

CAPITOL REGION COUNCIL OF GOVERNMENTS



ANNUAL BUDGET

July 1, 2018– June 30, 2019

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, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operating guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting to GFOA to determine its eligibility for another award.



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

May 30, 2018

To CRCOG Policy Board Members:

The Capitol Region Council of Governments (CRCOG) budget for the July 1, 2018 to June 30, 2019 reflects the continuing fiscally challenging and changing environment faced by CRCOG and by many of our member towns and cities.

CRCOG Policy Board met to update its Strategic Plan in February of 2018. 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 soil contamination caused by past practices.

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 is 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:

- CRCOG initiated development of a new Comprehensive Economic Development Strategy (CEDS) in collaboration with numerous regional partners.
- CRCOG’s online permitting system expanded to 41 towns and members saved almost \$1 million dollars through the Purchasing Council.
- CRCOG launched the Governor’s crumbling foundations testing reimbursement program.
- CRCOG inventoried brownfields sites of CTfastrak and CTrail station areas identifying over 150 sites with TOD redevelopment potential.
- CRCOG obligated approximately \$19.6 million in Federal Fiscal Year 2017 STP Urban Funds and approved \$10.9 million in new bridge projects.

This year’s budget responds to current economic challenges and to the continuing demand for services. CRCOG’s overall operating budget is \$3,387,263 and our grants and contracts budget is \$5,471,547.

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, will be challenging going forward. This budget presents the best estimate now for CRCOG's five-year outlook.

Revenue Sources	Operating Budget	Grants Budget	FY2018-2019 Budget Total
Federal	1,696,749	3,133,514	4,830,263
State	656,267	1,539,586	2,195,853
Local	702,757	66,055	768,812
Other	431,490	732,393	1,163,883
TOTAL	3,487,263	5,471,547	8,958,810
Expenditures	Operating Budget	Grants Budget	Total
Homeland Security	-	1,599,256	1,599,256
Municipal Services	-	890,000	890,000
Policy Development & Planning	-	1,252,794	1,252,794
Public Safety	-	717,393	717,393
Transportation	-	1,012,105	1,012,105
Personnel	1,431,164	-	1,431,164
Fringe	812,570	-	812,570
Management Support	514,677	-	514,677
Indirect Expenses	238,734	-	238,734
Direct Expenses	310,720	-	310,720
Contingency	30,000	-	30,000
Unobligated	49,398	-	49,398
TOTAL	3,387,263	5,471,547	8,858,810

Last year, for the ninth 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 2018-2019 to better serve our 38 member towns and cities.

Sincerely,


 Marcia Leclerc
 Chairperson

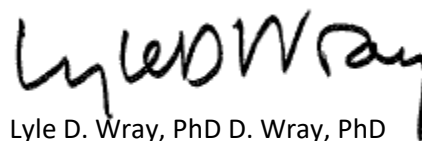

 Lyle D. Wray, PhD
 Executive Director

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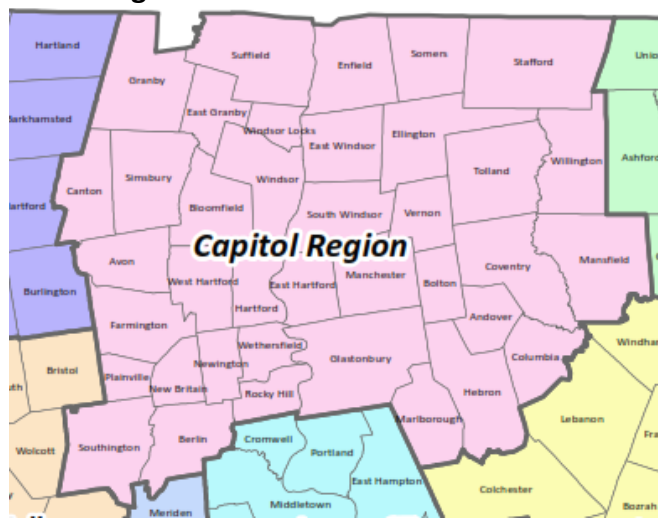
1. INTRODUCTION

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 140 projects since the inception of this program.
- CRCOG ran the **MetroHartford Brownfields Program**, conducting assessments and remedial action plans on twenty sites in seven communities; inventoried brownfields sites of CTfastrak and CTrail station areas identifying over 150 sites with TOD redevelopment potential; and made awards to three projects under the \$850,000 remediation loan and subgrant fund to support clean-up of brownfields sites.
- CRCOG continued to **support regional economic development** by conducting a **Regional Futures Initiative** listening tour of community leaders, and initiating development of a new **Comprehensive Economic Development Strategy (CEDS)** in collaboration with numerous regional partners.
- CRCOG obligated approximately **\$19.6 million in Federal Fiscal Year 2017 STP Block Grant Funds**, and worked to advance **\$6.4 million in LOTCIP projects for State Fiscal Year 2017**. CRCOG also **approved \$10.9 million in new bridge projects** and **issued a project solicitation for \$25.5 million**

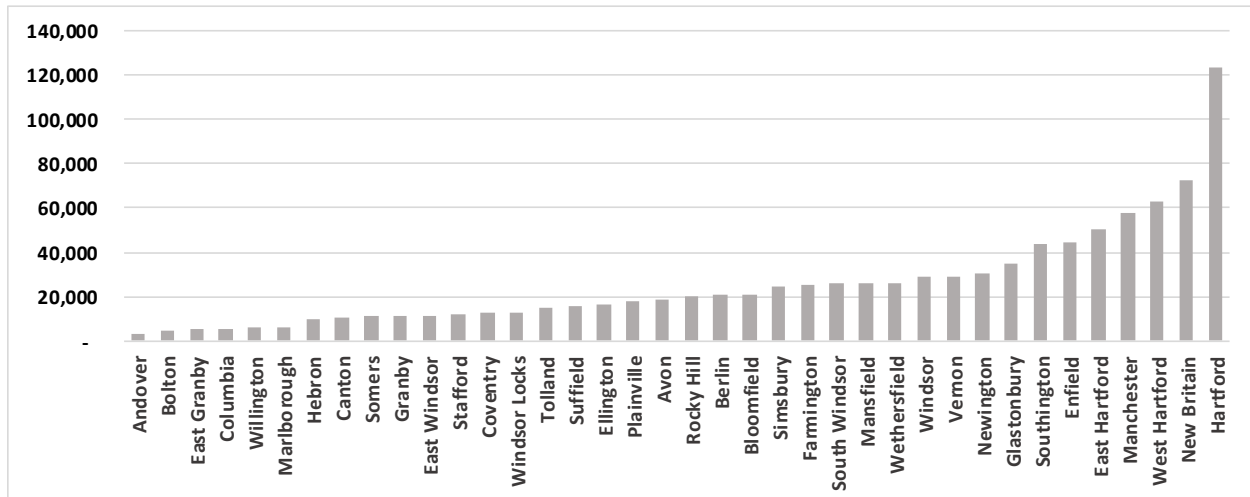
for roadway reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects.

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 123,000 for a total population well over 970,000.

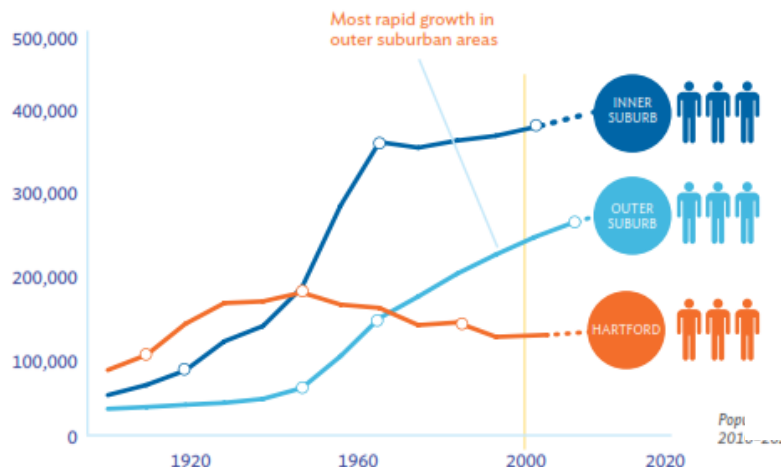
Figure 2: Population of CRCOG's region



CT Department of Public Health, Connecticut Population Estimates as of July 1, 2017

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%.



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 February 2018 Policy Board members met to consider CRCOG's strategic priorities and it is from this meeting and staff input. The central vision of CRCOG's strategic plan is a Connected, Competitive, Vibrant and Green Capitol Region.

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

The vision for the FY 2018-2019 CRCOG Strategic Plan is based on the ***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



Specific Action items for 2018-2019:

- Continue work on “connected” opportunities: support for TOD, CTfastrak, Rail, and the Corridor Advisory Committee, Anchor Institutions Study and the Complete Streets Grant, and Regional Geographic Information Systems.
- Finalize corridor studies including Route 5, Silver Lane, Comprehensive Transit Analysis, UCONN Eastern Gateways Study, and UCONN Farmington / Hartford.
- Continue Core MPO planning, congestion management, transit planning, bicycle/pedestrian planning and LOTCIP Administration.
- Finalize Long Range Transportation Plan Update.

Competitive**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.

Specific Action items for 2018-2019:

- Undertake an after action memo for the Amazon RFP identifying opportunities for the region.
- “Market” CRCOG to give public, legislators and other stakeholders an understanding of CRCOG’s capabilities and role in the region.
- Advocate for a state and local policy center.
- Advance opportunities for small towns “Human Capital” sharing in at least one or more of the following areas: Human Resources, Tax Assessor or Building Official.

Vibrant**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.

Specific Action items for 2018-2019:

- Continue to advance Regional Futures Initiative and build on the CEDS to implement at least two of the game-changers identified in the CEDS in the first year.
- Finalize Comprehensive Economic Development Strategy (CEDS) with five to ten game-changers and opportunities within the region.

- Create a template for regional solution for 911 and regional prison holding, including a cost benefit analysis.
- Continue advancing existing programs in Homeland Security and Public Safety including: 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.).
- Continue advancing other Shared Services Programs: 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.

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.

Specific Action items for 2018-2019:

- Continue support of the Greenclearinghouse and other sustainable initiatives, including assisting towns with MS-4, stormwater management and other initiatives.



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 CROG ACTIVITIES THAT SUPPORT A CONNECTED, COMPETITIVE, VIBRANT AND GREEN CAPITOL REGION

Core CROG 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	*	*	*	*
• CROG 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 CROG 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	*	*		
• CROG IT Services Cooperative	*	*		
• Regional On-Line Permitting System	*	*	*	
• Nutmeg Network Build-Out Support	*	*		
• CROG 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 CROG Boards and Committees	*	*	*	*
• Presentations to Municipal Boards and Commissions, and Other Regional Organizations	*	*	*	*
• Special Topic Workshops	*	*	*	*
• CROG 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 CROG 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: 2018-2019 Organizational Structure

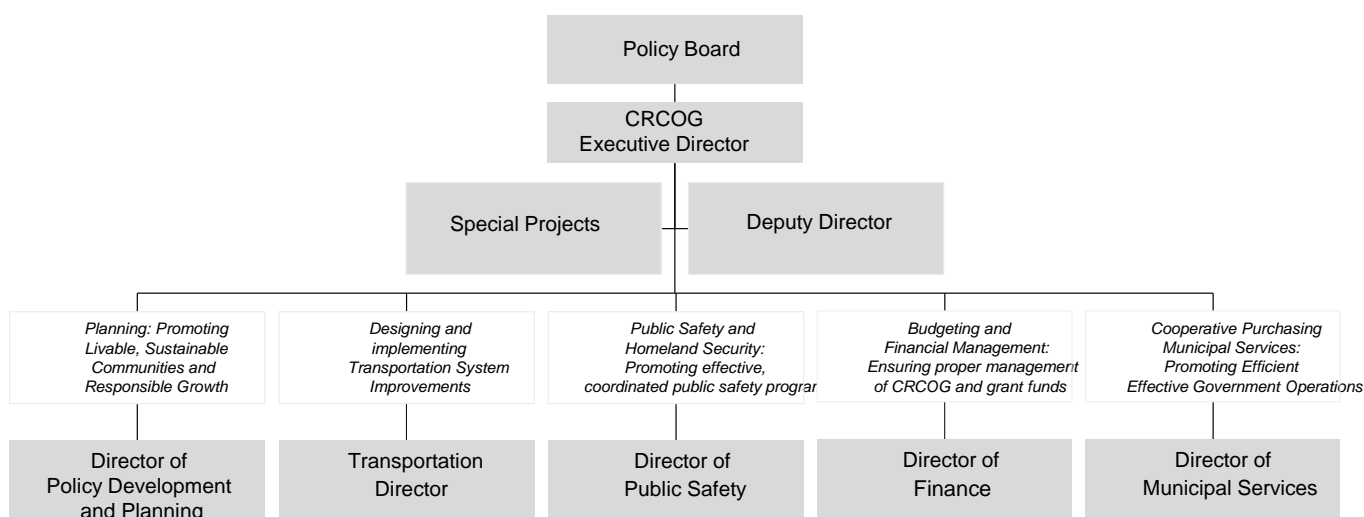


Table 1: CRCOG Job Classifications

CURRENT	JOB TITLES AND PAY GRADES	2017-2018 Budget	2018-2019 Budget
Level	Job Titles		
A2	Office Assistant	1	1
A3	Program Assistant / Accounting Assistant	2	2
A4	Executive Assistant/Office Coordinator	1	1
P1	Program Manager / Planner / Accountant	3	2
P2	Senior Planner / Senior Program Manager Contracts Specialist / GIS Coordinator	3	4
P3	Special Projects Manager I / Principal Planner I Senior GIS Coordinator	7	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 2014 – 2019

Staffing level (June 30)	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19
Finance and Administration (includes Executive Director, Special Projects, and Executive Assistant)	4.90	4.85	4.95	5.17	5.68
Transportation / FHWA Planning Funds	10.60	12.25	13.07	13.99	13.08
Public Safety and Homeland Security	2.69	1.21	1.49	1.74	1.23
Policy and Planning	3.13	4.18	3.64	1.78	1.93
Municipal Services	1.85	1.42	2.22	2.61	2.27
TOTAL CRCOG STAFF	23.07	23.91	25.37	25.29	24.19

**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 12th.
 - 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 25th: Preliminary summary and draft presentation to the Policy Board
- May 16th: Final Draft presentation and approval by Executive Committee
- May 30th: 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 FY2018-FY2019 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 complete in 2018-2019. This grant requires a high local match and much of the funding is anticipated to be for consultants, which CRCOG was able to match using State Regional Services Grant. 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.
- In 2017-2018 CRCOG received a Center Disease Control grant for public health and hospital emergency preparedness. This funding will be available for a minimum of two years with the potential of renewal.

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 (\$403,552) and 2017-2018 (\$360,583). Please note, although named different, RSG and SGIA have similar funding purposes and RSG replaced SGIA in 2016-2017 at the state level. As can be seen RSG has been declining in the last few years. Due to the state's challenging budget situation, CRCOG has opted not to budget for 50% of RSG in 2018-2019 from the 2017-2018 levels. If the legislative session were to result in a significant change in RSG funding, CRCOG will present an amended budget as outlined in CRCOG's budget amendment process.
- 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. CRCOG will use some of the RSG funding to offset the reduction in the state's contribution match to FHWA.
- In FY 2016-2017 CRCOG also received two grants related to Complete Streets and Transit Oriented Design and some portion of these grants will be available in 2018-2019 for CRCOG staffing.
- Given the state budget challenges, the LOTCIP program is not expected to continue in the coming years. Projects that have already begun will continue, but administrative funding for staff is expected to be greatly reduced and be zeroed out in the next fiscal year.

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. CRCOG expects to continue a portion of this contribution this year.
- 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

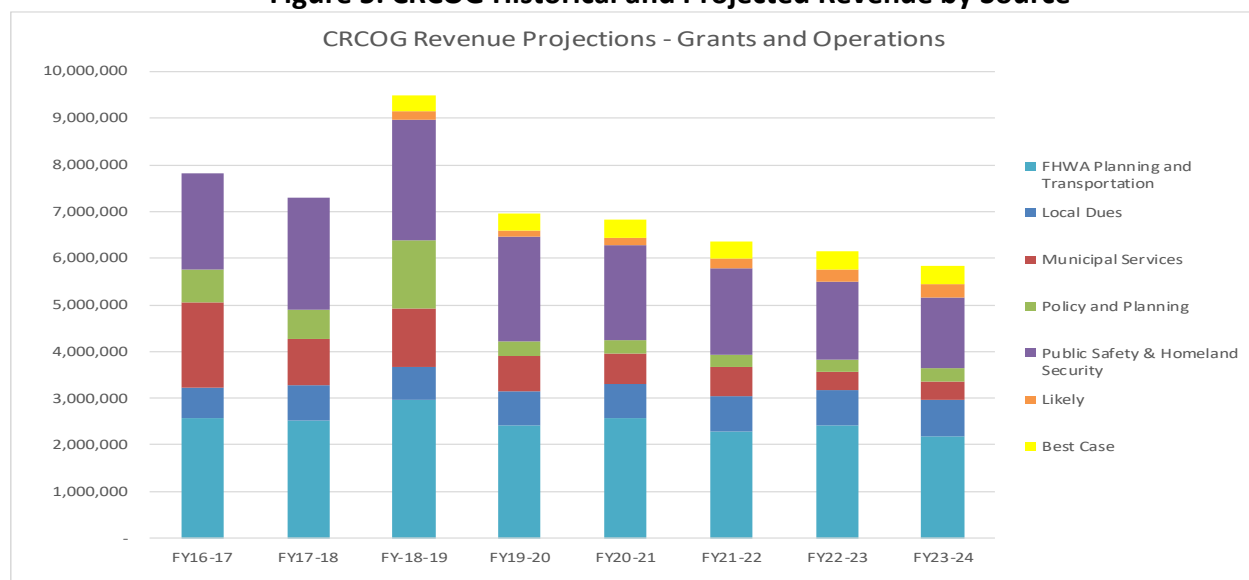
All local government entities in Connecticut are facing significant financial uncertainty, including projected state deficits and federal funding cuts. CRCOG undertakes a revenue projection for the next five years in order to assess how the current fiscal climate will affect the organization.

- 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. Utilizing this model, CRCOG can better predict overall budget revenue that is definite as opposed to unknown. This "unknown" or anticipated funding provides a framework to build financial stability and avoid or be better aware of potential pitfalls.

Figure 5: CRCOG Historical and Projected Revenue by Source



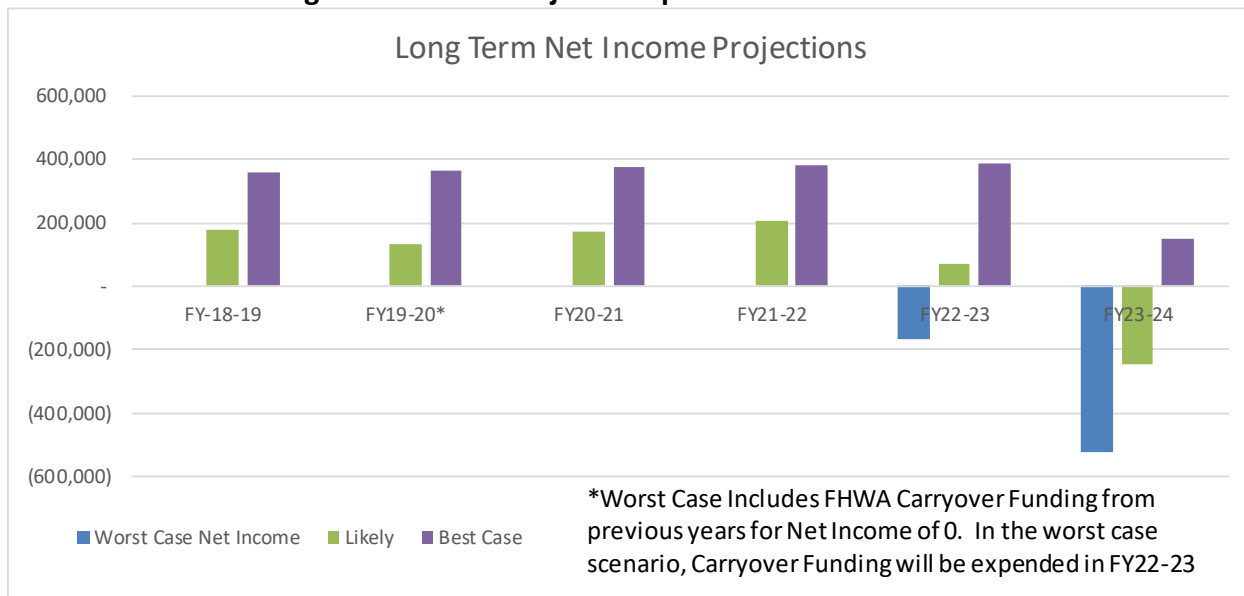
Although the above graph shows a steady decline in CRCOG’s expected revenues, a number of the revenue streams are contract or grant related funding and do not directly effect CRCOG’s operations and staff. CRCOG will have fewer grants and contract opportunities to offer its membership, but the core functional funding 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 FY2021-22 and beyond. It’s important to note, that if any of the “Likely” scenarios come to fruition in any of the years prior to FY2021-22, the cliff in FY2022-23 would be pushed back to subsequent years. The Worst Case Scenario assumes essentially no state funding for CRCOG which has varied in the last ten years from as little as little \$9,000 to as much as \$611,000. This inconsistency places considerable challenge on the long-term projections and subsequent planning. If the Worst 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 	
General fund balance: three months of operating expenses in reserve	CRCOG continues to diversify funding at the local, state and federal levels as well as the private sector and fee for service opportunities
Debt policy: CRCOG, by statute, cannot issue debt	<ul style="list-style-type: none"> • 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
Procurement: uniform procurement process	CRCOG currently has 3.3 months of operating expenses in reserve and meets this policy.
Cash management and short term investment: safety, liquidity, yield with permitted short term investments	CRCOG has not and does not issue any debt
	CRCOG has consistently met and followed its procurement policy
	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 [CRCOG Financial Policies](#)

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

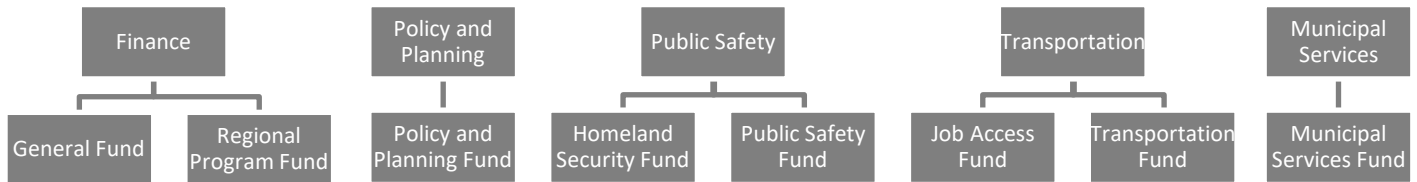


Table 4: Historical Fund Balances

	General Fund	Regional Program	Policy and Planning	Trans.	Municipal Services	Public Safety	Homeland Security
June 30, 2012	783,081		(11,126)	(30,767)	0	1,520,883	19,934
June 30, 2013	783,079	20,000	(21,727)	(30,964)	0	1,567,920	19,047
June 30, 2014	773,039	40,000	(18,363)	0	(45)	1,493,258	38,546
June 30, 2015	773,039	101,040	162,273	(1,204)	(2,921)	1,571,850	63,560
June 30, 2016	851,728	201,040	179,185	(691)	(147)	1,508,976	40,729
June 30, 2017	916,177	301,040	186,202	0	(110)	1,422,363	36,766
June 30, 2018 (Projected)	851,728	401,040	0	0	0	1,358,078	0

Table 5: Fund Balance Projections

FY 18-19 Fund Projections	General Fund/ Admin.	Regional Program Fund	Policy and Planning	Transportation	Municipal Services	Public Safety	Homeland Security
June 30, 2018 (projected)	851,728	401,040	-	-	-	1,358,078	-
FY18-19	767,764	100,000	1,476,999	2,903,509	1,095,664	745,826	564,401
Grant obligations			(1,252,793)	(1,003,706)	(750,000)	(550,000)	(510,401)
Transfer to/from fund	(560,614)		145,076	315,538	-	-	-
Operating Expenses	(157,752)		(369,282)	(2,215,341)	(345,664)	(195,826)	(54,000)
Net Change	49,397	100,000	-	-	-	-	(0)
Projected FY18-19 Balance	901,125	501,040	-	-	-	1,358,078	-

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 FY18-19 is \$21,384, which includes a new HP plotter. The following table presents projected CRCOG's capital assets net depreciation.

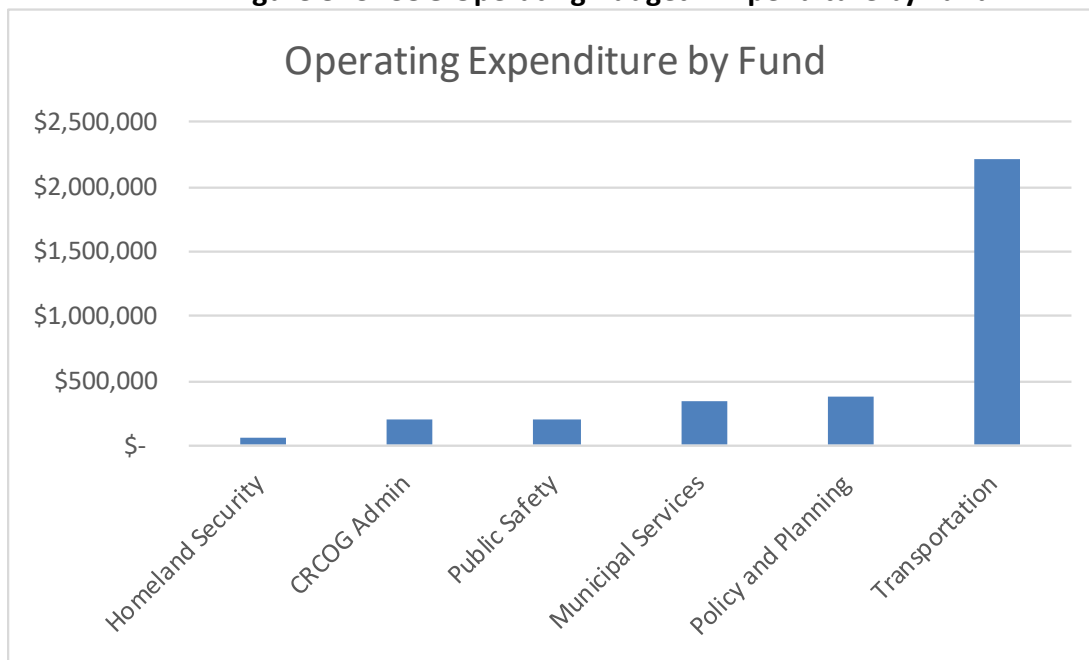
Table 6: CRCOG Capital Assets

Capital Assets	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18 (projected)	FY18-19 Budget
Furniture and Fixtures	8,447	5,076	2,687	2,063	22,103	22,629
Computers	5,833	5,625	6,209	25,010	36,873	41,466
Leasehold Improvements	428	207	0	0	2,500	4500
Total	14,708	10,908	8,896	27,073	66,449	68,595

2.5. BUDGET HIGHLIGHTS

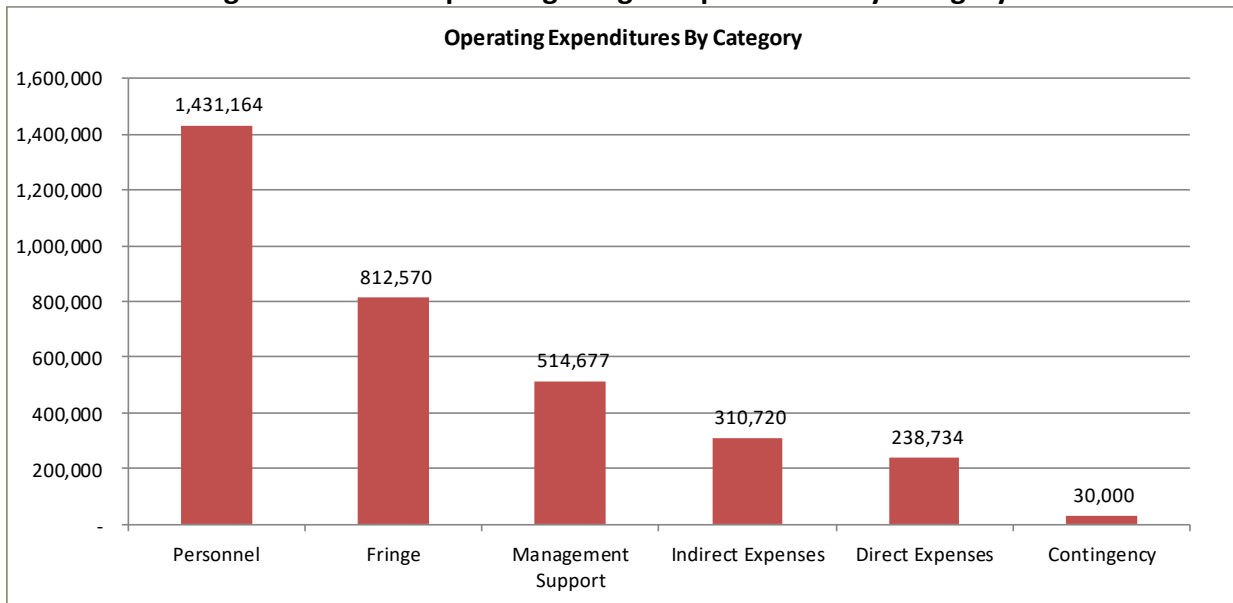
CRCOG's total budget for Fiscal Year 2018-2019 is \$7,454,163. Of this, \$3,337,865 is operating funds and \$4,066,900 is grant funds with unobligated funds of \$49,398. Expenditures under CRCOG's operating budget are summarized (by fund) below.

Figure 8: CRCOG Operating Budget—Expenditure by Fund



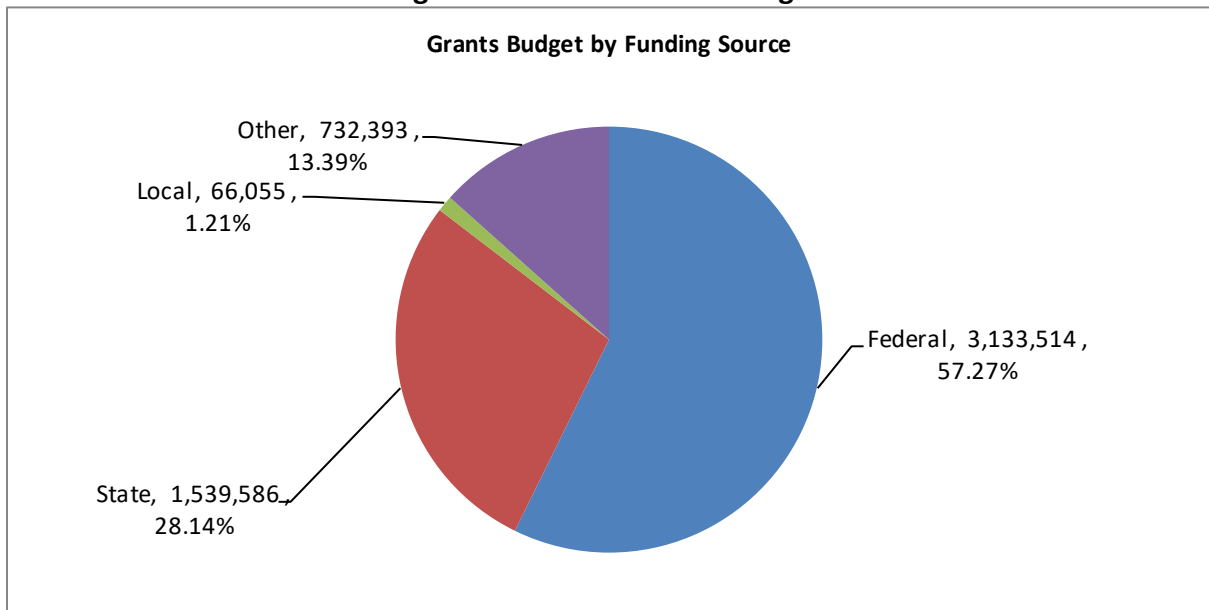
Within these funds, major categories of expenditure are direct expenses, management support, indirect expenses, fringe benefits, and personnel.

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. 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

2018/2019 Budget Agency Overview

Highlights

-  CTfastrak celebrates three years of operations and 9 million riders. Continued advancement of LOTCIP and other transportation projects.
-  Online permitting system serves 41 municipalities. IT Services continues to expand.
-  \$1 million saved by member municipalities through the Regional Purchasing Council.
-  Established MetroHartford Brownfields Revolving Loan Fund and Subgrant Program. Conducted three major regional planning initiatives.

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.

Return on Investment

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

Revenues: \$8,958,810



Expenditures: \$8,858,810



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 Finance/Accounting Procedures Manual

3.2.3. 2017-2018 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. Updated Cost Allocation Plan to reflect the new Uniform Guidance

Finance

1. Received a clean audit opinion for the 2016-17 Annual Audit

2. Continued documentation of Finance/Accounting Procedures Manual
3. Utilized SharePoint software to develop annual budget
4. Processed accurate and timely payments to vendors
5. Tracked Accounts Receivable aging and follow up on outstanding receivables

Table 7: Finance Performance

Provide reliable financial information in a timely manner		
	2017	2018
Number of finance related audit findings	0	0
Percent of PO's processed within 2 days of request by department	98	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	94
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	94
Number of vendor invoices processed on annual basis	1820	1795
Amount of federal funds received by CRCOG	2,593,047	4,046,645
Amount of state funds received by CRCOG	2,821,462	3,009,770
Amount of other governmental programs	2,107,258	2,068,510

3.2.4. 2018-19 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 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. Enhance GMS training for staff
7. Continue Training for Finance Department Staff in Personnel and Benefit Administration
8. Explore software, etc. which will enhance/benefit Finance Department functions

3.3. MUNICIPAL SERVICES

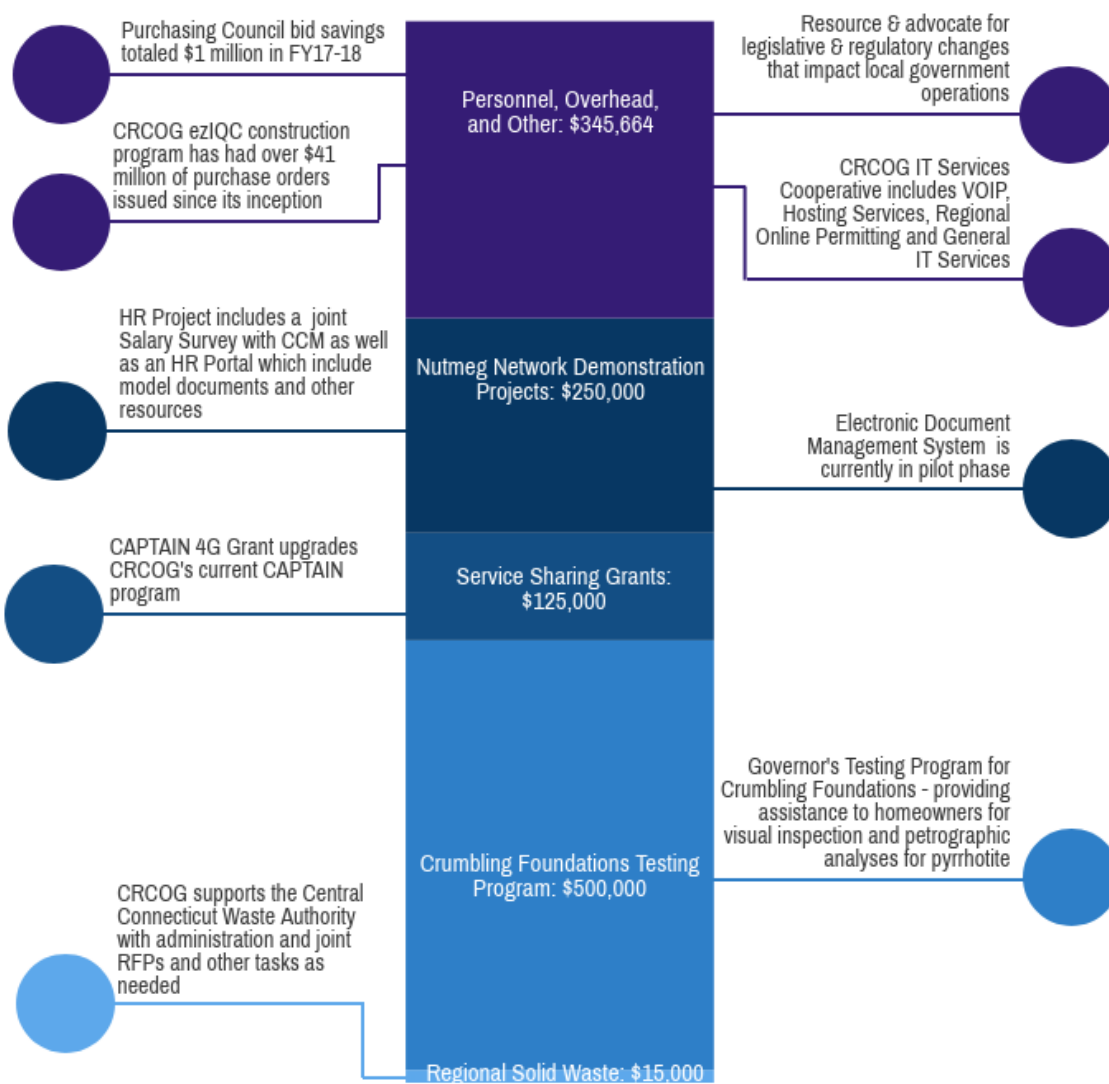
2017/2018 Highlights

- Increased IT Cooperative participation; advanced HR Portal and Electronic Document Management Pilots
- Expanded Job Order Contracting to include Road and Bridge Maintenance and saved CRCOG members \$1 million in CRPC bids
- Launched Crumbling Foundations Testing Program and continued support of the Ad-Hoc Working Committee on Crumbling Foundations

2018/2019 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
- Launch pilot for Time and Attendance software and regional assessment.

2017/2018 Budgeted Expenditures



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

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, statutorily required functions and serving as a research and analysis resource for towns to explore service sharing opportunities. Statutory responsibilities include Regional Election Monitoring duties, the Human Services Coordinating Council. This area also supports the Crumbling Foundations Testing Program and the Ad-Hoc Working Committee on Crumbling Foundations.

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 the upcoming fiscal year 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 (NovusInsight)
 - Hosting/Disaster Recovery
 - Voice Over Internet Protocol
 - Regional Online Permitting Program
 - CRCOG 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. 2017-2018 ACCOMPLISHMENTS AND PERFORMANCE**Municipal Services**

1. Worked with the CRCOG Municipal Services Committee to address issues and implement initiatives that help enhance local government efficiency, effectiveness and intergovernmental cooperation.
2. Actively engaged in CRCOG stakeholder outreach and other efforts to further develop the CRCOG services available to towns on a fee basis.
3. **Regional Performance Incentive Grants**
 - Continued work on the CAPTAIN 4G project.
 - Continued 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, CRCOG coordinated with other COGs and several state agencies on a statewide GIS Orthoflight. The final data acquisition and distributed for this flight was completed in 2017-2018. The total cost of the flight and data was: \$2,175,125. All of the following goals were successfully met for this project:
 - 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
4. **Human Services Coordinating Council**
- Convened two meetings in FY2017-2018 (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 dial-a-ride sharing opportunities and opioids and the HOPES program implemented by the Manchester Police Department. A third meeting is planned before the end of FY2017-2018
5. **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 2017 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 2017 election.
 - CRCOG reported on the REM's activities to the CT SOTS.
6. **Solid Waste Management**
- Managed Authority operations and developed service area priorities with members.
 - Monitored the progress of the Resource Rediscovery Request for Proposals (RFP) process, submitted written comments during public comment period and participated in public meetings to express interests of member municipalities
 - Surveyed members regarding needed support in compliance with state's Comprehensive Materials Management Strategy and liaised with DEEP regarding municipal requirements
 - Coordinated extension of textile recycling services agreement and member renewals
7. **Human Resources Initiative**
- As part of the Nutmeg Network demonstration project, updated the electronic version of Connecticut Council of Municipalities' annual salary survey to include benefits information. The salary survey also includes a dynamic reporting tool for all positions surveyed.
 - Upgraded the Human Resources Portal, which includes model documents for job applications, employee handbooks among others.
 - Conducted three human resources related training sessions:
 - CRCOG's Model Job Application, Position Descriptions, and Employee Handbook: Training on Municipal Best Practices and Limiting Legal Exposure
 - Getting the Most Out of Your Municipal Staff: Best Practices for Evaluating Employees and Administering Effective Progressive Discipline
 - Municipal Personnel File Management and Documenting Employee Leaves
8. 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.
9. Conducted periodic surveys and research projects on behalf of member municipalities to help increase the efficiency and effectiveness of local government operations.
10. **Crumbling Foundations**
- CRCOG began administering the governor's Crumbling Foundation Testing Program, which provides reimbursement for testing by homeowners for core testing or visual tests. The program covers 50% of core testing costs up to \$2,000 and visual tests are covered up to \$400 at 100%.

- CRCOG staff continues to provide presentation and information as requested regarding the crumbling foundations issue.
- Staff also continues to support the Ad-Hoc Working Committee on Crumbling Foundations. The committee met three times in FY 2017-2018 to continue advancing the issue.

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. **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 NovusInsight (Novus).
 - **Electronic Document Management** (\$603,500): This is currently in pilot phase. Began implementation in 2017-2018.
 - **Human Resources Portal** (\$405,750): Launched the portal including the salary survey and model documents. Added electronic personnel file management and began implementation and testing in 2017-2018.
 - **Streaming Video** (\$101,000): This program will close in 2017-2018. Towns have established free streaming video options that were not available when the pilot was originally launched.
 - **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.
 - **Hosting** (\$105,748): This program was successfully moved to program phase.
3. **VOIP Program:** This program has expanded to 12 members: (8 municipalities, 2 BoEs, and 2 COGs), totaling over 1,000 extension
4. **Hosting Services Program:** There are currently 13 members participating in this program.
5. **Regional Online 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 41 municipal members in FY2017-2018.

Capitol Region Purchasing Council

1. Continued to provide programmatic support to Cooperative Purchasing activities, focusing on continuous improvement of long-standing offerings.
2. **Purchasing Council Annual Meeting**
 - The Capitol Region Purchasing Council held its Annual Meeting on October 24, 2017 at the Glastonbury Community Center.
 - The main topic was regarding cybersecurity.
 - 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 \$900,000 in FY2017-18 for CRCOG municipalities. CRPC membership is now over 100 public entities (municipalities, boards of education and other public entities). It is important to note that the savings reflects only those quantities that were given to CRCOG prior to the bid.

Many of the CRPC communities choose to piggy-back on our bids after the bids have been submitted and tabulated.

4. **CRCOG Energy Programs**

- We continued to work with Enernoc (formerly World Energy) for Electricity and Natural Gas procurement services as well as a potential transportation fuels pilot and other energy services for municipalities on an hourly basis.
- **Natural Gas Consortium** – This program will continue its hiatus due to NYMEX market conditions. Market pricing is still much higher over the next three year contract term versus what is available from the utilities. This program has typically managed over 5 million ccfs of natural gas worth over \$3.5 million.
- **CRCOG Electricity Consortium** – This program was rebid in FY2016 with savings. This program manages over 40 million kWh of electricity worth over \$3 million. This contract expires on December 31, 2018, and we will begin the process of soliciting for participants in April for a September reverse auction.

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

- This program has picked up pace after a concerted continuous improvement effort by staff. Efforts of staff have included holding an information session in the Southeast region, which included several new members of the CRPC, close monitoring of key new projects, website and informational materials improvements, and direct involvement in marketing campaigns developed by The Gordian Group.
- Will hold an Annual ezIQC® Users Group Meeting on May 23, 2018 in Southington, CT.
- As of February 27, 2018, forty-eight (48) towns have issued purchase orders totaling over \$42 million.

6. **e-Procurement** – Continued use of this system for the annual/biennial bids of CRPC. Promoted the use of the system by individual towns. CRCOG continued its partnership with CT Department of Administrative Services as a piggybacking partner this contract cycle. The vendor contract with Bid Sync for this tool was extended for two years to March 31, 2020 but this contract will be re-bid in the fall of 2018 to allow for a smooth transition to a new system.

Table 8: Municipal Services and Purchasing Performance

Saving Town Tax Dollars:	2016-17	2017-18
Dollars saved through CRPC bids (annual total for CRCOG members)	\$1.67 million	\$900,000
Natural Gas Consortium year-to-year price savings, dependent on usage, not including contract savings	n/a	n/a
Dollars saved through Electricity Consortium	\$0	\$0
Number of CRPC Members	111	112
Number of bids conducted by CRPC	20	19
Number of Natural Gas Consortium members	n/a	n/a
Number of Electricity Consortium members	11	11
Number of Towns using ezIQC	41	42
Value of ezIQC Purchase Orders	\$33 million	\$42 million
Enhancing Operating Efficiencies:	2016-17	2017-18
Number of Service Sharing Projects supported by CRCOG (1 RPIP grant from 2013, 1 RPIP grant from 2015, 1 RPIP grant from 2016, Online permitting system, ezIQC, Electricity Consortium, Central CT Solid Waste Authority, Human Services Coordinating Council, Regional Election Monitoring, CRCOG Hosting Services, EDMS, HR-Portal, CRPC bids, VOIP, CRCOG's Regional GIS system)	15	15

Number of CROCOG towns involved in Service Sharing projects	38	38
Number of towns involved in Solid Waste Research and Coordination	15	15
Service Beyond CROCOG's Borders:	2016-17	2017-18
Number of Regional Performance Incentive Grant non-CROCOG participants	131	131
Number of Natural Gas Consortium non-CROCOG members	n/a	n/a
Number of ezIQC non-CROCOG users	21	29
Number of Electricity Consortium non-CROCOG members	2	2
Number of CRPC non-CROCOG members	73	74
Number of Regional Permitting non-CROCOG members	20	21

3.3.4. 2018-2019 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 CROCOG 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 CROCOG 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
 - Competitively bid cooperative purchasing opportunity for a Time and Attendance system on behalf of member towns.
 - Develop tax assessor program for municipalities needing tax assessment services and having difficulty fulfilling the role.
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.
 - Continue support of applications to this grant program on an annual basis by all CROCOG departments and members.
6. Continue to convene the CROCOG 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. Expand on SCROCOG, WestCOG, NVCOG and SECCOG partnerships to promote CROCOG's statewide fee-for-service programs.
9. 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.
10. **Crumbling Foundations**
 - Continue to administer 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.

11. Develop an after-action memo regarding the Amazon HQ2 RFP to understand what the region could have done better to affect a better outcome
12. Develop a template and Cost Benefit Analysis for consolidation of 911 centers and implications for the region.
13. Continue small town assistance meetings and expand opportunities for small towns.
14. Implement cybersecurity supports for the municipalities based on the statewide cybersecurity strategy and soon to be released cybersecurity plan. Assess where IT Services Cooperative or Municipal Services can provide services based on municipal needs.

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: Electronic Document Management, and a Human Resources Portal.
3. Work with the Novus 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.

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. Re-bid the e-procurement system in 2018-2019 to enable a smooth transition.
3. Re-bid the energy contract for the energy consultant.
4. Conduct a reverse auction for electricity for the CRCOG Electricity Consortium in September 2018.
5. 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.
6. Promote and administer the job order contracting program (ezIQC).
7. Continue pursuit of state agency partnerships with our cooperative purchasing programs.
8. 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.
9. Conduct a re-bid for contractors for the job order contracting program (ezIQC) in fall of 2018 (contract to begin in 1/1/2019).
10. Conduct a re-bid for the consultant for the job order contracting program in the spring of 2019

3.4. POLICY DEVELOPMENT AND PLANNING

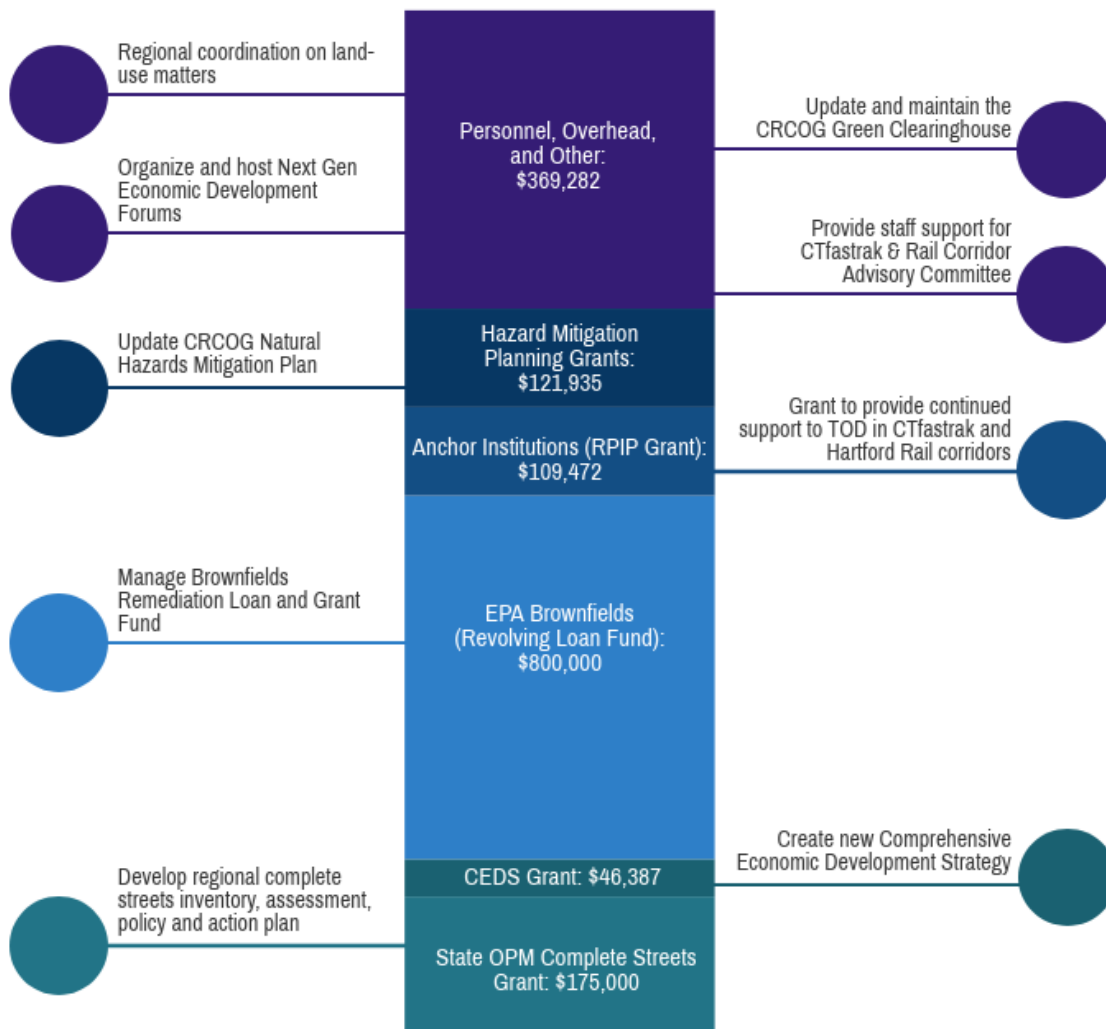
2017/2018 Highlights

- Established MetroHartford Brownfields Revolving Loan Fund and Subgrant Program, and awarded first Loans and Subgrants.
- Conducted three major regional planning initiatives: Capitol Region Comprehensive Economic Development Strategy (CEDS), Complete Streets Policy and Action Plan, and Natural Hazards Mitigation Plan.
- Continued CRCOG support for Transit Oriented Development (TOD) through work of Corridor Advisory Committee and RPIP Planning Grant.

2018/2019 Initiatives

- Complete Capitol Region CEDS and establish CEDS Implementation Committee.
- Complete Capitol Region Complete Streets Policy and Action Plan and Capitol Region Natural Hazards Mitigation Plan, 2019-2024
- Advance MetroHartford Brownfields Revolving Loan Fund and continue support for TOD.

2018/2019 Budgeted Expenditures



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

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
- CT**rail**-Hartford Line and CT**fastrak** Corridor Advisory Committee (with Administration staff)
- CRCOG Foundation
- Comprehensive Economic Development Strategy (CEDS) Working Group and Advisory 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.
- 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, as well as between the public and private sector

3.4.3. 2017-2018 ACCOMPLISHMENTS AND PERFORMANCE

Staff works with public and private partners to implement recommendations contained in the **Capitol Region Plan of Conservation and Development, 2014-2024** and the Sustainable Knowledge Corridor Action Plan, **One Region, One Future: An Action Agenda for a Connected-Competitive-Vibrant-Green Knowledge Corridor**. The following activities were conducted in FY 2017-2018:

1. Activities that support a **Connected Capitol Region**:
 - a. Engaged towns in discussion of transit oriented development (TOD) opportunities linked to the **CTfastrak** and the **CTrail-Hartford Line** investments, reviewed the progress of these projects, and discussed 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. Staff tracked progress of TOD planning and development through 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. 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.

- c. Conducted the ***Silver Lane Land Use and Transportation Study***, which is evaluating the relationship between traffic and development issues in this important East Hartford commercial corridor.
 - d. Supported expansion of the regional pedestrian and bicycle network through planning and conducting ***CRCOG Bike and Pedestrian Committee*** meetings, and conducting the ***September 2017 Bike/Ped Count and Active Transportation Audits*** to monitor the current walkability/bikeability of count locations and identify trends in walking/biking in the region.
 - e. Worked to develop a regional ***Complete Streets Inventory, Gaps/Needs Assessment, Policy, and Action Plan***.
 - f. Served on the ***Hartford Complete Streets Task Force***, a group which grew out of the national Mayors Complete Streets Challenge.
 - g. Represented CRCOG on ***Partner Agency Committee of the Hartford Bicycle Plan***.
 - h. Represented CRCOG on interagency working group guiding establishment of Hartford's new Bike Share system, the first trial of a dockless system in the region.
 - i. 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.
 - j. Participated in the ***State Bike Ped Plan Update***.
 - k. Helped rank the LOTCIP transportation funding applications for roadway improvements that incorporate bicycle and pedestrian infrastructure.
 - l. Performed ***GIS functions on behalf of the region*** to assist in regional and local planning. CRCOG GIS staff maintained and updated multiple regional GIS datasets, including 2016 statewide Orthophotography and Light Detection and Ranging (LIDAR) Flight data, parcels, zoning, and multi-use trails. Staff also managed the regional Web GIS 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.
 - m. Collaborated with other GIS users through participation on the CT GIS User to User Network Steering Committee, GIS Data Acquisition Advocacy Committee, and DEMHS Data Working Group.
2. Activities that support a ***Competitive Capitol Region***:
- a. Worked to develop the ***Capitol Region Comprehensive Economic Development Strategy*** (CEDS) under the guidance of the CEDS Working Group and CEDS Advisory Committee. The four major tasks of this work are: Goal-Setting—Build consensus around the need for accelerating inclusive/equitable economic growth; Situational Analysis—Perform a clear-eyed assessment of the region's economic situation to identify opportunities that we should be pursuing as a metropolitan region; Strategic Planning—Formulate a limited number of "game changer" strategies that will move the trajectory of inclusive economic growth in the right direction; and Capacity-Building—Identify organizational collaborations that will be needed to move the strategies forward over time.
 - b. With the CRCOG Executive Director, staffed the ***CRCOG Foundation***. The Foundation works as a convener, an educator and a funder to help advance policies, programs and direct service activities that forward the CRCOG mission. Current year accomplishments included conducting a Regional Futures Initiative Listening Tour of regional leaders to support the CEDS and Anchor Institution planning processes, and the CRCOG Video Testimonial Project which highlights the benefits of regional collaboration and CRCOG's accomplishments in the areas of shared services, transportation, and public safety.

3. Activities that Support a ***Vibrant Capitol Region***:
- a. Conducted the ***Next Steps in Engaging Anchor Institutions and Neighborhoods in Transit Oriented Development*** study, which will focus on implementing recommendations from the first Anchor Institutions Best Practices Study, and developing communications materials and strategies to explain the benefits of TOD to anchors and employers in and around the region's bus rapid transit and rail corridors.
 - b. Improved the potential for the clean-up and redevelopment of contaminated properties through the ***MetroHartford Brownfields Program***. FY 2017-2018 accomplishments included:
 - Completed environmental site assessments and CT***fastrak***/CT***rail*** Hartford Line Brownfields Site Inventory under a \$200,000 DECD Brownfields Assessment and Inventory Grant. This grant focused on sites with TOD potential, and funded fifteen environmental assessments on thirteen sites in three CT***fastrak*** and CT***rail*** Hartford Line communities. The Brownfields Inventory identified 245 potential brownfield sites in CT***fastrak***/CT***rail*** Hartford Line station areas that offer opportunities for TOD redevelopment.
 - Completed environmental site assessments under a \$400,000 EPA Brownfields Assessment Grant. This grant funded seventeen environmental assessments on seven sites in six Capitol Region communities.
 - Solicited site remediation applications and awarded \$850,000 in EPA-funded Brownfields Remediation Loans and Subgrants to two municipal applicants and one private applicant.
 - In order to continue the MetroHartford Brownfields Assessment Program, filed a \$300,000 application for additional EPA Brownfields Assessment Grant funds (award notice due May 2018).
 - In order to fulfill remediation loan requests that could not be funded under the current MetroHartford Brownfields Revolving Loan Fund and Subgrant Program, filed a \$680,000 application for Supplemental EPA Revolving Loan Fund Grant dollars (award notice due early summer, 2018).
 - c. Assisted the U.S. Centers for Disease Control (CDC) in developing a tool to monitor and assess progress toward achieving community conditions known to promote physical activity such as complete streets, safe routes to school improvements, zoning (land use) and master plans for development. Assistance will be provided by CRCOG staff in collaboration with the staff from the Bloomfield/West Hartford Health District.
 - d. Carried out ***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, and municipal plans of conservation and development, for consistency with regional plans and policies, and the concerns of neighboring municipalities; review and support of municipal grant applications that advance regional plans and policies. Involved CRCOG Regional Planning Commission in the regional review process.
 - e. Assisted Office of Policy and Management with outreach to municipalities on the update to the State's Plan of Conservation and Development.
 - f. 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.

- g. 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.
 - h. Helped municipalities and developers provide for housing to meet the needs of all our citizens through responses to individual requests for information and assistance. Worked with the HOMEConnecticut Steering Committee to encourage municipal applications for state funds to create affordable housing incentive zones. Also served on the LISC Local Advisory Committee, providing input on LISC community development investment in Hartford neighborhoods. Through service on Journey Home Board of Directors, worked to identify new opportunities for regional collaboration on addressing and eliminating homelessness in the Capitol Region.
 - i. Staffed the CRCOG Regional Planning Commission, and shared with these representatives from municipal planning and zoning commissions topics and strategies to create a more connected, competitive, vibrant and green Capitol Region.
 - j. Joined the Lincoln Institute's Consortium for Scenario Planning, representing CRCOG on the Consortium's Board of Directors, and Capacity Building and Peer Exchange Working Group. The Consortium for Scenario Planning is an initiative of the Lincoln Institute of Land Policy. Scenario planning is a tool to help municipalities and regions make better-informed land use decisions.
4. Activities that support a ***Green Capitol Region***:
- a. Worked on preparation of the ***Capitol Region Natural Hazards Mitigation Plan, 2019-2024***. This plan includes analysis and strategies to help member communities protect against the impacts of natural hazards. The current update is utilizing 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.
 - b. 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.
 - c. 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.
 - d. 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, developed by Connecticut Conference of Municipalities in partnership with the Eastern Connecticut State University Institute for Sustainable Energy.
 - e. 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 plan will be completed in June 2018. 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.
 - f. 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.

- g. Used the regional statutory land use review process to make recommendations to local planning and zoning commissions on actions which would advance regional sustainability. Provided CRCOG support to municipal open space, housing, recreational trail, brownfields and other grant applications.

Table 9: Regional Planning Performance

State Statutory and SGIA Responsibilities:	2016-17	2017-18*
Number of CRCOG zoning and subdivision reviews conducted	146	95
Number of reviews of municipal plan updates	6	8
Number of funding application reviews for projects implementing regional goals and policies	32	5
Special Projects which Forward CRCOG Goals:	2016-17	2017-18*
CRCOG Web-Based GIS		
Number of GIS data sets updated to support regional and municipal planning activities	12	14
New orthophotography and LIDAR-statewide coverage	1	NA
Number of visits on CRCOG Web-Based GIS	49,129	40,746
Brownfields		
DECD brownfields assessment and inventory funds expended	\$80,036	\$45,802
EPA brownfields assessment funds expended	\$208,398	\$115,054
# of sites on which environmental assessments were completed	7	20
EPA remediation funds committed (loans and subgrants)	0	\$850,000
# of sites selected for remediation	0	3
Capitol Region Natural Hazard Mitigation Plan		
Natural Hazards Mitigation Plans Completed and Approved (Former CCRPA Towns)	1	NA
Natural Hazards Mitigation Plans Underway (38 CRCOG Towns)	NA	1
Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities		
Reports Published	13	14
Training workshops conducted or co-sponsored by CRCOG, and/or in which CRCOG staff participated as panel members	19	10
Number of users who like CRCOG Sustainable Capitol Region on Facebook	174	183
Number of users who follow CRCOG Sustainable Capitol Region on Twitter	341	355
Number of views of CRCOG Sustainable Communities Videos	2,778	3,554
Number of bike/ped counts completed	61	61
Number of active transportation intersection audits completed	30	58
Building Program Capacity		
New grants applied for that support CRCOG mission	4	2
New grants awarded that support CRCOG mission	2	1
Notes: *Includes data for 7/1/2017-3/31/2018		

3.4.4. 2018-2019 OBJECTIVES

Staff will continue to work with public and private partners to implement recommendations contained in the **Capitol Region Plan of Conservation and Development, 2014-2024** and the Sustainable Knowledge Corridor Action Plan, **One Region, One Future: An Action Agenda for a Connected-Competitive-Vibrant-Green Knowledge Corridor**. The following activities are scheduled for FY 2018-2019.

1. Activities that support a **Connected Capitol Region**:
 - a. Engage towns in discussion of transit oriented development (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). Staff will maintain a CAC presence on the CROG website, adding resource materials to the website as appropriate. Staff will also maintain progress reports that 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. Utilize statutorily-required CROG 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.
 - c. Complete the **Silver Lane Land Use and Transportation Study**, which is evaluating the relationship between traffic and development issues in this important East Hartford commercial corridor.
 - d. Support expansion of the regional pedestrian and bicycle network through planning and conducting **CROG Bike and Pedestrian Committee** meetings, and conducting the **September 2018 Bike/Ped Count and Active Transportation Audits** to monitor the current walkability/bikeability of count locations and identify trends in walking/biking in the region.
 - e. Continue to develop the regional **Complete Streets Inventory, Gaps/Needs Assessment, Policy, and Action Plan**.
 - f. Serve on the **Hartford Complete Streets Task Force**, a group which grew out of the national Mayors Complete Streets Challenge.
 - g. Represent CROG on **Partner Agency Committee of the Hartford Bicycle Plan**.
 - h. Represent CROG on interagency working group guiding establishment of Hartford's new Bike Share system, the first trial of a dockless system in the region.
 - i. Monitor progress under **CROG Action Plan to Increase Walking and Walkability** and participate in Community of Practice conference calls to share regional progress and keep informed on best practices from across the country.
 - j. As required, help rank the LOTCIP transportation funding applications for roadway improvements that incorporate bicycle and pedestrian infrastructure.
 - k. Continue to provide regional Geographic Information (GIS) services, including:
 - Maintain and update multiple GIS regional datasets including parcels, zoning, and multi-use trails.
 - Manage regional web GIS site that provides mapping and analysis functionality for all member municipalities. A number of CROG towns use this site as their sole GIS platform.
 - Provide advanced mapping and analysis services for member municipalities and for all CROG departments.
 - Facilitate access of member municipalities and other interested parties to the 2016 statewide Orthophotography and Light Detection and Ranging (LIDAR) Flight data. The \$2

- I. Continue collaboration with other GIS users through participation on the CT GIS User to User Network Steering Committee, GIS Data Acquisition Advocacy Committee, and DEMHS Data Working Group.
- m. Serve as primary participant for Hartford and Tolland Counties to coordinate review of certain 2020 Census statistical area boundaries under the Participant Statistical Area Program (PSAP).

- a. Complete the ***Capitol Region Comprehensive Economic Development Strategy*** (CEDS) under the guidance of the CEDS Working Group and CEDS Advisory Committee. Establish structure/committee to be charged with implementing CEDS recommendations.
- b. Provide staff assistance to the ***CRCOG Foundation***. Implement Foundation priorities for FY 2018-2019, which may include collaboration on CEDS implementation, and continuation of Next Gen Economic Development workshop series.

- a. Help transit and rail corridors better link jobs, housing, and neighborhood revitalization through completing the RPIP-funded study, ***Next Steps in Engaging Anchor Institutions and Neighborhoods in Transit Oriented Development***.
- b. Carry out ***MetroHartford Brownfields Program***.
 - If additional funding is received, continue the Assessment component of this program.
 - Work toward completion of projects funded under MetroHartford Brownfields Revolving Loan Fund and Subgrant Program. If new EPA Supplemental Funding is received, allocate funding to complete existing projects, and initiate new projects.
- c. Carry out ***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, and municipal plans of conservation and development, for consistency with regional plans and policies, and the concerns of neighboring municipalities; review and support of municipal grant applications that advance regional plans and policies. Involve CROCG Regional Planning Commission in the regional review process.
- 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 placemaking; preservation of working farms and key environmental resources; and other topics consistent with the principles of livable and sustainable communities.
- e. Upon request, meet with municipal planning and zoning commissions to discuss model land use regulation changes that support sustainable design and development, and expand housing opportunities.
- f. Help municipalities and developers provide for housing to meet the needs of all our citizens through responses to individual requests for information and assistance. Work with the HOMEConnecticut Steering Committee to encourage municipal applications for state funds to create affordable housing incentive zones. Collaborate with other regional agencies, such as the Local Initiatives Support Corporation and Journey Home, on housing and neighborhood community development initiatives.

- g. Staff the CRCOG Regional Planning Commission, and share with these representatives from municipal planning and zoning commissions topics and strategies to create a more connected, competitive, vibrant and green Capitol Region.
 - h. Participate in the Lincoln Institute's Consortium for Scenario Planning, representing CRCOG on the Consortium's Board of Directors, and Capacity Building and Peer Exchange Working Group. The Consortium for Scenario Planning is an initiative of the Lincoln Institute of Land Policy.
4. Activities that support a ***Green Capitol Region***:
- a. Work to complete the ***Capitol Region Natural Hazards Mitigation Plan, 2019-2024***. This plan includes analysis and strategies to help member communities protect against the impacts of natural hazards. FY 2018-2019 activities will focus on municipal and CRCOG review of the draft plan, plan approval by FEMA, and plan adoption by the 38 participating municipalities.
 - b. Expand, maintain and market the "Green Clearinghouse" of best municipal practices to support sustainability.
 - c. Continue 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.
 - d. Collaborate with the Eastern Connecticut State University Institute for Sustainable Energy (ECSU-ISE) to encourage municipal participation in the Sustainable CT municipal certification program. Assist ECSU-ISE with evaluation/certification of municipal actions.
 - e. Represent CRCOG on the Central Connecticut Water Utility Coordinating Committee (WUCC). After adoption of the Coordinated Water System Plan in FY 2017-2018, this committee will meet periodically to maintain the adopted plan.
 - f. Represent CRCOG on the Connecticut Resource Conservation and Development Council (CTRC&D).
 - g. Use the regional statutory land use review process to make recommendations to local planning and zoning commissions on actions which would advance regional sustainability. Provide CRCOG support to municipal open space grant applications.

3.5. PUBLIC SAFETY AND HOMELAND SECURITY

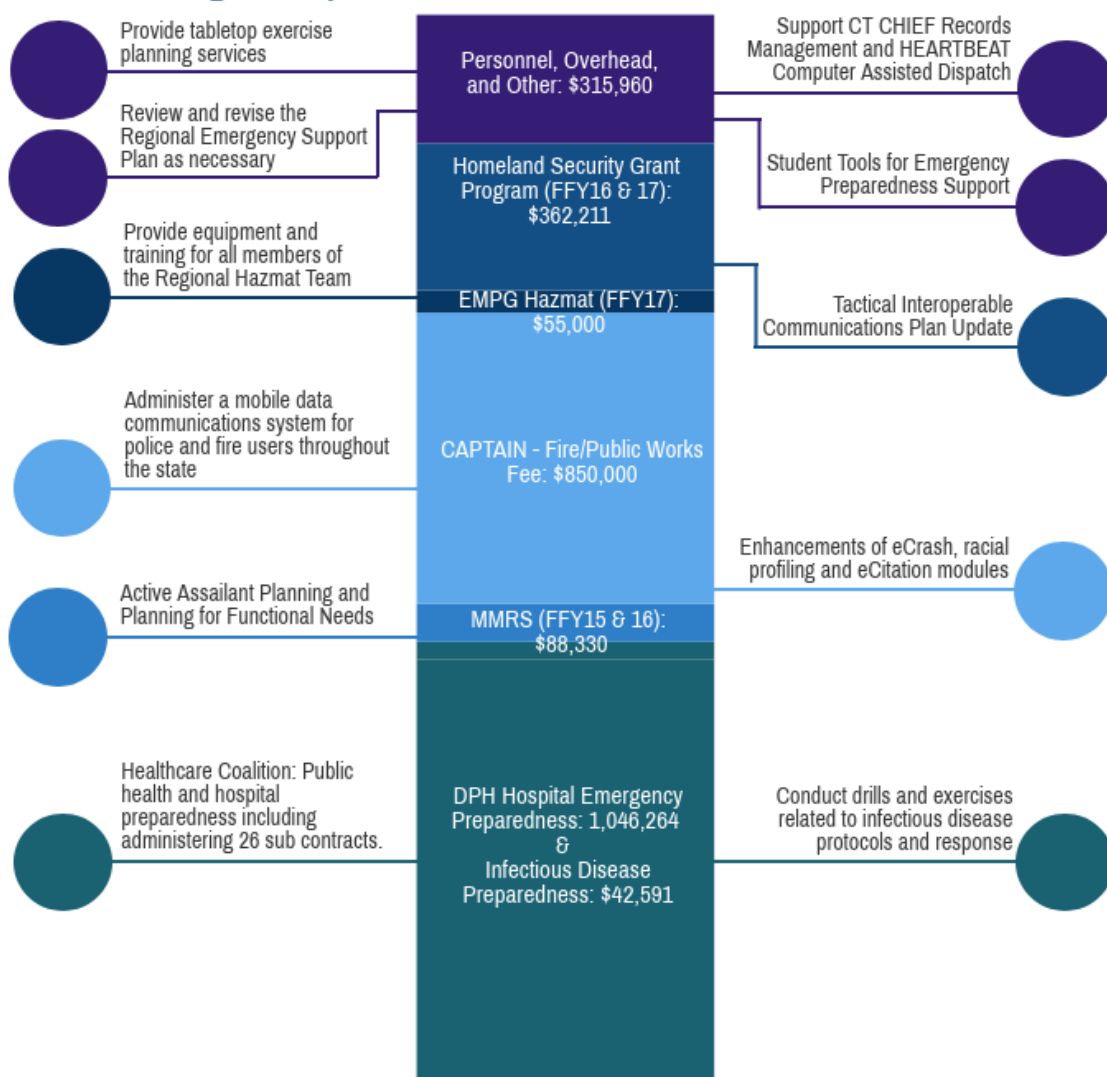
2017/2018 Highlights

- Get Ready Capitol Region Citizen Preparedness Initiative.
- Bolstered regional teams- SWAT, Dive, Bomb, Incident Management, Command Post, Incident Communication.
- Continued the Infectious Disease Exercise series and facilitated numerous tabletop exercises.

2018/2019 Initiatives

- Expand the CAPTAIN mobile data system for fire users and upgrade CAPTAIN based on new FirstNet technology.
- Healthcare Coalition: Public health and hospital preparedness
- Continue work on state and national level to increase homeland security funding levels

2017/2018 Budgeted Expenditures



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

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. 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.
2. A project with CrimeView for communities using the CT-CHIEF Records management System continues.
3. Arranged CPR and AED training on site for CRCOG employees.
4. Involved in the statewide Puerto Rico and the Islands Evacuee Relief effort and by participating in weekly conference calls and assisting as necessary. Report outs are provided to the Policy Board and Emergency Support Function chairs.
5. Completed taping for the Public Safety/Homeland Security portion of the CRCOG video testimonial project.
6. Organized several meetings for FirstNet/AT&T to present on this first nationwide public safety broadband network.

Homeland Security Initiatives

1. FFY 2015- SHSGP – Completed project work and closed out this grant.
2. FFY 2016 SHSGP – Received grant award and continue project work.
3. FFY 2017 SHSGP- Received grant award and will begin project work shortly.

4. CRCOG received additional law enforcement funding from DEMHS for the purchase of equipment for the Hartford Bomb Squad and Regional SWAT teams.
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 various towns including a new web-based interface and continue to work on system development and upgrades.
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. Continue to administer and enhance 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. Continued a partnership with the Hartford Marathon Foundation. The Get Ready Capitol Region campaign is one of the race sponsors.
16. Participated in the Stanley Black and Decker Preparedness week to promote the Get Ready website and citizen preparedness.
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. Continued training and education sessions for the mutual aid plan for all long term care facilities.
21. Activated the Regional Coordination Center during significant weather events. Assisted the communities in numerous ways and conducted several After Action Review meetings.
22. Sponsored a class on utilizing social media during times of disaster.
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. CRCOG staff attended the annual CT SWAT Challenge. The I-COMM team participated with MCV-3 and radio truck.
25. Working with CCAT on a pilot for the storage of body worn camera data.
26. Staff members participated in a Detect and Resolve Exercise with the TSA and continue to partner with them.
27. Committee memberships - Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.

28. Developed training material for Regional Emergency Support Plan socialization for municipal CEOs and EMDs.
29. Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.
30. Participated in the DEMHS Best Practices Forum and Emergency Management Symposium. The history and capabilities of the Capitol Region Incident Communications Dispatch team was highlighted.
31. CRCOG participated on the planning team for the statewide Emergency Planning and Preparedness Initiative (EPPI) which took place in December. The exercise was a cyber security scenario and we continue to collect After Action Reviews from all municipalities.
32. Facilitated a Tabletop exercise for the Connecticut Department of Administrative Services involving a hurricane scenario.
33. Facilitated a Tabletop Exercise for West Farms Mall.
34. 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.
35. ESF-8 Health and Medical Services initiated a partial activation of the Regional Emergency Support plan in regard to Ebola planning and response.
36. A full-scale Ebola exercise was held at the South Windsor Emergency Operations Center and in the field. Local health departments and hospitals participated.
37. Reviewed and enhanced the Region III Tactical Interoperable Communications Plan (TIC-P).
38. Sponsored a Virtual Operation Support Team (VOST) two day training session for Medical Reserve Corps members.
39. Homeland Security conducted an onsite monitoring/audit visit with CRCOG and viewed all equipment purchased for the Hartford Bomb Squad and Capitol Region Dive Team.
40. Began working with the Connecticut Department of Public Health as the fiduciary agent for Hospital Emergency Preparedness (HEP) funds and Public Health Emergency Preparedness (PHEP) funds.

Regional Emergency Support Plan (RESP) Plan Enhancements

1. RESP Plan – Annual updates and plan maintenance
2. Began draft revisions to Public Health & Medical Services Annex (ESF-8) for national accreditation as Public Health Ready
3. Serve as subject matter expert for implementation and application of Regional Planning and Resilience matters
4. Participated in the 2017 Statewide Emergency Program Planning Initiative Table Top Exercise for Region 3/CREPC issues
5. Provide subject matter expertise and documentation support for requested After Action Reviews/Reports
6. Provided Lead Planner and Exercise Director support for the Westfarms Mall SAVERS 2017 Table Top Exercise for Complex Coordinated Attack at the Mall.

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. Received 1,000 replacement Chemical Anti Nerve Agent (CANA) kits

4. Deployed 100 CANA kits to St. Francis Hospital for the PGA Travelers Golf Tournament
5. As part of the MMRS National Leadership Group continue to work on local responder medical preparedness issues and sustaining local capabilities.
6. Participated in Long Term Care Mutual Aid Plan training and exercises for 2017
7. Assist with incorporation of the Regional Coordination Center in the Manchester EOC as the LTC Coordination Center
8. Participate in statewide Long-Term Care Mutual Aid Plan Steering Committee.
9. Continue to work with Regional ESF-8 stakeholders regarding the implementation of the CDC Medical Counter Measures Operational Readiness Review Tool (ORR Tool).
10. New tool being rolled out spring 2018; assist with CT-DPH and Regional assessment process
11. 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.
12. First draft for Mass Gatherings/Special Even Medical planning community guidance submitted to CT-EMS Advisory Board and CT-OEMS for review and comment
13. 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.
14. Participated as planning team member and sit on Advisory Board for the National Healthcare Coalition Resource Conference held in December of 2016.
15. Manage Regional Ebola/Infectious Disease planning initiative grants and projects from US HHS through CT-DPH to include:
16. Exercise Director/Planner for development of Ebola/Infectious Disease Full Scale Exercise process. Conduct Full Scale Exercise March 2017.

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; deployment/mission ready packages.

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.

Table 10: Public Safety and Homeland Security Performance




<i>Provide responsible management of all homeland security projects</i>		
	Calendar 2016	Calendar 2017
Federal/state grants spent (planning, equipment, training & exercises)	\$837,052	\$313,377
Homeland security reimbursement requests and reports completed in a timely manner (%)	100%	100 %
CERT training courses administered	10	10
# of ICS 300 and 400 classes held/# of individuals trained	2/57	2/31
Homeland security exercises conducted including full scale, tabletop and drills	3	2
Reimbursed training hours to local first responders (hours)	37	186
Regional Coordination Center activations	3	1
National deployments, Incident Management Team/ individuals deployed	1	0
<i>Provide responsible management for the CAPTAIN mobile data communication system</i>		
Communities /agencies participating in the police and/or fire system	58	35

3.5.4. 2017-2018 OBJECTIVES




1. Complete work on the FFY 2016 Homeland Security, MMRS, and HAZMAT projects.
2. Commence work on the FY 2017 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

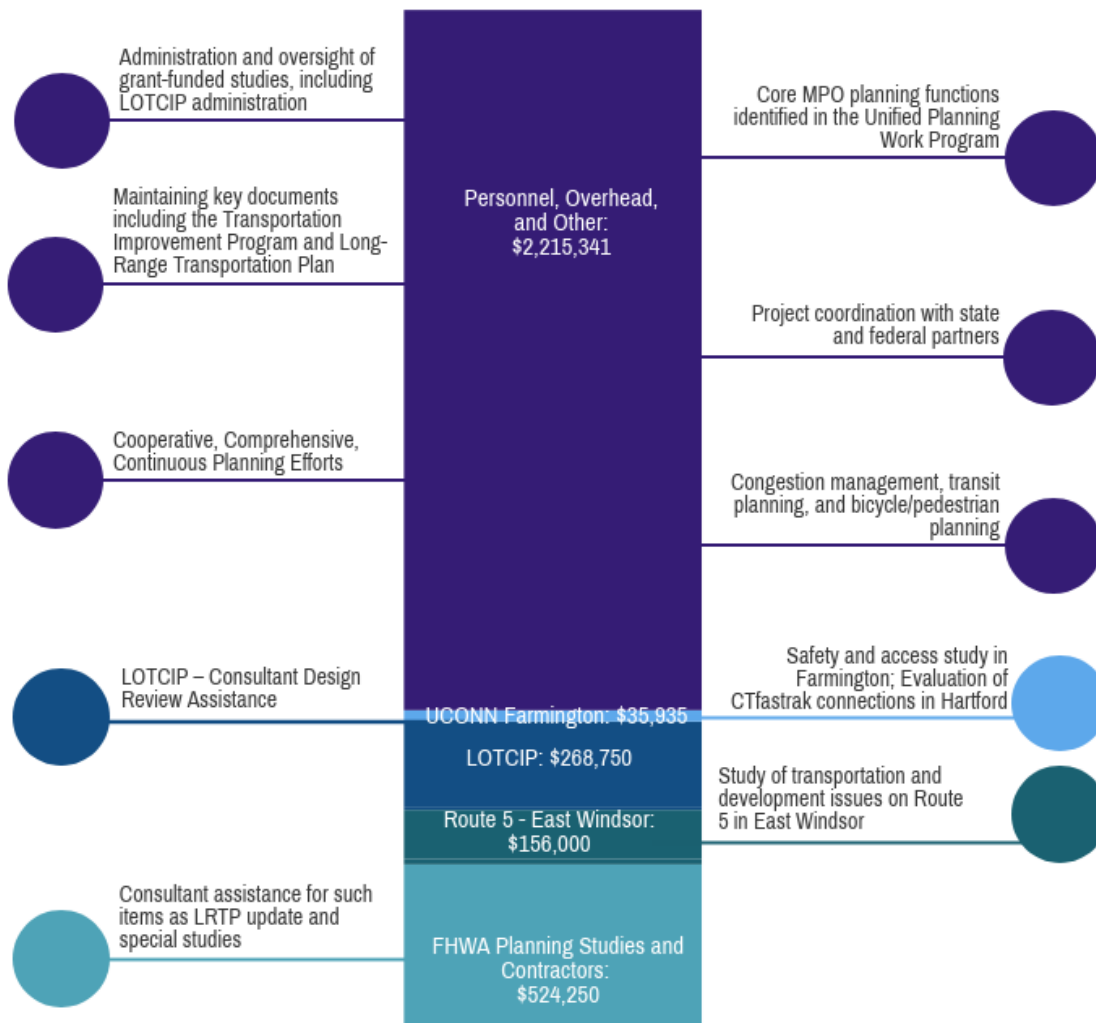
2017/2018 Highlights

-  Obligated approximately \$26 million in federal and LOTCIP funding for municipally sponsored projects and approved \$10.9 million in new bridge projects.
-  Issued a project solicitation for \$25.5 million for roadway reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects.
-  Completed FFY2018-2021 Transportation Improvement Program and received positive Federal Certification for the Hartford Transportation Management Area.

2018/2019 Initiatives

-  Complete regional LOTCIP project solicitations and continue working to program regionally significant transportation projects.
-  Complete Long Range Transportation Plan update and establish regional performance measures.
-  Continue to advance corridor studies and regionally significant projects such as the Interstate 84 Viaduct and Charter Oak Bridge projects.

2018/2019 Budgeted Expenditures



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

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 Coalition

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 analyses, 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. 2017-2018 ACCOMPLISHMENTS AND PERFORMANCE

1. Prepared for and facilitated the federal MPO Certification Review in early 2018. The Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) concluded that the Hartford TMA complies with the spirit and intent of federal laws and regulations and commended CRCOG on a number of their planning initiatives.
2. Obligated approximately \$21.9 million in federal STP Urban funds for transportation projects in Federal Fiscal Year (FFY) 2017, including approximately \$19.6 million towards studies, design, right-of-way, or construction phases of municipally initiated projects.
3. Programmed approximately \$6.4 million in State Fiscal Year 2017 LOTCIP funding (measured in total approved “commitment to fund” figures) and continued to ramp up municipal projects for delivery under LOTCIP.
4. Assessed the condition of municipal bridges within the capitol region and prepared a LOTCIP Bridge Improvement project solicitation. Approved \$10.9 million in new bridge projects.
5. Prepared and issued a LOTCIP project solicitation for \$25.5 million for roadway reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects.
6. Worked with CRCOG municipalities to help interpret LOTCIP program guidelines and managed on-call consultants that assist CRCOG and member municipalities with project reviews and delivery.
7. Worked with municipalities and CTDOT to advance projects under the Transportation Alternative (TA) Set-Aside and the Congestion Mitigation and Air Quality (CMAQ) programs.
8. Prepared and adopted a new Transportation Improvement Program (TIP) for Federal Fiscal Year (FFY) 2018-2021, which includes all projects utilizing federal transportation funds. Within the region, during FFY2017 there were obligations of approximately \$315 million (\$270 million Federal share).
9. Solicited for and submitted competitively selected transportation planning studies to CTDOT as part of their annual solicitation. This included one municipal submissions and a CRCOG submission for updating the Regional Transit Strategy.
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 received 29 applications from municipalities and service providers in the Capitol Region during the FFY2017 round. CRCOG is working with CTDOT to prioritize these applications.
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 stakeholders to advance the Transportation Safety and Improvements Study: Farmington and Hartford.
13. Continued to work with consultants and stakeholders on the NextGenCT Pathways to UConn Study: Eastern Gateways Study.
14. Completed the Plainville portion of the Plainville-Southington Farmington Canal Heritage Trail Gap Closure and CT**fastrak** Connection Study.
15. Selected a consultant and began to advance the Silver Lane East Hartford Corridor Study.
16. Selected a consultant and began to advance the Route 5 in East Windsor Corridor Study.
17. In partnership with CTDOT and CT**transit**, advocated for implementation of recommendations from the Comprehensive Transit Service Analysis of CT**transit**’s Hartford Division. Completed work on the Comprehensive Transit Service Analysis of CT**transit**’s New Britain/Bristol Division.
18. Hartford Transit Research Project – Continued working with FTA and the City of Hartford on the administration of the Greater Hartford Integrated Transportation Planning Study.

19. Statewide orthophotography and elevation mapping was completed. All imagery and elevation data products have cleared the QA/QC process and are deployed at CTECO for viewing, download and as a map service for GIS software.
20. I-84 Viaduct Study – Continued to work in partnership with CTDOT, the City of Hartford and other stakeholders to advance the design concepts for the reconstruction of the existing highway viaduct. Served on Public Advisory Council (PAC), attended regular monthly coordination meetings, and served on the Transit Technical Committee focused on the development of a Transportation Center and redevelopment of Union Station.
21. Assisted CTDOT in analyzing CT**fastrak** ridership data from the AVL and APC systems. Worked with CTDOT on modelling for the CT**fastrak** after study.
22. Supported CTDOT and affected communities to advance the CT**rail** Hartford Line Rail, anticipated to open in May 2018.
23. Conducted biannual utilization counts at the Region's 45 commuter park and ride lots.
24. Bus Shelter Program – Continued to work with CT**transit** 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 seek funding for future phases and streamline the program.
25. Established Traffic Incident Management (TIM) Coalition representing the Hartford Urbanized Area and held first meeting. Coalition discussed previous TIM efforts and developed strategies that align with the State's Strategic Safety Highway Plan and Federal Highway Administration goals and objectives for TIM.
26. Prepared a Request for Qualifications, interviewed and hired a consulting firm to provide travel demand modeling and data management services.
27. Prepared a Request for Qualifications, interviewed and hired a consulting firm to provide assistance in updating the Regional Long Range Transportation Plan.
28. Continued coordination between CRCOG and CTDOT to coordinate and understand freight planning roles. Supported CTDOT's effort of creating a Statewide Freight Plan and participated in multiple web-based training sessions.
29. 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 in the congestion management program and for calibrating the travel forecast model.
30. Finalized Hartford TMA Congestion Management Process (CMP) 2015 report. This report utilizes the travel time data from the National Performance Management Research Data Set provided by FHWA.
31. Conducted a population and employment evaluation, comparing CRCOG and DOT methodologies with UConn and other projection estimates. The conclusion was communicated to CTDOT with an offer to collaborate on population and employment forecasts. Staff continues to holding regular discussions on forecasts and other regional demographics.
32. Created a Regional Statistics summary as well as employment and commuting infographics for all CRCOG municipalities.

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 CROG budget year.

Program	2016	2017	2018*
STP Urban & LOTCIP Programs			
Total <u>federal</u> STPU funds obligated towards municipally initiated projects**	\$10,351,220	\$19,603,015	\$5,840,200
Total <u>state</u> LOTCIP funds granted ***	\$10,006,490 (Ramp Up FY14-FY16)	\$6,397,735	\$18,663,955
Number of LOTCIP project grants and STP-U phases obligated	10	5	16
(CMAQ, LRAR, Enhancements, other)			
Total <u>federal</u> funds obligated**	\$1,300,000	\$1,502,000	\$8,163,000
Number of projects	2	2	10
TIP Amendments:			
Number of amendments approved**	98	41	45 Up to 3/31/18

* FFY2018 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 as of 3/31/18
Special Studies Currently Managed	
Hartford FTA Research Earmark	85%
Comprehensive Transit Service Analysis Extra Work (New Britain CTtransit Division)	90%
NextGenCT Pathways to UConn: Eastern Gateways	80%
Plainville-Southington FCHT Gap Closure & CTfastrak Connection	80%
Route 5 Corridor Study	15%
Transportation Safety and Improvements Study: Farmington and Hartford	70%
Silver Lane Corridor Study	50%

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)
- Interstate 84 Hartford Transit Technical Committee
- Interstate 84 Coordination Meetings (CTDOT, Hartford, CRCOG)
- 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 Transportation 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
Capitol Region Transportation Plan (Minor Update)	April 2015
Transportation Improvement Program – TIP	July 2017
Capitol Region Intelligent Transportation Systems Strategic Plan	March 2015
Public Participation Plan	April 2017
Congestion Management Plan	May 2017
MPO Certification	March 2018

3.6.4. 2017-2018 OBJECTIVES

1. Work with CTDOT, federal officials, and other stakeholders to establish performance *measures*.
2. Make significant progress as it relates to updating CRCOG's Long Range Transportation Plan. This effort will entail significant stakeholder engagement including interviews, focus group meetings and public outreach.
3. Continue to update the web-based tool for mapping TIP projects and work with CTDOT on their E-STIP project. Begin assessing how to catalog and organize TIP project information sheets.
4. Work to program LOTCIP funding, minimizing carryover amounts, and monitor legislation related to future LOTCIP bonding authorizations.
5. LOTCIP Program Management – Continue to work with CTDOT and CRCOG municipalities to help streamline LOTCIP program guidelines. Effectively manage on-call consultants to assist CRCOG with LOTCIP project submission reviews and program management.

6. LOTCIP Project Management – Continue to work with CRCOG municipalities and the Transportation Committee to provide incentives for project delivery and ensure the continual expenditure of funding.
7. 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.
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. Continue to be a resource to CTDOT as they look to expand CT**fastrak** and complete the after study for CT**fastrak**.
14. Continue to support CTDOT and affected communities as CT**rail** Hartford Line Rail service comes online.
15. Incorporate recommendations from the Comprehensive Transit Service Analysis of CT**transit's** Hartford and New Britain/Bristol Division into CRCOG core documents and, in partnership with CTDOT and CT**transit**, continue to advocate for implementation of recommendations.
16. Continue to work with CTDOT to select and prioritize projects for funding under the FTA 5310 (Enhanced Mobility of Seniors and Individuals with Disabilities Program) program.
17. FY2019 will not be an application year for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program). CRCOG will coordinate with CTDOT and recipients to ensure completion of necessary maintenance paperwork.
18. Continue to conduct biannual utilization counts at the Region's 45 commuter park and ride lots. Develop infographics related to parking availability.
19. Regional Bus Shelter Program – Continue to work with CT**transit** and GHTD to pursue funding for future phases of the program. Continue to work with CTDOT to streamline the program.
20. Continue to keep the Travel Forecast Model current and begin to investigate how to incorporate the findings from the transit on-board survey and the household travel survey into the model.
21. Continue to work with municipalities on updating the GIS system in the Region and collect updated municipal data layers for Web GIS Site.
22. Continue to update the region's online interactive TIP and LOTCIP maps.
23. Continue to work with municipalities and emergency responders to improve traffic incident management within the Hartford Urbanized Area (HUA) utilizing the recently established Traffic Incident Management (TIM) Coalition as a steering group for these efforts.
24. Continue to collect and analyze crash data from Connecticut Crash Data Repository for traffic incidents within the Hartford Urbanized Area. Worked with staff to develop congestion pricing metrics for incident-related delays utilizing FHWA's National Performance Management Research Data. Worked on establishing performance measurements focusing on crash duration from detection to clearance.

25. Develop a Traffic Incident Management (TIM) “Road Map” to assist the Coalition in focusing on key areas within transportation planning and operations that incorporate *Safe and Quick Clearance* strategies. Some examples are: 1) updating of diversion plans, 2) adoption of a unified response manual for all TIM responders, and 3) increased TIM Training for all responders.
26. Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
27. Complete the NextGenCT Pathways to UConn: Eastern Gateways Study.
28. Complete the Transportation Safety and Improvements Study: Farmington and Hartford.
29. Complete the New Britain portion of the Plainville-Southington Farmington Canal Heritage Trail Gap Closure and CTfastrak Connection Study.
30. Complete the Silver Lane in East Hartford Corridor Study.
31. Continue to advance the Route 5 in East Windsor Corridor Study.
32. Solicit for and submit competitively selected transportation planning studies to CTDOT as part of their annual solicitation and assess staff resources as it relates to project management.
33. Continue to explore options to update the Regional Transit Strategy.
34. Begin to draft a formal documentation of the travel forecast model.
35. Continue to pursue funding for a regional traffic signal coordinator position.
36. Continue to work with UConn’s Traffic Signal Circuit Rider Program to advance traffic signal management initiatives throughout the region.

4. FINANCE

4.1. OVERALL BUDGET SUMMARY

4.1.1. TOTAL REVENUE AND EXPENDITURES

Table 12: Total Revenue and Expenditures

Revenue Sources	FY2015-2016 Actual	FY2016-2017 Actual	FY2017-2018 Projected	FY2018-2019 Operating Budget	FY2018-2019 Grants and Contracts Budget	FY2018-2019 Budget Total
Federal	3,292,438	2,906,282	3,580,389	1,696,749	3,133,514	4,830,263
State	2,713,415	2,934,204	2,285,940	656,267	1,539,586	2,195,852
Local	596,974	694,009	819,468	702,757	66,055	768,812
Other	1,017,774	1,337,694	1,246,276	431,490	732,393	1,163,883
TOTAL	7,620,601	7,872,190	7,932,072	3,487,263	5,471,547	8,958,810
Expenditures				FY2018-2019 Operating Budget	FY2018-2019 Grants and Contracts Budget	FY2018-2019 Budget Total
Homeland Security	43,898	758,322	1,311,444		1,599,256	1,599,256
Municipal Services	371,962	1,515,604	706,658		890,000	890,000
Policy Development & Planning	296,930	277,527	196,200		1,252,794	1,252,794
Public Safety	1,074,000	1,152,516	852,114		717,393	717,393
Transportation	911,419	901,997	828,627		1,012,105	1,012,105
Personnel	1,300,447	1,313,387	1,533,116	1,431,164		1,431,164
Fringe	629,631	658,750	647,190	812,570		812,570
Management Support	419,970	436,996	466,338	514,677		514,677
Direct Expenses	196,366	190,926	350,898	238,734		238,734
Indirect Expenses	270,879	277,380	297,872	310,720		310,720
Contingency	-	-	-	30,000		30,000
Unobligated				49,398		49,398
TOTAL	5,515,502	7,483,405	7,190,456	3,387,263	5,471,547	8,858,810

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	768,812							
<i>Required Match</i>		100,000	-	316,586	-	-	-	416,586
<i>Additional Local Dues Allocated</i>			145,076	-	-	-	-	145,076
Total Local Dues	207,150	100,000	145,076	316,586	-	-	-	768,812
Federal			985,397	2,156,609	-	35,000	1,653,256	4,830,262
State			491,602	754,251	950,000	-	-	2,195,853
Other Sources			-	-	285,664	878,219	-	1,163,883
Total Sources	207,150	100,000	1,622,075	3,227,446	1,235,664	913,219	1,653,256	8,958,810
Expenditures								
Contractual / Grant Obligations		-	1,252,793	1,012,105	890,000	717,393	1,599,256	5,471,547
Operating Revenue	207,150		369,282	2,215,341	345,664	195,826	54,000	3,487,263
Operating Expenses								
Administration								
<i>Direct Salaries</i>			161,817	1,003,485	152,209	88,405.00	25,248	1,431,164
<i>Management Salaries</i>	514,677		58,193	360,875	54,738	31,792.32	9,080	514,677
<i>Overhead (Indirect Expenses)</i>	310,720		35,132	217,868	33,048	19,334.61	5,338	310,720
<i>Fringe</i>	812,570		91,875	569,747	86,419	50,193.58	14,335	812,570
<i>Direct Expenses</i>	127,752		22,265	63,367	19,250	6,100.00	-	238,734
<i>Allocated to departments</i>	(1,637,967)							
Total Administration	127,752		369,282	2,215,341	345,664	195,826	54,000	3,307,865
Contingency	30,000			-	-	-	-	30,000
Unobligated	49,398		-		-	-	-	
Total Uses	207,150	-	1,622,075	3,227,446	1,235,664	913,219	1,653,256	8,858,810
Surplus (Deficit)	-	100,000	-	-	-	-	-	100,000

4.2. OPERATING BUDGET

4.2.1. OPERATING BUDGET SUMMARY

Table 14: Operating Budget Revenue by Sources and Expenditures by Function Summary

Revenue Sources	FY2015-2016 Actual	FY2016-2017 Actual	FY2017-2018 Projected	FY2018-2019 Budget	Percent of Budget
Federal	1,462,427	1,421,318	1,360,925	1,696,749	49%
State	938,169	879,775	905,223	656,267	19%
Local	574,095	654,045	761,447	702,757	20%
Other	181,155	256,994	367,775	431,490	12%
TOTAL	3,155,847	3,212,132	3,395,369	3,487,263	100%
Expenditures	FY2015-2016 Actual	FY2016-2017 Actual	FY2017-2018 Projected	FY2018-2019 Budget	Percent of Budget
Personnel	1,300,447	1,313,387	1,533,116	1,431,164	42%
Fringe	629,631	658,750	647,190	812,570	24%
Management Support	419,970	436,996	466,338	514,677	15%
Indirect Expenses	270,879	277,380	297,872	310,720	9%
Direct Expenses	196,366	190,926	350,898	238,734	7%
Contingency	-	-	-	30,000	1%
Unobligated				49,398	1%
TOTAL	2,817,293	2,877,438	3,295,414	3,387,263	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 15: 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	702,757							
<i>Required Match</i>		100,000		250,531				350,531
<i>Additional Local Dues Allocated</i>			145,076					145,076
Total Local Dues	207,150	100,000	145,076	250,531	-	-	-	702,757
Federal			17,076	1,590,673		35,000	54,000	1,696,749
State			207,130	374,137	75,000			656,267
Other Sources			-	-	270,664	160,826		431,490
Total Sources	207,150	100,000	369,282	2,215,341	345,664	195,826	54,000	3,487,263
Expenditures								
Operating Revenue	207,150	100,000	369,282	2,215,341	345,664	195,826	54,000	3,487,263
Operating Expenses								
Administration								
<i>Direct Salaries</i>			161,817	1,003,485	152,209	88,405	25,248	1,431,164
<i>Management Salaries</i>	514,677		58,193	360,875	54,738	31,792	9,080	514,677
<i>Overhead (Indirect Expenses)</i>	310,720		35,132	217,868	33,048	19,335	5,338	310,720
<i>Fringe</i>	812,570		91,875	569,747	86,419	50,194	14,335	812,570
<i>Direct Expenses</i>	127,752		22,265	63,367	19,250	6,100		238,734
<i>Allocated to departments</i>	(1,637,967)							
Total Administration	127,752	-	369,282	2,215,341	345,664	195,826	54,000	3,307,865.00
Contingency	30,000			-	-	-		30,000
Unobligated	49,398							49,398
Total Uses	207,150	-	369,282	2,215,341	345,664	195,826	54,000	3,387,263
Surplus (Deficit)	-	100,000	-	-	-	-	-	100,000

4.2.3. OPERATING BUDGET REVENUE SOURCES

Table 16: Operating Budget Revenue Sources

	2015-2016 Actual	2016-2017 (Actual)	2017-2018 Amended Budget	Projected 2017- 2018 Budget	2018-2019 Budget
Operating Revenue					
FEDERAL					
Federal Highway Admin-PL	1,304,937	1,307,186	1,513,709	1,233,323	1,590,673
Transportation Studies		-		-	
New Britain TOD On Call - Phase 2	9,045	-		-	
Route 5 - East Windsor Study			12,000	8,000	-
Comprehensive Transit Service Analysis Study	327	11,387		-	-
FTA (Hartford Earmark)		-		5,881	-
EPA Brownfields Assessment Grant	21,986	1,986		7,771	
EPA Brownfields Revolving Loan Fund Grant	7,015	9,559	17,650	15,000	13,526
Hazard Mitigation Grant - CCRPA	31,117	-		-	
FEMA Pre-Disaster Mitigation Grant			30,000	11,950	3,550
U. S. Department of Homeland Security		-		-	
Homeland Security Grant Program -FFY 2013	52,000	-		-	
Homeland Security Grant Program -FFY 2014	30,000	30,000		-	
Homeland Security Grant Program -FFY 2015		33,000		27,000	
Homeland Security Grant Program -FFY 2016		-	60,000	35,500	24,500
Homeland Security Grant Program -FFY 2017				10,500	23,500
Citizen Corps Program	6,000	4,000	6,000	6,000	6,000
Infectious Disease Preparedness		24,200	19,550	-	35,000
Total Federal	1,462,427	1,421,318	1,658,909	1,360,925	1,696,749
STATE					
Conn. Dept of Transportation	163,117	123,215	140,018	117,166	147,137
Conn. Dept of Transportation - CCMPO		-		-	
State OPM (SGIA)/RSG	611,980	403,556	334,230	360,583	180,292
State OPM Complete Streets Grant			100,000	100,000	-
Transportation Studies		-		-	
New Britain BRT -TOD Phase 2	1,131	-		-	
Silver Lane - East Hartford Study		1,480		7,083	
Route 5 - East Windsor Study			3,000	2,000	
Comprehensive Transit Service Analysis Study	82	2,847		-	
LOT/CIP	116,793	212,204	210,000	155,193	227,000
UConn Eastern Gateways Study		13,545		16,455	-
UConn Farmington/Hartford		-		-	
CT DECD Brownfields Grant	5,158	8,161		11,741	
WINCOG - GIS RPIP		-		-	
Nutmeg Network Demonstration Projects		42,539	21,000	48,060	25,000
Crumbling Foundations Testing Program			35,000	54,743	50,000
Anchor Institutions (RPIP Grant)			27,200	27,200	26,838
CAPTAIN 4G (RPIP OPM Grant) and Other RPIP Grants	39,909	72,227	5,000	5,000	
Total State	938,169	879,775	875,448	905,223	656,267

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	2015-2016 Actual	2016-2017 (Actual)	2017-2018 Amended Budget	Projected 2017- 2018 Budget	2018-2019 Budget
CRCOG/LOCAL/PRIVATE/OTHER					
Local Government Assessments	574,095	652,565	663,283	754,364	702,757
Silver Lane - East Hartford Study		1,480	-	7,083	
CCMPO local match		-	-	-	
Total CROG/Local	574,095	654,045	663,283	761,447	702,757
CONTRACT/FEE FOR SERVICES					
Public Safety		-		-	
Participation Fee	18,592	59,907	149,591	149,591	160,826
CAPTAIN Reserve		-		-	
Heartbeat CAD System		-		-	-
Purchasing Council	53,910	40,597	44,000	45,595	44,000
Municipal Services Deferred Revenue		-		-	73,164
Natural Gas Consortium		-		-	-
RFP Depot/Bid Sync	56,923	55,000	50,000	50,000	50,000
Electricity Consortium	12,010	14,561	12,000	12,000	12,000
EZ IQC	39,489	42,890	30,000	54,089	40,000
Regional Solid Waste Management		1,500	1,500	1,500	1,500
IT Services Cooperative	230	42,539	55,000	55,000	50,000
Total Contract/Fee For Services	181,155	256,994	342,091	367,775	431,490
TOTAL OPERATING REVENUE	3,155,847	3,212,132	3,539,731	3,395,369	3,487,263

4.2.4. OPERATING EXPENSES

Table 17: Operating Expenditure Summary

Expenditures	FY2015-2016 Actual	FY2016-2017 Actual	FY2017-2018 Projected	FY2018-2019 Budget
Personnel	1,300,447	1,313,387	1,533,116	1,431,164
Fringe	629,631	658,750	647,190	812,570
Management Support	419,970	436,996	466,338	514,677
Indirect Expenses	270,879	277,380	297,872	310,720
Direct Expenses	196,366	190,926	350,898	238,734
Contingency	-	-	-	30,000
Unobligated				49,398
TOTAL	2,817,293	2,877,438	3,295,414	3,387,263

4.2.5. OPERATING BUDGET PERSONNEL SERVICES

Table 18: Operating Budget—Personnel Services

Personnel Expenditures	2015-16 Actual	2016-17 Actuals	2017-2018 Amended Budget	2017-2018 Projected	2018-2019 Budget
SALARIES					
Transportation	730,433	867,508	1,020,564	846,505	1,003,485
Jobs Access	-	-			
Policy & Planning	413,724	238,130	258,687	291,864	161,817
Municipal Services	39,844	125,250	128,266	129,398	140,547
Service Sharing	39,719	35,454	12,898	14,564	11,662
Public Safety Council	-	38,158	79,916	103,525	88,405
Homeland Security	89,666	85,812	32,785	40,407	25,248
Management Support	436,996	464,168	466,338	431,877	514,677
Total Salaries	\$ 1,750,383	\$ 1,854,481	\$ 1,999,454	\$ 1,858,140	\$ 1,945,841
MERIT/UPGRADE					
	-	-			
FRINGE BENEFITS					
Health Insurance	342,885	384,054	423,868	356,755	444,924
H S A - Employer Contribution	-	-			
Health Insurance -Stipend	2,400	1,200	2,400	1,200	2,400
Vision Care	3,775	4,335	3,500	5,907	4,381
Pension	146,543	170,191	184,592	179,437	174,066
Unemployment Compensation	11,421	8,538	12,150	7,915	11,700
FICA	127,381	143,533	151,305	140,500	147,730
Long Term Disability	3,967	5,070	4,599	3,806	4,774
Short Term Disability	6,712	7,896	7,783	7,095	8,073
Life Insurance	2,917	3,503	3,456	3,152	3,572
Car Allowance	5,000	5,000	5,000	5,000	5,000
Executive Director Deferred Comp.	5,000	5,000	5,000	-	5,000
Employee Assistance	750	975	850	937	950
Total Fringe Benefits	658,750	739,295	804,503	711,704	812,570
TOTAL PERSONNEL					
	2,409,133	2,528,774	2,803,957	2,759,116	2,758,411

4.2.6. OPERATING BUDGET DIRECT EXPENSES

Table 19: Operating Budget Direct Expenses—Detail

Direct Expenditures	2015-2016 Actual	2016-2017 Actual	2017-2018 Amended Budget	2017-2018 Projected Spend	2018-2019 Budget
SERVICES & SUPPLIES					
Publication, Dues, Advertising	20,089	22,858	24,979	28,664	30,158
Reproduction & Printing	-	-	3,150	2,550	2,200
Recruitment	351	-	1,500	500	1,500
Supplies, Postage, Other	8,097	5,213	7,050	6,728	7,150
Computer Services/Software	41,351	29,162	27,901	31,859	27,400
Equipment Maintenance - GIS	3,776	3,600	3,700	4,000	4,600
Telephone	699	935	1,150	954	1,000
Insurance	-	-	-	-	-
TOTAL SERVICES & SUPPLIES	\$ 74,363	\$ 61,767	\$ 69,430	\$ 75,255	\$ 74,008
PROFESSIONAL SERVICES					
Legal	10,192	6,162	7,250	9,057	11,750
Legislative Liaison	23,100	23,850	24,802	24,802	24,802
Consultants	5,440	25,858	22,500	19,500	12,000
Spanish language translation - documents	-	320	1,200	1,200	1,200
Spanish language interpretation - meetings	-	-	1,000	1,000	1,000
Interpreter for the deaf	-	-	2,000	-	2,000
Polish language translation & interpretation			1,000		1,000
TOTAL PROFESSIONAL	38,732	56,189	59,752	55,559	53,752
EQUIPMENT & CAPITAL COSTS					
Equipment	8,247	10,481	35,200	31,699	16,884
Leasehold Improvements	-	-	7,500	7,500	2,500
Furniture & Furnishings	2,090	-	22,000	20,177	2,000
TOTAL EQUIPMENT & CAPITAL COSTS	10,338	10,481	64,700	59,377	21,384
MTGS. TRAVEL & CONF.					
Food	11,498	10,128	11,140	11,035	11,240
Mileage/Parking	6,869	7,281	11,100	6,979	9,650
Training/Tuition Reimb	8,560	1,000	9,838	9,338	7,200
Conf/Workshops					
Administration	30,010	29,171	29,500	28,805	31,000
Policy and Planning	4,703	4,241	6,500	6,500	6,500
Transportation	2,186	215	5,000	4,792	6,500
Public Safety	265	1,663	1,000	375	750
Municipal Services	4,238	2,319	4,500	4,029	5,600
Rentals	550	2,788	4,750	3,425	4,950
Workshop-Local Government	1,104	836	3,700	2,000	2,200
Annual Meeting	2,952	2,847	3,500	2,500	3,500
Legislative Reception	-	-	500	-	500
TOTAL MTGS. TRAVEL & CONFERENCE	72,934	62,489	91,028	79,777	89,590
TOTAL DIRECTS	196,366	190,926	284,910	269,967	238,734
Contingency	-	-	30,000	-	30,000

4.2.7. OPERATING BUDGET INDIRECT EXPENSES

Table 20: Operating Budget Indirect Expenses—Detail

	2015-2016 Actual	2016-2017 Actuals	2017-2018 Amended Budget	2017-2018 Projected	2018-2019 Budget
RENT, MAINTENANCE, UTILITIES	135,004	135,006	141,216	137,924	149,185
POSTAGE	3,042	1,611	3,000	2,500	3,000
EQUIPMAINT MAINTENANCE	5,926	5,360	6,135	4,529	6,135
INSURANCE	36,426	39,420	38,850	38,850	39,500
EQUIPMENT	-				
OFFICE SUPPLIES	13,814	14,232	14,000	14,300	15,000
REPRODUCTION & PRINTING	10,690	12,900	13,000	12,900	13,000
NARC -DUES	6,688	6,688	7,200	6,688	7,200
PENSION ADMINISTRATION	5,250	4,750	5,500	4,890	5,000
TELEPHONE/DATA SERVICE/INTERNET	10,018	11,629	12,000	10,500	12,000
COMPUTER SERVICES	4,569	6,659	5,500	7,500	9,000
PAYROLL PROCESSING FEES	5,330	6,254	5,500	5,500	6,500
ACCOUNTING/AUDIT	34,000	30,000	36,000	31,000	36,000
SECTION 125 ADMINISTRATION	1,193	1,117	1,200	1,145	1,200
LEGAL	1,128	-	2,000	1,000	2,000
COMP SOFTWARE/UPGRADE	4,302	5,827	6,000	5,900	6,000
	277,380	281,453	297,101	285,126	310,720

4.3. OPERATING BUDGET NOTES

4.3.1. OPERATING REVENUE

CRCOG/Local

Local Government Assessments

CRCOG Member Towns

\$ 702,757

Member towns are assessed at \$0.663 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

\$ 50,000

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

\$ 40,000

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 **\$ 50,000**

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

Public Safety Council **\$ 160,826**

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 2018-19	\$1,590,673	\$147,137	\$250,531	\$1,988,341
LOTICIP		227,000		227,000
TOTALS	\$1,590,673	\$374,137	\$250,531	\$2,215,341

CONNDOT is providing maximum state funding of \$152,394(7.4%) during FY 2016-17 of which \$147,381 is applied to CRCOG operating fund. Based on the new allocation of matching funds, \$250,531 (12.6%) is required from General Fund Local Assessment revenue to provide for the local match required for the FHWA transportation. The LOTICIP grant is funded 100% state.

Homeland Security

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

Homeland Security Administration **\$ 54,000**

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

Citizen Corps **\$6,000**

EPA Brownfields Revolving Loan Fund Grant **\$13,526**

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 **\$35,000**

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.

Regional Services Grant (formerly SGIA) **\$180,292**

Funding for FY 2018-19 is budgeted at 50% of the FY 2017-18 funds and is contingent on approval of the State Budget.

Anchor Institute (RPIP Grant) **\$26,838**

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

Nutmeg Demonstration Project **\$25,000**

Administrative costs associated with the Human Resources Portal and Electronic Document Management Nutmeg Network Demonstration Projects

Crumbling FoundationsTesting Program **\$50,000**

Administrative costs associated with the Governor's Crumbling Foundations Testing Program for homeowners affected by pyrrhotite.

4.3.2. OPERATING EXPENDITURES

PERSONNEL SERVICES

Salaries

1,945,841

The Fiscal Year 2018-19 Budget consists of 21 full-time and six part-time staff positions. The Budget includes a 2% COLA adjustment for CRCOG staff.

Fringe Benefits

\$ 773,231

Fringe Benefits are projected at 41.36% of salaries based on an analysis of current fringe which includes projected 15% increase in health benefits 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 \$310,720 and include the following:

Services & Supplies

Publications, Dues, Advertisements

\$ 30,158

Publications, Dues, & Advertisements include the following charges:

Transportation	4,083
Policy and Planning	6,075
Municipal Services	5,500
Public Safety	1,000
Administration	13,500

Reproduction & Printing

\$2,200

Reproduction & Printing includes the following charges:

Transportation	1,000
Policy and Planning	1,050
Municipal Services	150

Recruitment

\$1,500

Administration	1,500
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Supplies, Postage, Other

\$ 7,150

Transportation	500
Policy and Planning	1,000
Municipal Services	250
Public Safety	400
Administration	5,000

Computer Software Upgrade / Maintenance

\$27,600

Administration	7,500
Policy & Planning	200
Transportation	
-GIS Maintenance	7,900
-AppGeo Hosting	7,601
-ESRI Network Analyst	3,049
-TransCad Maintenance	3,600

Equipment Maintenance –CAD

\$ 3,600

Transportation	
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-TransCAD Maintenance	3,600
Telephone	\$ 1,000
Public Safety	300
Administration	700
Consultant/Professional Services	\$53,252
Legal	
-Public Safety	750
-Transportation	1,000
-Municipal Services	1,500
-Administration	8,500
Legal fees relating to CRCOG administration are included in Indirect Expenses.	
Legislative Liaison	24,802
Consultants	
-Policy & Planning	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	\$ 16,884
Transportation (Plotter, Computers)	9,384
Administration	4,500
Municipal Services	2,000
Public Safety	1,000
Leasehold Improvements	\$ 2,500
Furniture & Furnishings	\$ 2,000
Meetings & Food	\$11,240
Policy and Planning	840
Municipal Services	1,500
Public Safety	800
Administration	8,500
The amount budgeted for food is net of anticipated income to offset costs. Approximately 17% of the cost of lunches provided by CRCOG for various meetings was reimbursed by meeting attendees during FY 2016-17.	
Mileage	\$ 9,650
Mileage reimbursement is budgeted at 54.50 cents per mile in accordance with the U.S. General Services Administration rate adjustment.	
Transportation	4,500
Policy and Planning	1,900
Municipal Services	1,000
Public Safety	750
Administration	1,500

Training/Tuition Reimbursement	\$7,200
Transportation	5,200
Policy and Planning	500
Administration	1,500
 Conference/Workshops	 \$50,350
Transportation	6,500
Policy and Planning	6,500
Municipal Services	5,600
Public Safety	750
Administration	31,000
 Rentals	 \$4,950
Policy and Planning	1,000
Municipal Services	750
Public Safety	750
Transportation	1,700
Administration	750
 Workshops for Local Governments	 \$2,200
Policy and Planning	2,200
 Annual Meetings	 \$3,500
To cover the costs of the CRCOG annual meeting.	
 Legislative Reception/Other Events	 \$500
 Contingency	 \$30,000
To cover unanticipated expenditures during the year.	

INDIRECT EXPENSES

Indirect Expenses of \$310,720 include the following:

Rent, Maintenance, Utilities	\$149,185
Rent (Based on Lease Amendment #6 Effective September 2018-August 2023)	127,969
Utilities	21,216
 Telephone/Data Services/Internet Fee	 \$12,000
Comcast -Internet Fee	579
CEN Internet Access (St. of Conn.)	1,800
Mitel	8,576
Verizon	480
SNET Yellow Pages	565
 Postage	 \$3,000
 Equipment Maintenance	 \$6,135
 Insurance	 \$39,500
An overall 5% increase in premium is being projected for Liability, Crime and Fidelity Bond insurance for Fiscal Year 2018-19.	
General Liability, Property, Directors & Officers	33,125
Worker's Compensation	5,551
Crime	824
 Office Supplies	 \$15,000

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	\$9,000
Grants Management System	5,271
Timesheet Maintenance	1,729
Vision Point	2,000
Payroll Processing Fees	\$6,500
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

4.3.3. OPERATING BUDGET CONTINGENCY

CRCOG believes it possible that the Connecticut Regional Services Grant (RSG) could be rescinded either partially or completely from the budget in FY 2018-2019. CRCOG views the likelihood of complete rescission is unlikely, but is taking measures nonetheless. If partial rescission were to occur, CRCOG would reduce unobligated and contingency funds prior to reducing contributions to the Regional Fund. The total budgeted amount is \$180, 292. The contingency for total rescission would be as follows:

Obligate unobligated funds to those expenditures originally designated for RSG	\$49,398
Apply contingency funds to expenditures designated for RSG	\$30,000
Do not fund the Regional Fund	\$100,000
Reduce direct expenditures	\$894
TOTAL	\$180,292

4.4. GRANTS AND CONTRACTS BUDGET

4.4.1. GRANTS AND CONTRACTS BUDGET OVERVIEW

Table 21: Grants Budget Revenue and Expenditures

Revenue Sources	FY2015-2016 Actual	2016-2017 Actual	FY2017-2018 Projected	FY2018-2019 Budget	Percent of Budget
Federal	1,830,011	1,484,964	2,219,463	3,133,514	57%
State	1,775,246	2,054,430	1,380,717	1,539,586	28%
Local	22,879	39,964	58,021	66,055	1%
Other	836,618	1,080,700	878,501	732,393	13%
TOTAL	4,464,754	4,660,058	4,536,703	5,471,547	100%
Expenditures	FY2015-2016 Actual	2016-2017 Actual	FY2017-2018 Projected	FY2018-2019 Budget	Percent of Budget
Homeland Security	43,898	758,322	1,311,444	1,599,256	29%
Jobs Access	-	-	-	-	0%
Municipal Services	371,962	1,515,604	706,658	890,000	16%
Policy Development & Planning	296,930	277,527	196,200	1,252,794	23%
Public Safety	1,074,000	1,152,516	852,114	717,393	13%
Transportation	911,419	901,997	828,627	1,012,105	18%
TOTAL	2,698,209	4,605,967	3,895,042	5,471,547	100%

4.4.2. GRANTS AND CONTRACTS DETAILS

Table 22: Grants and Contract Budget Summary by Department

	Policy and Planning	Transportation	Municipal Services	Public Safety	Homeland Security	Totals
Revenues						
Federal	968,322	565,936	-	-	1,599,256	3,133,514
State	284,472	380,114	875,000	-	-	1,539,586
Local Dues		66,055				66,055
Other Sources	-	-	15,000	717,393	-	732,393
Total Revenues	1,252,794	1,012,105	890,000	717,393	1,599,256	5,471,547
Expenditures						
Contractual / Grant Obligations	1,252,794	1,012,105	890,000	717,393	1,599,256	5,471,547
Total Expenditures	1,252,794	1,012,105	890,000	717,393	1,599,256	5,471,547
Surplus (Deficit)	-	-	-	-	-	-

4.4.3. GRANT AND CONTRACTS REVENUES

Table 23: Grants and Contracts Revenue--Detail

	2015-2016 Actual	2016-2017 Actual	2017-2018 Amended Budget	Projected 2017-2018	2018-2019 Budget
Grant & Contracts Budget					
FEDERAL					
FHWA Planning Studies and Contractors (CRCOG)	\$ 54,982	250,510	\$ 336,000	255,982	419,400
CCMPO Consultants / Plainville Study	\$ 94,756		\$ 224,000	-	
Transportation Studies				-	
Route 195 Corridor Study					
New Britain BRT -TOD On Call - Phase 2	33,300	-		-	
Route 10 Study		-		-	
Route 6 Study		-		-	
Route 3 Study	135,559	-		-	
Plainville Study (CCMPO FHWA Carry-forward)					13,336
Silver Lane - East Hartford Study		11,844	160,000	45,358	-
Route 5 - East Windsor Study		-	188,000	67,200	124,800
Comprehensive Transit Service Analysis Study	166,583	113,840		51,030	8,400
New Britain BRT - Modeling		-		-	
FTA (City Earmark)	191,775	51,845		111,755	
EPA Brownfields Assessment Grant	64,338	201,297	87,400	83,541	
EPA Brownfields Revolving Loan Fund Grant	-	-	450,000	50,000	800,000
CEDS Grant		-	125,176	78,789	46,387
HUD Sustainability Grant		-		-	
Hazard Mitigation Planning Grant - CCRPA	47,194	3,528		4,365	
FEMA Pre-Disaster Mitigation Grant	-	-	160,000	160,000	121,935
Citation Grant (CONNDOT) & E-Crash	102,700	93,778		-	
U. S. Department of Homeland Security		-		-	
Homeland Security Grant Program - FFY 2011		-		-	
Homeland Security Grant Program - FFY 2012		-		-	
Homeland Security Grant Program - FFY 2013	180,468	-		-	
Homeland Security Grant Program - FFY 2014	435,499	46,841		-	
Homeland Security Grant Program - FFY 2015	19,447	321,655	108,856	51,760	-
Homeland Security Grant Program - FFY 2016			347,698	80,487	222,211
Homeland Security Grant Program - FFY 2017				-	140,000
MMRS 2014		-		-	
MMRS 2015		46,904	38,330	23,096	-
MMRS 2016			50,000	12,719	37,281
MMRS 2017					55,909
EMPG HAZMAT 2014		2,943		-	
EMPG HAZMAT 2015		31,194	24,685	9,526	
EMPG HAZMAT 2016			45,000	45,000	-
EMPG HAZMAT 2017					55,000
Citizen Corps Program	75,425	13,356		-	
CRI Regional Public Health Advisor		-		-	
Infectious Disease Preparedness	216,553	128,228	42,591	42,591	42,591
DPH Hospital Emergency Preparedness				1,046,264	1,046,264
MRC - Public Health Preparedness	11,431	167,201	-	-	-
Total Federal	1,830,011	1,484,964	2,387,736	2,219,463	3,133,514

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	2015-2016 Actual	2016-2017 Actual	2017-2018 Amended Budget	Projected 2017-2018	2018-2019 Budget
STATE					
Conn. Department of Transportation Match (CRCOG)	\$ 6,873	49,890	\$ 12,376	24,147	38,795
ConnDOT CCMPO Plainville Study Match		5,000	\$ 28,000	-	
Transportation Studies		-		-	
New Britain BRT -TOD On Call -Phase 2	4,162	-		-	
Route 3 Study	16,945	-		-	
Plainville Study					3,334
Silver Lane - East Hartford Study		-	20,000	4,002	
Route 5 - East Windsor Study		-	47,000	16,800	31,200
Comprehensive Transit Service Analysis Study	41,646	28,460		27,023	2,100
Bike Share Study		-		-	
LOTICIP	128,288	147,280	215,000	107,500	268,750
West Hartford Road Diet Study	74,710	-		-	
UConn Eastern Gateways Study	153,335	140,544	168,000	196,406	
UConn Farmington/Hartford	19,688	74,664	153,000	54,785	35,935
CT DECD Brownfields Grant	69,003	72,702	35,088	58,294	
State OPM Complete Streets Grant			175,000	175,000	175,000
State OPM (SGIA)/RSG			33,159	-	
Nutmeg Network Demonstration Projects	1,200,568	100,000	450,000	250,000	250,000
Crumbling Foundations Testing Program			500,000	330,270	500,000
Anchor Institutions (RPIP Grant)	7,753	42,247	72,700	36,490	109,472
Service Sharing Grant (OPM)	52,274	1,393,642	225,000	100,000	125,000
Total State	1,775,246	2,054,430	2,134,323	1,380,717	1,539,586
CRCOG/LOCAL/PRIVATE/OTHER					
CEDS Grant Match -CRCOG					
CEDS Grant Match from Other Partners			25,000	25,000	
Local Assessments	6,873	34,964	52,080	-	
FHWA Planning Studies & Contractors (Local Government Assesment)			73,056	29,019	66,055
CCMPO Plainville Study Match	11,844	5,000	28,000	-	
Bike Share Study		-		-	
Silver Lane - East Hartford Study		-	20,000	4,002	
Comprehensive Transit Service Analysis Study - Hartford		-		-	
New Britain BRT -TOD Phase 2	4,162	-		-	
Captain-Fire/Public Works	37,372			-	
Total CRCOG/Local/Private	22,879	39,964	198,136	58,021	66,055
CONTRACT/FEE FOR SERVICES					
Public Safety		-		-	
Participation Fee	707,883	876,710	850,000	556,931	717,393
CAPTAIN Reserve		-		-	
Heartbeat CAD System	104,797	182,028	-	295,183	
Regional Solid Waste Management	23,939	21,962	15,000	26,388	15,000
IT Services Cooperative		-		-	
CONTRACT/FEE FOR SERVICES	836,618	1,080,700	865,000	878,501	732,393
TOTAL PROGRAM REVENUES	4,464,754	4,660,058	5,585,195	4,536,703	5,471,547

4.4.4. GRANT AND CONTRACTS EXPENDITURES

Table 24: Grants and Contracts Expenditures—Detail

Grant Expenditures	2017-2018		2018-2019		
	2015-2016 Actual	2016-2017 Actual	Amended Budget	Projected 2017-2018	Budget
Policy, Planning and Development					
HUD Sustainability Grant	-	-	-	-	-
State OPM Complete Streets Grant			175,000		175,000
DECD Brownfields Grant	78,203	72,702	35,088	58,294	-
EPA Brownfields Assessment Grant	218,727	201,297	87,400	83,541	-
EPA Brownfields Revolving Loan Fund Grant	-	-	450,000	50,000	800,000
CEDS Grant			183,335		46,387
HFPG Anchor Institution Grant	50,000	-	-	-	-
Anchor Institutions (RPIP Grant)			72,700		109,472
FEMA Pre-Disaster Mitigation Grant	-	3,528	160,000	4,365	121,935
Total Policy, Planning and Development	296,930	277,527	1,163,523	196,200	1,252,794
Transportation					
FHWA Planning Studies and Contractors (CRC	-	335,364	473,512	280,129	524,250
CCMPO Consultants / Plainville Study	-	10,000	280,000	-	16,670
New Britain BRT -TOD On Call - Phase 2	-	-	-	-	-
Silver Lane - East Hartford Study			200,000		-
Route 5 - East Windsor Study			235,000		156,000
Viaduct Study	-	-	-	-	-
Bike Share Study	-		-		-
Comprehensive Transit Service Analysis Study	92,806	142,300	-	78,053	10,500
Local Match	17,562				
FTA (City Earmark)	51,843	51,845	-	111,755	-
LOTICIP	278,701	147,280	215,000	107,500	268,750
West Hartford Road Diet Study	-	-	-	-	-
UConn Eastern Gateways Study	318,560	140,544	168,000	196,406	-
UConn Farmington/Hartford	151,946	74,664	153,000	54,785	35,935
Total Transportation	911,419	901,997	1,724,512	828,627	1,012,105
Municipal Services					
IT Services Cooperative	-	-	-	-	-
Nutmeg Network Demonstration Projects	100,000	100,000	450,000	250,000	250,000
Service Sharing Grant (OPM)	250,000	1,393,642	225,000	100,000	125,000
Crumbling Foundations Testing Program			500,000	330,270	500,000
Regional Solid Waste Management	21,962	21,962	15,000	26,388	15,000
Total Municipal Services	371,962	1,515,604	1,190,000	706,658	890,000

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	2015-2016 Actual	2016-2017 Actual	2017-2018 Amended Budget	Projected 2017-2018	2018-2019 Budget
Public Safety					
Citation Grant (CONNDOT) & E-Crash	-	93,778	-	-	-
CRI Regional Public Health Advisor	-	-	-	-	-
CAPTAIN Participation Fee	920,000	876,710	850,000	556,931	717,393
Heartbeat CAD System	154,000	182,028	-	295,183	-
Total Public Safety	1,074,000	1,152,516	850,000	852,114	717,393
Homeland Security					
US Department of Homeland Security	-	-	-	-	-
Homeland Security Grant Program -FFY 2011	-	-	-	-	-
Homeland Security Grant Program - FFY 2013	-	-	-	-	-
Homeland Security Grant Program - FFY 2014	43,898	46,841	-	-	-
Homeland Security Grant Program - FFY 2015		321,655	108,856	51,760	-
Homeland Security Grant Program - FFY 2016		-	347,698	80,487	222,211
Homeland Security Grant Program - FFY 2017	-	-	-	-	140,000
MMRS 2015		46,904	38,330	23,096	-
MMRS 2016		-	50,000	12,719	37,281
MMRS 2017	-	-	-	-	55,909
EMPG HAZMAT 2014		2,943	-	-	-
EMPG HAZMAT 2015		31,194	24,685	9,526	-
EMPG HAZMAT 2016		-	45,000	45,000	-
EMPG HAZMAT 2017					55,000
Citizen Corps Program	-	13,356	-	-	-
Infectious Disease Preparedness		128,228	42,591	42,591	42,591
DPH Hospital Emergency Preparedness				1,046,264	1,046,264
MRC - Public Health Preparedness	-	167,201	-	-	-
Total Homeland Security	43,898	758,322	657,160	1,311,444	1,599,256
TOTAL PROGRAM EXPENDITURES	<u>2,698,209</u>	<u>4,605,967</u>	<u>5,585,195</u>	<u>3,895,042</u>	<u>5,471,547</u>

4.5. GRANT BUDGET NOTES

Grant revenues are estimated to be \$4,175,300 from all sources in Fiscal Year 2018-19

TRANSPORTATION

The following is a breakdown of federal, state and local funding for transportation work, which totals \$1,001,605. 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 \$66,055; Funding for CCMPO and Route 5 East Windsor Study is budgeted at Federal -80%; State -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	\$419,400	\$ 38,795	\$66,055	\$ 524,250
Plainville Study (CCMPO FHWA)	13,336	3,334		16,670
Route 5 – East Windsor Study	124,800	31,200	-0-	156,000
LOTICIP		268,750		268,750
UCONN Farmington/Hartford Study		35,935	-0-	35,935
Totals	\$557,536	\$378,014	\$66,055	\$1,001,605

TRANSPORTATION

FHWA Planning Studies and Contractual (CRCOG) \$524,250

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

CCMPO Consultants \$16,670

Plainville Study

POLICY AND PLANNING

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

EPA Brownfield Loan Fund Grant \$800,000

EPA is providing funding to inventory, characterize and assess brownfields sites in the Capitol Region

Comprehensive Economic Development Strategy Grant \$46,387

Funding for the update of the Comprehensive Economic Development Strategy for the Region is being provided by the U.S. Department of Commerce

Anchor Institutions (RPIP Grant) \$109,472

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 CT*rail* corridor

MUNICIPAL SERVICES

The following is a breakdown of contractual obligations for Municipal Services

Service Sharing **\$100,000**

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

Captain 4G **\$100,000**

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

Demonstration Projects **\$250,000**

Partnership with CCAT for demonstration projects on the Nutmeg Network.

Regional Solid Waste Management **\$ 15,000**

PUBLIC SAFETY COUNCIL

CAPTAIN User Fees **\$ 717,393**

The Participation Fees are derived from various charges from local public safety departments for the maintenance of the region's public safety system network.

Technical Support **\$ 45,000**

Network Services **\$379,417**

System Maintenance **\$292,276**

Homeland Security Grant Administration

(including MMRS, HAZMAT and CRI) **\$ 362,211**

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.

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 25: Staff Salary Plan Pay Grades

CURRENT	JOB TITLES AND PAY GRADES	2018-2019 Pay Grades		
Level	Job Titles			
A2	Office Assistant	35050	39358	43668
A3	Program Assistant Accounting Assistant	47105	50165	53227
A4	Executive Assistant/Office Coordinator	57206	60715	64226
P1	Program Manager Planner Accountant	51111	57607	64103
P2	Senior Planner Senior Program Manager Contracts Specialist GIS Coordinator	56118	63735	71845
P3	Special Projects Manager I Principal Planner I Senior GIS Coordinator	59445	67031	74617
P4	Municipal Services Manager Special Projects II Principal Planner II	69079	78802	88526
P5/M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	95371	102657	109943
M2	Department Director II/Deputy Director	105351	114732	124114
E	Executive Director			

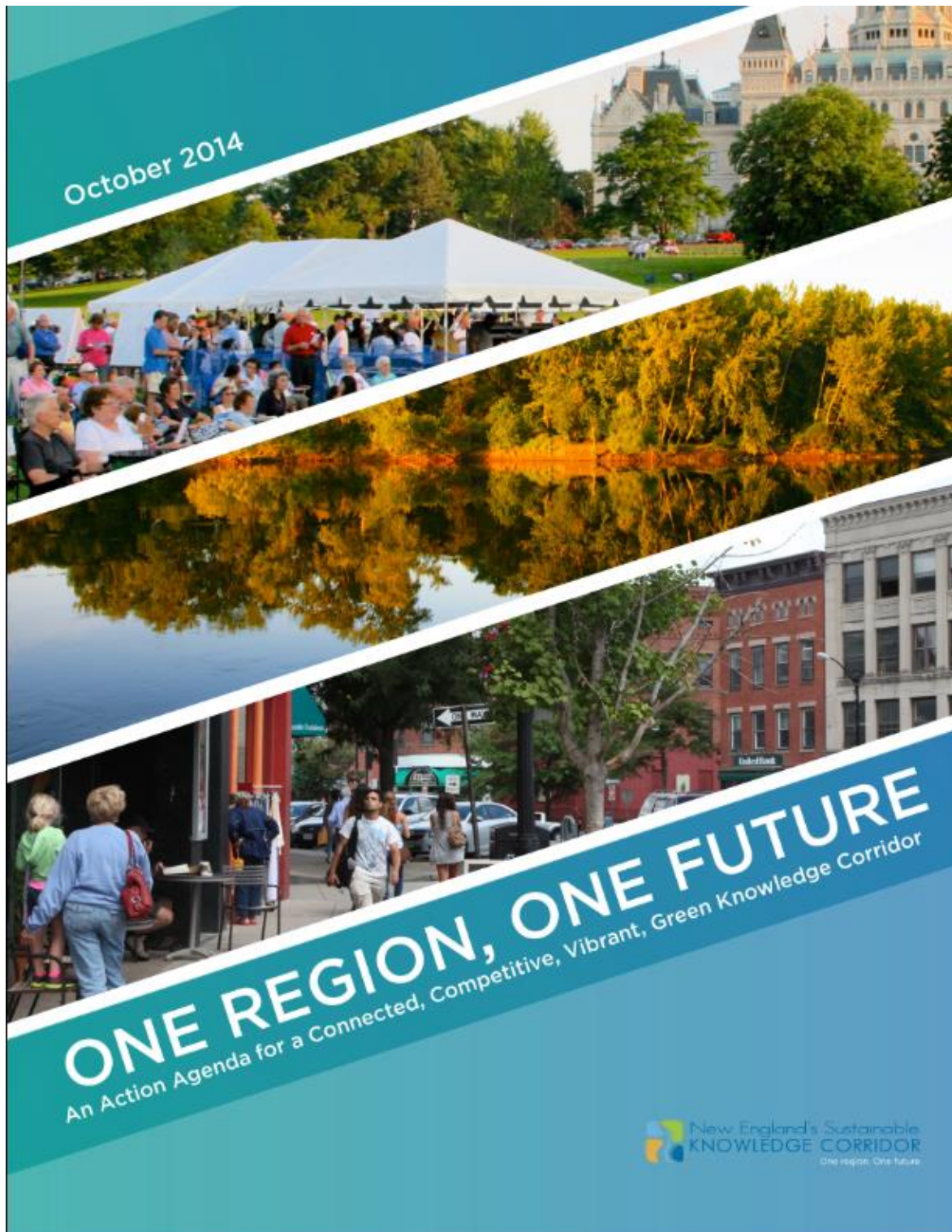
5.3. CRCOG POLICY BOARD 2018 PLAN

5.3.1. SUMMARY

The bullet points below outline the specific objectives that came out of the strategic planning meeting on February 21, 2018.

1. Assist region in economic growth and establish economic growth opportunities
 - Undertake an after action memo for the Amazon RFP identifying opportunities for the region
 - “Market” CRCOG to give public, legislators and other stakeholders an understanding of CRCOG’s capabilities and role in the region.
 - Continue to advance Regional Futures Initiative and build on the CEDS to implement at least two of the game-changers identified in the CEDS in the first year.
 - Advocate for a state and local policy center
 - Finalize Comprehensive Economic Development Strategy (CEDS) with five to ten game-changers and opportunities within the region
2. Assist towns in being more efficient and effective in the delivery of services
 - Create a template for regional solution for 911 and regional prison holding, including a cost benefit analysis
 - Advance opportunities for small towns “Human Capital” sharing in at least one or more of the following areas: Human Resources, Tax Assessor or Building Official.
 - Continue advancing existing programs in Homeland Security and Public Safety including: 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.).
 - Continue advancing other Shared Services Programs: CRCOG Regional Purchasing Council, including annual and biennial bids, energy Consortium (Electricity, Natural Gas), and the Indefinite Quantity Construction Program (ezIQ); 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.
3. Advance sustainable planning and transportation options that support the region
 - Continue work on “green” opportunities including: Green Clearinghouse, Brownfields inventory, assessment, regional loan fund and other grants, and Hazard Mitigation Planning
 - Continue work on “connected” opportunities: support for TOD, CTfastrak, Rail, and the Corridor Advisory Committee, Anchor Institutions Study and the Complete Streets Grant, and Regional Geographic Information Systems..
 - Finalize corridor studies including Route 5, Silver Lane, Comprehensive Transit Analysis, UCONN Eastern Gateways Study, and UCONN Farmington / Hartford;
 - Continue Core MPO planning, congestion management, transit planning, bicycle/pedestrian planning and LOTCIP Administration.
 - Finalize Long Range Transportation Plan Update

5.4. ONE REGION ONE FUTURE





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

The Vision

✱ CONNECTED

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

💡 COMPETITIVE

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

☀ VIBRANT

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

🌿 GREEN

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

The Action Agenda

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

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

Implementation

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



Visit www.SustainableKnowledgeCorridor.org for more information.

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5.5. GLOSSARY

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

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

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

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

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

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

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

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

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 CROG 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)