

CAPITOL REGION COUNCIL OF GOVERNMENTS



ANNUAL BUDGET

July 1, 2017– June 30, 2018

Approved on May 24, 2017

www.crcog.org



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Capitol Region Council of Governments, Connecticut for its annual budget for the fiscal year beginning in July 1, 2016. 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.



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

May 24, 2017

To CRCOG Policy Board Members:

The Capitol Region Council of Governments (CRCOG) budget for the July 1, 2017 to June 30, 2018 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 \$1.7 million dollars through the Purchasing Council.
- CRCOG's online permitting system expanded to 34 towns.
- CRCOG played a critical roll in assisting towns whose residents face crumbling foundations.
- CRCOG inventoried inventoried and identified brownfields sites of CTfastrak and CTrail station areas with TOD redevelopment potential; and obligated approximately \$10.4 million in Federal 2016 STP Urban Funds, \$17.7 million in State 2017 LOTCIP Funds.
- CRCOG hosted German-American Industry 4.0 forum, was approved to be a regional economic development district.

This year's budget responds to current economic challenges and to the continuing demand for services. CRCOG's overall operating budget is \$3,316,255 and our grants and contracts budget is \$5,348,348.

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

Revenue Sources	Operating Budget	Grants Budget	FY2017-2018 Budget Total
Federal	1,674,388	2,262,560	3,936,948
State	532,650	2,099,732	2,632,382
Local	661,307	121,056	782,363
Other	447,910	865,000	1,312,910
TOTAL	3,316,255	5,348,348	8,664,603
Expenditures	Operating Budget	Grants Budget	Total
Homeland Security	-	657,160	657,160
Jobs Access	-	-	-
Municipal Services	-	1,190,000	1,190,000
Policy Development & Planning	-	980,188	980,188
Public Safety	-	850,000	850,000
Transportation	-	1,671,000	1,671,000
Personnel	1,524,864	-	1,524,864
Fringe	773,231	-	773,231
Management Support	461,021	-	461,021
Indirect Expenses	234,910	-	234,910
Direct Expenses	297,101	-	297,101
Contingency	25,128	-	25,128
TOTAL	3,316,255	5,348,348	8,664,603

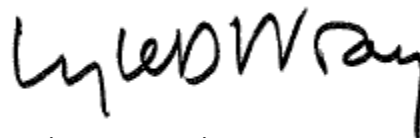
Last year, for the eighth year in a row, CRCOG received recognition of Superior Budget Performance from the Government Finance Officers Association (GFOA). The certificate is on the inside front cover of this budget. This year's budget includes additional enhancements based on GFOA's feedback to make 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 2017-2018 to better serve our 38 member communities.

Sincerely,



Stewart (Chip) Beckett
Chairperson



Lyle D. Wray, PhD
Executive Director

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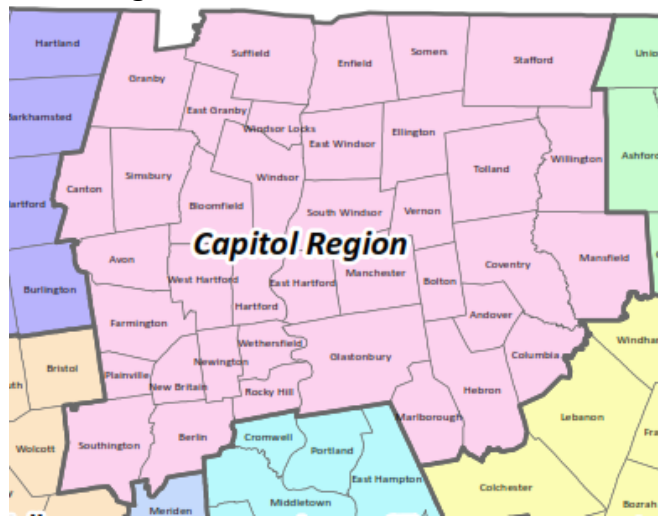
1. INTRODUCTION

1.1. **CRCOG OVERVIEW**

The Capitol Region Council of Governments (CRCOG) is the largest of Connecticut's regional planning organizations and consists of 38 towns. The CRCOG region is 1,047 square miles in size and it houses approximately 973,959 people.

- 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



CRCOG members recognize that the future of our individual member communities is tied to the future of our region. Our members have collaborated for more than 40 years on a wide range of projects to benefit our towns individually and the region as a whole. Past and current work by CRCOG includes:

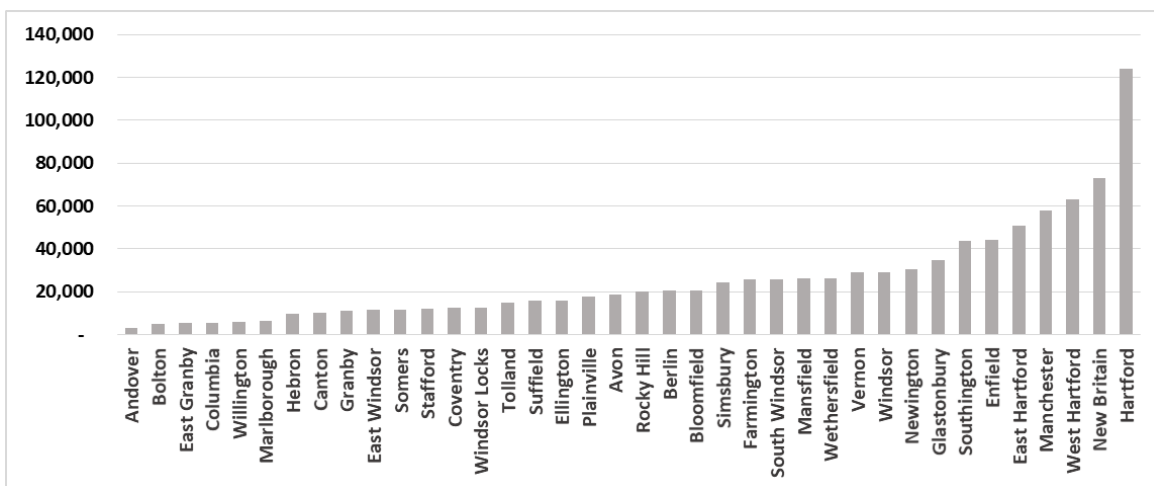
- CRCOG grew its **IT Services Cooperative** that offers online permitting, hosting services, disaster recovery/data backup, Voice Over Internet Protocol telephone service and general IT Services.
- CRCOG was the **first regional planning agency to manage federal homeland security funds** on behalf of our communities and has successfully completed well over 130 projects since the inception of this program
- CRCOG ran the **MetroHartford Brownfields Program**, conducting assessments and remedial action plans on eight sites in five communities; inventoried brownfields sites of CTfastrak and CTrail station areas identifying over 150 sites with TOD redevelopment potential; and established the framework for a new \$950,000 revolving loan fund to support clean-up of brownfields sites
- CRCOG continued to support **regional economic development** through co-hosting a German-American Forum to showcase the region as a success story of German investment in advanced manufacturing and spur additional partnerships and collaboration. CRCOG also achieved state approval as a **Regional Economic Development District**, which enables CRCOG to develop a new regional Comprehensive Economic Development Strategy.
- CRCOG obligated approximately **\$10.4 million in Federal Fiscal Year 2016 STP Block Grant Funds**, worked to advance **\$17.7 million in LOTCIP projects for State Fiscal Year 2017**, and completed a solicitation for **transportation enhancement projects totaling over \$6 million**.

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.

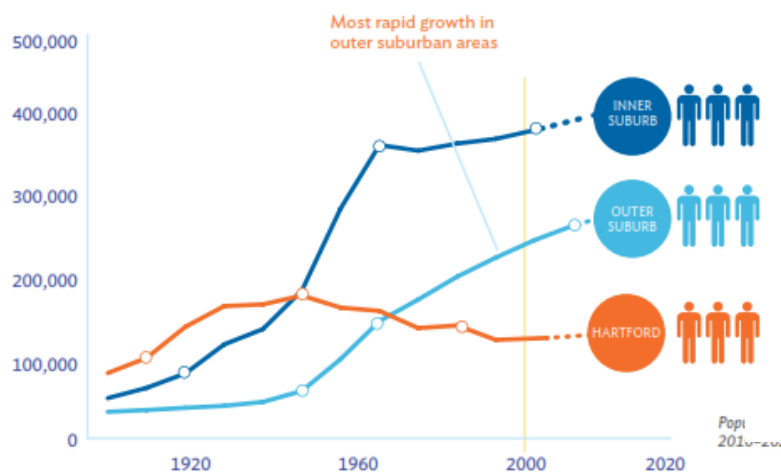
Figure 2: Population of CRCOG's region



CT Department of Public Health, Connecticut Population Estimates as of July 1, 2015

Figure 3: Population by Area

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



Population 1900-2010, projections 2010-2025.

Source: State Data Center

Source: Metro Hartford Progress Points 2014 Publication

1.3. CRCOG GOALS AND STRATEGIC PLANNING

1.3.1. MISSION

CRCOG's adopted mission is as follows:

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

1.3.2. 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, Competitive, 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 2017-2018 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

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

Connected



Competitive

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

Competitive



Vibrant

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

Vibrant



Green

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

Green



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

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

1.3.4. 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/CTfastrak Corridor Advisory Committee	*	*	*	*
• CRCOG representation on state, regional, and bi-state advisory committees on a wide range of topics	*	*	*	*
Services to Municipalities				
• Regional Planning and Technical Assistance Related to Building Livable and Sustainable Communities, On Topics Such as: Housing, Transportation, Complete Streets, Environmental Protection, Sustainable Land Use, Economic Development, Transit-Oriented Development, and Public Safety	*	*	*	*

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

1.4. 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

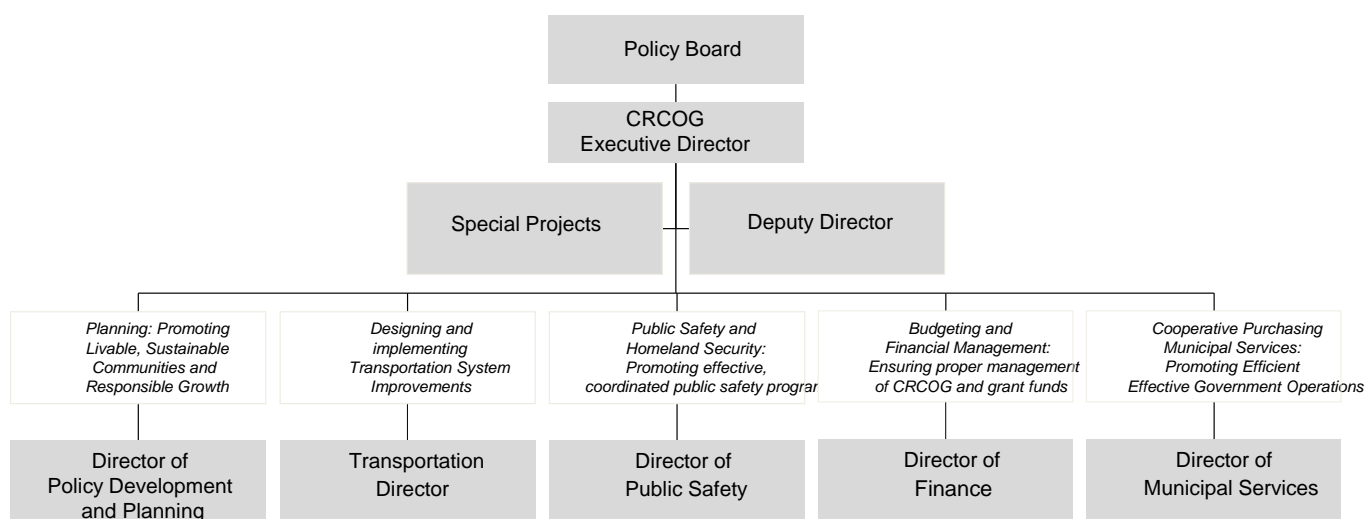


Table 1: CRCOG Job Classifications

CURRENT	JOB TITLES AND PAY GRADES	2016-2017 Budget	2017-2018 Budget
Level	Job Titles		
A2	Office Assistant	1	1
A3	Program Assistant / Accounting Assistant	1	2
A4	Executive Assistant/Office Coordinator	1	1
P1	Program Manager / Planner / Accountant	4	3
P2	Senior Planner / Senior Program Manager Contracts Specialist / GIS Coordinator	2	3
P3	Special Projects Manager I / Principal Planner I Senior GIS Coordinator	5	7
P4	Special Projects II / Principal Planner II	5	5
P5/M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	4	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 13-14	FY14-15	FY15-16	FY16-17	FY 17-18
Finance and Administration (includes Executive Director, Special Projects, and Executive Assistant)	4.98	4.80	4.85	4.95	5.17
Transportation / FHWA Planning Funds	10.35	10.60	12.25	13.07	13.99
Public Safety and Homeland Security	2.76	2.69	1.21	1.49	1.74
Policy and Planning	1.9	3.13	4.18	3.64	1.78
Municipal Services	2.44	1.85	1.42	2.22	2.61
TOTAL CRCOG STAFF	22.43	23.07	23.91	25.37	25.29

**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 2017-2018 followed this calendar:

- January – February
 - Department Directors develop preliminary projections and submit to Finance for review and comment. Projections are due by March 13th.
 - 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 26th: Preliminary summary and draft presentation to the Policy Board
- May 10th: Final Draft presentation and approval by Executive Committee
- May 24th: 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 and at the discretion of the Executive Director, the amended budget may also be presented to the full board.

2. CRCOG FINANCIAL OVERVIEW

2.1. CRCOG FINANCIAL OUTLOOK

2.1.1. SHORT-TERM OUTLOOK

CRCOG's short-term outlook has had significant changes from the previous years. 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 continuing a concerted effort in FY2017-FY2018 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.
- In 2016-2017, CRCOG received a Natural Hazard Mitigation Grant (NHMG) for which the majority of the work will be done in 2017-2018 and 2018-2019. This grant requires a high local match and much of the funding is anticipated to be for consultants. One primary reason for the high use of consultants on NHMG projects is that CRCOG has not recovered overhead for staff time in similar previous projects.

State

- State Grant in Aid (SGIA) was a large portion of CRCOG's budget in 2015-2016 (\$612,908) and Regional Services Grant (RSG) 2016-2017 (\$538,070). Please note, although named different, RSG and SGIA have similar funding purposes and RSG replaced SGIA in 2016-2017 at the state level. Because of the large state deficit and on-going legislative session which will pass a final budget after CRCOG's budget is approved, CRCOG has not budgeted for RSG in 2017-2018. If the legislative session were to result in RSG funding becoming available to CRCOG with similar levels to this past year, CRCOG will present an amended budget as outlined in CRCOG's budget amendment process. In previous years, SGIA/RSG has been as low as \$9,759.
- The state is projecting lowering the amount of the state's contribution match to the federal highway program (FHWA), increasing the need for local contributions toward the FHWA match.
- In FY 2015-2016 CRCOG received a \$603,500 grant to implement Electronic Document Management System. 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 2016-2017 and anticipate the remainder of the funds being available in 2017-2018.
- In FY 2016-2017 CRCOG also received two grants related to Complete Streets and Transit Oriented Design and a portion of these grants will be available in 2017-2018 for CRCOG staffing.

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 RSG 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

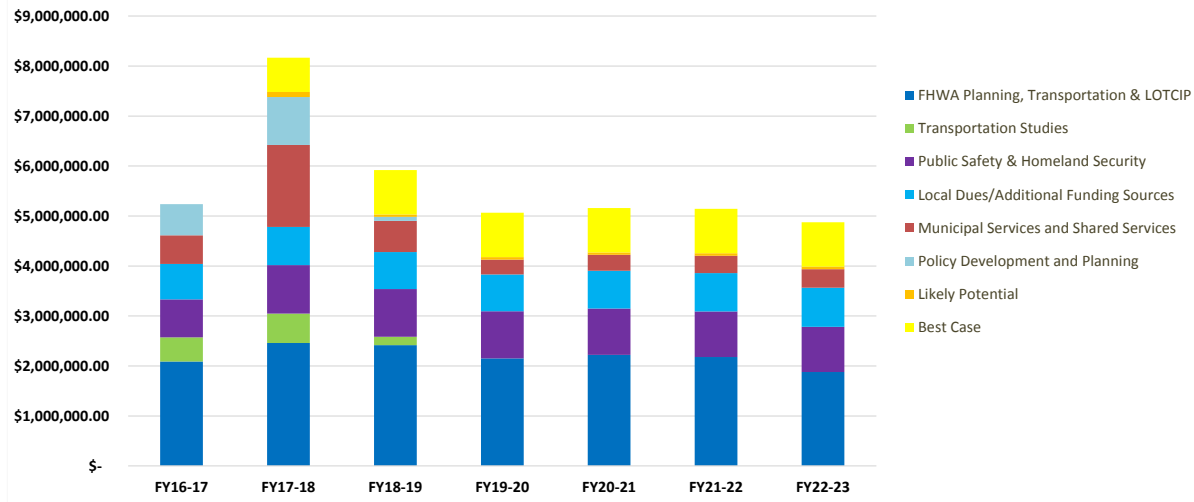
All local government entities in Connecticut are facing significant financial uncertainty, including projected state deficits and federal funding cuts. CRCOG undertakes a revenue projection for the next five years in order to assess how the current fiscal climate will affect the organization.

- 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 significant budget deficit for the next two years and although it is likely that CRCOG's funding will at a minimum be reduced when the budget is passed. In addition, CRCOG expects the increase local contribution match for FHWA to continue in the upcoming years.
- 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: base case of 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 according to current legislation should be is anticipated to be \$1.06 million in 2017-2018. Given the fiscal stresses on the state, however, CRCOG is anticipating either a complete elimination of the program, a severe reduction from current year amounts (\$538,070) but not the increase that is in current legislation. 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
CRCOG Revenue Projections - Grants and Operations



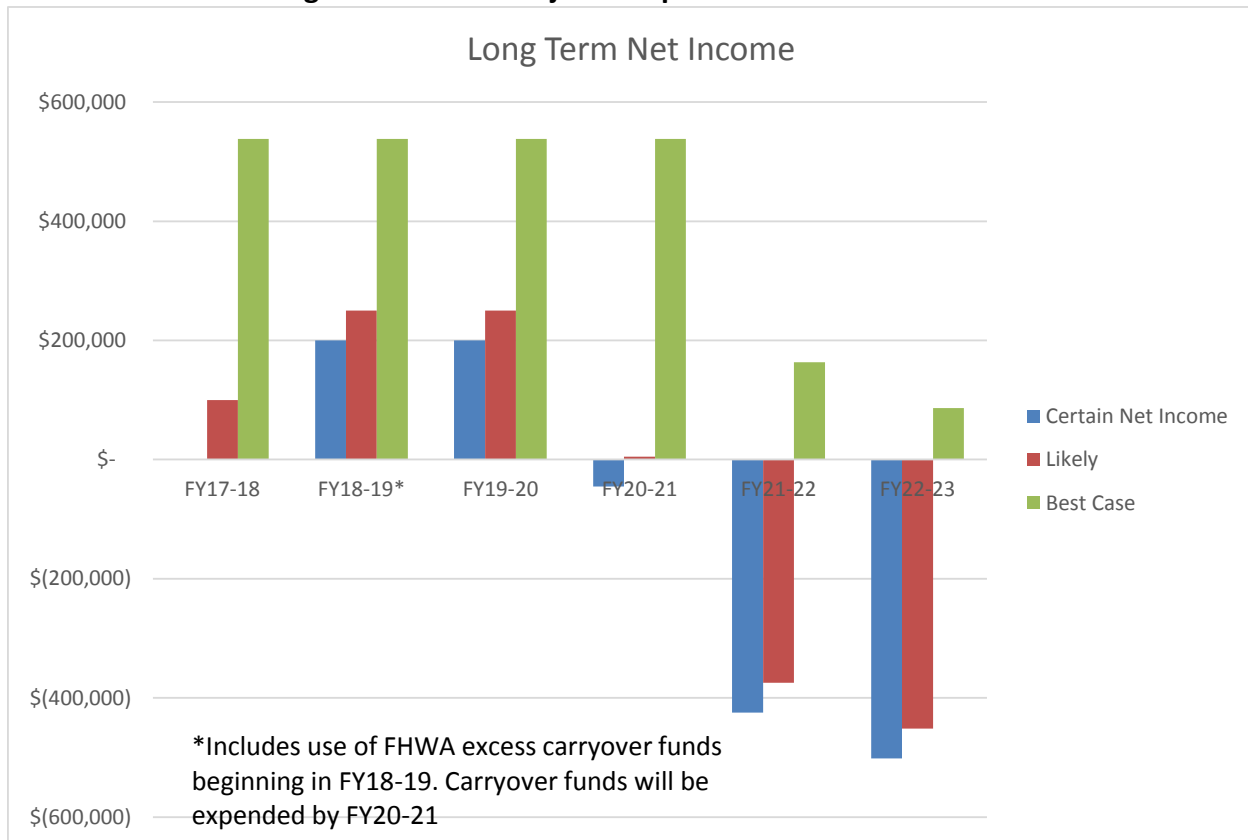
Although the above graph shows a steady decline in CRCOG’s expected revenues, a number of the revenue streams are contract or grant related funding and do not directly effect CRCOG’s operations and staff. CRCOG will have fewer grants and contract opportunities to offer its membership, but the core functional funding more stable 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 FY2020-21 and beyond. If state funding for regions remain in place for the upcoming year and any year after 2017-2018, CRCOG's financial picture will look vastly different in FY2021-22 than the Certain Net Income ("Base Case"). If the Base Case is realized, however, CRCOG will take a two pronged approach: revenue increases and expenditure decreases. CRCOG is constantly expanding its horizons for potential grants and looking towards multiple agencies at the federal, state and local levels. The picture is clear that CRCOG must remain vigilant of potential oncoming financial realities.

2.2. FINANCIAL POLICIES

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

- Financial planning, including:
 1. Balanced budget
 2. Long range planning
 3. Asset inventory
- Revenue, including:
 1. Revenue diversification
 2. Fees for service
 3. One-time revenue and unpredictable revenue
- Expenditures including:
 1. Financial accounting and budgeting (accountability)

2. Fund balance (reserve accounts)
3. Debt
4. Procurement
5. Cash management

Table 3: Financial Policies and Current Status

Financial Policy	Status
Balanced budget: Expenditure is within ¾% of revenue	The current budget meets this requirement
Long range planning: <ul style="list-style-type: none"> Diversify sources of funds; Review staffing levels against multi-year grants; Stabilize town dues 	The current budget: <ul style="list-style-type: none"> Although funding sources are still largely federal, they originate from different agencies. Current and future expected staffing levels match existing multi-year grants Town dues 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	<ul style="list-style-type: none"> CRCOG has an asset inventory of all capital assets
Financial Accounting and Budget Policy: modified accrual for all funds <ul style="list-style-type: none"> Financial Monitoring / Auditing: quarterly financial reports Reporting required by granting agency 	<ul style="list-style-type: none"> CRCOG uses modified accrual basis in accounting, budgeting and auditing for all funds CRCOG has created quarterly financial reports for the Council CRCOG has maintained all reporting requirements by granting agencies
Revenue Policy <ul style="list-style-type: none"> Diversification: diversify funding sources while maintaining core mission of cooperation across the region Fees for service: where CRCOG sets a fee for service the fees should cover the total cost of the service. Fees not covering the costs must be approved by Board action. One-time revenue: evaluate on-going expenditures of one-time revenue on an annual basis based on expected funding for the upcoming year 	<ul style="list-style-type: none"> 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 3.5 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 concluded 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

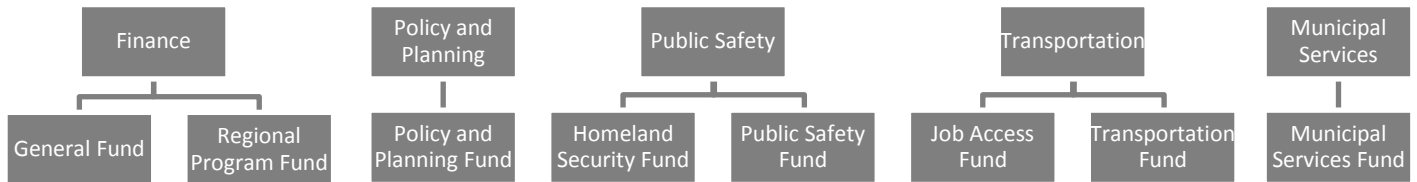


Table 4: Historical Fund Balances

	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	851,728	201,040	179,185	(691)	0	(147)	1,508,976	40,729
June 30, 2017 (Projected)	851,728	301,040	0	0	0	0	1,433,527	0

Table 5: Fund Balance Projections

FY 16-17 Fund Projections	General Fund/ Admin.	Regional Program Fund	Policy and Planning	Transportation	Job Access	Municipal Services	Public Safety	Homeland Security
June 30, 2017 (projected)	851,728	301,040	-	-	-	-	1,433,527	-
FY17-18	754,363	-	1,097,337	3,473,583	-	1,516,200	1,099,960	723,160
Grant obligations			(907,487)	(1,671,001)	-	(1,262,700)	(850,000)	(657,160)
Transfer to/from fund	(612,933)		279,012	333,921	-	-	-	-
Operating Expenses	(141,430)		(468,862)	(2,136,503)	-	(253,500)	(249,960)	(66,000)
Net Change	-	-	-	-	-	-	-	(0)
Projected FY17-18 Balance	851,728	301,040	-	-	-	-	1,433,527	-

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.

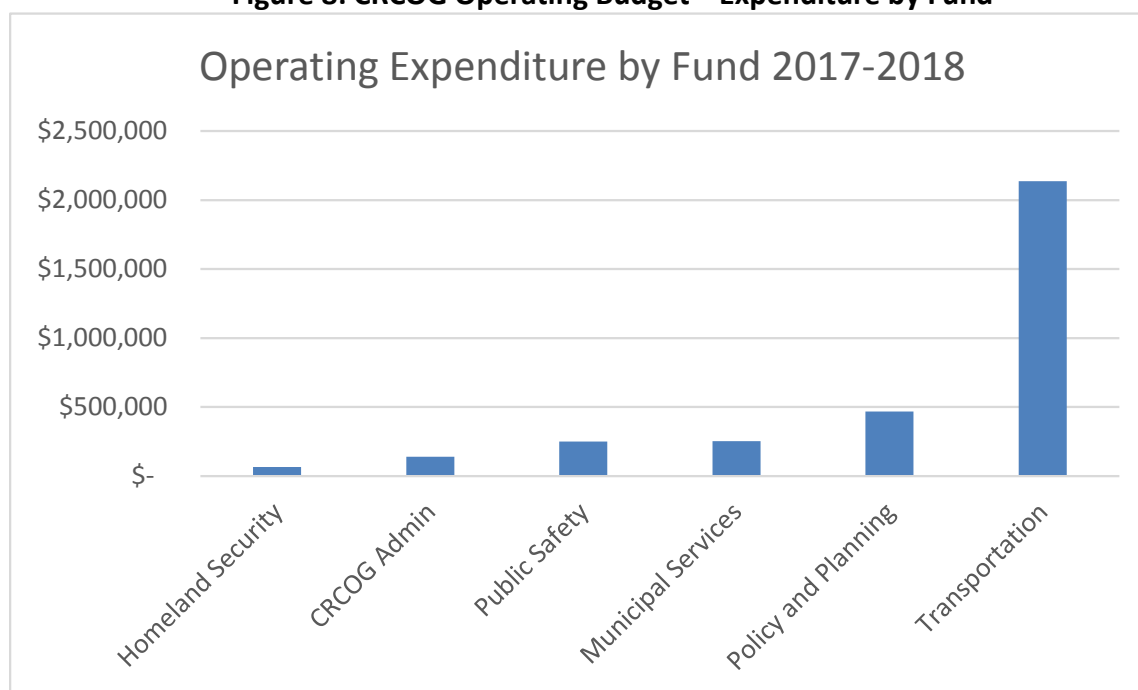
Table 6: CRCOG Capital Assets

Capital Assets	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17 (Projected)	FY17-18 Budget
Furniture and Fixtures	15,995	8,447	5,076	2,687	2,508	4,341
Computers	6,147	5,833	5,625	6,209	16,295	31,063
Leasehold Improvements	649	428	207	0	0	2500
Total	29,415	14,708	10,908	8,896	18,803	37,904

2.5. BUDGET HIGHLIGHTS

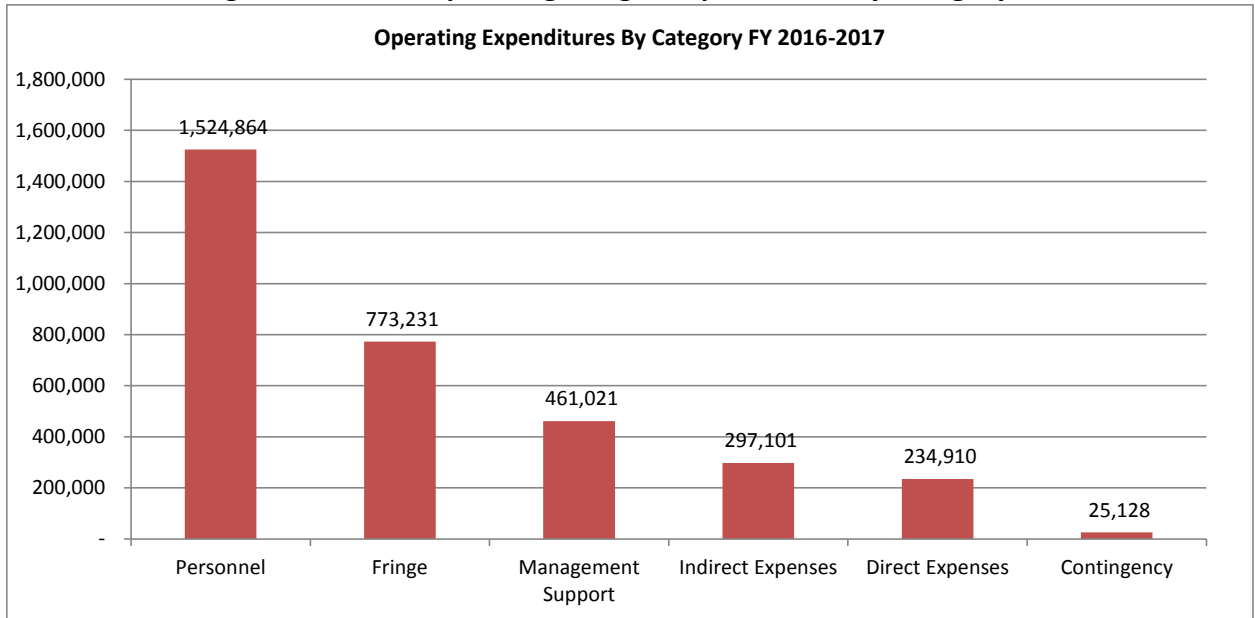
CRCOG's total budget for the 2017-2018 Fiscal Year is \$8,684,475. Of this, \$3,321,127 is operating funds and \$5,303,794 is grant funds. Expenditures under CRCOG's operating budget are summarized (by fund) below.

Figure 8: CRCOG Operating Budget—Expenditure by Fund



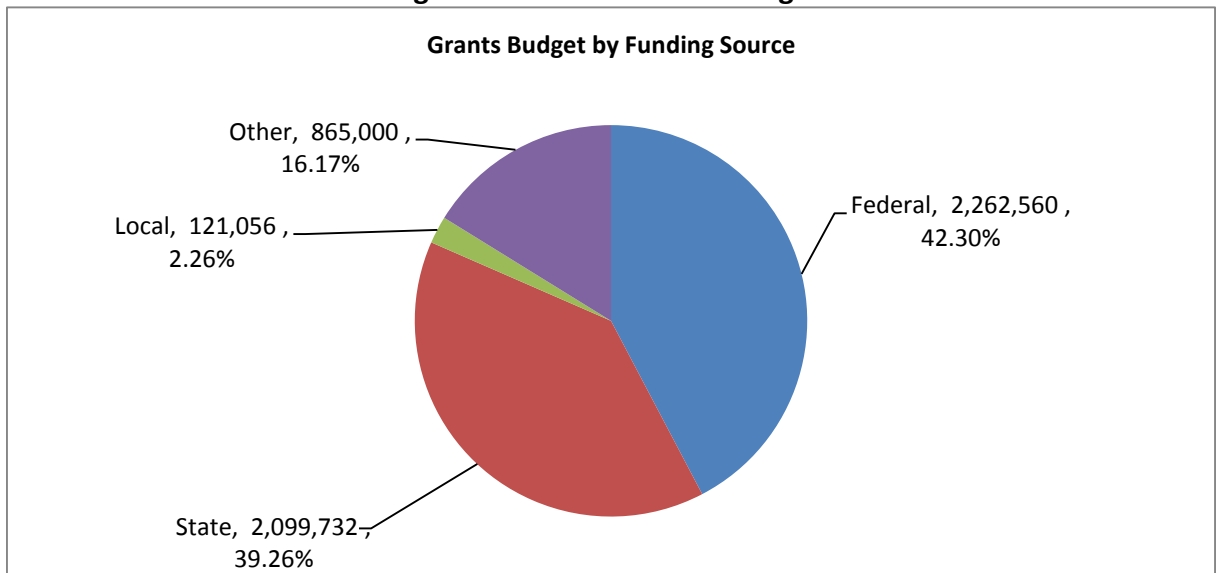
Within these funds, major categories of expenditure are direct expenses, management support, indirect expenses, fringe benefits, and personnel.

Figure 9: CRCOG Operating Budget-Expenditures by Category



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 \$5,363,348. Revenue sources for the grants budget are summarized below:

Figure 10: CRCOG Grants Budget



3. CRCOG DEPARTMENT DETAILS

3.1. INTRODUCTION

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

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

- 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.

3.2. ADMINISTRATION & FINANCE

2017/2018 Budget Agency Overview

Highlights



CTfastrak celebrates two years of operations and 5.5 million riders. Continued advancement of LOTCIP and other transportation projects.



CRCOG finalized statewide aerial imagery flyover. Online permitting system serves 34 municipalities.



\$1.7 million saved by member municipalities through the Regional Purchasing Council.



Conducted assessments and inventories for the MetroHartford Brownfields Program.

Financial Outlook



FHWA planning funds match requirement increased due to state budget crises; overall FHWA funding remains stable



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



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



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

Return on Investment

\$1 of local dues helps CRCOG access \$10 of state, federal, and other funding.

Revenues: \$8,664,603



Expenditures: \$8,664,603



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.

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.

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.

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 receive 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
- Develop Comprehensive Accounting Procedures Manual

3.2.3. 2016-2017 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.
6. Update Cost Allocation Plan to reflect the new Uniform Guidance

Finance

1. Received a clean audit opinion for the 2015-2016 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

Table 7: Finance Performance

Provide reliable financial information in a timely manner		
	2016	2017
Number of finance related audit findings	0	0
Percent of PO's processed within 2 days of request by department	96	98
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		
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	98
Percent of deposits posted to GMS within five business days	98	98
Percent of vendor invoices paid within two weeks of receipt in finance	93	93
Number of vendor invoices processed on annual basis	1817	1820
Amount of federal funds received by CRCOG	2,623,492	2,517,847
Amount of state funds received by CRCOG	2,719,268	2,780,495
Amount of other governmental programs	1,738,291	1,817,900

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 2017-18 Annual Audit
2. Enhance Contract Management Function
3. Enhance database for fixed asset disposition and acquisition
4. Develop Comprehensive 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

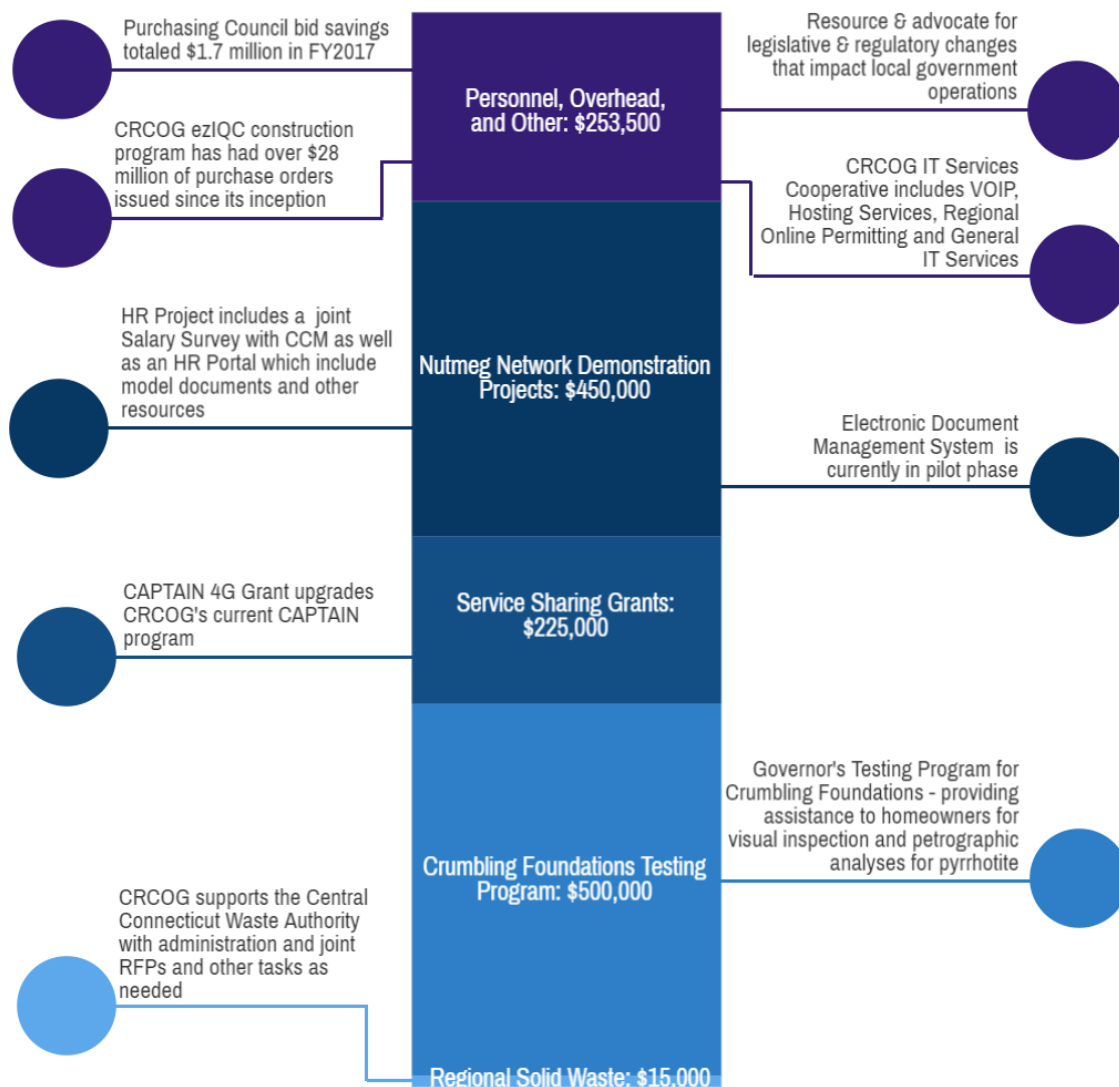
2016/2017 Highlights

- Increased IT Cooperative participation; launched HR Portal and began Electronic Document Management Pilot
- Created and supported the Ad-Hoc Working Committee on Crumbling Foundations
- Expanded Job Order Contracting to include Road and Bridge Maintenance and saved CRCOG members \$1.7 million in CRPC bids

2017/2018 Initiatives

- Implement Electronic Document Management System and expand HR Portal offerings
- Expand and promote the use of IT Cooperative and CRCOG Regional Purchasing Council opportunities
- Continue to seek out inter-municipal service sharing opportunities

2017/2018 Budgeted Expenditures



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

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 the Nutmeg Network. More service sharing opportunities are now possible as a result of this network connectivity and the establishment of 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
 - Human Services Coordinating Council
 - 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
 - CROG Data Center (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. 2016-2017 ACCOMPLISHMENTS AND PERFORMANCE

Municipal Services

1. Worked with the CROG Municipal Services Committee to address issues and implement initiatives that help enhance local government efficiency, effectiveness and intergovernmental cooperation.
2. Successfully conducted a Municipal and Board of Education Shared Services Panel showcasing successes and challenges in municipal and educational service sharing.
3. Actively engaged in CROG stakeholder outreach and other efforts to further develop the CROG services available to towns on a fee basis.
4. **Regional Performance Incentive Grants**
 - Continued work on the CAPTAIN 4G project.
 - Received and began work on the Anchor Institution and Neighborhood Engagement in Transit Oriented Design (TOD) grant. Details regarding this grant is under our Policy Planning and Development Department.
 - At the request of the CT Office of Policy and Management, CROG 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. All of the following goals were successfully met in 2016-2017:
 - 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**
 - Convened two meetings in FY2016-2017 (more than statutorily required) on a variety of topics of interest to municipal Human Services and Social Services directors from the CRCOG region. Meeting topics included Supplemental Nutrition Assistance Program (SNAP) Employment and Training Programs and opioid addiction.
 6. **Regional Election Monitoring**
 - CRCOG's Regional Election Monitor (REM) received training from the CT Secretary of State (SOTS) for the position.
 - REM aided the SOTS in verifying training of election monitors in the 2016 general election and aided municipalities in obtaining the required training for their election monitors.
 - The REM also provided communication and logistical support duties for the Fall 2016 election.
 - CRCOG reported on the REM's activities to the CT SOTS.
 7. **Solid Waste Management**
 - Managed Authority operations and developed service area priorities with members.
 - Liaised with DEEP concerning status of the RFP process for redevelopment of the Connecticut Solid Waste system (formerly the mid-Conn plant)
 - Continued to assist towns with activities related to Solid Waste through the Central CT Solid Waste Authority disposal contracts with MIRA and Murphy Road Recycling and the textile recycling contract with Bay State Textiles.
 - Coordinated procurement for disposal and recycling services for members with contracts expiring in 2017.
 - Monitored the State's process for updating the Comprehensive Materials Management Strategy and providing members with regular updates.
 8. **Human Resources Initiative**
 - As part of the Nutmeg Network demonstration project, created an electronic version of Connecticut Council of Municipalities' annual salary survey. The salary survey also includes a dynamic reporting tool for all positions surveyed.
 - Launched the Human Resources Portal, which includes model documents for job applications, employee handbooks among others. The HR-Portal also includes model job descriptions and a number of guidelines including progressive discipline and personnel file management.
 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.
 11. **Crumbling Foundations**
 - At the request of a number of affected towns, CRCOG formed an ad-hoc working committee on crumbling foundations. The committee met at least monthly or more frequently as needed.
 - Developed guidelines for municipalities for tax re-assessment for homeowners affected by crumbling foundations. Convened tax assessors and municipal officials for a general consensus on applying tax re-assessments for homes affected by the issue.
 - Developed guidelines for municipalities regarding waiving building fees for homeowners affected by crumbling foundations.

- Created templates for distribution of grants and funding if remediation funding were to be available for homes, condominiums and planned unit developments.
- Worked with legislators to create initial language regarding aid for crumbling foundations.
- Appointed by the governor to administer the governor's testing program for homeowners affected by crumbling foundations.

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. **MORE Nutmeg Network Demonstration Projects**
 - 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 has successfully moved Voice over Internet Protocol (VOIP) and Hosting Services into program phase. CRCOG continues to actively working the remaining three projects in partnership with the Connecticut Center for Advanced Technology (CCAT).
 - **Electronic Document Management** (\$603,500): This is currently in pilot phase. Successfully conducted an RFP and selected a vendor in 2016-2017.
 - **Human Resources Portal** (\$405,750): Launched the portal including the salary survey and model documents.
 - **Streaming Video** (\$101,000): This program is currently in pilot phase
 - **VOIP** (\$95,200): This program was successfully moved to the program phase, where the opportunity is available for any municipality in the IT Services Cooperative. The program has expanded to 10 members participating in this program.
 - **Hosting Services** (\$105,748): This program was successfully moved to program phase. There are currently 15 members participating in this program.
3. **Broadband**
 - Continued support of CEN and OPM to promote connections to the Nutmeg Network. Continued to participate in numerous briefings throughout the state describing the benefits of the network to local government and encouraging towns to sign up for connection grants from OPM. By the end of FY2017, 36 towns in the CRCOG region were either connected to the Nutmeg Network or in the grant/planning phase to connect.
 - Attended numerous events on the topic of broadband and municipal use.
4. **Regional Permitting.** Continued to develop the online permitting offering (MuniCity and ViewPermit / ViewPoint Cloud). Conducted users' groups meetings and demonstrations of the systems. Participation in this program grew to 34 municipal members in FY2016-2017.

Capitol Region Purchasing Council

1. Continued to provide programmatic support to Cooperative Purchasing activities, focusing on continuous improvement of long-standing offerings.
2. **Purchasing Council Annual Meeting**
 - The Capitol Region Purchasing Council held its Annual Meeting on November 5, 2015 at the Glastonbury Community Center.

- 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.
- 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 \$1.7 million for FY 2016-2017 for CROG municipalities. CRPC membership is now over 100 public entities (municipalities, boards of education and other public entities).
- 4. **CROG 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.
 - **CROG 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. **ezIQ (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 ezIQ® 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 ezIQ 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. CROG 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:	2015-16	2016-17
Dollars saved through CRPC bids (annual total for CROG members)	\$1.58 million	\$1.67 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	\$0
Number of CRPC Members	115	111
Number of bids conducted by CRPC	19	20

Number of Natural Gas Consortium members	n/a	n/a
Number of Electricity Consortium members	15	11
Number of Towns using ezIQC	40	41
Value of ezIQC Purchase Orders	\$20 million	\$33 million
Enhancing Operating Efficiencies:	2015-16	2016-17
Dollars available to Towns through Service Sharing projects (awarded through competitive grant process)	>\$2 million	>\$2 million
Number of Service Sharing Projects supported by CRCOG (1 RPIP grant from 2013, 1 RPIP grant from 2015, 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)	15	15
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:	2015-16	2016-17
Number of Regional Performance Incentive Grant non-CRCOG participants	131	131
Number of Natural Gas Consortium non-CRCOG members	n/a	n/a
Number of ezIQC non-CRCOG users	21	21
Number of Electricity Consortium non-CRCOG members	5	5
Number of CRPC non-CRCOG members	76	73
Number of Regional Permitting non-CRCOG members	15	20

3.3.4. 2017-2018 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**
 - Expand upon the offerings of the HR-Portal website
 - Improve offerings in the Salary Survey
5. **Regional Performance Incentive Grants**
 - Continue to coordinate progress reports on CAPTAIN 4G project.
 - Coordinate work and progress reports the Anchor Institution and Neighborhood Engagement in TOD.
 - Coordinate work and finalize progress reports for the statewide acquisition of aerial mapping data. Monitor completion of contract work and coordinate distribution, 3rd party QA/QC and hosting.
 - 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.
11. **Crumbling Foundations**
 - Begin administration of the governor's testing program for crumbling foundations
 - Continue to support municipalities affected by crumbling foundations as directed by the Ad-Hoc Working Committee and the Municipal Services Committee.

CRCOG IT Services Cooperative

1. Continue expansion of Voice over Internet Protocol (IP) membership and Hosting Services membership.
2. Fully implement and coordinate service roll out of remaining MORE Commission Nutmeg Network Demonstration Projects. The remaining projects are: Streaming Video, Electronic Document Management, and a Human Resources Portal.
3. 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.
4. 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.
5. Continue to administer the Regional Online Permitting System program. Expand the Regional Online Permitting System program options to interested municipalities.
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.
6. Continue to monitor opportunities within the Natural Gas marketplace and evaluate potential opportunities for the consortium and if marketplace conditions are favorable, re-vitalize the consortium.

3.4. POLICY DEVELOPMENT AND PLANNING

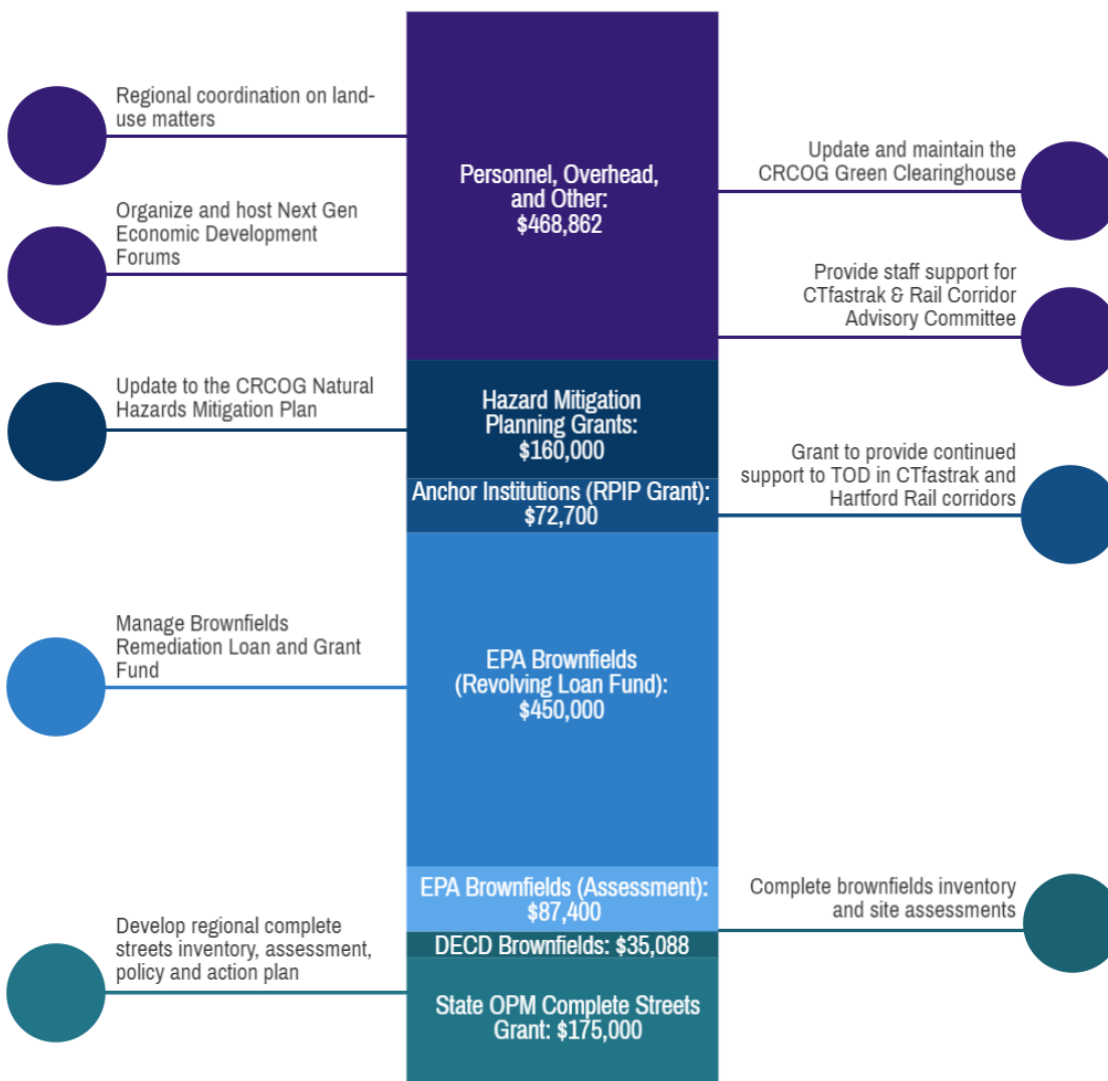
2016/2017 Highlights

- Completed study of best practices for engaging anchor institutions and neighborhoods in transit oriented development
- Supported regional economic development, including co-hosting German-American forum and achieving Regional Economic Development District designation
- Completed statewide orthophotography flight to produce best in class GIS base map imagery for the region and state

2017/2018 Initiatives

- Development of regional complete streets inventory, gaps/needs assessment, policy and action plan
- Development of Capitol Region Natural Hazards Mitigation Plan, 2019-2024
- MetroHartford Brownfields Program

2017/2018 Budgeted Expenditures



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

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.



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.



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.



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.



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.



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.



3.4.1. INTRODUCTION

Mission: to develop and support integrated regional approaches to planning, projects and investments that promote vibrant, healthy communities, protected natural resources and open spaces, equitable access to opportunities, and an economically competitive 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)
- 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 Sustainable Knowledge Corridor Action Agenda, 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

3.4.2. GOALS FOR POLICY DEVELOPMENT AND PLANNING

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

3.4.3. 2016-2017 ACCOMPLISHMENTS AND PERFORMANCE

1. Worked with Pioneer Valley Planning Commission (PVPC) 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***. Deliverables completed under the original \$4.2 million grant, as well as more recent related work, can be accessed at the CRCOG, PVPC and New England Knowledge Corridor websites.
2. Supported the **creation of more transportation choices** in coordination with the Administration and Transportation Departments. The following activities were conducted in FY 2016-2017:
 - a. Continued to engage towns in discussion of TOD opportunities linked to the **CTfastrak** and the **CTrail**-Hartford Line investments, review of the progress of these projects, and discussion of issues of common concern through convening the **CTrail**-Hartford Line and **CTfastrak** Corridor Advisory Committee (CAC). Policy and Planning staff supported the Executive Director in planning for and conducting CAC meetings, establishing a CAC presence on the CRCOG website, and adding resource materials to the website as appropriate. In FY 2016-2017, staff conducted periodic updates of Station Area Progress Reports for the 20 **CTrail**-Hartford Line and **CTfastrak** Station Areas. These progress reports

- 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. Participated in CTDOT-lead TOD capacity analyses and action planning for **CTfastrak** and **CTrail**-Hartford Line station areas.
 - 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. Completed HFPG-funded study, ***Building Corridors of Opportunity: Best Practices for Engaging Anchor Institutions and Neighborhoods***. This research presents national examples of the types and benefits of transit oriented development (TOD) and community economic development that have been spurred by transit and rail systems similar to **CTfastrak**. The final report was distributed to interested parties, to help forward continuing discussion of this topic.
 - e. Initiated work under a new \$200,000 OPM RPIP grant entitled, Next Steps in Engaging Anchor Institutions and Neighborhoods in Transit-Oriented Development (TOD), which will follow-up on HFPG study recommendations and expand the work to the **CTrail** corridor.
 - f. Initiated a corridor study to evaluate traffic and development issues along Silver Lane in East Hartford.
 - g. Continued to support expansion of the regional pedestrian and bicycle network through planning and conducting CRCOG Bike and Pedestrian Committee meetings, conducting the September 2016 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, and initiating update of the CRCOG On-Road Bicycle Network Map, in conjunction with the State Bike Ped Plan Update.
 - h. Began work on a \$450,000 OPM Responsible Growth Grant that will fund development of a regional complete streets inventory, gaps/needs assessment, policy, and action plan.
 - i. Participated in the Hartford Complete Streets Action Team, a group which grew out of the national Mayors Complete Streets Challenge.
 - j. Monitored progress under CRCOG Action Plan to Increase Walking and Walkability, which came out of CRCOG's 2016 participation in the National Step it Up! Walkability Action Institute, and participated in Community of Practice conference calls to share regional progress and keep informed on best practices from across the country.
 - k. 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 2016-2017:
 - 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. Represented CRCOG on the CHART Coalition of Eastern 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. Represented CRCOG as an observer at meetings of the Hartford Climate Stewardship Council. The Council's focus is on making Hartford one of the "greenest" cities in the country, and addressing pressing concerns of climate change and environmental degradation through targeted initiatives that are both environmentally and economically sustainable, across all sectors in the City of Hartford.
 - e. Represented CRCOG on Planning and Transportation Working Groups charged with establishing the framework and potential action steps to be included in the Sustainable CT municipal certification program, being developed by Connecticut Conference of Municipalities in partnership with the Eastern Connecticut State University Institute for Sustainable Energy.
 - f. Represented CRCOG on the Central Connecticut Water Utility Coordinating Committee (WUCC), a committee which is working to establish a Comprehensive Water Supply Plan for the Central Connecticut area. The purpose of this planning process is to maximize efficient and effective development of the state's public water systems and to promote public health, safety and welfare.
 - g. Represented CRCOG on the Connecticut Resource Conservation and Development Council (CTRC&D). The CTRC&D was established under a program of the United States Department of Agriculture and is designed to help communities and individuals care for and protect their natural resources in a way that improves the local economy, environment, and living standards. The CTRC&D is led by local volunteers representing COGs, soil and water conservation districts, various environmental, conservation and agricultural organizations, and state and federal agencies.
 - h. 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.
 - i. 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.
 - j. 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 2016-2017, staff carried out work under the EPA and DECD brownfields grants, including conducting the brownfields site inventory, and initiating and/or completing environmental assessments of eight sites. Six of these eight projects hold TOD potential, as they are located within CT**fastrak** or CT**rail**-Hartford Line station areas. Staff also established the framework for the new regional revolving loan program.

6. Helped **Capitol Region Communities Protect Against the Impacts of Natural Hazards** through supporting implementation of the ***Capitol Region Natural Hazards Mitigation Plan Update, 2014-2019***. This year, staff held a workshop to encourage local participation in the Community Rating System, monitored progress on local implementation of mitigation activities, and undertook various training opportunities. CRCOG received a \$300,000 FEMA Pre-Disaster Mitigation grant to update the regional Natural Hazard Mitigation Plan. CRCOG also received a \$50,000 grant of technical assistance from the Connecticut Institute for Resilience and Climate Adaptation (CIRCA) to bring CIRCA's expertise on climate resiliency to the plan update and help offset some of the required match.
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.
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 continued its workshop series on Next Generation Economic Development in Connecticut with a workshop on attracting and retaining millennials planned for late spring, 2017. In addition, CRCOG and other partners sponsored a German-American Forum entitled Industry 4.0: Opportunities and Challenges in CT in March 2017. The forum showcased Connecticut as a success story in terms of German investment and advanced manufacturing, and will hopefully spur additional partnership sand opportunities for collaboration.

10. Performed **a range of GIS functions on behalf of the region**. CRCOG GIS staff maintained and updated multiple regional GIS 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 2016 Annual Progress Report on the **MetroHartford Comprehensive Economic Development Strategy (CEDs)**. CRCOG also achieved state designation as a Regional Economic Development District, and 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:	2015-16	2016-17*
Number of CRCOG zoning and subdivision reviews conducted	139	113
Number of reviews of municipal plan updates	10	6
Number of funding application reviews for projects implementing regional goals and policies	23	22
Special Projects which Forward CRCOG Goals:	2015-16	2016-17
CRCOG Web-Based GIS		
Number of GIS data sets updated to support regional and municipal planning activities	12	12
New orthophotography and LIDAR-statewide coverage	0	1
Number of visits on CRCOG Web-Based GIS	49,814	35,278
Brownfields		
DECD brownfields assessment and inventory funds expended	\$74,161	\$70,418
EPA brownfields assessment funds expended	\$76,548	\$162,371
EPA brownfields remediation funds expended	\$11,778	\$2,060
Sites on which environmental assessments are completed or underway	7	8
Capitol Region Natural Hazard Mitigation Plan		
Regional mitigation activities undertaken or initiated	4	4
Natural Hazard Mitigation Plans—Number of municipalities approved by FEMA	8	NA
Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities		
Reports Published	9	13
Training workshops conducted or co-sponsored by CRCOG, and/or in which CRCOG staff participated as panel members	10	14
Number of users who like CRCOG Sustainable Capitol Region on Facebook	163	174
Number of users who follow CRCOG Sustainable Capitol Region on Twitter	322	341
Number of users on Green Clearinghouse Website	457	346
Number of views of CRCOG Sustainable Communities Videos	1,913	2,778
Building Program Capacity		
New grants applied for that support CRCOG mission	7	1
New grants awarded that support CRCOG mission	4	2
*NOTE: 2016-2017 data reflects 7/1/2016-3/31/2017 time period		

3.4.4. 2017-2018 OBJECTIVES

1. Work with Pioneer Valley Planning Commission, the New England's Knowledge Corridor Partnership Steering Committee, and other public and private partners to continue implementation of the Sustainable Knowledge Corridor Action Plan, ***One Region, One Future: A Plan for a Connected-Competitive-Vibrant-Green Knowledge Corridor.***
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 conducting activities under new RPIP grant entitled, "Next Steps in Engaging Anchor Institutions and Neighborhoods in Transit-Oriented Development (TOD)."
 - c. Providing Policy and Planning input on major transportation studies that have implications for regional land use and sustainability planning, such as the I-84 Viaduct Project, and other special studies as appropriate.
 - d. Helping to improve the Capitol Region bicycle and pedestrian network 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. The major vehicle for this work in FY 2017-2018 will be activities conducted under the \$450,000 OPM Responsible Growth Grant, which will fund development of a regional complete streets inventory, gaps/needs assessment, policy, and action plan.
 - 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 2017-2018:
 - 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.
 - f. Represent CRCOG on committees that support regional sustainability: CHART Coalition of Eastern Highlands Health District, Hartford Climate Stewardship Council, Sustainable CT Working Groups, Central Connecticut WUCC, and CT RC&D Council.
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, the CRCOG Bicycle and Pedestrian Committee, and the CT***fastrak***/CT***trail***-Hartford Line Corridor Advisory 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. Utilize new FEMA and CIRCA grants to 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. 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**.

11. 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.
12. 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. Facilitate access of member municipalities and other interested parties to the 2016 statewide Orthophotography and Light Detection and Ranging (LIDAR) Flight data. The \$2 million flight was managed by CRCOG, and provides state of the art detail for use in planning.
13. Prepare MetroHartford Comprehensive Economic Development Strategy (CEDS) 2017 Annual Progress Report. If funding is received, prepare new regional CEDS that incorporates all 38 Capitol Region municipalities.

3.5. PUBLIC SAFETY AND HOMELAND SECURITY

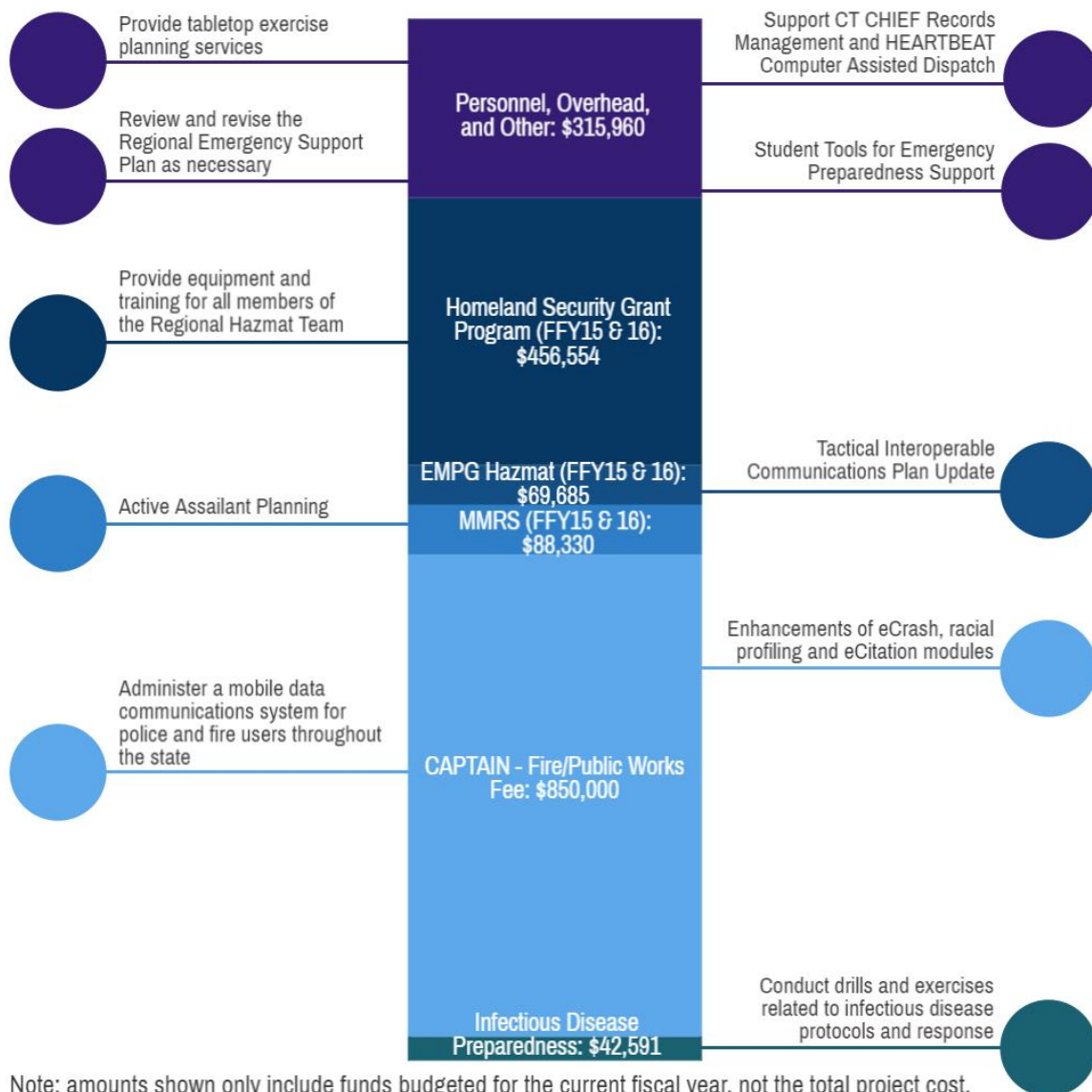
2016/2017 Highlights

- ★ Get Ready Capitol Region Citizen Preparedness Initiative
- ★ Bolstered regional teams- SWAT, Dive, Bomb, Incident Management, Command Post, Incident Communication
- ★ IMPACT 2016 full scale exercise and Ebola exercise series

2017/2018 Initiatives

- ★ Expand the mobile data system for fire users
- ★ Healthcare Coalition: Public health and hospital preparedness
- ★ Continue work on the national level to regain Urban Area Security Initiative status and higher homeland security funding levels

2017/2018 Budgeted Expenditures



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.



3.5.1. INTRODUCTION

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

3.5.2. GOALS FOR PUBLIC SAFETY AND HOMELAND SECURITY

- Support the Policy Board and Public Safety/Homeland Security committees in developing appropriate plans, policies, programs, and projects to achieve a safe, balanced, and efficient regional public safety and homeland security system.
- Assure a regional voice in the development of state public safety and homeland security policies, plans and programs.
- Administer and maintain the CAPTAIN mobile data communication system used by several thousand police and fire personnel across the entire State of Connecticut.
- Manage and administer federal homeland security funds, in compliance with State and Federal laws, on behalf of the 41 communities that make up the Capitol Region Emergency Planning Council and the State of Connecticut Division of Emergency Management and Homeland Security Region 3.
- Appropriately staff the Public Safety Council, Capitol Region Emergency Planning Council and its Emergency Support Functions, Capitol Region Chiefs of Police Association, Capitol Region Citizen Corps Council and CAPTAIN Technical committees.
- Provide technical assistance, 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.

3.5.3. 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 130 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 - Initiated the CAPTAIN 4G project. 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 Advisory Board meetings of the 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. Attend meetings of the Statewide Anti-Hoarding Task Force.
9. Initiated a pilot program for body camera data storage with local police departments and the CT Center for Advanced Technologies.
10. Facilitated several After Action Conferences regarding significant weather events and accidents.
11. 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.
12. A project with CrimeView for communities using the CT-CHIEF Records management System continues.
13. Arranged a flu clinic on site for CRCOG employees.

Homeland Security Initiatives

1. FFY 2014-SHSGP – Completed project work and closed out the grant.
2. FFY 2015- SHSGP - Received grant award and will complete project work this year.
3. FFY 2016 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 Vernon which focused on an active shooter incident at the high school.
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.

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. Most trained are members of the region's CERT teams.
14. In partnership with the Hartford Public Library, CRCOG hosted Get Ready Citizen Preparedness sessions in the main library and all branches.
15. Assisted with an Emergency Preparedness seminar at the Ellington Senior Center.
16. Continued a partnership with the Hartford Marathon Foundation. The Get Ready Capitol Region campaign is one of the race sponsors.
17. CRCOG assisted the City of Bristol and Town of Canton to roll out the FEMA Student Tools for Emergency Preparedness (STEP) Program to all of their K-5 and K-8 schools.
18. ESF-11 (Animal Response) - Focused on retaining and recruiting volunteers.
19. Functional Needs Training Program – Continue to train first responders for emergency responses dealing with citizens with functional needs.
20. Working on a one day seminar to ensure that citizens with disabilities/functional needs are part of the planning process and their needs are incorporated into municipal emergency operations plans.
21. Continued training and education sessions for the mutual aid plan for all long term care facilities.
22. Activated the Regional Coordination Center during significant weather events. Assisted the communities in numerous ways and conducted several After Action Review meetings.
23. 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.
24. Working with CCAT on a pilot for the storage of body worn camera data.
25. Staff members participated in a Detect and Resolve Exercise with the TSA and continue to partner with them.
26. Committee memberships - Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.
27. Developed training material for Regional Emergency Support Plan socialization for municipal CEOs and EMDs.
28. Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.
29. Participated in the DEMHS Best Practices Forum and Emergency Management Symposium. The history and capabilities of the Capitol Region Dive Team was highlighted.
30. CRCOG participated on the planning team for the statewide Emergency Planning and Preparedness Initiative (EPPI) which took place in October. The exercise was an ice storm scenario with an emphasis to have municipalities include residents with functional needs in their emergency plans.
31. 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.
32. ESF-8 Health and Medical Services initiated a partial activation of the Regional Emergency Support plan in regard to Ebola planning and response.
33. Staff began working on preparing project plans and budgets for the new ebola and infectious disease funding provided by the CDC through DPH.
34. Reviewed and enhanced the Region III Tactical Interoperable Communications Plan (TIC-P).
35. Sponsored a Virtual Operation Support Team (VOST) two day training session for Medical Reserve Corps members.

36. Hosted a FEMA course “Integrating Whole Community Inclusive Planning into the Emergency Management Process”. Over 60 attendees.
37. The largest Capitol Region Emergency Planning Council meeting ever was held with former FEMA Deputy Director Richard Serino addressing Leadership during Crisis.
38. Hosted a seminar for CRCOG staff on hostility management in the workplace and active assailants and a CPR certification class.
39. Homeland Security conducted an onsite monitoring/audit visit with CRCOG and viewed all equipment purchased for the Hartford Bomb Squad, Capitol Region Dive Team, Public Works Emergency Support Function and the Regional Computer forensics Laboratory.

Regional Emergency Support Plan (RESP) Plan Enhancements

1. RESP Plan – Annual updates and plan maintenance
2. Serve as subject matter expert for implementation and application of Regional Planning and Resilience matters
3. Planning and “SIM Cell” participation at the 2016 Statewide Emergency Program Planning Initiative Functional Exercise
4. Provide SME and documentation support for requested After Action Reviews/Reports
5. Provided Lead Planner and Exercise Director support for the Town of Vernon Full Scale Exercise – IMPACT 2016. Draft documents, produce After Action Report

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. Continued to review and update original MMRS deliverables / emergency preparedness planning.
2. Continue to explore options for maintaining pharmaceutical countermeasures for first responders/critical staff in Capitol Region.
3. As part of the MMRS National Leadership Group continue to work on local responder medical preparedness issues and sustaining local capabilities.
4. Participated in Long Term Care Mutual Aid Plan training and exercises for 2016.
5. Participate on statewide Long Term Care Mutual Aid Plan Steering Committee.
6. Continue to work with Regional ESF-8 stakeholders regarding the implementation of the CDC Medical Counter Measures Operational Readiness Review Tool (ORR Tool).
7. Sit on statewide Emergency Preparedness Committee for CT EMS Advisory Board – Completed document for community guidance for active assailant plans/processes. Sub-Committee Co-Chair working on community guidance for Mass Gatherings event planning.
8. 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.
9. Participated as planning team member and sit on Advisory Board for the National Healthcare Coalition Resource Conference held in December of 2016.
10. Manage Regional Ebola/Infectious Disease planning initiative grants and projects from US HHS through CT-DPH to include:
 - a. Exercise Director/Planner for development of Ebola/Infectious Disease Full Scale Exercise process. Conduct Functional Exercise March 2016.
 - b. Development of Regional Concept of Operations for Ebola/Infectious Disease preparedness and response

11. Assist Town of Vernon as Lead Planner and Facilitator for Town and Region Full Scale Exercise 2016.

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

<i>Provide responsible management of all homeland security projects</i>		
	Calendar 2015	Calendar 2016
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	12
# of ICS 300 and 400 classes held/# of individuals trained	1/27	2/57
Homeland security exercises conducted including full scale, tabletop and drills	3	3
Reimbursed training hours to local first responders (hours)	60	37
Regional Coordination Center activations	7	3
National deployments, Incident Management Team/ individuals deployed	1	2
<i>Provide responsible management for the CAPTAIN mobile data communication system</i>		
Communities /agencies participating in the police and/or fire system	58	50

3.5.4. 2017-2018 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

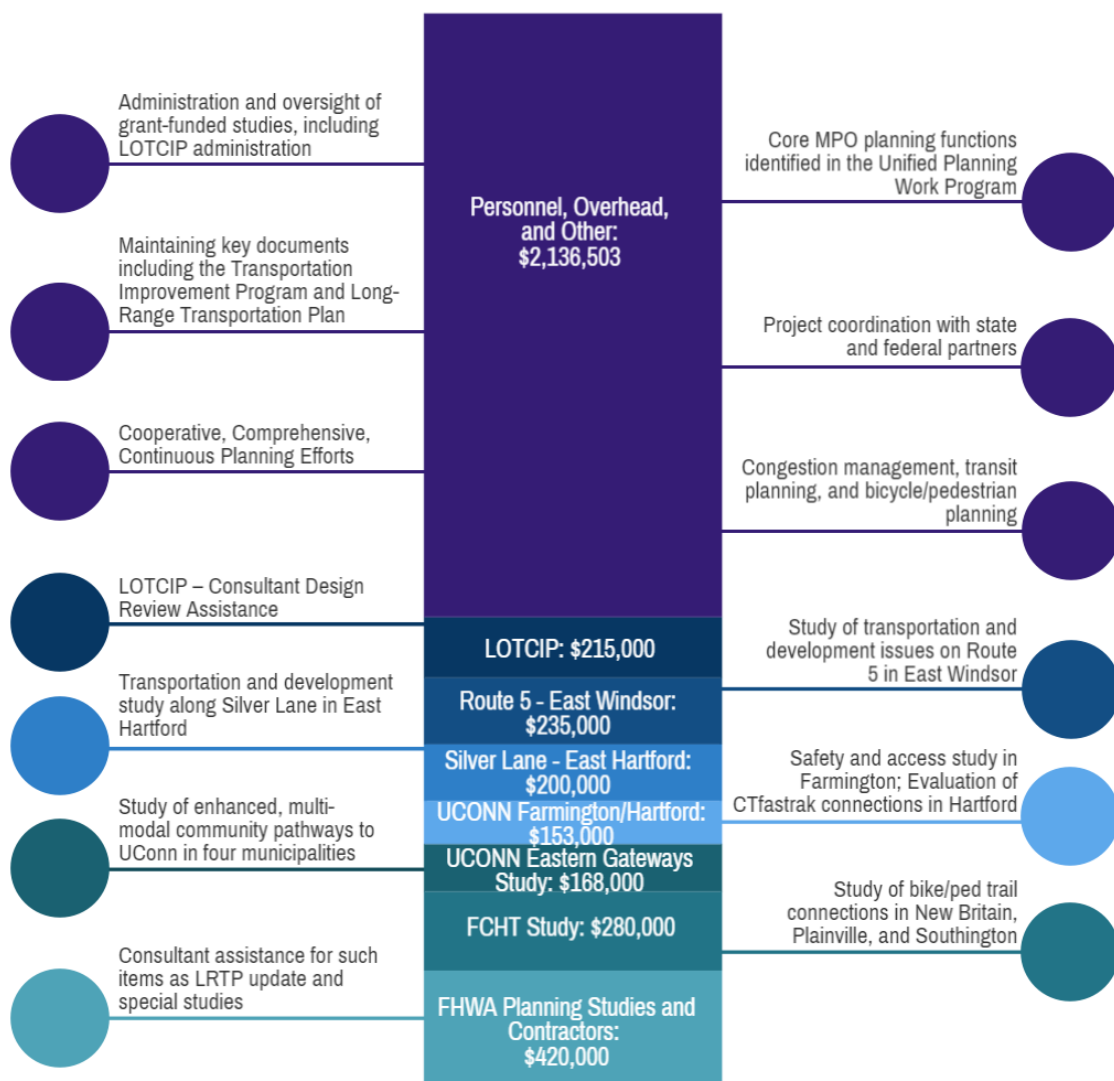
2016/2017 Highlights

- ★ Obligated \$10.4 million in federal transportation funds under the FY 2016 STP Block Grant Program and advanced \$17.7 million in LOTCIP projects for SFY2017
- ★ Assessed regional bridge conditions, prepared a \$10m LOTCIP Bridge Improvement Solicitation, and completed a \$6m solicitation for transportation enhancement projects
- ★ Completed the Comprehensive Transit Route Analysis and an update of CRCOG's Public Participation Plan

2017/2018 Initiatives

- ★ Complete regional LOTCIP project solicitations and continue working to program regionally significant transportation projects
- ★ Begin Long Range Transportation Plan update and development of regional performance measures
- ★ Complete FFY2018-2021 Transportation Improvement Program and continue to improve on-line web-based tool

2017/2018 Budgeted Expenditures



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

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.

84

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.

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.

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.

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. 2016-2017 ACCOMPLISHMENTS AND PERFORMANCE

1. Obligated approximately \$18.5 million in federal STP Urban funds for transportation projects in Federal Fiscal Year (FFY) 2016, including approximately \$10.35 million towards studies, design, right-of-way, or construction phases of municipally initiated projects.
2. Hired a full-time Local Transportation Capital Improvement Program (LOTICIP) Program Manager and continued to ramp up municipal projects for delivery under LOTICIP. Programmed approximately \$4.7 million in State Fiscal Year 2016 LOTICIP funding (measured in total approved “commitment to fund” figures).
3. Assessed the condition of municipal bridges within the capitol region and prepared a LOTICIP Bridge Improvement project solicitation. Also prepared and issued a LOTICIP project solicitation for roadway reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects.
4. Continued working with CRCOG municipalities to help interpret LOTICIP program guidelines and managed on-call consultants that assist CRCOG and member municipalities with project reviews and delivery.
5. Prepared and completed a solicitation for LOTICIP On-Call consultants in order to maintain On-Call Lists 1, 2, and 3 (extended existing On-Call 3 contract durations and hired one additional consulting firm to assist).
6. Completed a solicitation for projects to utilize FFY2016-FFY2020 Transpiration Alternative (TA) Set-Aside funding, selecting 4 projects totaling over \$6.1 million.
7. Staff worked with CTDOT to advance projects selected by CRCOG in 2015 for consideration in the Congestion Mitigation and Air Quality (CMAQ) program.
8. 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 FFY2016 there were obligations of approximately \$350 million (\$294 million Federal share).
9. Staff notified and sent applications to all member towns soliciting applications for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program).
10. 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 13 applications from municipalities and service providers in the Capitol Region were awarded funds from the FFY2015 round.
11. Provided technical assistance to towns to solve traffic problems, resolve project funding problems, and mediate design issues. Also provided assistance to towns and other agencies with mapping, census and socio-economic datasets.
12. Continued to work with a consultants and municipal stakeholders to advance the Transportation Safety and Improvements Study: Farmington and Hartford.
13. Continued to work with consultants and municipal stakeholders on the NextGenCT Pathways to UConn Study: Eastern Gateways Study.
14. Continued to work with consultants and municipal stakeholders on the Plainville-Southington Farmington Canal Heritage Trail Gap Closure and **CTfastrak** Connection Study.
15. Worked with a consultant and regional stakeholders to update the CRCOG Public Participation Plan and assess the agency’s public outreach policies and processes relating to Environmental Justice and Title VI.

16. Selected a consultant and began consultant negotiations for the Silver Lane - East Hartford and Route 5 – East Windsor Corridor Studies.
17. Completed work on a Comprehensive Transit Service Analysis of **CTtransit**'s Hartford Division. Began work on the expanded study scope that includes towns that recently joined CROG and are within the service area of **CTtransit**'s New Britain/Bristol Division.
18. Continued work on the development of a Transit Data Repository. Revised the scope of work to focus on the APC/AVL data from the **CTTransit** system. Completed over 90% of the tasks.
19. Hartford Transit Research Project – Continued working with FTA and the City of Hartford on the administration of the Greater Hartford Integrated Transportation Planning Study.
20. Completed the on-call Transit Oriented Development evaluation for **CTfastrak** municipalities.
21. Completed the West Hartford Road Diet Study.
22. Statewide orthophotography and elevation mapping was completed. Imagery has been delivered and elevation data is being finalized now.
23. Developed and launched interactive web-based maps showcasing the region's TIP and LOTCIP programs.
24. Developed infographics showcasing **CTfastrak** ridership figures by month and LOTCIP metrics.
25. 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. Served on the effort's Transit Technical Committee focused on the development of a Transportation Center and the redevelopment of Union Station.
26. **CTfastrak** – Participated on Stakeholder Committee for the **CTfastrak** Expansion Study. Assisted CTDOT in analyzing preliminary data from the AVL and APC systems.
27. 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 South Windsor, Wethersfield, and Windsor Locks. Worked with CTDOT staff to understand options to streamline the program and begin Phase 2.
28. Hired a Regional Traffic Incident Management (TIM) Coordinator and began assessing TIM strengths, weaknesses, and opportunities.
29. Began the process of updating the Regional On-Road Bicycle Network map.
30. Updated the base year of the travel forecast model to year 2015. Further calibrated the model in various areas for better supporting the on-going studies at CROG.
31. Supported CTDOT's effort of creating a Statewide Freight Plan by attending stakeholder interviews, reviewing documents, and attending trainings. Continued coordination between CROG and CTDOT to understand freight planning roles and minimize redundancy.
32. Developed a comprehensive database system to process and summarize the travel time data from the National Performance Management Research Data Set (NPMRDS). Results are used for the congestion management program and the calibration of the travel forecast model.
33. Completed the draft Hartford TMA Congestion Management Process (CMP) report. This report utilizes the travel time data from the National Performance Management Research Data Set provided by FHWA.

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 CROCOG budget year.

Program	2015	2016	2017*
STP Urban & LOTCIP Programs			
Total <u>federal</u> STPU funds obligated towards municipally initiated projects**	\$10,344,280	\$10,351,220	16,228,000
Total <u>state</u> LOTCIP funds granted ***	\$10,006,491 (Ramp Up FY14-FY16)		\$21,663,600
Number of LOTCIP project grants and STP-U phases obligated	11	10	20
(CMAQ, LRAR, Enhancements, other)			
Total <u>federal</u> funds obligated**	\$4,317,000	\$1,300,000	\$1,663,000
Number of projects	4	2	4
TIP Amendments:			
Number of amendments approved**	63	98	53
			<i>Estimated for FFY2017</i>

* FFY2017 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)

Transportation Program Performance:	% Complete
Special Studies Currently Managed	as of 3/31/17
Public Participation Plan Update	80%
Hartford FTA Research Earmark	80%
Comprehensive Transit Service Analysis Study	96%
Comprehensive Transit Service Analysis Extra Work (New Britain CTtransit Division)	65%
Plainville-Southington Farmington Canal Heritage Trail Gap Closure and CTfastrak Connection	40%
NextGenCT Pathways to UConn: Eastern Gateways	55%
Transportation Safety and Improvements Study: Farmington and Hartford	25%
Silver Lane Corridor Study	Initiating
Route 5 Corridor Study	Initiating

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

- State Transportation Innovation Council
- State Strategic Highway Safety Committees
- Traffic Records Coordinating Committee
- Interstate 84 Public Advisory Committee (PAC)
- I-84 Hartford Transit Technical Committee
- Bradley International Airport Master Plan Update Steering Committee
- Interstate 91 Viaduct Study Working Group Member (Springfield)
- 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 Monthly Coordination Meetings
- Intelligent Transportation Society of Connecticut
- Institute of Traffic Engineers, Connecticut Chapter
- Statewide Bike/Ped Plan Update Steering 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	May 2017 (expected)
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	April 2016, anticipated
Congestion Management Plan	June 2013
MPO Certification	March 2014

3.6.4. 2017-2018 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. Work on a new FFY2018-2021 TIP for the CRCOG region, including CRCOG approvals of TIP actions and amendments for all projects utilizing federal transportation funds. Continue to update the web based tool for assisting in mapping TIP projects and work with CTDOT as they work to develop a statewide E-TIP.
4. Continue to program and obligate federal STP-Urban funding for municipally initiated projects. Work with CTDOT on ensuring projects of regional significance are advanced through the STP-Urban program and coordinated with the CTDOT Capital Plan.
5. Work to program LOTCIP money, minimizing carryover amounts, and monitor legislation related to future LOTCIP bonding authorizing (state fiscal year 2018+).

6. LOTCIP Program Management – Continue to work with CTDOT and CROCOG municipalities to help streamline LOTCIP program guidelines. Contract with and effectively manage on-call consultants to assist CROCOG with LOTCIP and project submission reviews and program management.
7. LOTCIP Project Management – Continue to work with CROCOG municipalities and the Transportation Committee to provide incentives for project delivery and ensure the continual expenditure of funding.
8. 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 CMAQ solicitation.
9. Technical Assistance – Provide technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate transportation related design issues with CTDOT.
10. Sustainable Capitol Region Initiative – Coordinating with Policy Development and Planning, continue as a transportation resource for the implementation of the proposed program.
11. Congestion Management – Continue to monitor regional traffic and congestion, building upon the previous system performance analysis.
12. Continue to work with the City of Hartford, CTDOT, and other stakeholders to advance the Interstate 84 Viaduct Replacement project.
13. **CTfastrak** – Continue to be a resource to CTDOT as they look to expand **CTfastrak** east and prepare the before and after study for **CTfastrak**.
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. Incorporate recommendations from the Comprehensive Transit Service Analysis of **CTtransit's** Hartford Division into CROCOG core documents and, in partnership with CTDOT and **CTtransit**, advocate for implementation of recommendations.
16. Continue work on the Comprehensive Transit Service Analysis of **CTtransit's** New Britain/Bristol Division.
17. 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.
18. Regional Bus Shelter Program – Continue to work with **CTtransit** and GHTD to finish shelter installations in Bloomfield and begin working with Hartford and East Hartford on shelter installations in their communities. Continue to work with CTDOT to streamline the program.
19. Continue to keep the Travel Forecast Model current and begin to investigate how to incorporate the findings from the recently conducted transit on-board survey and the household travel survey into the model.
20. Continue to work with municipalities on updating the GIS system in the Region.
21. Web GIS and Parcel Update – Collect updated municipal data layers for Web GIS site.
22. Distribute final deliverables from 2016 statewide flyover project. Work to leverage and provide guidance to member municipalities on usage of the data products.
23. Continue to update the region's online interactive TIP and LOTCIP maps.
24. Continue to work with municipalities and emergency responders to improve traffic incident management within the Region.
25. Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
26. Complete the NextGenCT Pathways to UConn: Eastern Gateways Study.
27. Complete the Transportation Safety and Improvements Study: Farmington and Hartford.

28. Complete the Plainville-Southington Farmington Canal Heritage Trail Gap Closure and CTfastrak Connection Study.
29. Continue to advance the Silver Lane in East Hartford Corridor Study.
30. Continue to advance the Route 5 in East Windsor Corridor Study.
31. Solicit for and submit competitively selected transportation planning studies to CTDOT as part of their annual solicitation and access staff resources as it relates to project management.
32. Explore update of the Regional Transit Strategy.
33. Begin to draft a formal documentation of the travel forecast model.
34. Continue to pursue funding for a regional traffic signal coordinator position.
35. 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	FY2014-2015 Actual	FY2015-2016 Actual	FY2016-2017 Projected	FY2017-2018 Operating Budget	FY2017-2018 Grants and Contracts Budget	FY2017-2018 Budget Total
Federal	2,940,047	3,443,077	2,706,000	1,674,388	2,262,560	3,936,948
State	2,578,317	3,005,372	1,954,298	532,650	2,099,732	2,632,382
Local	654,839	604,727	760,091	661,307	121,056	782,363
Other	1,186,503	1,017,774	1,442,870	447,910	865,000	1,312,910
TOTAL	7,359,706	8,070,950	6,863,258	3,316,255	5,348,348	8,664,603
Expenditures				Operating Budget	Grants and Contracts Budget	FY2015-2016 Amended Budget Total
Homeland Security	290,976	627,398	420,318		657,160	657,160
Jobs Access	791,099	-	-		-	-
Municipal Services	269,538	1,276,781	371,962		1,190,000	1,190,000
Policy Development & Planning	406,229	133,341	296,930		980,188	980,188
Public Safety	1,156,349	952,751	1,074,000		850,000	850,000
Transportation	285,980	1,102,538	1,123,472		1,671,000	1,671,000
Personnel	1,300,447	1,313,387	1,388,781	1,524,864		1,524,864
Fringe	629,631	658,750	647,190	773,231		773,231
Management Support	419,970	436,996	437,035	461,021		461,021
Indirect Expenses	146,147	196,366	350,898	234,910		234,910
Direct Expenses	270,879	277,380	297,872	297,101		297,101
Contingency	-	-	15,000	25,128		25,128
TOTAL	5,967,244	6,975,689	6,423,458	3,316,255	5,348,348	8,664,603

4.1.2. OVERALL REVENUES AND EXPENDITURES DETAILS BY FUND AREA

Table 13: Revenues and Expenditures by Fund Area

	General Fund/ Admin.	Regional Program Fund	Policy and Planning	Transportation	Municipal Services	Public Safety	Homeland Security	Totals
Revenues								
Local Dues	754,363							
<i>Required Match</i>		-	33,854	333,921	-	-	-	367,775
<i>Additional Local Dues Allocated</i>			245,158	-	-	-	-	245,158
Total Local Dues	141,430	-	279,012	333,921	-	-	-	754,363
Federal			745,049	2,449,188	-	19,550	723,160	3,936,947
State			352,288	996,394	1,283,700	-	-	2,632,382
Other Sources			-	28,000	232,500	1,080,410	-	1,340,910
Total Sources	141,430	-	1,376,349	3,807,504	1,516,200	1,099,960	723,160	8,664,603
Expenditures								
Contractual / Grant Obligations		-	907,487	1,671,001	1,262,700	850,000	657,160	5,348,348
Operating Revenue	141,430		468,862	2,136,503	253,500	249,960	66,000	3,316,255
Operating Expenses								
Administration								
<i>Direct Salaries</i>			221,056	1,032,050	117,756	121,133.00	32,869	1,524,864
<i>Management Salaries</i>	461,021		66,833	312,026	35,602	36,622.84	9,937	461,021
<i>Overhead (Indirect Expenses)</i>	297,101		43,137	200,977	22,980	23,479.80	6,526	297,101
<i>Fringe</i>	773,231		112,094	523,334	59,712	61,424.36	16,667	773,231
<i>Direct Expenses</i>	116,302		25,742	68,116	17,450	7,300.00	-	234,910
<i>Allocated to departments</i>	(1,531,353)							
Total Administration	116,302		468,862	2,136,503	253,500	249,960	66,000	3,291,127
Contingency	25,128			-	-	-	-	25,128
Total Uses	141,430	-	1,376,349	3,807,504	1,516,200	1,099,960	723,160	8,664,603
Surplus (Deficit)	-	-	-	-	-	-	-	-

4.2. OPERATING BUDGET

4.2.1. OPERATING BUDGET SUMMARY

Table 14: Operating Budget Revenue Sources Summary

Revenue Sources	FY2014-2015 Actual	FY2015-2016 Actual	FY2016-2017 Projected	FY2017-2018 Budget	Percent of Budget
Federal	1,106,521	1,380,427	1,450,736	1,674,388	50%
State	1,055,811	1,199,376	736,603	532,650	16%
Local	607,721	574,095	687,529	661,307	20%
Other	206,089	181,155	346,908	447,910	14%
TOTAL	2,976,141	3,335,054	3,221,776	3,316,255	100%

Table 15: Expenditures by Function Summary

Expenditures	FY2014-2015 Actual	FY2015-2016 Actual	FY2016-2017 Projected	FY2017-2018 Budget	Percent of Budget
Personnel	1,300,447	1,313,387	1,388,781	1,524,864	46%
Fringe	629,631	658,750	647,190	773,231	23%
Management Support	419,970	436,996	437,035	461,021	14%
Indirect Expenses	270,879	277,380	297,872	297,101	9%
Direct Expenses	146,147	196,366	350,898	234,910	7%
Contingency	-	-	-	25,128	1%
TOTAL	2,767,074	2,882,879	3,121,776	3,316,255	100%

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

4.2.2. OPERATING BUDGET DETAILS

Table 16: Operating Budget Summary by Department

	General Fund/ Admin.	Regional Program Fund	Policy and Planning	Transportation	Municipal Services	Public Safety	Homeland Security	Totals
Revenues								
Local Dues	661,307							
<i>Required Match</i>		-	33,854	240,865				274,719
<i>Additional Local Dues Allocated</i>			245,158					245,158
Total Local Dues	141,430	-	279,012	240,865	-	-	-	661,307
Federal			47,650	1,541,188		19,550	66,000	1,674,388
State			142,200	354,450	36,000			532,650
Other Sources			-	-	217,500	230,410		447,910
Total Sources	141,430	-	468,862	2,136,503	253,500	249,960	66,000	3,316,255
Expenditures								
Operating Revenue	141,430	-	468,862	2,136,503	253,500	249,960	66,000	3,316,255
Operating Expenses								
Administration								
<i>Direct Salaries</i>			221,056	1,032,050	117,756	121,133	32,869	1,524,864
<i>Management Salaries</i>	461,021		66,833	312,026	35,602	36,623	9,937	461,021
<i>Overhead (Indirect Expenses)</i>	297,101		43,137	200,977	22,980	23,480	6,526	297,101
<i>Fringe</i>	773,231		112,094	523,334	59,712	61,424	16,667	773,231
<i>Direct Expenses</i>	116,302		25,742	68,116	17,450	7,300		234,910
<i>Allocated to departments</i>	(1,531,353)							
Total Administration	116,302	-	468,862	2,136,503	253,500	249,960	66,000	3,291,127.00
Contingency	25,128			-	-	-		25,128
Total Uses	141,430	-	468,862	2,136,503	253,500	249,960	66,000	3,316,255
Surplus (Deficit)	-	-	-	-	-	-	-	-

4.2.3. OPERATING BUDGET REVENUE SOURCES

Table 17: Operating Budget Revenue Sources

	2014-2015 Actual	2015-2016 Actual	2016-2017 Budget	Projected 2016-2017	2017-2018 Budget
Operating Revenue					
FEDERAL					
Federal Highway Admin-PL	976,912	1,304,937	1,444,360	1,375,178	1,529,188
Central Connecticut MPO-FHWA-PL	43,112			-	
Transportation Studies	-			-	
New Britain TOD On Call - Phase 2	5,344	9,045		-	
Silver Lane - East Hartford Study			12,000		-
Route 5 - East Windsor Study			14,400		12,000
Comprehensive Transit Service Analysis Study	4,837	327	2,280	8,000	-
New Britain BRT - Modeling	-			-	
FTA (Hartford Earmark)	3,937		-	-	-
EPA Brownfields Assessment Grant	18,257	21,986	-	1,998	-
EPA Brownfields Revolving Loan Fund Grant	4,900	7,015	16,000	5,560	17,650
HUD Sustainability Grant	17,837			-	
Hazard Mitigation Grant - CCRPA	536	31,117		-	
FEMA Pre-Disaster Mitigation Grant					30,000
U. S. Department of Homeland Security	-			-	
Homeland Security Grant Program - FFY 2011	25,849			-	
Homeland Security Grant Program - FFY 2015			60,000	60,000	
Homeland Security Grant Program - FFY 2016					60,000
Citizen Corps Program	5,000	6,000	6,000	-	6,000
UASI	-			-	
Infectious Disease Preparedness			25,100		19,550
Total Federal	1,106,521	1,380,427	1,580,140	1,450,736	1,674,388
STATE					
Conn. Dept of Transportation	122,114	163,117	180,545	158,742	141,450
Conn. Dept of Transportation - CCMPO	5,389			-	
State OPM (SGIA)	611,980	611,980	538,075	384,519	65,000
State OPM Complete Streets Grant					50,000
Transportation Studies	-			-	
New Britain BRT -TOD Phase 2	275	1,131		-	
Silver Lane - East Hartford Study			1,500		-
Route 5 - East Windsor Study			3,600		3,000
Comprehensive Transit Service Analysis Study	2,850	82	570	2,000	-
New Britain BRT -Modeling	-			-	
LOT/CIP	154,804	378,000	88,060	130,000	210,000
UConn Eastern Gateways Study	-		22,500	22,500	
UConn Farmington/Hartford	-		4,500	-	
CT DECD Brownfields Grant	-	5,158	7,500	9,842	-
WINCOG - GIS RPIP	52,349			-	
Nutmeg Network Demonstration Projects	30,848		50,000	29,000	21,000
Crumbling Foundations Testing Program					10,000
Anchor Institutions (RPIP Grant)					27,200
CAPTAIN 4G (RPIP OPM Grant) and Other RPIP Grants	27,500	39,909	77,000	-	5,000
Total State	1,055,811	1,199,376	973,850	736,603	532,650

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	2014-2015 Actual	2015-2016 Actual	2016-2017 Budget	Projected 2016-2017	2017-2018 Budget
CRCOG/LOCAL/PRIVATE/OTHER					
Local Government Assessments	602,332	574,095	687,529	687,529	661,307
Silver Lane - East Hartford Study			1,500		-
CCMPO local match	5,389			-	-
Total CRCOG/Local	607,721	574,095	689,029	687,529	661,307
CONTRACT/FEE FOR SERVICES					
Public Safety	-			-	
Participation Fee	2,405	18,592	155,546	155,546	230,410
CAPTAIN Reserve	-			-	
Heartbeat CAD System	-			-	
Purchasing Council	47,394	53,910	54,000	43,347	44,000
Municipal Services Deferred Revenue	-			-	
Natural Gas Consortium	-		-	-	-
RFP Depot/Bid Sync	58,709	56,923	70,000	60,000	70,000
Electricity Consortium	10,794	12,010	15,000	12,000	12,000
EZ IQC	27,687	39,489	25,000	30,550	35,000
Regional Solid Waste Management	1,583		1,500	1,500	1,500
IT Services Cooperative	57,516	230	56,900	43,965	55,000
Total Contract/Fee For Services	206,089	181,155	377,946	346,908	447,910
TOTAL OPERATING REVENUE	2,976,141	3,335,054	3,620,965	3,221,776	3,316,255

4.2.4. OPERATING EXPENSES

Table 18: Operating Expenditure Summary

Expenditures	FY2014-2015 Actual	FY2015-2016 Actual	FY2016-2017 Projected	FY2017-2018 Budget
Personnel	1,300,447	1,313,387	1,388,781	1,524,864
Fringe	629,631	658,750	647,190	773,231
Management Support	419,970	436,996	437,035	461,021
Indirect Expenses	270,879	277,380	297,872	297,101
Direct Expenses	146,147	196,366	350,898	234,910
Contingency	-	-	-	25,128
TOTAL	2,767,074	2,882,879	3,121,776	3,316,255

4.2.5. OPERATING BUDGET PERSONNEL SERVICES

Table 19: Operating Budget—Personnel Services

Personnel Expenditures	2014-2015 Actual	2015-16 Actual	2016-17 Amended Budget	2016-17 Projected	2017-2018 Budget
SALARIES					
Transportation	730,433	730,433	929,586	902,152	1,032,050
Jobs Access	-	-	-	-	
Policy & Planning	413,724	413,724	275,695	215,578	221,056
Municipal Services	39,844	39,844	124,332	136,262	104,806
Service Sharing	39,719	39,719	37,761	17,850	12,950
Public Safety Council	-	-	85,256	16,034	121,133
Homeland Security	76,726	89,666	32,338	100,905	32,869
Management Support	419,970	436,996	429,545	437,035	461,021
Total Salaries	\$ 1,720,417	\$ 1,750,383	\$ 1,914,513	\$ 1,825,816	\$ 1,985,885
MERIT/UPGRADE	-	-		-	
FRINGE BENEFITS					
Health Insurance	336,370	342,885	446,216	383,769	398,115
H S A - Employer Contribution	-	-		-	
Health Insurance -Stipend	1,700	2,400	2,400	2,400	2,400
Vision Care	3,525	3,775	3,500	3,500	3,500
Pension	130,488	146,543	173,364	147,316	179,437
Unemployment Compensation	13,313	11,421	10,238	11,920	12,150
FICA	116,660	127,381	146,048	129,041	150,941
Long Term Disability	3,449	3,967	4,506	4,252	4,599
Short Term Disability	5,906	6,712	7,619	6,951	7,783
Life Insurance	2,470	2,917	3,244	3,059	3,456
Car Allowance	5,000	5,000	5,000	5,000	5,000
Executive Director Deferred Comp.	10,000	5,000	5,000	5,000	5,000
Employee Assistance	750	750	850	750	850
Total Fringe Benefits	629,631	658,750	807,985	702,958	773,231
TOTAL PERSONNEL	2,350,048	2,409,133	2,722,498	2,528,774	2,759,116

4.2.6. OPERATING BUDGET DIRECT EXPENSES

Table 20: Operating Budget Direct Expenses—Detail

Direct Expenditures	2014-15	2015-2016	2016-2017	2016-2017	2017-2018
	Actual	Actual	Amended Budget	Projected	Budget
SERVICES & SUPPLIES					
Publication, Dues, Advertising	19,974	20,089	20,950	20,331	24,979
Reproduction & Printing	4,152	-	1,550	1,400	3,150
Recruitment	947	351	3,500	500	1,500
Supplies, Postage, Other	1,712	8,097	6,550	6,500	7,050
Computer Services/Software	16,030	41,351	68,368	19,788	27,901
Equipment Maintenance - GIS	3,600	3,776	9,735	3,600	3,700
Telephone	275	699	1,150	1,150	1,150
Insurance	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$ 46,690	\$ 74,363	\$ 111,803	\$ 53,269	\$ 69,430
PROFESSIONAL SERVICES					
Legal	14,647	10,192	6,750	5,792	7,250
Legislative Liaison	23,600	23,100	24,802	23,100	24,802
Consultants	-	5,440	9,150	34,380	12,500
Spanish language translation - documents	39	-	1,200	356	1,200
Spanish language intrepertation - meetings		-	1,000	350	1,000
Interpreter for the deaf	-	-	2,000	-	2,000
Polish language translation & intrepertation					1,000
TOTAL PROFESSIONAL	38,286	38,732	44,902	63,978	49,752
EQUIPMENT & CAPITAL COSTS					
Equipment	4,973	8,247	12,000	12,156	20,200
Leasehold Improvements	-	-	2,500	-	2,500
Furniture & Furnishings	2,380	2,090	2,000	-	2,000
TOTAL EQUIPMENT & CAPITAL COSTS	7,353	10,338	16,500	12,156	24,700
MTGS. TRAVEL & CONF.					
Food	6,530	11,498	9,000	11,653	11,140
Mileage/Parking	6,352	6,869	9,300	6,963	11,100
Training/Tuition Reimb	1,500	8,560	11,300	2,000	9,838
Conf/Workshops					
Administration	24,756	30,010	26,500	27,899	29,500
Policy and Planning	6,489	4,703	5,000	3,314	6,500
Transportation	536	2,186	15,020	350	5,000
Public Safety	135	265	1,000	-	1,000
Municipal Services	5,228	4,238	5,600	2,476	4,500
Rentals	750	550	2,800	2,488	4,750
Workshop-Local Government	-	1,104	4,750	2,000	3,700
Annual Meeting	1,542	2,952	3,500	3,500	3,500
Legislative Reception	-	-	500	-	500
TOTAL MTGS. TRAVEL & CONFERENCE	53,818	72,934	94,270	62,643	91,028
TOTAL DIRECTS	146,147	196,366	267,475	192,046	234,910
Contingency	-	-	30,000	-	25,128

4.2.7. OPERATING BUDGET INDIRECT EXPENSES

Table 21: Operating Budget Indirect Expenses—Detail

	2014-2015 Actual	2015-2016 Actual	2016-2017 Amended Budget	2016-2017 Projected	2017-2018 Budget
RENT, MAINTENANCE, UTILITIES	136,234	135,004	145,216	137,154	141,216
POSTAGE	3,276	3,042	3,000	3,542	3,000
EQUIPMAINT MAINTENANCE	3,907	5,926	6,135	6,512	6,135
INSURANCE	35,152	36,426	35,156	34,269	38,850
EQUIPMENT	-	-			
OFFICE SUPPLIES	13,519	13,814	15,500	14,273	14,000
REPRODUCTION & PRINTING	12,651	10,690	14,500	12,999	13,000
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	11,208	10,018	14,000	9,642	12,000
COMPUTER SERVICES	3,237	4,569	5,500	4,049	5,500
PAYROLL PROCESSING FEES	5,220	5,330	5,200	5,365	5,500
ACCOUNTING/AUDIT	31,000	34,000	36,000	34,000	36,000
SECTION 125 ADMINISTRATION	-	1,193	1,100	1,087	1,200
LEGAL	-	1,128	3,000	1,190	2,000
COMP SOFTWARE/UPGRADE	3,539	4,302	6,000	3,627	6,000
	<u>270,879</u>	<u>277,380</u>	<u>303,007</u>	<u>279,647</u>	<u>297,101</u>

4.3. OPERATING BUDGET NOTES

4.3.1. OPERATING REVENUE

CRCOG/Local

Local Government Assessments

CRCOG Member Towns **\$ 650,363**

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

Reserve **\$ -0-**

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

Purchasing Council **\$ 44,000**

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 **\$ 12,000**

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

EZ-IQC **\$ 35,000**

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 **\$ 55,000**

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

Public Safety Council **\$ 230,410**

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

FEDERAL & STATE

FHWA and Federal Transit Administration

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

<u>TRANSPORTATION</u>	<u>FEDERAL</u>	<u>STATE</u>	<u>LOCAL</u>	<u>TOTAL</u>
FHWA 2016-17	\$1,529,188	\$141,450	\$240,847	\$1,911,485
Route 5 Study	12,000	3,000		15,000
LOTICIP		210,000		210,000
TOTALS	\$1,541,188	\$354,450	\$240,847	\$2,136,485

CONNDOT is providing maximum state funding of \$152,394(7.4%) during FY 2016-17 of which \$141,450 is applied to CRCOG operating fund. Based on the new allocation of matching funds, \$240,847 (12.6%) is required from General Fund Local Assessment revenue to provide for the local match required for the FHWA transportation programs. The Route 5 Study is funded 80% federal and 20% state. The LOTICIP grant is funded 100% state.

Homeland Security

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

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

Funding is for the administration of the FFY 2016 Homeland Security Grant.

Citizen Corps **\$6,000**

Other Federal and State Revenue Sources

DECD Brownfields Grant **\$-0-**

EPA Brownfields Revolving Loan Fund Grant **\$17,650**

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

Infections Disease Preparedness **\$19,550**

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 **\$65,000**

State Grant-in- aid funds includes FY 2016-17 carry over funds through October 2017. Funding for FY 2017-18 is contingent on the State Budget and will be submitted as an amendment to the Annual Budget, if awarded.

Anchor Institute (RPIP Grant) **\$27,200**

Administrative cost associated with OPM RPIP Anchor Institutions Grant (TOD)which will follow-up on HFPG study recommendations and expand the work to the CT*rail* corridor

Captain 4G and other RPIP Grants (administrative cost associated with OPM RPIP CAPTAIN 4G grant) **\$5,000**

Nutmeg Demonstration Project	\$21,000
Administrative costs associated with the Human Resources Portal and Electronic Document Management Nutmeg Network Demonstration Projects	

Crumbling Foundations Testing Program	\$10,000
Administrative costs associated with the Governor's Crumbling Foundations Testing Program for homeowners affected by pyrrhotite.	

4.3.2. OPERATING EXPENDITURES

PERSONNEL SERVICES

Salaries	1,985,885
The Fiscal Year 2017-18 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 a 2% COLA and 1% merit adjustment for CRCOG staff.	

Fringe Benefits	\$ 773,231
Fringe Benefits are projected at 39.94% 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 3%. 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	\$ 24,979
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Publications, Dues, & Advertisements include the following charges:

Transportation	3,015
Policy and Planning	2,964
Municipal Services	4,500
Public Safety	500
Administration	13,500

Reproduction & Printing	\$3,150
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Reproduction & Printing includes the following charges:

Transportation	900
Policy and Planning	2,100
Municipal Services	150

Recruitment	\$1,500
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Administration	1,500
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Supplies, Postage, Other	\$ 7,050
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Policy and Planning	1,500
Municipal Services	50
Public Safety	500
Administration	5,000

Computer Software Upgrade / Maintenance	\$27,901
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Administration	5,500
Policy & Planning	200

Transportation	
-GIS Maintenance	6,900
-AppGeo Hosting	7,601
-ESRI Network Analyst	2,250
-ESRI 3D Analyst	2,250

Equipment Maintenance –CAD	\$ 3,200
Transportation	
-TransCAD Maintenance	3,200
Telephone	\$ 1,150
Public Safety	300
Administration	850
Consultant/Professional Services	\$ 7,250
Legal	
-Public Safety	750
-Transportation	1,000
-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	1,500
-Administration	10,000
-Municipal Services	1,000
Language Interpretation	5,200
-Transportation (includes translation for the deaf and into Spanish when needed)	
-Spanish Language Translation	
-Interpretation for the Blind	
-Polish Language Translation & Interpretation	
-Interpreter for the Hearing Impaired	
Equipment & Capital Costs	
Computers and Monitors	\$ 20,200
Transportation (Plotter, Computers)	15,800
Administration	1,400
Municipal Services	2,000
Public Safety	1,000
Leasehold Improvements	\$ 2,500
Furniture & Furnishings	\$ 2,000
Meetings & Food	\$11,140
Policy and Planning	840
Municipal Services	1,500
Public Safety	800
Administration	8,000
The amount budgeted for food is net of anticipated income to offset costs. Approximately 15% of the cost of lunches provided by CRCOG for various meetings was reimbursed by meeting attendees during FY 2015-16..	
Mileage	\$11,100
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	2,800
Municipal Services	1,500

Public Safety	1,200
Administration	1,500
Training/Tuition Reimbursement	\$9,838
Transportation	5,200
Policy and Planning	3,138
Administration	1,500
 Conference/Workshops	 \$46,500
Transportation	5,000
Policy and Planning	6,500
Municipal Services	4,500
Public Safety	1,000
Administration	29,500
Rentals	\$4,750
Policy and Planning	750
Municipal Services	1,000
Public Safety	750
Transportation	1,500
Administration	750
Workshops for Local Governments	\$3,700
Policy and Planning	3,700
Annual Meetings	\$3,500
To cover the costs of the CRCOG annual meeting.	
Legislative Reception/Other Events	\$500
Contingency	\$25,128
To cover unanticipated expenditures during the year.	
 INDIRECT EXPENSES	
Indirect Expenses of \$303,007 include the following:	
Rent, Maintenance, Utilities	\$141,216
Rent (Based on 5-year lease through FY 2018)	123,300
Utilities	17,916
Telephone/Data Services/Internet Fee	\$10,018
Comcast -Internet Fee	207
CEN Internet Access (St. of Conn.)	1,800
Mitel	7,046
Verizon	400
SNET Yellow Pages	565
Postage	\$3,000
Equipment Maintenance	\$6,135
Insurance	\$38,850
An overall 5% increase in premium is being projected for Liability, Crime and Fidelity Bond insurance for Fiscal Year 2017-18	
General Liability, Property, Directors & Officers	35,688
Worker's Compensation	1,726
Crime	1,236
Fidelity Bond re: Pension	200

Office Supplies	\$14,000
Reproduction & Printing	\$13,000
Copier Lease	7,840
Property Insurance	1,660
Miscellaneous	3,500
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	\$2,000
Includes cost of legal fees pertaining to administrative matters	
Section 125 Processing	\$1,200

4.4. GRANTS AND CONTRACTS BUDGET

4.4.1. GRANTS AND CONTRACTS BUDGET OVERVIEW

Table 22: Grants Budget Revenue and Expenditures

Revenue Sources	FY2014-2015 Actual	FY2015-2016 Actual	FY2016-2017 Projected	FY2017-2018 Budget	Percent of Budget
Federal	1,833,527	2,062,649	1,077,018	2,262,560	42%
State	1,522,506	1,805,996	1,218,534	2,099,732	39%
Local	47,117	30,632	72,562	121,056	2%
Other	980,415	836,618	1,095,962	865,000	16%
TOTAL	4,383,565	4,735,896	3,464,076	5,348,348	100%
Expenditures	FY2014-2015 Actual	FY2015-2016 Actual	FY2016-2017 Projected	FY2017-2018 Budget	Percent of Budget
Homeland Security	290,976	627,398	544,183	657,160	12%
Jobs Access	791,099	-	-	-	0%
Municipal Services	269,538	1,276,781	371,962	1,190,000	22%
Policy Development & Planning	406,229	133,341	350,458	980,188	18%
Public Safety	1,156,349	952,751	1,074,000	850,000	16%
Transportation	285,980	1,102,538	1,123,472	1,671,000	31%
TOTAL	3,200,170	4,092,810	3,464,076	5,348,348	100%

4.4.2. GRANTS AND CONTRACTS DETAILS

Table 23: Grants and Contract Budget Summary by Department

	Policy and Planning	Transportation	Municipal Services	Public Safety	Homeland Security	Totals
Revenues						
Federal	697,400	908,000	-	-	657,160	2,262,560
State	210,088	641,944	1,247,700	-	-	2,099,732
Local Dues		93,056				
Other Sources	-	28,000	15,000	850,000	-	893,000
Total Revenues	907,488	1,671,000	1,262,700	850,000	657,160	5,255,292
Expenditures						
Contractual / Grant Obligations	907,488	1,671,000	1,262,700	850,000	657,160	5,255,292
Total Expenditures	907,488	1,671,000	1,262,700	850,000	657,160	5,255,292
Surplus (Deficit)	-	-	-	-	-	-

4.4.3. GRANT AND CONTRACTS REVENUES

Table 24: Grants and Contracts Revenue--Detail

	2014-2015 Actual	2015-2016 Actual	2016-2017 Budget	Projected 2016-2017	2017-2018 Budget
Grant & Contracts Budget					
FEDERAL					
FHWA Planning Studies and Contractors (CROCG)		\$ 54,982	\$ 362,004	140,492	\$ 336,000
CCMPO Consultants / Plainville Study	\$ 51,644	\$ 94,756	\$ 291,200	44,000	\$ 224,000
Transportation Studies				-	
New Britain BRT -TOD On Call - Phase 2	22,557	33,300		-	
Route 3 Study		135,559		-	
Plainville Study (CCMPO FHWA Carry-forward)					
Silver Lane - East Hartford Study			148,000	-	160,000
Route 5 - East Windsor Study			185,600	-	188,000
Comprehensive Transit Service Analysis Study	165,575	309,228	126,180	74,245	
FTA (City Earmark)	93,935	281,769	118,636	51,843	
EPA Brownfields Assessment Grant	824	64,338	257,176	218,727	87,400
EPA Brownfields Revolving Loan Fund Grant	-	-	300,000	-	450,000
HUD Sustainability Grant	405,405			-	
Hazard Mitigation Planning Grant - CCRPA	16,077	47,194		3,528	
FEMA Pre-Disaster Mitigation Grant		-		-	160,000
Citation Grant (CONNDOT) & E-Crash	221,400	102,700		-	
U. S. Department of Homeland Security				-	
Homeland Security Grant Program - FFY 2011	33,257			-	
Homeland Security Grant Program - FFY 2012	179,842			-	
Homeland Security Grant Program - FFY 2013	305,665	180,468		-	
Homeland Security Grant Program - FFY 2014	5,753	435,499		43,898	
Homeland Security Grant Program - FFY 2015		19,447	273,418	283,812	108,856
Homeland Security Grant Program 0 FFY 2016					347,698
MMRS 2015			70,000	58,471	38,330
MMRS 2016					50,000
EMPG HAZMAT 2014				2,943	
EMPG HAZMAT 2015			37,186	31,194	24,685
EMPG HAZMAT 2016					45,000
Infectious Disease Preparedness		216,553	195,703	123,865	42,591
MRC - Public Health Preparedness	257,719	11,431	60,000	-	
Total Federal	1,833,527	2,062,649	2,425,103	1,077,018	2,262,560

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	2014-2015 Actual	2015-2016 Actual	2016-2017 Budget	Projected 2016-2017	2017-2018 Budget
STATE					
Conn. Department of Transportation Match (CRCOG)		\$ 6,873	\$ 45,250	17,562	\$ 10,944
ConnDOT CCMPO Plainville Study Match	\$ 6,455	\$ 11,844	\$ 36,400	5,000	\$ 28,000
Transportation Studies				-	
New Britain BRT -TOD On Call -Phase 2	481	4,162		-	
Route 3 Study		16,945		-	
Plainville Study					
Silver Lane - East Hartford Study			18,500	-	20,000
Route 5 - East Windsor Study			46,400	-	47,000
Comprehensive Transit Service Analysis Study	872	77,307	31,545	18,561	
Bike Share Study				-	
LOTICIP	-	128,288	176,540	278,701	215,000
West Hartford Road Diet Study	-	74,710	-	-	
UConn Eastern Gateways Study	9,715	163,050	382,500	318,560	168,000
UConn Farmington/Hartford	-	19,688	301,500	151,946	153,000
CT DECD Brownfields Grant		69,003	35,500	78,203	35,088
State OPM Complete Streets Grant					175,000
Nutmeg Network Demonstration Projects	459,996	1,200,568	758,000	100,000	450,000
Crumbling Foundations Testing Program					500,000
Anchor Institutions (RPIP Grant)					72,700
Service Sharing Grant (OPM)	253,888	52,274	1,098,125	250,000	225,000
Total State	1,522,506	1,805,996	2,930,260	1,218,534	2,099,732
CRCOG/LOCAL/PRIVATE/OTHER					
HFPG Anchor Institution Grant		7,753	50,000	50,000	-
Local Assessments		6,873	45,250	17,562	
FHWA Planning Studies & Contractors (Local Government Assesment)					73,056
CCMPO Plainville Study Match	6,455	11,844	36,400	5,000	28,000
Bike Share Study				-	
Silver Lane - East Hartford Study			18,500	-	20,000
Comprehensive Transit Service Analysis Study - Hartford	38,102			-	
New Britain BRT -TOD Phase 2	2,560	4,162	-	-	
Captain-Fire/Public Works		37,372			
Total CRCOG/Local/Private	47,117	30,632	150,150	72,562	121,056
CONTRACT/FEE FOR SERVICES					
Public Safety				-	
Participation Fee	934,949	707,883	920,000	920,000	850,000
CAPTAIN Reserve				-	
Heartbeat CAD System	-	104,797		154,000	-
Regional Solid Waste Management	29,816	23,939	29,813	21,962	15,000
IT Services Cooperative	15,650			-	
CONTRACT/FEE FOR SERVICES	980,415	836,618	949,813	1,095,962	865,000
TOTAL PROGRAM REVENUES	<u>4,383,565</u>	<u>4,735,896</u>	<u>6,455,326</u>	<u>3,464,076</u>	<u>5,348,348</u>

4.4.4. GRANT AND CONTRACTS EXPENDITURES

Table 25: Grants and Contracts Expenditures—Detail

Grant Expenditures	2014-2015 Actual	2015-2016 Actual	2016-2017 Budget	Projected 2016-2017	2017-2018 Budget
Policy, Planning and Development					
HUD Sustainability Grant	405,405	-	-	-	-
State OPM Complete Streets Grant					175,000
DECD Brownfields Grant	-	69,003	35,500	78,203	35,088
EPA Brownfields Assessment Grant	824	64,338	140,572	218,727	87,400
EPA Brownfields Revolving Loan Fund Grant	-	-	207,692	-	450,000
HFPG Anchor Institution Grant		7,753		50,000	-
Anchor Institutions (RPIP Grant)					72,700
Hazard Mitigation Planning Grants		-	82,779	3,528	160,000
Total Policy, Planning and Development	406,229	133,341	578,543	350,458	980,188
Transportation					
FHWA Planning Studies and Contractors (CRCOG)		-	390,000	175,616	420,000
CCMPO Consultants / Plainville Study		-	377,500	54,000	280,000
New Britain BRT -TOD On Call - Phase 2	25,599	41,625	13,417	-	-
Silver Lane - East Hartford Study					200,000
Route 5 - East Windsor Study					235,000
Viaduct Study	-	-	-	-	-
Bike Share Study	-	-	-	-	-
Comprehensive Transit Service Analysis Study	166,447	386,535	91,200	92,806	-
Local Match		6,873			
FTA (City Earmark)	93,935	281,769	-	51,843	-
LOTICIP	-	128,288	106,145	278,701	215,000
West Hartford Road Diet Study		74,710	70,000	-	-
UConn Eastern Gateways Study		163,050	450,000	318,560	168,000
UConn Farmington/Hartford		19,688	283,500	151,946	153,000
Total Transportation	285,980	1,102,538	1,781,762	1,123,472	1,671,000
Municipal Services					
IT Services Cooperative	15,650	-	-	-	-
Nutmeg Network Demonstration Projects		1,200,568	953,029	100,000	450,000
Service Sharing Grant (OPM)	253,888	52,274	50,000	250,000	225,000
Crumbling Foundations Testing Program					500,000
Regional Solid Waste Management		23,939	29,813	21,962	15,000
Total Municipal Services	269,538	1,276,781	1,032,842	371,962	1,190,000

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Grant Expenditures	2014-2015 Actual	2015-2016 Actual	2016-2017 Budget	Projected 2016-2017	2017-2018 Budget
Public Safety					
Citation Grant (CONNDOT) & E-Crash	221,400	102,700	-	-	-
CRI Regional Public Health Advisor	-	-	-	-	-
CAPTAIN Participation Fee	934,949	745,255	920,000	920,000	850,000
Heartbeat CAD System	-	104,797	-	154,000	-
Total Public Safety	1,156,349	952,751	920,000	1,074,000	850,000
Homeland Security					
US Department of Homeland Security	-	-	-	-	-
Homeland Security Grant Program -FFY 2011	33,257	-	-	-	-
Homeland Security Grant Program - FFY 2013		180,468	-	-	-
Homeland Security Grant Program - FFY 2014	-	435,499	353,384	43,898	-
Homeland Security Grant Program - FFY 2015				283,812	108,856
Homeland Security Grant Program - FFY 2016				-	347,698
MMRS 2014		-	89,000	-	-
MMRS 2015				58,471	38,330
MMRS 2016				-	50,000
EMPG HAZMAT 2014				2,943	-
EMPG HAZMAT 2015				31,194	24,685
EMPG HAZMAT 2016				-	45,000
Infectious Disease Preparedness				123,865	42,591
MRC - Public Health Preparedness	257,719	11,431	60,000	-	-
Total Homeland Security	290,976	627,398	502,384	544,183	657,160
TOTAL PROGRAM EXPENDITURES	<u>3,200,170</u>	<u>4,092,810</u>	<u>4,815,531</u>	<u>3,464,076</u>	<u>5,348,348</u>

4.5. 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 \$1,671,000 including \$121,056 in local match requirement from General Fund Local Assessment . Funding for FHWA Planning Studies include the remainder of the maximum funds to be provided by CONNDOT (7.4%). Required Local funds total \$73,056; Funding for CCMPO and Silver Lane Study is budgeted at Federal -80%; State -20%; Local- 20%. LOTCIP and UCONN Studies 100% funded by the state. Funding is program-specific for contractual obligations.

<u>PROJECTS</u>	<u>FEDERAL</u>	<u>STATE</u>	<u>LOCAL</u>	<u>TOTAL</u>
FHWA Planning Studies/Contractors	\$336,000	\$ 10,944-	\$73,056	\$ 420,000
CCMPO Consultant	224,000	28,000	28,000	280,000
Silver Lane Study	160,000	20,000	20,000	200,000
Route 5 – East Windsor Study	188,000	47,000	-0-	235,000
LOTICIP		215,000		215,000
UCONN Eastern Gateway Study		168,000	-0-	168,000
UCONN Farmington/Hartford Study		153,000	-0-	153,000
Totals	\$908,000	\$614,944	\$121,056	\$1,671,000

TRANSPORTATION

FHWA Planning Studies and Contractual (CRCOG) \$420,000

Includes contractual services for long range planning, mobility management, performance measures, public involvement, and transportation asset inventory

CCMPO Consultants \$280,000

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 \$537,000

EPA Brownfield Assessment Grant \$87,400
EPA Brownfield Loan Fund Grant \$450,000

State Department of Economic Development funding for brownfields assessment \$35,088

MUNICIPAL SERVICES

The following is a breakdown of contractual obligations for Municipal Services

Service Sharing \$225,000

Funding to migrate the existing CAPTAIN mobile data communication system to a browser-based application.
Nutmeg Demonstration Projects

Captain 4-G

\$ 225,000

Crumbling Foundation Testing Program

\$ 500,000

Governor Malloy appointed CRCOG to administer \$5 million in the governor's Crumbling Foundations Testing Program for homeowners affected by pyrrhotite. This is an initial estimate of the amount of the testing program that will be administered in the first year of the program

Anchor Institutions (RPIP Grant)

\$72,700

OPM RPIP Anchor Institutions Grant: Next Steps in Engaging Anchor Institutions and Neighborhoods in Transit-Oriented Development (TOD), which will follow-up on HFPG study recommendations and expand the work to the CTrail corridor

- Demonstration Projects

\$ 450,000

Partnership with CCAT for demonstration projects on the Nutmeg Network.

Electronic Document Management

250,000

Human Resources Portal (partial implementation)

200,000

- Regional Solid Waste Management

\$ 15,000

PUBLIC SAFETY COUNCIL

CAPTAIN User Fees

\$ 850,000

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)

\$614,569

Funding under this program is to administer and manage Federal Homeland Security grant funds on behalf of the 41 communities which make up the Capitol Region Emergency Planning Committee and the State of Connecticut Department of Emergency Management and Homeland Security Region III. Below are the projects currently funded under the State Homeland Security Grant Program and related grants for FY 2016.

<u>Project</u>	<u>FFY 2016</u>	<u>FFY 2015</u>
Training & Exercises	40,000	
Sustainment/maintenance of Regional Equipment (Response Teams)	147,698	108,856
HAZMAT Set Aside	45,000	
MMRS	50,000	38,330
Contractual, Planning & Project Management	70,000	
Hartford Bomb Squad Set Aside	45,000	
EPMG HAZMAT 2015		24,685
EPMG HAZMAT 2016		45,000
Total	\$397,698	\$216,871

DPH - Infectious Disease Preparedness

\$42,591

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

5. APPENDICES

5.1. *CRCOG FINANCIAL POLICIES*

5.1.1. *FINANCIAL PLANNING POLICIES*

Balanced Budget

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

Long-Range Planning

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

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

Asset Inventory

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

5.1.2. *REVENUE POLICIES*

Revenue Diversification

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

Fees for Service

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

One-Time Revenue and Unpredictable Revenue

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

5.1.3. FINANCIAL ACCOUNTING AND BUDGET POLICIES (ACCOUNTABILITY)

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

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

General Accounting Policy

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

Financial Grant Monitoring, Reporting and Control System

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

Audit Committee and Annual Audit

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

be performed by an independent public accounting firm under the provisions of the Municipal Audit Act. The accounting firm will also issue all other required audit reports as required by federal and state cognizant agencies.

Budget Amendment

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

5.1.4. FUND BALANCE POLICY (RESERVE ACCOUNTS)

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

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

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

5.1.5. DEBT POLICY

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

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

5.1.6. GENERAL PROCUREMENT POLICIES

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

- Facilitate uniformity in procurement practices, to provide a system of reasonably priced, high quality goods and services and mitigate against administrative inefficiency.

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

5.1.7. CASH MANAGEMENT AND SHORT-TERM INVESTMENT POLICY

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

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

Permitted Investments

CRCOG as a political subdivision of the State, shall only utilize eligible investments as permitted for Connecticut municipalities and are determined by C.G.S. 7-400 and 7-402. The CRCOG operating funds

are to be invested in accordance with the guidelines upon the direction of the Finance Director in the following short-term investments:

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

Delegation of Authority and Fiduciary Responsibilities

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

Prudence and Best Practices

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

5.2. STAFF SALARY PLAN

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

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

Table 26: Staff Salary Plan Pay Grades

CURRENT	JOB TITLES AND PAY GRADES	2017-2018 Pay Grades		
Level	Job Titles			
A2	Office Assistant	34362	38587	42812
A3	Program Assistant Accounting Assistant	46181	49182	52183
A4	Executive Assistant/Office Coordinator	56084	59525	62967
P1	Program Manager Planner Accountant	50109	56477	62846
P2	Senior Planner Senior Program Manager Contracts Specialist GIS Coordinator	55018	62486	70436
P3	Special Projects Manager I Principal Planner I Senior GIS Coordinator	58280	65717	73154
P4	Municipal Services Manager Special Projects II Principal Planner II	67725	77257	86790
P5/M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	93501	100644	107787
M2	Department Director II/Deputy Director	103285	112482	121680
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, Competitive, 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

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

Connected



Competitive

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

Competitive



Vibrant

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

Vibrant



Green

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

Green

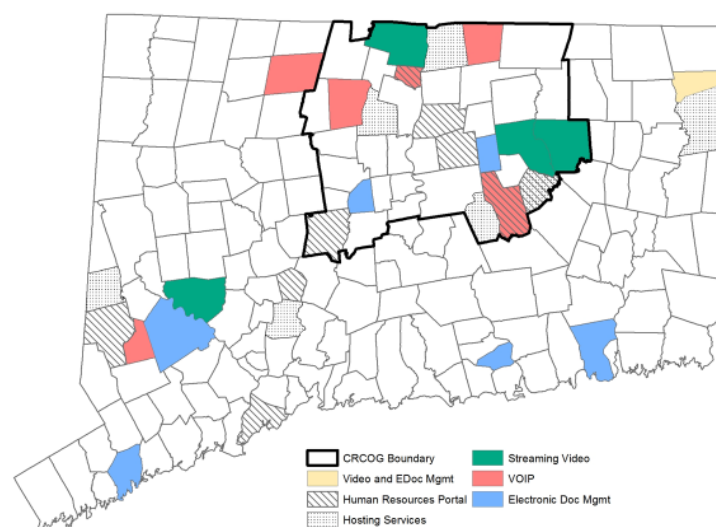
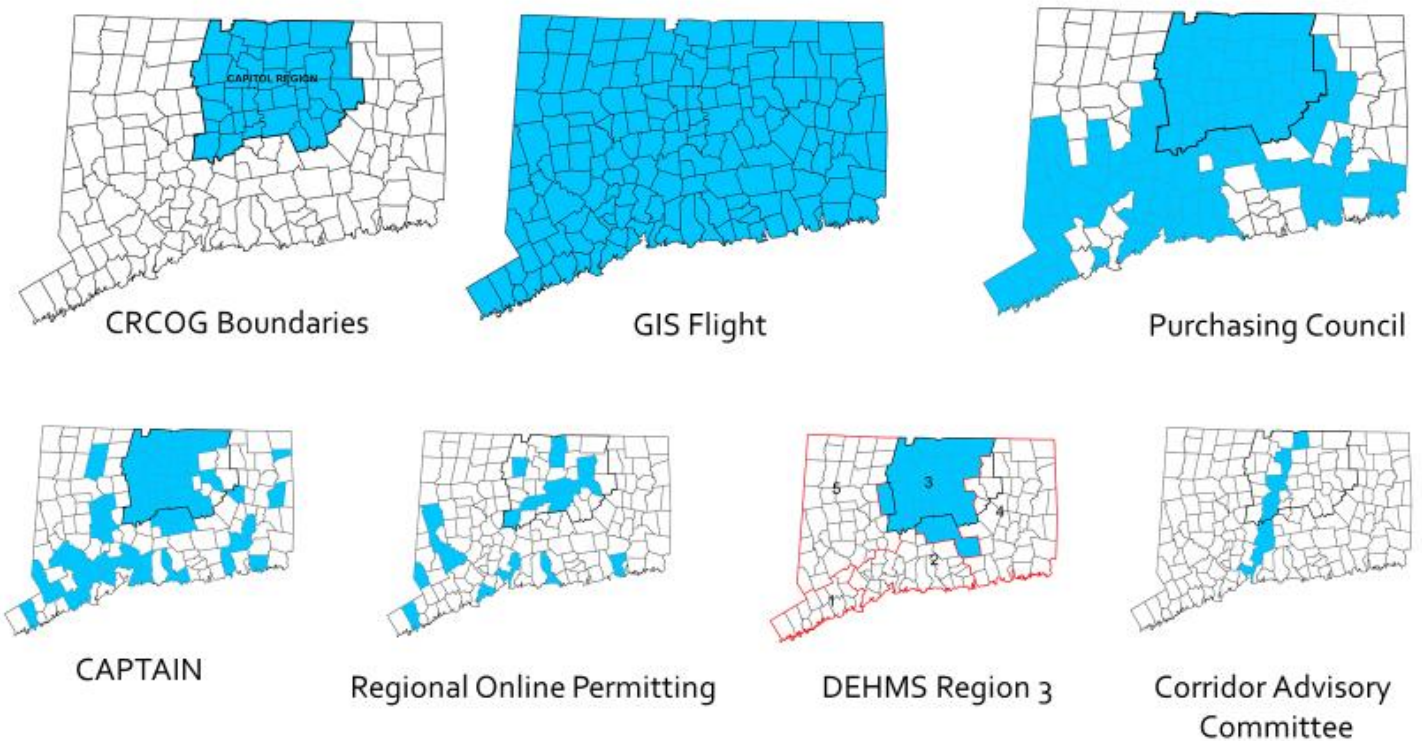


Further information on the Sustainable Knowledge Corridor Consortium's Action Agenda can be found at <http://www.sustainableknowledgecorridor.org/site/>.

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

5.3.3. CRCOG's REACH

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



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.

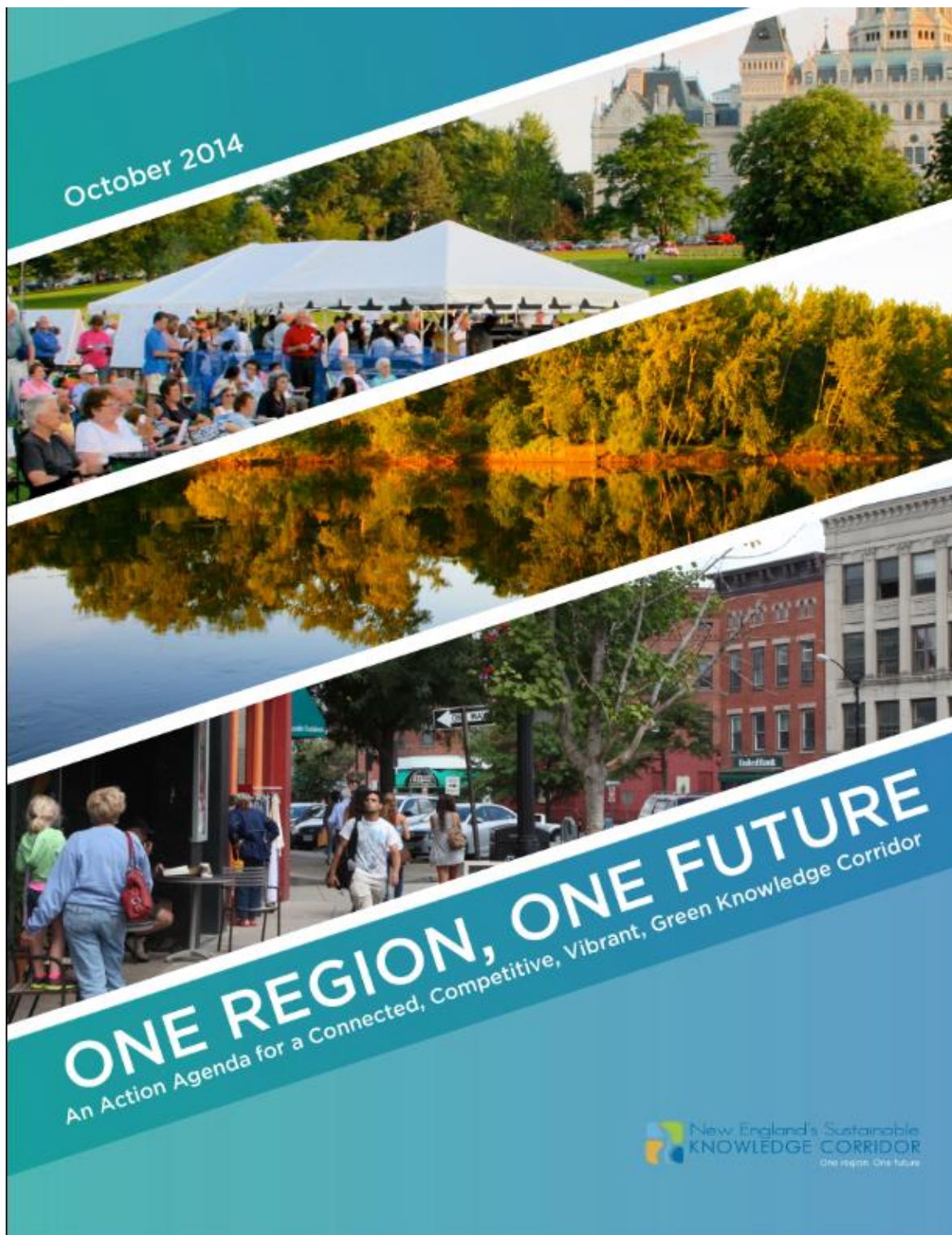
- At the state level, the large continuing structural deficit will continue to put strains on revenue and expenses for both the near and medium term. Expectations for state grant opportunities should be kept to a minimum. State Grant in Aid (SGIA) funds, in future years, is uncertain.
- The trends offer 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





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

The Vision

✱ CONNECTED

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

💡 COMPETITIVE

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

☀ VIBRANT

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

🌿 GREEN

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

The Action Agenda

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

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

Implementation

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



Visit www.SustainableKnowledgeCorridor.org for more information.

This report was prepared by the Capitol Region Council of Governments (www.crcog.org) and the Pioneer Valley Planning Commission (www.pvpc.org) on behalf of the Sustainable Knowledge Corridor Consortium. The work that provided the basis for this publication was supported by funding under an award from the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government. *Photo credits, clockwise from top: Barbara Steele, Riverfront Recapture, Ed Gonzales, Chris Curtis, Brittany Muller, FHI, Chris Curtis, Jonathan Rose Companies, Barbara Steele.*

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.

Regional Services Grant – This is a grant given to the Councils of Governments. COGs shall use the grants for planning purposes and to achieve efficiencies in the delivery of municipal services by regionalizing such services, including, but not limited to, region-wide consolidation of such services.

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

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

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

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

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

5.6. ABBREVIATIONS AND ACRONYMS

CAPTAIN – Capitol Region Total Access Information Network

CCM – Connecticut Conference of Municipalities

CCMPO – Central Connecticut Metropolitan Planning Organization
CCP – Citizen Corps Programs
CCRPA – Central Connecticut Regional Planning Agency
CERT – Community Emergency Response Team
CMAQ -Congestion Mitigation and Air Quality
COG – Council of Governments
CTDOT – Connecticut Department of Transportation
CREC – Capitol Region Education Council
CREPC – Capitol Region Emergency Planning Committee
CRMMRS – Capitol Region Metropolitan Medical Response System
CR-MRC – Capitol Region Medical Reserve Corps
CRCOG – Capitol Region Council of Governments
CRPC – Capitol Region Purchasing Council
CRI – Cities Readiness Initiative
CT – Connecticut
CT-SART – Connecticut State Animal Response Team
DEMHS – Department of Emergency Management and Homeland Security
DEEP- Department of Energy and Environmental Protection
DOT - Department of Transportation
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
RSG – Regional Services Grant
SCI –Sustainable Communities Initiative
SGIA – State Grant in Aid
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)