

# CAPITOL REGION COUNCIL OF GOVERNMENTS



## ANNUAL BUDGET

July 1, 2020 – June 30, 2021

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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 on July 1, 2019. 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**Capitol Region Council of Governments  
Connecticut**

For the Fiscal Year Beginning

**July 1, 2019**

*Christopher P. Merrill*

Executive Director

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 27, 2020

**To CRCOG Policy Board Members:**

The Capitol Region Council of Governments (CRCOG) budget for the July 1, 2020 to June 30, 2021 reflects the fiscally challenging environment faced by CRCOG and by many of our member towns and cities. These challenges have only been exacerbated by the COVID-19 pandemic crisis.

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 to be 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 collective 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:

- Completed Capitol Region CEDS, established the Metro Hartford Future Implementation Committee, and applied for Economic Development District Designation.
- Completed various Advanced Scenario Planning and Performance Based Planning analyses to inform programming and long-term planning.
- CRCOG began its 16th year managing State Homeland Security Program grant funds on behalf of all the communities in DEMHS Region 3 and supported COVID-19 response.
- CRCOG completed a multi-jurisdictional update to the Capitol Region Natural Hazard Mitigation Plan in collaboration with its 38 municipal members.
- CRCOG's online permitting system expanded to 53 towns and the Purchasing Council members saved almost \$1.9 million dollars.
- Awarded \$17.6 million for State Fiscal Year 2020 for LOTCIP projects and transferred \$18 million of programmed STP-Urban projects to other federal sources as funding rescission mitigation strategy.

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

Revenue Sources	2020-2021		
	Operating Budget	Grants Budget	Total Budget
Federal	1,891,744	2,271,086	4,162,830
State	1,157,919	613,750	1,771,669
Local	726,991	53,750	780,741
Other	200,995	592,000	792,995
<b>TOTAL</b>	<b>3,977,649</b>	<b>3,530,586</b>	<b>7,508,234</b>
Expenditures	2020-2021		
	Operating Budget	Grants Budget	Total
Homeland Security		1,629,348	1,629,348
Municipal Services		410,000	410,000
Policy Development & Planning		227,738	227,738
Public Safety		566,000	566,000
Transportation		697,500	697,500
Personnel	1,445,892		1,445,892
Fringe	865,514		865,514
Management Support	609,039		609,039
Indirect Expenses	371,425		371,425
Direct Expenses	443,381		443,381
Contingency and Other	30,000		30,000
<b>TOTAL</b>	<b>3,765,251</b>	<b>3,530,586</b>	<b>7,295,837</b>

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

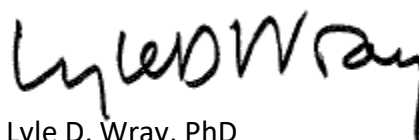
Last year, for the eleventh year in a row, CRCOG received recognition of Superior Budget Performance from the Government Finance Officers Association (GFOA). The certificate is shown on the inside front cover of this budget. This year's budget includes additional enhancements based on GFOA's feedback 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 2020-2021 to better serve our 38-member towns and cities.

Sincerely,



Marcia Leclerc,  
Chairperson, CRCOG



Lyle D. Wray, PhD  
Executive Director, CRCOG

## Table of Contents

<b>Budget Letter .....</b>	<b>I--II</b>
<b>1. Introduction .....</b>	<b>3</b>
1.1. CRCOG Overview .....	3
1.2. Demographic and Statistical Profile of CRCOG Region .....	3
1.3. CRCOG Goals and Strategic Planning .....	5
1.4. CRCOG Organization and Management .....	10
1.5. CRCOG Budget Process .....	12
<b>2. CRCOG Financial Overview .....</b>	<b>13</b>
2.1. CRCOG Financial Outlook .....	13
2.2. Financial Policies .....	16
2.3. Fund Structure .....	18
2.4. Capital Assets .....	20
2.5. Budget Highlights .....	20
<b>3. CRCOG Department Details .....</b>	<b>22</b>
3.1. Introduction .....	22
3.2. Administration & Finance .....	23
3.3. Municipal Services .....	27
3.4. Policy Development and Planning .....	34
3.5. Public Safety and Homeland Security .....	44
3.6. Transportation .....	51
<b>4. Finance .....</b>	<b>58</b>
4.1. Overall Budget Summary .....	58
4.2. Operating Budget .....	60
4.3. Operating Budget Notes .....	66
4.4. Grants and Contracts Budget .....	72
4.5. Grant Budget Notes .....	78
<b>5. Appendices .....</b>	<b>80</b>
5.1. CRCOG Financial Policies .....	80
5.2. Staff Salary Plan .....	85
5.3. One Region One Future .....	86
5.4. Glossary .....	90
5.5. Abbreviations and Acronyms .....	92

## Tables and Figures

### **Tables**

Table 1: CRCOG Job Classifications .....	11
Table 2: CRCOG Staffing Levels 2014 – 2019 .....	11
Table 3: Financial Policies and Current Status .....	17
Table 4: Historical Fund Balances.....	19
Table 5: Fund Balance Projections .....	20
Table 6: CRCOG Capital Assets.....	20
Table 7: Finance Performance .....	25
Table 8: Municipal Services and Purchasing Performance .....	32
Table 9: Regional Planning Performance.....	40
Table 10: Public Safety and Homeland Security Performance .....	50
Table 11: Transportation Program Performance .....	55
Table 12: Total Revenue and Expenditures .....	58
Table 13: Revenues and Expenditures by Fund Area .....	59
Table 14: Operating Budget Revenue by Sources and Expenditures by Function Summary .....	60
Table 15: Operating Budget Summary by Department.....	61
Table 16: Operating Budget Revenue Sources .....	62
Table 17: Operating Expenditure Summary .....	63
Table 18: Operating Budget—Personnel Services .....	64
Table 19: Operating Budget Direct Expenses—Detail.....	65
Table 20: Operating Budget Indirect Expenses—Detail .....	66
Table 21: Grants Budget Revenue and Expenditures.....	72
Table 22: Grants and Contract Budget Summary by Department .....	73
Table 23: Grants and Contracts Revenue--Detail.....	74
Table 24: Grants and Contracts Expenditures—Detail.....	76
Table 25: Staff Salary Plan Pay Grades .....	85

### **Figures**

Figure 1: Current CRCOG Members .....	3
Figure 2: Population of CRCOG's region.....	4
Figure 3: Population by Area .....	4
Figure 4: 2018-2019 Organizational Structure .....	10
Figure 5: CRCOG Historical and Projected Revenue by Source .....	15
Figure 6: CRCOG Projected Operational Income & Deficit.....	16
Figure 7: CRCOG Funds and Department Structure .....	19
Figure 8: CRCOG Operating Budget—Expenditure by Fund .....	20
Figure 9: CRCOG Operating Budget-Expenditures by Category.....	21
Figure 10: CRCOG Grants Budget.....	21

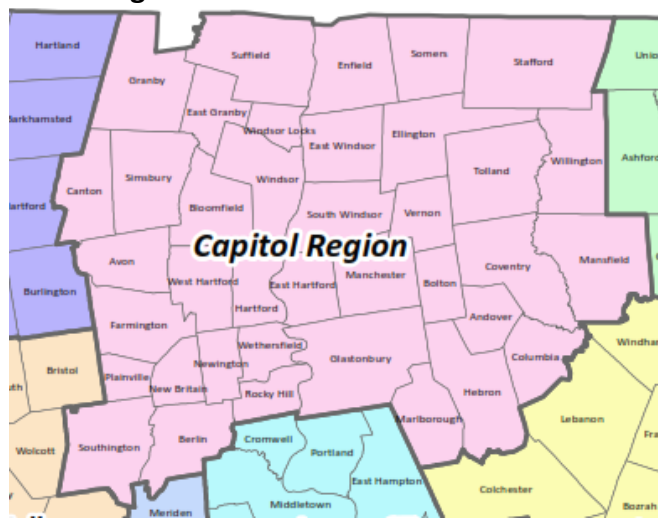
# 1. INTRODUCTION

## 1.1. CRCOG OVERVIEW

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

- Andover
- Avon
- Berlin
- Bloomfield
- Bolton
- Canton
- Columbia
- Coventry
- East Granby
- East Hartford
- East Windsor
- Ellington
- Enfield
- Farmington
- Glastonbury
- Granby
- Hartford
- Hebron
- Manchester
- Mansfield
- Marlborough
- New Britain
- Newington
- Plainville
- Rocky Hill
- Simsbury
- Somers
- South Windsor
- Southington
- Stafford
- Suffield
- Tolland
- Vernon
- West Hartford
- Wethersfield
- Willington
- Windsor
- Windsor Locks

Figure 1: Current CRCOG Members



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

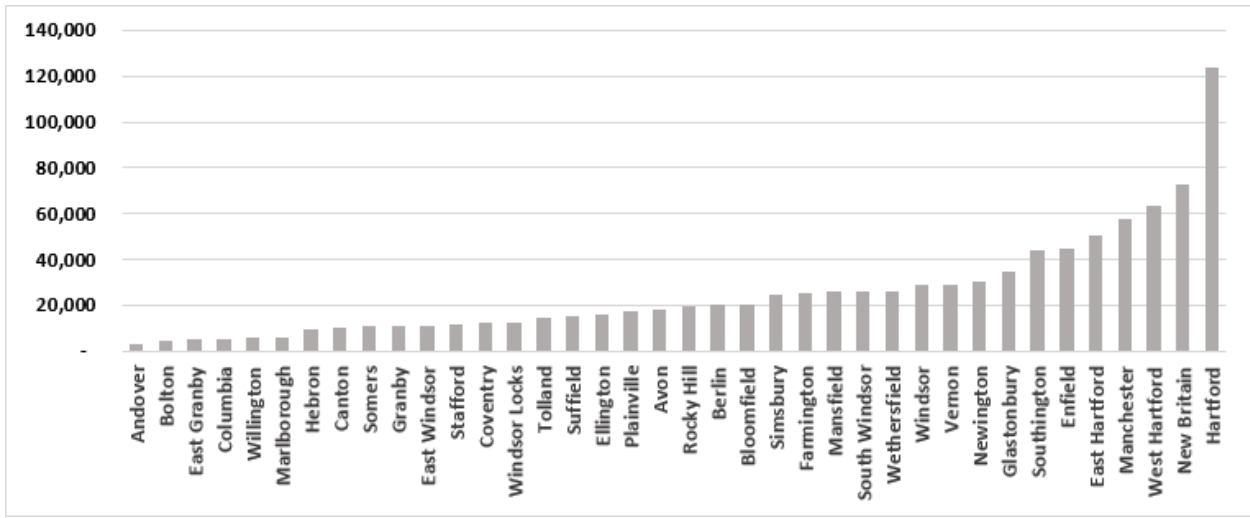
## 1.2. DEMOGRAPHIC AND STATISTICAL PROFILE OF CRCOG REGION

The Capitol Region lies roughly halfway between the two economic centers of New York City and Boston, and at the crossroads of two interstate highways that provide access to the rest of New England and the New York metropolitan area. The Region is also the central point between the cities of New Haven (the former part time state Capital) and Springfield.

CRCOG, as a regional organization, faces unique challenges in balancing the needs of its constituents. The CRCOG region comprises the City of Hartford and 37 surrounding cities and towns, which vary considerably in terms of population, density, income, employment, and character. Hartford is considered the only fully urban municipality in the region, while 17 communities are characterized as suburban towns and the remaining 19 as rural. The metropolitan statistical region, of which CRCOG is a large part, has a population of 1.215 million. The population size of CRCOG towns ranges from barely 3,000 to over 123,000 for a total population well over 970,000.



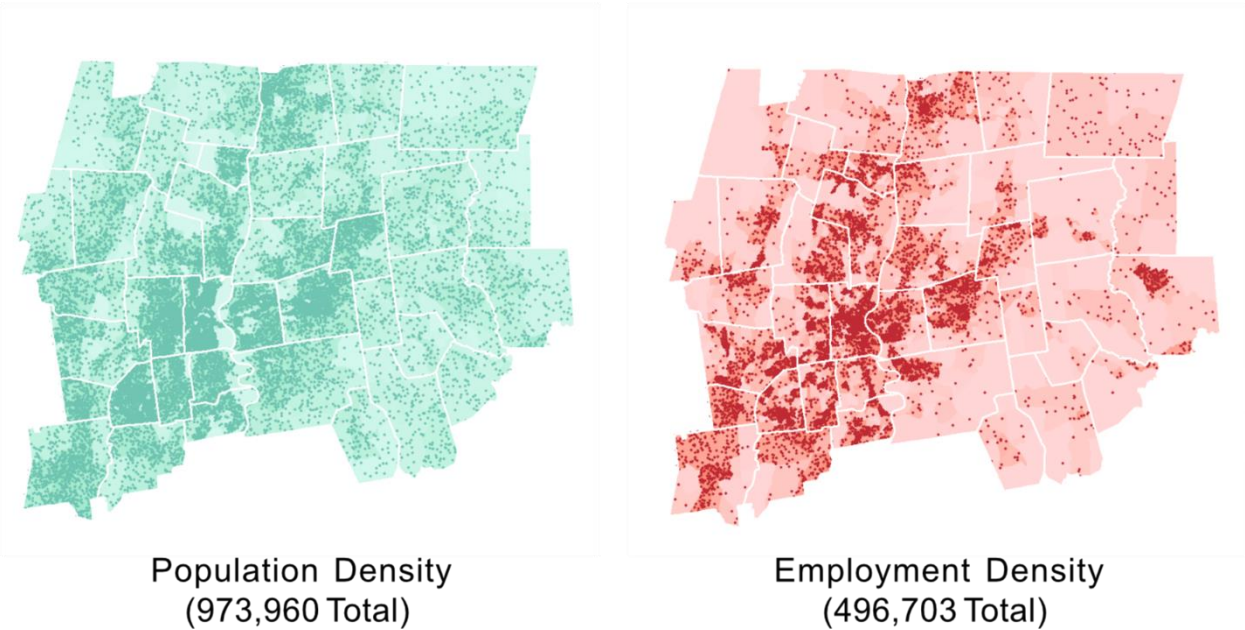
**Figure 2: Population of CRCOG's region**



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

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%.

**Figure 3: CRCOG Density**





## 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 to 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 that produced an updated strategic plan. 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 which 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 2020-2021:

- 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.

Connected



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

## 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 2020-2021:

- "Market" CROG to give the public, legislators, and other stakeholders an understanding of CROG's capabilities and role in the region.
- Advocate for a state and local policy center.

## Competitive



## Vibrant

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

### Specific Action items for 2020-2021:

- Advance COVID-19 recovery opportunities 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: CROG 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.

## Vibrant



## Green

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



### **Specific Action items for 2020-2021:**

- Continue support of the Green Clearinghouse and other sustainable initiatives, including assisting towns with MS-4, stormwater management and other initiatives.
- Continue work on the MetroHartford Brownfields Program.

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.

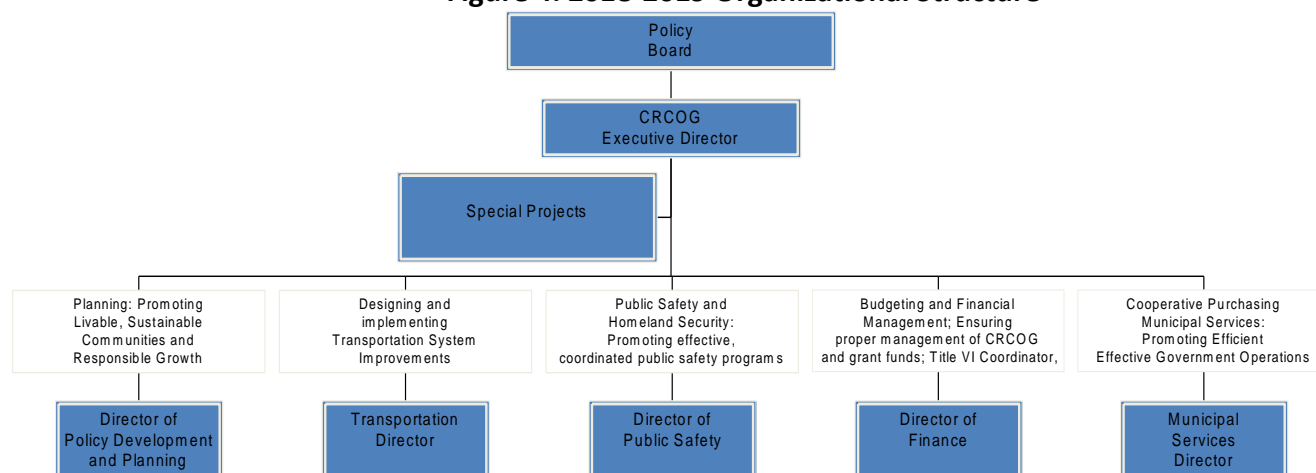
- **Transportation Committee**—reviews and makes recommendations for funding each year for regional transportation and transit projects.
- **Regional Planning Commission**—prepares and updates the Regional Plan of Development. Based on the Regional Plan, the Commission reviews and comments upon municipal 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**



**Table 1: CRCOG Job Classifications**

<b>CURRENT</b>	<b>JOB TITLES AND PAY GRADES</b>	<b>2019-2020</b>	<b>2020-2021</b>
Level	Job Titles		
A2	Office Assistant	0	0
A3	Program Assistant / Accounting Assistant	2	2
A4	Executive Assistant/Office Coordinator	1	1
P1	Program Manager / Planner / Junior Accountant / Accountant	3	3
P2	Senior Planner / Senior Program Manager Contracts Specialist / GIS Coordinator / Senior Accountant	5	5
P3/P4	Special Projects Manager / Principal Planner I Senior GIS Coordinator / Principal Planner II / Principal Program Manager I and II	8	8
M1	Department Director I (Directors of Transportation, Public Safety, Community Development and Finance)	5	5
M2	Department Director II/Deputy Director	0	0
E	Executive Director	1	1

**Table 2: CRCOG Staffing Levels**

<b>Staffing level (June 30)</b>	<b>FY16-17</b>	<b>FY17-18</b>	<b>FY18-19</b>	<b>FY 19-20</b>	<b>FY 20-21 Budget</b>
Finance and Administration (includes Executive Director, Special Projects, and Executive Assistant)	4.95	5.17	5.68	5.86	6.30
Transportation / FHWA Planning Funds	13.07	13.99	13.08	12.39	11.89
Public Safety and Homeland Security	1.49	1.74	1.23	1.18	1.14
Policy and Planning	3.64	1.78	1.93	2.86	4.32
Municipal Services	2.22	2.61	2.27	1.61	1.12
<b>TOTAL CRCOG STAFF</b>	<b>25.37</b>	<b>25.29</b>	<b>24.19</b>	<b>23.9</b>	<b>24.77</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 2020-2021 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 13th: Final Draft presentation and approval by Executive Committee
- May 27th: 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. CRCOG anticipates reverberations of the COVID-19 pandemic will continue for both the short and long term at all levels.

##### **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 CRCOG is making concerted efforts in FY2020-FY2021 to expend the funding.
- As anticipated in previous budgets, the decline in Homeland Security funding 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.
- There is also potential for an increase in pandemic or health preparedness related funding as a result of COVID-19. Because of the unpredictability at this time, CRCOG will monitor developments before making large scale changes to its outlook.
- CRCOG continues to monitor transportation funding at the federal level and other federal opportunities that may be available

##### **State**

- Connecticut was facing a challenging budget situation without the COVID-19 pandemic. With the closures and economic havoc of the pandemic, the state's budget challenges will only multiply in the coming budget cycles.
- Regional Services Grant (RSG) has fluctuated for CRCOG significantly in the last few years. Due to the state's challenging budget situation, CRCOG has opted to budget for level funding of RSG in 2020-2021 as directed by the state but has put into place contingency budgeting for lower funding at the 50% level.
- The state's contribution match to the federal highway program (FHWA) for carryover funding is lower than the standard state match for FHWA, increasing the need for contributions toward the FHWA match. CRCOG will use RSG funding to offset the difference for those projects that will be using carryover funding and will use local dues should RSG funding not be available.
- Given the state budget challenges, the LOTCIP program is not expected to expand in the coming years and may be at risk in the future. 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 that occurs.
- Regional Performance Incentive Program Grants re-opened in 2019-2020, opening opportunities for the 2020-2021 fiscal year and beyond. CRCOG anticipates announcements for this grant in May of 2020 on or around the time this budget is passed. Given the state budget, however, CRCOG does not anticipate new rounds for the coming years.

##### **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. This funding has been used in the past for regional projects, including model cybersecurity policies, scenario planning and other projects.

- CRCOG's municipal services offerings are expanding and CRCOG anticipates adding additional services and expanding CRCOG's offering in the upcoming year.
- Given the COVID-19 pandemic and the pressures our members face, CRCOG will not be increasing its dues for this coming fiscal year.

### **2.1.2 FIVE YEAR OUTLOOK**

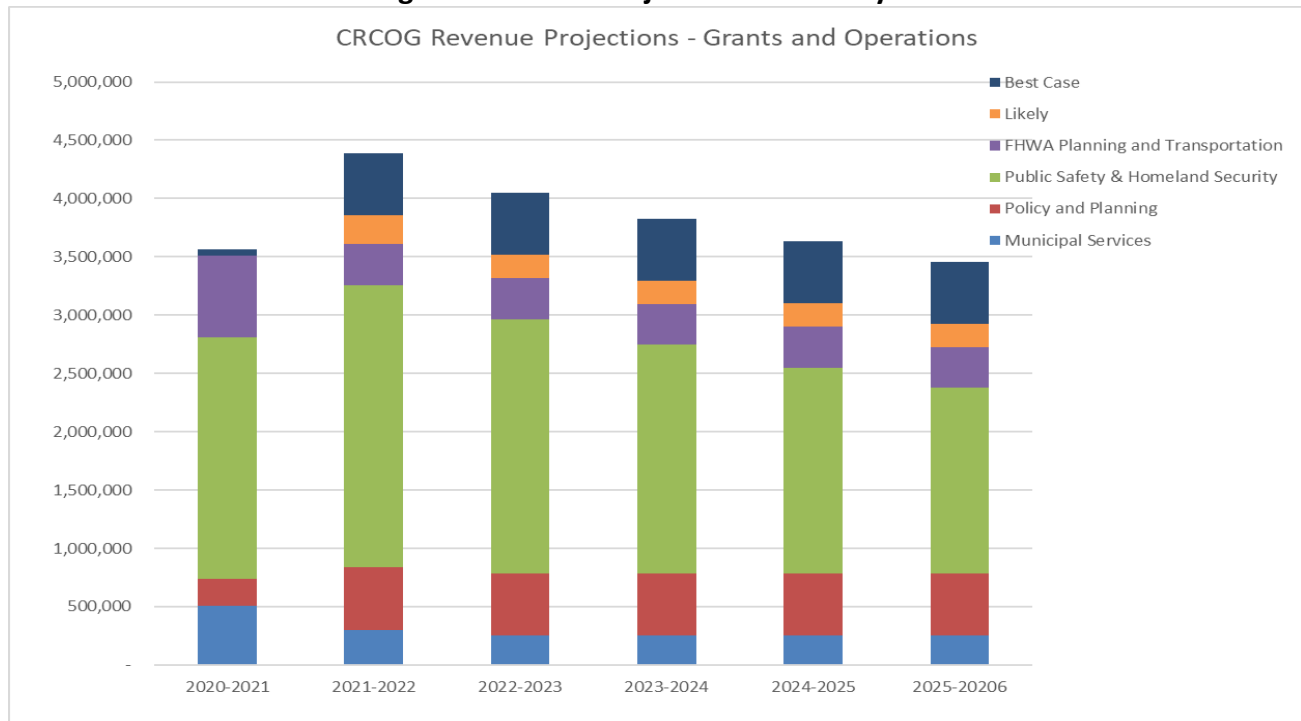
All local government entities in Connecticut are facing significant financial uncertainty, including projected state deficits and federal funding cuts. CRCOG undertakes a revenue projection for the next five years in order to assess how the current fiscal climate will affect the organization.

- 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. The pandemic may or may not offer future opportunities for regional health preparedness initiatives.
- State revenues: Connecticut is facing a significant budget deficit for the next two years balanced with a strong support for regionalism. Long-term support for RSG is uncertain and could increase greatly or decrease greatly. In addition, CRCOG expects the state to continue to decrease 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 to maintain current services. 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 come with restrictions. CRCOG struggles to recover adequate overhead and administrative costs from some grants and 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: a 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 Projected Revenue by Source**



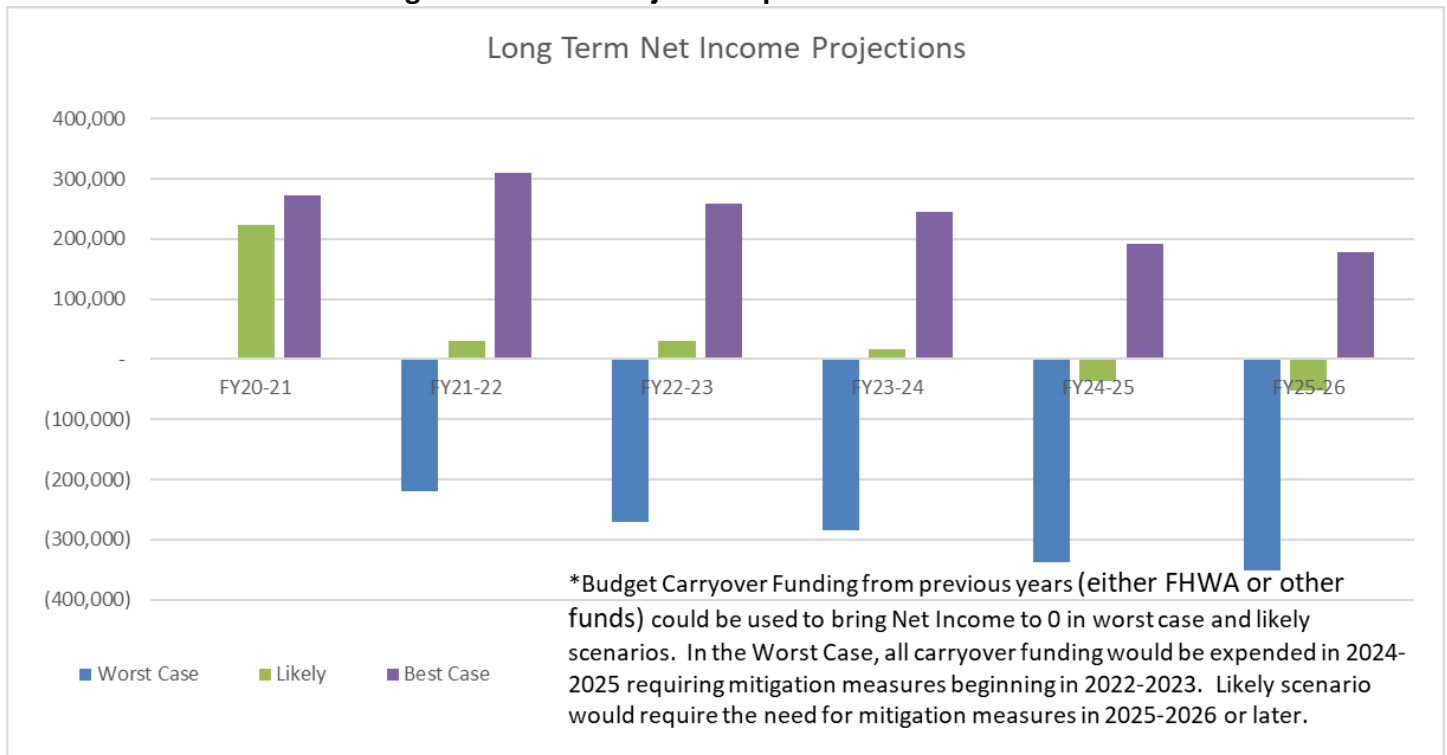
Although the above graph shows a steady decline in CRCOG’s expected revenues, a number of the revenue streams are contract or grant related funding and do not directly affect CRCOG’s operations and staff. CRCOG will have fewer grants and contract opportunities to offer its membership, but the core functional funding is more stable than would appear at first glance.

The 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 either FY2024-2025 or FY2025-2026. 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). In this scenario, all carryover funding would be expended by FY2024-2025 requiring mitigation measures as early as 2022-2023.
- **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 FY2024-25, depending on the realized scenario. It is important to note, that if any of the “Best case” scenarios come to fruition, the cliff in would be pushed back to subsequent years. CRCOG state funding has varied 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 beginning FY2022-2023. 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**

<b>Financial Policy</b>	<b>Status</b>
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.</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>
Revenue Policy <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>	<ul style="list-style-type: none"> <li>CRCOG continues to diversify funding at the local, state and federal levels as well as the private sector and fee for service opportunities</li> <li>Within Public Safety, the current fees for service meet this policy. The fees within Municipal Services and GIS services do not currently cover the cost and CRCOG is preparing alternative solutions.</li> <li>The current budget meets this policy</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
- Special Projects / Regional Program Fund
- Non-Major Governmental Funds
- Public Safety
- FHWA
- FHWA Corridor Studies
- Regional Performance Incentive Program

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, 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 as well as municipal services funds. Within the budget, we have divided these into functional area. All funds are accounted for in the audited financial statements.

It is important to note that many of the funds (such as Special Projects and Public Safety) have unearned revenue which is not reflected in the fund balance.

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 **Special Projects / 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 **Public Safety Fund** includes activities which provide support and administration to regional public safety initiatives. This Fund includes activities funded by the US Department of Homeland Security passed through the State of CT.

The **FHWA and FHWA Corridor Studies** includes all activities funded by various sources related to the work of the Transportation Department through the Federal Highway Administration. This includes grants and



contracts received from the Federal and State Governments. These funds are generally fully expended on an annual basis.

The **Regional Performance Incentive Program** is a Fund established to administer the state Regional Performance Incentive Program (RPIP) grant activities. These funds are generally fully expended on an annual basis.

The **Nonmajor Governmental Funds** 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 all non-FHWA transportation studies as well as Municipal Services Funds.

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	Special Projects / Regional Fund	Policy and Planning	Trans.	Municipal Services	Public Safety and Homeland Security
June 30, 2016	851,728	0	179,185	(691)	(147)	84,134
June 30, 2017	916,177	0	186,202	0	(110)	87,639
June 30, 2018	1,024,854	0	222,299	(200)	(110)	50,863
June 30, 2019	1,249,884	80,896	141,678	0	(110)	50,863
June 30, 2020 (projected)	1,399,884	80,896	141,678	0	0	50,863

Note: Special Projects / Regional Fund was not tracked separately by auditors until FY2019. Prior to FY2019, it was combined with Policy and Planning and Nonmajor Governmental Funds

**Table 5: Fund Balance Projections**

<b>June 30, 2019 (projected)</b>	<b>1,399,884</b>	<b>80,896</b>	<b>141,678</b>	<b>-</b>	<b>(110)</b>	<b>50,863</b>
FY19-20	780,741	100,000	1,016,309	2,752,903	556,349	562,860
Grant obligations			(227,737)	(701,500)	(410,000)	(466,000)
Transfer to/from fund	(477,191)		113,129	264,062	-	-
Operating Expenses	(191,152)	-	(901,701)	(2,315,465)	(146,349)	(96,860)
Deferred Revenue		(100,000)				
Net Change	112,398	-	-	-	-	-
<b>Projected FY20-21 Balance</b>	<b>1,512,282</b>	<b>80,896</b>	<b>141,678</b>	<b>-</b>	<b>(110)</b>	<b>50,863</b>

## 2.4. CAPITAL ASSETS

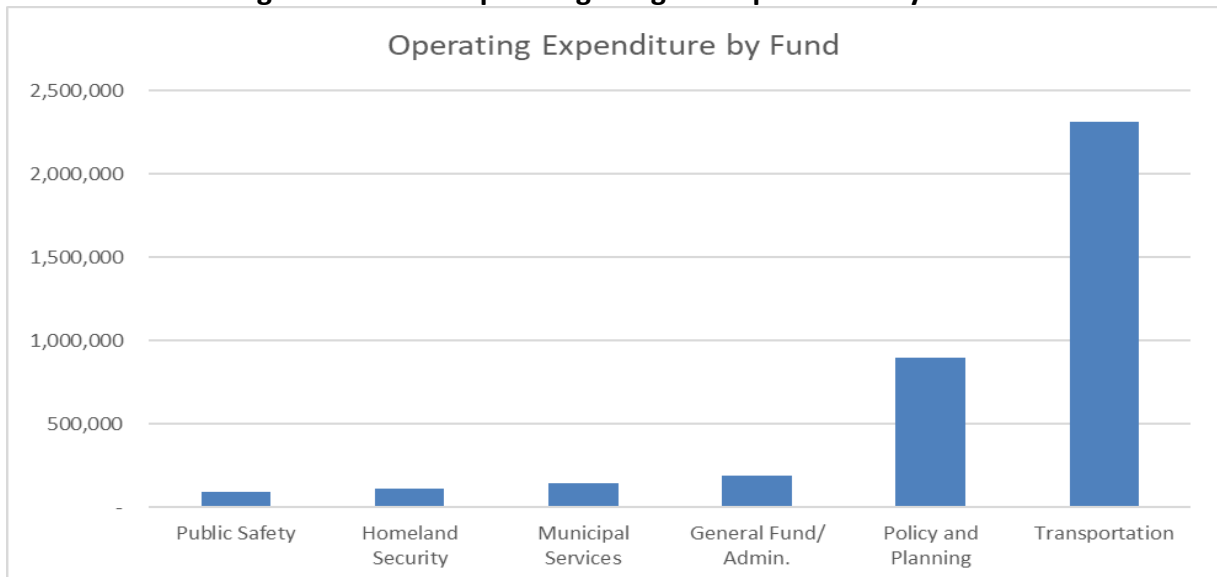
CRCOG has only minimal capital expenditures (telephones, computers); consequently, there is very little impact of capital expenditures on the operating budget. CRCOG defines capital assets as any asset used in operations with an initial life expectancy beyond one fiscal year. CRCOG depreciates assets over 3 years for computers and 5 years for leasehold improvements and office equipment, and 7 years for furniture. The following table presents projected CRCOG's capital assets net depreciation.

**Table 6: CRCOG Capital Assets**

Capital Assets	FY14-15	FY15-16	FY16-17	FY17-18	FY18-19	FY19-20 Projected	FY20-21 Budget
<b>Furniture and Fixtures</b>	5,076	2,687	2,063	43,045	40,452	42,665	44,821
<b>Computers</b>	5,625	6,209	25,010	24,630	29,412	27,133	32,089
<b>Leasehold Improvements</b>	207	0	0	0	0	2,500	4500
<b>Total</b>	10,908	8,896	27,073	67,675	69,864	72,299	81,410

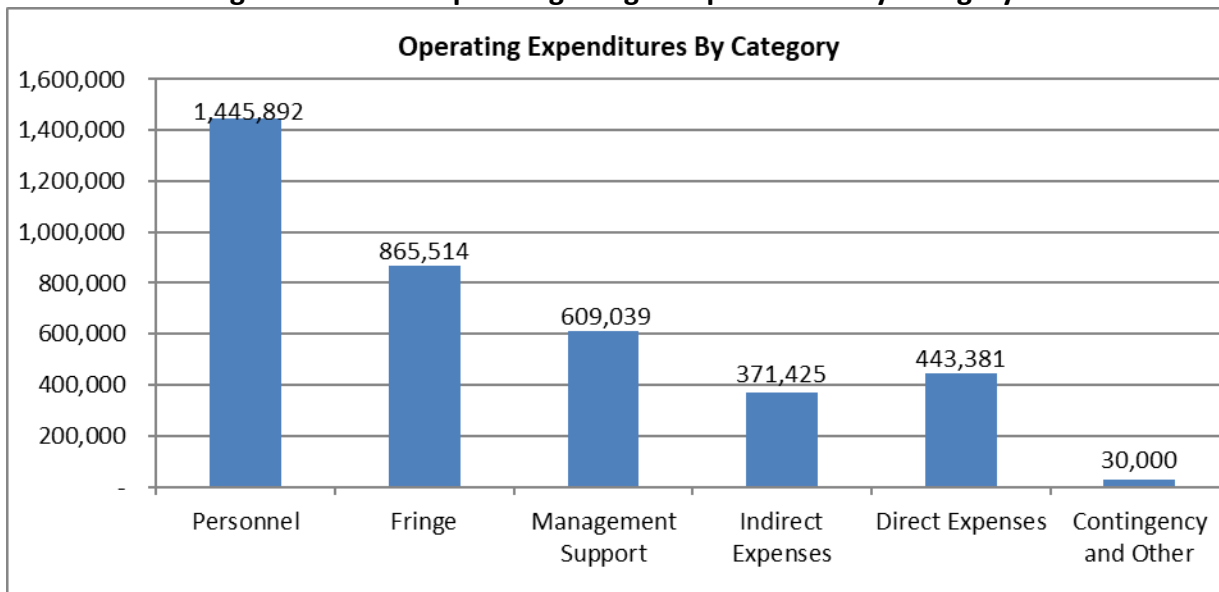
## 2.5. BUDGET HIGHLIGHTS

Expenditures under CRCOG's operating budget are summarized (by fund) below.

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

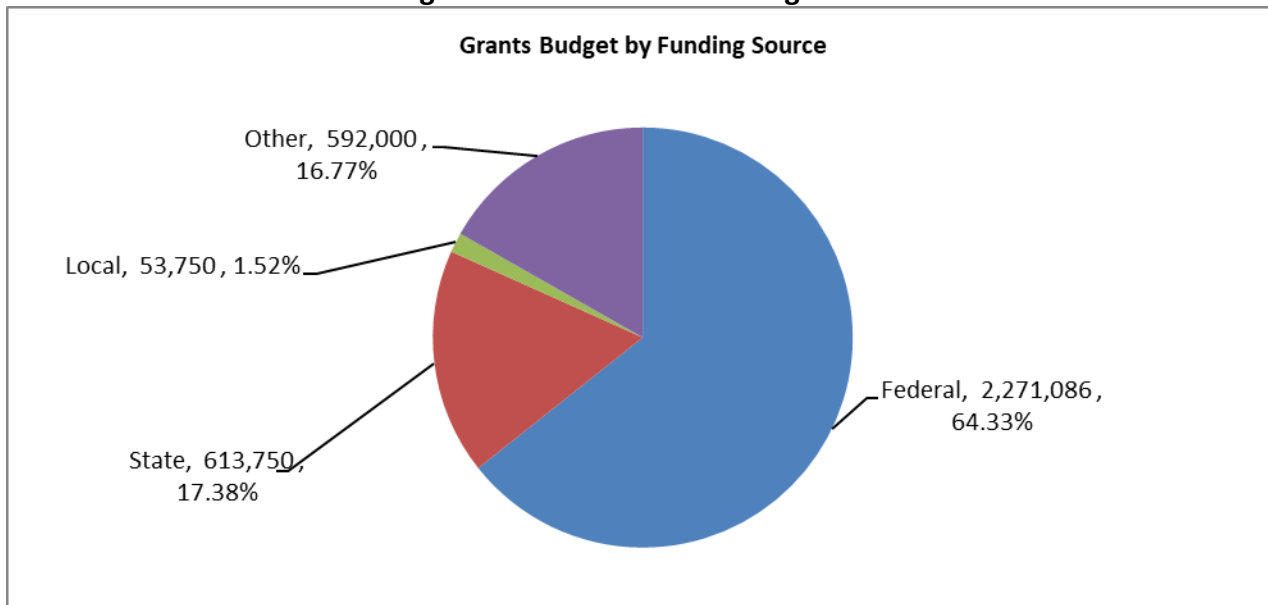
Within these funds, major categories of expenditure are direct expenses, management support, indirect expenses, fringe benefits, and personnel.

**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

# 2020/2021 Budget Agency Overview

### Highlights

-  Completed Capitol Region CEDS and established the Metro Hartford Future Implementation Committee
-  Completed various Advanced Scenario Planning and Performance Based Planning analyses to inform programming and long-term planning.
-  Online permitting system serves 53 municipalities and CRPC saved its members \$1.87 million
-  CRCOG completed a multi-jurisdictional update to the Capitol Region Natural Hazard Mitigation Plan in collaboration with its 38 municipal members.

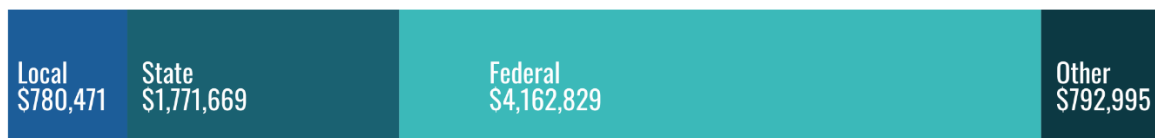
### Financial Outlook

-  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.

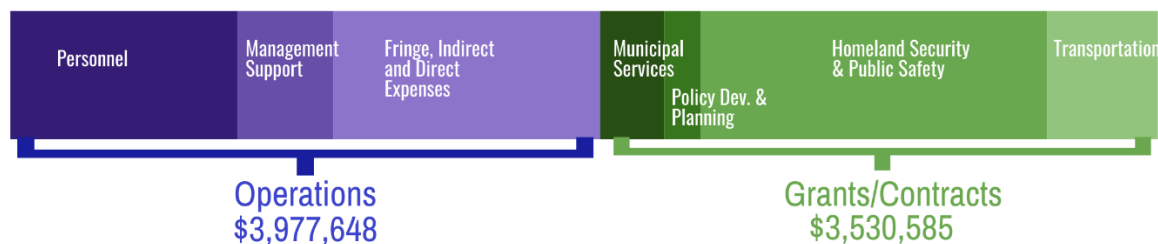
### Return on Investment

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

### Revenues: \$7,508,235



### Expenditures: \$7,295,837



### **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. 2018 -2019 ACCOMPLISHMENTS AND PERFORMANCE**

#### **Administration**

1. Identified new revenue opportunities for CRCOG.
2. Updated important elements of the CRCOG human resources function as well as policies and procedures to improve management and efficiency of CRCOG.
3. Worked with state and national partners on federal transportation reauthorization legislation.
4. Continued to advocate for and successfully implement regional service sharing projects and identify opportunities to build on these areas.
5. Worked in coalitions to advance transit and transportation opportunities in the region.
6. Updated Cost Allocation Plan to reflect the new Uniform Guidance.

#### **Finance**

1. Received a clean audit opinion for the 2018-2019 Annual Audit
2. Continued documentation of Finance/Accounting Procedures Manual.
3. Utilized SharePoint software to develop annual budget.
4. Processed accurate and timely payments to vendors.
5. Tracked Accounts Receivable aging and follow up on outstanding receivables.

**Table 7: Finance Performance**

Provide reliable financial information in a timely manner		
	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	1,787	1769
Amount of federal funds received by CRCOG	4,830,263	4,861,697
Amount of state funds received by CRCOG	2,195,852	2,732,644
Amount of other governmental programs	1,932,695	1,835,015

**3.2.4. 2020-2021 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 2019-2020 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. Continue Training of Finance Department Staff in Accounting Functions utilizing Grants Management Software
9. Explore software, etc. which will enhance/benefit Finance Department functions.

### 3.3. MUNICIPAL SERVICES

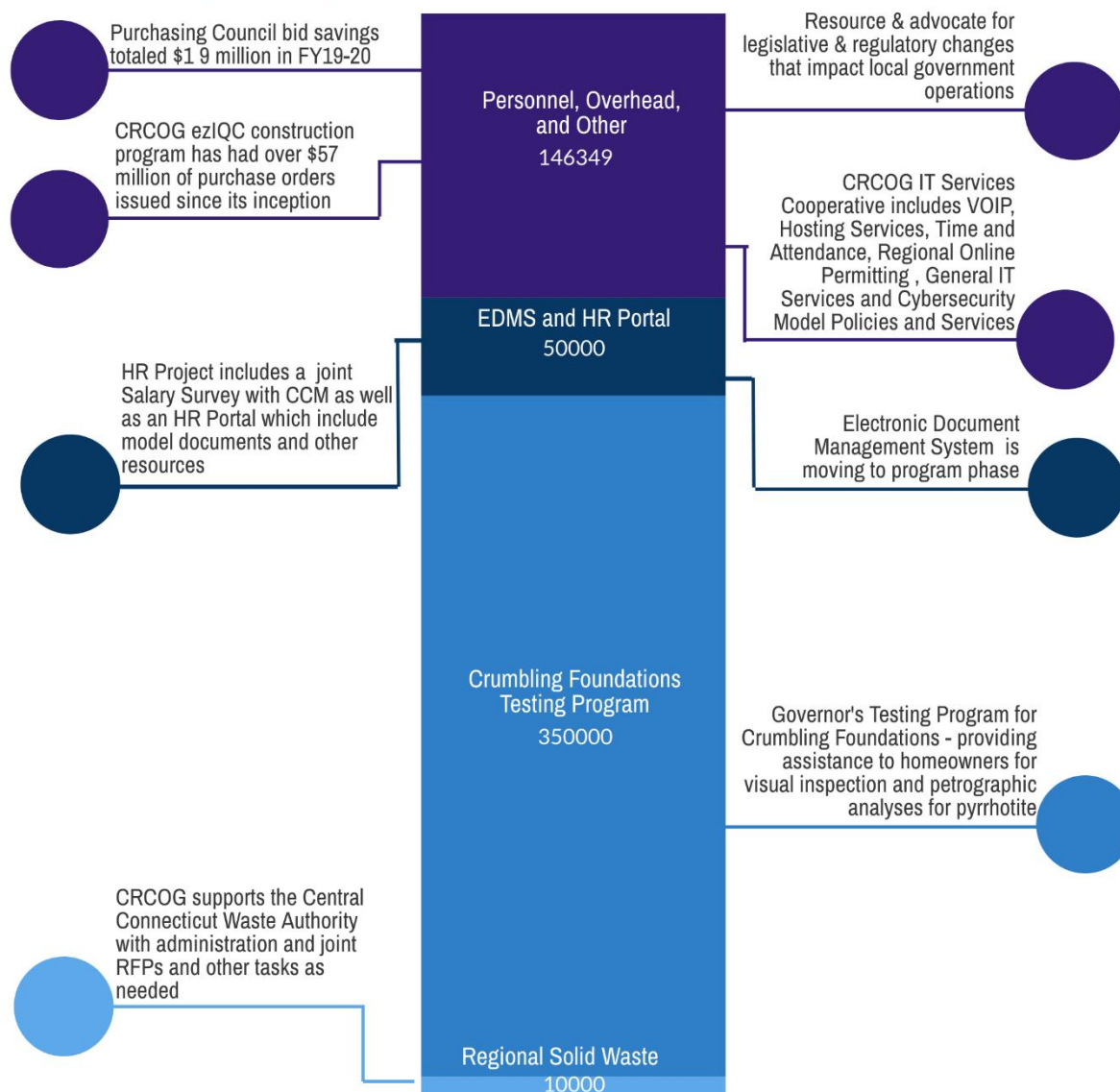
#### 2019/2020 Highlights

- ★ Launched Human Services Consultant Services Pilot and procured a new energy consultant in preparation for expansion of the energy program.
- ★ Launched Time and Attendance program; expanded Job Order Contracting and saved CRCOG members \$1.9 million in CRPC bids.
- ★ Implemented Interview Panel Database, HR Sample Document Database. Advanced Electronic Document Management Services.

#### 2020/2021 Initiatives

- ★ Implement Human Services Consultant Services Program.
- ★ Expand and promote the use of IT Cooperative and CRCOG Regional Purchasing Council opportunities
- ★ Procure various services related to solid waste: textile recycling, textile curbside recycling and curbside food-waste pick-up.

#### 2020/2021 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 and 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, which 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. 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 carry out 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 (ezIQ)
  - 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:** Anchor Institution and Neighborhood Engagement in Transit Oriented Design (TOD) grant closed in October, 2019. Details regarding this grant is under our Policy Planning and Development Department.
4. **Human Services Coordinating Council:** Convened two meetings in FY2019-2020 (more than statutorily required) on topics of interest to municipal Human Services and Social Services directors from the CRCOG region. Meeting topics were Opioid Addiction information and a presentation regarding hoarding and best practices for addressing hoarding.
5. **Regional Election Monitoring:** CRCOG's Regional Election Monitor (REM) position is currently open. CRCOG staff has been keeping in abreast of developments with the Secretary of State.
6. **Solid Waste Management**
  - Managed Authority operations including the 2019 annual Report, FY 2020-2021 Budget, and 2020 Membership and Executive Nominations.
  - Surveyed members regarding needed support in compliance with state's Comprehensive Materials Management Strategy and liaised with DEEP regarding municipal requirements.
  - Convened members regarding the future of MIRA and the future state of solid waste.

7. **Human Resources Initiative**

- Updated the CCM Municipal Salary Survey to include additional entry-level Librarian, Tax Clerk, and Emergency Dispatcher positions.
- Updated 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 a Request for Proposal (RFP) for on-call Human Resources Consulting Services and executed a contract and opened into program mode.

8. Worked in partnership with several COGs to expand the Capitol Region Purchasing Council and IT Services offerings as well as consider additional potential cooperative services and contracts.

9. Conducted periodic surveys and research projects on behalf of member municipalities to help increase the efficiency and effectiveness of local government operations.

10. **Crumbling Foundations**

- 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 continues to be utilized by the Connecticut Foundations Solutions Indemnity Company as a resource in their application process.
- Reviewed over 2200 applications and approved over 2000 applications for reimbursement since November 2017.
- Supported the Ad-Hoc Working Committee on Crumbling Foundations. The committee met once times in FY 2019-2020 and had planned to meet in the spring of 2020, but the COVID-19 pandemic delayed the meeting. The committee continues advocating for homeowners and advancing potential federal, state, and local solutions.

11. **Templates:** Staff created standard RFP templates for municipalities to use, including Banking and Audit Services.

12. **Assessment Benchmarking Study:** Conducted a benchmarking study on assessment, comparing CRCOG members to organizations or counties with regionalized assessment.

13. **Report on PSAP and Assessment Regionalization:** In October, Office of Policy Management (OPM) Secretary requested that all COGs submit a report on the Regionalization of Public Safety Answering Points (PSAP) and Assessments. CRCOG staff developed a report and analysis and submitted to OPM as requested.

**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**
  - Established the Cybersecurity Task Force and met three times during FY 2019-2020. This Task Force is in conjunction with Public Safety as part of the DEHMS Region Cybersecurity Task Force. Both Municipal Services and Public Safety staff work on this task force.
  - Published Cybersecurity Model Policies for municipal access.

- Continued to promote 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).
  - Participation in this program grew to 53 municipal members in FY 2019-2020.
- 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. Several portions have moved into program and production mode (Human Resources Electronic Files, Agenda Management). The program phase is anticipated by end of FY 2019-2020.
  - **Human Resources Portal:** CRCOG expanded the Portal to include an Interview Panel Database and Example Document Database. In 2019-2020, three (3) 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.
  - **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.

#### **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. **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 \$1.87 million in FY2019-20 for CRPC members. CRPC membership is now over 100 public entities (municipalities, boards of education and other public entities). It is important to note that the savings reflects only those quantities that were given to CRCOG prior to the bid. Many of the CRPC communities choose to piggy-back on our bids after the bids have been submitted and tabulated.
3. **CRCOG Energy Programs**
  - CRCOG conducted an RFP for a new energy consultant 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. NuEnergen was selected as part of the process and a contract was executed on April 7<sup>th</sup>, 2020.
  - **Natural Gas Consortium** – This program will continue its hiatus due to NYMEX market conditions. Market pricing is still much higher over the next three-year contract term versus what is available from the utilities. This program has typically managed over 5 million ccfs of natural gas worth over \$3.5 million.
  - **CRCOG Electricity Consortium** – This 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.

4. **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.
  - As of February 28<sup>th</sup>, 2020, seventy-three towns have issued purchase orders totaling over \$57.1 million.
  - CROCOG conducted an RFP for Indefinite Quantity Construction and Gordian Group was selected again as the most qualified vendor. Contract negotiations are currently underway.
5. **e-Procurement** – Selected a new product in 2019 and transitioned to Bonfire e-procurement platform in September. This has been a powerful and effective bidding and tracking tool.
6. **Time and Attendance:** Pilot with Andrews Technology and Novatime software was conducted successfully. This program has moved into the IT Services cooperative into program mode.

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

	2018-19	2019-2020
Dollars saved through CRPC bids (annual total for CROCOG members)	\$1.2 million	1.87 million
Number of bids conducted by CRPC	12	16
Number of Request for Proposals or similar processes conducted	4	3
Value of eziQC Purchase Orders (since program inception)	\$47 million	\$57 million
<b>CROCOG Program Participation</b>		
Number of eziQC users (since program inception)	52	73
Number of Electricity Consortium members	9	10
Number of CRPC members	109	117
Number of Regional Permitting members	<b>46</b>	<b>53</b>
Cybersecurity Program Participants	7	12

### **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 CROCOG Municipal Services Committee to help member municipalities learn about topics critical to effective local government operations through presentations and sharing of information among municipalities. Undertake periodic surveys, workshops and research projects on behalf of member municipalities. Attend conferences and workshops to educate staff on topics of importance.
3. Develop additional offerings through CROCOG Municipal Services to include, but not 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**



- 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. Recruit a Regional Election Monitor (REM) and continue to monitor and perform REM 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. Work with Central Connecticut Solid Waste Authority members to advance Request for Proposals for various Solid Waste Services.
- 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, especially develop on-call HR Consultant Services program.

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




1. Continue expansion of the Voice over Internet Protocol and Hosting Services membership.
2. Expand 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. Continue to support the Cybersecurity Task Force 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. Monitor the electricity contract and conduct a new procurement, including expanding membership.
3. 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.
4. Promote and administer the job order contracting program (ezIQ).
5. Continue pursuit of state agency partnerships with our cooperative purchasing programs.
6. Continue to monitor opportunities within the Natural Gas marketplace and evaluate potential opportunities for the consortium and if marketplace conditions are favorable, re-vitalize the consortium.
7. Conduct a re-bid for contractors for the job order contracting program (ezIQ) in fall of 2020 (contract to begin in 1/1/2021).

### 3.4. POLICY DEVELOPMENT AND PLANNING

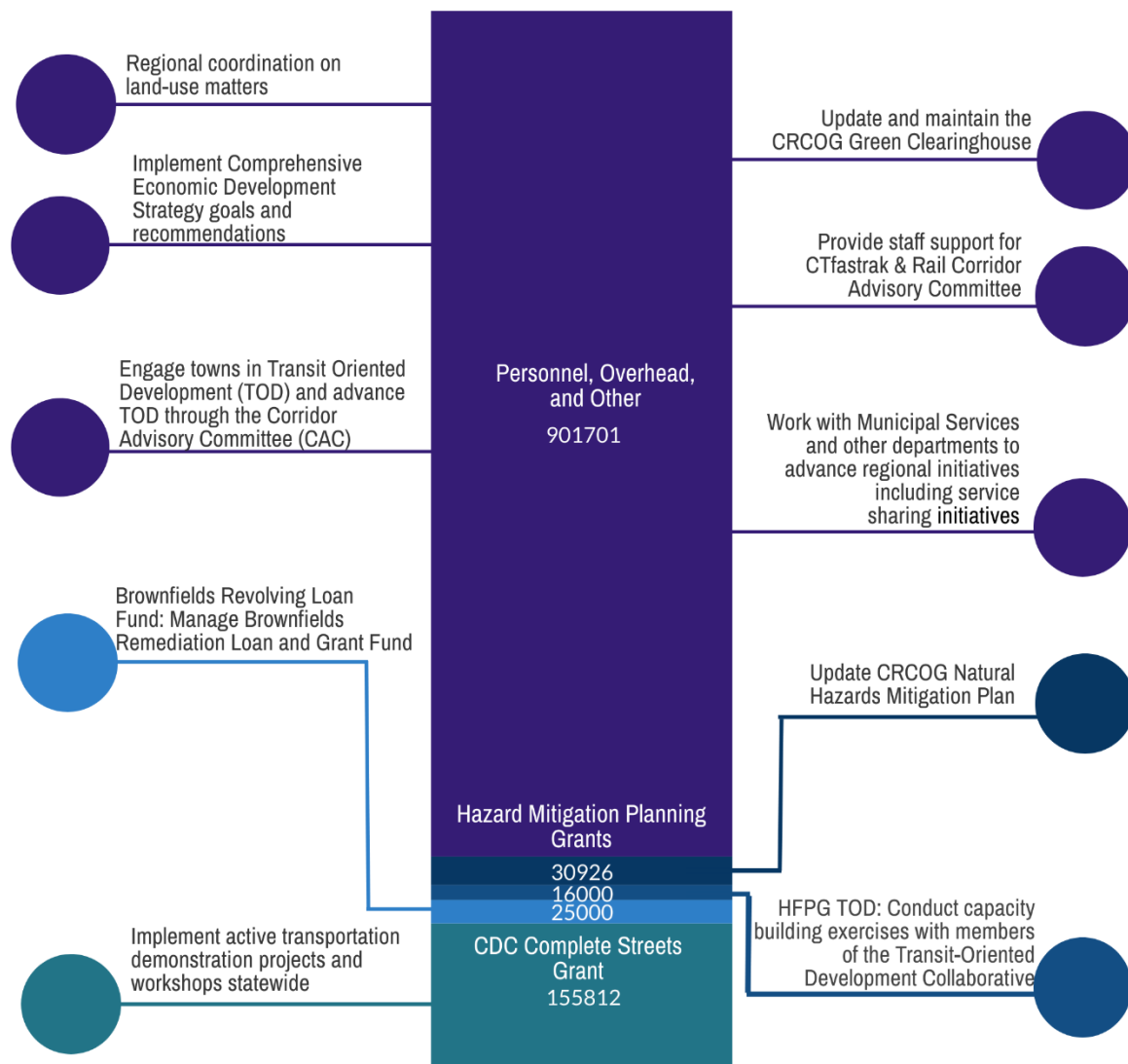
#### 2019/2020 Highlights

-  Completed Capitol Region CEDS, established the Metro Hartford Future Implementation Committee, and applied for Economic Development District Designation.
-  Completed the 38-town Capitol Region Natural Hazards Mitigation Plan
-  Adopted the Regional Complete Streets Plan and Policy

#### 2020/2021 Initiatives

-  Continue to advance the statewide CDC-funded Activate Connecticut Transportation Project through demonstration projects and workshops.
-  Continue to advance the Metro Hartford Brownfields Program and secure additional funding.
-  Complete a series of capacity building exercises for the Capitol Region TOD and Town Center Collaborative.

#### 2020/2021 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 have expertise in both of 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
- Metro Hartford Future Implementation 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
- Implementation of the Metro Hartford Future Comprehensive Economic Development Strategy, which seeks to accelerate inclusive economic growth.
- 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. Accelerate inclusive economic growth.
  - h. Preserve open space, working and prime farmland, and critical environmental areas.
  - i. Strengthen and direct development toward existing communities.
  - j. Make development decisions predictable, fair, and cost effective.
  - k. 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. 2019-2020 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. Received a \$16,000 grant to hire a consultant to lead the group through a problem-solving process designed to build capacity.
- 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 evaluated 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 2019 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***. The policy was adopted in February of 2020 and the plan was completed in April of 2020.
- g. Began work on a grant-funded ***Active Transportation Implementation*** project through the Connecticut Department of Public Health's (DPH) State Physical Activity and Nutrition (SPAN) Grant from the U.S. Centers for Disease Control. Successfully implemented two projects in Hartford and began work on projects in municipalities throughout the state. Began working with DPH to secure funding for three additional years of the project.
- h. Served on the ***Hartford Complete Streets Task Force***, a group which grew out of the national Mayors Complete Streets Challenge.
- i. CRCOG led an effort to bring a bikeshare program to the region. CRCOG conducted an RFP process and selected a vendor in the Winter of 2020. CRCOG is currently working with municipalities and the vendor to execute contracts and identify a title sponsor.
- j. Monitored progress under ***CRCOG Action Plan to Increase Walking and Walkability***, which came out of CRCOG's 2016 participation in the National Step it Up! Walkability Action Institute and participated in Community of Practice conference calls to share regional progress and keep informed on best practices from across the country.
- k. 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.

- I. 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. Implementation of **Metro Hartford Future**, the region's **Comprehensive Economic Development Strategy** (CEDS) under the guidance of the Metro Hartford Future Implementation Committee. The plan focuses on talent and workforce; connectivity within the region and to the broader region; and branding and promotion efforts.
  - 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 2019-2020 accomplishments included:
    - Extended subgrant agreements with Towns of Berlin and Somers to September 2021.
    - Hired financial management firm to underwrite and service 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 2020).
  - 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. Worked with RPC to update Rules of Procedure which were adopted by RPC and Policy Board.
  - 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. Hosted the Lincoln Institute's 2019 Scenario Planning Conference in Hartford. CRCOG helped organize the event and led a tour of the CTfastrak corridor. CRCOG also presented on its initial scenario planning efforts at the opening session of the 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. CRCOG staff conducted a scenario planning exercise that looked at potential outcomes of different forms of development based on population growth projections in the region's Metropolitan Transportation Plan.
4. Activities that support a ***Green Capitol Region***:
- a. Completed 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. This plan update utilized 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. This included a scenario planning exercise that looked at potential impacts from different development and transportation scenarios.
  - d. Represented CRCOG on Planning and Transportation Working Groups charged with establishing and refining 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. Staff also served as reviewers for municipal applications.
  - 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. We will continue to represent CRCOG on the WUCC to help implement the plan in order to maximize efficient and effective development of the state's public water systems and to promote public health, safety and welfare.
  - f. Represented CRCOG on the Connecticut Resource Conservation and Development Council (CTRC&D). The CTRC&D was established under a program of the United States Department of

Agriculture and is designed to help communities and individuals care for and protect their natural resources in a way that improves the local economy, environment, and living standards. The CTC&D is led by representatives COGs, soil and water conservation districts, various environmental, conservation and agricultural organizations, and state and federal agencies. Assisted CTC&D in conducting an Environmental Review Team analysis of development and conservation issues and potential for a tract of land owned by the University of Hartford in the Town of Bloomfield.

- 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>2018-19</b>	<b>2019-20*</b>
Number of CRCOG zoning and subdivision reviews conducted	148	92
Number of reviews of municipal plan updates	2	9
Number of funding application reviews for projects implementing regional goals and policies	5	15
<b>Special Projects which Forward CRCOG Goals:</b>	<b>2018-19</b>	<b>2019-20*</b>
<b>CRCOG Web-Based GIS</b>		
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 (for 38 municipalities)	NA	1
<b>Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities</b>		
Reports Published	4	3
Training workshops conducted or co-sponsored by CRCOG, and/or in which CRCOG staff participated as panel members	15	14
Number of users who like/follow CRCOG Sustainable Capitol Region on Facebook	191 / 236	200 / 245
Number of users who follow CRCOG Sustainable Capitol Region on Twitter	368	365
Number of views of CRCOG Sustainable Communities Videos	4,746	5,605
Number of bike/ped counts completed	41	37
Number of active transportation intersection audits completed	41	37
<b>Building Program Capacity</b>		
New grants applied for that support CRCOG mission	4	2
New or continued grants awarded that support CRCOG mission	2	2
<b>Notes:</b> *Includes data for 7/1/2019-4/14/2020		



#### **3.4.4. 2020-2021 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. Support expansion of the regional pedestrian and bicycle network through planning and conducting **CROG Bike and Pedestrian Committee** meetings and conducting the **September 2020 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.
  - d. Continue 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.
  - e. Serve on the **Hartford Complete Streets Task Force**, a group which grew out of the national Mayors Complete Streets Challenge.
  - f. Serve on the Center for Latino Progress' Transport Hartford Academy Annual Summit Planning team.
  - g. Continue to work toward a regional bike share program.
  - h. 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.
  - i. As required, help rank the LOTCIP transportation funding applications for roadway improvements that incorporate bicycle and pedestrian infrastructure.
  - j. 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 CROG Regional GIS Portal and Parcel Viewer and deploy ArcGIS Enterprise to expand in house web mapping capabilities. A number of CROG towns use this site as their sole GIS platform.
    - Provide advanced mapping and analysis services for member municipalities and for all CROG departments.
  - k. 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.

2. Activities that support a **Competitive Capitol Region**:
  - a. Implement the Metro Hartford Future Project (*Capitol Region Comprehensive Economic Development Strategy*).
  - b. Obtain Economic Development District designation from the federal Economic Development Administration.
  - c. Obtain funding to conduct a series of small-scale best practices studies in support of implementing the Metro Hartford Future Project. Studies include:
    - i. Workforce vacancy data systems best practices
    - ii. Industry sector partnerships assessment and plan
    - iii. Attraction and retention of workforce talent best practices
    - iv. Flexible funding for workforce vacancies best practices
    - v. Best practices in workforce talent development
    - vi. Identification of five initiatives to accelerate economic growth and recovery in Connecticut
    - vii. Best practices for engaging the philanthropic community in economic and infrastructure projects
  - d. Provide staff assistance to the **CRCOG Foundation**. Implement Foundation priorities for FY 2020-2021, 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 by following up on implementation steps from 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 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.
- 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. Engage member municipalities to implement mitigation activities identified in the Capitol Region Natural Hazard Mitigation Plan.
- 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. Continue to build out the suite of scenario planning tools utilized by CRCOG staff.
- 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). Assist with Environmental Review Team analyses as appropriate.
- 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

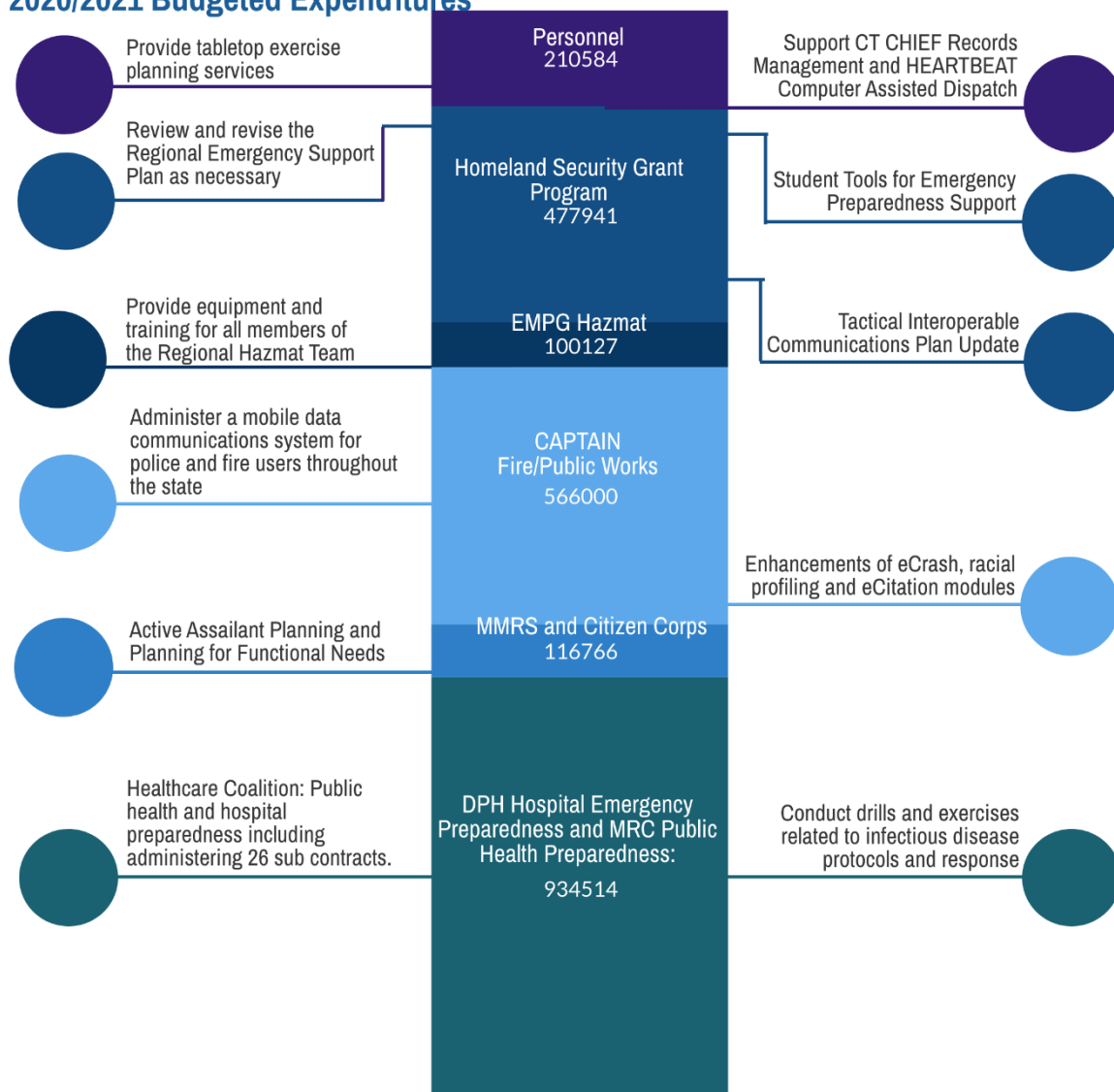
#### 2019/2020 Highlights

- ★ Began our 16th 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

#### 2020/2021 Initiatives

- ★ Continue our COVID-19 response activities, including recovery planning and distributions as requested by DPH and DEHMS
- ★ 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

#### 2020/2021 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:**

- 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. Arranged CPR and AED training on site for CRCOG employees.
3. Completed the Public Safety/Homeland Security portion of the CRCOG video testimonial project.
4. Organized several meetings for FirstNet/AT&T to present on this first nationwide public safety broadband network.
5. Participate in the Traffic Records Coordinating Council and attended a Distracted Driving Seminar sponsored by the Travelers Institute.

#### ***Homeland Security Initiatives***

1. FFY 2016 SHSGP – Completed project work and closed out this grant. 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.
2. FFY 2017 SHSGP- Received grant award and continue to work on grant deliverables. Will complete work by June 30<sup>th</sup>.
3. FFY 2018 SHSGP – Received grant award and have begun project work.
4. The Regional Emergency Support Plan was activated in response to the COVID-19 pandemic on March 18th. The Regional Coordination Center is on a full virtual activation. Coordination is being done by the ESF-5 (Emergency Management) and ESF-8 (Public Health and Medical Services) duty officers.

5. The Capitol Region Incident Management Team (CT-IMT3) has been activated and developed an Incident Action Plan (IAP) which is being reviewed by local public health leads and reissued weekly.
6. Our Regional Distribution Site Standard Operating Guide began utilization. CRCOG began running a Regional Distribution Site at a Public Works Facility in the Town of West Hartford on April 15th and will continue to do so every week. This allows us to receive, stage and distribute Medical Countermeasures including Personal Protective Equipment (PPE) as it becomes available. We are working with the Department of Public Health with PPE for EMS, first responders, Long Term Care facilities and community health organizations.
7. CRCOG offered to assist in funding the region's Emergency Management Directors to obtain their Certified Emergency Manager (CEM) or Associate Emergency Management Director (AEM) through the International Association of Emergency Managers.
8. The K-12 Emergency Planning Committee continues to meet quarterly and held presentations on school shooters and human trafficking of children.
9. Resource Typing Initiative – Completed DEMHS requirements for collection and submission of resource data.
10. Reverse 911 -Now working with the State of Connecticut vendor Everbridge technology.
11. Regional Exercises - Supported regional exercises and coordinated training classes. Completed an MDA 36 Anthrax 2-day exercise.
12. 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.
13. HAZMAT – Continued meeting with the Regional HAZMAT team and developed spending plans for sustainment. Purchased equipment and initiated training programs.
14. Continue to administer and enhance to the Get Ready Capitol Region citizen preparedness website which also includes a Twitter feed and Facebook page.
15. 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.
16. Continued a partnership with the Hartford Marathon Foundation. The Get Ready Capitol Region campaign is one of the race sponsors.
17. Participated in the Stanley Black and Decker Preparedness week to promote the Get Ready website and citizen preparedness.
18. CRCOG 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.
19. 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.
20. Functional Needs Training Program – Continue to train first responders for emergency responses dealing with citizens with functional needs.
21. Continued training and education sessions for the mutual aid plan for all long-term care facilities.
22. Sponsored a class on utilizing social media during times of disaster.
23. Purchased various equipment for regional SWAT and Dive teams, the Regional Incident Dispatch Team, Incident Management Team, the four regional mobile command posts and the Hartford Bomb Squad.
24. CRCOG staff attended the annual CT SWAT Challenge. The I-COMM team participated with MCV-3 and radio truck.
25. Staff members participated in a Detect and Resolve Exercise with the TSA and continue to partner with them.
26. Committee memberships - Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.

27. Developed training material for Regional Emergency Support Plan socialization for municipal CEOs and EMDs.
28. 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.
29. Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.
30. Participated in the DEMHS Best Practices Forum and Emergency Management Symposium. The history and capabilities of the Capitol Region Animal Response Team was highlighted.
31. CRCOG participated on the planning team for the statewide Emergency Planning and Preparedness Initiative (EPPI) which took place in December and January with two table-top exercises delivered in the Capitol Region with a focus on cybersecurity.
32. Participated in a Tabletop exercise at Trinity College.
33. 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.
34. ESF-8 Health and Medical Services initiated a partial activation of the Regional Emergency Support plan in regard to Ebola planning and response.
35. 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.
36. Continued working with the Connecticut Department of Public Health as the fiduciary agent for Public Health Emergency Preparedness (PHEP) funds.
37. 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.
3. Integrating the Regional Distribution Plan into the overall document.

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

- Managed 14 Health Care Coalition (HCC) subcontracts for the Public Health Emergency Preparedness Program grant funds totaling over 1.2 million dollars.
- 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.
- Continue to explore options for maintaining pharmaceutical countermeasures for first responders/critical staff in Capitol Region.
- As part of the MMRS National Leadership Group continue to work on local responder medical preparedness issues and sustaining local capabilities.
- Participated in Long Term Care Mutual Aid Plan training and exercises for 2019
- Assist with continued training of LTC Mutual Aid Plan members of the Regional Coordination Center in the Manchester EOC as the LTC Coordination Center
- Participate in statewide Long-Term Care Mutual Aid Plan Steering Committee for 2019.
- New tool CT- Responds recently rolled out; assist with CT-DPH and Regional assessment process



- 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.
- Sit on new statewide committee to review and update the forward Movement of Patients / Hospital Surge plan.
- Begin drafting R-3 HCC Response Plan
- 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.
- Participated as planning team member and sit on Advisory Board for the National Healthcare Coalition Resource Conference held in November 2019.
- Completed Regional Ebola/Infectious Disease planning initiative grants and projects from US HHS through CT-DPH. Serve as subject matter expert for implementation and application of Regional Planning and Resilience matters
- Participated in the 2019 CT-DEMHS Emergency Preparedness Program Initiative (EPPI) statewide exercise as the Region 3 Sim Cell

#### **Capitol Region Medical Reserve Corps (CR-MRC)**

1. Continued collaboration with MRC sub-units to enhance MRC training opportunities.
2. Conducted monthly training sessions through monthly CR-MRC meetings in accordance with the Regional Training and Exercise Work plan.
3. Sponsored a Virtual Operation Support Team (VOST) two-day training session for Medical Reserve Corps members.
4. Upgraded the CR-MRC notification system. Trained on the new CT-Responds system.
5. Developing CR-MRC consumable medical inventory system; deployment/mission ready packages.
6. During the COVID-19 pandemic, had requests for our Medical Reserve Corps (MRC) tent and Cabana unit which were delivered to Bristol Health and St. Francis respectively. Medical Reserve Corps members have been deployed throughout the region. CR-MRC has also deployed 26 Field MCI ventilators 5 to Bristol Hospital, 6 to St. Francis and 7 to Hartford Hospital.

#### **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 second annual CERT Awareness Day in October in South Windsor. Fourteen of the teams in our region participated sharing their missions and providing demonstrations. Planning for the next event is underway.

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

<i>Provide responsible management of all homeland security projects</i>		
	<b>Calendar 2018</b>	<b>Calendar 2019</b>
<b>Federal/state SHSGP grants received (planning, equipment, training &amp; exercises)</b>	<b>\$291,101</b>	<b>\$358,659</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>12</b>
<b># of ICS 300 and 400 classes held/# of individuals trained</b>	<b>2/31</b>	<b>2/40</b>
<b>Homeland security exercises conducted including full scale, tabletop and drills</b>	<b>4</b>	<b>2</b>
<b>Reimbursed training hours to local first responders (hours)</b>	<b>37</b>	<b>186</b>
<b>Regional Coordination Center activations</b>	<b>0</b>	<b>2</b>
<b>National deployments, Incident Management Team/ individuals deployed</b>	<b>5</b>	<b>3</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>35</b>

**3.5.4. 2019-2020 OBJECTIVES**

1. Complete work on the FFY 2017 Homeland Security, MMRS, and HAZMAT projects.
2. Commence work on the FY 2018 and 2019 Homeland Security, MMRS, and HAZMAT projects.
3. Continue our COVID-19 response activities.
4. Continue to manage Public Health Emergency Preparedness (PHEP) funding to include planning, training and exercising.
5. Continue to enhance CAPTAIN (CRCOG's mobile data communication system for police and fire users).
6. Continue work on the CAPTAIN Electronic Citation and e-Crash Projects.
7. Continue to act as the fiduciary agent for the HEARTBEAT Computer Assisted Dispatch and CT-CHIEF Records Management Projects.
8. 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.
9. Continue to maintain the Get Ready Capitol Region citizen preparedness website and bolster the ambassador program.
10. Continue work on the public safety centered service sharing projects.
11. Continue to hold training sessions and conduct exercises.
12. Comply with all Federal, State and grant reporting requirements.
13. Provide Executive Director, other departments and all CRCOG committees with accurate and timely data.
14. Review and update of regional plans (including the Training and Exercise Plan and Tactical Interoperable Communications Plan).

### 3.6. TRANSPORTATION

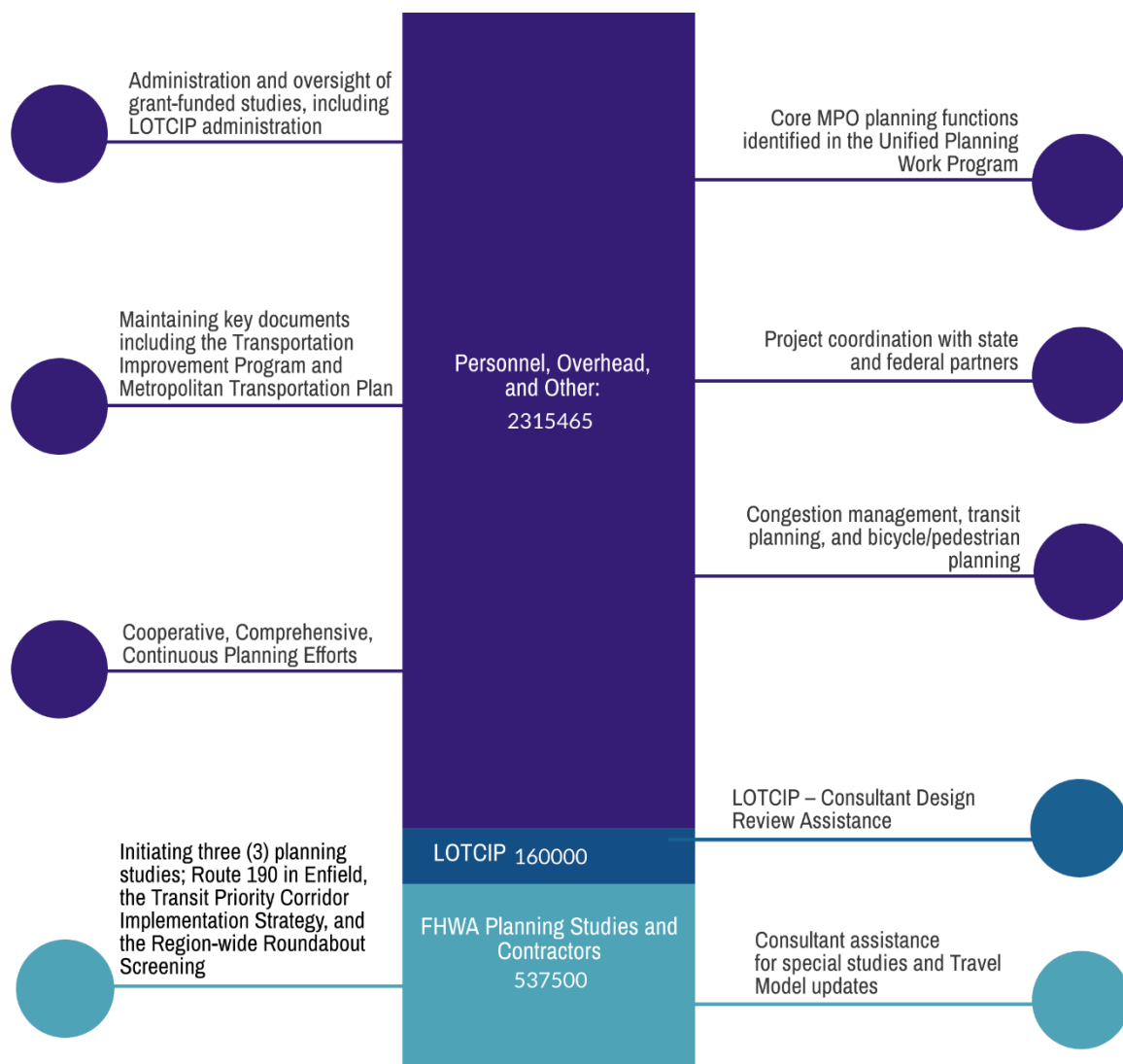
#### 2019/2020 Highlights

- Completed various Advanced Scenario Planning and Performance Based Planning analyses to inform programming and long-term planning.
- Continued to advance on-going corridor studies and support regionally significant efforts such as the I-84 Greater Hartford Mobility Study and I-91 Charter Oak Bridge Project.
- Awarded \$17.6 million of State Fiscal Year 2020 LOTCIP projects and transferred \$18 million of programmed STP-Urban projects to other federal sources as a funding rescission mitigation strategy.

#### 2020/2021 Initiatives

- Initiate 3 new planning corridor studies, and advocate for CT**rail** Hartford Line improvements and eastward CT**fastrak** service expansion.
- Solicit for an additional \$35.5 million of LOTCIP roadway/bridge reconstruction, pavement rehabilitation, stand-alone sidewalk and bicycle pedestrian projects.
- Adopt a Regional Complete Streets Policy and Plan, and work towards completion of CRCOG's portion of the East Coast Greenway.

#### 2020/2021 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. 2019-2020 ACCOMPLISHMENTS AND PERFORMANCE**

1. Transferred approximately \$18.0 million in Federal Fiscal Year (FFY) 2019 STP Urban funding obligations to other federal sources as a strategy to mitigate losses associated with an anticipated funding rescission.
2. Programmed approximately \$5.5 million in State Fiscal Year 2019 LOTCIP funding (measured in total approved “commitment to fund” figures) and continued to ramp up municipal projects for delivery under LOTCIP.
3. Solicited for \$35.5 million LOTCIP projects including roadway reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects.
4. Solicited, selected, and submitted to CTDOT \$6.2 million (federal) of 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 the solicitation.
5. Worked with municipalities and CTDOT to advance projects under the TA Set-Aside and the Congestion Mitigation and Air Quality (CMAQ) programs.
6. Worked with CROG municipalities to help interpret LOTCIP program guidelines and managed on-call consultants that assist CROG and member municipalities with project reviews and delivery.
7. Analyzed, presented, and approved numerous Transportation Improvement Program (TIP) amendments and actions for Federal Fiscal Year (FFY) 2020.
8. CROG anticipates that the solicitation for the FFY2019 FTA 5310 Program (Enhanced Mobility of Seniors and Individuals with Disabilities Program) will be released before the end of FY2020. CROG will notify eligible applicants of the solicitation and work with CTDOT to prioritize applications that are received.
9. 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.
10. Completed the Silver Lane Corridor Study in East Hartford.
11. Continued advancing the Transportation Safety and Improvements Study in Farmington and Hartford.
12. Continued advancement of the Route 5 Corridor Study in East Windsor.
13. Worked with CTDOT to release an RFQ for the Capitol Region Transit Priority Corridors Implementation Strategy.
14. Worked with CTDOT to release an RFQ for the Route 190 study in Enfield.
15. In partnership with CTDOT and CT**transit**, CROG continued to advocate for implementation of recommendations from the Comprehensive Transit Service Analysis of CT**transit**’s Hartford and New Britain/Bristol Divisions.
16. Completed Hartford Transit Research Project – Worked with FTA and the City of Hartford to complete administration of the Greater Hartford Integrated Transportation Planning Study.
17. Served in an advisory role on the current Statewide aerial acquisition mapping project.
18. FY2020 was an application year for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program). CROG coordinated with CTDOT and recipients to compile applications.
19. 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. Transitioned into a similar role with the successor project: the Greater Hartford Mobility Study PEL.

20. Supported CTDOT and affected communities in initiatives related to the **CTrail** Hartford Line, including post service opening initiatives.
21. Conducted utilization counts of the Region's commuter park and ride lots in October 2019 and April 2020. Data summaries and infographics were updated and shared with the Transportation Committee and on CRCOG's website.
22. Worked with CTDOT, **CTtransit**, the Greater Hartford Transit District, and municipalities to provide high quality transit amenities
23. 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.
24. Initiated consultant selection for the next term of consultant assistance in providing CRCOG with travel demand modeling and data management service.
25. Performed reviews and provided revisions comments for CRCOG's upcoming new Transportation Improvement Program (TIP).
26. Continued coordination between CRCOG and CTDOT to understand freight planning roles. Participated in multiple web-based training sessions. Created an updated Regional Freight Fact sheet.
27. 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.
28. Continued the Hartford TMA Congestion Management Process (CMP) for the region including a review of the latest available travel-time data and initiated an update of the plan utilizing the most recent National Performance Management Research Data Set provided by FHWA.
29. 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.
30. Coordinated with and assisted CTDOT in the development and completion of a CRCOG Regional Safety Plan.
31. 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.
32. Completed initial Scenario Planning efforts, measuring transportation outcomes resulting from variable Land Use and Transportation Infrastructure scenarios.

**Table 11: Transportation Program Performance**

The summary below highlights the programs in which CRCOG has a direct (or major role) in project development and selection. The provided funding grant/obligation program amounts and project counts represent projects specific to the CRCOG region and omit larger multi-region or statewide efforts. Federal programs are reported on federal fiscal year (October of previous year through September of year) and other programs are tracked on state fiscal year (July of previous year through June of year).

Program	2018	2019*	2020**
<b>STP Urban &amp; LOTCIP Programs</b>			
Total <u>federal</u> STPU funds obligated	\$16,027,322	\$0	\$40,233,065
Total <u>state</u> LOTCIP funds granted	\$11,650,709	\$5,506,470	\$17,643,712
Number of LOTCIP project grants	11	5	12
<b>(CMAQ, LRAR, TA Set-Aside)</b>			
Total <u>federal</u> funds obligated	\$ 6,495,000	\$6,157,000	\$31,769,000
Number of projects	8	9	7
<b>TIP Amendments:</b>			
Number of amendments approved	72	71	29
			As of 3/31/19

\* All FFY2019 STPU projects purposely swapped to other federal funding sources as part of a strategy to mitigation potential rescission of federal carryforward

\*\* FFY2020 Estimate (may be partial year in some instances)

<b>Transportation Program Performance:</b>	<b>% Complete</b>
Special Studies Currently Managed	as of 3/31/2020
Route 5 Corridor Study, East Windsor	90%
Transportation Safety and Improvements Study, Farmington and Hartford	90%
Route 229 Corridor Study - Southington/Bristol	initiation phase
Route 190 Corridor Study - Enfield	initiation phase
Modern Roundabout Screening	initiation phase
Transit Priority Corridor Strategy	initiation phase

<b>Transportation Program Performance:</b>	
Regional Representation on State Task Forces, Committees, and Programs	
<ul style="list-style-type: none"> <li>• State Strategic Highway Safety Committees</li> <li>• Traffic Records Coordinating Committee</li> <li>• Greater Hartford Mobility Study Committee and Coordination Meetings</li> <li>• State GIS Coordinating Committee</li> <li>• CT GIS User Network Steering Committee</li> <li>• Technology Transfer Center Advisory Committee</li> <li>• Safety Circuit Rider Advisory Committee</li> <li>• Traffic Signal Circuit Rider Advisory Committee</li> <li>• HNS / CTtransit, CTDOT Monthly Coordination Meetings</li> <li>• Intelligent Transportation Society of Connecticut</li> <li>• Institute of Transportation Engineers, Connecticut Chapter</li> </ul>	

**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 Date</b>	<b>Adopted</b>
Unified Planning Work Program – UPWP	May 2019
Metropolitan Transportation Plan April	2019
Transportation Improvement Program (2018-2021) July	2017
Capitol Region Intelligent Transportation Systems Plan March	2015
Public Participation Plan April	2017
Congestion Management Plan	May 2017
MPO Certification	March 2018

### **3.6.4. 2020-2021 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 Greater Hartford Mobility Study (successor to the I-84 Hartford project).
12. Continue to be a resource to CTDOT as they look to expand CT**fastrak** service including the establishment of service east of Hartford.
13. Continue to support CTDOT and affected communities as it relates to CT**rail** Hartford Line Rail service, including future anticipated double-tracking, new stations, and increased service.
14. In partnership with CTDOT and CT**transit**, continue to advocate for implementation of recommendations from the Comprehensive Transit Service Analysis of CT**transit**’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. FY2021 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 for FY2020-FY2022 funds.
17. Continue to conduct biannual utilization counts at the Region's commuter park and ride lots. Update infographics related to parking availability.
18. Continue to work with CTDOT, CT*transit*, the Greater Hartford Transit District, and municipalities to provide high quality transit amenities
19. Continue to work with municipalities on updating the GIS system in the Region and collect updated municipal data layers for Web GIS Site.
20. Continue to update the region's online interactive TIP and LOTCIP maps.
21. 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.
22. 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.
23. 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.
24. Produce an updated catalog of diversion route plans for the Hartford Urbanized Area.
25. Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
26. Complete the Transportation Safety and Improvements Study: Farmington and Hartford.
27. Complete the Route 5 Corridor Study in East Windsor.
28. 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.
29. Select a consultant and begin work on the Capitol Region Transit Priority Corridors Implementation Strategy.
30. Issue and RFQ, select a consultant and begin work on the Regional Roundabout Screening Study.
31. Build on completed Scenario Planning efforts, measuring transportation outcomes resulting from variable Land Use and Transportation Infrastructure scenarios.
32. Continue updates of travel demand model documentation.
33. Continue to explore the viability of establishing a regional traffic signal coordinator position.
34. Continue to work with UConn's Traffic Signal Circuit Rider Program to advance traffic signal management initiatives throughout the region.
35. Continue to participate in regional and project-specific traffic management discussions related to construction activities in the Greater Hartford Area.
36. Complete LOTCIP project solicitation for of \$35.5 million of roadway reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects.

## 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 Actual	FY2019- 2020 Projected	FY2020- 2021 Operating Budget	FY2020-2021 Grants and Contracts Budget	FY2019- 2020 Amended Budget Total
Federal	2,954,597	3,038,589	3,628,193	2,642,933	1,891,744	2,271,086	4,162,830
State	2,935,685	2,196,472	2,475,233	2,023,120	1,157,919	613,750	1,771,669
Local	695,490	741,729	799,279	783,639	726,991	53,750	780,741
Other	1,337,694	1,708,975	1,195,584	825,205	200,995	592,000	792,995
<b>TOTAL</b>	<b>7,923,465</b>	<b>7,685,765</b>	<b>8,098,289</b>	<b>6,274,896</b>	<b>3,977,648</b>	<b>3,530,586</b>	<b>7,508,235</b>
Expenditures	FY 2016- 2017 Actual	FY 2017- 2018 Actual	FY 2018- 2019 Actual	FY2019- 2020 Projected	FY2019- 2020 Operating Budget	FY2019-2020 Grants and Contracts Budget	FY2019- 2020 Budget Total
Homeland Security	502,384	581,632	1,762,003	1,023,542		1,629,348	1,629,348
Municipal Services	1,032,842	676,404	907,343	650,000		410,000	410,000
Policy Development & Planning	578,543	668,313	436,308	84,458		227,738	227,738
Public Safety	920,000	1,363,962	928,819	640,951		566,000	566,000
Transportation	1,781,762	890,724	963,652	527,867		697,500	697,500
Personnel	1,355,939	1,425,419	1,338,029	1,275,240	1,445,892		1,445,892
Fringe	774,562	729,808	715,474	787,891	865,514		865,514
Management Support	423,627	459,325	500,920	534,931	609,039		609,039
Direct Expenses	221,353	323,694	289,342	294,935	371,425		371,425
Indirect Expenses	303,007	337,144	349,451	375,994	443,381		443,381
Contingency	30,000	-	-	-	30,000		30,000
<b>TOTAL</b>	<b>7,924,019</b>	<b>7,456,425</b>	<b>8,191,342</b>	<b>6,195,808</b>	<b>3,765,251</b>	<b>3,530,586</b>	<b>7,295,837</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>780,741</b>							
<i>Required Match</i>		100,000		264,062	-	-	-	364,062
<i>Additional Local Dues Allocated</i>			113,129	-	-	-	-	113,129
<b>Total Local Dues</b>	<b>303,550</b>	<b>100,000</b>	<b>113,129</b>	<b>264,062</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>780,741</b>
Federal			263,819	2,113,724	-	42,214	1,743,072	4,162,829
State			736,490	635,179	400,000	-	-	1,771,669
Other Sources			16,000	-	156,349	620,646	-	792,995
<b>Total Sources</b>	<b>303,550</b>	<b>100,000</b>	<b>1,129,438</b>	<b>3,012,965</b>	<b>556,349</b>	<b>662,860</b>	<b>1,743,072</b>	<b>7,508,235</b>
<b>Expenditures</b>								
<b>Contractual / Grant Obligations</b>		-	<b>227,737</b>	<b>697,500</b>	<b>410,000</b>	<b>566,000</b>	<b>1,629,348</b>	<b>3,530,585</b>
<b>Operating Revenue</b>	<b>303,550</b>		<b>901,701</b>	<b>2,315,465</b>	<b>146,349</b>	<b>96,860</b>	<b>113,724</b>	<b>3,977,648</b>
<b>Operating Expenses</b>								
<b>Administration</b>								
<i>Direct Salaries</i>			350,391	957,391	47,965	40,194.00	49,951	1,445,892
<i>Management Salaries</i>	609,039		147,592	403,272	20,204	16,930.53	21,040	609,039
<i>Overhead (Indirect Expenses)</i>	371,425		90,009	245,937	12,321	10,325.15	12,832	371,425
<i>Fringe</i>	865,514		209,754	573,090	28,709	24,060.21	29,901	865,514
<i>Direct Expenses</i>	161,152		103,955	135,774	37,150	5,350.00	-	443,381
<i>Allocated to departments</i>	(1,845,978)							
<b>Total Administration</b>	<b>161,152</b>		<b>901,701</b>	<b>2,315,465</b>	<b>146,349</b>	<b>96,860</b>	<b>113,724</b>	<b>3,735,251</b>
Contingency	30,000			-	-	-	-	30,000
Overhead not covered by Grants			-		-	-	-	
<b>Total Uses</b>	<b>191,152</b>	<b>-</b>	<b>1,129,438</b>	<b>3,012,965</b>	<b>556,349</b>	<b>662,860</b>	<b>1,743,072</b>	<b>7,295,837</b>
<b>Surplus (Deficit)</b>	<b>112,398</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>212,398</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 Actual	FY2019- 2020 Projected	FY2020- 2021 Budget	Percent of Budget
Federal	1,421,318	1,658,909	1,158,438	1,276,690	1,891,744	48%
State	879,775	840,448	973,776	1,109,169	1,157,919	29%
Local	654,045	663,283	701,709	760,741	726,991	18%
Other	256,994	342,091	266,239	184,254	200,995	5%
<b>TOTAL</b>	<b>3,212,132</b>	<b>3,504,731</b>	<b>3,100,163</b>	<b>3,330,855</b>	<b>3,977,648</b>	<b>100%</b>
Expenditures	FY2016- 2017 Actual	FY2017- 2018 Actual	FY2018- 2019 Actual	FY2019- 2020 Projected	FY2020- 2021 Budget	Percent of Budget
Personnel	1,390,313	1,425,419	1,338,029	1,275,240	1,445,892	38%
Fringe	739,295	729,808	715,474	787,891	865,514	23%
Management Su	464,168	459,325	500,920	534,931	609,039	16%
Indirect Expense	281,453	323,694	289,342	294,935	371,425	10%
Direct Expenses	153,316	337,144	349,451	375,994	443,381	12%
Contingency and	-	-		-	30,000	1%
<b>TOTAL</b>	<b>3,028,545</b>	<b>3,275,390</b>	<b>3,193,216</b>	<b>3,268,991</b>	<b>3,765,251</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>726,991</b>							
<i>Required Match</i>		100,000		210,312				310,312
<i>Additional Local Dues Allocated</i>			113,129					113,129
<b>Total Local Dues</b>	<b>303,550</b>	<b>100,000</b>	<b>113,129</b>	<b>210,312</b>	-	-	-	<b>726,991</b>
Federal			52,082	1,683,724		42,214	113,724	1,891,744
State			736,490	421,429	-			1,157,919
Other Sources				-	146,349	54,646		200,995
<b>Total Sources</b>	<b>303,550</b>	<b>100,000</b>	<b>901,701</b>	<b>2,315,465</b>	<b>146,349</b>	<b>96,860</b>	<b>113,724</b>	<b>3,977,648</b>
<b>Expenditures</b>								
<b>Operating Revenue</b>	<b>303,550</b>	<b>100,000</b>	<b>901,701</b>	<b>2,315,465</b>	<b>146,349</b>	<b>96,860</b>	<b>113,724</b>	<b>3,977,648</b>
<b>Operating Expenses</b>								
<b>Administration</b>								
<i>Direct Salaries</i>			350,391	957,391	47,965	40,194	49,951	1,445,892
<i>Management Salaries</i>	609,039		147,592	403,272	20,204	16,931	21,040	609,039
<i>Overhead (Indirect Expenses)</i>	371,425		90,009	245,937	12,321	10,325	12,832	371,425
<i>Fringe</i>	865,514		209,754	573,090	28,709	24,060	29,901	865,514
<i>Direct Expenses</i>	161,152		103,955	135,774	37,150	5,350	-	443,381
<i>Allocated to departments</i>	(1,845,978)							
<b>Total Administration</b>	<b>161,152</b>	-	<b>901,701</b>	<b>2,315,465</b>	<b>146,349</b>	<b>96,860</b>	<b>113,724</b>	<b>3,735,251.00</b>
Contingency	30,000			-	-	-		30,000
Overhead not covered by Grants								-
<b>Total Uses</b>	<b>191,152</b>	-	<b>901,701</b>	<b>2,315,465</b>	<b>146,349</b>	<b>96,860</b>	<b>113,724</b>	<b>3,765,251</b>
<b>Surplus (Deficit)</b>	<b>112,398</b>	<b>100,000</b>	-	-	-	-	-	<b>212,397</b>

### 4.2.3. OPERATING BUDGET REVENUE SOURCES

**Table 16: Operating Budget Revenue Sources**

	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Amended Budget	Projected 2019-2020	2020-2021 Budget
<b>200,995</b>						
<b>FEDERAL</b>						
Federal Highway Admin-PL	1,307,186	1,513,709	1,012,049	1,601,907	1,556,550	1,682,566
Transportation Studies	-		-		-	
Regional Transit Strategy	-		-	8,000	-	-
Route 5 - East Windsor Study		12,000	6,841	1,158	-	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	13,841	3,659	12,356	3,659
CDC Complete Streets Grant			24,146	48,860	16,064	43,423
FEMA Pre-Disaster Mitigation Grant		30,000	5,562	5,000	3,300	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	30,500	30,500	17,695	\$ 30,500
Homeland Security Grant Program -FFY 2017			29,500	30,500	49,500	-
Homeland Security Grant Program -FFY 2018				30,500	10,500	49,224
Homeland Security Grant Program -FFY 2019					10,500	30,000
Citizen Corps Program	4,000	6,000	4,000	4,000	4,000	4,000
DPH - Hospital Emergency Preparedness	24,200	19,550	-	42,214	45,000	42,214
MRC Public Health Preparedness	-				-	
<b>Total Federal</b>	<b>1,421,318</b>	<b>1,658,909</b>	<b>1,158,438</b>	<b>1,806,298</b>	<b>1,725,465</b>	<b>1,891,744</b>
<b>STATE</b>						
Conn. Dept of Transportation	123,215	140,018	88,519	200,238	194,569	210,321
Conn. Dept of Transportation - CCMPO	-		-		-	
State OPM (SGIA)/RSG	403,556	334,230	710,369	736,490	736,490	736,490
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	-	290
Comprehensive Transit Service Analysis Study	2,847		-		-	
New Britain BRT - Modeling			8,000	-	-	-
LOTCLP Admin.	212,204	210,000	149,349	205,000	205,000	205,000
West Hartford Road Diet Study	-		-		-	
UConn Eastern Gateways Study	13,545		-	-	5,180	-
UConn Farmington/Hartford	-		-	5,818	-	5,818
CT DECD Brownfields Grant	8,161		-		-	
Nutmeg Network Demonstration Projects	42,539	21,000	-	-	-	-
Anchor Institutions (RPIP Grant)		27,200	15,830	23,000	15,215	-
CAPTAIN 4G (RPIP OPM Grant) and Other RPIP Grants	72,227	5,000	-	-	-	-
<b>Total State</b>	<b>879,775</b>	<b>840,448</b>	<b>973,776</b>	<b>1,208,616</b>	<b>1,156,454</b>	<b>1,157,919</b>

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	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Amended Budget	Projected 2019-2020	2020-2021 Budget
<b>CRCOG/LOCAL/PRIVATE/OTHER</b>						
Local Government Assessments	652,565	663,283	701,709	648,974	760,741	726,991
Silver Lane - East Hartford Study	1,480	-	-	-	-	-
<b>Total CROG/Local</b>	<b>654,045</b>	<b>663,283</b>	<b>701,709</b>	<b>648,974</b>	<b>760,741</b>	<b>726,991</b>
<b>CONTRACT/FEE FOR SERVICES</b>						
Public Safety	-	-	-	-	-	-
Participation Fee	59,907	149,591	24,281	126,503	15,000	54,646
CAPTAIN Reserve	-	-	-	-	-	-
Heartbeat CAD System	-	-	-	-	-	-
Purchasing Council	40,597	44,000	45,833	45,000	33,417	30,000
Crumbling Foundation Testing Program	-	-	73,150	35,780	102,300	23,349
RFP Depot/Bid Sync	55,000	50,000	30,000	10,000	10,000	10,000
Electricity Consortium	14,561	12,000	12,000	10,000	16,185	10,000
EZ IQC	42,890	30,000	30,881	25,000	79,887	35,000
Regional Solid Waste Management	1,500	1,500	1,500	1,500	3,000	3,000
IT Services Cooperative	42,539	55,000	48,594	45,000	34,765	35,000
<b>Total Contract/Fee For Services</b>	<b>256,994</b>	<b>342,091</b>	<b>266,239</b>	<b>263,003</b>	<b>294,554</b>	<b>200,995</b>
<b>TOTAL OPERATING REVENUE</b>	<b>3,212,132</b>	<b>3,504,731</b>	<b>3,100,163</b>	<b>3,926,891</b>	<b>3,937,214</b>	<b>3,977,648</b>

#### 4.2.4. OPERATING EXPENSES

Table 17: Operating Expenditure Summary

Expenditures	FY2016- 2017 Actual	FY2017- 2018 Actual	FY2018- 2019 Actual	FY2019- 2020 Projected	FY2020- 2021 Budget
Personnel	1,390,313	1,425,419	1,338,029	1,275,240	1,445,892
Fringe	739,295	729,808	715,474	787,891	865,514
Management Sup	464,168	459,325	500,920	534,931	609,039
Indirect Expense	281,453	323,694	289,342	294,935	371,425
Direct Expenses	153,316	337,144	349,451	375,994	443,381
Contingency and	-	-	-	-	30,000
<b>TOTAL</b>	<b>3,028,545</b>	<b>3,275,390</b>	<b>3,193,216</b>	<b>3,268,991</b>	<b>3,765,251</b>

#### 4.2.5. OPERATING BUDGET PERSONNEL SERVICES

Table 18: Operating Budget—Personnel Services

Personnel Expenditures	2019-2020					
	2016-17 Actuals	2017-2018 Actual	2018-2019 Actual	Amended Budget	2019-2020 Projected	2020-2021 Budget
<b>SALARIES</b>						
Transportation	867,508	873,325	894,700	953,559	898,789	957,391
Policy & Planning	238,130	344,755	265,553	295,834	257,024	350,391
Municipal Services	125,250	98,737	86,999	68,799	50,626	47,965
Service Sharing	35,454	21,158	6,301	-		-
Public Safety Council	38,158	65,698	59,476	74,589	38,896	40,194
Homeland Security	85,812	21,747	25,000	43,581	29,905	49,951
Management Support	464,168	459,325	500,920	589,337	534,931	609,039
<b>Total Salaries</b>	<b>\$1,854,481</b>	<b>1,884,744</b>	<b>1,838,949</b>	<b>2,025,699</b>	<b>1,810,171</b>	<b>2,054,931</b>
<b>MERIT/UPGRADE</b>	<b>-</b>	<b>1,702</b>	<b>26,275</b>			
<bfringe b="" benefits<=""></bfringe>						
Health Insurance	384,054	382,602	387,863	436,316	419,936	472,769
H S A - Employer Contribution	-					
Health Insurance -Stipend	1,200	1,200	1,300	2,400	1,800	2,400
Vision Care	4,335	4,485	3,774	4,300	4,188	4,300
Pension	170,191	172,479	151,722	184,542	178,165	156,070
Unemployment Compensation	8,538	8,282	9,825	12,600	7,960	12,350
FICA	143,533	138,879	134,364	151,845	148,550	189,847
Long Term Disability	5,070	4,629	4,641	4,763	4,740	4,820
Short Term Disability	7,896	7,834	7,815	8,150	7,950	8,150
Life Insurance	3,503	3,480	3,220	3,608	3,480	3,608
Car Allowance	5,000	5,000	5,000	5,000	5,000	5,000
Executive Director Deferred Comp.	5,000	-	5,000	5,000	5,000	5,000
Employee Assistance	975	938	950	950	1,122	1,200
<b>Total Fringe Benefits</b>	<b>739,295</b>	<b>729,808</b>	<b>715,474</b>	<b>819,474</b>	<b>787,891</b>	<b>865,514</b>
<b>TOTAL PERSONNEL</b>	<b>2,528,774</b>	<b>2,614,552</b>	<b>2,554,423</b>	<b>2,845,173</b>	<b>2,598,062</b>	<b>2,920,445</b>



#### 4.2.6. OPERATING BUDGET DIRECT EXPENSES

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

Direct Expenditures	2019-2020					
	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	Amended Budget	2019-2020 Projected	2020-2021 Budget
<b>SERVICES &amp; SUPPLIES</b>						
Publication, Dues, Advertising	22,858	27,767	36,896	29,590	24,870	30,075
Reproduction & Printing	-	-	2,200	2,200	1,925	3,200
Recruitment	-	-	3,632	3,500	1,925	3,500
Supplies, Postage, Other	5,213	1,865	18,274	7,150	4,562	7,200
Computer Services/Software	29,162	23,507	35,086	96,702	16,087	113,014
Equipment Maintenance - GIS	3,600	3,600	10,000	7,900	4,228	7,400
Telephone	935	996	1,200	1,100	980	1,150
Insurance	-	-	-	-	-	-
<b>TOTAL SERVICES &amp; SUPPLIES</b>	<b>\$ 61,767</b>	<b>\$ 57,735</b>	<b>\$ 107,287</b>	<b>\$ 148,142</b>	<b>\$ 54,577</b>	<b>\$ 165,539</b>
<b>PROFESSIONAL SERVICES</b>						
Legal	6,162	9,156	4,720	11,750	5,685	9,250
Legislative Liaison	23,850	23,100	23,850	24,802	24,802	24,802
Consultants	25,858	158,633	78,828	58,000	42,920	116,500
Spanish language translation - documents	320	-	1,200	4,500	1,447	2,700
Spanish language intrepertation - meetings	-	-	1,000	1,000	500	1,000
Interpreter for the deaf	-	-	2,000	2,000	-	1,300
Polish language translation & intrepertation	-	-	1,000	2,500	1,368	2,500
<b>TOTAL PROFESSIONAL</b>	<b>56,189</b>	<b>190,889</b>	<b>112,598</b>	<b>104,552</b>	<b>76,722</b>	<b>158,052</b>
<b>EQUIPMENT &amp; CAPITAL COSTS</b>						
Equipment	10,481	25,045	27,431	14,800	7,525	14,000
Leasehold Improvements	-	-	171	2,500	2,500	2,500
Furniture & Furnishings	-	-	4,748	12,460	4,910	5,000
<b>TOTAL EQUIPMENT &amp; CAPITAL COSTS</b>	<b>10,481</b>	<b>25,045</b>	<b>32,350</b>	<b>29,760</b>	<b>14,935</b>	<b>21,500</b>
<b>MTGS. TRAVEL &amp; CONF.</b>						
Food	10,128	7,536	9,821	11,240	6,693	11,240
Mileage/Parking	7,281	7,619	13,097	10,150	4,588	11,150
Training/Tuition Reimb	1,000	823	7,525	9,200	5,925	10,200
Conf/Workshops	-	41,288	56,172	55,750	39,453	58,250
Rentals	2,788	2,825	4,425	1,000	915	750
Workshop-Local Government	836	611	2,200	2,200	-	2,200
Annual Meeting	2,847	2,773	3,976	3,500	4,000	4,000
Legislative Reception	-	-	-	500	-	500
<b>TOTAL MTGS. TRAVEL &amp; CONFERENCE</b>	<b>24,879</b>	<b>63,475</b>	<b>97,216</b>	<b>93,540</b>	<b>61,574</b>	<b>98,290</b>
<b>TOTAL DIRECTS</b>	<b>153,316</b>	<b>337,144</b>	<b>349,451</b>	<b>375,994</b>	<b>375,994</b>	<b>443,381</b>
<b>Contingency</b>	<b>-</b>			<b>30,000</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 Actual	2019-2020 Amended Budget	2019-2020 Projected	2020-2021 Budget
RENT, MAINTENANCE, UTILITIES	135,006	134,698	134,573	141,025	135,837	141,025
POSTAGE	1,611	3,042	-	3,000	2,500	3,000
EQUIPMAINT MAINTENANCE	5,360	5,608	6,610	7,500	6,750	7,500
INSURANCE	39,420	68,795	38,658	39,500	38,500	39,500
EQUIPMENT		4,508				
OFFICE SUPPLIES	14,232	15,064	17,320	17,500	17,400	17,500
REPRODUCTION & PRINTING	12,900	10,977	11,142	13,000	11,500	13,000
NARC -DUES	6,688	6,688	6,688	7,200	6,688	7,200
PENSION ADMINISTRATION	4,750	4,250	4,250	5,000	4,250	5,000
TELEPHONE/DATA SERVICE/INTERNET	11,629	12,284	11,960	12,000	11,960	12,000
COMPUTER SERVICES	6,659	15,145	12,605	9,000	12,000	9,000
PAYROLL PROCESSING FEES	6,254	6,106	6,245	6,500	6,350	6,500
ACCOUNTING/AUDIT	30,000	32,000	34,000	36,000	35,000	36,000
SECTION 125 ADMINISTRATION	1,117	1,179	1,008	1,200	1,100	1,200
LEGAL	-	-	153	1,500	600	1,500
COMP SOFTWARE/UPGRADE	5,827	3,351	4,130	6,000	4,500	6,000
SEVERANCE						65,500
	<b>281,453</b>	<b>323,694</b>	<b>289,342</b>	<b>305,925</b>	<b>294,935</b>	<b>371,425</b>

## 4.3. OPERATING BUDGET NOTES

### 4.3.1. OPERATING REVENUE

#### CRCOG/Local

##### Local Government Assessments

CRCOG Member Towns

**\$ 736,490**

Local Government Assessments for member towns are being assessed 0% increase in FY 2020-2021. Assessment is based on per capita of \$0.6898 based on 2019 population estimates with a \$3,000 standard base per the new dues structure adopted by the Board. \$736,490 is budgeted as Operating Revenue; \$53,750 is budgeted as Grant Revenue.

##### Reserve

**\$ -0-**

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

##### Purchasing Council

**\$ 30,000**

Revenues for the cooperative purchasing program member dues for non-CRCOG member towns (CRCOG member towns are automatically included in the purchasing council via the Local Government Assessments).

##### RFP Depot/Bid Sync

**\$ 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

**\$ 10,000**

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

##### EZ-IQC

**\$ 35,000**

This revenue is for administering the competitive bid process of vendors for small construction projects.

**Regional Solid Waste Management****\$ 3,000**

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****\$ 35,000**

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****\$ 54,646**

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 2020-2021</b>	<b>\$1,682,566</b>	<b>\$210,321</b>	<b>\$210,321</b>	<b>\$2,103,208</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>Route 5 East Windsor</b>	<b>\$1,158</b>	<b>\$290</b>		<b>\$1,448</b>
<b>TOTALS</b>	<b>\$1,683,724</b>	<b>\$421,429</b>	<b>\$210,321</b>	<b>\$2,315,474</b>

CONNDOT is providing state funding of \$210,321 (10%) during FY 2020-2021 towards CRCOG operating fund. Based on the new allocation of matching funds, \$210,321 (10%) is required from General Fund Local Assessment revenue to provide for the local match required for the FHWA transportation operating funds. Route5 East Windsor 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****\$109,724**

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

**Citizen Corps****\$ 4,000****EPA Brownfields Revolving Loan Fund Grant****\$ 43,423**

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)****\$736,490**

Funding for FY 2020-2021 is budgeted at the same level of the FY 2019-2020 and is contingent on approval of the State Budget. A contingency plan for a 50% rescission is included in **Section 4.3.3. Operating Budget Contingency**

**CDC Complete Streets Grant****\$ 43,423**

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

**Crumbling Foundations Testing Program****\$ 23,349**

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****\$2,054,931**

The Fiscal Year 2020-20201 Budget consists of 21 full-time and four part-time staff positions. The Budget includes a small adjustment for CRCOG staff.

**Fringe Benefits****\$ 865,514**

Fringe Benefits are projected at 41.85% 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 \$473,381 and include the following:

**Services & Supplies****Publications, Dues, Advertisements****\$ 30,075**

Publications, Dues, & Advertisements include the following charges:

Transportation	2,500
Policy and Planning	6,075
Municipal Services	6,500
Public Safety	1,000
Administration	14,000

**Reproduction & Printing****\$ 3,200**

Reproduction & Printing includes the following charges:

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

**Recruitment****\$ 3,500**

Administration	3,500
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**Supplies, Postage, Other****\$ 7,200**

Administration	5,000
Policy & Planning	1,000
Transportation	550
Municipal Services	250
Public Safety	400

**Computer Software Upgrade / Maintenance****\$113,014**

Administration (Includes Urban Footprint: \$3000)	7,500
Policy & Planning	4,390

<b>Municipal Services (Bonfire License)</b>	<b>14,000</b>
Transportation	
-Urban Footprint Software	27,000
-SQL (or hosting at NOVUS)	4,000
-GIS Maintenance(ArcView, ArcEditor, ArcInfo, Spatial Analysis)	12,425
-WebGIS	
-NPMRDS assistance Software	22,000
<b>Equipment Maintenance –CAD</b>	<b>\$ 4,200</b>
Transportation	
-TransCAD Maintenance	4,200
<b>Telephone</b>	<b>\$ 1,150</b>
Public Safety	300
Administration	850
<b>Consultant/Professional Services</b>	
<b>Legal</b>	<b>\$ 9,250</b>
-Public Safety	750
-Transportation	1,000
-Municipal Services	1,500
-Administration	6,000
(Legal fees relating to CRCOG administration are included in Indirect Expenses.)	
<b>Legislative Liaison</b>	<b>\$24,802</b>
<b>Consultants</b>	<b>\$116,500</b>
Policy & Planning	79,500
-(Economic Impact Study- \$50,000; Contingency-\$29,500)	
Administration	35,000
Transportation	1,000
Municipal Services	1,000
Language Interpretation	
-Transportation (includes translation for the deaf and into Spanish & Polish when needed)	
Spanish Language Translation –Documents	2,700
Spanish Language Interpretation – Meetings	2,500
Interpreter for the deaf/blind	1,300
Polish Language Translation/Interpretation	2,500
<b>Equipment &amp; Capital Costs</b>	
<b>Computers &amp; Monitors</b>	<b>\$14,000</b>
Transportation (Traffic Counters, Laser Rangefinder, Computers)	6,500
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>\$ 5,000</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 10% of the cost of lunches provided by CRCOG for various meetings was reimbursed by meeting attendees during FY 2020-2021.

<b>Mileage</b>	<b>\$11,150</b>
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Mileage reimbursement is budgeted at 57.5 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	3,000

<b>Training/Tuition Reimbursement</b>	<b>\$10,200</b>
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Transportation	5,200
Policy and Planning	500
Administration	3,500
Municipal Services	1,000

<b>Conference/Workshops</b>	<b>\$58,250</b>
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Transportation	11,500
Policy and Planning	6,500
Municipal Services	7,500
Public Safety	750
Administration	32,000

<b>Workshop – Local Government</b>	<b>\$2,200</b>
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Policy and Planning	\$2200
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<b>Annual Meetings</b>	<b>\$4,000</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 \$371,425 include the following:

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

<b>Severance</b>	<b>\$65,500</b>
Both the Executive Director and the Finance Director are scheduled to retire during FY 2020-2021. Included in the budget is \$65,500 to cover unused vacation and sick leave balances due as severance based on CRCOG's Personnel Policies.	
<b>Telephone/Data Services/Internet Fee</b>	<b>\$12,000</b>
<b>Postage</b>	<b>\$ 3,000</b>
<b>Equipment Maintenance</b>	<b>\$ 6,135</b>
<b>Insurance</b>	<b>\$ 39,500</b>
An overall 0% increase in premium is being projected for Liability, Crime and Fidelity Bond insurance for Fiscal Year 2020-2021	
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 2020-2021. CRCOG 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 \$736,490 and CRCOG's contingency plans for up to 50% rescission (or \$368,245). 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	\$100,000
Reduce direct expenditures (specifically, studies that were to use RSG funding)	\$20,000
Use of previously deferred revenue	\$125,000
Allocation of additional Local Dues intended for carry-forward	93,245
<b>TOTAL</b>	<b>368,245</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 Actual	FY2018 - 2019 Actual	FY 2019- 2020 Projected	FY 2020- 2021 Budget	Percent of Budget
Federal	1,533,279	1,379,680	2,469,755	1,366,243	2,271,086	64%
State	2,055,910	1,356,024	1,501,457	913,950	613,750	17%
Local	41,444	78,446	97,570	22,898	53,750	2%
Other	1,080,700	1,366,884	929,344	640,951	592,000	17%
<b>TOTAL</b>	<b>4,711,334</b>	<b>4,181,035</b>	<b>4,998,126</b>	<b>2,944,041</b>	<b>3,530,586</b>	<b>100%</b>
Expenditures	FY2016- 2017 Actual	FY2017- 2018 Projected	FY2018 - 2019 Projected	FY 2019- 2020 Projected	FY 2020- 2021 Budget	Percent of Budget
Homeland Security	758,322	581,632	1,762,003	1,023,542	1,629,348	46%
Municipal Services	1,515,604	676,404	907,343	650,000	410,000	12%
Policy Development and Planning	403,055	668,313	436,308	84,458	227,738	6%
Public Safety	1,152,516	1,363,962	928,819	640,951	566,000	16%
Transportation	881,836	890,724	963,652	527,867	697,500	20%
<b>Total</b>	<b>4,711,334</b>	<b>4,181,035</b>	<b>4,998,126</b>	<b>2,926,817</b>	<b>3,530,586</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	211,738	430,000	-	-	1,629,348	2,271,086
State	-	213,750	400,000	-	-	613,750
Local Dues		53,750	=			53,750
Other Sources	16,000	-	10,000	566,000	-	592,000
<b>Total Revenues</b>	<b>227,738</b>	<b>697,500</b>	<b>410,000</b>	<b>566,000</b>	<b>1,629,348</b>	<b>3,530,586</b>
<b>Expenditures</b>						
<b>Contractual / Grant Obligations</b>	<b>227,738</b>	<b>697,500</b>	<b>410,000</b>	<b>566,000</b>	<b>1,629,348</b>	<b>3,530,586</b>
<b>Total Expenditures</b>	<b>227,738</b>	<b>697,500</b>	<b>410,000</b>	<b>566,000</b>	<b>1,629,348</b>	<b>3,530,586</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 Actual	2019-2020 Amended Budget	Projected 2019-2020	2020-2021 Budget
<b>Grant &amp; Contracts Budget</b>						
<b>FEDERAL</b>						
FHWA Planning Studies and Contractors (CRCOG)	250,510	\$ 174,971	402,906	599,315	160,000	430,000
Transportation Studies					-	
Regional Transit Strategy	-		-	112,000	-	-
					-	
					-	
Plainville Study (CCMPO FHWA Carry-forward)	-		-	-	-	-
Silver Lane - East Hartford Study	11,844	67,326	57,650	32,000	23,180	-
Route 5 - East Windsor Study		66,550	64,124	56,000	61,326	-
Comprehensive Transit Service Analysis Study	-	22,708	3,573		12,746	-
New Britain BRT - Modeling	113,840		-		5,233	-
Hartford Transit	51,843	91,723	18,980		2,003	-
EPA Brownfields Assessment Grants	51,845	83,520	-		-	
EPA Brownfields Revolving Loan Fund Grant	201,297		7,161	25,000	3,255	25,000
CDC Complete Streets Grant	-		2,098	191,141	35,317	155,812
CEDS Grant	-	56,422	76,721	-	-	-
FEMA Pre-Disaster Mitigation Grant	-	234,829	74,539	30,926	22,417	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	226,219	256,566	108,329	-
Homeland Security Grant Program - FFY 2017		276	8,826	200,000	126,136	120,282
Homeland Security Grant Program - FFY 2018						357,659
MMRS 2015	46,904	23,096	-	-	-	-
MMRS 2016		20,462	26,439	-	-	-
MMRS 2017			10,728	47,500	7,168	36,766
MMRS 2018						55,000
MMRS 2019						
EMPG HAZMAT 2014	2,943		-		-	
EMPG HAZMAT 2015	31,194	6,084	-		-	
EMPG HAZMAT 2016		30,007	14,763	-	-	-
EMPG HAZMAT 2017			30,614	20,800	24,408	-
EMPG HAZMAT 2018					17,224	45,127
EMPG HAZMAT 2019					-	55,000
CITIZENS CORPS	13,356	60,735	15,223		25,000	25,000
Infectious Disease Preparedness	128,228				-	
DPH Hospital Emergency Preparedness		241,156	1,380,512	880,514	717,337	880,514
MRC - Public Health Preparedness	167,201		48,679	54,000	15,163	54,000
<b>Total Federal</b>	<b>1,533,279</b>	<b>1,379,680</b>	<b>2,469,755</b>	<b>2,505,762</b>	<b>1,366,243</b>	<b>2,271,086</b>

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	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Amended Budget	Projected 2019-2020	2020-2021 Budget
<b>STATE</b>						
Transportation						
FHWA Planning Studies and Contractors (CRCOG)	49,890	\$ 21,871	50,363	18,332	20,000	53,750
ConnDOT CCMPO Plainville Study Match	5,000		-		-	
Regional Transit Strategy	-		-	28,000	-	-
					-	-
					-	-
Plainville Study			-		-	-
Silver Lane - East Hartford Study	1,480	8,416	7,206	4,000	2,898	-
Route 5 - East Windsor Study	-	16,637	16,031	14,000	15,331	-
Comprehensive Transit Service Analysis Study	28,460	5,677	893		3,186	-
LOTICIP	147,280	164,794	170,915	160,000	166,749	160,000
UConn Eastern Gateways Study	140,544	137,702	62,644	-	-	-
UConn Farmington/Hartford	74,664	82,062	50,796	32,317	32,317	-
CT DECD Brownfields Grant	72,702	39,847	-		-	
State OPM Complete Streets Grant		167,750	157,681	19,484	23,469	-
State OPM (SGIA)/RSG			-	-	-	-
Nutmeg Network Demonstration Projects	100,000	108,682	213,496	150,000	150,000	50,000
Crumbling Foundations Testing Program		270,667	447,325	350,000	500,000	350,000
Anchor Institutions (RPIP Grant)	42,247	37,787	108,109		-	
Service Sharing Grant (OPM)	1,393,642	294,133	215,997	-	-	-
<b>Total State</b>	<b>2,055,910</b>	<b>1,356,024</b>	<b>1,501,457</b>	<b>776,133</b>	<b>913,950</b>	<b>613,750</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	50,363	131,497	20,000	53,750
Regional Fund Projects			30,000			
CCMPO Plainville Study Match	5,000		-		-	
HFPD TOD Collaborative			10,000			16,000
Silver Lane - East Hartford Study	1,480	\$ 8,416	7,206	4,000	2,898	-
<b>Total CRCOG/Local/Private</b>	<b>41,444</b>	<b>78,446</b>	<b>97,570</b>	<b>135,497</b>	<b>22,898</b>	<b>69,750</b>
<b>CONTRACT/FEE FOR SERVICES</b>						
Public Safety	-		-		-	
Participation Fee	876,710	1,074,300	609,239	717,393	554,701	566,000
CAPTAIN Reserve	-		-		-	
Heartbeat CAD System	182,028	289,662	319,581		86,250	
Regional Solid Waste Management	21,962	2,923	525	10,000	-	10,000
IT Services Cooperative	-		-	-	-	-
<b>CONTRACT/FEE FOR SERVICES</b>	<b>1,080,700</b>	<b>1,366,884</b>	<b>929,344</b>	<b>727,393</b>	<b>640,951</b>	<b>576,000</b>
<b>TOTAL PROGRAM REVENUES</b>						
	<b>4,711,334</b>	<b>4,181,035</b>	<b>4,998,126</b>	<b>4,144,785</b>	<b>2,944,041</b>	<b>3,530,586</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 Actual	2019-2020 Amended Budget	2019-2020 Projected	2020-20201 Budget
<b>Policy, Planning and Development</b>						
State OPM Complete Streets Grant	-	167,750	157,681	19,484	23,469	-
CDC Complete Streets Grant	-	-	2,098	191,141	35,317	155,812
DECD Brownfields Grant	72,702	39,847	-	-	-	-
EPA Brownfields Assessment Grant	51,845	83,520	-	-	-	-
EPA Brownfields Revolving Loan Fund Grant	201,297	-	7,161	25,000	3,255	25,000
CEDS Grant	34,964	104,581	76,721	-	-	-
HFPG Anchor Institution Grant	-	-	-	-	-	-
HFPG TOD Collaborative			10,000			16,000
Anchor Institutions (RPIP Grant)	42,247	37,787	108,109	-	-	-
FEMA Pre-Disaster Mitigation Grant	-	234,829	74,539	30,926	22,417	30,926
<b>Total Policy, Planning and Development</b>	<b>403,055</b>	<b>668,313</b>	<b>436,308</b>	<b>266,552</b>	<b>84,458</b>	<b>227,738</b>
<b>Transportation</b>						
FHWA Planning Studies and Contractors (CRCOG)	300,400	218,713	503,633	749,144	200,000	537,500
CCMPO Consultants / Plainville Study	10,000	-	-	-	-	-
New Britain BRT Modeling	113,840	-	-	-	5,233	-
Silver Lane - East Hartford Study	14,805	84,157	72,063	40,000	28,975	-
Route 5 - East Windsor Study	-	83,187	80,155	70,000	76,657	-
Comprehensive Transit Service Analysis Study	28,460	28,385	4,466	-	15,932	-
Hartford Transit	51,843	91,723	18,980		2,003	
Regional Transit Strategy	-	-	-	140,000	-	-
LOTICIP	147,280	164,794	170,915	160,000	166,749	160,000
UConn Eastern Gateways Study	140,544	137,702	62,644	-	-	-
UConn Farmington/Hartford	74,664	82,062	50,796	32,317	32,317	-
<b>Total Transportation</b>	<b>881,836</b>	<b>890,724</b>	<b>963,652</b>	<b>1,191,461</b>	<b>527,867</b>	<b>697,500</b>
<b>Municipal Services</b>						
IT Services Cooperative	-	-	-	-	-	-
Nutmeg Network Demonstration Projects	100,000	108,682	213,496	150,000	150,000	50,000
Regional Fund Projects			30,000			-
Service Sharing Grant (OPM)	1,393,642	294,133	215,997	-	-	-
Crumbling Foundations Testing Program	-	270,667	447,325	350,000	500,000	350,000
Regional Solid Waste Management	21,962	2,923	525	10,000	-	10,000
<b>Total Municipal Services</b>	<b>1,515,604</b>	<b>676,404</b>	<b>907,343</b>	<b>510,000</b>	<b>650,000</b>	<b>410,000</b>

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	2016-2017 Actual	2017-2018 Actual	2018-2019 Actual	2019-2020 Amended Budget	2019-2020 Projected	2020-2021 Budget
<b>Public Safety</b>						
Citation Grant (CONNDOT) & E-Crash	93,778	-	-	-	-	-
CAPTAIN Participation Fee	876,710	1,074,300	609,239	717,393	554,701	566,000
Heartbeat CAD System	182,028	289,662	319,581	-	86,250	-
<b>Total Public Safety</b>	<b>1,152,516</b>	<b>1,363,962</b>	<b>928,819</b>	<b>717,393</b>	<b>640,951</b>	<b>566,000</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	226,219	256,566	108,329	-
Homeland Security Grant Program - FFY 2017	-	276	8,826	200,000	126,136	120,282
Homeland Security Grant Program - FFY 2018						357,659
MMRS 2015	46,904	23,096	-	-	-	-
MMRS 2016	-	20,462	26,439	-	-	-
MMRS 2017	-	-	10,728	47,500	7,168	36,766
MMRS 2018						55,000
EMPG HAZMAT 2014	2,943	-	-	-	-	-
EMPG HAZMAT 2015	31,194	6,084	-	-	-	-
EMPG HAZMAT 2016	-	30,007	14,763	-	-	-
EMPG HAZMAT 2017	-	-	30,614	20,800	24,408	-
EMPG HAZMAT 2018						45,127
EMPG HAZMAT 2019						55,000
Citizen Corps Program	13,356	60,735	15,223	-	25,000	25,000
Infectious Disease Preparedness	128,228	-	-	-	-	-
DPH Public Health Emergency Preparedness	-	241,156	1,380,512	880,514	717,337	880,514
MRC - Public Health Preparedness	167,201	-	48,679	54,000	15,163	54,000
<b>Total Homeland Security</b>	<b>758,322</b>	<b>581,632</b>	<b>1,762,003</b>	<b>1,459,380</b>	<b>1,023,542</b>	<b>1,629,348</b>
<b>TOTAL PROGRAM EXPENDITURES</b>	<b><u>4,711,334</u></b>	<b><u>4,181,035</u></b>	<b><u>4,998,126</u></b>	<b><u>4,144,785</u></b>	<b><u>2,926,817</u></b>	<b><u>3,530,586</u></b>

## 4.5. GRANT BUDGET NOTES

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Grant revenues are estimated to be \$3,530,586 from all sources in Fiscal Year 2020-2021

### TRANSPORTATION

The following is a breakdown of federal, state and local funding for transportation work, which totals \$697,500 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 (10%). Required Local funds total \$53,750. LOTCIP is 100% funded by the state. Funding is program-specific for contractual obligations.

<u>PROJECTS</u>	<u>FEDERAL</u>	<u>STATE</u>	<u>LOCAL</u>	<u>TOTAL</u>
FHWA Planning Studies/Contractors	\$430,000	\$53,750	\$53,750	\$537,500
LOTICIP		160,000		160,000
Totals	\$430,000	\$213,750	\$53,750	\$697,500

### TRANSPORTATION

**FHWA Planning Studies and Contractual (CRCOG) \$430,000**

- Travel Demand Modeling \$200,000
- Roundabout Study \$ 80,000
- Transit Priority Corridors \$150,000

### 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 \$ 155,812**

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

**HFPD TOD Collaborative \$ 16,000**

Hartford Foundation for Public Giving is providing funds to hire a consultant to conduct capacity building exercises for the TOD Collaborative.

## **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** **\$ 50,000**

Partnership with CCAT for demonstration projects on the Nutmeg Network.

### **Regional Solid Waste Management** **\$ 10,000**

## **PUBLIC SAFETY COUNCIL**

### **CAPTAIN User Fees** **\$ 566,000**

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

Technical Support **\$ 45,000**

Network Services **\$275,000**

System Maintenance **\$246,000**

### **Homeland Security Grant Administration**

#### **(including MMRS, HAZMAT and CRI)** **\$ 694,834**

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

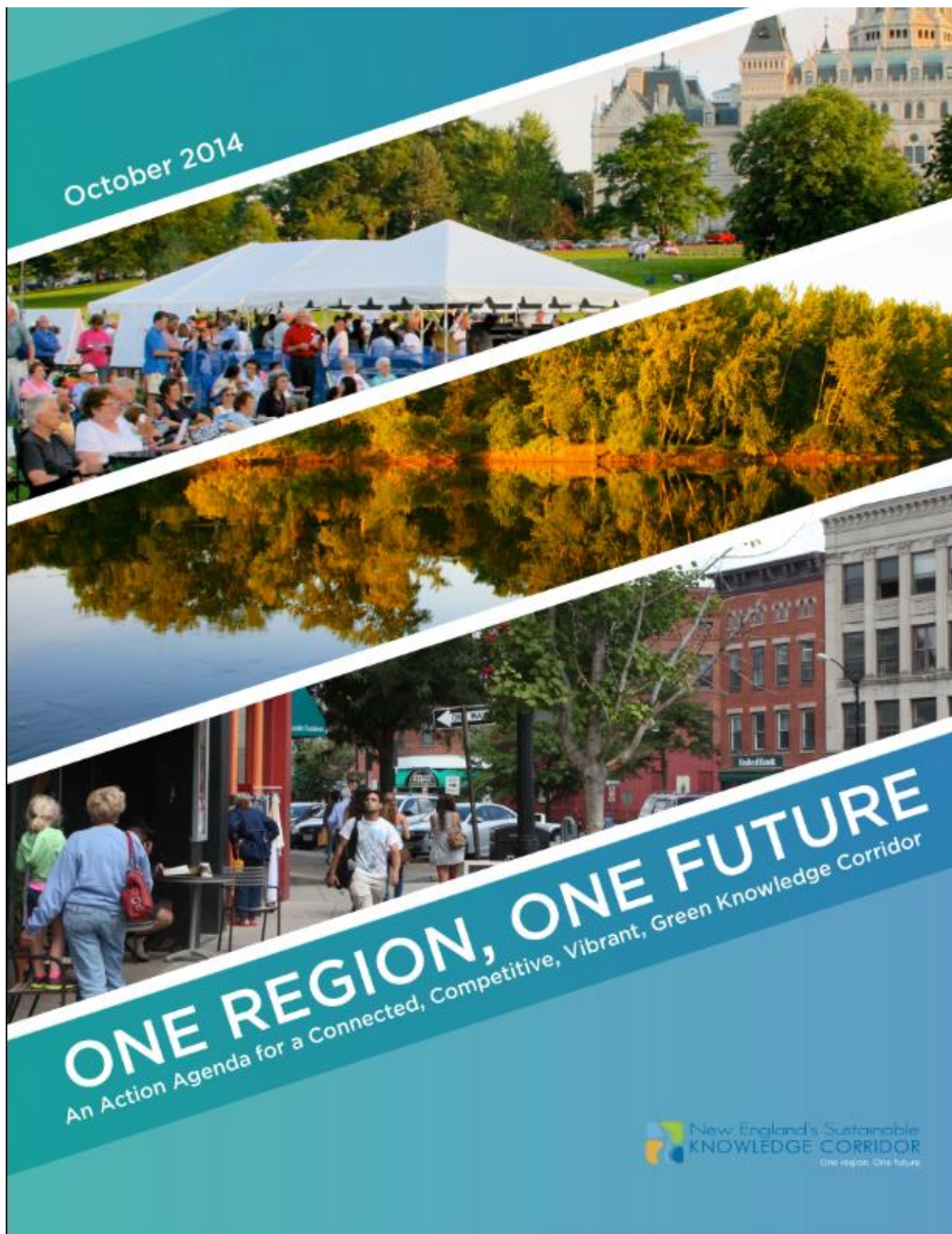
CRCOG updated its staff salary plan in 2014 to reflect changing titles and job descriptions.

- 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	2020-2021 Pay Grades		
Level	Job Titles			
A2	Office Assistant	35926	40342	44760
A3	Program Assistant Accounting Assistant	48282	51420	54558
A4	Executive Assistant/Office Coordinator	58636	62233	65832
P1	Junior Accountant Program Manager Planner Accountant	52644	59335	66026
P2	Senior Planner Senior Program Manager Contracts Specialist GIS Coordinator	57521	65818	74116
P3/P4	Special Projects Manager I Principal Planner I Senior GIS Coordinator Special Projects II Principal Planner II	60931	75835	90739
M1	Department Director I (Directors of Transportation, Public Safety, Planning and Policy Development, Municipal Services and Finance)	97756	105223	112692
M2	Department Director II/Deputy Director	107984	117600	127217
E	Executive Director			

### 5.3. 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 Gonzalves, Chris Curtis, Brittany Muller, FHI, Chris Curtis, Jonathan Rose Companies, Barbara Steele.*

## 5.4. 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/sub functional 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.

## **5.5. 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)