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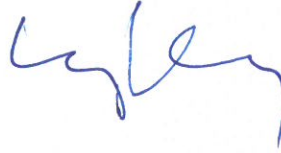Phone (860) 522-2217 / Fax (860) 724-1274
www.crcog.org

MEMORANDUM

Date: February 8, 2018

To: CRCOG Policy Board

From: Lyle Wray, Executive Director CRCOG

Subject: **Strategic Planning Session Materials**

CRCOG staff has compiled a packet of information for the Policy Board to consider in considering the agency's future direction beginning with a strategic planning session on February 21. CRCOG stands at a crossroad of opportunity, and strategic direction from the board is critical in guiding CRCOG's future activities.

The materials in the packet distributed to the board are as follows:

- Current Service Offerings
- Results of Potential Major Regional Projects Survey
- Memo and PowerPoint presentation which include a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and potential options.

During the Strategic Planning session, the staff will present an overview of the current offerings and the results of the survey (20 minutes maximum). The majority of the time will be in discussion of the SWOT analysis and potential recommendations and setting direction for the agency.

After the session, the Board will determine whether additional strategic planning sessions will be scheduled to further process the options going forward.

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MEMORANDUM

Date: February 5, 2018

To: CRCOG Policy Board

From: Lyle Wray, Executive Director, CRCOG

Subject: **CRCOG Strategic Planning Session on February 21, 2018**

This memo accompanies the PowerPoint prepared for the February 21 strategic planning session. The "end product" of the process is to allocate scarce financial and staff resources at CRCOG to priorities endorsed by the CRCOG Policy Board to meet our mission.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

The SWOT analysis below focuses on CRCOG as an organization serving our 38 towns and 1 million members.

Strengths. CRCOG currently has a number of strengths. CRCOG staff has been well regarded and is technically competent in their respective areas. CRCOG also, currently has credibility at the state level with legislators and others. In addition, CRCOG has had a long history of successful shared services in many different areas across the state, making CRCOG a leader in municipal shared services and regional planning.

Weaknesses. The biggest weakness CRCOG faces is overall resources and staff capacity with about 20 staff committed to a broad portfolio of issues and services. Given current staff and current fiscal outlook, CRCOG has resource and capacity limitations. In the current financial environment, it would be unwise for CRCOG to add staff that may be unsustainable in the future. Additional demands on current CRCOG staff must be balanced with what is achievable.

Threats. CRCOG staff believes that largest outside threat to CRCOG is the state's permanent fiscal crisis and the downstream effect on its members. Possible downward pressure on grand lists in response to federal limits on deductibility of state and local taxes add to the threat.

Opportunities. CRCOG has set out the building blocks of an action agenda: Connected, Competitive, Vibrant and Green. This agenda has been laid out clearly for CRCOG to be able to build upon. Current projects, such as CEDS, also offer opportunities for future projects, such as the Regional Futures Initiative. Finally, regionalism and regionalization is a key focus on many levels of government and could offer an opportunity for CRCOG to expand its services and offerings.

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Current Services

CRCOG's current services are described in detail in the memo entitled Current Services Overview. CRCOG has many services and activities that are on-going in all areas to serve its members' needs and are quickly listed below.

Homeland Security and Public Safety. CAPTAIN program, Homeland Security Grant Programs, Metropolitan Medical Response System, Citizen Corps, Department of Public Health emergency preparedness, and Support of Regional Teams (SWAT, Dive team, Bomb Squad, HAZMAT, etc.).

Policy and Planning. Comprehensive Economic Development Strategy (CEDS),Green Clearinghouse, Support for TOD, CT*fastrak*, Rail, and the Corridor Advisory Committee, Brownfields inventory, assessment, regional loan fund and other grants, Hazard Mitigation Planning, Anchor Institutions Study, Complete Streets Grant and Regional Geographic Information Systems.

Transportation Planning. Studies including Route 5, Silver Lane, Comprehensive Transit Analysis, UCONN Eastern Gateways Study, and UCONN Farmington / Hartford; Long Range Transportation Plan Update, Core MPO planning, congestion management, transit planning, bicycle/pedestrian planning and LOTCIP Administration.

Shared Services / Municipal Services. CRCOG Regional Purchasing Council, including annual and biennial bids, energy Consortium (Electricity, Natural Gas), and the Indefinite Quantity Construction Program (ezIQC); the IT Services Cooperative which includes VOIP (Voice Over Internet Protocol), Fiber Infrastructure, General IT Services, and Hosting / Disaster Recovery; the Crumbling Foundations Testing Program; Nutmeg Network Demonstration Projects which include Electronic Document Management and HR-Portal; and support of the Regional Solid Waste.

Choices

CRCOG has a number of potential opportunities. Each come with timelines and opportunity costs. Those options are outlined below.

Regional Futures Initiative (RFI). CRCOG staff considers this to be completing and implementing the Comprehensive Economic Development Strategy that is in process. The goal is to accelerate economic growth that is broadly based in the metropolitan region. The timeframe 10 years at a minimum, with a longer term view of potentially 20 years. There is the potential for intensive staff requirements (at least 1 – 2 full time staff to begin implementing and additional staff or consultant support) and will require some source of funding in order to be sustainable. An RFI Steering Committee would pick up, refine and implement the CEDS as developed. Continuation and furthering RFI could itself be a "game-changer" for the region's economy as many of efforts will require sustained attention over years to produce results. RFI could include potential "game changers" in transportation and talent areas.

Support Transportation Initiatives. Support of CT*fastrak* and expansion of CT*fastrak* as well as intercity rail services could be part of RFI or could be a separate strategic initiative. These would not require additional staff and would fall under current transportation activities. Bus Rapid Transit (BRT) systems and the vibrant station areas in them are one area that can help

grow a region's economy. CTfastrak offers easier job access, and multiple transit oriented development opportunities. The CTfastrak has provided more than 8 million rides to date and ranked the region in the top ten of most improved jobs access metropolitan regions in the country. The next generation workforce places a priority on good public transit and vibrant places around the stations. CTfastrak is one example of attractive option that can be expanded to BDL airport and UConn Storrs to strengthen the region's economic growth. In addition, the Hartford Rail service launching in May 2018 is expected to raise ridership from 300,000 to more than 750,000 in a few years. Support for a Hartford to Boston Rail connection for a relatively low price to connect to Boston would significantly boost access to the region and increase economic activity on a variety of fronts and complement the Hartford Rail service.

Metropolitan and Local Government Policy Center. The region and the state lack a nonpartisan state, regional and local policy center to address important issues and to come up with a menu of "best practices" to advance important priorities. There have been various iterations of such an approach in the state but at present no such center is in place.

A full scale center could be done relatively cheaply. The groups that presented to the meetings convened by the Hartford Foundation for Public Giving last year made this point. The model in Rhode Island costs about $300,000 per year for staff and research stipends. New Hampshire's Center has 2.5 FTE and a modest budget. UMass (Michael Goodman) indicated that you could endow a reasonable center for under $5 million.

CRCOG staff believes a Pilot for a Policy Center would cost somewhere between $25,000 and $100,000. At this time, it is unclear what staff requirements would or could be or which staff resources could help with this project.

Pursue Major Regional Shared Services. The survey of member interest in major regional projects is interesting. It is clear that school/town consolidation as well as ERP/Finance and Assessment are at the top of the list for members (with fewer objections). Those projects would most likely take 1-2 years from beginning to pilot to implementation phase. The costs could vary widely depending on the structure of the program and the project chosen. In addition, staff required would vary depending on the project, but CRCOG staff believes there is capacity to take on one additional major regional shared service.

Other Needs as they Arise. CRCOG stepped up to the plate with Homeland Security response, Solid Waste Management and the creation of the Central Connecticut Solid Waste Authority (CCSWA) a number of years ago. More recently, CRCOG spearheaded the Ad-hoc Working Committee on Crumbling Foundations and continues to assist in the Crumbling Foundations issue. CRCOG staff anticipates that other unanticipated regional needs will arise and would recommend CRCOG be ready to take on new issues as the need arises to serve priority member needs.

Policy Board Decision

The decision before the Policy Board is which of the above potential new initiatives, the Policy Board would like CRCOG staff to pursue or continue pursuing. CRCOG staff believes that one or two items from the above list is the maximum that could be appropriately supported given staff resources.

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CRCOG Strategic Planning Session

10:30 am to Noon
February 21, 2018

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Agenda for Today

- Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

- Current Services and Offerings

- Future Options

- Policy Board Choices

- Wrap-up

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Strengths

- Strong staff group

- Connections and credibility in Connecticut agencies and government

- Up to date technology: high speed internet and desktop software grades, internet based phones

- Strong history of shared services in a number of areas

Weaknesses

- Capacity and resource limitations

- Less than 25 staff (less than half of Pioneer Valley; limited discretionary resources)

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Threats

- Permanent state fiscal crises: more than $4 billion state budget deficit next cycle

- Downstream municipal affect of state fiscal issues

- Inconsistent portfolios of other COGs

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Opportunities

- Building on Connected, Competitive, Vibrant and Green Action Agenda for the region

- Current projects offer foundation for future opportunities (current shared services, CEDS and Regional Futures Initiative)

- Growing talk of shared services

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Current Services

- Public Safety and Homeland Security
- Transportation
- Policy and Planning
- Shared Services

Public Safety and Homeland Security
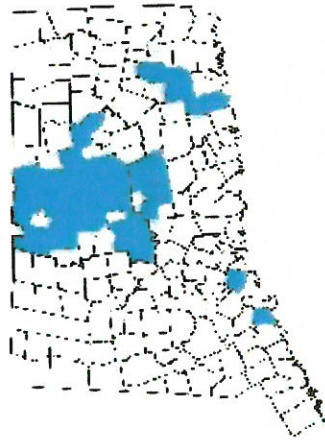
- CAPTAIN mobile data for police

- Homeland Security Programs
  - Homeland Security Grant Program
  - Metropolitan Medical Response System

- Citizen Corps

- Department of Public Health emergency preparedness

- Support of Regional Teams -- SWAT, Dive team, Bomb Squad, HAZMAT, others
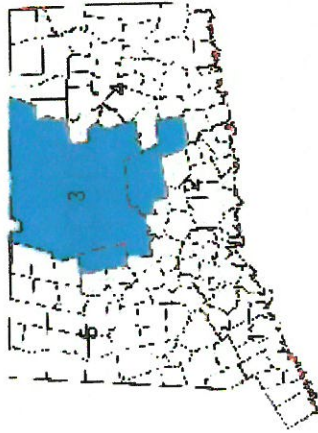
Policy Planning and Development
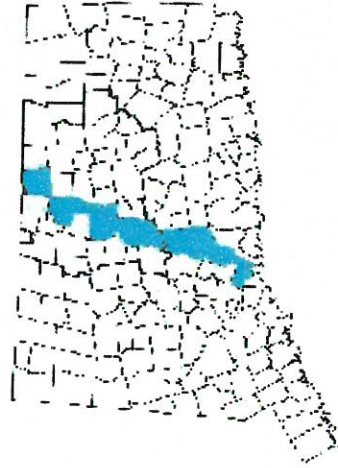
Corridor Advisory Committee

- Comprehensive Economic Development Strategy (CEDS)

- Green Clearinghouse

- Support for TOD, CTfastrak, Rail, and the Corridor Advisory Committee

- Brownfields inventory, assessment, regional loan fund and other grants

- Hazard Mitigation Planning

- Anchor Institutions Study

- Complete Streets Study

- Regional Geographic Information Systems

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Transportation

- Programming Federal and LOTCIP funds

- Core MPO planning

- Numerous Studies
  - Route 5
  - Silver Lane
  - Comprehensive Transit Analysis
  - UCONN Eastern Gateways Study
  - UCONN Farmington / Hartford

- Long Range Transportation Plan Update/ Regional Transit Update

- Congestion management, transit planning, bicycle/pedestrian planning

Municipal Shared Services
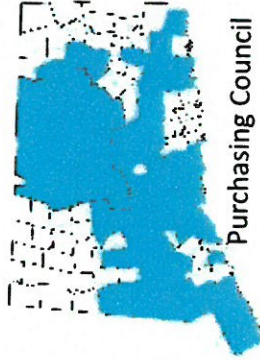
- **CRCOG Regional Purchasing Council**
  - Annual and biennial bids
  - Energy Consortium (Electricity, Natural Gas)
  - Indefinite Quantity Construction Program (ezIQC)

- **IT Services Cooperative**
  - VoIP (Voice Over Internet Protocol)
  - Fiber Infrastructure
  - General IT Services
  - Hosting / Disaster Recovery
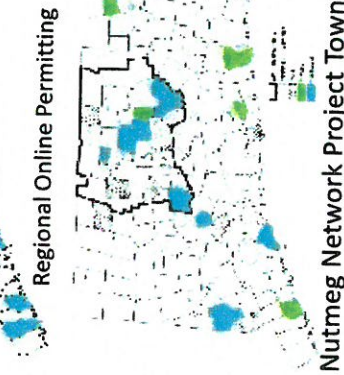
- **Crumbling Foundations Testing Program**

- **Nutmeg Network Demonstration Projects**
  - Electronic Document Management
  - HR-Portal

- **Regional Solid Waste**

Purchasing Council

Regional Online Permitting

Nutmeg Network Project Towns

The Nutmeg Service Cloud

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The Platform for Local Government Services

BOARDS OF EDUCATION

TOWNS / COGS

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

POLICE

FIRE

RESILIENT
Unaffected by recent natural disasters

SECURE & PRIVATE
Provides greater security and privacy than similar internet-based cloud options.
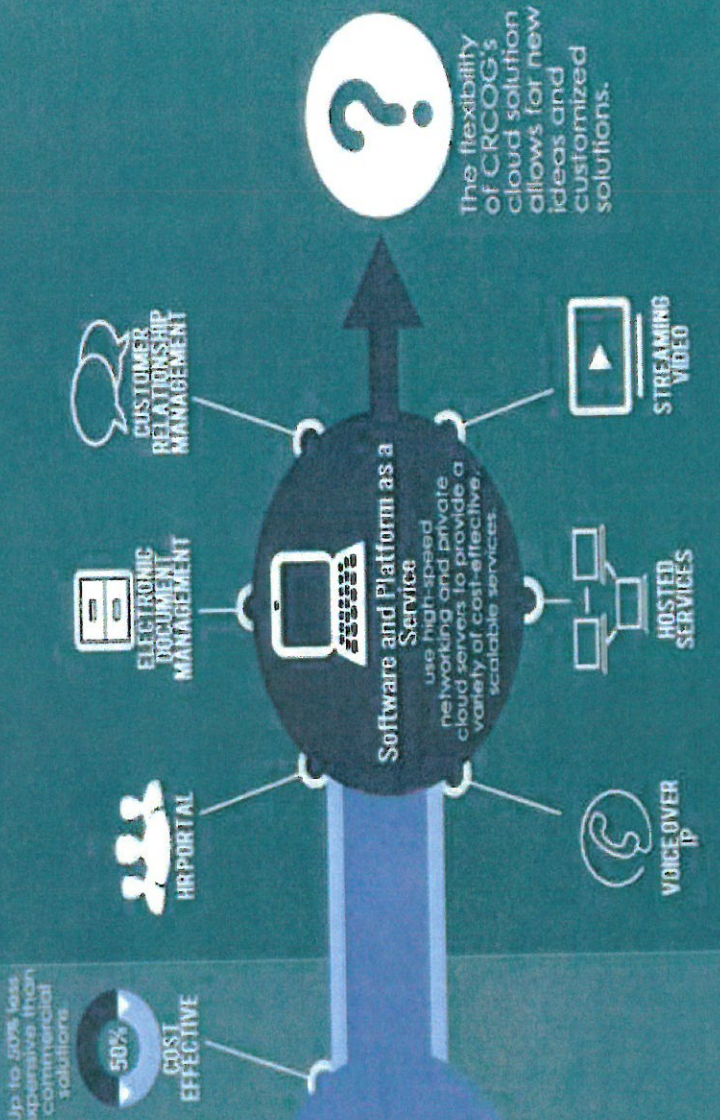
COST EFFECTIVE
Up to 50% less expensive than commercial solutions

The Nutmeg Service Cloud
uses the Nutmeg Network to create a private, secure cloud for local governmental services.

REPLACING LOCAL SERVERS

ELECTRONIC DOCUMENT MANAGEMENT

CUSTOMER RELATIONSHIP MANAGEMENT

HR PORTAL

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.

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.

Future Shared Services Opportunities

Member Interest in Major Regional Projects

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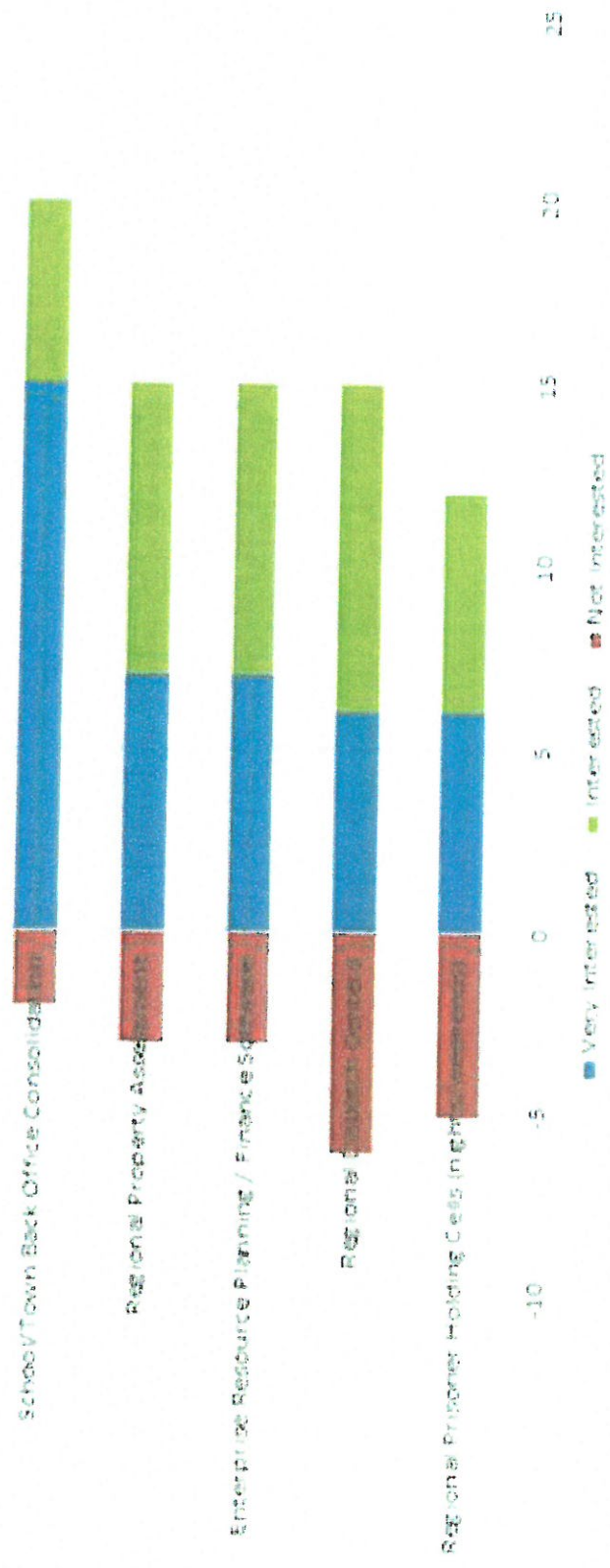
Going Forward

- Support completion and implementation of the Comprehensive Economic Development Strategy (includes Regional Futures Initiative)

- Pursue Additional Regional Shared Services

- Support of New Transportation Initiatives

- Pilot a Regional and State Policy Center

- Other Needs

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CEDS and Regional Futures Initiative

- Support development and implementation of the CEDS

- Implementation of CEDS over 10 to 20 years

- Help create capacity for follow through

- Potential intensive staff requirements

- Funding required at some point for support

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Support Transportation Initiatives

- Support of CTfastrak and expansion of CTfastrak
  - Staff requirement: minimal. Crossover with current FHWA/MPO activities

- Support of Intercity Rail Services (New Haven and Boston)
  - Staff requirement: minimal. Crossover with current FHWA/MPO activities

Pilot a Regional and Local Policy Center

- Nonpartisan regional and local policy center to address important issues and to come up with a menu of "best practices" to advance important priorities

- Pilot for a New Policy Center
  - Costs: $25,000 - $100,000
  - Potential intensive staff requirements (unclear which resources could be dedicated to this at this time)

- On-going Policy Center
  - Annual costs: $300,000 or endowment: $5,000,000 or less

Pursue Major Regional Shared Service Expansion

- Timeframe: Pilot followed by Program Implementation 1-2 years

- Costs: varies depending on project chosen and structure of the program ($25,000 – $500,000 or more)

- Staff required: varies depending on project but currently have capacity for one additional project

Other Emergent Needs

- CRCOG has stepped forward in the past to meet needs as they arise (Solid Waste Management, Crumbling Foundations, Homeland Security, CAPTAIN)

- CRCOG staff anticipates that other unanticipated regional needs will arise and would recommend CRCOG be ready to take on new issues as the need arises to serve priority member needs

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Policy Board Choices

- CEDS development and implementation -- Regional Futures Initiative

- Pursue Regional Shared Service Expansion

- Support of Transportation Initiatives

- Continue on with current services in anticipation of other emerging needs

- Pilot a Regional and Local Policy Center

Wrap Up

- Next steps
- Timeframe
- 2018-2019 budget

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MEMORANDUM

DATE: February 8, 2018

TO: CRCOG Policy Board

FROM Lyle Wray, Executive Director

SUBJECT: **CRCOG STRATEGIC PLAN 2018-2023 –**

Current Services Overview

This is one of several background memos for the Board to consider in looking at strategic direction for CRCOG over the coming years. This one covers current services with the key themes for the metropolitan region of connected, competitive, vibrant and green.

Mission

CRCOG's adopted mission is:

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

Vision

CRCOG adopted a regional vision from the sustainability report *One Region, One Future: An Action Agenda for a Connected, Competitive, Vibrant and Green Knowledge Corridor*. CRCOG joined the Pioneer Valley Planning Commission for a three-year planning effort involving a partnership of forty-four public and private agencies from the Hartford-Springfield metropolitan 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.

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Connected

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

Competitive

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

Vibrant

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

Green

- Clean, fishable and swimmable waterways, resulting from reduced storm water 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.

Map of Current CRCOG Programs and Projects

Many of CRCOG's programs, projects and initiatives cross boundaries of the nine Council of Government regions as illustrated in the maps below.
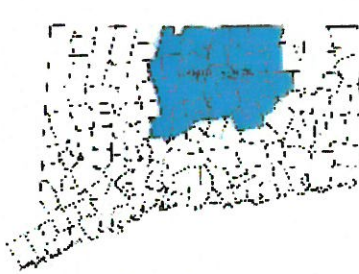
CRCOG Boundaries
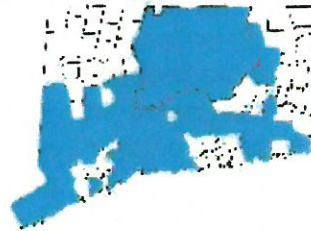
Purchasing Council

GIS Flight
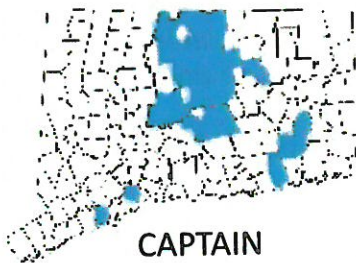
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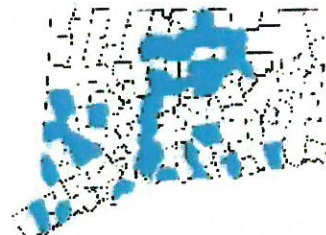
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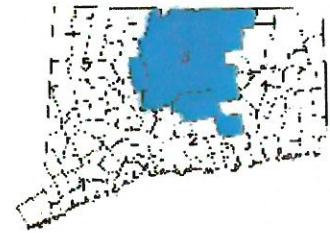
DEHMS Region 3
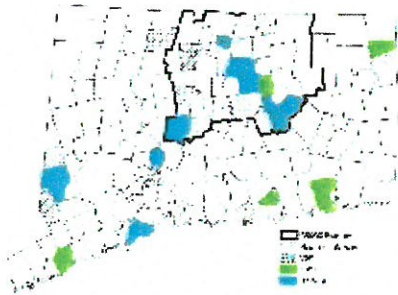
Nutmeg Network Project Towns

Corridor Advisory Committee

Shared Services Highlights

Capitol Region Purchasing Council. It now has more than 100 local government agencies as members. Its 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. Staff also continuously review the programming offered through the Council and explore new areas of service.

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 provides a wide array of IT hosting and software sharing to municipalities. Current programs include: Fiber Infrastructure (SERTEX), General IT Services (CCAT), Hosting/Disaster Recovery, Voice over Internet Protocol, Regional Online Permitting Program, CRCOG Data Center to house cooperative licenses and provide hosting services. Electronic Document Management System (EDMS) is currently in pilot.

CAPTAIN, Public Safety and Homeland Security: CRCOG's Public Safety and Homeland Security Department coordinates and assists the efforts of 41 DEHMS Region 3 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). Other programs include equipment purchases and training coordination for regional teams including 9 SWAT, Hartford Bomb Squad, HAZMAT, Regional Incident Dispatch, Regional Command Post and Regional Dive Team.

Regional Geographic Information Service (GIS): Maintenance and enhancement of CRCOG GIS system, and provision of advanced mapping and analysis services for member municipalities and all CRCOG departments. Coordination of statewide orthographic and LIDAR flight and distribution of the data.

Human Resources Portal (nutmeghr.org): The HR-Portal houses model documents (job descriptions, job application, and employee handbook), training videos regarding various HR related municipal issues, and examples from municipalities of various documents. CRCOG staff coordinated and managed the creation of an electronic version of the annual CCM Salary Survey. Electronic Personnel File Management is currently in pilot.

CRCOG Foundation: Established in 2005, the CRCOG Foundation, Inc. was created to support the broad range of planning and direct service activities carried out locally by Capitol Region municipalities and regionally by CRCOG. The Foundation is dedicated to advancing policies and programs in four strategic areas—Transportation, Community Development, Public Safety and Municipal Services—and serves three key roles: as an educator, a convener and a funder. Recent projects have included: launching a listening tour in support of a proposed Regional Futures Initiative; sponsoring an ongoing workshop series on Next Generation Economic Development; initiating a video testimonial project in partnership with the University of Hartford; providing fiduciary and administrative services for a Rebooting New England Economic Development Strategy; and coordinating with Metro Hartford Progress Points partners to identify opportunities for moving from informing to impact.

Comprehensive Economic Development Strategy: CRCOG is developing a Comprehensive Economic Development Strategy for the region in partnership with a number of organizations. For this strategy CRCOG will be working with a consultant to do a clear-eyed situational assessment of the region's strengths and weaknesses in order to identify the opportunities that we should be pursuing. The process will result in the development of a strategy focused on a limited number of "game changer" strategies to move the region forward in an equitable way. We will also be undertaking

an assessment of the region's current capacities, as well as the capacities that will be necessary to implement the strategic plan and sustain it over time. The plan will fulfill requirements of the federal Economic Development Administration, but will also provide a strategic framework for a Regional Futures Initiative going forward.

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 Sustainable Knowledge Corridor Action Agenda, and continuation of the Sustainable Capitol Region Initiative.

Transportation Planning: 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), 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. Program areas include 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 among others.

## Agency and Departmental Infographic Overviews

The following infographics provide overview of the overall agency, municipal services, the departments of Policy Planning and Development, Public Safety and Homeland Security, and Transportation.

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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.
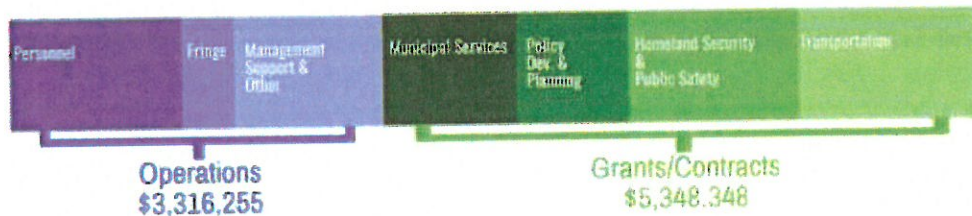
Return on Investment

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

Revenues: $8,664,603

Local $782,363	State $2,632,382	Federal $3,936,948	Other $1,312,910

Expenditures: $8,664,603

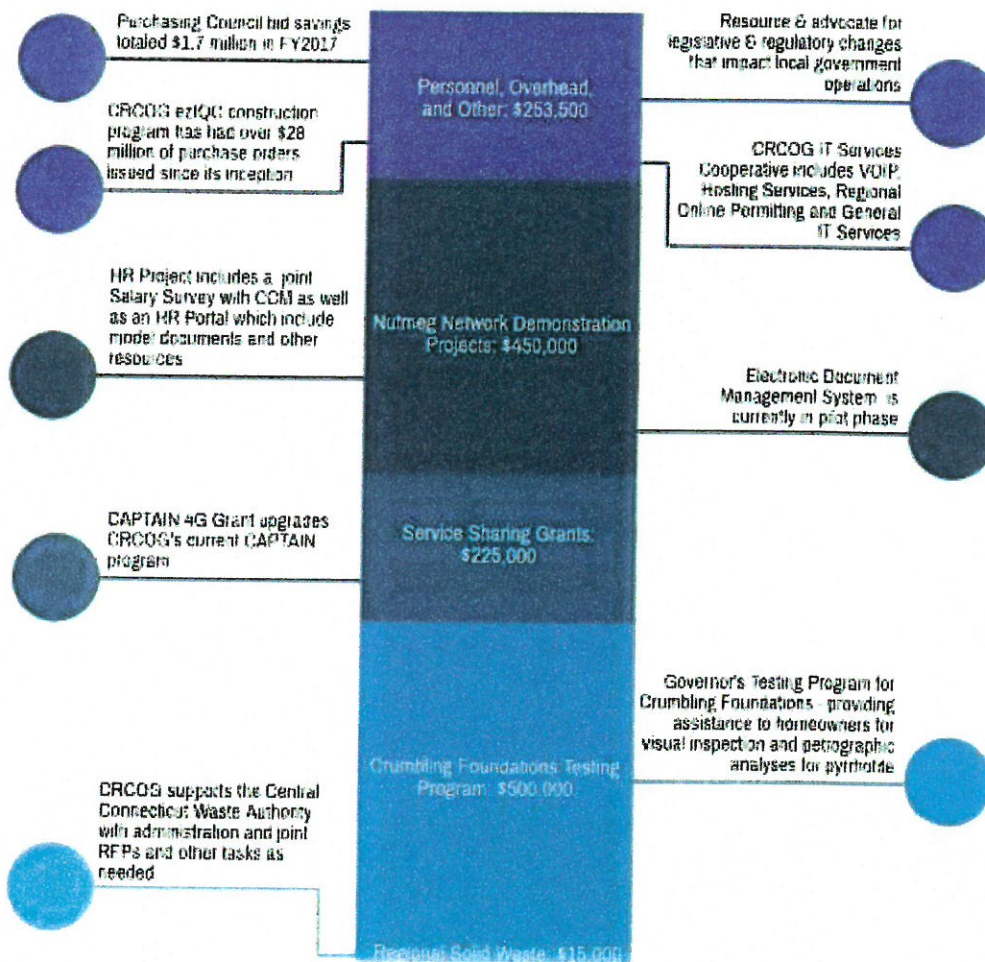| Personnel	Fringe	Management Support & Other	Municipal Services	Policy Dev. & Planning	Homeland Security & Public Safety	Transportation

Operations $3,316,255

Grants/Contracts $5,348,348

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

Purchasing Council bid savings totaled $1.7 million in FY2017

CRCOG ezIQC construction program has had over $28 million of purchase orders issued since its inception

HR Project includes a joint Salary Survey with COM as well as an HR Portal which include model documents and other resources

CAPTAIN 4G Grant upgrades CRCOG's current CAPTAIN program

CRCOG supports the Central Connecticut Waste Authority with administration and joint RFPs and other tasks as needed

Personnel, Overhead, and Other: $253,500

Nutmeg Network Demonstration Projects: $450,000

Service Sharing Grants: $225,000

Crumbling Foundations Testing Program: $500,000

Regional Solid Waste: $15,000

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

CRCOG IT Services Cooperative includes VOIP Hosting Services, Regional Online Permitting and General IT Services

Electronic Document Management System is currently in pilot phase

Governor's Testing Program for Crumbling Foundations - providing assistance to homeowners for visual inspection and petrographic analyses for pyrrhotite

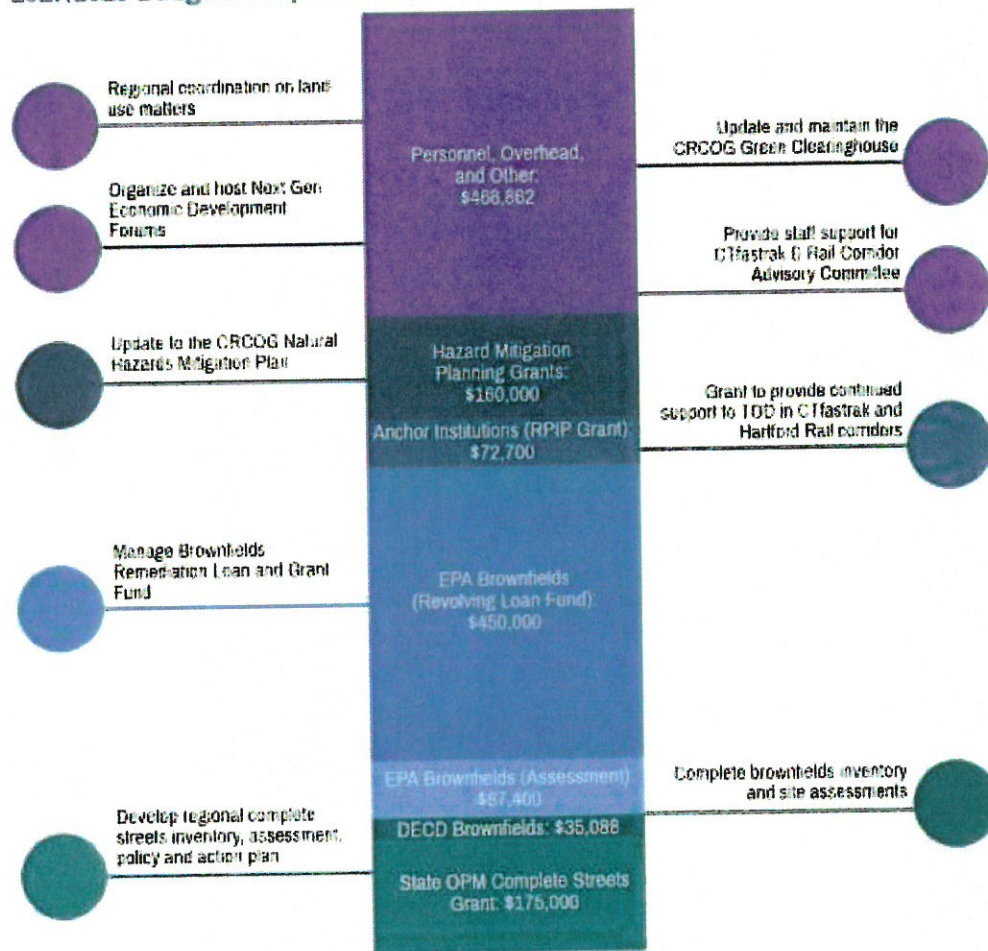Note: amounts shown only include funds budgeted for the current fiscal year, not the total project cost

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 othophotography 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

Regional coordination on land use matters

Organize and host Next Gen Economic Development Forums

Update to the CRCOG Natural Hazards Mitigation Plan

Manage Brownfields Remediation Loan and Grant Fund

Develop regional complete streets inventory, assessment, policy and action plan

Personnel, Overhead, and Other: $466,862

Hazard Mitigation Planning Grants: $160,000

Anchor Institutions (RPIP Grant): $72,700

EPA Brownfields (Revolving Loan Fund): $450,000

EPA Brownfields (Assessment): $87,400

DECD Brownfields: $35,088

State OPM Complete Streets Grant: $175,000

Update and maintain the CRCOG Green Clearinghouse

Provide staff support for CTfastrak & Rail Corridor Advisory Committee

Grant to provide continued support to TOD in CTfastrak and Hartford Rail corridors

Complete brownfields inventory and site assessments

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

![CRCOG - Capitol Region Council of Governments]

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

- Provide tabletop exercise planning services
- Review and revise the Regional Emergency Support Plan as necessary
- Provide equipment and training for all members of the Regional Hazmat Team
- Active Assailant Planning
- Administer a mobile data communications system for police and fire users throughout the state

- Support CT CHIEF Records Management and HEARTBEAT Computer Assisted Dispatch
- Student Tools for Emergency Preparedness Support
- Tactical Interoperable Communications Plan Update
- Enhancements of eCrash, racial profiling and eCitation modules
- Conduct drills and exercises related to infectious disease protocols and response

Personnel, Overhead, and Other: $315,960

Homeland Security Grant Program (FFY15 & 16): $456,554

EMPG Hazmat (FFY15 & 16): $69,685

MMRS (FFY15 & 16): $88,330

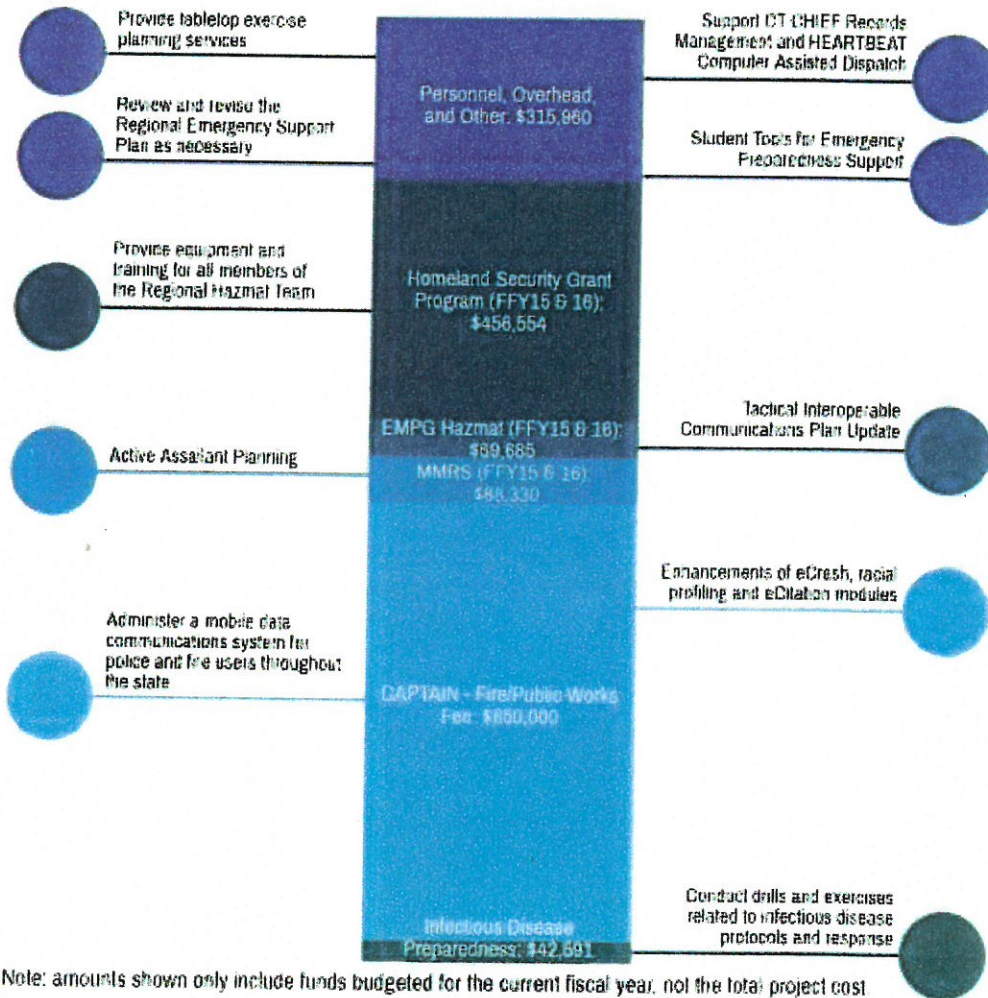CAPTAIN - Fire/Public Works Fee: $850,000

Infectious Disease Preparedness: $42,591

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

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

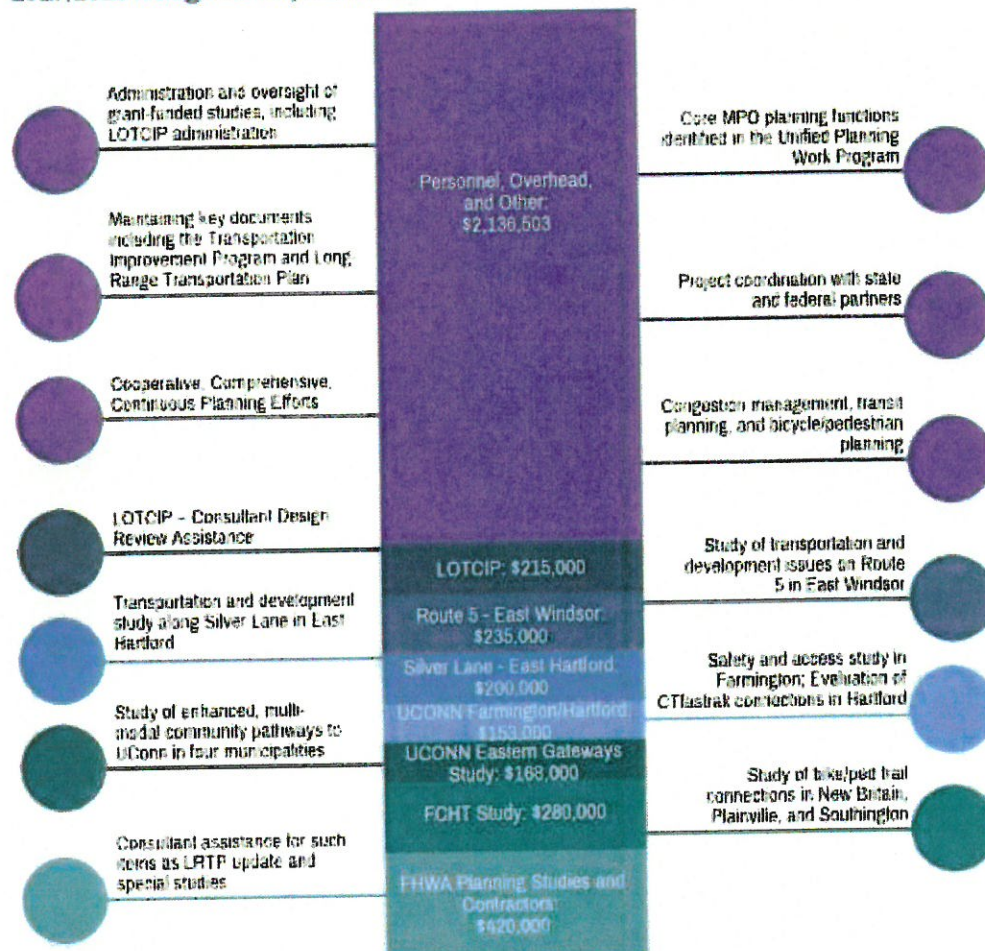- Completed the Comprehensive Transit Route Analysis and an update of CRCOG's Public Participation Plan

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

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

Maintaining key documents including the Transportation Improvement Program and Long Range Transportation Plan

Cooperative, Comprehensive, Continuous Planning Efforts

LOTCIP - Consultant Design Review Assistance

Transportation and development study along Silver Lane in East Hartford

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

Consultant assistance for such items as LRTP update and special studies

Personnel, Overhead, and Other: $2,136,503

LOTCIP: $215,000

Route 5 - East Windsor: $235,000

Silver Lane - East Hartford: $200,000

UCONN Farmington/Hartford: $153,000

UCONN Eastern Gateways Study: $168,000

FCHT Study: $280,000

FHWA Planning Studies and Contractors: $420,000

Core MPO planning functions identified in the Unified Planning Work Program

Project coordination with state and federal partners

Congestion management, transit planning, and bicycle/pedestrian planning

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

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

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

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

MEMORANDUM

DATE: January 3, 2018

TO: CRCOG Policy Board and Alternates

FROM: Lyle Wray, Executive Director

SUBJECT: CRCOG Strategic Plan: Member Interest in Major Regional Projects

In December of 2017, CRCOG sent a survey to its members to review member interest in possible major regional projects. The survey asked questions in five areas along with sub-questions asking the importance of various factors under each potential project.

The major project areas with major areas of concern were:

- Enterprise Resource Planning / Finance Software (ERP)
  - Individual Municipality Charts are separated and customized
  - Integrated with Existing Software
- School/Town Back Office Consolidation
- Regional Property Assessment
  - Approach fits town's revaluation schedule
  - Integration with existing systems
- Regional Dispatch Centers
  - Consolidation would include hold harmless for existing labor agreements
  - Individual municipal member costs would be pre-determined and municipalities can join when desired (such as when current equipment needed to be replaced etc.)
  - Regional Dispatch Center would be under regional control (not another municipality)
  - Availability 24 hours a day of specialty counselors, including suicide prevention, addiction and others
- Regional Prisoner Holding for Nights and Weekends) – related issue to regional dispatch
  - Regional center under regional control (not a municipal owned facility)
 - Central location (within 15 minute - 20 minute drive from municipality

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

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

Member Participation

26 members responded to the survey (out of 38 cities and towns) with a mix of smaller and larger towns responding to the survey. Survey responses were received from 13 Town Manager or Administrators responding, 8 Chief Elected Officials, and 5 "Others" (usually town councilors). Survey responses varied widely in levels of interest. In some cases, such as school/town consolidation, some of our member towns have already consolidated the back office functions and this would not apply for them.

Summary of Survey Responses

The chart below shows the level of interest in each major area. Please note, in the cases where members were neutral or the area did not apply to them, those answers are not reflected in the chart.

Member Interest in Major Regional Projects

Legend: ■ Very Interested ■ Interested ■ Not Interested
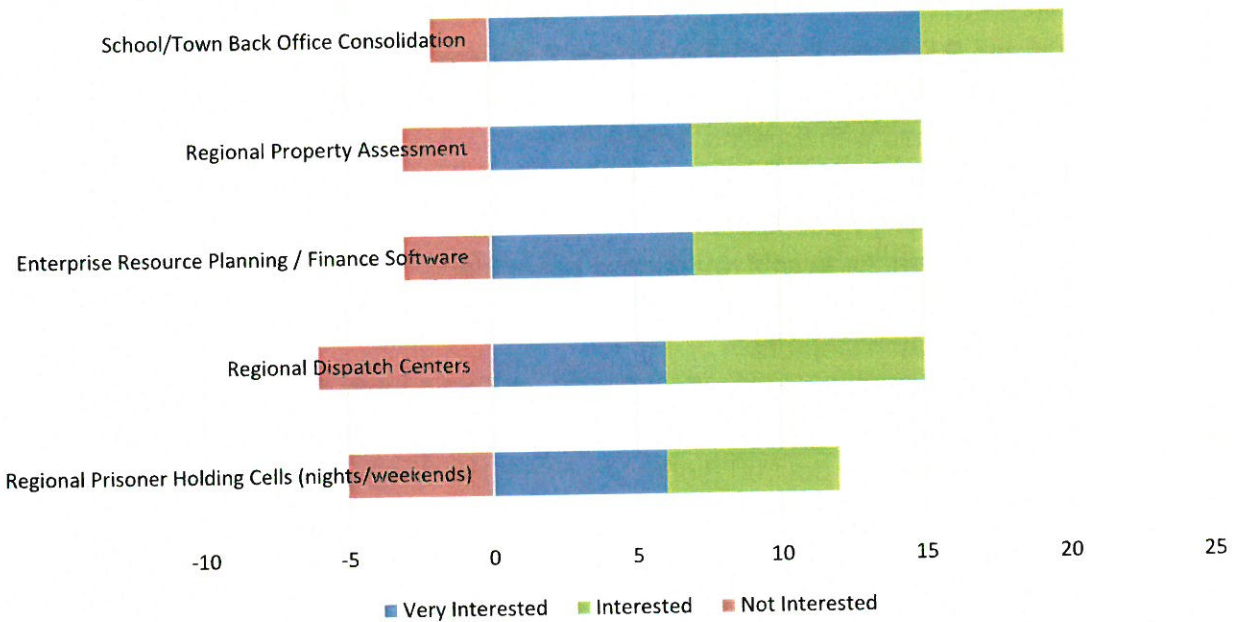
Town/School Back Office Consolidation

Members were very interested in School/Town Back Office consolidation. Concerns in this area include the willingness of schools or Boards of Education to participate in consolidation as well as whether a town will realize savings.

Regional Property Assessment

Integration with existing systems was important or very important for 17 members and the fitting with the town's revaluation schedule was important or very important for 12 members.

Comments for Regional Property Assessment included:

- "With pending retirements at the level of Assessor there may be more opportunities for a "circuit rider" type of position or inter-local agreements for between towns to provide certain assessing services/functions."
- "It would be great to offload this entirely."
- "This could be helpful."
- "Very important."
- "This is a service that is usually performed by individuals outside of the town. If it [is] an independent contractor, it is important to have better value with a large group seeking bids. Customer service to the individuals who were unhappy and concerned about the Tax assessment is something we should not compromise on."
- "Absolutely!"

Enterprise Resource Planning / Finance Software (ERP)

Under ERP / Finance software, 17 members felt that integration with existing software was important or very important. 12 members felt that Individual Municipality Charts are separated and Customized was important or very important.

Comments under ERP, Finance Software included:

- "It is worth checking into."
- "Not sure if would improve current software system but am interested in some common software across towns."
- "Small town - would need to understand benefits from MUNIS"
- "It is better if integration can occur. If not, we need a turnkey suite of products that can be switched to over time as towns need upgrades."
- "Needs to try to use the uniform chart of accounts developed or some rendition of it."
- "Long overdue."

Regional 911 Dispatch Centers

Regional Dispatch Centers had similar level of interest to ERP and Regional Assessment, but is counterbalanced by more towns that are not interested at all in this as a major regional project. (ERP/Regional Assessment had 3 respondents not interested, Regional Dispatch has 6 not interested). Staff believes this is an indication of potential opposition to regional dispatch as a potential area for pursuit. Members felt the following areas were of importance.

- Availability 24 hours a day of specialty counselors, including suicide prevention, addiction among others: 14
- Regional Dispatch Center would be under regional control (not another municipality):13
- Individual municipal member costs would be pre-determined and municipalities can join when desired (such as when current equipment expires, etc.):12
- Consolidation would include hold harmless for existing labor agreements:11

Comments under Regional Dispatch were as follows:

- "Perhaps 4 or 5 smaller sub-regional call centers would be more readily accepted versus what could be viewed as one 'mega-911 center'"
- "We took in East Hampton. We can take in other towns as well."
- "This depends on the economic practicality."
- "Need to address issue of "dark stations" in smaller communities."
- "We use TN currently but support further consolidation."
- "Would save significant money and resources"
- "We already have a regionalized dispatch service using TN (Tolland County Mutual Aid). By going this route instead of joining with Glastonbury/East Hampton, we reduced our annual operational cost by $150K (est.) and startup cost of almost $500K! We now pay $12,850/year, locked in for 5 years - excellent service meeting all our needs!"
- "What is needed with this is a regional lock-up. Most of the towns utilize the dispatchers on the 3rd shift to oversee individuals in lockup as well. Without the dispatchers, the Town will still have to hire staff if the lockups are being used."
- "Some municipalities are trustworthy for results, others are not. Regional avoids those problems, but more town to town mergers could be interim steps (goal of 10 services with 100K population served). Specialized counselors could be done now as a transfer if they were available regionally, and could be another step."
- "The initial set-up should NOT involve existing union personnel in the individual municipalities."
- "Currently a Resident State Trooper town and share 911 dispatch with Granby."
- "Cannot imagine a situation where this would cost less or improve service by our current provider. We are in year 2 of a 5-year contract."

Regional Prisoner Holding Cells

Regional Prisoner Holding Cells would go hand in hand with Regional Dispatch (as noted in one comment from Regional Dispatch), and has a lower level of interest than Regional Dispatch.

Comments included:

- "We were told the time lost with our police force going other places and doing the paperwork would cost too much time for current staffing. Is there voice recognition software that would allow remote dictation for filling out paperwork?"
- "We currently use troop K. That is regional."
- "As a Resident Trooper Town we send prisoners to the troop"
- "Absolutely needed along with regionalized police department to get better coverage."

SUMMARY OF KEY CRCOG PLANNING INITIATIVES FOR 2018 & BEYOND

	Comprehensive Economic Development Strategy (CEDS)	Regional Futures Initiative (RFI)	Anchor Institutions TOD	Long Range Transportation Plan (LRTP)
Lead Agency	CRCOG	CRCOG	CRCOG	CRCOG
Other Partners / Players	MetroHartford Alliance, Hartford Foundation for Public Giving (HFPG), Private and Public Advisory and Working Group	Steering Committee of CEDS participants	Leaders from education, health care, arts and culture, manufacturing, government, business, key community resources and neighborhood organizations	Sub-Committee from CRCOG members, Other regional partners
Key Activities / Deliverables	• Existing Plan Review • Demographic, Economic and Industry Analysis Update • Stakeholder and Public Outreach • Situational Assessment • Strategic Plan Development (including identifying game changer strategies) • Capacity Building (ecosystem mapping) • Evaluation Framework • Plan Development	• Listening Tour • Partnership Prospecting • Workshops and Convenings • CEDS Implementation Leadership.	• Communication Materials Articulating High-Level and Industry-Specific TOD and Opportunities; and Strategies for Sharing Communication Materials • Mapping for CTrail, CTfastrak and fastrakEast Corridors of Anchor Institutions and Major Community Assets • Strategies for Encouraging TOD and using TOD to help Recruit and Retain Talent; • TOD Resource Summary/Toolkit.	• Existing Conditions Inventory and Technical Memorandums • Branding Initiative and Website Development • Photo Repository • Performance Measure Analysis • External Factors Assessment and Technical Memorandum • Focus Group and Stakeholder Meetings • Public Engagement and Surveys • Plan Preparation
Timetable	November 2018	CEDS implementation begins 2019 and spans multiple years	Completion: February 2019	Report Complete April 2019.
Engagement / Education / Outreach	One-on-one interviews; a community vision survey; scenario planning; site tours; focus groups; a facilitated retreat; and rollout-based public events	The Hartford Foundation for Public Giving, Leadership Greater Hartford and the CT Forum have all expressed preliminary interest in hosting community conversations to support the initiative	Stakeholder interviews, focus group meetings and online applications	Extensive public and stakeholder involvement (focus groups, stakeholder interviews, surveys, and public meetings/community events)
Staff Contact	Tim Malone (tmalone@crcog.org)	Lyle Wray (lwray@crcog.org), Hedy Ayers (hayers@crcog.org)	Mary Ellen Kowalewski, (mkowalewski@crcog.org), Emily Hultquist (ehultquist@crcog.org)	Jennifer Carrier (jcarrier@crcog.org), Rob Aloise (raloise@crcog.org)