

# CAPITOL REGION COUNCIL OF GOVERNMENTS



## ANNUAL BUDGET

July 1, 2019– June 30, 2020

[www.crcog.org](http://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](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 22, 2019

**To CRCOG Policy Board Members:**

The Capitol Region Council of Governments (CRCOG) budget for the July 1, 2019 to June 30, 2020 reflects the continuing fiscally challenging environment faced by CRCOG and by many of our member towns and cities.

CRCOG's core themes of the budget: – a connected, competitive, vibrant and green metropolitan region – are drawn from the CRCOG strategic planning sessions as well as the Sustainable Knowledge Corridor Action Agenda 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 completed a new Comprehensive Economic Development Strategy (CEDS) in collaboration with numerous regional partners.
- CRCOG's online permitting system expanded to 46 towns and the Purchasing Council members saved almost \$1.6 million dollars.
- CRCOG secured \$400,000 for complete streets implementation through partnering with CT Department of Public Health on a U.S. Centers for Disease Control grant for a total of \$800,000 over the final three years for complete streets implementation.
- CRCOG updated its Metropolitan Transportation Plan (MTP) through 2045 identifying over \$14 billion of multi-modal transportation priorities for the Capitol Region.
- CRCOG began its 15<sup>th</sup> year managing State Homeland Security Program grant funds on behalf of all the communities in DEMHS Region 3.

This year's budget responds to current economic challenges and to the continuing demand for services.

CRCOG continues to seek out new funding opportunities at the federal and state level, but inconsistency in state funding make it difficult for long-term planning. This budget again contains a best estimate for CRCOG's five-year financial outlook.

Revenue Sources	2019-2020		
	Operating Budget	Grants Budget	Total Budget
Federal	1,823,107	2,505,762	4,328,869
State	870,982	776,133	1,647,115
Local	648,974	131,497	780,471
Other	288,772	731,393	1,020,165
<b>TOTAL</b>	<b>3,631,835</b>	<b>4,144,785</b>	<b>7,776,620</b>
Expenditures	2019-2020		
	Operating Budget	Grants Budget	Total
Homeland Security		1,459,380	1,459,380
Municipal Services		510,000	510,000
Policy Development & Planning		266,552	266,552
Public Safety		717,393	717,393
Transportation		1,191,461	1,191,461
Personnel	1,446,678		1,446,678
Fringe	816,406		816,406
Management Support	565,170		565,170
Indirect Expenses	305,925		305,925
Direct Expenses	375,494		375,494
Contingency and Other	33,681		33,681
<b>TOTAL</b>	<b>3,543,354</b>	<b>4,144,785</b>	<b>7,688,139</b>

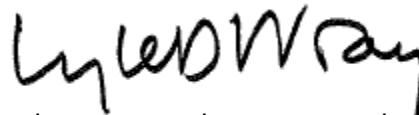
Last year, for the tenth year in a row, CRCOG received recognition of Superior Budget Performance from the Government Finance Officers Association (GFOA). The certificate is on the inside front cover of this budget. This year's budget includes additional enhancements based on GFOA's feedback to make 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 many fronts in 2019-2020 to better serve our 38-member towns and cities.

Sincerely,



Marcia Leclerc  
Chairperson, CRCOG



Lyle D. Wray, PhD  
Executive Director, CRCOG

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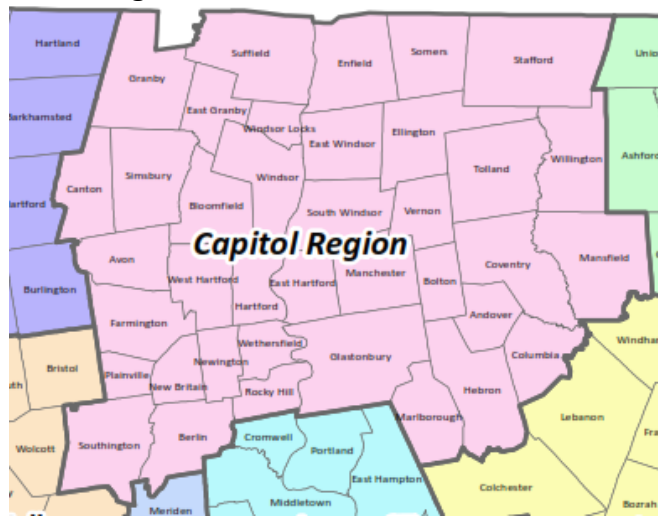
## 1. INTRODUCTION

### 1.1. CRCOG OVERVIEW

The Capitol Region Council of Governments (CROG) is the largest of Connecticut's regional planning organizations and consists of 38 towns. The CROG 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.

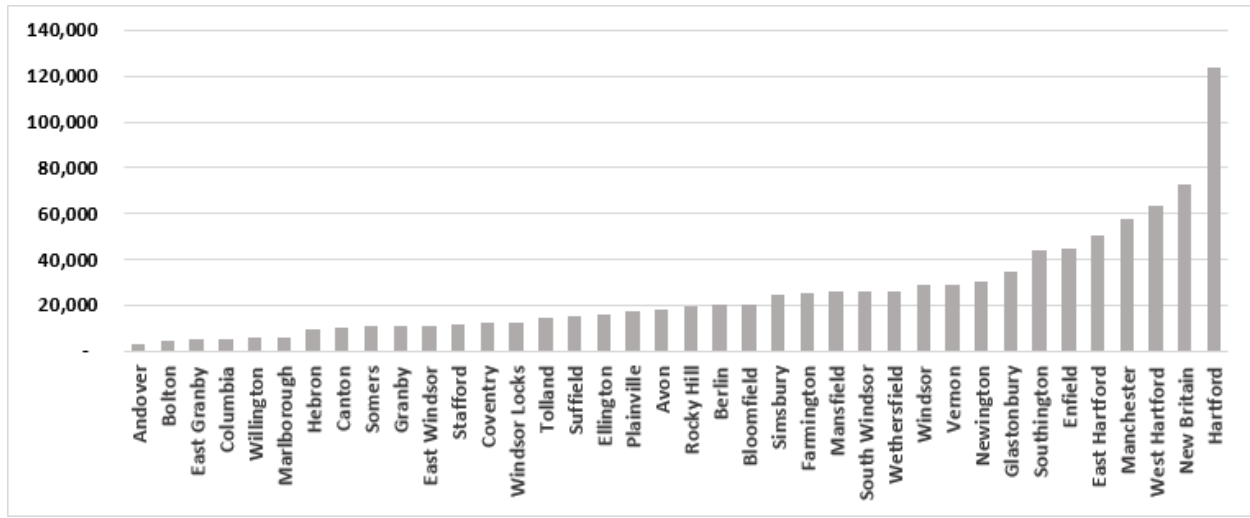
## 1.2. DEMOGRAPHIC AND STATISTICAL PROFILE OF CRCOG REGION

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.



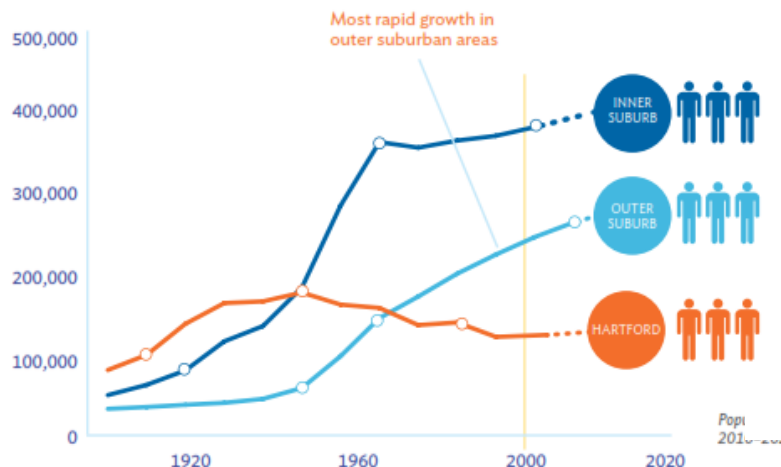
**Figure 2: Population of CROCOG's region**



CT Department of Public Health, Connecticut Population Estimates as of July 1, 2018

**Figure 3: Population by Area**

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



Population 1900-2010, projections 2010-2025.

Source: State Data Center

Source: Metro Hartford Progress Points 2014 Publication



## 1.3. CRCOG GOALS AND STRATEGIC PLANNING

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### 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.

#### Specific Action items for 2019-2020:

- Continue work on "connected" opportunities: support for TOD, CT**fastrak**, Rail, and the Corridor Advisory Committee, Anchor Institutions Study and the Complete Streets Grant, and Regional Geographic Information Systems.

Connected



- Continue Core MPO planning, congestion management, transit planning, bicycle/pedestrian planning and LOTCIP Administration.

## 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 2019-2020:

- "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.

## 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 2019-2020:

- Advance CEDS from opportunities to implementation by coordinating and working with regional partners.
- 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 (eIQ); 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 2019-2020:

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

Core CRCOG Activities	Connected	Competitive	Vibrant	Green
<b>Regional Planning and Policy Development, and Implementation of Plans and Policies</b>				
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	*	*	*	
<b>Regional Decision-Making and Collaboration</b>				
Policy Board	*	*	*	*
Regional Planning Commission	*	*	*	*
Transportation Committee	*	*	*	*
Bicycle and Pedestrian Planning Committee	*		*	*
Municipal Services Committee	*	*	*	*
Regional Purchasing Council	*	*		
Public Safety Council	*		*	
Capitol Region Emergency Planning Committee	*		*	
Capitol Region Chiefs of Police Association	*		*	
Central Connecticut Solid Waste Authority	*	*		
NHHS Rail/CTfastrak Corridor Advisory Committee	*	*	*	*

CRCOG representation on state, regional, and bi-state advisory committees on a wide range of topics	*	*	*	*
<b>Core CRCOG Activities</b>	<b>Connected</b>	<b>Competitive</b>	<b>Vibrant</b>	<b>Green</b>
<b>Services to Municipalities</b>				
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	*	*	*	*
Transportation Improvement Program Investments and Maintenance	*	*	*	*
Capitol Region Purchasing Council	*	*		
CRCOG IT Services Cooperative	*	*		
Regional On-Line Permitting System	*	*	*	
CRCOG Web-Based GIS System	*		*	*
CAPTAIN Mobile Data Communications System	*		*	
CAPTAIN 4G Project	*		*	
Public Safety Physical Ability Testing Program	*		*	
MetroHartford Brownfields Program		*	*	*
Solid Waste Management (CCSWA)	*	*		
<b>Core CRCOG Activities</b>	<b>Connected</b>	<b>Competitive</b>	<b>Vibrant</b>	<b>Green</b>
<b>Sharing of Information and Best Practices</b>				
Presentations to CRCOG Boards and Committees	*	*	*	*
Presentations to Municipal Boards and Commissions, and Other Regional Organizations	*	*	*	*
Special Topic Workshops	*	*	*	*
CRCOG Website	*	*	*	*
Green Clearinghouse Website and Social Media	*	*	*	*
Sustainable Capitol Region Website and Social Media	*	*	*	*
Best Practices Studies and Reports	*	*	*	*
<b>Statutory Responsibilities and Special Studies</b>				
Zoning, Subdivision and Municipal Plan Reviews	*	*	*	*
Reviews of Municipal Plans and Applications for Open Space, Community Development, and Other Purposes for Consistency with Regional Plans and Policies, and CRCOG Support for Consistent Efforts	*	*	*	*
TOD On-Call Planning	*	*	*	*
Freight Planning	*	*		
Transportation Systems Management and Operations Planning, Including Congestion Management, Safety Management, Incident Management and Emergency Management	*	*	*	*

## 1.4. CRCOG ORGANIZATION AND MANAGEMENT

CRCOG, established under Connecticut General Statutes, is a voluntary association of municipal governments. The Capitol Region Council of Governments is governed by a Policy Board comprised of the mayors, first selectmen, and town council chairmen of its 38 member municipalities. The Policy Board receives guidance from several working committees.

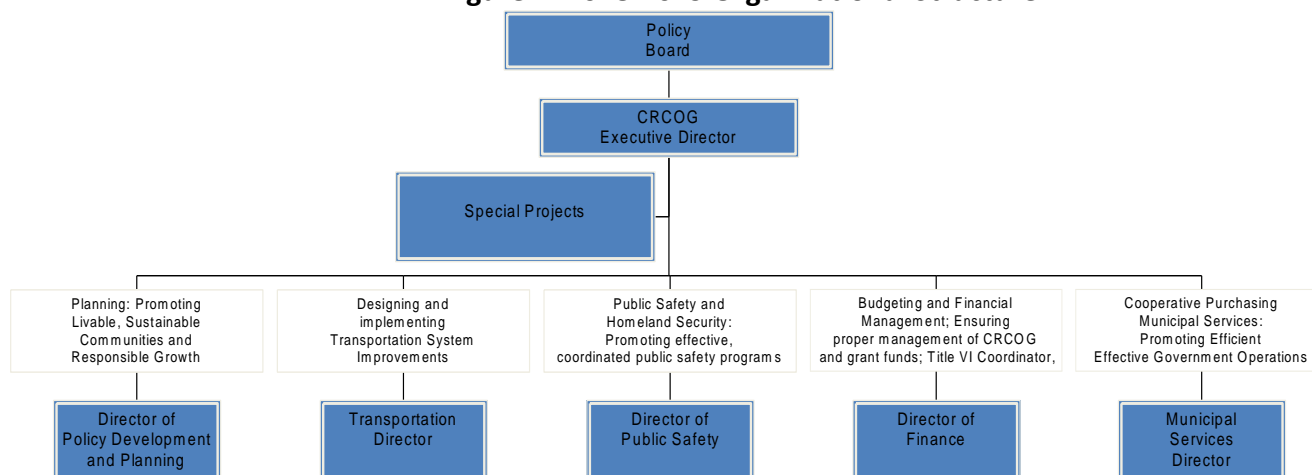
- **Transportation Committee**—reviews and makes recommendations for funding each year for regional transportation and transit projects.
- **Regional Planning Commission**—prepares and updates the Regional Plan of Development. Based on the Regional Plan, the Commission reviews and comments upon municipal projects that affect regional land use.
- **Municipal Services Committee**—carries out projects and programs to improve governmental efficiency and save tax dollars through cooperative projects, shared services and other direct service initiatives for member towns.
- **Public Safety Council**—develops and implements practical regional projects to promote regional public safety and inter-agency strategies for public safety service delivery, managerial cooperation and use of advanced technologies.

CRCOG's Executive Director reports to the Policy Board and is responsible for the day-to-day management of the organization. Closely matching the structure of the above working committees, five departments report to the Executive Director. Currently those five departments are:

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

CRCOG's structure is depicted below.

**Figure 4: 2018-2019 Organizational Structure**



Upon recommendation of an HR consultant, CRCOG has collapsed the Principal Planner I and Principal Planner 2 Job Titles and Pay Grades to correspond with best practices.

**Table 1: CRCOG Job Classifications**

<b>CURRENT</b>	<b>JOB TITLES AND PAY GRADES</b>	<b>2018-2019</b>	<b>2019-2020 Budget</b>
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 / Junior Accountant / Accountant	2	2
P2	Senior Planner / Senior Program Manager Contracts Specialist / GIS Coordinator / Senior Accountant	4	3
P3/P4	Special Projects Manager / Principal Planner I Senior GIS Coordinator / Principal Planner II / Principal Program Manager I and II	12	10
M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	4	5
M2	Department Director II/Deputy Director	1	0
E	Executive Director	1	1

**Table 2: CRCOG Staffing Levels 2014 – 2019**

<b>Staffing level (June 30)</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY 19-20 Budget</b>
Finance and Administration (includes Executive Director, Special Projects, and Executive Assistant)	4.95	5.17	5.68	5.86
Transportation / FHWA Planning Funds	13.07	13.99	13.08	12.39
Public Safety and Homeland Security	1.49	1.74	1.23	1.18
Policy and Planning	3.64	1.78	1.93	2.86
Municipal Services	2.22	2.61	2.27	1.61
<b>TOTAL CRCOG STAFF</b>	<b>25.37</b>	<b>25.29</b>	<b>24.19</b>	<b>23.9</b>

\*\*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***

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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 – March
  - Department Directors develop preliminary projections and submit to Finance for review and comment. Final Projections are due by April 1st.
  - 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.
- April - Department narratives are prepared. Departments examine and revise performance metrics and goals and objectives for the coming year.
- May 8th: Final Draft presentation and approval by Executive Committee
- May 22nd: 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**

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#### **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 and the carryover has been rescinded. CRCOG will make a concerted effort in FY2019-FY2020 to expend the funding that was rescinded prior to the rescission implementation.
- 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 2018-2019 CRCOG secured \$400,000 for complete streets implementation through partnering with CT Department of Public Health on a U.S. Centers for Disease Control grant
- 2018-2019 CRCOG continues to receive the Center Disease Control grant for public health and hospital emergency preparedness.

##### **State**

- Regional Services Grant (RSG) has fluctuated for CRCOG significantly in the last few years. Throughout the years RSG or its equivalent amounts have been: 2015-2016 (\$612,908), 2016-2017 (\$403,552) and 2017-2018 (\$360,583) and 2018-2019 (\$710,369). Due to the state's challenging budget situation, CRCOG has opted to budget for 50% of RSG in 2019-2020 as that is more consistent with previous funding levels closer to the lower end. If there is a significant deviation from the budgeted amount, 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 a combination of RSG funding and local dues to offset the reduction in the state's contribution match to FHWA. Moreover, carryover funding requires a higher match and this budget reflects that.
- Given the state budget challenges, the LOTCIP program is not expected to expand in the coming years and may be at risk in the coming years. Projects that have already begun will continue, and if funding is discontinued, CRCOG anticipates a wind-down period of 12 to 18 months and will plan accordingly if and when that occurs.

##### **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

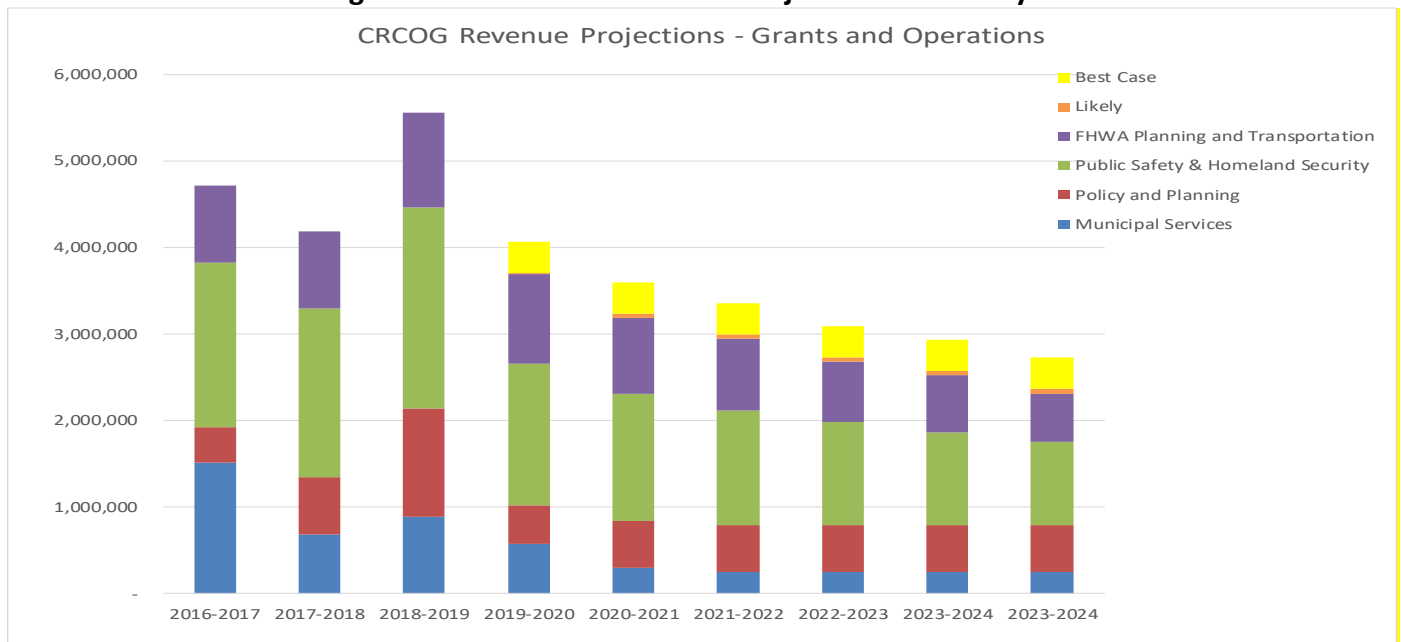
All local government entities in Connecticut are facing significant financial uncertainty, including projected state deficits and federal funding cuts. CRCOG undertakes a revenue projection for the next five years in order to assess how the current fiscal climate will affect the organization.

- 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 balanced with a strong support for regionalism. Longterm support for RSG is uncertain and could increase greatly or decrease greatly. In addition, CRCOG expects the state to continue to decrease the its match for FHWA, putting more pressure on local contributions to match FHWA.
- 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 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. CRCOG struggles 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**



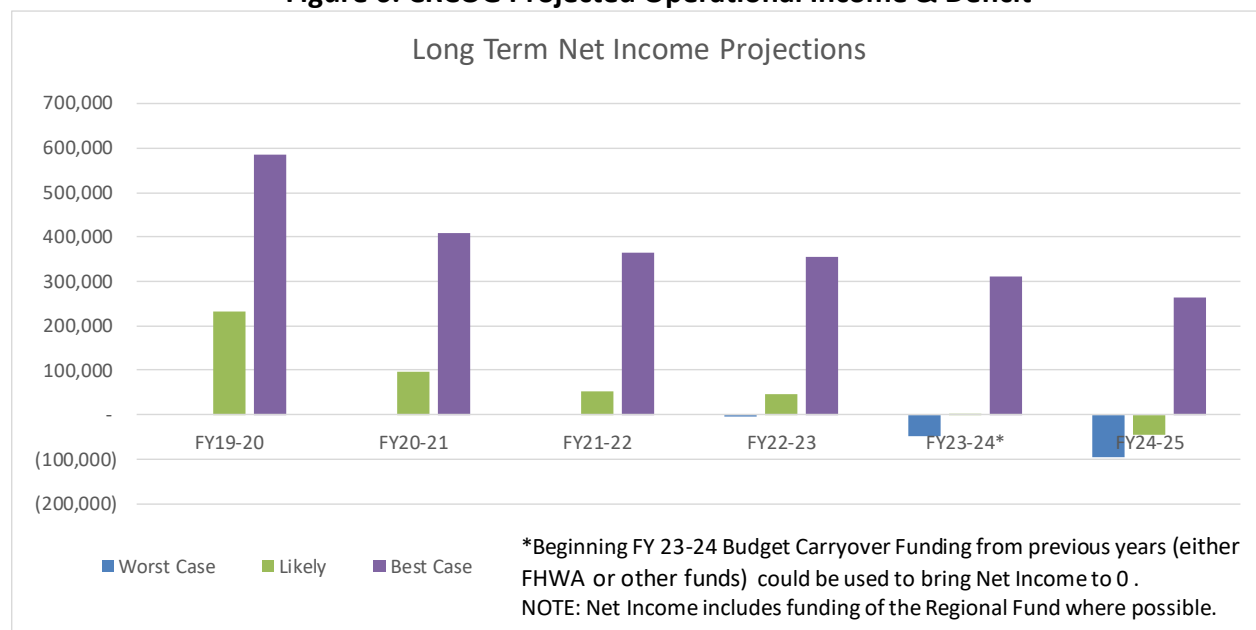
Although the above graph shows a steady decline in CRCOG’s expected revenues, a number of the revenue streams are contract or grant related funding and do not directly affect CRCOG’s operations and staff. CRCOG will have fewer grants and contract opportunities to offer its membership, but the core functional 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 FY2023-2024. CRCOG currently analyzes four scenarios:

- Worst Case: scenario if RSG is completely cut and other funding sources also become unavailable. CRCOG applies various carry-over funding (funds not expended completely in previous years) when needed (bringing the worst case to a net 0 in the early years..
- Likely: Some cuts remain, and some additional funding received from additional funding sources. Current estimate of state regional funding remains in place and other sources of funding become available or grow.
- 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 highest 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 FY2022-23 and beyond. It’s important to note, that if any of the “Best case” scenarios come to fruition, the cliff in FY2023-24 would be pushed back to subsequent years. CRCOG state funding has varied in the last ten years from as little as \$9,000 to as much as \$710,000. 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"> <li>• Diversify sources of funds;</li> <li>Review staffing levels against multi-year grants;</li> <li>• Stabilize town dues</li> </ul>	The current budget: <ul style="list-style-type: none"> <li>• Although funding sources are still largely federal, they originate from different agencies.</li> <li>• Current and future expected staffing levels match existing multi-year grants</li> <li>• Town dues are stable with a 2% per capita increase from the previous year.</li> </ul>
Asset Inventory: maintain an asset inventory of capital assets of \$5,000 or more	<ul style="list-style-type: none"> <li>• CRCOG has an asset inventory of all capital assets</li> </ul>
Financial Accounting and Budget Policy: modified accrual for all funds <ul style="list-style-type: none"> <li>• Financial Monitoring / Auditing: quarterly financial reports</li> <li>• Reporting required by granting agency</li> </ul>	<ul style="list-style-type: none"> <li>• CRCOG uses modified accrual basis in accounting, budgeting and auditing for all funds</li> <li>• CRCOG has created quarterly financial reports for the Council</li> <li>• CRCOG has maintained all reporting requirements by granting agencies</li> </ul>

<b>Revenue Policy</b> <ul style="list-style-type: none"> <li>• Diversification: diversify funding sources while maintaining core mission of cooperation across the region</li> <li>• 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.</li> <li>• One-time revenue: evaluate on-going expenditures of one-time revenue on an annual basis based on expected funding for the upcoming year</li> </ul>	
General fund balance: three months of operating expenses in reserve	CRCOG currently has 3.5 months of operating expenses in reserve and meets this policy.
Debt policy: CRCOG, by statute, cannot issue debt	CRCOG has not and does not issue any debt
Procurement: uniform procurement process	CRCOG has consistently met and followed its procurement policy
Cash management and short term investment: safety, liquidity, yield with permitted short term investments	The budget and CRCOG has met this policy – investing as prescribed for its cash and short term investments in CDs, Money Market accounts, and Connecticut’s Short Term Investment Fund (STIF)

CRCOG’s complete detailed financial policy is included in this document in Appendix 5.1  
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, 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.

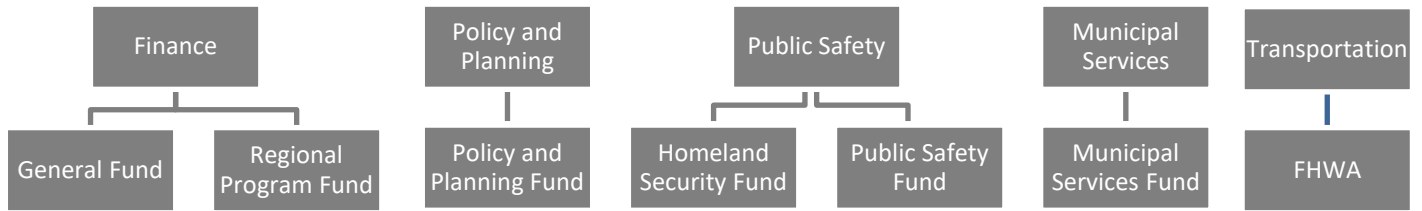
The **Transportation Fund** includes all activities funded by various sources related to the work of the Transportation Department. This includes grants and contracts received from the Federal and State Governments. These funds are generally fully expended on an annual basis.

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	948,248	409,900	0	(200)	(110)	1,421,204	0
June 30, 2019 (projected)	985,205	509,900	0	0	0	1,421,204	0

**Table 5: Fund Balance Projections**

FY 19-20 Fund Projections	General Fund/ Admin.	Regional Program Fund	Policy and Planning	Transportation	Municipal Services	Public Safety	Homeland Security
<b>June 30, 2019 (projected)</b>	<b>985,205</b>	<b>509,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,421,204</b>	<b>-</b>
FY18-19	680,471	88,481	734,047	2,609,844	782,370	895,009	1,554,880
Grant obligations			(266,551)	(671,462)	(510,000)	(717,393)	(1,459,380)
Transfer to/from fund	(483,911)		122,955	272,475	-	-	-
Operating Expenses	(196,560)	(60,000)	(586,770)	(2,210,857)	(272,370)	(177,616)	(95,500)
Net Change	-	28,481	3,681	-	-	-	(0)
<b>Projected FY19-20 Balance</b>	<b>985,205</b>	<b>538,381</b>	<b>3,681</b>	<b>-</b>	<b>-</b>	<b>1,421,204</b>	<b>-</b>



## 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.

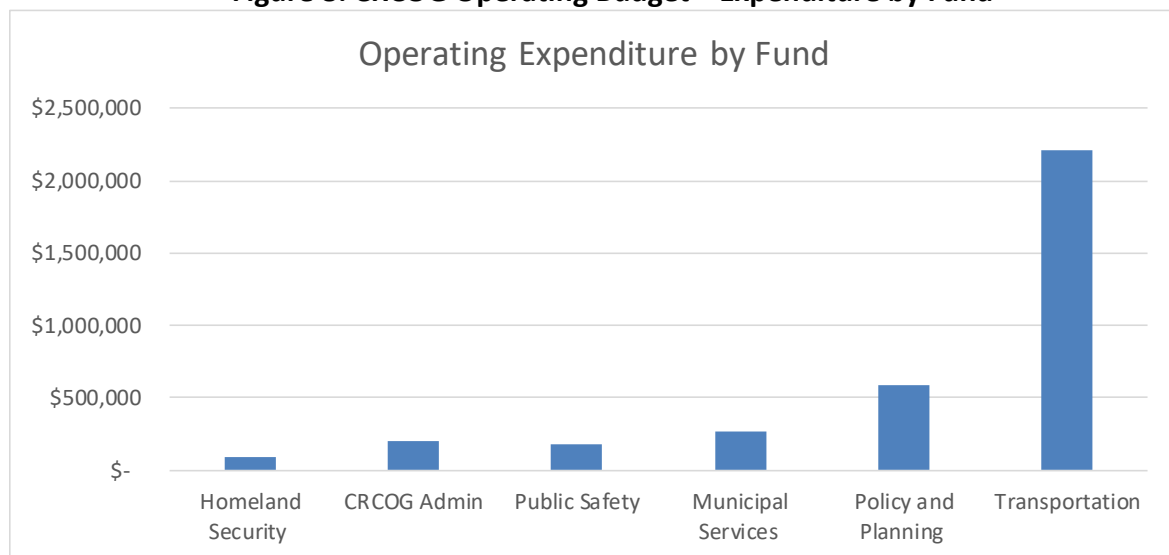
**Table 6: CRCOG Capital Assets**

Capital Assets	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19 (projected)	FY19-20 Budget
Furniture and Fixtures	8,447	5,076	2,687	2,063	43,045	44,995	54,456
Computers	5,833	5,625	6,209	25,010	24,630	26,570	32,513
Leasehold Improvements	428	207	0	0	0	250	2700
<b>Total</b>	<b>14,708</b>	<b>10,908</b>	<b>8,896</b>	<b>27,073</b>	<b>67,675</b>	<b>71,815</b>	<b>89,669</b>

## 2.5. BUDGET HIGHLIGHTS

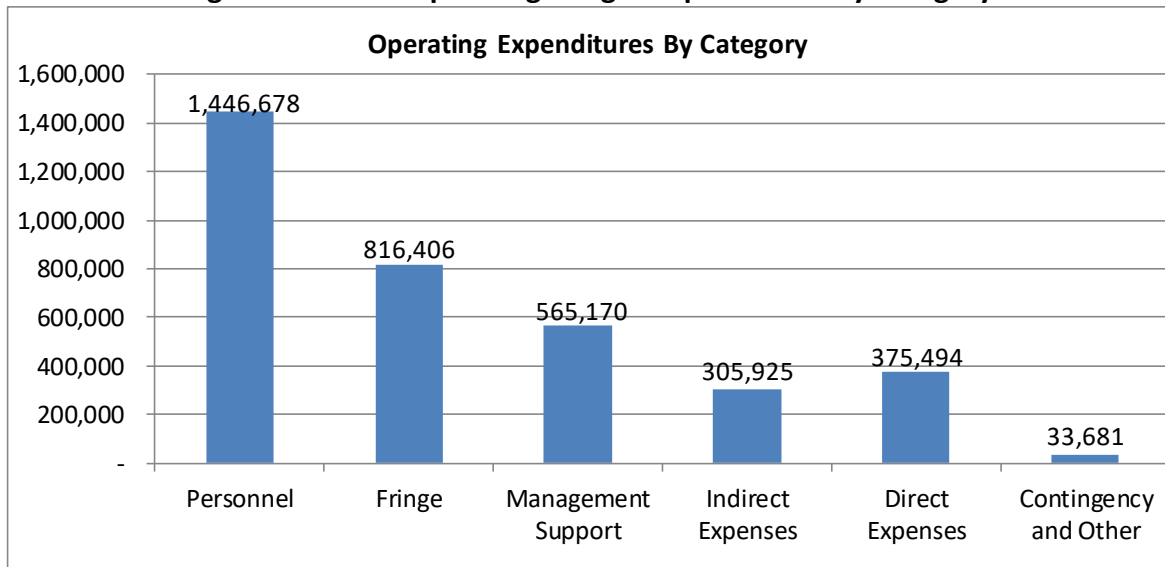
CRCOG's total budget for Fiscal Year 2018-2019 is \$7,454,163. Of this, \$3,337,865 is operating funds and \$4,066,900 is grant funds with unobligated funds of \$49,398. Expenditures under CRCOG's operating budget are summarized (by fund) below.

**Figure 8: CRCOG Operating Budget—Expenditure by Fund**



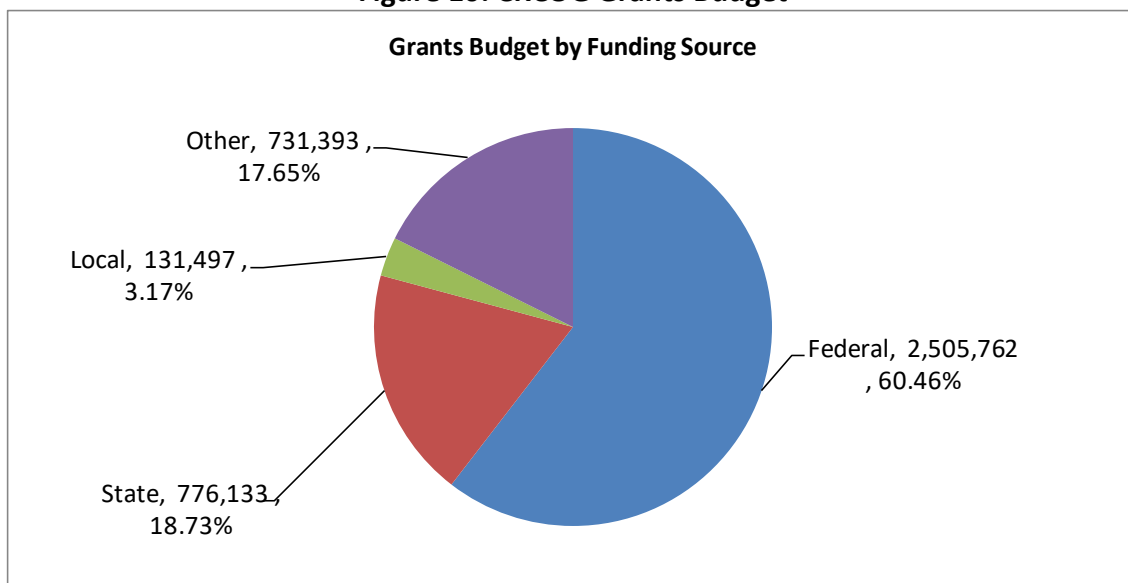
Within these funds, major categories of expenditure are direct expenses, management support, indirect expenses, fringe benefits, and personnel.

**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***

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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

# 2019/2020 Budget Agency Overview

### Highlights



Completed Metropolitan Transportation Plan and continued advancement of LOTCIP and other transportation projects.



Online permitting system serves 46 municipalities. IT Services continues to expand.



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



Completed Comprehensive Economic Development Strategy; secured \$400,000 for complete streets implementation

### 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.

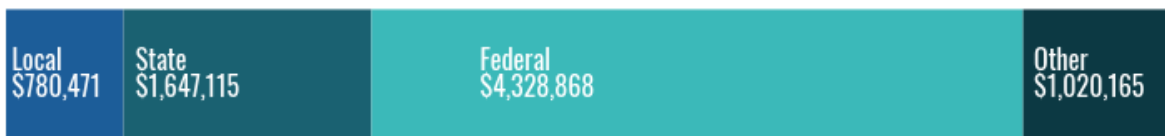


CRCOG considers future Regional State Grant funds to be highly uncertain.

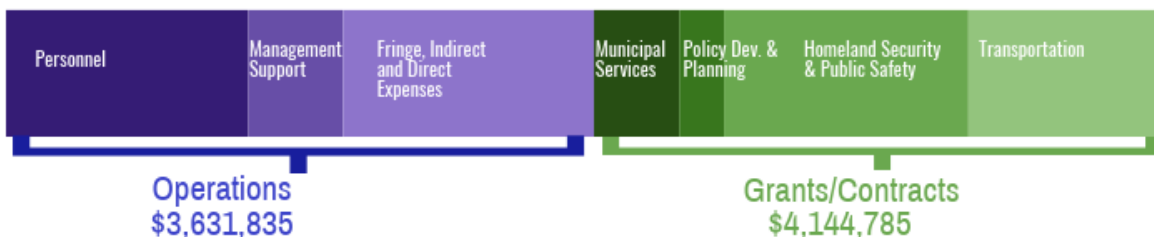
### Return on Investment

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

### Revenues: \$7,688,139



### Expenditures: \$7,688,139



### **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**

Received a clean audit opinion for the 2017-18 Annual Audit

1. Continued documentation of Finance/Accounting Procedures Manual

2. Utilized SharePoint software to develop annual budget
3. Processed accurate and timely payments to vendors
4. Tracked Accounts Receivable aging and follow up on outstanding receivables

**Table 7: Finance Performance**

Provide reliable financial information in a timely manner		
	2018	2019
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	94	94
Percent of funds deposited to cash account within two days of receipt	98	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	94	94
Number of vendor invoices processed on annual basis	1,795	1,787
Amount of federal funds received by CRCOG	4,046,645	4,830,263
Amount of state funds received by CRCOG	3,009,770	2,195,852
Amount of other governmental programs	2,068,510	1,932,695

### **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 2018-19 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

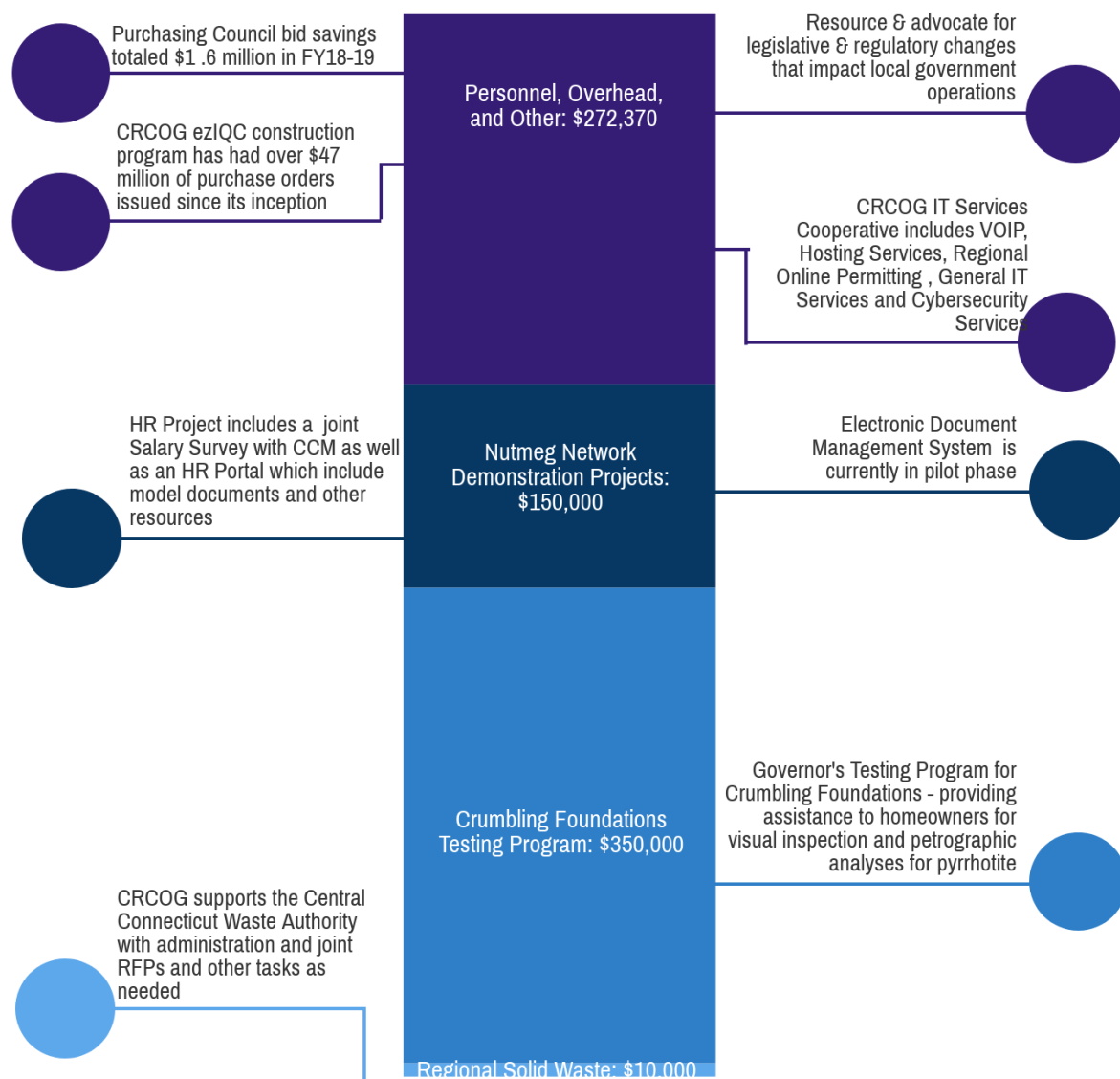
#### 2018/2019 Highlights

- ★ Launched Cybersecurity Services; established Cybersecurity Model Policies; and advanced HR Portal and Electronic Document Management
- ★ Launched Time and Attendance Pilot; expanded Job Order Contracting and saved CRCOG members \$1.6 million in CRPC bids.
- ★ Continued support of the Crumbling Foundations Testing Program and the Ad-Hoc Working Committee on Crumbling Foundations

#### 2019/2020 Initiatives

- ★ Implement Interview Panel Database, HR Sample Document Database, and GIS for Electronic Document Management System
- ★ Expand and promote the use of IT Cooperative and CRCOG Regional Purchasing Council opportunities
- ★ Implement new e-procurement back-end software; launch program for Time and Attendance software.

#### 2019/2020 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 expand municipal sharing opportunities*

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 can connect 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 of 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 the Regional Election Monitoring (2015), the Human Services Coordinating Council (2014).

All these programs are open 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 (on hiatus)
  - Electricity Consortium
  - Job Order Contracting construction (ezlQC)
  - Time and Attendance software (Novatime)
- IT Services
  - Fiber Infrastructure (SERTEX)
  - General IT Services (Novus Insight)
  - Hosting/Disaster Recovery
  - Voice Over Internet Protocol
  - Regional Online Permitting Program
  - Cybersecurity Policies and Services
  - 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. 2018-2019 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**
  - The CAPTAIN 4G project closed and completed in December 2018.
  - 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.
4. **Human Services Coordinating Council**
  - Convened three meetings in FY2018-2019 (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 information on working poor families from the Connecticut Association of Human Services, updates on efforts to end homelessness in the region presented by Journey Home, and human trafficking presented by the FBI and DCF. Based on

the response to the human trafficking presentation, Municipal Services staff will convene a training on the subject. A fourth meeting is planned before the end of FY 2018-2019.

**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 2018 Congressional 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 2018 election.
- CRCOG reported on the REM's activities to the CT SOTS.

**6. Solid Waste Management**

- Managed Authority operations including the 2018 annual Report, FY 2019-2020 Budget, and 2019 Membership and Executive Nominations.
- Monitored the progress of the Resource Rediscovery Request for Proposals (RFP) process and proposed legislation, submitted written letters and raised awareness within 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. CCSWA member towns recycled over 50 tons of textiles in FY2018-2019.

**7. Human Resources Initiative**

- Updated the CCM Municipal Salary Survey to include entry-level Fire and Police positions.
- Redesigned the Human Resources Portal to be more user friendly and improve aesthetics.
- Upgraded the Human Resources Portal to include an Example Documents Database and an Interview Panel Database.
- Conducted one human resources related training session

**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. In FY 2018-2019 CRCOG staff attended 7 meetings at other COGs to promote services available to municipalities outside the Capitol Region.**

**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**

- Continued administration of the Governor's Crumbling Foundation Testing Program, which provides reimbursement for core testing or visual inspections to homeowners. The program covers 50% of core testing costs up to \$2,000 and visual inspections are covered up to \$400 at 100%.
- Collected and vetted submissions to the CRCOG Qualified Vendor List. The Qualified Vendor List is now utilized by the Connecticut Foundations Solutions Indemnity Company as a resource in their application process.
- Reviewed over 1200 applications and approved over 1000 applications for reimbursement since November 2017.
- Created a 20-Mile Radius Waiver reimbursement approval process.
- CRCOG staff continues to provide presentation and information as requested regarding the crumbling foundations issue.
- Supported the Ad-Hoc Working Committee on Crumbling Foundations. The committee met four times in FY 2018-2019 to continue advocating for homeowners and advancing potential federal, state, and local solutions.

### **CRCOG IT Services Cooperative**

1. Continued to develop and expand offerings for municipal Information Technology in partnership with the Novus Insight (formerly CCAT), the CT Council of Small Towns (COST) and the Connecticut Conference of Municipalities (CCM).
2. Updated the IT Services Cooperative portion of the CRCOG website to include more information about each program, future offerings, and a thorough explanation/summary of how to use the Cooperative offerings.
3. **Cybersecurity**
  - Conducted a successful procurement process, and pilot for Cybersecurity Model Policies.
  - Successfully negotiated Cybersecurity Infrastructure Services with Novus Insights, allowing municipalities access to Cybersecurity Assessment, Remediation, Maintenance, and Staff Training Services.
4. **Regional Online Permitting**
  - Continued to expand the online permitting offering (Municipity and ViewPermit / ViewPoint Cloud).
  - Conducted users' groups meetings and demonstrations of the systems including a demonstration of both software at the South-Central Region Council of Governments.
  - Negotiated temporary price reductions for ViewPermit users to upgrade to ViewPoint Cloud. Participation in this program grew to 47 municipal members in FY 2018-2019.
5. **Nutmeg Network Demonstration Projects:** In FY 2014-2015 CRCOG has received grants for demonstration projects to show value in the broadband fiber Nutmeg Network. CRCOG previously moved Voice over Internet Protocol (VOIP) and Hosting Services into program phase. CRCOG continues to actively manage pilot programs for the remaining projects in partnership with the Novus Insight.
  - **Electronic Document Management:** This program is currently in pilot phase. The program phase is anticipated for FY 2019-2020.
  - **Human Resources Portal:** In FY 2017-2018 the Portal website was redesigned and updated. CRCOG also expanded the Portal to include an Interview Panel Database and Example Document Database. 2 new positions were added to the Municipal Salary Survey.
  - **VoIP:** This program is in the program phase, any Municipality, Board of Education, Public Entity, or educational nonprofit can use this contract through the IT Services Cooperative. In FY 2017-2018 this program has expanded to 13 members: (8 municipalities, 3 BoEs, and 2 COGs), totaling over 1,000 extensions.
  - **Hosting:** This program is in the program phase, any Municipality, Board of Education, Public Entity, or Educational Nonprofit can use this contract through the IT Services Cooperative. There are currently 13 members participating in this program.

### **Capitol Region Purchasing Council**

1. Continued to provide programmatic support to Cooperative Purchasing activities, focusing on continuous improvement of long-standing offerings. Presented to several of our COG partners, Business Administrators of Southeastern CT, and promoted our programs across the state.
2. **Purchasing Council Annual Meeting**
  - Celebrates 50 years of helping municipalities save money through cooperative purchasing this year.
  - The Capitol Region Purchasing Council moved the Annual Meeting to be more aligned with the bid schedule and fiscal year, and will hold it on June 11, 2019. The main topic will be the programs of the Capitol Region Purchasing Council and other CRCOG programs.
  - The Annual/Biennial bid schedule underwent its annual review by the membership.

3. **CRPC Bids** - Administered the Capitol Region Purchasing Council (CRPC) Cooperative Purchasing Program. Annual volume-based savings generated by the Cooperative Purchasing Program were estimated at \$1.2 million in FY2018-19 for CROCOG 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 CROCOG 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. **CROCOG 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.
  - **CROCOG Electricity Consortium** – This contract was extended for a two-year term in FY2019 with savings. This program manages over 30 million kWh of electricity worth over \$3 million. The contract expires on December 31, 2020, 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 this spring.
  - As of March 26, 2019, fifty-two towns have issued purchase orders totaling over \$47 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. The contract was extended through December 31, 2020, but we put out an RFP for e-procurement in early 2019, and the responses are currently in review.
7. **Time and Attendance:** CRPC staff put out an RFP on behalf of a pilot group of small towns. In April 2019, we signed a contract with Andrews Technology for Novatime software, and implementation will commence this spring.

**Table 8: Municipal Services and Purchasing Performance**

	2017-18	2018-19
Dollars saved through CRPC bids (annual total for CROCOG members)	\$900,000	\$1.2 million
Number of bids conducted by CRPC	19	12
Number of Request for Proposals or similar processes conducted	1	4
Value of eziQC Purchase Orders	\$42 million	\$47 million
<b>CROCOG Program Participation</b>		
Number of eziQC users	48	52
Number of Electricity Consortium members	11	9
Number of CRPC members	112	109
Number of Regional Permitting members	41	46
Cybersecurity Program Participants	N/A	7

### **3.3.4. 2019-2020 OBJECTIVES**

#### **Service Sharing**

1. Continue to seek out new opportunities for inter-municipal service sharing and help identify funding sources to help implement these ventures.
2. Work through the CRCOG Municipal Services Committee to help member municipalities learn about topics critical to effective local government operations through presentations and sharing of information among municipalities. Undertake periodic surveys, workshops and research projects on behalf of member municipalities. Attend conferences and workshops to educate staff on topics of importance.
3. Develop additional offerings through CRCOG Municipal Services to include, but not be limited to, additional software offerings on the Nutmeg Network. Respond to partnership opportunities as is consistent with the goals and objectives of the Municipal Services Department.
4. Monitor the State of CT Property Assessment and Tax Collection Initiative and respond with appropriate resources.
5. **Human Resources Initiative**
  - Expand upon the Interview Panel Database to include a larger participant base.
  - Collect more Example Documents from more municipalities.
  - Improve offerings in the Salary Survey and increase municipal participation
6. **Regional Performance Incentive Grants**
  - Finalize work for the Anchor Institution and Neighborhood Engagement in TOD.
  - Continue support of applications to this grant program on an annual basis by all CRCOG departments and members.
7. Continue to convene the CRCOG Human Services Coordinating Council on issues of importance to municipal Human Services and Social Services Directors.
8. Support the Regional Election Monitor activities as directed by the CT Secretary of the State.
9. Expand on SCRCOG, WestCOG, NVCOG and SECCOG partnerships to promote CRCOG's statewide fee-for-service programs.
10. Continue to work with Central Connecticut Solid Waste Authority members (as requested) to monitor service contracts, track materials management issues, and provide general assistance to towns. Track the progress of HB-7293 – An Act Concerning the Redevelopment of Certain Solid Waste Management Facilities and how it effects the membership.
11. **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.
12. Continue small town assistance meetings and expand opportunities for small towns.

#### **CRCOG IT Services Cooperative**

1. Continue expansion of the Voice over Internet Protocol and Hosting Services membership.
2. Complete the Pilot Phase of the Electronic Document Management System (EDMS) and offer the opportunity for other municipalities to participate in EDMS.
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 Nutmeg Network for local government through legislative and other advocacy. Coordinate directly with other state-wide organizations (CCM, CTCMA and COST) to encourage effective implementation and sustainable funding of this important resource.



5. Continue to administer the Regional Online Permitting System program. Expand the Regional Online Permitting System program options to interested municipalities.
6. Promote the Cybersecurity Services available through Novus Insight and the Cybersecurity Model Policies drafted by MGT Consulting. Create a Cybersecurity Committee of Capitol Region municipal staff and other vested interests to stay ahead of Cybersecurity risks and expand the offering of the Cybersecurity Program.

#### **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. Select an e-procurement vendor for 2019-20, implement the new program.
3. Re-bid the energy contract for the energy consultant.
4. Monitor the electricity contract.
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

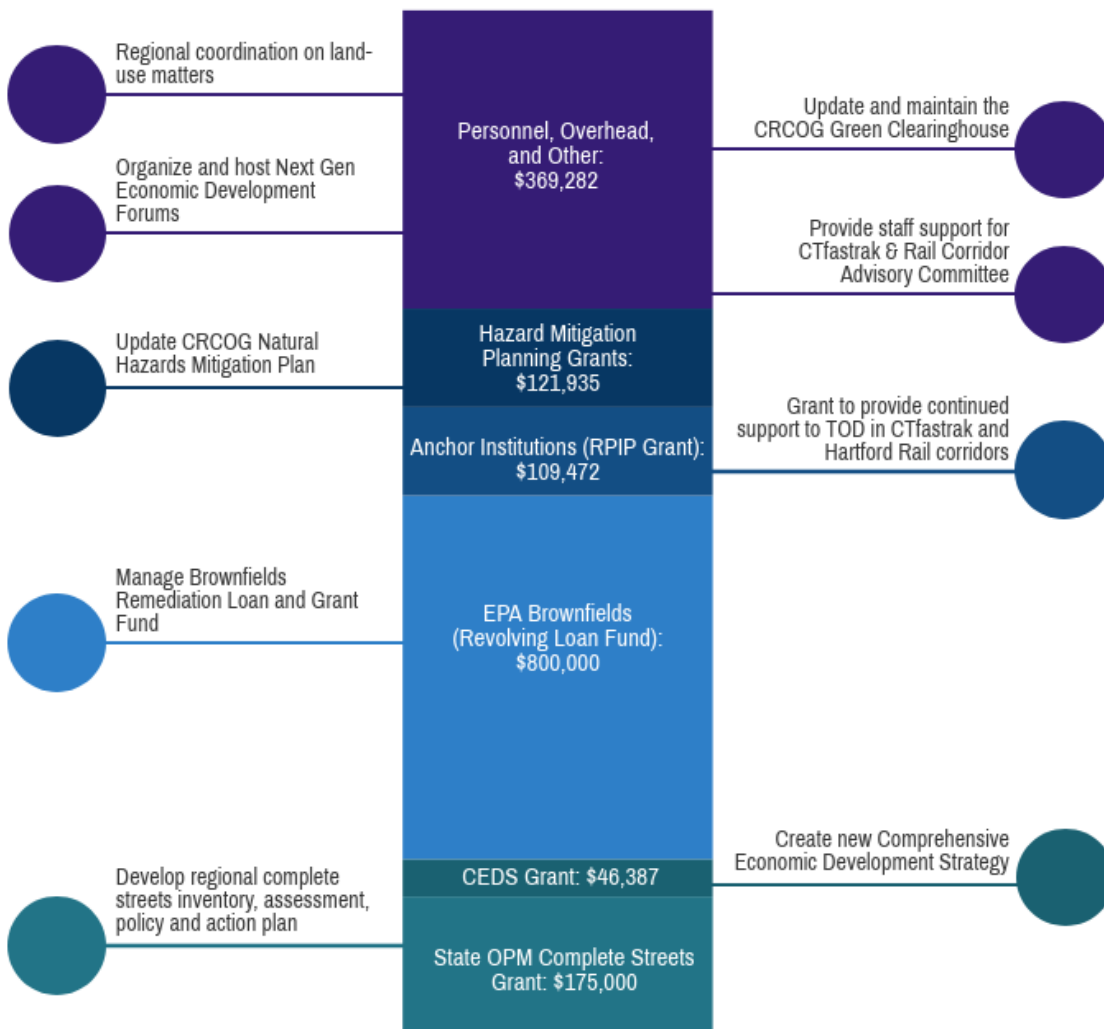
#### 2017/2018 Highlights

- 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
- CRCOG Planners & Economic Developers Roundtable
- CRCOG Transit Oriented Development/Town Center Action Collaborative
- 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.
- Advanced scenario planning to aid in regional and local policy decisions around development, conservation and the integration of transportation and land use.
- Collaboration on regional transit planning and transit oriented development
- 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 **Metropolitan 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. Annual update of a regional parcel dataset. Provide guidance to state agencies on large scale data acquisition projects.

### **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, bikeable and accessible 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
- Embrace advanced scenario planning to 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. 2018-2019 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 2018-2019:

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. Building upon previous and ongoing work, bringing together the results of

several initiatives at CRCOG, staff created new mapping to illustrate development activity already happening in existing Opportunity Zones in the region's major transit corridors. The initiatives included in this mapping are the MetroHartford Brownfields Inventory, the Anchor Institutions Asset Mapping and land development projects underway in the station areas along the CTfastrak and CTrail Hartford Line corridors.

- b. Prompted by the introduction of Opportunity Zones, convened a Transit-Oriented Development/Town Center Action Collaborative to coordinate partner agency efforts to assist towns with economic development in the region's transit corridors and town centers.
- c. Utilized statutorily-required CRCOG reviews of municipal plans of conservation and development, zoning amendments, and subdivision proposals as an opportunity to provide comments on enhancements which could support implementation of TOD opportunities.
- d. 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.
- e. Supported expansion of the regional pedestrian and bicycle network through planning and conducting **CRCOG Bike and Pedestrian Committee** meetings, and conducting the **October 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.
- f. Worked to develop a regional **Complete Streets Inventory, Gaps/Needs Assessment, Policy, and Action Plan**. Currently in the process of developing a regional policy under this initiative.
- g. Received grant funding for an **Active Transportation Implementation** project through the Connecticut Department of Public Health's State Physical Activity and Nutrition (SPAN) Grant from the U.S. Centers for Disease Control.
- h. Served on the **Hartford Complete Streets Task Force**, a group which grew out of the national Mayors Complete Streets Challenge.
- i. Served on the Center for Latino Progress' Transport Hartford Academy Annual Summit Planning team and participated in several summit workshop sessions.
- j. Engaged interested participating towns to discuss bringing a regional bikeshare program to the CRCOG region. CRCOG will be leading this effort and is currently drafting an RFP to be released later this year.
- k. 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.
- l. Participated in the **State Bike Ped Plan Update**.
- m. Helped rank the LOTCIP transportation funding applications for roadway improvements that incorporate bicycle and pedestrian infrastructure.
- n. 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.
- o. Collaborated with other GIS users through participation on the CT GIS User Network Steering Committee, GIS Data Acquisition Advocacy Committee, and statewide parcel data working group.

2. Activities that support a ***Competitive Capitol Region***:
  - a. Developed 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 were: Goal-Setting—Building consensus around the need for accelerating inclusive/equitable economic growth; Situational Analysis—Performing a clear-eyed assessment of the region’s economic situation to identify opportunities that we should be pursuing as a metropolitan region; Strategic Planning—Formulating a limited number of “game changer” strategies that will move the trajectory of inclusive economic growth in the right direction; and Capacity-Building—Identifying 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 focuses 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 2018-2019 accomplishments included:
    - Hired on-call licensed environmental professionals to provide oversight of four EPA-funded Brownfields Remediation Revolving Loan Fund Projects.
    - 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 2019). Also filed an unsuccessful Brownfields Assessment Grant application to DECD for \$200,000.
    - Awarded an additional \$600,000 in Supplemental EPA Revolving Loan Fund Grant funding to fulfill remediation loan and subgrant requests that could not be funded under the original MetroHartford Brownfields Revolving Loan Fund and Subgrant Program.
  - c. Carried out ***Statutory Planning Responsibilities: Regional Plan of Conservation and Development*** maintenance; input on land use, transit and active transportation components and brownfields and natural disaster implications of the ***Metropolitan 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.
  - d. Provided planning and implementation assistance in support of transit oriented development; expansion of housing opportunities; increased job and business opportunities; creation of bike and pedestrian friendly communities; green building and infrastructure; neighborhood planning and placemaking; preservation of working farms and key environmental resources; and other topics consistent with the principles of livable and sustainable communities.

- e. 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.
  - f. 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. Conducted 2019 elections and
  - g. Continued participation on Lincoln Institute's Consortium for Scenario Planning, representing CRCOG on the Consortium's Board of Directors, and Co-Chairing the 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.
  - h. Secured Hartford as the location and CRCOG as the host for Lincoln Institute's 2019 Scenario Planning Conference.
  - i. Coordinated with the CRCOG Transportation Department on acquiring advanced scenario planning software tools for use in a range of regional and corridor level planning initiatives.
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 and assisted with reviews of municipal applications for certification.
  - e. Represented CRCOG on the Central Connecticut Water Utility Coordinating Committee (WUCC), a committee which completed a Comprehensive Water Supply Plan for the Central Connecticut area 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 CTCRC&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 CTC&D is led by representatives 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**

<b>State Statutory and SGIA Responsibilities:</b>	<b>2017-18</b>	<b>2018-19*</b>
Number of CRCOG zoning and subdivision reviews conducted	95	114
Number of reviews of municipal plan updates	8	2
Number of funding application reviews for projects implementing regional goals and policies	5	15
<b>Special Projects which Forward CRCOG Goals:</b>	<b>2017-18</b>	<b>2018-19*</b>
<b>CRCOG Web-Based GIS</b>		
Number of GIS data sets updated to support regional and municipal planning activities	14	14
New Orthophotography	NA	1
Number of visits on CRCOG Web-Based GIS	56,329	41,679
<b>Brownfields</b>		
DECD brownfields assessment and inventory funds expended	\$45,802	\$0
EPA brownfields assessment funds expended	\$115,054	\$0
# of sites on which environmental assessments were completed	20	0
EPA remediation funds committed (loans and subgrants)	\$850,000	\$150,000
# of sites selected for remediation	3	1
<b>Capitol Region Natural Hazard Mitigation Plan</b>		
Natural Hazards Mitigation Plans Completed and Approved (Former CCRPA Towns)	NA	1
Natural Hazards Mitigation Plans Underway (38 CRCOG Towns)	1	1
<b>Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities</b>		
Reports Published	14	4
Training workshops conducted or co-sponsored by CRCOG, and/or in which CRCOG staff participated as panel members	10	15
Number of users who like/follow CRCOG Sustainable Capitol Region on Facebook	183	191 / 236
Number of users who follow CRCOG Sustainable Capitol Region on Twitter	355	368
Number of views of CRCOG Sustainable Communities Videos	3,554	4,746
Number of bike/ped counts completed	61	41
Number of active transportation intersection audits completed	58	41
<b>Building Program Capacity</b>		
New grants applied for that support CRCOG mission	4	2
New grants awarded that support CRCOG mission	2	3
<b>Notes:</b> *Includes data for 7/1/2018-3/31/2019		



### 3.4.4. 2019-2020 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 2019-2020.

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 continue the newly formed effort to convene a **Transit-Oriented Development/Town Center Action Collaborative** to coordinate economic development efforts in the Capitol Region's transit corridors and centers of existing economic activity.
  - 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. Complete the regional **Complete Streets Inventory, Gaps/Needs Assessment, Policy, and Action Plan**.
  - f. Through the newly formed Active Transportation Subcommittee of the CROG Transportation Committee, adopt an Active Transportation/Complete Streets Policy for the Capitol Region.
  - g. Complete contracting and begin project work on the **Active Transportation Implementation Grant** received through the Connecticut Department of Public Health State Physical Activity and Nutrition (SPAN) Grant from the U.S. Centers for Disease Control.
  - h. Serve on the **Hartford Complete Streets Task Force**, a group which grew out of the national Mayors Complete Streets Challenge.
  - i. Serve on the Center for Latino Progress' Transport Hartford Academy Annual Summit Planning team.
  - j. Continue to engage interested participating towns to discuss bringing a regional bikeshare program to the CROG region by drafting an RFP to be released later this year.
  - k. 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.
  - l. As required, help rank the LOTCIP transportation funding applications for roadway improvements that incorporate bicycle and pedestrian infrastructure.
  - m. Continue to provide regional Geographic Information (GIS) services, including:

- Maintain and update multiple GIS regional datasets including parcels, zoning, and multi-use trails.
  - Manage the redesign of the CRCOG Regional GIS Portal and Parcel Viewer and deploy ArcGIS Enterprise to expand in house web mapping capabilities. A number of CRCOG towns use this site as their sole GIS platform.
  - Provide advanced mapping and analysis services for member municipalities and for all CRCOG departments.
  - Serve as an advisor on the Spring 2019 Statewide Orthophotography acquisition.
  - n. Continue collaboration with other GIS users through participation on the CT GIS User Network Steering Committee, GIS Data Acquisition Advocacy Committee, and statewide parcel working group.
  - o. 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).
2. Activities that support a **Competitive Capitol Region**:
- a. Implement the Metro Hartford Future Project (*Capitol Region Comprehensive Economic Development Strategy*). Establish structure/committee to be charged with implementing CEDS recommendations.
  - b. Provide staff assistance to the **CRCOG Foundation**. Implement Foundation priorities for FY 2019-2020, which may include collaboration on CEDS implementation, and continuation of Next Gen Economic Development workshop series.
3. Activities that Support a **Vibrant Capitol Region**:
- a. Help transit and rail corridors better link jobs, housing, and neighborhood revitalization through completing and identifying further implementation steps for 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.
  - c. Carry out **Statutory Planning Responsibilities: Regional Plan of Conservation and Development** maintenance; input on land use, transit and active transportation components of the **Metropolitan 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 CRCOG 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. Work with Lincoln Staff to host the 2019 Consortium for Scenario Planning Conference in Hartford.
  - j. Continue Coordination with the CRCOG Transportation Department on utilizing advanced scenario planning software tools for use in a range of regional and corridor level planning initiatives.
  - k. Work with CT APA, UCONN and other key partners on bringing an accredited urban planning degree program to Connecticut.
4. Activities that support a ***Green Capitol Region***:
- a. Work to secure municipal adoptions and final FEMA approval 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. FY 2019-2020 activities will focus on plan adoption by the 38 participating municipalities, final plan approval by FEMA, and grant close-out.
  - b. Integrate the "Green Clearinghouse" of best municipal practices to support sustainability into the CRCOG website as it gets refreshed.
  - c. Utilize advanced scenario planning tools to 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. Continue to host CT Fellows at CRCOG to assist municipalities in gaining and maintaining Sustainable CT status.
  - e. Represent CRCOG on the Central Connecticut Water Utility Coordinating Committee (WUCC). This committee will meet periodically to maintain the adopted Coordinated Water System 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

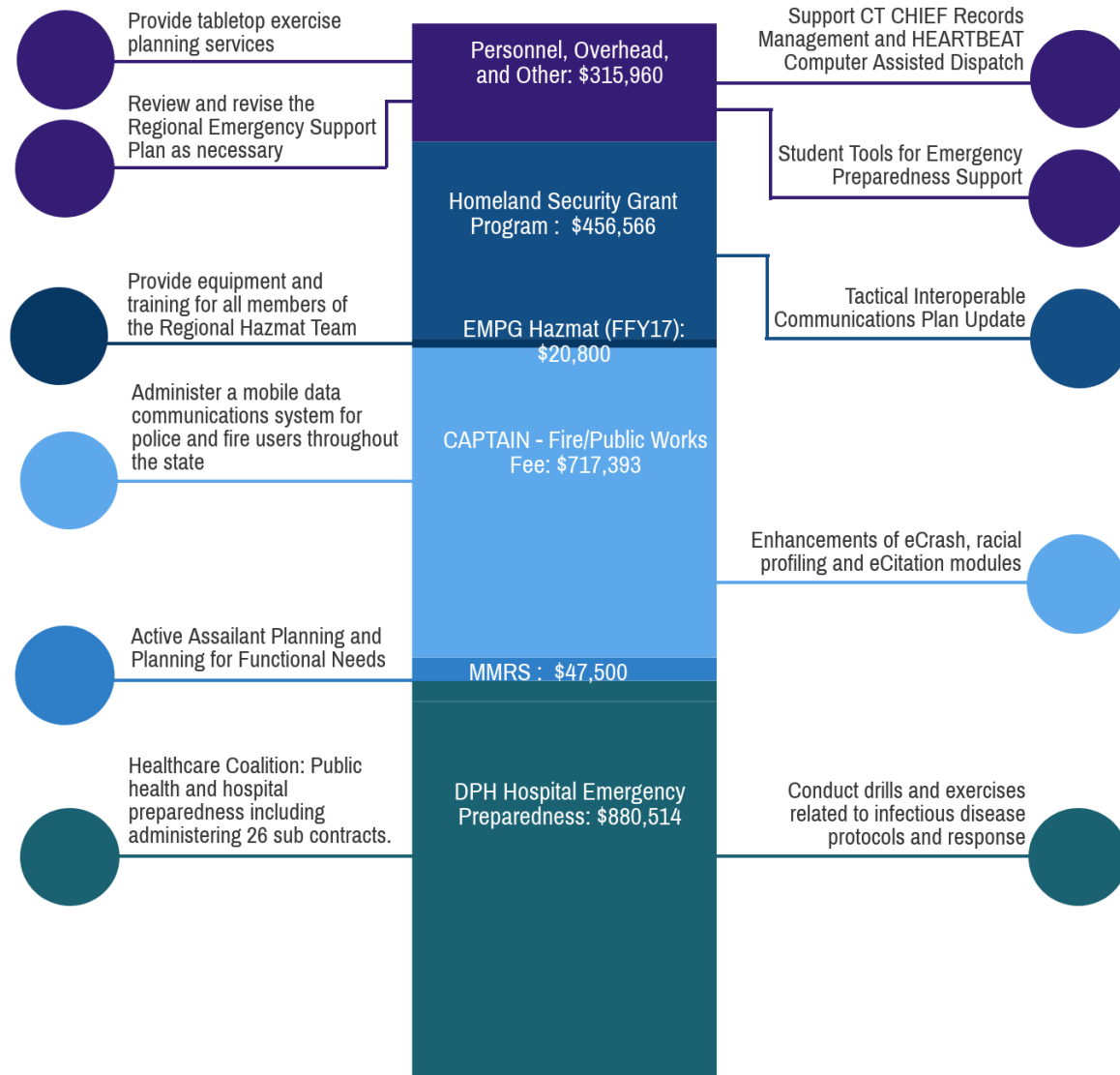
#### 2018/2019 Highlights

-  Began our 15th year of managing State Homeland Security Grant Program funds on behalf of our region
-  Bolstered regional teams- SWAT, Dive, Bomb, Incident Management, Command Post, Incident Communication.
-  Conducted numerous drills and exercises including an exercise series for West Farms mall and the surrounding communities

#### 2019/2020 Initiatives

-  Expand the CAPTAIN mobile data system for fire users and upgrade CAPTAIN based on new FirstNet technology.
-  Manage Public Health Emergency Preparedness (PHEP) funding to include planning, training and exercising
-  Complete review and update of the Regional Emergency Support plan as well as other mutual aid and communications plans

#### 2019/2020 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 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. 2018-2019 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, Statewide Cybersecurity Committee, Statewide Citizen Corps Council and Statewide Homeland Security Working Group.
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 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.
7. Participate in the Traffic Records Coordinating Council and attended a Distracted Driving Seminar sponsored by the Travelers Institute.
8. Closed out the CAPTAIN 4G Service Sharing grant.

### **Homeland Security Initiatives**

1. FFY 2015- SHSGP – Completed project work and closed out this grant.
2. FFY 2016 SHSGP – Continue to work on grant deliverables. Through the Statewide Homeland Security Working Group received additional funds of \$100,000 including set asides for the Hartford Bomb Squad and Capitol Region HAZMAT Team. Will complete work by June 30<sup>th</sup>.
3. FFY 2017 SHSGP- Received grant award and have begun project work.
4. FFY 2018 SHSGP – Received grant award.
5. CROCOG 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 as well as Grey Wall Software and their Virtual Emergency Operations Center product.
8. Regional Exercises - Supported regional exercises and coordinated training classes. Continuing a Weapons of Mass Destruction exercise series for the region. Conducted a Tabletop Exercise and completed an After Action Report for West Farms Mall.
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 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. Support 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. Continued a partnership with the Hartford Marathon Foundation. The Get Ready Capitol Region campaign is one of the race sponsors.
15. Participated in the Stanley Black and Decker Preparedness week to promote the Get Ready website and citizen preparedness.
16. CROCOG assisted the City of Bristol to roll out the FEMA Student Tools for Emergency Preparedness (STEP) Program to all of their K-5 and K-8 schools.
17. ESF-11 (Animal Response) - Focused on retaining and recruiting volunteers. Made presentations to CERT teams who would like to take on an animal protection role and continue to make caches of equipment available to those teams.
18. Functional Needs Training Program – Continue to train first responders for emergency responses dealing with citizens with functional needs.
19. Continued training and education sessions for the mutual aid plan for all long-term care facilities.
20. Activated the Regional Coordination Center during significant weather events. Assisted the communities in numerous ways and conducted several After Action Review meetings.
21. Sponsored a class on utilizing social media during times of disaster.
22. 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.
23. CROCOG staff attended the annual CT SWAT Challenge. The I-COMM team participated with MCV-3 and radio truck.

24. Staff members participated in a Detect and Resolve Exercise with the TSA and continue to partner with them.
25. Committee memberships - Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.
26. Developed training material for Regional Emergency Support Plan socialization for municipal CEOs and EMDs.
27. The Incident Management Team (IMT) assisted with the 75<sup>th</sup> Anniversary Celebration of Avon's Fire Department and 135<sup>th</sup> Annual Connecticut Statewide Firefighters Convention.
28. The IMT assisted the Cromwell Fire Department in developing an Incident Action Plan (IAP) for town fire coverage during the 2018 Traveler's Golf Tournament and the New Britain Fire Department with an IAP for the Great American Boom fireworks celebration.
29. The IMT assisted both Southbury and Brookfield in response to tornadoes.
30. Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.
31. 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.
32. CRCOG participated on the planning team for the statewide Emergency Planning and Preparedness Initiative (EPPI) which took place in June. The exercise was a tropical storm scenario and we continue to collect After Action Reviews from all municipalities.
33. Participated in a Table Top Tabletop exercise at Trinity College.
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. 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.
37. Continued 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. Created a Healthcare Coalition (HCC) and its standard operating procedures.
38. Completed a Coalition Surge Test for the HCC at the Hospital of Central Connecticut –New Britain campus.
39. Facilitated a SWOT Analysis for local public health departments regarding mass dispensing areas.

#### **Regional Emergency Support Plan (RESP) Plan Enhancements**

1. RESP Plan – Annual updates and plan maintenance
2. Completed updates for Regional ESF-8 Public Health and Medical Services plans as part of the NACCHO Project public Health Ready reaccreditation; application was submitted in August and Region 3 / CREPC was accredited under new criteria from NACCHO. The Region was the first to be accredited to the new criteria in support of local municipalities.
1. Serve as subject matter expert for implementation and application of Regional Planning and Resilience matters
2. Participated in the 2018 CT-DEMHS Emergency Preparedness Program Initiative (EPPI) statewide exercise as the Region 3 Sim Cell

#### **Capitol Region Metropolitan Medical Response System (CRMMRS) and the Region 3 Health Care Coalition**



1. Managed 25 Health Care Coalition (HCC) subcontracts for the Public Health Emergency Preparedness and Hospital Preparedness Program grant funds totally over 1.2 million dollars.
2. Develop a Regional HCC Preparedness Plan
3. 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.
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 2018
7. Assist with continued training of LTC Mutual Aid Plan members 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 for 2018.
10. New tool being rolled out spring 2018; assist with CT-DPH and Regional assessment process
1. Sit on statewide Emergency Preparedness Committee for CT EMS Advisory Board; Sub-Committee Co-Chair for community guidance for Mass Gatherings and Special Event Medical planning. Document was submitted to CT-DPH-Office of Emergency Medical Services and approved in 2018.
2. Sit on new statewide committee to review and update the forward Movement of Patients / Hospital Surge plan.
3. Begin drafting R-3 HCC Response Plan
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 November 2018.
1. Manage Regional Ebola/Infectious Disease planning initiative grants and projects from US HHS through CT-DPH.
2. Plan and conduct Regional Health Care Coalition Surge Test – New Britain General campus of the Hospital of Central CT.

#### **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.
2. Sponsored a Virtual Operation Support Team (VOST) two-day training session for Medical Reserve Corps members.
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.
4. Held the first CERT Awareness Day in October at Veterans Memorial Park in South Windsor. Fourteen of the teams in our region participated sharing their missions and providing demonstrations.

**Table 10: Public Safety and Homeland Security Performance**

<i>Provide responsible management of all homeland security projects</i>		
	<b>Calendar 2017</b>	<b>Calendar 2018</b>
<b>Federal/state grants spent (planning, equipment, training &amp; exercises)</b>	<b>\$313,377</b>	<b>\$291,101</b>
<b>Homeland security reimbursement requests and reports completed in a timely manner (%)</b>	<b>100%</b>	<b>100 %</b>
<b>CERT training courses administered</b>	<b>10</b>	<b>10</b>
<b># of ICS 300 and 400 classes held/# of individuals trained</b>	<b>2/57</b>	<b>2/31</b>
<b>Homeland security exercises conducted including full scale, tabletop and drills</b>	<b>2</b>	<b>4</b>
<b>Reimbursed training hours to local first responders (hours)</b>	<b>37</b>	<b>186</b>
<b>Regional Coordination Center activations</b>	<b>1</b>	<b>0</b>
<b>National deployments, Incident Management Team/ individuals deployed</b>	<b>1</b>	<b>5</b>
<i>Provide responsible management for the CAPTAIN mobile data communication system</i>		
<b>Communities /agencies participating in the police and/or fire system</b>	<b>35</b>	<b>39</b>

**3.5.4. 2019-2020 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 e-Crash 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

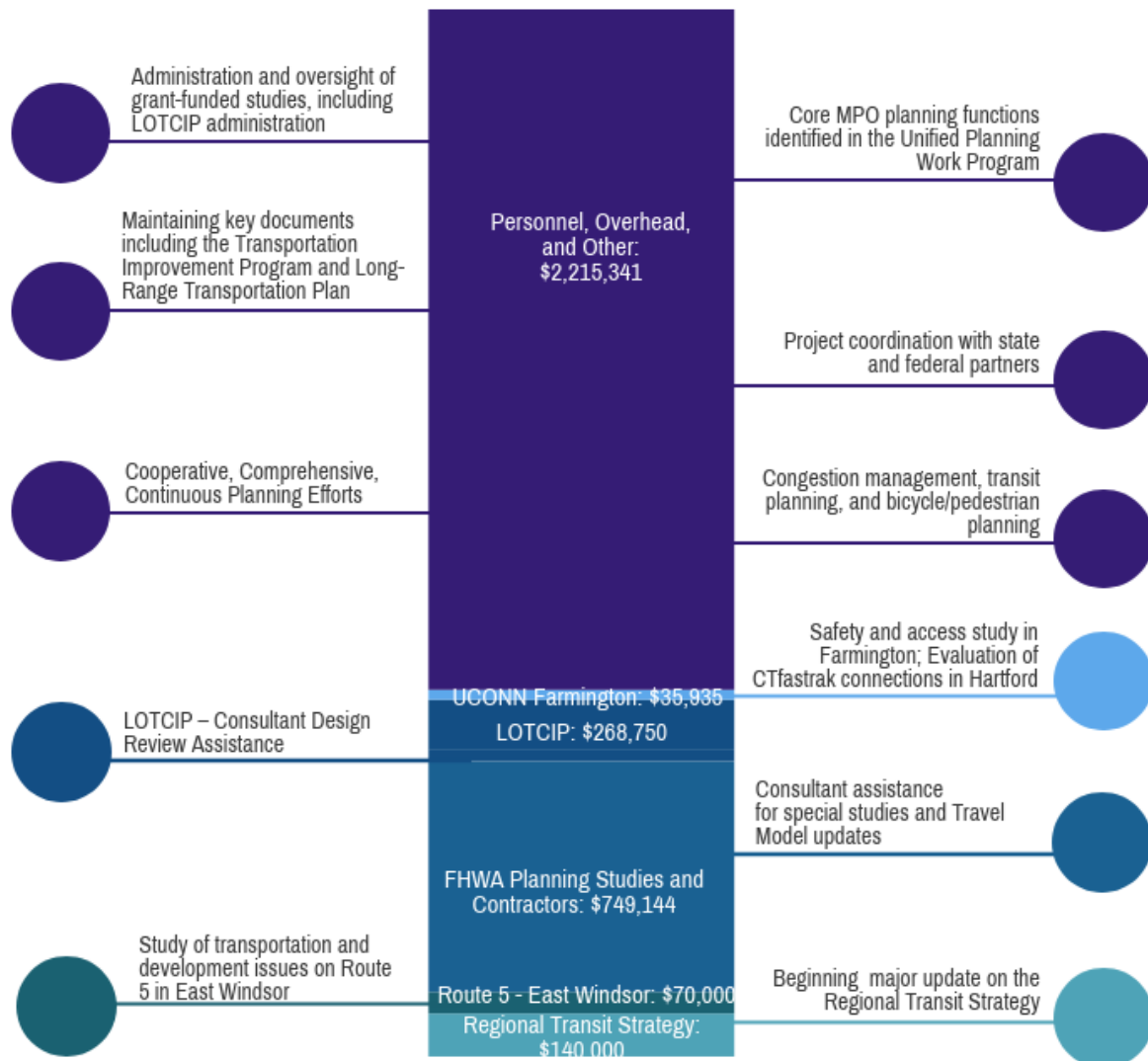
#### 2018/2019 Highlights

- Updated the Metropolitan Transportation Plan (MTP) through 2045 identifying over \$14 billion of multi-modal transportation priorities for the Capitol Region
- Obligated approximately \$16.0 million in federal STP Urban funds for transportation projects in Federal Fiscal Year 2018. Programmed approximately \$11.7 million in State Fiscal Year 2018 LOTCIP funding
- Completed a LOTCIP project solicitation and endorsed \$32.4 million of roadway/bridge reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects

#### 2019/2020 Initiatives

- Employ Scenario Planning and Performance Based Planning to inform programming and long term planning decision-making
- Continue working to program LOTCIP funding as well as STP Urban funding for municipally initiated projects
- Continue to advance corridor studies and regionally significant projects such as the Interstate 84 Viaduct and Charter Oak Bridge projects

#### 2019/2020 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 Subcommittee / STP-Urban & LOTCIP Committee
- Active Transportation Policy Subcommittee
- 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 ensure a sound performance based 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. 2018-2019 ACCOMPLISHMENTS AND PERFORMANCE**

1. Obligated approximately \$16.0 million in federal STP Urban funds for transportation projects in Federal Fiscal Year (FFY) 2018. Worked with CTDOT to mitigate impacts of potential
2. Worked with CTDOT to mitigate impacts of potential rescission of federal carryover funding.
3. Programmed approximately \$11.7 million in State Fiscal Year 2018 LOTCIP funding (measured in total approved “commitment to fund” figures) and continued to ramp up municipal projects for delivery under LOTCIP.
4. Completed a LOTCIP project solicitation (2018 Phase 2) which resulted in CRCOG endorsement of \$32.4 million of roadway reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects.
5. Completed a solicitation for consultants to serve on three LOTCIP On-Call lists. Executed two new agreements and one contract extension with On-Call list 3 consultants. Reviewed and finalized eight fee schedules for consultants on On-Call lists 1 and 2.
6. Solicited for Transportation Alternatives (TA) Set-Aside projects for five (5) years of anticipated Hartford and Springfield TMA funding. Partnered and coordinated with other COGs whose boundaries extend into the Hartford TMA regarding administration of a solicitation.
7. Worked with municipalities and CTDOT to advance projects under the TA Set-Aside and the Congestion Mitigation and Air Quality (CMAQ) programs.
8. 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.
9. Analyzed, presented, and approved numerous Transportation Improvement Program (TIP) amendments and actions for Federal Fiscal Year (FFY) 2019.
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 25 applications from municipalities and service providers in the Capitol Region during the FFY2018 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 advancing the Transportation Safety and Improvements Study in Farmington and Hartford.
13. Completed the NextGenCT Pathways to UConn Study: Eastern Gateways Study.
14. Completed the Plainville-Southington Farmington Canal Heritage Trail Gap Closure and CT**fastrak** Connection Study. Received Plainville approval, awaiting New Britain Common Council approval.
15. Continued advancement of the Silver Lane Corridor Study in East Hartford.
16. Continued advancement of the Route 5 Corridor Study in East Windsor.
17. In partnership with CTDOT and CT**transit**, advocated for implementation of recommendations from the Comprehensive Transit Service Analysis of CT**transit**’s Hartford and New Britain/Bristol Divisions.
18. Hartford Transit Research Project – Worked with FTA and the City of Hartford to complete administration of the Greater Hartford Integrated Transportation Planning Study.
19. Served in an advisory role on the current Statewide aerial acquisition mapping project.
20. FY2019 was an application year for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program). CRCOG coordinated with CTDOT and recipients to ensure completion of necessary maintenance paperwork.

21. I-84 Hartford 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 Committee (PAC) and attended regular coordination meetings with CTDOT and the City of Hartford.
22. Worked with CTDOT by providing modelling and ridership chapter content for the CT**fastrak** after study.
23. Supported CTDOT and affected communities in initiatives related to the CT**rail** Hartford Line, including post service opening (June 2018) and future initiatives.
24. Conducted biannual utilization counts at the Region’s 45 commuter park and ride lots. Developed infographics related to parking availability.
25. Bus Shelter Program – Continued to work with CT**transit** and the Greater Hartford Transit District to implement a regional transit bus shelter program, including the completion of Phase 1 of the program. Continued to work with CT**transit** and the Greater Hartford Transit District to secure funding for future phases.
26. Continued organizing and holding Traffic Incident Management (TIM) Coalition meeting for the Hartford Urbanized Area. Continued to develop strategies that align with the State’s Strategic Safety Highway Plan and Federal Highway Administration goals and objectives for TIM.
27. Further scoped and extended the contract of the current consulting firm providing CRCOG with travel demand modeling and data management service assistance.
28. Completed a 2019 update to the CRCOG Metropolitan Transportation Plan highlighting the anticipated transportation investments recommended within the region through 2045.
29. Continued coordination between CRCOG and CTDOT to understand freight planning roles. Participated in multiple web-based training sessions.
30. 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.
31. Continued the Hartford TMA Congestion Management Process (CMP) for the region including a review of the latest available travel-time data and the scoping of a complete updated plan utilizing the most recent National Performance Management Research Data Set provided by FHWA.
32. Staff continues to hold regular discussions with UConn and CTDOT regarding the most recent population and employment forecasts and other regional demographics for Regional Travel Demand Modeling.
33. Completed an update of the Environmental Justice Atlas for the region.
34. Completed a CTDOT on-site review of CRCOG’s Title VI program.
35. Completed a Unified Planning Work Program for FY2020 and FY2021.
36. Coordinated with and assisted CTDOT in the development of a CRCOG Regional Safety Plan.
37. Participation in regional and project-specific traffic management discussions related to construction activities in the Greater Hartford Area to ensure that stakeholders and emergency response organizations are aware of project lane restrictions, full closures and detours.

**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	2017	2018	2019*
<b>STP Urban &amp; LOTCIP Programs</b>			
Total <u>federal</u> STPU funds obligated **	\$19,603,015	\$16,027,322	\$0
Total <u>state</u> LOTCIP funds granted ***	\$6,397,735	\$11,650,709	\$19,655,820
Number of LOTCIP project grants	5	11	16
<b>(CMAQ, LRAR, TA Set-Aside)</b>			
Total <u>federal</u> funds obligated**	\$1,502,000	\$ 6,495,000	\$7,039,433
Number of projects	2	8	15
<b>TIP Amendments:</b>			
Number of amendments approved**	41	72	49
			Up to 3/31/19

\* FFY2019 Estimate (may be partial year in some instances). FFY2019 STPU funding minimized as a multi-funding source mitigation strategy to potential rescission of federal carryforward

\*\* 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	99%
Comprehensive Transit Service Analysis Extra Work (New Britain CT <b>transit</b> Division)	99%
NextGenCT Pathways to UConn: Eastern Gateways	99%
Plainville-Southington FCHT Gap Closure & CT <b>fastrak</b> Connection	99%
Route 5 Corridor Study, East Windsor	50%
Transportation Safety and Improvements Study, Farmington and Hartford	90%
Silver Lane Corridor Study, East Hartford	70%
Route 190 Corridor Study - Enfield	initiation phase
Route 229 Corridor Study - Southington/Bristol	initiation phase
CROG Regional Transit Strategy	initiation phase

### **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 Coordination Meetings (CTDOT, Hartford, CRCOG)
- 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 / CT*transit*, CTDOT Monthly Coordination Meetings
- Intelligent Transportation Society of Connecticut
- Institute of Transportation Engineers, Connecticut Chapter

### **Federal MPO Requirements:**

Fulfill federal planning requirements to assure a sound decision-making process and to maintain the region's eligibility for federal funds.

<b>Document</b>	<b>Date Adopted</b>
Unified Planning Work Program - UPWP	May 2019
Metropolitan Transportation Plan	April 2019
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. 2019-2020 OBJECTIVES**

1. Work with CTDOT, federal officials, and other stakeholders to further advance performance-based planning initiatives including improvements to performance measurement and target setting.
2. Continue to update the web-based tool for mapping LOTCIP and TIP projects and work with CTDOT on their E-STIP project. Begin assessing how to catalog and organize TIP project information sheets.
3. Work to program LOTCIP funding, minimizing carryover amounts, and monitor legislation related to future LOTCIP bonding authorizations.
4. 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.
5. 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.



6. 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.
7. Work with municipalities, CTDOT and FHWA to advance Transportation Alternatives and CMAQ projects within the Capitol Region. Work with CTDOT on related solicitations.
8. Technical Assistance – Provide technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate transportation related design issues with CTDOT.
9. Sustainable Capitol Region Initiative – Coordinating with Policy Development and Planning, continue as a transportation resource for the implementation of the proposed program.
10. Congestion Management Process – Continue to monitor regional traffic and congestion, building upon the previous system performance analysis. Explore transition to reporting in concert with federal performance measure standards.
11. Continue to work with the City of Hartford, CTDOT, and other stakeholders to advance the I-84 Hartford project.
12. Continue to be a resource to CTDOT as they look to expand **CTfastrak** service including the establishment of service east of Hartford.
13. Continue to support CTDOT and affected communities as it relates to **CTrail** Hartford Line Rail service, including future anticipated double-tracking, new stations, and increased service.
14. In partnership with CTDOT and **CTtransit**, continue to advocate for implementation of recommendations from the Comprehensive Transit Service Analysis of **CTtransit**'s Hartford and New Britain/Bristol Divisions.
15. Continue to work with CTDOT to select and prioritize projects for funding under the FTA 5310 program (Enhanced Mobility of Seniors and Individuals with Disabilities Program).
16. FY2020 will not be an application year for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program). CROG will coordinate with CTDOT and recipients to ensure completion of necessary maintenance paperwork.
17. Continue to conduct biannual utilization counts at the Region's 45 commuter park and ride lots. Update infographics related to parking availability.
18. Regional Bus Shelter Program – Continue to work with **CTtransit** and GHTD to pursue funding for future phases of the program. Continue to work with CTDOT to streamline the program.
19. Work toward revising the base year of the Travel Forecast Model recently updated to a time of day model with the incorporation of data from the transit on-board survey and the household travel survey into the model.
20. Continue to work with municipalities on updating the GIS system in the Region and collect updated municipal data layers for Web GIS Site.
21. Continue to update the region's online interactive TIP and LOTCIP maps.
22. 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.
23. Continue to collect and analyze crash data from Connecticut Crash Data Repository for traffic incidents within the Hartford Urbanized Area. Work with staff to develop congestion pricing metrics for incident-related delays utilizing FHWA's National Performance Management Research Data. Work on establishing performance measurements focusing on crash duration from detection to clearance.
24. 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.

25. Produce an updated catalog of diversion route plans for the Hartford Urbanized Area.
26. Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
27. Complete the Transportation Safety and Improvements Study: Farmington and Hartford.
28. Complete the Silver Lane in East Hartford Corridor Study.
29. Continue to advance the Route 5 in East Windsor Corridor Study.
30. 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.
31. Begin a major update of the Regional Transit Strategy.
32. Begin Scenario Planning efforts, measuring transportation outcomes resulting from variable Land Use and Transportation Infrastructure scenarios
33. Begin to draft a formal documentation of the travel forecast model.
34. Continue to explore the viability of establishing a regional traffic signal coordinator position.
35. Continue to work with UConn's Traffic Signal Circuit Rider Program to advance traffic signal management initiatives throughout the region.
36. Continue to participate in regional and project-specific traffic management discussions related to construction activities in the Greater Hartford Area

## 4. FINANCE

### 4.1. OVERALL BUDGET SUMMARY

#### 4.1.1. TOTAL REVENUE AND EXPENDITURES

**Table 12: Total Revenue and Expenditures**

Revenue Sources	FY 2016- 2017 Actual	FY 2017- 2018 Actual	FY 2018- 2019 Projected	FY2019- 2020 Operating Budget	FY2019-2020 Grants and Contracts Budget	FY2019- 2020 Budget Total
Federal	2,954,597	3,038,589	2,916,407	1,823,107	2,505,762	4,328,869
State	2,935,685	2,231,472	2,165,474	870,982	776,133	1,647,115
Local	695,490	741,729	780,056	648,974	131,497	780,471
Other	1,337,694	1,708,975	935,585	288,772	731,393	1,020,165
<b>TOTAL</b>	<b>7,923,465</b>	<b>7,720,765</b>	<b>6,797,522</b>	<b>3,631,835</b>	<b>4,144,785</b>	<b>7,776,620</b>
Expenditures	FY 2016- 2017 Actual	FY 2017- 2018 Actual	FY 2018- 2019 Projected	FY2019- 2020 Operating Budget	FY2019-2020 Grants and Contracts Budget	FY2019- 2020 Budget Total
Homeland Security	502,384	657,160	1,599,256		1,459,380	1,459,380
Municipal Services	1,032,842	1,190,000	890,000		510,000	510,000
Policy Development & Planning	578,543	980,188	1,252,794		266,552	266,552
Public Safety	920,000	850,000	717,393		717,393	717,393
Transportation	1,781,762	1,671,000	1,012,105		1,191,461	1,191,461
Personnel	1,355,939	1,524,864	1,431,164	1,446,678		1,446,678
Fringe	774,562	773,231	812,570	816,406		816,406
Management Support	423,627	461,021	514,677	565,170		565,170
Direct Expenses	221,353	234,910	238,734	305,925		305,925
Indirect Expenses	303,007	297,101	310,720	375,494		375,494
Contingency	30,000	25,128	30,000	33,681		33,681
<b>TOTAL</b>	<b>7,924,019</b>	<b>8,664,603</b>	<b>8,809,412</b>	<b>3,543,354</b>	<b>4,144,785</b>	<b>7,688,139</b>

#### 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
<b>Revenues</b>								
<b>Local Dues</b>	<b>780,471</b>							
<i>Required Match</i>		88,481	122,955	372,475	-	-	-	583,911
<i>Additional Local Dues Allocated</i>			-	-	-	-	-	-
<b>Total Local Dues</b>	<b>196,560</b>	<b>88,481</b>	<b>122,955</b>	<b>372,475</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>780,471</b>
Federal			334,562	2,397,212	-	42,214	1,554,880	4,328,868
State			399,484	628,631	619,000	-	-	1,647,115
Other Sources			-	4,000	163,370	852,795	-	1,020,165
<b>Total Sources</b>	<b>196,560</b>	<b>88,481</b>	<b>857,002</b>	<b>3,402,318</b>	<b>782,370</b>	<b>895,009</b>	<b>1,554,880</b>	<b>7,776,620</b>
<b>Expenditures</b>								
<b>Contractual / Grant Obligations</b>		-	266,551	1,191,461	510,000	717,393	1,459,380	4,144,784
<b>Operating Revenue</b>	<b>196,560</b>		<b>590,451</b>	<b>2,210,857</b>	<b>272,370</b>	<b>177,616</b>	<b>95,500</b>	<b>3,631,835</b>
<b>Operating Expenses</b>								
<b>Administration</b>								
<i>Direct Salaries</i>			249,399	957,841	115,843	79,580.00	44,015	1,446,678
<i>Management Salaries</i>	565,170		97,432	374,197	45,256	31,089.32	17,195	565,170
<i>Overhead (Indirect Expenses)</i>	305,925		52,740	202,552	24,497	16,687.56	9,451	305,925
<i>Fringe</i>	816,406		286	540,540	65,374	44,909.50	24,839	816,406
<i>Direct Expenses</i>	166,562		46,455	135,727	21,400	5,350.00	-	375,494
<i>Allocated to departments</i>	(1,547,045)							
<b>Total Administration</b>	<b>307,018</b>		<b>446,312</b>	<b>2,210,857</b>	<b>272,370</b>	<b>177,616</b>	<b>95,500</b>	<b>3,509,673</b>
Contingency	30,000			-	-	-	-	30,000
Overhead not covered by Grants			3,681		-	-	-	
<b>Total Uses</b>	<b>337,018</b>	<b>-</b>	<b>716,543</b>	<b>3,402,318</b>	<b>782,370</b>	<b>895,009</b>	<b>1,554,880</b>	<b>7,688,139</b>
<b>Surplus (Deficit)</b>	<b>(140,458)</b>	<b>88,481</b>	<b>140,458</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>88,481</b>

## 4.2. OPERATING BUDGET

### 4.2.1. OPERATING BUDGET SUMMARY

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

Revenue Sources	FY2016- 2017 Actual	FY2017- 2018 Actual	FY2018 - 2019 Projected	FY 2019- 2020 Budget	Percent of Budget
Federal	1,421,318	1,658,909	1,158,438	1,823,107	50%
State	879,775	875,448	1,046,926	870,982	24%
Local	654,045	663,283	701,709	648,974	18%
Other	256,994	342,091	193,089	288,772	8%
<b>TOTAL</b>	<b>3,212,132</b>	<b>3,539,731</b>	<b>3,100,163</b>	<b>3,631,835</b>	<b>100%</b>
Expenditures	FY2016- 2017 Actual	FY2017- 2018 Actual	FY2018 - 2019 Projected	FY 2019- 2020 Budget	Percent of Budget
Personnel	1,390,313	1,425,419	1,338,029	1,446,678	41%
Fringe	739,295	729,808	715,474	816,406	23%
Management Support	464,168	459,325	500,920	565,170	16%
Indirect Expenses	281,453	323,694	286,161	305,925	9%
Direct Expenses	153,316	337,144	253,968	375,494	11%
Contingency and Other	-	-		33,681	1%
<b>TOTAL</b>	<b>3,028,545</b>	<b>3,275,390</b>		<b>3,543,354</b>	<b>100%</b>

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
<b>Revenues</b>								
<b>Local Dues</b>	<b>648,974</b>							
<i>Required Match</i>		88,481	122,955	240,978				452,414
<i>Additional Local Dues Allocated</i>								-
<b>Total Local Dues</b>	<b>196,560</b>	<b>88,481</b>	<b>122,955</b>	<b>240,978</b>	-	-	-	<b>648,974</b>
Federal			87,496	1,597,897		42,214	95,500	1,823,107
State			380,000	371,982	119,000			870,982
Other Sources				-	153,370	135,402		288,772
<b>Total Sources</b>	<b>196,560</b>	<b>88,481</b>	<b>590,451</b>	<b>2,210,857</b>	<b>272,370</b>	<b>177,616</b>	<b>95,500</b>	<b>3,631,835</b>
<b>Expenditures</b>								
<b>Operating Revenue</b>	<b>196,560</b>	<b>88,481</b>	<b>590,451</b>	<b>2,210,857</b>	<b>272,370</b>	<b>177,616</b>	<b>95,500</b>	<b>3,631,835</b>
<b>Operating Expenses</b>								
<b>Administration</b>								
<i>Direct Salaries</i>			249,399	957,841	115,843	79,580	44,015	1,446,678
<i>Management Salaries</i>	565,170		97,432	374,197	45,256	31,089	17,195	565,170
<i>Overhead (Indirect Expenses)</i>	305,925		52,740	202,552	24,497	16,688	9,451	305,925
<i>Fringe</i>	816,406		140,744	540,540	65,374	44,910	24,839	816,406
<i>Direct Expenses</i>	166,562		46,455	135,727	21,400	5,350	-	375,494
<i>Allocated to departments</i>	(1,687,503)							
<b>Total Administration</b>	<b>166,560</b>	-	<b>586,770</b>	<b>2,210,857</b>	<b>272,370</b>	<b>177,616</b>	<b>95,500</b>	<b>3,509,673.00</b>
Contingency	30,000			-	-	-		30,000
Overhead not covered by Grants			3,681					3,681
<b>Total Uses</b>	<b>196,560</b>	-	<b>590,451</b>	<b>2,210,857</b>	<b>272,370</b>	<b>177,616</b>	<b>95,500</b>	<b>3,543,354</b>
<b>Surplus (Deficit)</b>	-	<b>88,481</b>	-	-	-	-	-	<b>88,481</b>

#### 4.2.3. OPERATING BUDGET REVENUE SOURCES

**Table 16: Operating Budget Revenue Sources**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Amended Budget	2018-2019 Projected	2019-2020 Budget
<b>Operating Revenue</b>						
<b>FEDERAL</b>						
Federal Highway Admin-PL	1,307,186	1,513,709	1,590,673	1,556,274	1,012,049	1,588,739
Transportation Studies	-				-	
Regional Transit Strategy	-				-	8,000
Route 5 - East Windsor Study		12,000	-	-	6,841	1,158
Comprehensive Transit Service Analysis Study	11,387		-	-	-	-
New Britain BRT - Modeling	-				32,000	-
EPA Brownfields Assessment Grant	1,986				-	
EPA Brownfields Revolving Loan Fund Grant	9,559	17,650	13,526	13,526	13,841	3,659
CDC Complete Streets Grant					24,146	78,837
FEMA Pre-Disaster Mitigation Grant		30,000	3,550	3,550	5,562	5,000
U. S. Department of Homeland Security	-				-	
Homeland Security Grant Program -FFY 2014	30,000				-	
Homeland Security Grant Program -FFY 2015	33,000				-	
Homeland Security Grant Program -FFY 2016	-	60,000	24,500	24,500	30,500	30,500
Homeland Security Grant Program -FFY 2017			23,500	23,500	29,500	30,500
Homeland Security Grant Program -FFY 2018						30,500
Citizen Corps Program	4,000	6,000	6,000	6,000	4,000	4,000
DPH - Hospital Emergency Preparedness	24,200	19,550	35,000	35,000	-	42,214
MRC Public Health Preparedness	-					
<b>Total Federal</b>	<b>1,421,318</b>	<b>1,658,909</b>	<b>1,696,749</b>	<b>1,662,350</b>	<b>1,158,438</b>	<b>1,823,107</b>
<b>STATE</b>						
Conn. Dept of Transportation	123,215	140,018	147,137	143,955	88,519	158,874
Conn. Dept of Transportation - CCMPO	-				-	
State OPM (SGIA)/RSG	403,556	334,230	180,292	710,369	710,369	360,000
State OPM Complete Streets Grant		100,000	-	-	-	-
Transportation Studies	-				-	
Regional Transit Strategy						2,000
Silver Lane - East Hartford Study	1,480				-	
Route 5 - East Windsor Study		3,000			1,710	290
Comprehensive Transit Service Analysis Study	2,847				-	
New Britain BRT - Modeling					8,000	-
LOTICIP Admin.	212,204	210,000	227,000	227,000	149,349	205,000
West Hartford Road Diet Study	-				-	
UConn Eastern Gateways Study	13,545		-	-	-	-
UConn Farmington/Hartford	-				-	5,818
CT DECD Brownfields Grant	8,161				-	
Nutmeg Network Demonstration Projects	42,539	21,000	25,000	25,000	-	16,000
Crumbling Foundations Testing Program		35,000	50,000	50,000	73,150	103,000
Anchor Institutions (RPIP Grant)		27,200	26,838	26,838	15,830	20,000
CAPTAIN 4G (RPIP OPM Grant) and Other RPIP Grants	72,227	5,000			-	-
<b>Total State</b>	<b>879,775</b>	<b>875,448</b>	<b>656,267</b>	<b>1,183,162</b>	<b>1,046,926</b>	<b>870,982</b>

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	2016-2017 Actual	2017-2018 Actual	2018-2019 Budget	2018-2019 Amended Budget	2018-2019 Projected	2019-2020 Budget
<b>CRCOG/LOCAL/PRIVATE/OTHER</b>						
Local Government Assessments	652,565	663,283	702,757	701,709	701,709	648,974
Silver Lane - East Hartford Study	1,480	-			-	
<b>Total CRCOG/Local</b>	<b>654,045</b>	<b>663,283</b>	<b>702,757</b>	<b>701,709</b>	<b>701,709</b>	<b>648,974</b>
<b>CONTRACT/FEE FOR SERVICES</b>						
Public Safety	-				-	
Participation Fee	59,907	149,591	160,826	145,353	24,281	135,402
CAPTAIN Reserve	-				-	
Heartbeat CAD System	-		-	-	-	-
Purchasing Council	40,597	44,000	44,000	44,000	45,833	44,000
Municipal Services Deferred Revenue	-		73,164		-	870
RFP Depot/Bid Sync	55,000	50,000	50,000	50,000	30,000	10,000
Electricity Consortium	14,561	12,000	12,000	12,918	12,000	12,000
EZ IQC	42,890	30,000	40,000	40,000	30,881	40,000
Regional Solid Waste Management	1,500	1,500	1,500	1,500	1,500	1,500
IT Services Cooperative	42,539	55,000	50,000	31,191	48,594	45,000
<b>Total Contract/Fee For Services</b>	<b>256,994</b>	<b>342,091</b>	<b>431,490</b>	<b>324,962</b>	<b>193,089</b>	<b>288,772</b>
<b>TOTAL OPERATING REVENUE</b>	<b>3,212,132</b>	<b>3,539,731</b>	<b>3,487,263</b>	<b>3,872,183</b>	<b>3,100,163</b>	<b>3,631,835</b>

#### 4.2.4. OPERATING EXPENSES

**Table 17: Operating Expenditure Summary**

Expenditures	FY2016- 2017 Actual	FY2017- 2018 Projected	FY2018 - 2019 Projected	FY 2019- 2020 Budget
Personnel	1,390,313	1,425,419	1,338,029	1,446,678
Fringe	739,295	729,808	715,474	816,406
Management Support	464,168	459,325	500,920	565,170
Indirect Expenses	281,453	323,694	286,161	305,925
Direct Expenses	153,316	309,376	253,968	375,494
Contingency and Other	-	-		33,681
<b>TOTAL</b>	<b>3,028,545</b>	<b>3,247,622</b>		<b>3,543,354</b>



#### 4.2.5. OPERATING BUDGET PERSONNEL SERVICES

Table 18: Operating Budget—Personnel Services

Personnel Expenditures	2016-17 Actuals	2017-2018 Actual	2018-2019 Amended Budget	2018-2019 Projected	2019-2020 Budget
<b>SALARIES</b>					
Transportation	867,508	873,325	985,934	894,700	957,841
Policy & Planning	238,130	344,755	266,553	265,553	249,399
Municipal Services	125,250	98,737	98,450	86,999	108,443
Service Sharing	35,454	21,158	11,750	6,301	7,400
Public Safety Council	38,158	65,698	81,597	59,476	79,580
Homeland Security	85,812	21,747	25,324	25,000	44,015
Management Support	464,168	459,325	503,354	500,920	565,170
<b>Total Salaries</b>	<b>\$ 1,854,481</b>	<b>1,884,744</b>	<b>\$ 1,972,962</b>	<b>\$ 1,838,949</b>	<b>\$ 2,011,848</b>
<b>MERIT/UPGRADE</b>	<b>-</b>	<b>1,702</b>	<b>26,275</b>	<b>26,275</b>	
<b>FRINGE BENEFITS</b>					
Health Insurance	384,054	382,602	450,157	387,863	435,933
H S A - Employer Contribution	-				
Health Insurance -Stipend	1,200	1,200	2,400	1,300	2,400
Vision Care	4,335	4,485	4,300	3,774	4,300
Pension	170,191	172,479	182,649	151,722	183,017
Unemployment Compensation	8,538	8,282	11,700	9,825	12,600
FICA	143,533	138,879	150,049	134,364	150,729
Long Term Disability	5,070	4,629	4,707	4,641	4,657
Short Term Disability	7,896	7,834	7,966	7,815	8,186
Life Insurance	3,503	3,480	3,534	3,220	3,634
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	975	938	950	950	950
<b>Total Fringe Benefits</b>	<b>739,295</b>	<b>729,808</b>	<b>828,412</b>	<b>715,474</b>	<b>816,406</b>
<b>TOTAL PERSONNEL</b>	<b>2,528,774</b>	<b>2,614,552</b>	<b>2,827,649</b>	<b>2,554,423</b>	<b>2,828,254</b>

#### 4.2.6. OPERATING BUDGET DIRECT EXPENSES

**Table 19: Operating Budget Direct Expenses—Detail**

Direct Expenditures	2018-2019				
	2016-2017 Actual	2017-2018 Actual	Amended Budget	2018-2019 Projected	2019-2020 Budget
<b>SERVICES &amp; SUPPLIES</b>					
Publication, Dues, Advertising	22,858	-	30,158	7,580	29,590
Reproduction & Printing	-	-	2,200	1,000	2,200
Recruitment	-	-	1,500	3,500	3,500
Supplies, Postage, Other	5,213	1,865	7,150	2,370	7,150
Computer Services/Software	29,162	23,507	27,400	85,694	96,702
Equipment Maintenance - GIS	3,600	3,600	7,900	2,100	7,900
Telephone	935	996	1,000	625	1,100
Insurance	-	-	-	-	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$ 61,767</b>	<b>\$ 29,968</b>	<b>\$ 77,308</b>	<b>\$ 102,869</b>	<b>\$ 148,142</b>
<b>PROFESSIONAL SERVICES</b>					
Legal	6,162	9,156	11,750	1,400	11,750
Legislative Liaison	23,850	23,100	24,802	12,300	24,802
Consultants	25,858	158,633	102,000	48,610	58,000
Spanish language translation - documents	320	-	1,200	1,200	4,500
Spanish language interpretation - meetings	-	-	1,000	1,000	1,000
Interpreter for the deaf	-	-	2,000	2,000	2,000
Polish language translation & interpretation	-	-	1,000	1,000	2,500
<b>TOTAL PROFESSIONAL</b>	<b>56,189</b>	<b>190,889</b>	<b>143,752</b>	<b>67,510</b>	<b>104,552</b>
<b>EQUIPMENT &amp; CAPITAL COSTS</b>					
Equipment	10,481	25,045	16,884	10,150	14,800
Leasehold Improvements	-	-	2,500	250	2,500
Furniture & Furnishings	-	-	12,460	4,820	12,460
<b>TOTAL EQUIPMENT &amp; CAPITAL COSTS</b>	<b>10,481</b>	<b>25,045</b>	<b>31,844</b>	<b>15,220</b>	<b>29,760</b>
<b>MTGS. TRAVEL &amp; CONF.</b>					
Food	10,128	7,536	11,240	5,430	11,240
Mileage/Parking	7,281	7,619	9,650	2,749	10,150
Training/Tuition Reimb	1,000	823	7,200	3,340	9,200
Conf/Workshops	-	41,288	50,350	50,350	55,750
CCMPO	-	-	-	-	-
Rentals	2,788	2,825	4,950	2,000	1,000
Workshop-Local Government	836	611	2,200	1,000	2,200
Annual Meeting	2,847	2,773	3,500	3,500	3,500
Legislative Reception	-	-	500	-	500
<b>TOTAL MTGS. TRAVEL &amp; CONFERENCE</b>	<b>24,879</b>	<b>63,475</b>	<b>89,590</b>	<b>68,369</b>	<b>93,540</b>
<b>TOTAL DIRECTS</b>	<b>153,316</b>	<b>309,376</b>	<b>342,494</b>	<b>253,968</b>	<b>375,994</b>
<b>Contingency</b>	<b>-</b>	<b>-</b>	<b>30,000</b>	<b>-</b>	<b>30,000</b>

#### 4.2.7. OPERATING BUDGET INDIRECT EXPENSES

**Table 20: Operating Budget Indirect Expenses—Detail**

	2016-2017 Actuals	2017-2018 Actual	2018-2019 Amended Budget	2018-2019 Projected	2019-2020 Budget
RENT, MAINTENANCE, UTILITIES	135,006	134,698	149,185	135,061	141,025
POSTAGE	1,611	3,042	3,000	2,000	3,000
EQUIPMAINT MAINTENANCE	5,360	5,608	6,135	6,232	7,500
INSURANCE	39,420	68,795	39,500	37,306	39,500
EQUIPMENT		4,508			
OFFICE SUPPLIES	14,232	15,064	15,000	16,357	17,500
REPRODUCTION & PRINTING	12,900	10,977	13,000	12,938	13,000
NARC -DUES	6,688	6,688	7,200	6,688	7,200
PENSION ADMINISTRATION	4,750	4,250	5,000	4,250	5,000
TELEPHONE/DATA SERVICE/INTERNET	11,629	12,284	12,000	10,479	12,000
COMPUTER SERVICES	6,659	15,145	9,000	10,285	9,000
PAYROLL PROCESSING FEES	6,254	6,106	6,500	6,595	6,500
ACCOUNTING/AUDIT	30,000	32,000	36,000	30,500	36,000
SECTION 125 ADMINISTRATION	1,117	1,179	1,200	1,267	1,200
LEGAL	-	-	2,000	500	1,500
COMP SOFTWARE/UPGRADE	5,827	3,351	6,000	5,703	6,000
	<b>281,453</b>	<b>323,694</b>	<b>310,720</b>	<b>286,161</b>	<b>305,925</b>

### 4.3. OPERATING BUDGET NOTES

#### 4.3.1. OPERATING REVENUE

##### CRCOG/Local

##### Local Government Assessments

CRCOG Member Towns

**\$ 648,974**

Member towns are assessed at \$0.6898 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

**\$ 45,152**

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

**\$ 10,000**

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** **\$ 135,402**

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>
<b>FHWA 2019-2020</b>		<b>\$158,874</b>	<b>\$238,311</b>	<b>\$1,985,924</b>
	<b>\$1,588,739</b>			
<b>LOTICIP</b>		<b>205,000</b>		<b>205,000</b>
<b>UConn Farmington/ Hartford Study</b>		<b>\$5,818</b>		<b>\$5,818</b>
<b>Regional Transit Study</b>	<b>\$8,000</b>	<b>\$2,000</b>		<b>\$10,000</b>
<b>TOTALS</b>	<b>\$1,596,739</b>	<b>\$371,692</b>	<b>\$238,311</b>	<b>\$2,206,742</b>

CONNDOT is providing state funding of \$158,874 (8%) during FY 2019-2020 towards CRCOG operating fund. Based on the new allocation of matching funds, \$238,311 (12%) is required from General Fund Local Assessment revenue to provide for the local match required for the FHWA transportation operating funds. The Regional Transit Study is being funded 80% Federal and 20% State. The LOTICIP and UConn Farmington/Hartford grants are funded 100% by the state.

**Homeland Security Administration** **\$ 91,500**

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

**Citizen Corps** **\$ 4,000**

**EPA Brownfields Revolving Loan Fund Grant** **\$ 3,659**

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.

**DPH Hospital Emergency Preparedness** **\$ 42,214**

Provides funds to administer the grant provided 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)** **\$360,000**

Funding for FY 2019-2020 is budgeted at 50% of the FY 2018-19 funds and is contingent on approval of the State Budget.

**Anchor Institute (RPIP Grant)** **\$ 20,000**

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

**CDC Complete Streets Grant** **\$ 78,837**

Administrative and staff cost associated with CDC Complete Streets Grant of which CRCOG's grant focuses on promoting health through complete streets implementation.

**Nutmeg Demonstration Project****\$ 16,000**

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

**Crumbling Foundations Testing Program****\$103,000**

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

**4.3.2. OPERATING EXPENDITURES****PERSONNEL SERVICES****Salaries****\$2,011,848**

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****\$ 816,406**

Fringe Benefits are projected at 42.36% of salaries based on an analysis of current fringe which includes projected 15% increase in health benefits and an 8% 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 \$405,994 and include the following:

**Services & Supplies****Publications, Dues, Advertisements****\$ 30,158**

Publications, Dues, & Advertisements include the following charges:

Transportation	
	3,015
Policy and Planning	
	6,075
Municipal Services	
	5,500
Public Safety	
	1,000
Administration	
	14,000

**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**

Administration	5,000
Policy & Planning	1,000

Transportation	500
Municipal Services	250
Public Safety	400
<b>Computer Software Upgrade / Maintenance</b>	<b>\$96,702</b>
Administration	7,500
Policy & Planning	4,390
Transportation	
-Urban Footprint Software	27,000
-SQL (or hosting at NOVUS)	3,200
-Editor, ArcInfo ERSI Network, etc	10,710
-WebGIS	21,902
-NPMRDS assistance Software	22,000
<b>Equipment Maintenance –CAD</b>	
<b>\$ 7,400</b>	
Transportation	
-TransCAD Maintenance	7,400
<b>Telephone</b>	
<b>\$ 1,100</b>	
Public Safety	300
Administration	800
<b>Consultant/Professional Services</b>	<b>\$11,750</b>
Legal	
Public Safety	1,000
-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	21,000
Administration	35,000
Municipal Services	1,000
Language Interpretation	
-Transportation (includes translation for the deaf and into Spanish & Polish when needed)	
Spanish Language Translation –Documents	4,500
Spanish Language Interpretation – Meetings	1000
Interpreter for the deaf/blind	2,000
Polish Language Translation/Interpretation	2,500
<b>Equipment &amp; Capital Costs</b>	
<b>Computers &amp; Monitors</b>	<b>\$14,800</b>
Transportation (Traffic Counters, Laser Rangefinder, Computers)	7,300
Administration	4,500

Municipal Services	2,000
Public Safety	1,000
<b>Leasehold Improvements</b>	<b>\$ 2,500</b>
<b>Furniture &amp; Furnishings</b>	<b>\$12,460</b>
<b>Meetings &amp; Food</b>	<b>\$11,240</b>
Policy and Planning	840
Municipal Services	1,500
Public Safety	400
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 2018-19.

<b>Mileage</b>	<b>\$11,240</b>
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Mileage reimbursement is budgeted at 55 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	2,000
<b>Training/Tuition Reimbursement</b>	<b>\$9,200</b>
Transportation	5,200
Policy and Planning	500
Administration	2,500
Municipal Services	1,000

<b>Conference/Workshops</b>	<b>\$55,750</b>
Transportation	10,000
Policy and Planning	6,500
Municipal Services	7,500
Public Safety	750
Administration	31,000

<b>Workshop – Local Government</b>	<b>\$2,200</b>
Policy and Planning	\$2200

<b>Annual Meetings</b>	<b>\$3,500</b>
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To offset the costs of the CRCOG annual meeting.

<b>Legislative Reception/Other Events</b>	<b>\$500</b>
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<b>Contingency</b>	<b>\$30,000</b>
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To cover unanticipated expenditures during the year.

## INDIRECT EXPENSES

Indirect Expenses of \$305,925 include the following:

<b>Rent, Maintenance, Utilities</b>	<b>\$141,025</b>
Rent (Based on Lease Amendment #6 Effective September 2018-August 2023)	129,525
Utilities	11,500

<b>Telephone/Data Services/Internet Fee</b>	<b>\$12,000</b>
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<b>Postage</b>	<b>\$ 3,000</b>
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<b>Equipment Maintenance</b>	<b>\$ 6,135</b>
<b>Insurance</b>	<b>\$ 39,500</b>
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
<b>Office Supplies</b>	<b>\$17,500</b>
<b>Reproduction &amp; Printing</b>	<b>\$13,000</b>
Copier Lease	7,840
Property Insurance	1,660
Miscellaneous	3,500
<b>National Association of Regional Council Dues</b>	<b>\$ 7,200</b>
NARC membership and support	
<b>Pension Administration</b>	<b>\$5,000</b>
<b>Computer Services</b>	<b>\$9,000</b>
Grants Management System	5,271
Timesheet Maintenance	1,729
Vision Point	2,000
<b>Payroll Processing Fees</b>	<b>\$6,500</b>
<b>Accounting/Audit</b>	<b>\$36,000</b>
<b>Computer Software/Upgrade</b>	<b>\$6,000</b>
GIS Maintenance	1,250
Server Maintenance	1,750
CCAT E-Mail & Web Hosting	3,000
<b>Legal</b>	
	<b>\$2,000</b>
Includes cost of legal fees pertaining to administrative matters	
<b>Section 125 Processing</b>	
	<b>\$1,200</b>

#### **4.3.3. OPERATING BUDGET CONTINGENCY**

CRCOG believes it possible that the Connecticut Regional Services Grant (RSG) could be rescinded from the budget in FY 2019-2020. CRCOG views the likelihood of complete rescission as unlikely but is taking measures to anticipate a potential partial rescission. If partial rescission were to occur, CRCOG would reduce contingency funds prior to reducing contributions to the Regional Fund. The total budgeted amount is \$360,000 and CRCOG's contingency plans for up to 50% rescission. The contingency for total rescission would be as follows (in order of use):

Apply contingency funds to expenditures designated for RSG	\$30,000
Do not fund the Regional Fund	\$88,481
Reduce direct expenditures	\$894
Use of previously deferred revenue	60,625
<b>TOTAL</b>	<b>180,000</b>



## 4.4. GRANTS AND CONTRACTS BUDGET

### 4.4.1. GRANTS AND CONTRACTS BUDGET OVERVIEW

Table 21: Grants Budget Revenue and Expenditures

Revenue Sources	FY2016-2017 Actual	FY2017-2018	FY2018 - 2019 Projected	FY 2019- 2020 Budget	Percent of Budget
Federal	1,533,279	1,379,680	1,757,969	2,505,762	60%
State	2,055,910	1,356,024	1,118,548	776,133	19%
Local	41,444	78,446	78,347	131,497	3%
Other	1,080,700	1,366,884	742,496	731,393	18%
<b>TOTAL</b>	<b>4,711,334</b>	<b>4,181,035</b>	<b>3,697,360</b>	<b>4,144,785</b>	<b>100%</b>
Expenditures	FY2016-2017 Actual	FY2017-2018 Projected	FY2018 - 2019 Projected	FY 2019- 2020 Budget	Percent of Budget
Homeland Security	758,322	581,632	917,714	1,459,380	35%
Municipal Services	1,515,604	676,404	578,603	510,000	12%
Policy Development and Planning	403,055	668,313	437,456	266,552	6%
Public Safety	1,152,516	1,363,962	717,393	717,393	17%
Transportation	881,836	890,724	1,046,194	1,191,461	29%
<b>Total</b>	<b>4,711,334</b>	<b>4,181,035</b>	<b>3,697,360</b>	<b>4,144,785</b>	<b>100%</b>

#### 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
<b>Revenues</b>						
Federal	247,067	799,315	-	-	1,459,380	2,505,762
State	19,484	256,649	500,000	-	-	776,133
Local Dues		131,497				131,497
Other Sources	-	4,000	10,000	717,393	-	731,393
<b>Total Revenues</b>	<b>266,552</b>	<b>1,191,461</b>	<b>510,000</b>	<b>717,393</b>	<b>1,459,380</b>	<b>4,144,785</b>
<b>Expenditures</b>						
<b>Contractual / Grant Obligations</b>	<b>266,552</b>	<b>1,191,461</b>	<b>510,000</b>	<b>717,393</b>	<b>1,459,380</b>	<b>4,144,785</b>
<b>Total Expenditures</b>	<b>266,552</b>	<b>1,191,461</b>	<b>510,000</b>	<b>717,393</b>	<b>1,459,380</b>	<b>4,144,785</b>
<b>Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

#### 4.4.3. GRANT AND CONTRACTS REVENUES

**Table 23: Grants and Contracts Revenue--Detail**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Amended Budget	2018-2019 Projected	2019-2020 Budget
<b>Grant &amp; Contracts Budget</b>					
<b>FEDERAL</b>					
FHWA Planning Studies and Contractors (CRCOG)	250,510	\$ 174,971	419,400	469,498	599,315
Transportation Studies					
Regional Transit Strategy	-			-	112,000
Plainville Study (CCMPO FHWA Carry-forward)	-		-	-	-
Silver Lane - East Hartford Study	11,844	67,326	79,170	48,823	32,000
Route 5 - East Windsor Study		66,550	124,800	69,450	56,000
Comprehensive Transit Service Analysis Study	-	22,708	8,400	3,573	
New Britain BRT - Modeling	113,840			-	
Hartford Transit	51,843	91,723		-	
EPA Brownfields Assessment Grants	51,845	83,520		-	
EPA Brownfields Revolving Loan Fund Grant	201,297		800,000	4,300	25,000
CDC Complete Streets Grant	-			78,467	191,141
CEDS Grant	-	56,422	46,387	76,721	-
FEMA Pre-Disaster Mitigation Grant	-	234,829	121,935	89,424	30,926
Citation Grant (CONNDOT) & E-Crash	93,778			-	
U. S. Department of Homeland Security	-			-	
Homeland Security Grant Program - FFY 2014	46,841			-	
Homeland Security Grant Program - FFY 2015	321,655	131,020	-	-	-
Homeland Security Grant Program - FFY 2016		68,796	222,211	146,132	256,566
Homeland Security Grant Program - FFY 2017		276	140,000	-	200,000
MMRS 2015	46,904	23,096	-	-	-
MMRS 2016		20,462	37,281	34,983	-
MMRS 2017			55,909	9,000	47,500
EMPG HAZMAT 2014	2,943			-	
EMPG HAZMAT 2015	31,194	6,084		-	
EMPG HAZMAT 2016		30,007	-	14,963	-
EMPG HAZMAT 2017			55,000	17,850	20,800
Citizen Corps Program	13,356	60,735		7,682	
Infectious Disease Preparedness	128,228		42,591		
DPH Hospital Emergency Preparedness		241,156	1,046,264	675,322	880,514
MRC - Public Health Preparedness	167,201		-	11,781	54,000
<b>Total Federal</b>	<b>1,533,279</b>	<b>1,379,680</b>	<b>3,199,347</b>	<b>1,757,969</b>	<b>2,505,762</b>

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	2016-2017 Actual	2017-2018 Actual	2018-2019 Amended Budget	2018-2019 Projected	2019-2020 Budget
<b>STATE</b>					
Transportation					
FHWA Planning Studies and Contractors (CRCOG)	49,890	\$ 21,871	38,795	45,132	18,332
ConnDOT CCMPO Plainville Study Match	5,000			-	
Regional Transit Strategy	-			-	28,000
Plainville Study			3,334	-	
Silver Lane - East Hartford Study	1,480	8,416	9,896	6,103	4,000
Route 5 - East Windsor Study	-	16,637	31,200	17,363	14,000
Comprehensive Transit Service Analysis Study	28,460	5,677	2,100	893	
LOTICIP	147,280	164,794	268,750	160,652	160,000
UConn Eastern Gateways Study	140,544	137,702		56,360	-
UConn Farmington/Hartford	74,664	82,062	35,935	90,000	32,317
CT DECD Brownfields Grant	72,702	39,847		-	
State OPM Complete Streets Grant		167,750	175,000	127,423	19,484
State OPM (SGIA)/RSG				-	-
Nutmeg Network Demonstration Projects	100,000	108,682	250,000	153,500	150,000
Crumbling Foundations Testing Program		270,667	500,000	250,000	350,000
Anchor Institutions (RPIP Grant)	42,247	37,787	109,472	61,123	
Service Sharing Grant (OPM)	1,393,642	294,133	125,000	150,000	-
<b>Total State</b>	<b>2,055,910</b>	<b>1,356,024</b>	<b>1,549,482</b>	<b>1,118,548</b>	<b>776,133</b>
<b>CRCOG/LOCAL/PRIVATE/OTHER</b>					
CEDS Grant Match -CRCOG		\$ 23,159		-	-
CEDS Grant Match from Other Partners		\$ 25,000		-	-
Local Assessments	34,964			-	
FHWA Planning Studies & Contractors (Local Government Assesment)		\$ 21,871	66,055	72,244	131,497
CCMPO Plainville Study Match	5,000			-	
Silver Lane - East Hartford Study	1,480	\$ 8,416	9,896	6,103	4,000
<b>Total CRCOG/Local/Private</b>	<b>41,444</b>	<b>78,446</b>	<b>75,951</b>	<b>78,347</b>	<b>135,497</b>
<b>CONTRACT/FEE FOR SERVICES</b>					
Public Safety	-			-	
Participation Fee	876,710	1,074,300	717,393	717,393	717,393
CAPTAIN Reserve	-			-	
Heartbeat CAD System	182,028	289,662		-	
Regional Solid Waste Management	21,962	2,923	15,000	25,103	10,000
IT Services Cooperative	-			-	-
<b>CONTRACT/FEE FOR SERVICES</b>	<b>1,080,700</b>	<b>1,366,884</b>	<b>732,393</b>	<b>742,496</b>	<b>727,393</b>
<b>TOTAL PROGRAM REVENUES</b>	<b><u>4,711,334</u></b>	<b><u>4,181,035</u></b>	<b><u>5,557,173</u></b>	<b><u>3,697,360</u></b>	<b><u>4,144,785</u></b>

#### 4.4.4. GRANT AND CONTRACTS EXPENDITURES

**Table 24: Grants and Contracts Expenditures—Detail**

Grant Expenditures	2016-2017 Actual	2017-2018 Actual	2018-2019 Amended Budget	2018-2019 Projected	2019-2020 Budget
<b>Policy, Planning and Development</b>					
State OPM Complete Streets Grant	-	167,750	175,000	127,423	19,484
CDC Complete Streets Grant	-	-	-	78,467	191,141
DECD Brownfields Grant	72,702	39,847	-	-	-
EPA Brownfields Assessment Grant	51,845	83,520	-	-	-
EPA Brownfields Revolving Loan Fund Grant	201,297	-	800,000	4,300	25,000
CEDS Grant	34,964	104,581	46,387	76,721	-
HFPG Anchor Institution Grant	-	-	-	-	-
Anchor Institutions (RPIP Grant)	42,247	37,787	109,472	61,123	-
FEMA Pre-Disaster Mitigation Grant	-	234,829	121,935	89,424	30,926
<b>Total Policy, Planning and Development</b>	<b>403,055</b>	<b>668,313</b>	<b>1,252,794</b>	<b>437,456</b>	<b>266,552</b>
<b>Transportation</b>					
FHWA Planning Studies and Contractors (CRCOG)	300,400	218,713	524,250	586,874	749,144
CCMPO Consultants / Plainville Study	10,000	-	3,334	-	-
New Britain BRT Modeling	113,840	-	-	-	-
Silver Lane - East Hartford Study	14,805	84,157	98,962	61,029	40,000
Route 5 - East Windsor Study	-	83,187	156,000	86,813	70,000
Comprehensive Transit Service Analysis Study	28,460	28,385	10,500	4,466	-
Hartford Transit	51,843	91,723			
Regional Transit Strategy	-	-	-	-	140,000
LOTICIP	147,280	164,794	268,750	160,652	160,000
UConn Eastern Gateways Study	140,544	137,702	-	56,360	-
UConn Farmington/Hartford	74,664	82,062	35,935	90,000	32,317
<b>Total Transportation</b>	<b>881,836</b>	<b>890,724</b>	<b>1,097,730</b>	<b>1,046,194</b>	<b>1,191,461</b>
<b>Municipal Services</b>					
IT Services Cooperative	-	-	-	-	-
Nutmeg Network Demonstration Projects	100,000	108,682	250,000	153,500	150,000
Service Sharing Grant (OPM)	1,393,642	294,133	125,000	150,000	-
Crumbling Foundations Testing Program	-	270,667	500,000	250,000	350,000
Regional Solid Waste Management	21,962	2,923	15,000	25,103	10,000
<b>Total Municipal Services</b>	<b>1,515,604</b>	<b>676,404</b>	<b>890,000</b>	<b>578,603</b>	<b>510,000</b>

Continued on following page:

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	2016-2017 Actual	2017-2018 Actual	2018-2019 Amended Budget	2018-2019 Projected	2019-2020 Budget
<b>Public Safety</b>					
Citation Grant (CONNDOT) & E-Crash	93,778	-	-	-	-
CAPTAIN Participation Fee	876,710	1,074,300	717,393	717,393	717,393
Heartbeat CAD System	182,028	289,662	-	-	-
<b>Total Public Safety</b>	<b>1,152,516</b>	<b>1,363,962</b>	<b>717,393</b>	<b>717,393</b>	<b>717,393</b>
<b>Homeland Security</b>					
US Department of Homeland Security	-	-	-	-	-
Homeland Security Grant Program - FFY 2014	46,841	-	-	-	-
Homeland Security Grant Program - FFY 2015	321,655	131,020	-	-	-
Homeland Security Grant Program - FFY 2016	-	68,796	222,211	146,132	256,566
Homeland Security Grant Program - FFY 2017	-	276	140,000	-	200,000
MMRS 2015	46,904	23,096	-	-	-
MMRS 2016	-	20,462	37,281	34,983	-
MMRS 2017	-	-	55,909	9,000	47,500
EMPG HAZMAT 2014	2,943	-	-	-	-
EMPG HAZMAT 2015	31,194	6,084	-	-	-
EMPG HAZMAT 2016	-	30,007	-	14,963	-
EMPG HAZMAT 2017	-	-	55,000	17,850	20,800
Citizen Corps Program	13,356	60,735	-	7,682	-
Infectious Disease Preparedness	128,228	-	42,591	-	-
DPH Hospital Emergency Preparedness	-	241,156	1,046,264	675,322	880,514
MRC - Public Health Preparedness	167,201	-	-	11,781	54,000
<b>Total Homeland Security</b>	<b>758,322</b>	<b>581,632</b>	<b>1,599,256</b>	<b>917,714</b>	<b>1,459,380</b>
<b>TOTAL PROGRAM EXPENDITURES</b>	<b><u>4,711,334</u></b>	<b><u>4,181,035</u></b>	<b><u>5,557,173</u></b>	<b><u>3,697,360</u></b>	<b><u>4,144,785</u></b>

## 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 \$1,187,461 including match requirement from General Fund Local Assessment. Funding for FHWA Planning Studies include the remainder of the maximum funds to be provided by CONNDOT (8%). Required Local funds total \$27,497; An New contractual costs include federal carry forward funds for which CONNDOT is not providing a state match. Local funds of \$104,000 is included to match 20% of Federal Carried Forward. Funding for Regional Transit Strategy, Route 5 East Windsor and Silver Lane East Hartford Studies which are 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>
<b>FHWA Planning Studies/Contractors</b>	<b>\$599,315</b>	<b>\$18,332</b>	<b>\$131,497</b>	<b>\$749,144</b>
<b>Regional Transit Strategy</b>	<b>112,000</b>	<b>28,000</b>		<b>140,000</b>
<b>Route 5 – East Windsor Study</b>	<b>56,000</b>	<b>14,000</b>	<b>-0-</b>	<b>70,000</b>
<b>LOTICIP</b>		<b>160,000</b>		<b>160,000</b>
<b>UCONN Farmington/Hartford Study</b>		<b>32,317</b>	<b>-0-</b>	<b>32,317</b>
<b>Silver Lane- East Hartford Study</b>	<b>32,000</b>	<b>4,000</b>		<b>36,000</b>
<b>Totals</b>	<b>\$799,315</b>	<b>\$256,649</b>	<b>\$131,497</b>	<b>\$1,187,461</b>

### TRANSPORTATION

**FHWA Planning Studies and Contractual (CRCOG) \$749,144**

contractual services for long range planning, mobility management, performance measures, public involvement, and transportation asset inventory. \$183,315

- Modeling/Data (Scenario & Diversion Planning) \$220,000
- Roundabout Study \$100,000
- Transit Priority Corridors \$200,000

### POLICY AND PLANNING

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

**EPA Brownfield Loan Fund Grant \$25,000**

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

**FEMA Pre-Disaster Mitigation Grant \$30,926**

Natural Hazard Mitigation Planning Grant.

**CDC Complete Streets Grant \$191,141**

Consultant cost associated with CDC Complete Streets Grant of which CRCOG's grant focuses on promoting health through complete streets implementation.



## **MUNICIPAL SERVICES**

The following is a breakdown of contractual obligations for Municipal Services

### **Crumbling Foundation Testing Program**

**\$350,000**

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**

**\$150,000**

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)**

**\$ 524,866**

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 –Hospital Emergency Preparedness**

**\$ 880,514**

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

### **MRC – Public Health Preparedness**

**\$54,000**

## **5. APPENDICES**

### **5.1. *CRCOG FINANCIAL POLICIES***

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#### **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.
- In 2018-2019, upon recommendation of an HR consultant, CRCOG consolidated its P3 and P4 grades into one and that change is reflected below.

**Table 25: Staff Salary Plan Pay Grades**

CURRENT	JOB TITLES AND PAY GRADES	2019-2020 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	Junior Accountant Program Manager Planner Accountant	51111	57607	64103
P2	Senior Planner Senior Program Manager Contracts Specialist GIS Coordinator	56118	63735	71845
P3/P4	Special Projects Manager I Principal Planner I Senior GIS Coordinator Special Projects II Principal Planner II	59445	73985	88526
M1	Department Director I (Directors of Transportation, Public Safety, Planning and Policy Development, Municipal Services and Finance)	95371	102657	109943
M2	Department Director II/Deputy Director	105351	114732	124114
E	Executive Director			

## **5.3. CRCOG POLICY BOARD 2018 PLAN / 2019 UPDATE**

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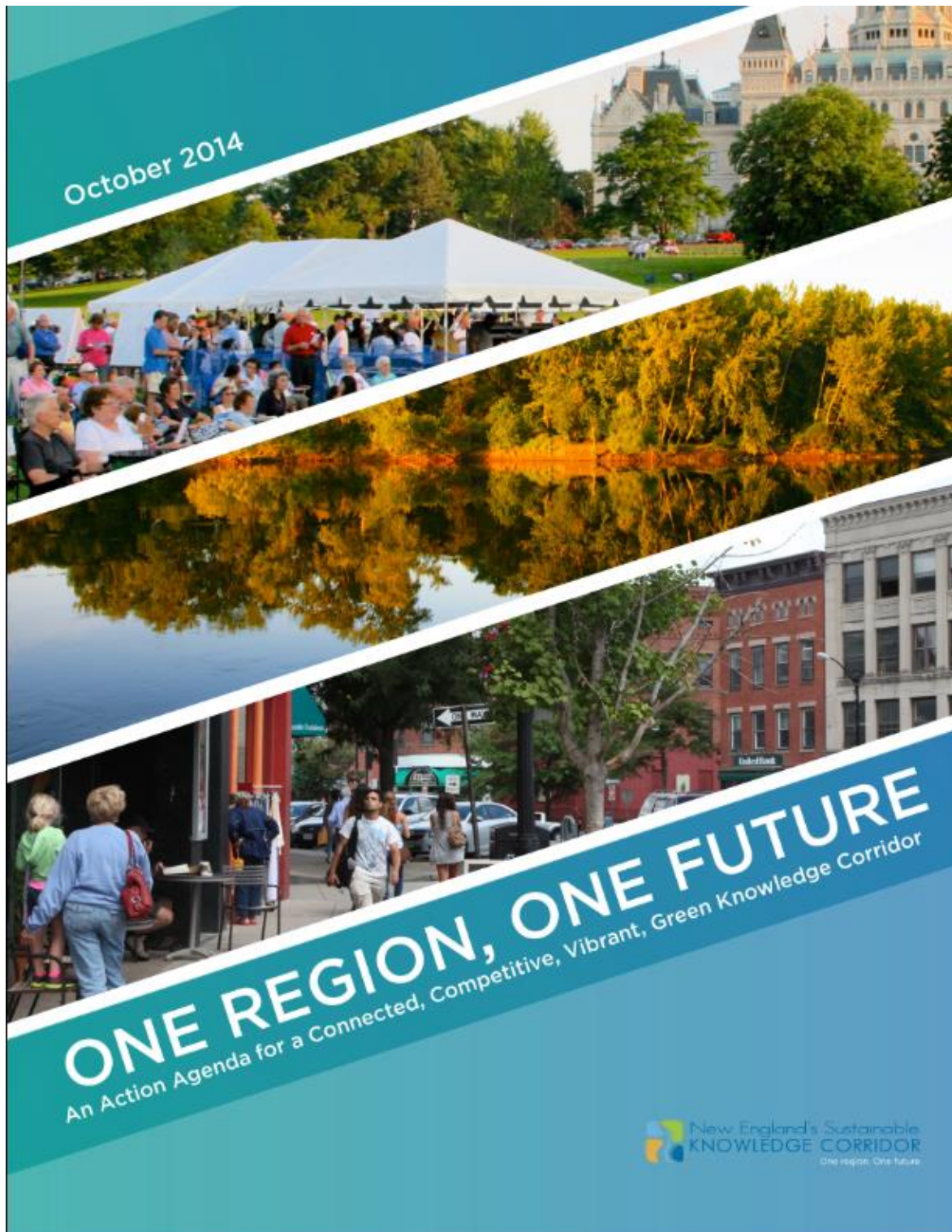
### **5.3.1. SUMMARY**

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. (completed)
  - “Market” CRCOG to give public, legislators and other stakeholders an understanding of CRCOG’s capabilities and role in the region. (ongoing)
  - 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. (ongoing)
  - Advocate for a state and local policy center (on-going)
  - Finalize Comprehensive Economic Development Strategy (CEDS) with five to ten game-changers and opportunities within the region (completed)
2. Assist towns in being more efficient and effective in the delivery of services
  - 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. (on-going)
  - 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.). (ongoing)
  - 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. (ongoing)
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 (ongoing)
  - 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. (ongoing)
  - Finalize corridor studies including Route 5, Silver Lane, Comprehensive Transit Analysis, UCONN Eastern Gateways Study, and UCONN Farmington / Hartford; (ongoing)
  - Continue Core MPO planning, congestion management, transit planning, bicycle/pedestrian planning and LOTCIP Administration. (ongoing)
  - Finalize Long Range Transportation Plan Update (completed)



## 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](http://www.SustainableKnowledgeCorridor.org) for more information.

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

## 5.5. GLOSSARY

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

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

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

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

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

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

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

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

**Ctfastrak** - A regional bus rapid transit system

**e-Procurement** – A secure, automated, online bidding system that allows the Capitol Region Purchasing Council and its membership to manage all competitive and other procurement processes on the Internet and streamlines procurement activities with an online software system.

**Expenditure** – Represents the charge against the budget for goods or services actually received.

**EZ-IQC** - EZ Indefinite Quantity Construction – a competitive bid process that allows towns to contact select vendors for small construction projects with predefined pricing table. EZ-IQC projects do not include federally funded projects, but may include state, municipal and grant funding.

**Fiscal Year** – The twelve month period at the end of which a government determines its financial condition and the results of its operation and closes its books. The CRCOG fiscal year begins on July 1<sup>st</sup> and ends June 30<sup>th</sup> 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**

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**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)