307**	**6,455,326**
Surplus (Deficit)	**-**	**-**	**-**	**-**	**-**	**-**

4.5.3. GRANT AND CONTRACTS REVENUES

Table 25: Grants and Contracts Revenue--Detail

	2013-2014 Actual	2014-2015 Actual	2015-2016 Amended Budget	Projected 2015-2016	2016-2017 Budget
Grant & Contracts Budget					
FEDERAL					
FHWA Planning Studies and Contractors (CRCOG)	$ -		$ 312,000	119,996	362,004
CCMPO Consultants / Plainville Study		$ 51,644	$ 302,000	-	291,200
Transportation Studies				-	
New Britain BRT -TOD On Call - Phase 2	8,657	17,214	10,734	-	
Silver Lane - East Hartford Study				-	148,000
Route 5 - East Windsor Study				-	185,600
Comprehensive Transit Service Analysis Study	-	160,738	151,086	422,276	126,180
FTA (City Earmark)	148,939	89,998	-	50,844	118,636
DECD Brownfields Grant	-	-	147,500	151,312	35,500
EPA Brownfields Assessment Grant		824	140,572	100,000	257,176
EPA Brownfields Revolving Loan Fund Grant		-	207,692	-	300,000
HUD Sustainability Grant	1,421,377	405,405		-	
Hazard Mitigation Planning Grant - CCRPA	-	15,541	82,779	17,175	
Citation Grant (CONNDOT) & E-Crash	118,697	221,400		53,000	
U. S. Department of Homeland Security	-			-	
Homeland Security Grant Program -FFY 2008	-			-	
Homeland Security Grant Program -FFY 2009	-			-	
Homeland Security Grant Program -FFY 2010	494,866		-	-	
Homeland Security Grant Program - FFY 2011	542,898	33,257	-	-	
Homeland Security Grant Program - FFY 2012	5,102	179,842	-	-	
Homeland Security Grant Program - FFY 2013		305,665	-	207,146	
Homeland Security Grant Program - FFY 2014		5,753	353,384	287,631	
Homeland Security Grant Program - FFY 2015				25,000	273,418
MMRS 2012			-	-	-
MMRS 2013				-	-
MMRS 2014			89,000	89,214	-
MMRS 2015				-	70,000
EMPG HAZMAT 2012				-	-
EMPG HAZMAT 2013				-	-
EMPG HAZMAT 2014				37,186	
EMPG HAZMAT 2015				-	37,186
Citizen Corps Program	-	68,874		48,265	
UASI Grants	-			-	
UASI 2009	-			-	
UASI 2010	2,297,094			-	
CRI Regional Public Health Advisor	150,233	-	-	-	
Infectious Disease Preparedness				-	195,703
MRC - Public Health Preparedness	17,780	257,719	60,000	26,250	60,000
Total Federal	**5,211,843**	**1,813,873**	**1,856,747**	**1,635,295**	**2,460,603**

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	2013-2014 Actual	2014-2015 Actual	2015-2016 Amended Budget	Projected 2015-2016	2016-2017 Budget
STATE					
Conn. Department of Transportation Match (CRCOG)			$ 39,000	15,000	45,250
ConnDOT CCMPO Match		$ 6,455	$ 37,750	-	36,400
Transportation Studies				-	
New Britain BRT -TOD On Call -Phase 2	866	481	1,342	-	
Silver Lane - East Hartford Study				-	18,500
Route 5 - East Windsor Study				-	46,400
Comprehensive Transit Service Analysis Study	-	872	37,772	105,569	31,545
Bike Share Study	10,000			-	
LOTCIP	9,285	-	106,145	75,660	176,540
West Hartford Road Diet Study		-	70,000	70,000	-
UCONN Eastern Gateways Study		9,715	450,000	127,500	382,500
UCONN Farmington/Hartford		-	283,500	33,500	301,500
Nutmeg Network Demonstration Projects		429,148	953,029	622,452	758,000
Service Sharing Grant (OPM)	302,307	226,388	50,000	1,400,000	1,098,125
Total State	**1,145,385**	**1,410,001**	**2,028,537**	**2,434,681**	**2,894,760**
CRCOG/LOCAL/PRIVATE/OTHER					
HFPG Anchor Institution Grant					50,000
Local Assessments	10,866		39,000	15,000	45,250
CCMPO Match		6,455	37,750	-	36,400
Bike Share Study	18,000			-	
Silver Lane - East Hartford Study				-	18,500
Comprehensive Transit Service Analysis Study - Hartford		38,102		-	
New Britain BRT -TOD Phase 2	-	2,560	1,342	-	-
Total CRCOG/Local/Private	**28,866**	**47,117**	**78,092**	**15,000**	**150,150**
CONTRACT/FEE FOR SERVICES					
Public Safety	$ -			-	
Participation Fee	1,004,509	932,543	920,000	912,083	920,000
CAPTAIN Reserve	-			-	
Heartbeat CAD System	91,302	-		42,940	
Regional Solid Waste Management	31,863	28,233	29,813	29,892	29,813
IT Services Cooperative	274,408	15,650		3,000	
CONTRACT/FEE FOR SERVICES	**1,402,083**	**976,426**	**949,813**	**987,915**	**949,813**
TOTAL PROGRAM REVENUES	**7,788,177**	**4,247,418**	**4,913,189**	**5,072,891**	**6,455,326**

4.5.4. GRANT AND CONTRACTS EXPENDITURES

Table 26: Grants and Contracts Expenditures—Detail

Grant Expenditures	2013-2014 Actual	2014-2015 Actual	2015-2016 Amended Budget	2015-2016 Projected	2016-2017 Budget
Policy, Planning and Development					
HUD Sustainability Grant	1,421,377	405,405	-	-	-
DECD Brownfields Grant	-	-	147,500	151,312	35,500
EPA Brownfields Assessment Grant	-	824	140,572	100,000	257,176
EPA Brownfields Revolving Loan Fund Grant	-	-	207,692	-	300,000
HFPG Anchor Institution Grant					50,000
CCRPA Hazard Mitigation Planning Grant		-	82,779	-	-
Total Policy, Planning and Development	**1,421,377**	**406,229**	**578,543**	**251,312**	**642,676**
Transportation					
FHWA Planning Studies and Contractors (CRCOG)		-	390,000	149,996	452,504
CCMPO Consultants		-	377,500	-	364,000
New Britain BRT -TOD On Call - Phase 2	20,388	20,255	13,417	-	-
Silver Lane - East Hartford Study					185,000
Route 5 - East Windsor Study					232,000
Viaduct Study	6,200	-	-	-	-
Bike Share Study	-	-	-		-
Comprehensive Transit Service Analysis Study	-	161,610	91,200	527,845	157,725
Local Match		-			
FTA (City Earmark)	148,939	89,998	-	50,844	118,636
LOTCIP	-	-	106,145	75,660	176,540
West Hartford Road Diet Study		-	70,000	70,000	-
UCONN Eastern Gateways Study		9,715	450,000	127,500	382,500
UCONN Farmington/Hartford		-	283,500	33,500	301,500
Total Transportation	**175,527**	**281,577**	**1,781,762**	**1,035,345**	**2,370,405**
WTW - Jobs Access					
WTW -Job Access (DSS)	822,927	743,397	-	-	-
Total WTW - Job Access (DSS)	**822,927**	**743,397**	**-**	**-**	**-**
Municipal Services					
IT Services Cooperative	274,408	15,650	-	3,000	-
Nutmeg Network Demonstration Projects		429,148	953,029	622,452	758,000
Service Sharing Grant (OPM)	302,307	226,388	50,000	1,400,000	1,098,125
Regional Solid Waste Management		28,233	29,813	29,892	29,813
Total Municipal Services	**576,716**	**699,419**	**1,032,842**	**2,055,344**	**1,885,938**

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Grant Expenditures	2012-2013 Actual	2013-2014 Actual	2015-2016 Original Budget	2014-2015 Projected	2015-2016 Amended Budget
Public Safety					
Citation Grant (CONNDOT) & E-Crash	118,697	221,400	-	53,000	-
CRI Regional Public Health Advisor	150,233	-	-	-	-
Captain-Fire/Public Works	1,004,509	932,543	920,000	912,083	920,000
Heartbeat CAD System	91,302	-	-	42,940	-
Total Public Safety	**1,364,741**	**1,153,943**	**920,000**	**1,008,023**	**920,000**
Homeland Security					
US Deparment of Homeland Security	-	-	-	-	-
Homeland Security Grant Program -FFY 2010	494,866	-	-	-	-
Homeland Security Grant Program -FFY 2011	542,898	33,257	-	-	-
Homeland Security Grant Program - FFY 2012		179,842	-	-	-
Homeland Security Grant Program - FFY 2013		305,665	-	207,146	-
Homeland Security Grant Program - FFY 2014	-	5,753	353,384	287,631	-
Homeland Security Grant Program - FFY 2015				25,000	273,418
MMRS 2012		-	-	-	-
MMRS 2013		-	-	-	-
MMRS 2014		-	89,000	89,214	-
MMRS 2015				-	70,000
EMPG HAZMAT 2012		-	-	-	-
EMPG HAZMAT 2013		-	-	-	-
EMPG HAZMAT 2014				37,186	-
EMPG HAZMAT 2015				-	37,186
UASI 2010	2,297,094	-	-	-	-
Infectious Disease Preparedness					195,703
MRC - Public Health Preparedness	17,780	257,719	60,000	26,250	60,000
Total Homeland Security	**3,352,639**	**782,236**	**502,384**	**672,428**	**636,307**
TOTAL PROGRAM EXPENDITURES	**7,713,927**	**4,066,801**	**4,815,531**	**5,022,452**	**6,455,326**

4.6. GRANT BUDGET NOTES

Grant revenues are estimated to be 6,091,326 from all sources in Fiscal Year 2016-17.

TRANSPORTATION
The following is a breakdown of federal, state and local funding for transportation work, which totals $1,829,865 including $63,750 in local match requirement from General Fund Local Assessment . Funding is program-specific for contractual obligations.

PROJECTS	FEDERAL	STATE	LOCAL	TOTAL
FHWA Planning Studies/Contractors	$362,004	$ 45,250	$45,250	$ 452,504
CCMPO Consultant	291,200	36,400	36,400	364,000
Silver Lane Study	148,000	18,500	18,500	185,000
Route 5 – East Windsor Study	185,600	46,400	-0-	232,000
Comprehensive Transit Service Analysis Study	126,180	31,545	-0-	157,725
FTA (City Earmark)	118,636	-0-	-0-	118,636
LOTCIP		176,540		176,540
UCONN Eastern Gateway Study		382,500	-0-	382,500
UCONN Farmington/Hartford Study		301,500	-0-	301,500
Totals	$1,231,620	$1,038,635	$100,150	$2,370,405

TRANSPORTATION

FHWA Planning Studies and Contractual (CRCOG)	**$452,504**
Public Involvement	$102,504
Consultant	$300,000
Traffic Incident Management Coord.	$50,000
CCMPO Consultants	**$364,000**
Plainville Study	

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	**$592,676**
DECD Brownfield Grant	$ 35,500
EPA Brownfield Assessment Grant	$257,176
EPA Brownfield Loan Fund Grant	$300,000

HFPG Anchor Institution Grant   **$ 50,000**
The Hartford Foundation for Public Giving provided CRCOG with a grant to help spur transit oriented development in the CT*fastrak* corridor. The grant will fund a study of best practices in engaging anchor institutions and neighborhoods to build corridors of opportunity.

MUNICIPAL SERVICES

The following is a breakdown of contractual obligations for Municipal Services

Service Sharing   **$1,098,125**

    Funding to migrate the existing CAPTAIN mobile data communication system to a browser-based application and the Statewide Flight to Acquire Orthoimagery.

        Nutmeg Demonstration Projects

            Captain 4-G $ 388,000

            GIS $ 710,215

- Demonstration Projects   **$ 758,000**

    Partnership with CCAT for demonstration projects on the Nutmeg Network. Projects breakdown is as follows:

        Electronic Document Management $500,000

        Human Resources Portal (partial implementation) $258,000

- Regional Solid Waste Management   **$ 29,813**

PUBLIC SAFETY COUNCIL

CAPTAIN User Fees   **$ 920,000**

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)   **$380,604**

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.

Project	Amount
Training & Exercises	39,084
Support and Equip Regional Response Teams	171,161
Information and Management	63,173
MMRS	70,000
Contractual, Planning & Project Management	37,186
Total	**$380,604**

DPH - Infectious Disease Preparedness   **$195,703**

Funding to increase Connecticut's ability to respond to Bioterrorism and other public health emergencies at the local and regional level**.**

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.
  - o Leverage CRCOG Foundation to access private funding where possible
  - o Continuing to aggressively pursue funding sources at the state and federal level.
  - o 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 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	2016-2017 Pay Grades		
Level	Job Titles			
A2	Office Assistant	33689	37830	41973
A3	Program Assistant Accounting Assistant	45276	48217	51160
A4	Executive Assistant/Office Coordinator	54984	58358	61732
P1	Program Manager Planner Accountant	49126	55370	61613
P2	Senior Planner Senior Program Manager Contracts Specialist GIS Coordinator	53939	61260	69055
P3	Special Projects Manager I Principal Planner I Senior GIS Coordinator	57137	64428	71719
P4	Municipal Services Manager Special Projects II Principal Planner II	66397	75742	85088
P5/M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	91668	98670	105674
M2	Department Director II/Deputy Director	101260	110277	119294
E	Executive Director			

5.3. CRCOG POLICY BOARD 2016 STRATEGIC PLAN

5.3.1. SUMMARY

In 2015-2016 to arrive at a strategic direction for the next several years, the CRCOG Policy Board undertook an overview of CRCOG services and CRCOG plans for the upcoming three to five years. In February 2016 Policy Board members met to consider CRCOG's strategic priorities and it is from this meeting and staff input, CRCOG has outlined its strategic plan. The central vision of CRCOG's strategic plan is a Connected, Competititve, Vibrant and Green Capitol Region.

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.

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

The vision for the FY 2016-2017 CRCOG Strategic 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

Connected

- o Increased transportation and communication choices.
- o 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.
- o A network of bicycle and pedestrian paths, bike lanes, sidewalks, bike share programs, and related bike infrastructure.
- o Complete streets that provide safe and convenient access for pedestrians and bicyclists, as well as vehicles.
- o Reduced dependency on auto trips and resulting savings in energy use and less air pollution.
- o High speed internet access for all businesses, schools, residences and local governments throughout the region.

Competitive

Competitive

- o Improved job training and talent development programs to create a skilled workforce that is well-matched to the region's future employment opportunities.
- o Increased educational attainment and job and economic opportunities for low income residents and people of color.
- o 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.
- o New transit-oriented development attracting a mix of housing types and employers, and supported by anchor institutions.

Vibrant

Vibrant

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

Green

Green

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

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.

5.3.3. CRCOG's REACH

CRCOG's geographic "borders" vary by the program involved:

CRCOG Boundaries

GIS Flight

Purchasing Council

CAPTAIN

Regional Online Permitting

DEHMS Region 3

Corridor Advisory Committee
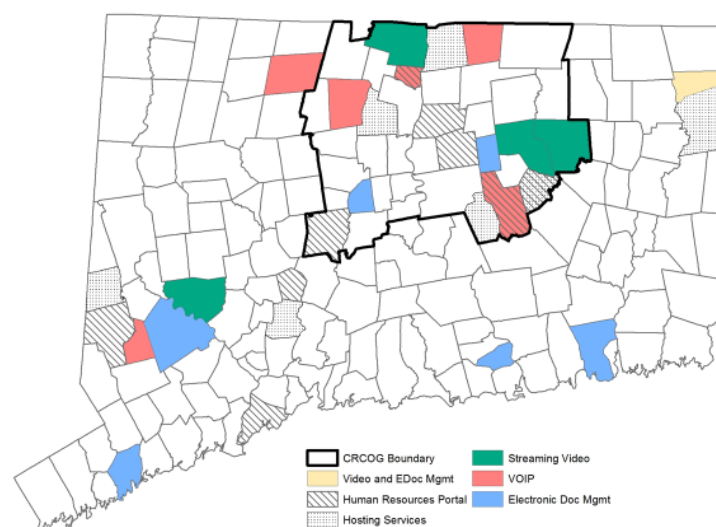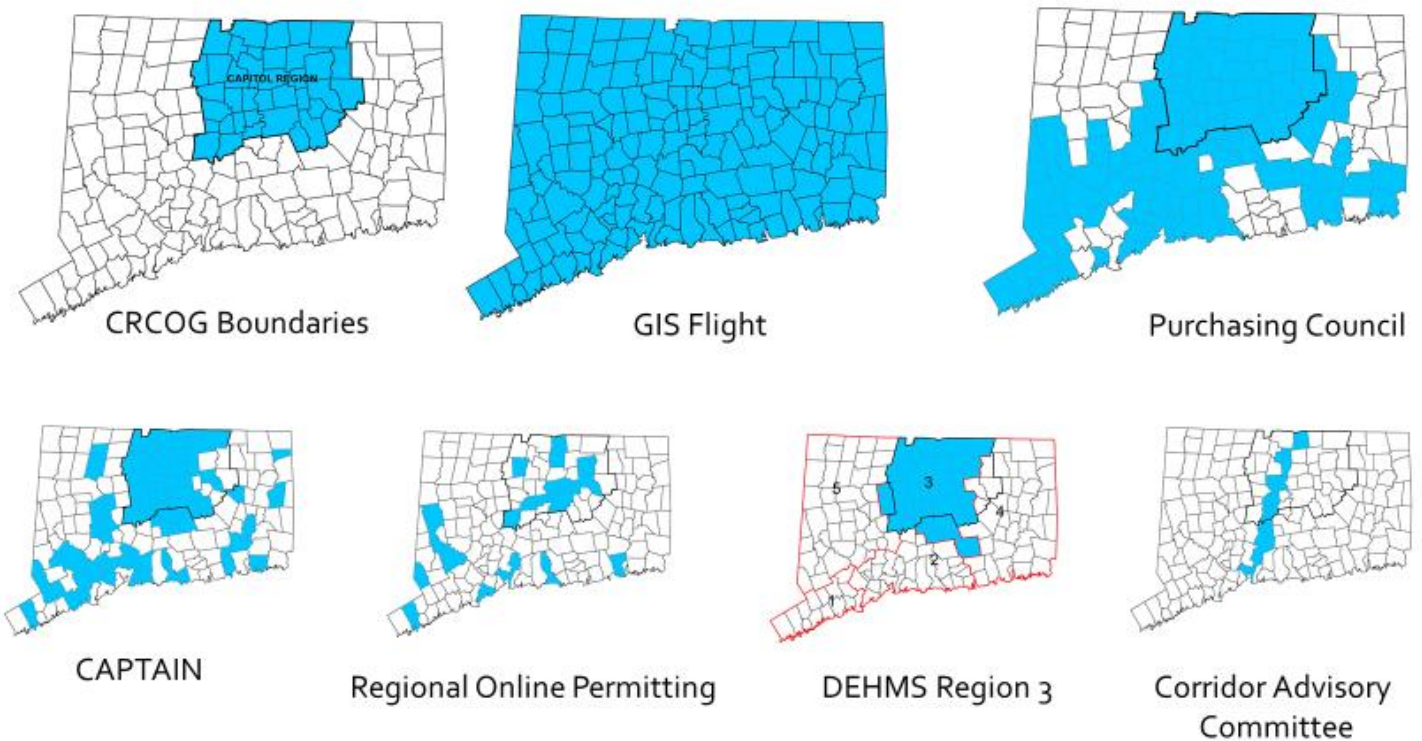
Nutmeg Network Demonstration Projects Pilot Towns

5.3.4. ENVIRONMENTAL SURVEY

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

- 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, in future years, is uncertain.
- 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.

5.3.5. STRATEGIC SUMMARY BY DEPARTMENT

The following infographics details the major themes that emerged from the CRCOG strategic review and CRCOG targets as an agency and as individual departments.

*(These infographics are presented at the beginning of each department's narrative and have been redacted from the budget).

5.4. ONE REGION ONE FUTURE

Photo credit: Chris Curtis
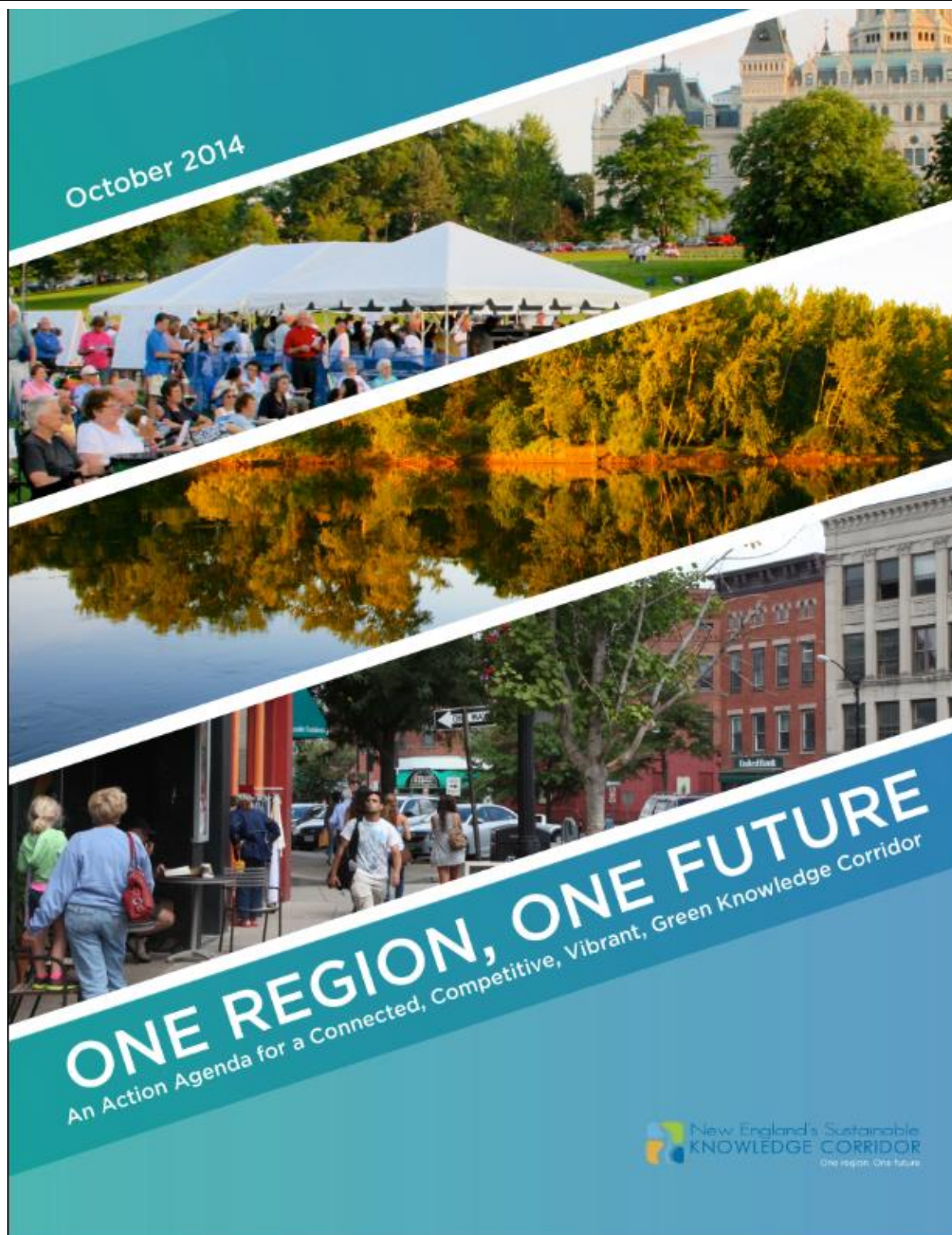
One Region, One Future was prepared by the Sustainable Knowledge Corridor Consortium—a partnership of forty-four public and private agencies including regional planning organizations, municipalities, educational institutions and other community partners in the greater Hartford, CT—Springfield, MA region. 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 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.

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.

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.

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.

Ctfastrak - A regional bus rapid transit system

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 Municipalties

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

DPH – Department of Public Health

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 Communitities Intiative

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)