

## **Capitol Region Council of Governments Members and State Legislators Dialogue**

**Tuesday January 31, 2017**

**8:30 am Refreshments**

**9:00 am to 11:00 am Program**

**Old Judiciary Room in the State Capitol Building**

### **Agenda**

- |                 |   |
|-----------------|---|
| <b>8:30 am</b>  | <b>Refreshments</b>   |
| <b>9:00 am</b>  | <b>Welcome: Stewart "Chip" Beckett, Chair CRCOG and Chair of<br/>the Glastonbury Town Council</b> |
|                 | <b>Greetings: Senator Steve Cassano, 4<sup>th</sup> Senate District, past<br/>chair of CRCOG</b>  |
|                 | <b>Self-introductions by attendees</b>  |
|                 | <b>Ben Barnes, CT OPM Secretary, Remarks</b>  |
|                 | <b>Legislators Remarks</b>  |
|                 | <b>CRCOG 2017 Legislative Agenda Presentation</b>   |
|                 | <b>CRCOG Update on Initiatives Presentation</b>   |
| <b>10:50 am</b> | <b>Wrap Up and What Is Next: Stewart "Chip" Beckett</b>   |
| <b>11:00 am</b> | <b>Adjourn</b>  |

## 2017 CRCOG Legislative Agenda

The CRCOG approved the following 2017 legislative agenda at the December 7, 2016 Policy Board meeting.

### Transportation Items

**1. Transportation Lockbox.** Rail, bus and infrastructure investments are critical to Connecticut's economic growth and competitiveness. To improve deteriorating infrastructure, structurally deficient bridges and protect new and planned investments in mass transit, CRCOG supports the creation of a transportation lockbox that ensures revenues targeted to transportation projects cannot be diverted for other purposes.

**2. Hartford Rail Line Service to New Haven and New York City.** Greatly expanded service is due to launch January 2018 with 17 trains daily to New Haven with some through to New York City. Construction is progressing well to meet this deadline. CRCOG strongly supports this project and an on time launch. CRCOG supports future completion of three new Hartford Rail stations in the region.

**3. Hartford Springfield Boston Rail Service.** Connecting the metro Hartford region to major economic centers is a vital part of our economic future. With much better connection to New Haven and New York City about a year away, the missing link is connecting the 1.8 million residents of metro Hartford Springfield region with metro Boston's 4.7 million residents. In the last few years frequent commuter service has been extended from Boston to Worcester leaving a relatively small gap between Springfield and Worcester that needs double tracking. Track and related improvements with rolling stock would be in the \$600 million range for the Hartford Springfield Boston service. Since the project is largely in Massachusetts between Springfield and Worcester, we need to work with state and federal officials in CT and Massachusetts to advance this important rail service project. CRCOG strongly supports connecting our metropolitan region with metro Boston region with frequent passenger rail service.

**4. CTfastrak Operation and Eastern Expansion.** CTfastrak launched in March 2015, and average daily ridership has greatly exceeded projections. Expansion of service east of the Connecticut River will be realized in two phases, the first of which was completed in the fall of 2016. Phase I implemented enhanced local service by expanding service hours on five existing routes. Phase II will include enhanced service between Hartford and the University of Connecticut Storrs campus, CTfastrak service and amenities along the Silver Lane and Burnside Avenue corridors in East Hartford, and shuttle service in the Buckland Hills area. CRCOG urges continued investments in the infrastructure and operational subsidies for these expansion services, continued



marketing of transit services, and timely delivery of the bus fleet and amenities to make Phase II a reality.

**5. Transit Oriented Development for CTfastrak and Hartford Line Services.** CT DOT has been carrying out planning efforts in support of development near rapid transit and rail stations and CRCOG has secured more than two grants to do so in the capital region. CRCOG supports the state assisting towns and cities in identifying tools and resources to leverage development around these stations and to work with anchor institutions to embrace and move on the opportunities being presented.

**6. I-84 Viaduct and I-84 and I-91 Interchange.** CRCOG been active in the planning efforts to replace the Interstate 84 highway viaduct in a manner that addresses mobility and safety, reduces congestion, maintains access to regional employers and destinations, and looks to reknit Hartford neighborhoods with the downtown area. We support the advancement of fiscally responsible alternatives that reconstruct this segment of Interstate 84 while considering the importance of the Hartford Rail Line and a strong transportation hub in Union Station during the process. CRCOG further supports planning efforts to evaluate improvement alternatives for the Interstate 84 / Interstate 91 Interchange. CRCOG recognizes the need to explore alternative transportation revenues beyond federal funds to advance I-84 and I-91 projects. CRCOG further supports planning efforts to evaluate future improvement alternatives for the Interstate 84 and Interstate 91 Interchange.

### **Other Issues**

**7. Crumbling Foundations:** 20 towns in CRCOG have been impacted by crumbling concrete foundations related to the presence of a mineral pyrrhotite in the concrete mix. This is a significant and growing issue for home owners and towns.

**Remediation Fund:** CRCOG supports the creation of a relief fund for homeowners experiencing crumbling foundations. CRCOG's Ad-hoc working committee has a template in progress that it is willing to discuss with legislators details regarding the program as well as potential funding sources.

**Guaranteed Loan Fund for Concrete Remediation.** CRCOG supports pursuing a potential state-guaranteed private loan fund or other private banking based loan fund to help homeowners facing crumbling foundations.

**State Building Fee Waiver and Future Testing.** CRCOG supports waiving the state portion of the building fee for any municipalities waiving fees for work on crumbling foundations. CRCOG supports testing of residential and commercial concrete for the presence of pyrrhotite and possibly establishing and regulating a maximum acceptable amount to be present in concrete loads.

**Time Limits for Filing Claims.** CRCOG supports reviewing increasing time limits for filing claims related to crumbling foundations with insurance companies as well as examining time limits for appeals and adjudication of such claims.

**8. Support Expanding Shared Services.** Over the past 10 years CRCOG has launched a number of new shared municipal services in addition to the longstanding cooperative purchasing and public safety services such as CAPTAIN. Nutmeg Network: With help from a number of partners and state funding, 35 out of 38 town and city governments are now connected to the Nutmeg network and are able to use the Nutmeg Municipal Cloud for a variety of services. So far internet telephone, hosting services, internet streaming of public meetings, and an human resources portal are up with electronic document management to follow shortly. CRCOG requests the reinstatement of the Regional Performance Incentive Program grants (funded through car rental and hotel taxes) to support CRCOG expanding this critically important platform for our member towns and statewide. CRCOG also requests continued state support for building out the Nutmeg network and supporting innovative service sharing pilots.

**9. Allow Municipalities to Issue Urban Stabilization Bonds.** State law change would allow municipalities to have discretion to increase the term of bonds from a maximum of 20 years to a maximum of 30 years for both new and refunding bonds. This would not require any state funds. These provisions, particularly the ability to issue refunding bonds in this manner, could provide significant debt service relief to Connecticut municipalities, particularly urban communities. There would be a “sunset provision” of four years from the date of enactment, so that municipalities would not have an unlimited timeframe to utilize this provision. CRCOG requests that the state legislature pass act to allow cities and towns the option to use urban stabilization bonds with a maximum term of 30 years up from the current 20 year limit.

**10. Provide Stable Funding for COG Regions.** As the largest of Connecticut’s 9 councils of governments, CRCOG would benefit from stable funding in order to build capacity to serve towns and increase shared municipal services. State funding has fluctuated dramatically in recent years. CROCG and the other 8 COGs can act as partners with the state and town and city members to work on important issues for the state in planning and operations. CRCOG requests stable funding to support regional efforts to enhance local government efficiencies and to serve our member towns and cities.

**11. Use COG Boundaries as Framework.** In 2014 CRCOG assumed new boundaries as a regional planning organization with almost 1 million residents and 38 towns. In 2015, transportation planning boundaries were completed for Metropolitan Planning Organizations including CRCOG. CRCOG is now carrying out the LOTCIP program of decentralizing and speeding up transportation projects.

CRCOG has recently received state approval to be a regional Economic Development District and will reapply for federal funds for regional economic development planning.



This will allow a new Comprehensive Economic Development Strategy to be developed for the new region.

CRCOG launched a regional human services council in 2015, as required by law, to consider issues that cross cut this very complex and resource intensive area such as opioid addition, homelessness and mental health services.

CRCOG requests that when state government wishes to regionalize services, such as public health, that they first consider councils of governments as the possible framework and consult with councils of governments to come up with solutions to complex challenges such as public health boundaries, 911 dispatch and other areas.

**12. Accelerate Use of Information Technologies to Transform Services by Implementing the State Strategic IT Plan.** In 2016, a report endorsed by the MORE Commission recommended greater use of IT as a strategic resource for state and local government service improvement. Recommendations included support for the creation of a statewide technology plan, expansion the Nutmeg Network and Nutmeg Public Service Cloud and promotion of the Nutmeg Network through pilot projects that use the power of the network to enhance local government service delivery. The plan contemplated state agencies moving to electronic forms management, single application processes, common application and standardization of forms and common criteria for various qualification programs. IT capacity and services are very important for economic development and or the growth of the state's economy. CRCOG requests that the state adopt and implement the strategic IT plan to transform services in the state.

**13. State Assumption of Special Education K-12 Funding.** K-12 funding makes up a majority of most local budgets in the CRCOG region. Unfunded state special education mandates cause the towns and cities financial hardship that falls unevenly across the region. Communities that provide excellent special education services are apt to recruit families seeking those services and hence placing a burden on local taxpayers. CRCOG requests that the State assume costs of special education, holding towns harmless for providing quality programs for families in need, and families that move to towns for improved services. CRCOG also requests a streamlined needs determination process operated at the regional (RESC) level accompany this assumption.

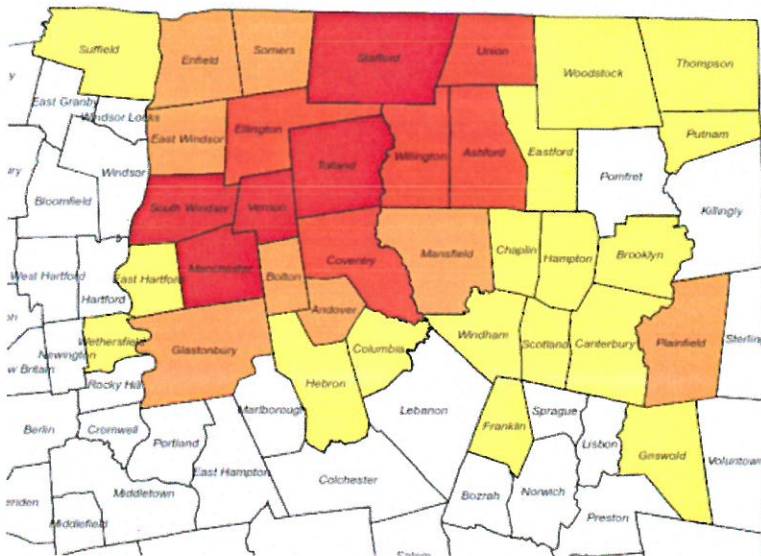
**14. Update Prevailing Wage Provisions.** CRCOG along with CCM and COST supports updating the threshold for prevailing wage projects to \$1 million. CRCOG further supports having the project minimum threshold indexed automatically to inflation in the construction industry. CRCOG further supports combining the prevailing wage threshold for renovation and new construction projects and CHRO projects into a single threshold. CRCOG additionally supports proceeding with the regulatory process by the CT Department of Labor to establish clear definitions for the criteria that identify prevailing wage projects. CRCOG supports updating the prevailing wage provisions in state law.

**15. Fair Share of Federal Homeland Security Funding for CRCOG Region.** Federal resources for homeland security for the CRCOG metropolitan area has been dramatically reduced in recent years. As funding is reauthorized at the federal level, CRCOG requests that the risk areas in the region receive their fair share of funding compared to other metropolitan regions nationally with similar levels of targeted risk.



# CRUMBLING FOUNDATIONS

## Which Towns Are Affected?



As of December 2017 the minimum number of known affected homes is: 567

The number of houses affected by this issue is unknown

Current estimates from municipalities begin at 4,000 or more

## Costs to Remediate

**\$** \$150,000 to \$250,000 or more per home for remediation.

Currently, the only known method of remediation is re-pouring the foundation.

## Ad-Hoc Working Committee

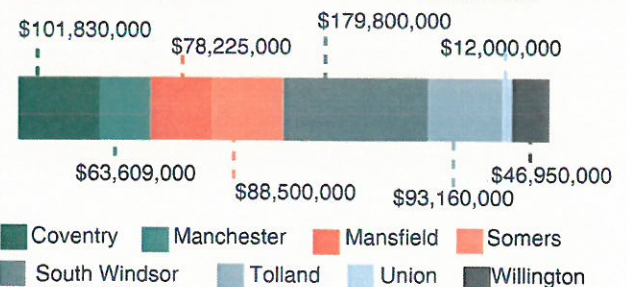
CRCOG's Ad Hoc Working Committee on Crumbling Foundations has been doing considerable work related to crumbling foundations.

- Recommendations on applying HSB 5180 for towns
- Recommended guidelines for towns in implementing fee waivers
- Created a qualified vendor list for structural engineering and remediation services
- Developed templates for funding distribution

## Estimates - 8 Towns

**ESTIMATED NUMBER OF HOMES (8 TOWNS): 3,975**

**REPLACEMENT COST ESTIMATES \$664 Million**



8 municipalities have performed an estimate based on homes built in the time period and an estimate of the percentage of those homes that are affected



# Municipal Shared Services -- Capital Region View

Capitol Region Council of Governments

[www.crcog.org](http://www.crcog.org)

January 31, 2017

**CRCOG**



## Study of Opportunities in Municipal Shared Services

- Funded study worked with towns to seek out areas with good savings and service improvement potential and with minimal pushback
- Report is at: <http://crcog.org/backoffice/>
- Eight opportunity areas were identified – see chart
- Many are in process or largely done



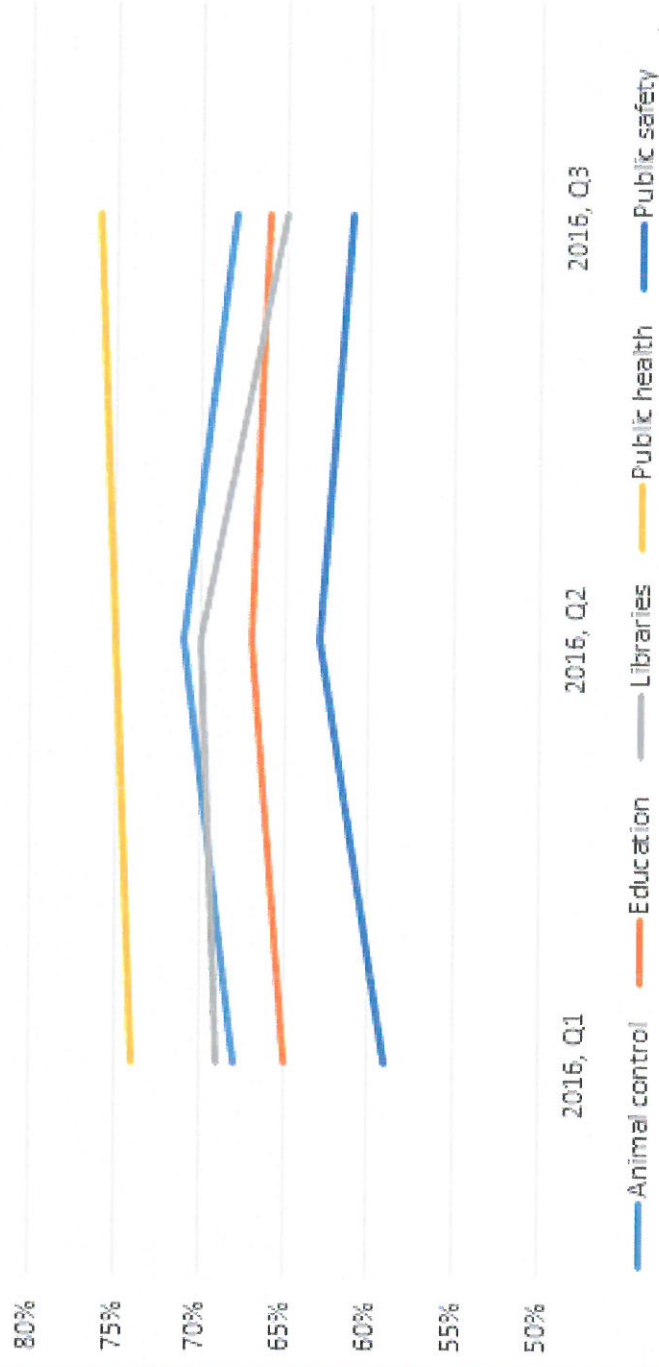
# Opportunities





## Public Support More Shared Municipal Services

#12. Which of the following services do you believe could effectively be delivered regionally?



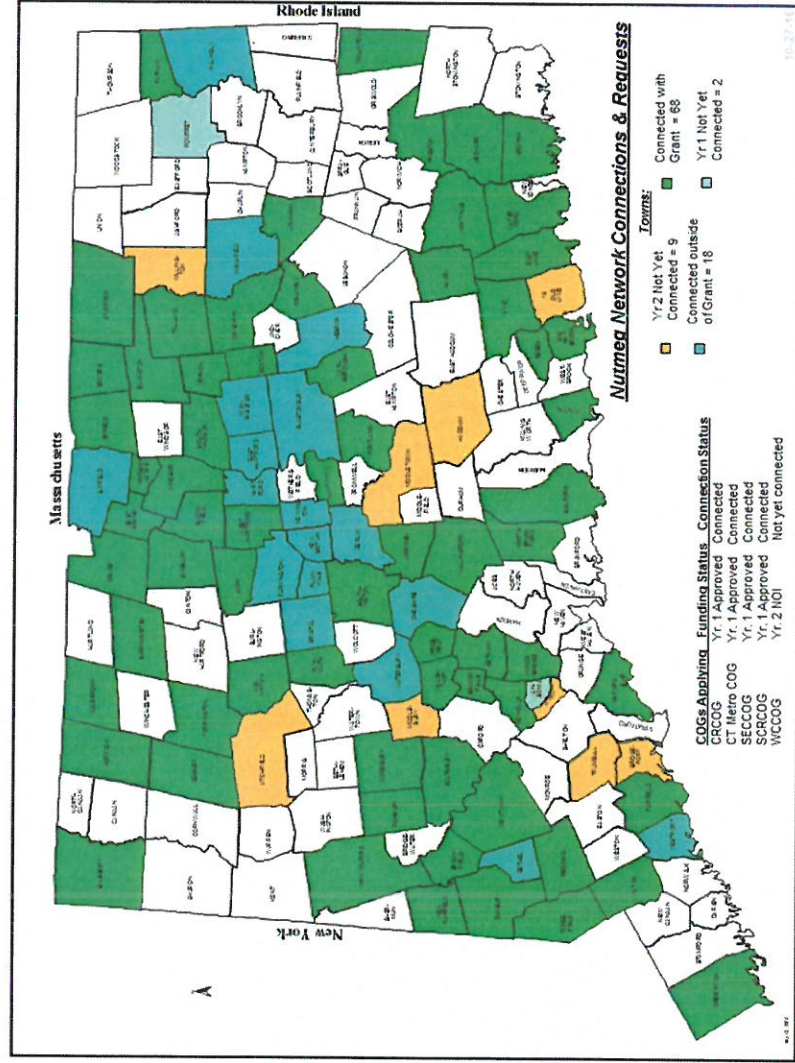


# Municipal Shared Services Accomplishments

- Nutmeg Network now connected to 89 of 169 towns statewide, 34 of 38 in CRCOG
- Connections in process for 9 more towns statewide
- Towns in all regions have access to Nutmeg Server at CCAT and back up located in two locations (East Hartford and Norwalk)
- State of the Art Online building permitting service now in 18 towns in CRCOG and 14 additional towns statewide.
- CAPTAIN mobile communications for police used by 37
- Statewide flight for GIS information system done at an estimated savings of \$8 million over individual regional or sub-regional flights



# CT Municipalities Connected to Nutmeg Network





# The Nutmeg Service Cloud

The Platform for Local Government Services

Provides greater security and privacy than similar internet-based cloud options.

Up to 50% less expensive than commercial solutions.

Unaffected by recent natural disasters.

RESILIENT

SECURE & PRIVATE

50% COST EFFECTIVE

CUSTOMER RELATIONSHIP MANAGEMENT

ELECTRONIC DOCUMENT MANAGEMENT

HR PORTAL

**The Nutmeg Network**  
provides a high-speed, secure connection for governmental institutions.

BOARDS OF EDUCATION

TOWNS/COGS

FIRE

POLICE

**Software and Platform as a Service**  
use high-speed networking and private cloud servers to provide a variety of cost-effective, scalable services.

HOSTED SERVICES

VOICE OVER IP

STREAMING VIDEO

The flexibility of CRCOG's cloud solution allows for new ideas and customized solutions.

REPLACING LOCAL SERVERS

**10 TIMES FASTER**

The Nutmeg Network is 10 times faster than most commercially available business cable services.

CRCOG's cloud server is cost-effective, fast, flexible, and resilient. It can replace local servers saving on capital expenses, reducing maintenance costs, and providing improved services.

Software and platform as a service is a flexible, low-cost method of distributing services. Capital and maintenance costs are shared while providing security and privacy to users.



# Why Nutmeg Network, Nutmeg Cloud and IT Services?

- IT is integrated into the provision of most public services
- Enables towns to be more efficient and effective
- Provides access to programs that would otherwise be cost prohibitive
- Provides savings and economies of scale
- Towns can replace antiquated technology while keeping one time and on-going expenses low



## Why the Nutmeg Cloud – A Private Municipal Cloud?

- Not on the Internet – very fast
- Flexible, scalable, reliable
- Less expensive compared to the commercial cloud – Nutmeg hosting services are about one half of the price of several leading commercial cloud services



# Hosted IT Services

- File servers
- e-Mail exchange servers
- Disaster recovery backup
- Self-managed or managed by CCAT
- Best of breed technology
- Reduced expenses



# Internet Phone Service

- Voice Over Internet Protocol (VOIP) Services
- Reduce capital expense, operationalize systems
- Easy to manage
- Enable remote workforce
- Expand disaster preparedness
- Flexible and highly expandable
- Best of breed technology



# Electronic Document Management (EDMS)

- Currently in Pilot phase
- Enable efficiency in back office operations
- Leverage the large CRCOG data center
- Many potential integrations and workflows
- Huge growth area for towns in near future



# Human Resources (HR) Portal

- Currently in Pilot phase
- Successful automation of the salary survey and reporting tool
- Model documents and job descriptions available to users
- Additional HR add-ons are in Pilot



# Streaming Public Meetings and Police Camera Storage

- **Public Meeting Video Streaming.** Livestream and record public meetings and enable more participation in government
- **Body Camera Storage.** Leverage shared infrastructure for large amounts of data, reduce costs and currently in the beginning stages of a Pilot



## Other Related Programs

- Fiber Infrastructure Contract to connect town offices and to Nutmeg network
- Information Technology Services
  - Assessment and Consulting
  - Technology Security
  - Managed Support Services
  - Website Application Design and Development
- Regional Online Permitting expanding



# Benefits of Leveraging the Nutmeg Network

- Security
- Better pricing on solutions
- Increased access to technology
- Cost savings
- Increased efficiency
- Expertise



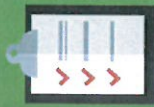
# Nutmeg Network and Nutmeg Cloud : Next

- Solid foundation for town back office functions is in place
- Scalable quickly and at good price to meet expanded needs of towns and cities
- Very favorable economics of software as a service and Nutmeg cloud
- Menu of service offerings has grown and will grow quickly in coming year
- Great array of opportunities going forward

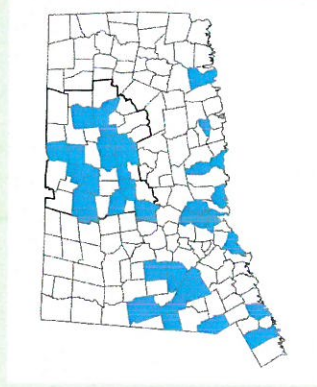


**CRCOG**

# Service Sharing - Back Office



Regional  
Online  
Permitting  
34 Towns



Capitol Region  
Purchasing  
Council  
110 Members



Finance



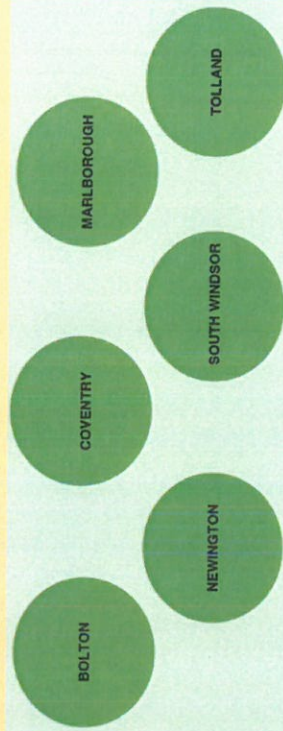
VOIP



Staff/  
Consulting

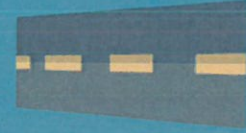


Software/Tech

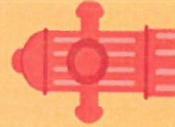
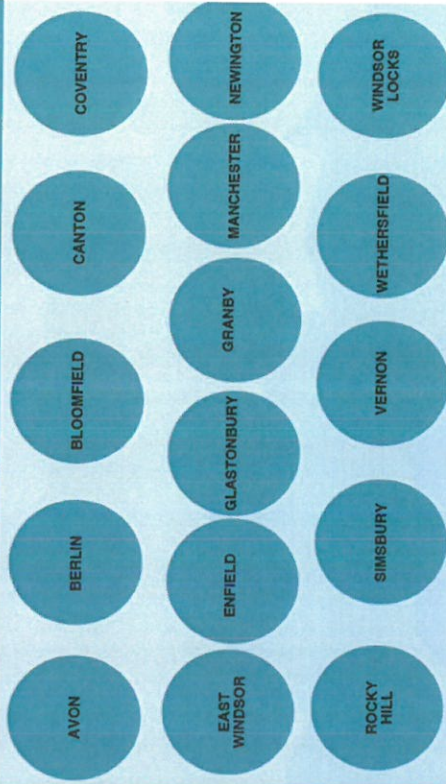




# Service Sharing Public Safety and Health



Traffic  
Programs



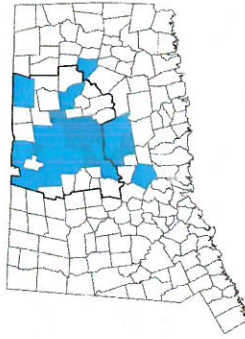
Fire Services



CAPTAIN  
37 Members



Ambulance  
Services



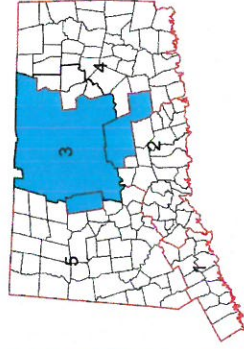
Digital  
Investigations  
26 Municipalities  
+ 10 Others



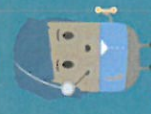
# Service Sharing Public Safety and Health



Regional  
Training,  
Emergency  
Support and  
Preparedness



Training



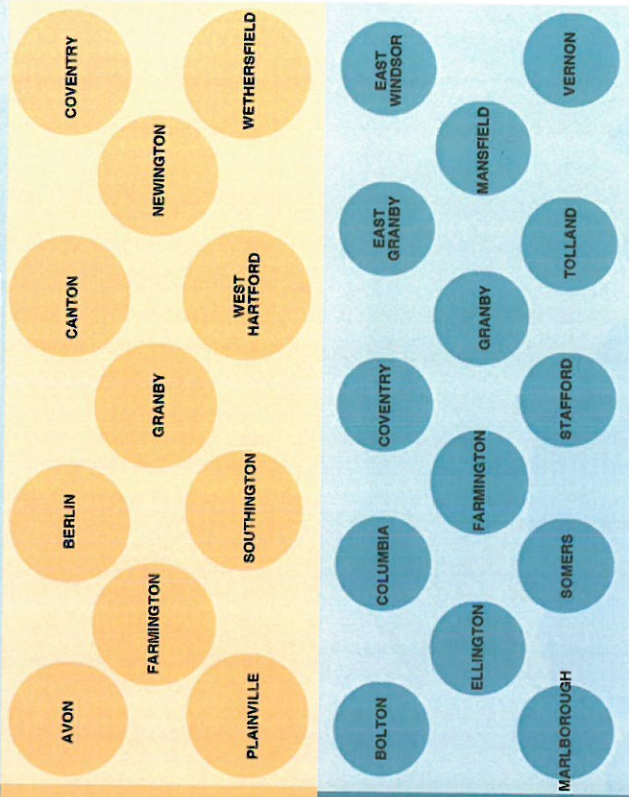
Dispatch



Waste  
Services




Animal Control  
and Shelter






# Service Sharing Equipment / Other


CRCOG



Recreation

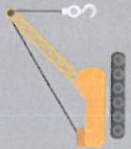


Maintenance




Senior Programs


ANDOVER	BOLTON	COLUMBIA	COVENTRY	HEBRON	EAST GRANBY
GRANBY	NEW BRITAIN	NEWINGTON	ROCKY HILL	WETHERSFIELD	
AYON	CANTON	EAST GRANBY	FARMINGTON	WETHERSFIELD	
GRANBY	PLAINVILLE	SIMSBURY	VERNON		
AYON	BLOOMFIELD	CANTON	COVENTRY	EAST GRANBY	
HEBRON	MANCHESTER	NEW BRITAIN	NEWINGTON	PLAINVILLE	
ROCKY HILL	SIMSBURY	SOUTH WINDSOR	WEST HARTFORD	WETHERSFIELD	




Economic Development



Regional Education

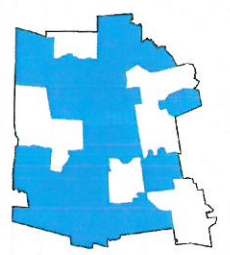


Social Services



Equipment Sharing  
25 Towns

ANDOVER	BOLTON	COLUMBIA	COVENTRY	WINDSOR LOCKS
EAST GRANBY	HEBRON	SUFFIELD		
ANDOVER	BOLTON	HEBRON	MAUDSLAND	SUFFIELD
COVENTRY	MAUDSLAND	NEWINGTON	PLAINVILLE	
CANTON	COVENTRY	FARMINGTON	MANSFIELD	

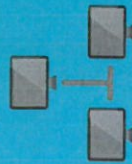
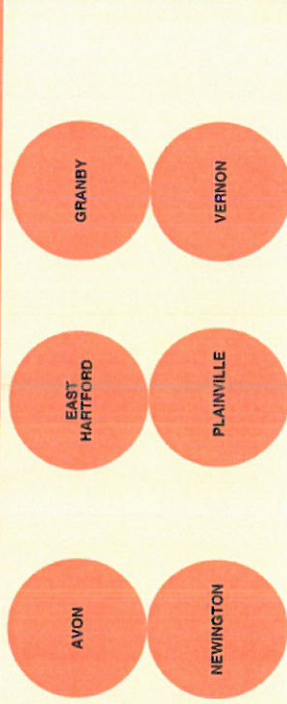




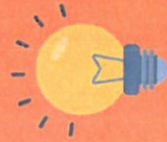
# Service Sharing - Intra-town



**Human Resources**



**IT Services**



**Other**

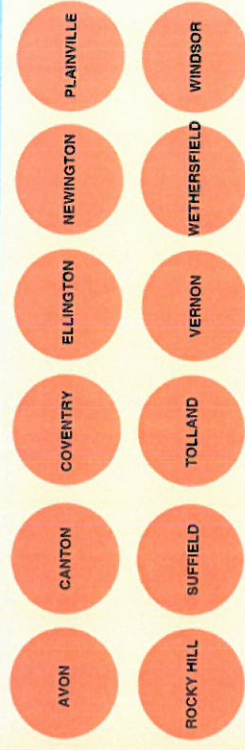
Mechanical Services, Refuse, Snow Removal, Risk Management, Marketing, etc.



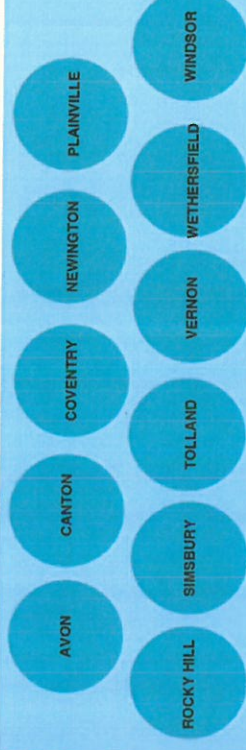
**Finance**



**Field Maintenance**



**Facilities**





# Accomplishments and Implications

- Much has been accomplished in municipal back office and shared services
- IT is an important ingredient of progress
- The platform of the Nutmeg Network and Nutmeg Cloud can be readily expanded
- Economics of cloud and software as a service are very favorable
- May be hundreds of millions of dollars of annual savings potential with appropriate lead time
- Will next develop new opportunities list to build on earlier CRCOG opportunities list



## Next Steps

- School and Municipal Back Office Integration – fewer than 10% of towns and schools have integrated back office (finance, HR, property management)
- Enterprise Resource Planning (ERP) – next generation financial/HR software systems
- Property Tax Assessment Sharing at regional scale – one pilot so far in state
- Facilities Maintenance Sharing across towns and schools
- Human Resources Sharing model for Small Towns
- Expansion of IT Opportunities (Code Enforcement, Customer Relationship Management)



## Overview

CRCOG asked the members of the Municipal Services Committee to respond to a survey about how they are sharing services in some broad service areas: Public Safety, Public Health and Sanitation, Equipment, Purchasing, Technology, Financial, Resident Services and Miscellaneous. CRCOG narrowed those categories after the initial response, and asked our towns to answer YES or NO if they participated in sharing services in the new categories. There may be additional areas where towns are sharing services that were not captured in the information from our member towns.

## Public Safety and Health

**CAPTAIN:** a Mobile Data Communications System for Police and Fire organizations that link them to local, state and national criminal information files.

**Regional Training, Emergency Support and Preparedness:** the Regional Emergency Support Functions, which include regional emergency planning for various areas including Traffic, Animal Response, Public Health and Medical Services among others.

**Digital Investigations:** the regional digital investigations unit to which multiple towns contribute staff and additional towns and agencies access services.

**Ambulance services:** shared ambulance services.

**Fire services:** mutual fire aid, shared fire marshal services, and MOUs for coverage of fire officials who are on vacation or a vacant position, shared fire suppression, participation in a Fire Emergency Plan Task Force, and shared Fire Services Training Trailer.

**Traffic Programs:** include Regional Traffic Teams, shared resources for traffic enforcement, and Regional Accident Reconstruction teams.

**Mutual Aid** covers agreements between towns to respond to emergency calls.

**Dispatch** covers shared dispatching services between towns.

**Waste Services** includes Municipal Refuse Collection and Hazardous Household Waste collection, participation in the Central Connecticut Solid Waste Authority (CCSWA), participation in Resource Recovery, MDC sewer and water service, and shared landfill services.

**Animal Control and Shelter** shows towns that are sharing Animal Control Services and/or shelters.

**Training** includes in-service review training that is open to other towns, sharing instructors in active threat response, loaning training equipment to other communities and offering other communities use of training space.

Other areas related to Public Safety and Health that were identified but not explicitly detailed in the infographic include Resident State Troopers, sharing funds for sobriety checkpoints, regional activities for a Public Health Emergency Preparedness grant, participation in CCM's prescription card program, assisting on interview panels for other communities' public safety personnel, participation in a number of regional teams through the Mid-State Cooperative, and intra-town cooperation between the municipality and the BOE on School Resource Officers.



## Back Office Service Sharing

**Capitol Region Purchasing Council:** a shared purchasing consortium and conducts bids for a number of services including (but not limited to): fuel/oil, various services, treated road salt, electricity and many others. The CRPC conducts approximately 15-20 bids annually.

**Nutmeg Network:** high-speed fiber network connecting municipalities and educational institutions. The Nutmeg Network enables the sharing of Information Technology resources without going to the Internet.

**Regional Online Permitting:** CRCOG's Online Permitting enables town to automate their permitting process and enables permit applicants to apply for permits online. In addition, it also enables mobile inspections and easier workflows for permits at the municipal back office.

**Finance** Category includes shared auditing and actuarial services, shared investment and pension advisors, shares Stop Loss programs, other shared insurance programs, risk management training services, an self-insured programs shared intra-town between the municipality and the BOE.

**Software and Technology** includes use of regional contracts through CREC for software, contracting with another town to share IT services; use of CRCOG's IT Services Cooperative, and shared IT consulting.

**Shared Staff/Consulting** includes sharing manpower, including building officials and assessors.

**VOIP** shows CRCOG member towns that are using the CRCOG IT Services Cooperative for Voice Over Internet Protocol phone services.

## Equipment/Other

**Equipment Sharing:** Only towns in the CRCOG region which are sharing equipment, which includes trail maintenance equipment, Rails to Trails equipment, Deicing equipment, shared sewer camera equipment, shared Eversource equipment, and other equipment shared between Departments of Public Works.

**Maintenance** includes the Farmington Valley Trail Maintenance, and other trail maintenance, shared HVAC maintenance, shared salt shed and maintenance functions, shared regional plowing, tree trimming services.

**Recreation** includes regional and shared recreation programs, shared recreation staff, shared lake districts, shared Youth Services and shared bus trips.

**Economic Development** includes shared economic development, shared economic development planning, shared economic development studies and combined Chambers of Commerce.

**Senior Programs** include shared Senior Nutrition program provided through Community Renewal Team, other programs shared by multiple towns, shared traveling LGBT senior center, shared senior transportation, shared meals.

**Social Services** includes shared intake software, shared counseling and crisis intervention, local interagency service providers, Capitol Area Substance Abuse program, shared veteran's service.

**Regional Education** includes regional school districts and Vo-Ac schools, shared transportation, Magnet Schools, shared regional adult education, participation in CREC and other regional programs.

## Intratown

This infographic shows the areas where municipalities and their Boards of Education are sharing services.