ANNUAL BUDGET

July 1 , 2022 - June 30, 2023

crcog.org

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Capitol Region Council of Governments, Connecticut for its annual budget for the fiscal year beginning on July 1, 2021. 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 Award

PRESENTED TO

Capitol Region Council of Governments
Connecticut

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morrill

Executive Director

CRCOG CAPITOL REGION COUNCIL OF GOVERNMENTS
Working together for a better region.

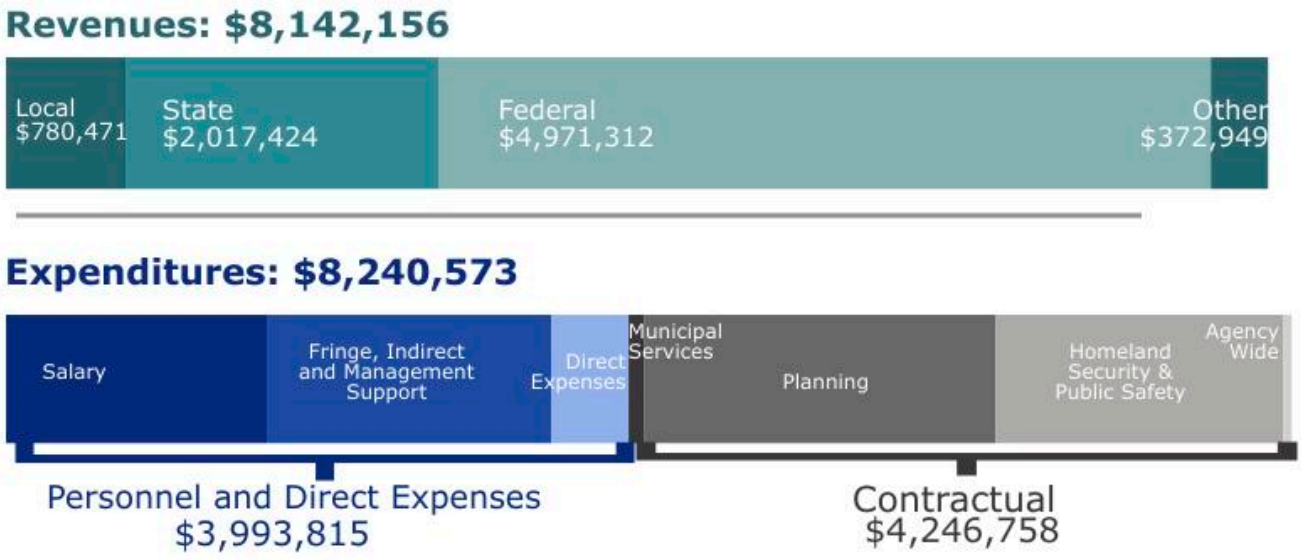
May 11, 2022

Policy Board Members:

I am pleased to present the proposed Capitol Region Council of Governments (CRCOG) budget for July 1, 2022, to June 30, 2023. Proposed expenditures total $8,240,573, representing an increase of $166,988 or 2.07% over the current year. The proposed budget reflects a fiscally stable environment despite the many challenges the region has faced in the last two years.

As a result of the COVID pandemic, we have diverted considerable resources to COVID response and recovery. CRCOG is working closely with its partners to help our region recover from the pandemic and to build a brighter future together.

The table below provides a snapshot of proposed revenues and expenditures:



Overall demand continues to be strong for CRCOG services to coordinate and lead regional planning and transportation efforts, implement public safety and homeland security projects, promote and facilitate service sharing among our members, and to harness the collective purchasing power of over one hundred entities to lower costs for everything from electricity to lawn seed. Challenging times, in fact, create more demand for collective regional efforts.

Some of the major highlights of a busy and productive year include:

- Administered over $57 million of transportation spending, including over $51 million of federally funded projects, and almost $6 million of State LOTCIP funded projects.
- Completed three Studies initiated five Studies, and initiated update of Metropolitan Transportation Plan and Natural Hazards Mitigation Plan.
- Saved members $1.92 million via Capitol Region Purchasing Council bids.

- Launched the pilot of the Job Portal with online application process.
- Designated by Congress in its FY 22 budget to receive $2 million to help struggling homeowners with crumbling foundations as well as $187,000 for Regional Natural Hazard Mitigation Planning.
- Began our 19th year of managing State Homeland Security Grant Program funds on behalf of our region and managed 14 local public health department and district subcontracts for the Public Health Emergency Preparedness Program grant funds totaling over 1.2 million dollars.

Management has prepared the proposed budget to respond to current conditions and opportunities and to best meet the needs of our members. State funding through the Regional Services Grant has been stable over the last five years and we anticipate this revenue source to remain viable in the future. In addition, with the passage of the Infrastructure Investment & Jobs Act (IIJA), staff projects that federal planning funding will increase in the coming years. CRCOG staff will continue to seek new funding opportunities at the federal and state level as well as working with various stakeholders and partners to apply for competitive grant funding. This budget once again contains our best estimate for CRCOG's five-year financial outlook.

Coming out of the pandemic, we are excited about the opportunities to utilize federal and state funding to make strategic investments in our region's future. I would like to thank our talented staff members for their assistance with preparing the proposed budget and their dedicated service to CRCOG. We look forward to reviewing the proposed budget with you.

Sincerely,

Matthew W. Hart
Executive Director

Table of Contents

GFOA Award | 2

Budget letter | 3-4

About CRCOG | 7 -15

- Demographic and Statistical Profile | 8-9
- Members | 10
- Mission | 10
- Strategic Planning and Vision | 11-12
- Organization and Management | 13-14
- Budget Process | 15

CRCOG Financial Overview | 17 - 26

- Budget at a Glance | 18-19
- CRCOG Financial Outlook | 20-22
- Fund Structure | 23-24
- Capital Assets | 25
- Financial Policies | 25-26

CRCOG Department Details | 27-58

- Administration and Finance | 28-30
- Planning | 31-44
  - Community Development | 32-39
  - Transportation | 39-44
- Public Safety and Homeland Security | 45-51
- Municipal Services | 52-58

Finances | 59-80

- Overall Budget Summary | 60-61
- Revenues | 62-68
  Expenditures | 69-79
- Budget Contingency | 80

Appendices | 81-91

- CRCOG Financial Policies | 82-86
- Staff Salary Plan | 87
- Glossary of Terms | 88-89
- Abbreviations and Acronyms | 90-91

CRCOG

ABOUT CRCOG

- Demographic and Statistical Profile
- Members
- Mission
- Strategic Planning and Vision
- Organization and Management
- Budget Process

Demographic and Statistical Profile

Population by race

Population

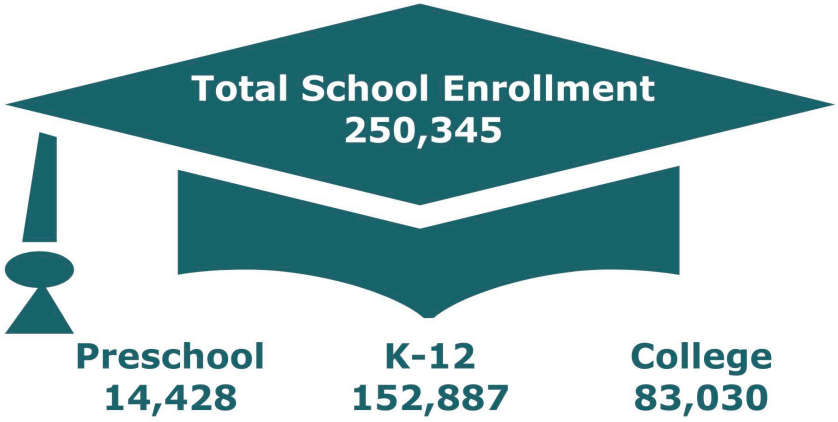
Total Population: 971,871

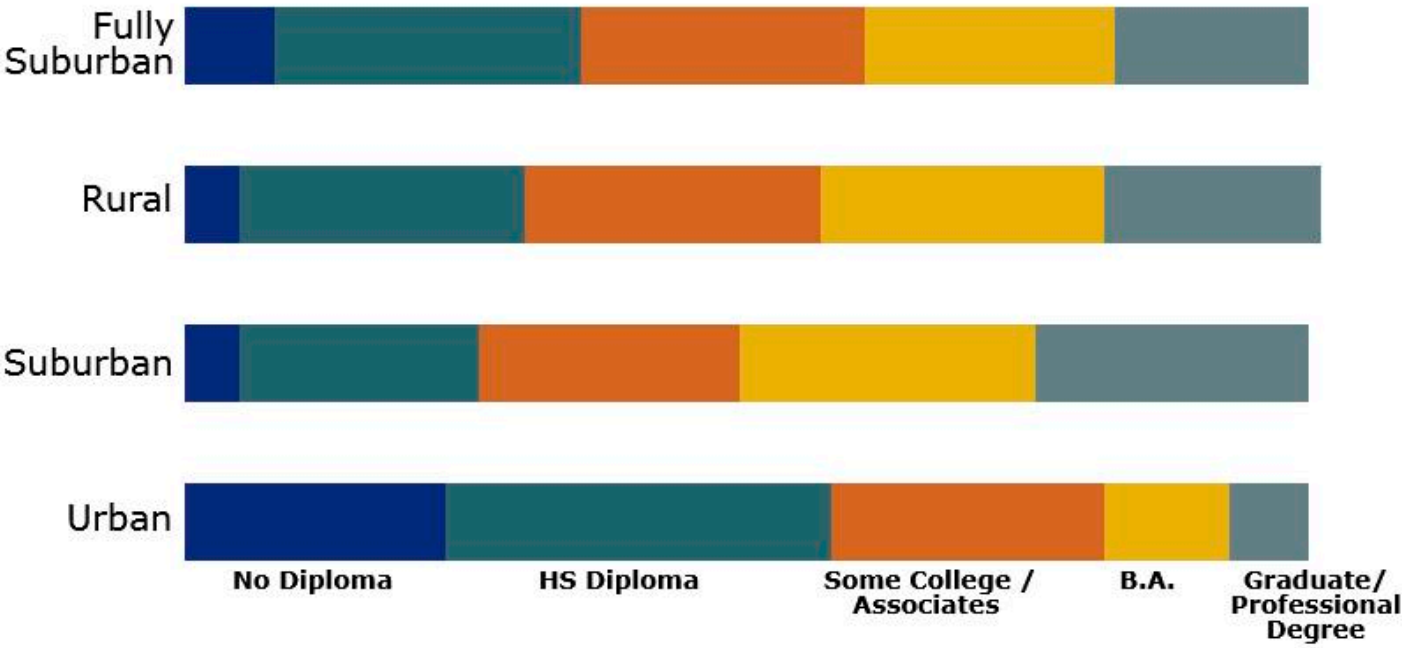
Median age

Regional total = 42.6

Median household income: $91,434

Educational achievements





Roadway mileage

Roadway Miles
Interstate and Freeway: 156
Principal and Minor Arterial: 713
Major and Minor Collector: 796
Local Roads: 3,500
Regional Total: 5,165

Daily Vehicles Miles Traveled:
24,777,266

Members

Member Towns

1. Andover
2. Avon
3. Berlin
4. Bloomfield
5. Bolton
6. Canton
7. Columbia
8. Coventry
9. East Granby
10. East Hartford
11. East Windsor
12. Ellington
13. Enfield
14. Farmington
15. Glastonbury
16. Granby
17. Hartford
18. Hebron
19. Manchester
20. Mansfield
21. Marlborough
22. New Britain
23. Newington
24. Plainville
25. Rocky Hill
26. Simsbury
27. Somers
28. South Windsor
29. Southington
30. Stafford
31. Suffield
32. Tolland
33. Vernon
34. West Hartford
35. Wethersfield
36. Willington
37. Windsor
38. Windsor Locks

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

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 50 years on a wide range of projects to benefit our towns individually and the region as a whole.

Mission

CRCOG's adopted mission is:

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

Strategic Planning and Vision

In February 2018, Policy Board members met to consider CRCOG's strategic priorities. It is from this meeting and staff input that an updated strategic plan was produced. The central vision of CRCOG's strategic plan is a ***Connected, Competitive, Vibrant, and Green*** Capitol Region. The full CRCOG Strategic Plan is based on an action plan developed in partnership with the Pioneer Valley Planning Commission (PVPC) and other public and private agencies.

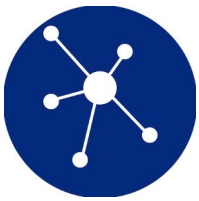
Connected

Competitive

Vibrant

Green

Vision: A Connected, Competitive, Vibrant, and Green Capital Region



Connected

Increase transportation and communication choices.

Specific Goals for Connected Capitol Region

Complete six studies by 2026.

Maximize region's infrastructure opportunities.

Specific Action items for 2022-2023:

Continue work on studies including the East Coast Greenway Study, Transit Priority Cooridors, Route 190 Enfield Study and others.

Continue work on "connected" opportunities: support for TOD, CT***fastrak***, CT***rail***Hartford Line Rail, Corridor Advisory Committee, complete streets, corridor studies, transportation safety, and regional Geographic Information Systems.

Continue core Metropolitan Planning Organization (MPO) requirements, congestion management, transit planning, bicycle/pedestrian planning, freight planning, performance measures, and LOTCIP administration.

Complete update of the the Metropolitan Transportation Plan and Public Participation Plan.

Work to maximize IIJA opportunities to benefit to our Region's Infrastructure via facilitating the securing and effective expending of available funding.

Competitive

To be competitive in New England, the United States and the global economy.

Specific Goals for Competitive Capitol Region

Update Comprehensive Economic Development Strategy (CEDS) by 2024.

Raise awareness of regional opportunities.

Specific Action items for 2022-2023:

"Market" CRCOG to give the public, legislators, and other stakeholders an understanding of CRCOG's capabilities and role in the region.

Advocate for a state and local policy center.

Update the region's CEDS.

Vibrant

Invest in and support communities to make them more livable, improve their quality of life, and protect their character and cherished landscapes.

Specific Goals for Vibrant Capitol Region

Assure a regional voice in the development of state public safety and homeland security policies, plans, and programs.

Grow direct service offerings for Municipal Services.

Specific Action items for 2022-2023:

Continue advancing other Shared Services Programs: CRCOG Regional Purchasing Council, the IT Services Cooperative, the Crumbling Foundations Testing Program and continue support of the Regional Solid Waste.

Complete our After-Action Review of the COVID-19 pandemic for the region and continue our Covid response activities.

Conduct a region wide drill and several exercises.

Green

To have energy efficient homes, businesses, and forms of transportation, as well as cleaner air and water.

Specific Goals for Vibrant Capitol Region

Create an Electric Vehicle Action Plan.

Convene and facilitate the future of Solid Waste in the state.

Continue support sustainable initiatives.

Specific Action items for 2022-2023:

Facilitate understanding of the future of Solid Waste in the state and target environmentally friendly long-term solution.

Continue work on the MetroHartford Brownfields Program.

Monitor Connecticut Department of Transportation(CTDOT)'s development of a statewide electric vehicle plan.

Continue assisting towns with MS-4, solid waste reduction, stormwater management and other initiatives.

Organization and Management

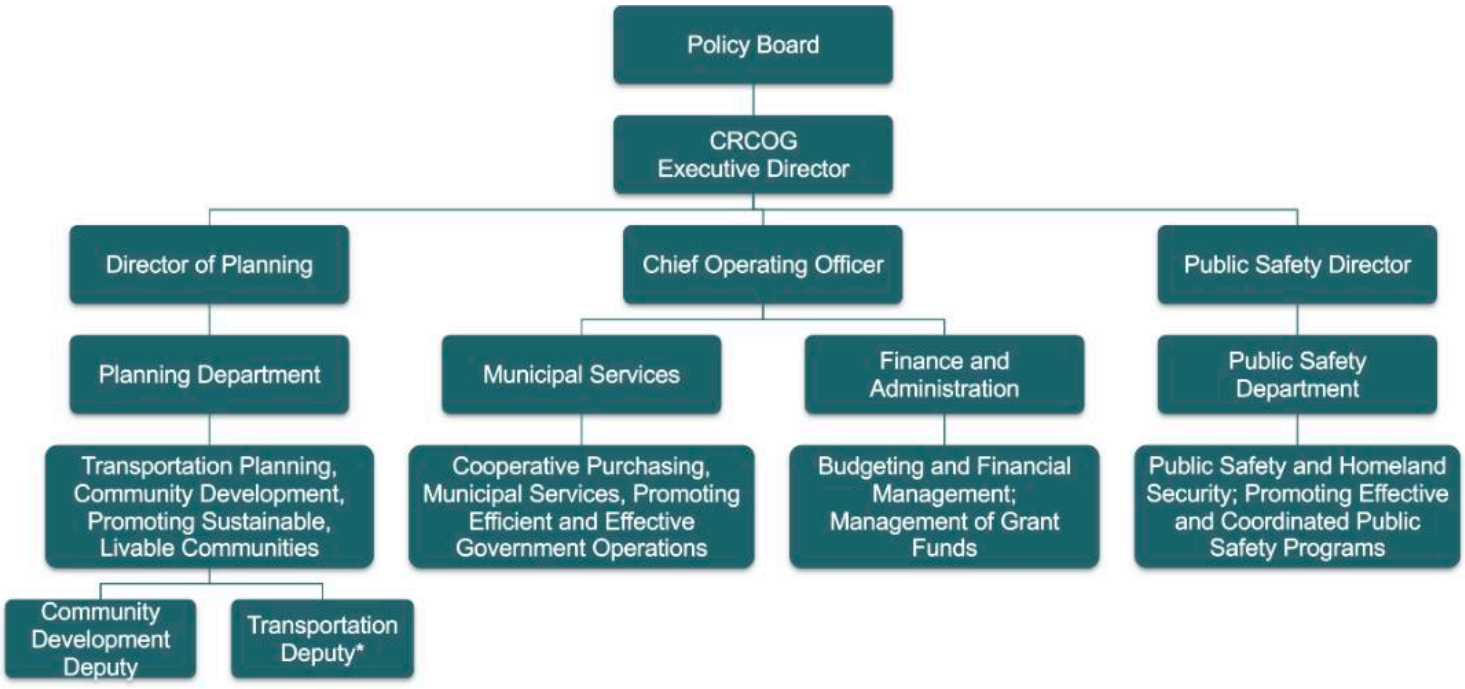
The Capitol Region Council of Governments (CRCOG), established under Connecticut General Statutes, is a voluntary association of municipal governments. CRCOG is governed by a Policy Board comprised of the mayors, first selectmen, and town council chairmen of its 38 member municipalities. The Policy Board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

- **Transportation Committee** — reviews and makes recommendations for funding 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.

The Policy Board with one additional member serves as the region's Metropolitan Planning Organization (MPO) and approves Transportation Improvement Plans as well as other MPO related planning decisions.

CRCOG's Executive Director reports to the Policy Board and is responsible for the day-to-day management of the organization. In FY20-21, CRCOG re-organized its departments to better serve its members. CRCOG's structure is depicted below.

CRCOG Organizational Structure



*Transportation Deputy is CRCOG's Title VI coordinator and has direct access to the Executive Director for Title VI issues

CRCOG Job Classifications

PAY GRADE	JOB TITLES	2021-2022	2022-2023
A2	Office Assistant	0	0
A3	Program Assistant / Accounting Assistant / Administrative Assistant	3	3
A4	Executive Assistant	0	0
P1	Program Manager / Planner / Junior Accountant	4	6
P2	Senior Planner / Senior Program Manager	4	4
	Senior Accountant		
P3/P4	Principal Planner I and II	9	10
	Principal Program Manager I and II Department Deputy		
M1	Department Director I	2	2
M2	Chief Operating Officer / Deputy Director	1	1
E	Executive Director	1	1

CRCOG Staffing Levels

Staffing level (June 30)	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23 (Budget)
Finance and Administration (includes Executive Director, Special Projects, and Executive Assistant)	5.68	5.86	5.30	6.02	6.6
Planning	13.08	12.39	12.59	12.80	14.64
Public Safety and Homeland Security	1.23	1.18	.85	0.28	.83
Regional Services Grant (Agency Wide)	1.93	2.86	4.32	4.75	4.01
Municipal Services	2.27	1.61	1.12	1.00	.63
TOTAL CRCOG STAFF	24.19	23.9	24.18	25.15	26.71

In addition, CRCOG employs contractors on an as-needed basis to work on specific projects. Currently Public Safety and Homeland Security has the equivalent of 1.8 full time contractors.

CRCOG Budget Process

The Chief Operating Officer (COO) is the chief financial advisor to the Executive Director and directs the preparation of CRCOG's budget. The COO issues instructions and guidelines for budget preparation to each department.

The Fiscal Year is the 12-month financial period used for record-keeping, budgeting, and monitoring revenues and expenditures. The Fiscal Year begins July 1 and ends June 30 of the following year. The budget also reflects CRCOG's priorities through determining how revenues will be appropriated over the fiscal year.

In the first phase of the budget process, the Directors of each department evaluate past and current year spending and consider future needs to formulate their budget requests.

In the second phase of the budget process, the Executive Director and COO meet regularly 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.

As needed, the Executive Director and COO meet with the Finance and Personnel Committee in mid to late March to discuss progress on the budget preparation and any potential policy issues. The committee makes recommendations on balancing the budget and use of the fund balance as needed.

Once the budget is balanced, the COO prepares a budget document in April under the direction of the Executive Director. The budget document is presented to the Executive Committee for approval in May, and the approved budget is presented to the Policy Board.

Budget Preparation Calendar

Budget preparation for 2021-2022 followed this calendar:

1. January – March
    - Department Directors developed preliminary projections and submitted to Finance for review and comment. Final Projections were due by March 31.
    - Executive Director and COO worked with the projected numbers and established a preliminary budget for the following year. Department Directors provided input and guidance regarding individual department information.
2. April – Department narratives were prepared. Departments examined and revised performance metrics, goals, and objectives for the coming year.
3. May 11: Final Draft presentation and approval by Executive Committee.
4. May 25: Final Draft approval by Policy Board.

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 COO 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.

CRCOG

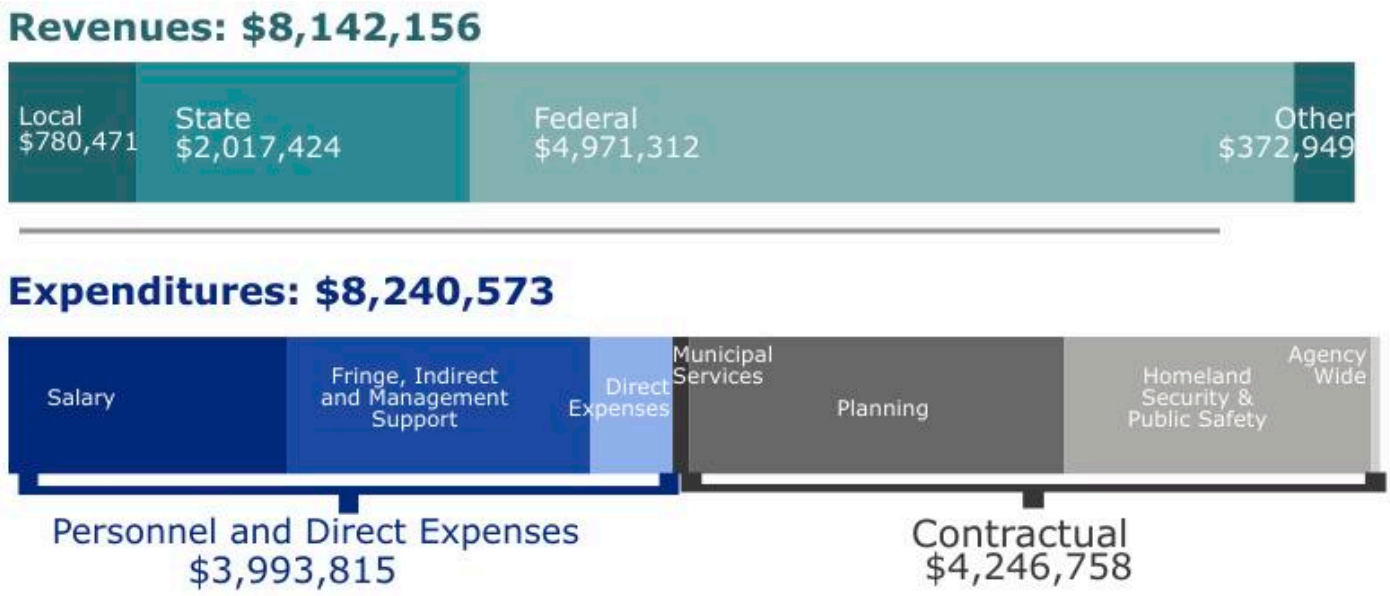
CRCOG FINANCIAL OVERVIEW

- Budget at a Glance
- CRCOG Financial Outlook
- Fund Structure
- Capital Assets
- Financial Policies

Budget at a Glance

CRCOG's budget differs greatly from municipal and county budgets. Most of our revenues come from federal and state grants as well as user fees. Local government dues make up a small, but significant, part of our budget. Per federal guidelines, CRCOG uses an indirect cost allocation method to charge indirect and fringe benefit costs to grants and programs as hours are worked.

Revenue and Expenditures

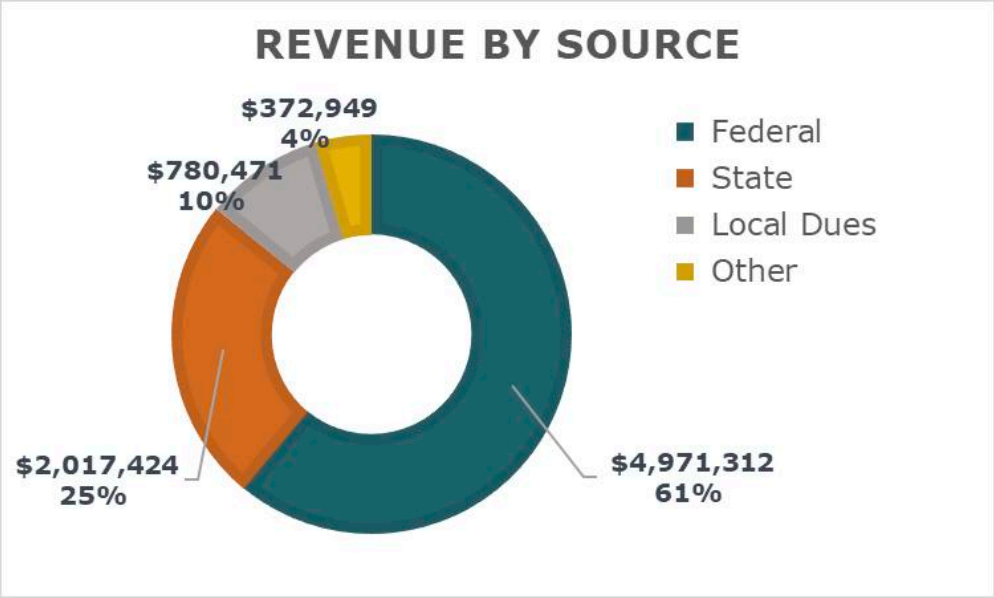


Expenditures is greater than Revenue as the CAPTAIN program uses $320K from its fund balance to sunset the CAPTAIN program.

Revenue by Department and Source

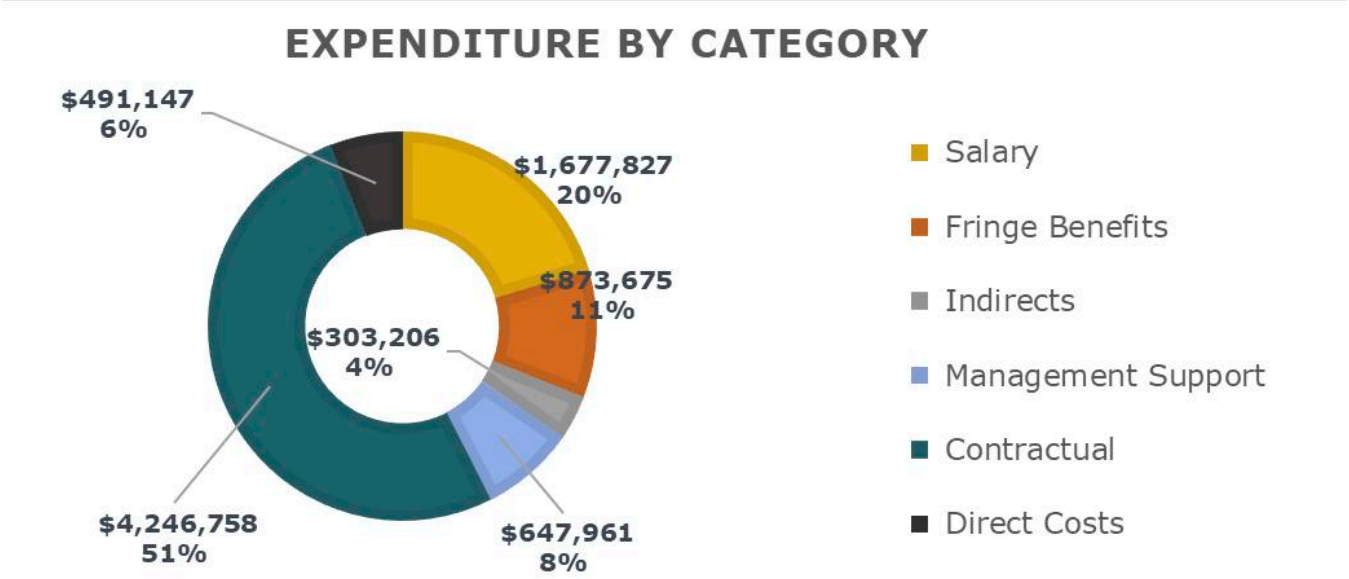
Revenue	Planning	Municipal Services	Public Safety and Homeland	Agency Wide	Total
Federal	$3,457,427	$-	$1,513,886	$-	**$4,971,312**
State	$1,033,075	$135,000	$-	$849,349	**$2,017,424**
Local Dues	$322,715	$-	$-	$457,756	**$780,471**
Other	$30,709	$131,000	$211,240	$-	**$372,949**
TOTAL	**$4,843,926**	**$266,000**	**$1,725,126**	**$ 1,307,104**	**$8,142,156**

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



Expenditure by Department and Category

Expenditures	Planning	Municipal Services	Public Safety and Homeland	Agency Wide	Total
Personnel	$1,176,284	$58,328	$89,056	$354,159	$1,677,827
Fringe	$612,512	$30,372	$46,373	$184,417	$873,675
Indirect Expenses	$212,570	$10,541	$16,094	$64,001	$303,206
Management	$454,269	$22,526	$34,393	$136,773	$647,961
Contractual	$2,247,869	$105,000	$1,843,890	$50,000	$4,246,758
Direct Expenses	$140,423	$38,250	$5,550	$306,925	$491,147
TOTAL	**$4,843,927**	**$265,017**	**$2,035,355**	**$ 1,096,275**	**$8,240,573**



CRCOG Financial Outlook

Short-Term Outlook

CRCOG's short-term outlook has had significant changes from the previous years. CRCOG anticipates reverberations of the COVID-19 pandemic will continue for both the short and long term at all levels. In addition, the Infrastructure Investment and Jobs Act (IIJA) will also positively impact CRCOG's short and long term outlook.

Federal

- CRCOG has traditionally carried over a large portion of FHWA funding. Beginning in FY2021 CRCOG made concerted efforts in to expend the carry over funding and this effort continues through FY 2022-2023.
- IIJA increased CRCOG's portion of FHWA funding. CRCOG is currently in discussions with CTDOT on whether this increase will be included in FY 2022-2023, which is still yet to be determined. CRCOG has created a contingency table to increase staff once we receive confirmation if the increase will occur in FY 2022-2023.
- IIJA has many competitive funding opportunities. CRCOG recently applied for a Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant and anticipate additional competitive grant proposals in FY 2022-2023 and beyond.
- CRCOG received Congressionally Directed Funding through Senator Murphy and a Community Directed Funding through Congressman Courtney. The first was $137,000 for Hazard Mitigation Planning. The second was to support Crumbling Foundations in Eastern and Central Connecticut. CRCOG is currently awaiting details and further guidance from the appropriate agencies.

State

- Regional Services Grant (RSG) has become relatively stable in the last few years. CRCOG has budgeted for what is currently in statute. There is a possibility that RSG may have a small change in the per capita funding formula to CRCOG's benefit. This contingency has also been included in the contingency table for FY 2022-2023. As the state turn towards a more regional emphasis, CRCOG expects state funding for Councils of Governments (COGs) to remain relatively stable and consistent.
- Other state funded programs may be at risk in the future (including LOTCIP and Crumbling Foundations Testing Program). CRCOG will continue to monitor and will respond accordingly.

Local

- CRCOG continues to contribute a portion of its local dues to a "Regional Program Fund" that enables CRCOG to begin regional projects without outside funding. This funding has been used in the past for 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.
- CROCG will not be increasing its dues for this coming fiscal year.

Five Year Outlook

CRCOG's focus on achieving a Connected, Competitive, Vibrant, Green region is reflected in its long-range financial plans. Specifically, CRCOG looks to make sure its expenditure plans reflect CRCOG's strategic goals and supports our region in a multi-faceted way.

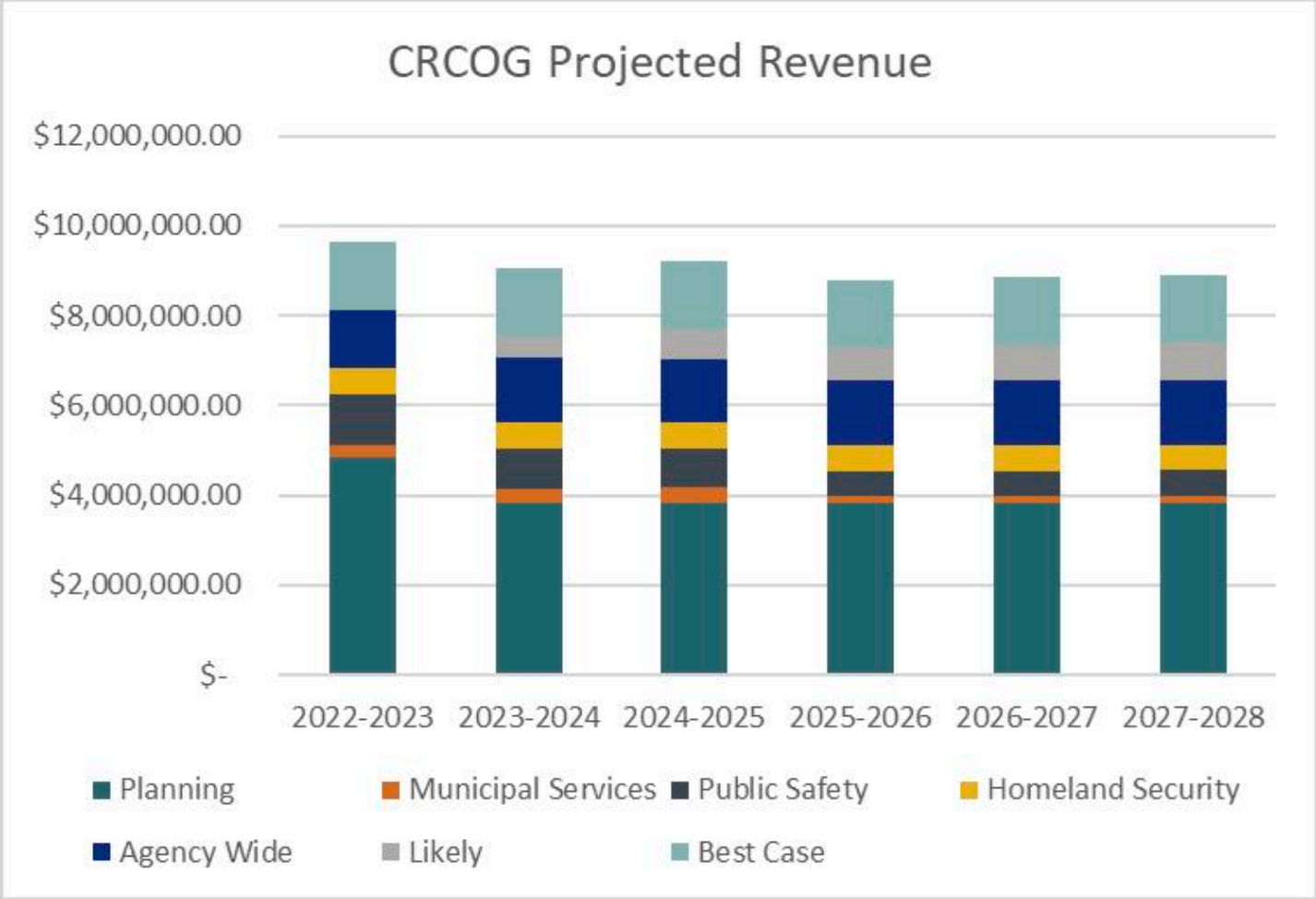
CRCOG undertakes a revenue projection for the next five years in order to assess how the current fiscal climate will affect the organization.

- Federal revenues: Given the passage of IIJA as well as opportunities for Congressional directed and community funded grants, federal opportunities have increased for revenue, especially in

the Connected and Vibrant strategic goals. CRCOG views current funding as relatively stable and increasing in the near future and stabilizing to the higher level in the outer years. Additional opportunities are available, but competitive grants are unpredictable.

- State revenues: RSG formula is relatively stable.
- 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. Depending on the agency and grant, CRCOG often does not adequately recover overhead and administrative costs from some grants and needs a certain amount of local revenue to provide matching funds for grants.

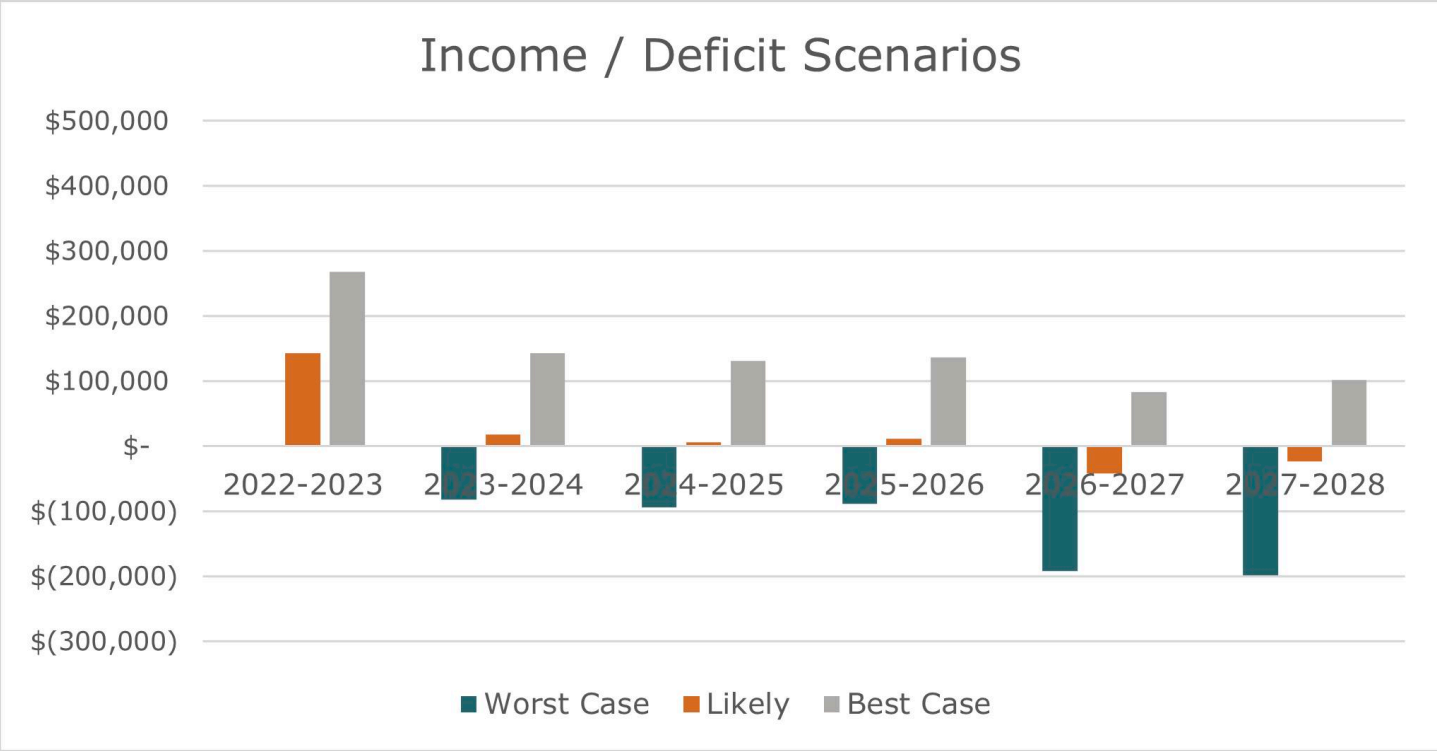


Although the above graph shows a decline in future years CRCOG's expected revenues, several revenue streams do not directly affect CRCOG's operations and staff. The core functional funding is more stable than would appear at first glance.

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 the later years. CRCOG currently analyzes three scenarios:

- Worst Case: In this scenario, all carryover funding would be expended by FY2026-2027 requiring mitigation measures as early as 2025-2026. Worst case would include a significant cut in Regional Services Grant or other well established state or federal funding. CRCOG staff does not believe this to be a likely. Please note, the Worst Case scenario presumes staffing levels equal or higher to the other scenarios. If the Worst Case is realized in the earlier years, CRCOG will not fill open positions mitigating expenditures prior to **2025-2026.**
- Likely: Some current estimate of state regional funding remains in place and other sources of funding become available or grow. Given this scenario, use of carry-over funding would not be required until 2026-2027, at which time CRCOG would consider mitigation measures.
- 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.



Based on the understanding of the long-term funding picture, CRCOG is planning to review expenses and opportunities and concentrate mitigation measures in FY2026-27. If the Worst Case or some variation of the worst case comes to fruition, CRCOG will take a two-pronged approach: revenue increases and expenditure decreases beginning FY2024-2025. CRCOG is constantly expanding its horizons for potential grants and looking towards multiple agencies at the federal, state, and local levels. CRCOG must remain vigilant of potential oncoming financial realities but CRCOG anticipates the future to be relatively stable.

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 as well as its audited financial statements.

The following funds are subject to budgetary appropriation:

- General Fund
- Public Safety Programs
- FHWA
- Regional Services Grant
- Municipal Services Fund
- Special Projects
- Non-Major Governmental Funds

Audited financial statement presentation of CRCOG activities varies from the funds as presented in the budget. All funds are accounted for in the audited financial statements.

The **General Fund** includes activities that support the overall administration and financial management of 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 **Public Safety and Homeland Security Programs** includes activities which provide support and administration to regional public safety initiatives. This Fund includes activities funded by the U.S. Department of Homeland Security passed through the State of Connecticut.

The **FHWA and Other Planning Funds** includes all activities funded by various sources related to the work of the Transportation Department through the Federal Highway Administration as well as Community Development Planning projects. This includes grants and contracts received from the Federal and State Governments.

The **Regional Services Grant** is a fund established for the state Regional Services Grant (RSG) given to each COG for regional initiatives and programs as well as regional statutory activities.

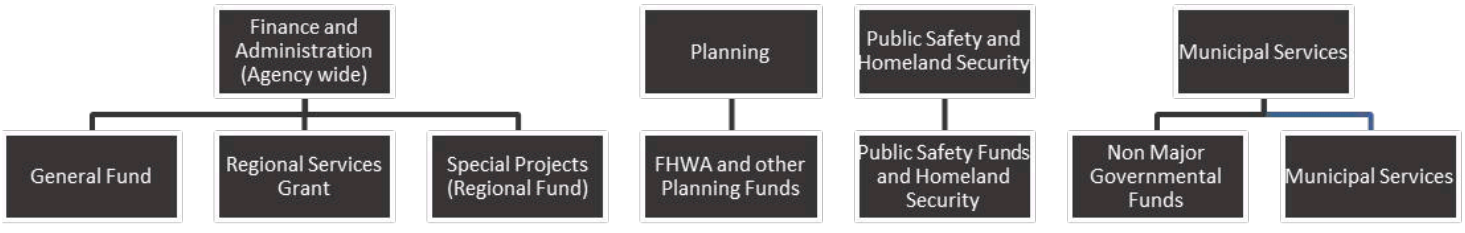
The **Municipal Services Fund** is a fund that includes all the shared services activities within Municipal Services, including the Capitol Region Purchasing Council, and the IT Services Cooperative.

The **Special Projects Fund** incorporates the Regional Fund and the activities related to the Regional Fund. Although the Regional 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.

Non-major 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 shortfalls. This current budget uses Public Safety CAPTAIN Funds to make up shortfall within the Public Safety CAPTAIN program.

CRCOG Funds by Department



Historical Fund Balances

	General Fund	Regional Services Grant	Special Projects / Regional	FHWA and other Planning	Public Safety and Homeland	Municipal Services	Non-Major Governmental Funds
June 30, 2017	916,177	0	0	186,202	87,639	0	(110)
June 30, 2018	1,024,854	0	0	222,099	50,863	0	(110)
June 30, 2019	1,249,884	0	80,896	141,678	50,863	0	(110)
June 30, 2020	1,671,522	0	80,896	0	0	0	141,678
June 30, 2021	1,983,673	0	1,547,917	0	1,331,241	96,999	83,148

In FY 2021 CRCOG changed its accounting procedures to recognized revenue that had been previously deferred. This accounts for the large projected change in the Public Safety and Special Projects Fund Balances.

Per the direction of the Policy Board and Personnel and Finance Committee, CRCOG will maintain a fund balance in Municipal Services (non-Major Governmental Funds) of $100,000 and transferring the remainder of the fund balance to the Regional Fund.

Projected Fund Balances

	General Fund	Regional Services Grant	Special Projects / Regional Fund	FHWA and Planning	Public Safety and Homeland Security	Municipal Services	Non-Major Governmental Funds
June 30, 2022	**$2,121,635**	**$-**	**$1,697,917**	**$-**	**$1,081,241**	**$101,999**	**$83,148**
Revenue							
Federal	-	-	-	$3,457,427	$1,513,886		-
State	-	$849,349	-	$1,033,075	-		$135,000
Local Dues	$307,756	-	$150,000	$322,715	-		-
Other/User Fees	-	-		$30,709	$211,240	$131,000	
Total Revenue	**$307,756**	**$849,349**	**$150,000**	**$ 4,843,926**	**$1,725,126**	**$131,000**	**$135,000**
Expenses							
Personnel /	-	$739,350	-	$2,455,636	$185,915	$92,589	$29,178
Direct	$196,926	$109,999	-	$140,423	$5,550	$38,250	
Contractual	-	-	$50,000	$2,247,869	$1,843,890	-	$105,000
Total	**$196,926**	**$849,349**	**$50,000**	**$ 4,843,927**	**$2,035,355**	**$130,839**	**$134,178**
Net Change	***$110,830***	**-**	***$100,000***	**-**	***$(310,229)***	***$161***	***$822***
Projected FY	**$2,232,465**	**-**	**$1,797,917**	**-**	**$771,012**	**$102,160**	**$83,970**

The Public Safety/Homeland Security Fund is expected to decrease by $310,229. This is due to the ongoing transition off of the regional CAPTAIN mobile data communications system, as municipalities move to various CAD/RMS systems which contain similar features/technology. The transition will be complete in FY 2022-2023.

Capital Assets and Debt

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 three years for computers, and five years for leasehold improvements and office equipment, and seven years for furniture. The following table presents projected CRCOG's capital assets net depreciation.

CRCOG Capital Assets

Capital	FY17-18	FY18-19	FY19-20	FY20-21	FY21-22	FY22-23
Furniture	43,045	40,452	36,010	30,886	38,755	41,172
Computers	24,630	29,412	31,413	17,863	19,708	25,339
Leasehold	0	0	-	-	-	3,600
Total	67,675	69,864	67,423	48,749	58,463	70,110

Statute prohibit CRCOG from issuing tax exempt debt or acting in the capacity as a conduit of tax-exempt debt. The Capitol Region Council of Governments does not have any debt.

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:
  - Balanced budget
  - Long range planning
  - Asset inventory
- Revenue, including:
  - Revenue diversification
  - Fees for service
  - One-time revenue and unpredictable revenue
- Expenditures, including:
  - Financial accounting and budgeting (accountability)
  - Fund balance (reserve accounts)
  - Debt
  - Procurement
  - Cash management

Financial Policies and Current Status

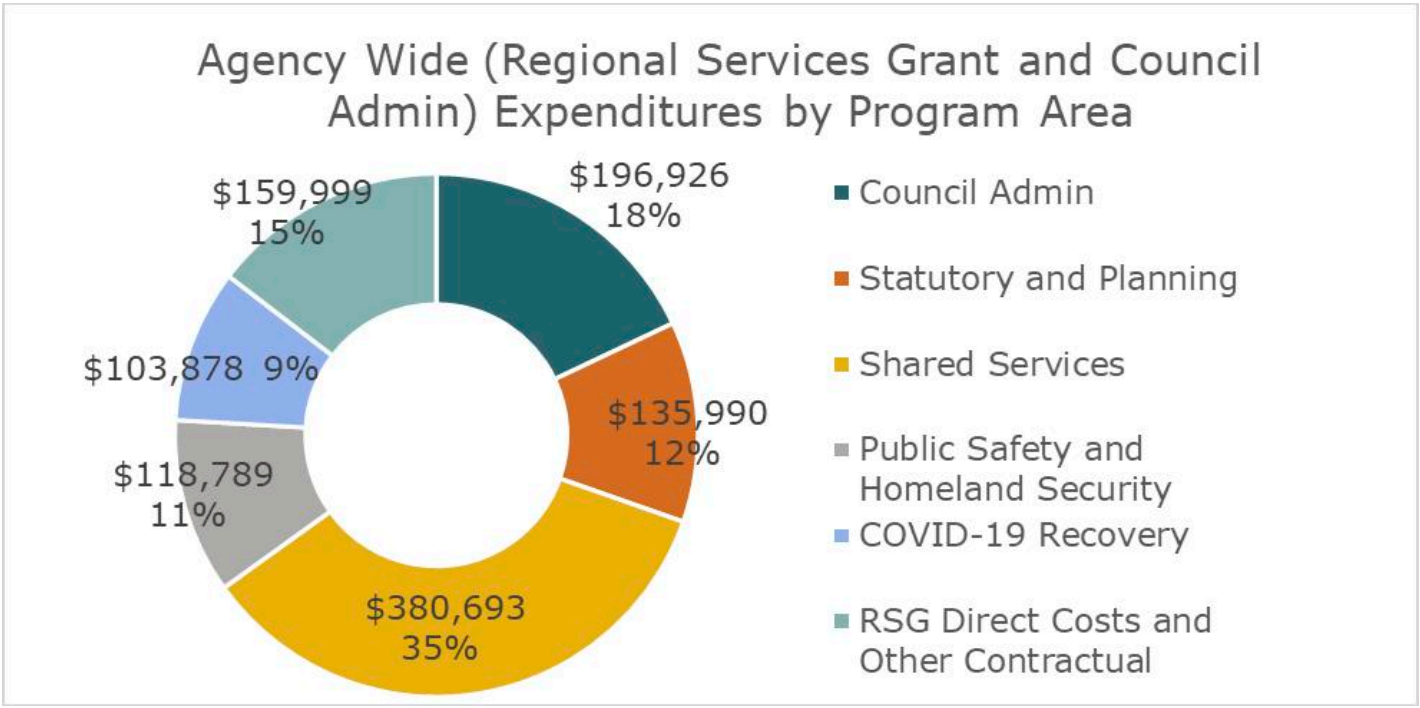
Financial Policy	Status
Balanced budget: Expenditure is within ¾% of revenue.	The current budget meets this requirement.
Long range planning: Diversify sources of funds; Review staffing levels against multi-year grants; Stabilize town dues.	The current budget: Although funding sources are still largely federal, they originate from different agencies. Current and future expected staffing levels match existing multi-year grants. Town dues are stable.
Asset Inventory: Maintain an asset inventory of capital assets of $5,000 or more.	CRCOG has an asset inventory of all capital assets.
Financial Accounting and Budget Policy: Modified accrual for all funds. Financial Monitoring/Auditing: Quarterly financial reports. Reporting required by granting agency.	CRCOG uses modified accrual basis in accounting, budgeting, and auditing for all funds. CRCOG has created quarterly financial reports. CRCOG has maintained all reporting requirements by granting agencies.
Revenue Policy: Diversification - Diversify funding sources while maintaining core mission of cooperation across the region. Fees for service - where CRCOG sets a fee for service, the fees should cover the total cost of the service. Fees not covering the costs must be approved by Board action.	CRCOG continues to diversify funding at the local, state, and federal levels as well as the private sector and fees for service opportunities. Within Public Safety, the current fees for service do not meet this policy but the program is sunsetting. The fees within Municipal Services and GIS services cover the cost and CRCOG. The current budget meets this policy.
General fund balance: Three months of operating expenses in reserve.	The current budget meets this requirement.
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 by 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's appendix.

DEPARTMENT DETAILS

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

Administration and Finance



Revenue by Source and Expenditure by Category

FY 2021-2022 Regional Services Grant and Council Admin Budget	
Revenue	
State	$849,349
Local Dues	$457,756
Other	$-
Total Revenues	**$1,307,104**
Expenditures	
Personnel	$739,350
RSG Direct Costs	$109,999
Grants and Contractual	$50,000
Council Admin Direct Costs	$196,926
Total Expenditures	**$1,096,275**

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.

***Mission**: Provide general management and direction for CRCOG and 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 CRCOG's operating departments in achieving their program objectives; provide financial information on a timely and meaningful basis to the Executive Director and Policy Board.*

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.
- Maintain the annual salary plan consistent with market data and economic conditions.

2021-2022 Accomplishments and Performance

- Worked in coalitions to advance transit and transportation opportunities in the region.
- Successfully transitioned the retirement of the Executive Director and hiring of a new Executive Director.
- Implemented updated codes to comply with GAAP changes and made processing more efficient.
- Completed training for reporting, month-end reports and year-end roll-over.
- Received a clean audit opinion for the 2020-2021 Annual Audit.
- Utilized SharePoint software to develop annual budget.
- Processed accurate and timely payments to vendors.
- Entered into a partnership agreement with the Navy Sub-base to assist in procurement.

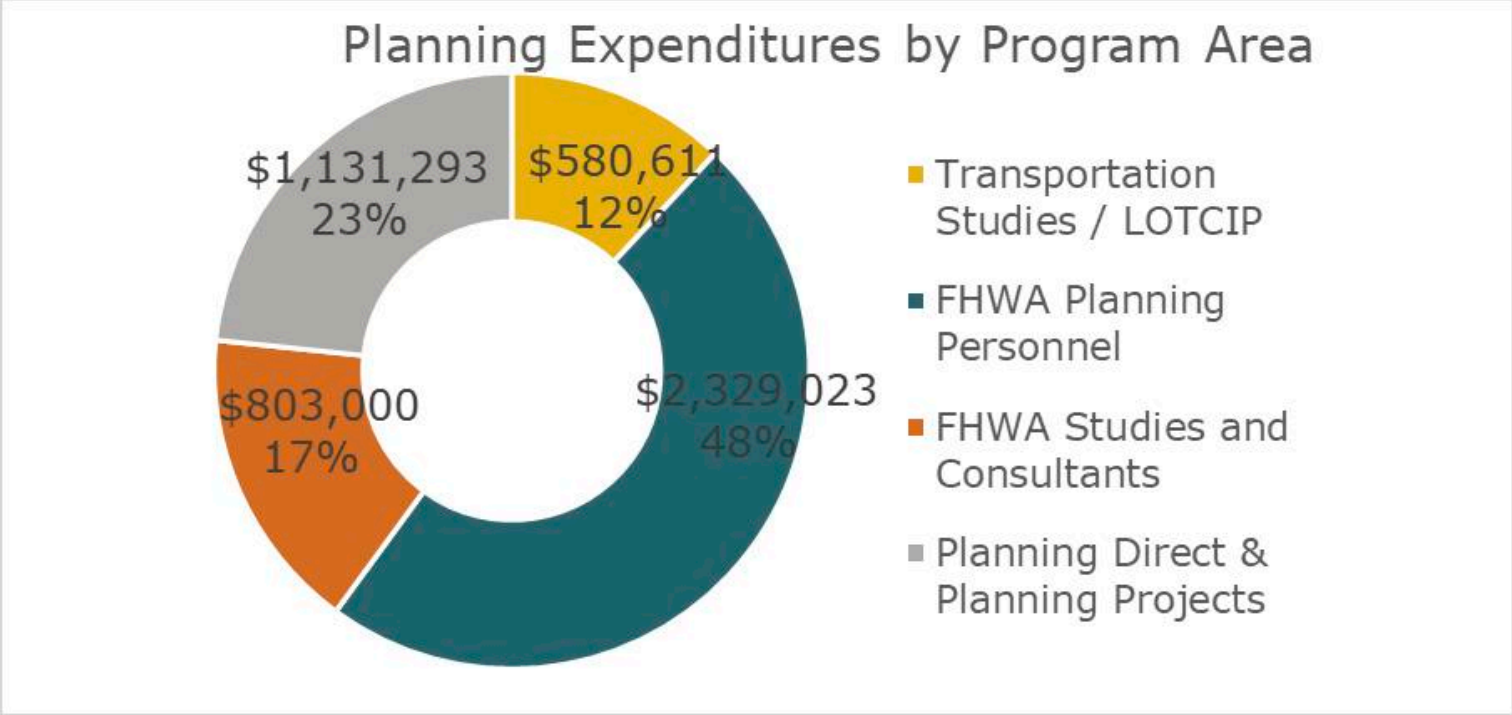
Finance Performance

Provide reliable financial information in a timely manner		
	2020	**2021**
Number of finance related audit findings	0	0
Number of PO's processed annually	357	310
Percent of time PO's processed within 2 business days	100	100
Provide benefit costs of total compensation reports	1	1
Provide responsible management of CRCOG's cash planning and financial activities		
Number of invoices billed (Accounts Receivable)	128	128
Percent of funds deposited within five days of receipt	98	98
Percent of deposits posted to GMS within five business days	99	99
Percent of vendor invoices paid within two weeks of receipt in finance	96	98
Number of vendor invoices processed on annual basis (Accounts Payable)	1,787	1916

2022-2023 Objectives

- Advance and assist in applying for IIJA competitive grants.
- Continue to pursue leveraging opportunities to provide improved and lower cost public services.
- 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.
- Assist in exploration of revenue options for infrastructure expenditures in both state and regional contexts.
- Receive a clean audit opinion for the 2021-2022 Annual Audit.
- Enhance Departmental and Agency-wide Financial Reporting System.
- Enhance GMS training for staff.
- Continue Training for Finance Department Staff in Personnel and Benefit Administration.
- Continue implementing CRCOG's branding style guide and improve CRCOG Communications across all channels.
- Update CRCOG's website.

Planning



Revenue by Source and Expenditure by Category

FY 2022-2023 Planning Budget	
Revenue	
Federal	$3,457,427
State	$1,033,075
Local Dues	$322,715
Other Funds	$30,709
Total Revenues	**$4,843,926**
Expenditures	
Personnel	$2,455,636
Direct Costs	$140,423
LOTCIP Contractual	$380,620
FHWA Studies	$803,000
Planning Projects	$1,064,248
Total Expenditures	**$4,843,927**

Introduction

In FY 2021, CRCOG consolidated its planning department. There are primarily two program areas within Planning: Community Development and Transportation. Planning staff, however, integrate across these two program areas.

***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; and*

Work to achieve a multi-modal, balanced regional transportation system inclusive of automobile, 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.

The CRCOG Community Development Unit's major areas of responsibility are regional planning which balances conservation and development within the region, and general leadership on program and policy development around livable and sustainable communities, focusing on both land use and transportation issues. For many projects, CRCOG integrates land use and transportation planning. Staff have expertise in both 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.

The Transportation Unit of CRCOG's Planning Department defines 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. The Transportation and Community Development Units of the Planning Department work together to achieve integrated planning goals. Staff have expertise in both 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.

Planning - Community Development

Committees:

Community Development 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-oriented development.
- Active transportation (bike and pedestrian) and complete streets planning and promotion in coordination with the Transportation Division.
- MetroHartford Brownfields Program.
- Staff support for the CRCOG Foundation.
- 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.
- Maintenance and enhancement of CRCOG's 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.

Goals for Community Development

- Work to improve the livability and sustainability of Capitol Region communities through projects that:
    - Foster distinctive and attractive communities with a strong sense of place.
    - Concentrate development and mixed uses.
    - Expand housing opportunities, including housing to meet the needs of all our citizens, regardless of income, age, race, ethnicity, and special needs.
    - Create walkable, bikeable, and accessible communities.
    - Accelerate inclusive economic growth.
    - Preserve open space, working and prime farmland, and critical environmental areas.
    - Strengthen and direct development toward existing communities.
    - Make development decisions predictable, fair, and cost effective.
    - 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.

2021-2022 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 2021-2022:

Activities that support a ***Connected Capitol Region***:

- Engaged towns in discussion of transit-oriented development (TOD) opportunities linked to the

CT***fastrak***and the CT***rail***-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). Community Development 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.

- Initiated a new Transit-Oriented Development study for the region. The study will look at the financial feasibility of individual sites in station areas along the CT***fastrak*** and CT***rail***corridors.
- 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, increasing housing choice with a focus on housing affordability, and attention to complete streets per our regional Completes Streets policy. Supported expansion of the regional pedestrian and bicycle network through planning and conducting ***CRCOG Bike and Pedestrian Committee*** meetings and conducting the ***Septmeber 2021 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.
- Continued 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 completed a solicitation for bicycle education projects, hosted a series of complete streets and bicycle education workshops, and have begun to execute scopes of work for projects that will be completed in FY2022 and 2023.
- Served on the ***Hartford Complete Streets Task Force***, a group which grew out of the national Mayors Complete Streets Challenge.
- CRCOG led an effort to bring a bikeshare program to the region. This program was halted when the chosen vendor went out of business. Staff worked with the successor entity to modify the program into a pilot scooter share program for the City of Hartford. We continued to explore a regional bikeshare system by successfully executing a Request for Proposals for an update to a prior feasibility study, which is nearing completion.
- 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.
- 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.

Activities that support a ***Competitive Capitol Region***:

- 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.
- Conducted an economic impact study of proposed improvements to the Hartford Line as well as East-West Rail between Springfield and Boston. The study looked at broad economy-wide impacts that could be realized with the increased connectivity. It showed significant benefits could accrue if the improvements were made.
- In coordination with the Connecticut Department of Economic and Community Development (DECD), applied for a grant from the US Economic Development Administration for CARES Act funding. The funding would provide resources for CRCOG to update its Comprehensive Economic Development Strategy to address the COVID-19 pandemic. The funding would also allow CRCOG to provide some technical assistance to regional stakeholders.
- 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.

Activities that Support a ***Vibrant Capitol Region***:

- Improved the potential for the clean-up and redevelopment of contaminated properties through the ***MetroHartford Brownfields Program***. FY 2021-2022 accomplishments included:
  - Updated the application for Assessment funds and expand outreach to our member towns to identify project sites. With the pandemic slowdown, we extended our contracts with the Licensed Environmental Professionals for Assessment consulting services, Fuss & O'Neil through September 2022. We have $300,000 from the U.S. EPA for Brownfields Assessment funding. We continue to focus on sites with TOD potential in Hartford and along transit corridors
  - Continued to work with Towns of Somers and Berlin on the Revolving Loan Fund subgrant projects. We received a Credit Approval form from our contracted fund manager, Capital 4 Change, for East Hartford Venture, LLC. This is a remediation project at 794-850 Silver Lane in East Hartford. We drafted a loan agreement which was reviewed by CRCOG's attorney and has been provided to East Hartford Venture and their attorney and we anticipate executing a contract for a $325,000 loan. The Remediation Grant award. Continued to market the Revolving Loan Fund (RLF) program to potential borrowers. The RLF has $1,346,469.05 on hand.
- Carried out **Statutory Planning Responsibilities**: ***Regional Plan of Conservation and Development*** maintenance; gave input on land use, transit and active transportation components and Brownfields and natural disaster implications of the ***Metropolitan Transportation Plan***; reviewed 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.
- 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.
- Helped municipalities and developers provide for housing to meet the needs of all our citizens through responses to individual requests for information and assistance. Served on the LISC Local Advisory Committee, providing input on LISC community development investment in Hartford neighborhoods.
- 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. Organized education presentations on a variety of topics including planning for aging in place and potential reforms to statewide zoning laws.
- Completed a regional analysis of affordable housing needs and opportunities.
- Continued participation on the Lincoln Institute of Land Policy's Consortium for Scenario Planning. Scenario planning is a tool to help municipalities and regions make better-informed land-use decisions.
- Coordinated with the CRCOG Transportation Division of the Planning Department on acquiring advanced scenario planning software tools for use in a range of regional and corridor level planning initiatives. CRCOG staff hired a consultant to assist with setting up an advanced regional scenario planning tool. Continued exploring additional tools and began outreach to municipalities to discuss ways that CRCOG could use scenario planning to help with local plans.

Activities that support a ***Green Capitol Region***:

- Received Congressional Community Project Funding (CPF) to update the Capitol Region Natural Hazards Mitigation Plan. CRCOG must update this plan every five years to ensure our member municipalities have access to Federal Emergency Management Agency (FEMA) grants for hazard mitigation projects. The plan will include risk and vulnerability analyses and strategies to help

member communities protect against the impacts of natural hazards.

- 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.
- 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.
- 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.
- Represented CRCOG on the Connecticut Resource Conservation and Development Council (CTRC&D). The CTRC&D was established under a program of the United States Department of Agriculture and is designed to help communities and individuals care for and protect their natural resources in a way that improves the local economy, environment, and living standards. The CTRC&D is led by representatives COGs, soil and water conservation districts, various environmental, conservation and agricultural organizations, and state and federal agencies. Assisted CTRC&D in conducting an Environmental Review Team analysis of an open space tract in Wethersfield owned by the Great Meadows Conservation Trust.
- 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.

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.

Planning - Community Development Performance

State Statutory and SGIA Responsibilities:	2020-21*	2021-22*
Number of CRCOG zoning and subdivision reviews conducted	101	155
Number of reviews of municipal plan updates	2	2
Number of funding application reviews for projects implementing regional goals and policies	1	1
Special Projects which Forward CRCOG Goals:		
CRCOG Web-Based GIS		
Number of visits on CRCOG Web-Based GIS	29,137	31,431
Brownfields		
DECD brownfields assessment and inventory funds expended	N/A	N/A
EPA brownfields assessment funds expended	$14,100	$12,025
# of sites on which environmental assessments were completed	0	0
EPA remediation funds committed (loans and subgrants)	$0	$0
# of sites selected for remediation	0	1
Implementation of Plans, Practices and Information Sharing that		
Reports Published	1	3
Environmental Team Projects Supported	1	1
Training workshops conducted or co-sponsored by CRCOG, and/or in which CRCOG	4	4
Number of bike/ped counts completed	58	32
Number of active transportation intersection audits completed	45	24
Building Program Capacity		
New grants applied for that support CRCOG mission	2	2
New or continued grants awarded that support CRCOG mission	3	3
Notes:*Includes data for 7/1/2019-4/14/2020		

2022-2023 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 2022-2023.

Activities that support a ***Connected Capitol Region***:

- Engage towns in discussion of transit-oriented development (TOD) opportunities linked to the CT***fastrak***and the CT***rail***-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 CRCOG 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.
- Utilize 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, increasing housing choice with a focus on housing affordability, and attention to complete streets per our regional Completes Streets policy.
- Engage local planning and economic development professionals and representatives on our Regional Planning Commission to participate in educational and roundtable discussions to foster a deeper understanding of planning issues, legislative directives, and new best practices.
- Support expansion of the regional pedestrian and bicycle network through planning and conducting ***CRCOG Bike and Pedestrian Committee*** meetings and conducting the ***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, and working to improve this process.
- Continue work on th e***Active Transportation Implementation Grant*** received through the Connecticut Department of Public Health State Physical Activity and Nutrition (SPAN) Grant and the Building Resilient Communities (BRIC) Grant from the U.S. Centers for Disease Control.
- Serve on the ***Hartford Complete Streets Task Force***, a group which grew out of the national Mayors Complete Streets Challenge, and on the State of Connecticut ***Vision Zero Subcommittees***.
- Serve on the Center for Latino Progress' Transport Hartford Academy Annual Summit Planning team.
- Continue to work toward a regional micromobility program by updating the 2014 Regional Bike Share Feasibility Study and expanding on the success of the scooter share program we helped establish in Hartford.
- Continue work on the East Coast Greenway Gap Closure Study to determine the final route for the last significant trail gaps in the CRCOG region. Gaps exist in Bloomfield, Hartford, and East Hartford and assist the Town of Simsbury in identifying the final preferred route.
- Monitor progress under ***CRCOG Action Plan to Increase Walking and Walkability*** and share regional progress and keep informed on best practices from across the country.
- Continue to evaluate LOTCIP selection criteria and process for integration of complete streets and participate in the review of LOTCIP transportation funding applications complete streets elements and exception form approvals.
- Continue to provide regional Geographic Information (GIS) services, including:
  - Maintain and update multiple GIS regional datasets including parcels, zoning, and multi-use trails.
  - Provide advanced mapping and analysis services for member municipalities and for all CRCOG departments. 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.

Activities that support a ***Competitive Capitol Region***:

- Implement the Metro Hartford Future Project (*Capitol Region Comprehensive Economic Development Strategy(CEDS).*

- Obtain funding to update the Metro Hartford Future Project so that it better responds to impacts from the COVID-19 pandemic. Funding was sought in FY21 and staff will continue to monitor funding opportunities.
- Obtain Economic Development District designation from the federal Economic Development Administration.
- Continue the new Transit-Oriented Development study for the region. The study will look at the financial feasibility of individual sites in station areas along the CT***fastrak*** and CT***rail*** corridors.
- Obtain funding to conduct a series of small-scale best practices studies in support of implementing the Metro Hartford Future Project. Studies include:
    - Workforce vacancy data systems best practices
    - Flexible funding for workforce vacancies best practices
    - Best practices in workforce talent development
    - Identification of five initiatives to accelerate economic growth and recovery in Connecticut
    - Best practices for engaging the philanthropic community in economic and infrastructure projects
- Provide staffing to the ***CRCOG Foundation***. Implement Foundation priorities for FY 2022-2023, which may include collaboration on CEDS implementation, and continuation of Next Gen Economic Development workshop series.

Activities that Support a ***Vibrant Capitol Region***:

- Help transit and rail corridors better link jobs, housing, and neighborhood revitalization by following up on implementation steps from the ***Next Steps in Engaging Anchor Institutions and Neighborhoods in Transit Oriented Development*** study.
- Carry out the ***MetroHartford Brownfields Program***, including assessments and projects funded under the MetroHartford Brownfields Revolving Loan Fund and Subgrant Program.
- 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 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.
- 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.
- 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.
- Help municipalities and developers provide for housing to meet the needs of all our citizens through responses to individual requests for information and assistance. Collaborate with other regional agencies, such as the Local Initiatives Support Corporation and Journey Home, on housing and neighborhood community development initiatives.
- 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.
- Serve on the ***Commission on Connecticut's Development and Future*** Model Code and Design Development Working Group that has been tasked with creating optional, model guidelines for buildings and context sensitive streets that municipalities can adopt statewide, as well as the Plan of Conversation and Development Working Group.
- Participate in the Lincoln Institute's Consortium for Scenario Planning.
- Continue utilizing advanced scenario planning software tools for use in a range of regional and corridor level planning initiatives. Work with CT APA, UCONN and other key partners on bringing an accredited urban planning degree program to Connecticut.

Activities that support a ***Green Capitol Region***:

- Engage member municipalities to implement mitigation activities identified in the Capitol Region Natural Hazards Mitigation Plan.
- Obtain funding to conduct an update of the Capitol Region Natural Hazards Mitigation Plan.
- 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.
- 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 Sustainable CT Fellows at CRCOG to assist municipalities in gaining and maintaining Sustainable CT status.
- Represent CRCOG on the Central Connecticut WUCC. This committee meets quarterly to maintain the adopted Coordinated Water System Plan.
- Represent CRCOG on the CTRC&D. Assist with Environmental Review Team analyses as appropriate. 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.

Planning - Transportation

Committees

- Transportation Committee
- Cost Review and Schedule Subcommittee
- Active Transportation Subcommittee
- Bicycle and Pedestrian Subcommittee
- Traffic Incident Management Coalition

Program Areas

- Transportation planning and policy development
- Transit planning
- Bicycle and pedestrian planning
- 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)

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, CTDOT, and other stakeholders to ensure projects are advanced in an efficient manner.
- Provide technical assistance to member communities.

2021-2022 Accomplishments and Performance

- Programmed over $5.9 million in State Fiscal Year 2021 LOTCIP funding (measured in total approved "commitment to fund" figures).
- Completed a solicitation for LOTCIP projects including roadway reconstruction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects, resulting in the selection of 20 projects totaling $39.0 million.
- Managed on-call consultants that assist CRCOG and member municipalities with LOTCIP project reviews and delivery. Conducted RFQ process to update two of these on-call lists.
- Worked with municipalities and CTDOT to advance projects under the Transportation Alternative (TA) Set-Aside program.
- Analyzed, presented, and approved numerous amendments and actions for the FFY2021-2024 Transportation Improvement Program (TIP).
- Continued to update the web-based tool for mapping LOTCIP and TIP projects and work with CTDOT on their electronic State Transportation Improvement Program (E-STIP) project.
- Worked with CTDOT to prioritize applications for the Federal Fiscal Year (FFY)2021 and FFY2022 Federal Transit Administration (FTA) 5310 Program (Enhanced Mobility of Seniors and Individuals with Disabilities Program).
- 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.
- Completed the Route 5 Corridor Study in East Windsor and the Capitol Region Transit Priority Corridors Implementation Strategy.
- Continued Advancement of the Route 190 study in Enfield and the Regional Roundabout Screening Study.
- Initiated the Farmington Area Connectivity Study,the TOD Roles, Visioning, Viability & Tools Analysis study, East Coast Greenway Gap Closure Study, and Rte. 20 (Windsor Locks) Study.
- Worked with CTDOT to initiate a transportation planning study from the FY2021 solicitation.
- In partnership with CTDOT and CT***transit***, CRCOG continued to advocate for implementation of recommendations from the Comprehensive Transit Service Analysis of CT***transit***'s Hartford and New Britain/Bristol Divisions.
- Prepared and submitted to USDOT a federal RAISE funding application for "CT***trail***Connections" RAISE Grant application requesting Multi-Use Trail funding to complete the Farmington Canal Heritage Trail through Plainville, and to link that trail to the CTfastrak trail in New Britain. CRCOG requested Almost $16.4 million in RAISE Grant funding to accompany the $13.8 match commitment in the form of State Fix-it-First and Community Connectivity funding.
- CRCOG coordinated with CTDOT and recipients to ensure completion of submissions to the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program).
- Continued to work in partnership with CTDOT, the City of Hartford, and other stakeholders to advance the Greater Hartford Mobility Study.
- Supported CTDOT and affected communities on initiatives related to the CT***rail*** Hartford Line and CT***fastrak***.
- Conducted utilization counts of the Region's commuter park and ride lots in October2021 and April 2022. Data summaries and infographics were updated and shared with the Transportation Committee and on CRCOG's website.
- Continued organizing and holding Greater Hartford Traffic Incident Management (TIM) Coalition meetings for the Hartford Urbanized Area.
- Developed a TIM scene management pocket guide and distributed to statewide emergency responders. Assisted municipalities in regional transportation safety plan strategies to support Vision Zero initiative. Coalition assisted and supported emergency response organizations with a

focus on key areas within transportation planning and operations. 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.

- Continued to manage consultant contract for assistance in providing CRCOG with travel demand modeling and data management service.
- Continued coordination with CTDOT and members of the Metropolitan Area Planning (MAP) Forum to understand freight planning roles and opportunities.
- Continued to monitor regional traffic and congestion as part of a continuous Congestion Management Process.
- Promoted selection and implementation of projects aligning with CRCOG's Regional Transportation Safety Plan.
- Participated in regional and project-specific traffic management discussions related to construction activities in the Greater Hartford Area.
- Continued a second phase of Scenario Planning efforts including modeling the region utilizing additional Scenario Planning Software.
- Worked with CTDOT, federal officials, and other stakeholders to further advance performance-based planning initiatives including improvements to performance measurement and target setting.
- Completed a successful MPO Federal Certification Review, which is conducted every four years.
- Initiated update of Metropolitan Transportation Plan.

Planning - Transportation 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). FY 2022 is an estimate and may be partial in some instances.

Program	2010	2021	2022
STP Urban & LOTCIP Programs			
Total federal STPU funds	$36,466,767	$24,041,132	$16,920,441
Total state LOTCIP funds granted	$13,333,794	$5,930,707	$35,333,559
Number of LOTCIP project grants	9	6	18
Congestation Mitigation and Air Quality (CMAQ), Local Road Accident Reduction (LRAR), TA Set-Aside)			
Total federal funds obligated	$24,016,000	$27,877,160	$10,512,000
Number of projects	10	5	3
TIP Amendments:			
Number of amendments approved	36	52	35 (*As of 3/31/22*)

Transportation Program Performance:	% Complete
Transit Priority Corridor Implementation Strategy	90%
Route 190 Corridor Study, Enfield	45%
Roundabout Screening Study	35%
Farmington Connectivity Study	30%
TOD Roles, Visioning, Viability, and Tools Analysis	20%
East Coast Greenway Gap Closure Study	Initiation Phase
Route 20 Corridor Study, Windsor Locks	Initiation Phase

Transportation Program Performance:

Regional Representation on State Task Forces, Committees, and Programs

·State Strategic Highway Safety Committees
·Traffic Records Coordinating Committee
·Greater Hartford Mobility Study Coordination Meetings
·State GIS Coordinating Committee
·CT GIS User Network Steering Committee
·Technology Transfer Center Advisory Committee
·Safety Circuit Rider Advisory Committee
·Traffic Signal Circuit Rider Advisory Committee
·HNS / CT***transit***, CTDOT Monthly Coordination Meetings
·Intelligent Transportation Society of Connecticut
·Institute of Transportation Engineers, Connecticut Chapter
·Women's Transportation Seminar (WTS), Connecticut Chapter

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

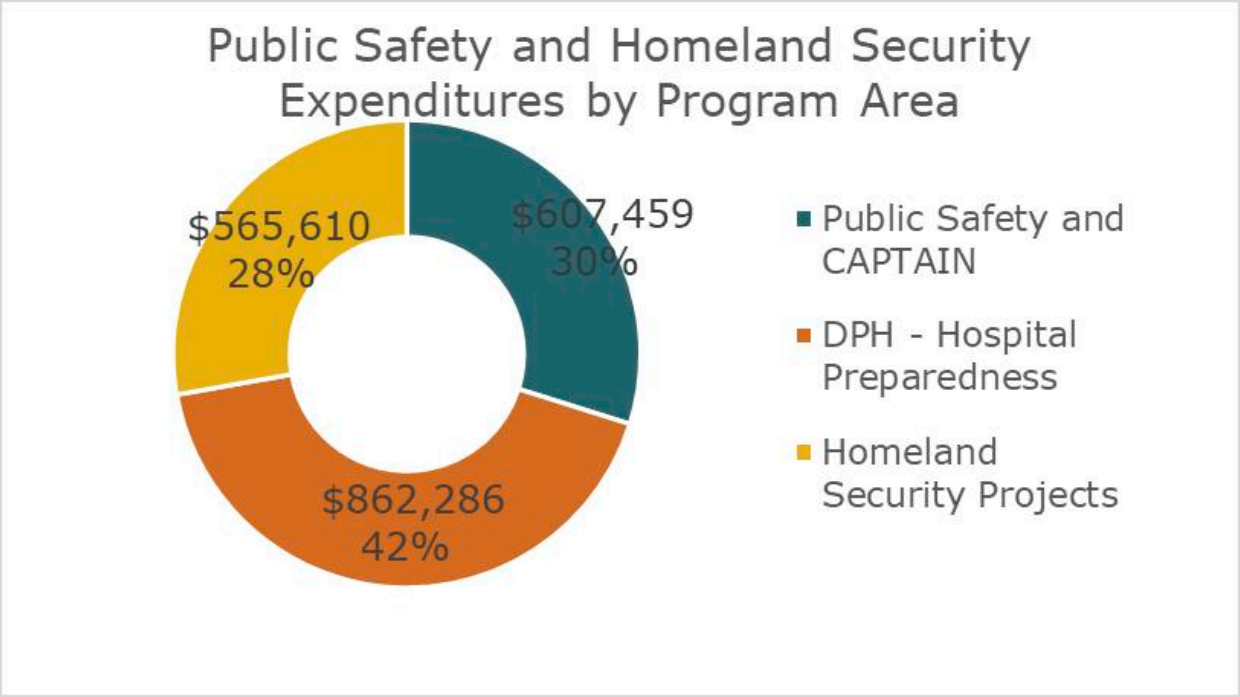
Document and Date Adopted

- Unified Planning Work Program – UPWP - May 2021
- Metropolitan Transportation Plan – April 2019
- Transportation Improvement Program (2021-2024) – October 2020
- Capitol Region Intelligent Transportation Systems Plan – March 2015
- Public Participation Plan – April 2017
- Congestion Management Process Report – November 2020
- MPO Certification– October 2021

2022-2023 Objectives

- Complete updated of Metropolitan Transportation Plan and Public Participation Plan.Work to understand and advance new projects under new IIJA funding sources including discretionary grant programs.
- Continue to update the web-based tool for mapping LOTCIP and TIP projects and work with CTDOT on their E-STIP project.
- Work to program LOTCIP funding, minimizing carryover amounts, and monitor legislation related to future LOTCIP bonding authorizations.
- Continue to work with CTDOT and CRCOG municipalities to help streamline LOTCIP program guidelines. Manage on-call consultants to assist CRCOG with LOTCIP project submission reviews and program management.
- Continue to program and obligate federal Surface Transportation Block Grant (STBG) funding for municipally initiated projects.Work with CTDOT to ensure projects of regional significance are advanced through the STBG program and coordinated with the CTDOT Capital Plan.
- Work with municipalities, CTDOT, and FHWA to advance TA Set-Aside and CMAQ projects within the Capitol Region.Work with CTDOT on related solicitations as needed.
- Provide technical assistance to towns to solve traffic problems, resolve project funding problems, and/or mediate transportation related design issues with CTDOT.
- Continue to monitor regional traffic and congestion as part of a continuous Congestion Management Process.
- Continue to work with the City of Hartford, CTDOT, and other stakeholders to advance the Greater Hartford Mobility Study.
- Continue to be a resource to CTDOT as they work to implement the CT***fastrak*** autonomous vehicle pilot project.
- Continue to support CTDOT and affected communities as it relates to CT***rail*** Hartford Line Rail service, including future double-tracking, new stations, and increased service.
- 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.
- 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).
- FY2023 will not be an application year for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program). CRCOG will coordinate with CTDOT and recipients.
- Continue to conduct biannual utilization counts at the Region's commuter park and ride lots. Updaterelated infographics.
- Continue to work with municipalities on updating the GIS system in the Region and collect updated municipal data layers for Web GIS Site.
- Continue to update the region's online interactive TIP and LOTCIP maps.
- Continue to work with municipalities and emergency responders to improve traffic incident management within the Hartford Urbanized Area, utilizing the TIM Coalition as a steering group for these efforts. Support Vision Zero and regional transportation safety strategies to reduce fatalities and serious injuries.
- Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
- Continue working with CTDOT to initiate a transportation planning study from the FY2021 solicitation.
- Complete the Roundabout Screening Study, the Farmington Connectivity Study, the TOD Roles, Visioning, Viability & Tools Analysis study, and the Route 190 Corridor Study in Enfield.
- Continue work on East Coast Greenway Gap Closure Study and Route 20 Corridor Study in Windsor Locks.
- Build on completed Scenario Planning efforts, measuring transportation outcomes resulting from variable Land Use and Transportation Infrastructure scenarios.
- Continue to work with UConn's Traffic Signal Circuit Rider Program to advance traffic signal management initiatives throughout the region.
- Continue to participate in regional and project-specific traffic management discussions related to construction activities in the Greater Hartford Area.

Public Safety and Homeland Security



Revenue by Source and Expenditure by Category

FY 2022-2023 Public Safety and Homeland Security Budget	
Revenue	
Federal	$1,513,886
State	$-
Local Dues	$-
Other Funds	$211,240
Total Revenues	**$1,725,126**
Expenditures	
Personnel	$127,462
Direct Costs	$5,550
Public Safety Projects	$597,408
DPH Projects	$739,325
Homeland Security Projects	$565,610
Total Expenditures	**$2,035,355**

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
- Capitol Region Medical Reserve Corps
- Urban Area Working Group
- Training and Exercise Planning Workgroup
- I: COMM Team
- Incident Management Steering Committee
- 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:

1. Public Safety Planning and Policy Development
2. Homeland Security and Emergency Management Planning and Policy Development
3. Technical Assistance to Towns
4. HSEEP Complaint Training and Exercise Coordination
5. Project Financing and Programming
6. Project Implementation and Management
7. Influencing State Homeland Security Policy (includes serving on statewide committees/stakeholder groups)

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.
- 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, Region 3 Cybersecurity Task Force and CAPTAIN Technical committees.
- Manage the Public Health Emergency Preparedness (PHEP) grant from the CT Department of Public Health on behalf of the 14 local public heath departments and districts in our region.
- Provide technical assistance, Homeland Security Exercise and Evaluation Program (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.
- Administer and maintain the CAPTAIN mobile data communication system as we begin plans to transition off the system.
- 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.

2021-2022 Accomplishments and Performance

Public Safety and Homeland Security – overall

- Staff members serve on the governing boards of the Goodwin College Homeland Security Program, the Greater Hartford Public Safety Academy and the Division of Emergency Management and Homeland Security (DEMHS) Statewide Advisory Council, Statewide Cybersecurity Committee, Statewide Citizen Corps Council and Statewide Homeland Security Working Group.
- Began work on an After-Action Review of the region's response during the COVID-19 pandemic conducted by Tetra Tech. Organized several virtual meetings for FirstNet/AT&T to present on this first nationwide public safety broadband network.
- Participate in the Traffic Records Coordinating Council.
- Continued working with the Connecticut Department of Public Health as the fiduciary agent for Public Health Emergency Preparedness (PHEP) funds.
- Our 24/7 coverage forms, MCM Action Plan and Multi-Year Training and Exercise Plans have been submitted. CRCOG distributed the new Administrative Service Agreements for BP2 in mid-January. These agreements will be good for the last four years of the grant. We continue to have monthly Emergency Support Function (ESF)-8 meetings and bi-weekly meetings with the local Public Health Directors.
- Staff completed work on the deliverables for the infectious disease funding. An order using the balance of the funds was placed for the purchase of Personal Protective Equipment (PPE) for our Emergency Management Service (EMS) providers.
- CRCOG staff coordinated Law Enforcement Day at Camp Courant where more than 20 police departments participated to interact with 500 campers from the City of Hartford.
- CRCOG staff attended training sessions with Everbridge and worked to completely update and enhance our current alerting system. CRCOG staff assisted with the establishment of a Civil Disorder Task Force and a FEMA Crowd Control course for police departments within our region.

Homeland Security Initiatives

- FFY 2018 SHSGP – Completed project work and closed out this grant. Through the Statewide

Homeland Security Working Group received additional funds of $60,000 including set asides for the Hartford Bomb Squad and Capitol Region HAZMAT Team.

- FFY 2019 SHSGP – Received grant award and continue to work on grant deliverables. This grant has been extended through February of 2023 at the national level. Through the Statewide Homeland Security Working Group received additional funds for the Hartford Bomb Squad and planning work.
- FFY 2020 SHSGP – Received grant award and have begun project work.
- The Capitol Region Emergency Planning Council (CREPC) approved a Spending Plan for the FY 2021 Homeland Security funds at their July quarterly meeting. The region will receive $401,224 from the State Homeland Security Grant Program. This includes a slight increase from last year as the new federal requirement to purchase a barricade system for use within the region will be extended.
- The Regional Emergency Support Plan was activated in response to the COVID-19 pandemic on March 18, 2020 and remains in monitoring status. The Regional Coordination Center is on a partial virtual activation. Coordination is being done by the ESF-5 (Emergency Management) and ESF-8 (Public Health and Medical Services) duty officers.
- 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.
- 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 15, 2020 and now continue to open it on an as needed basis. 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.
- CRCOG offered to assist in funding the region's Emergency Management Directors (EMDs) to obtain their Certified Emergency Manager (CEM) or Associate Emergency Management Director (AEM) through the International Association of Emergency Managers.
- The K-12 Emergency Planning Committee has continued their good work through quarterly meetings. The group is made up of Superintendents and school security personnel.
- Resource Typing Initiative – Completed DEMHS requirements for collection and submission of resource data.
- Reverse 911-Now working with the State of Connecticut vendor Everbridge technology.
- Regional Exercises – Supported regional exercises and coordinated training classes. Due to the pandemic these activities were limited this year.
- CAPTAIN Fire Mobile-Rolled out CAPTAIN FIRE mobile data communications system to various towns and continue to work on system upgrades.
- HAZMAT – Continued meeting with the Regional HAZMAT team and developed spending plans for sustainment. Provided orientation sessions for the new leadership. Purchased equipment and initiated training programs.
- Continue to administer and enhance to the Get Ready Capitol Region citizen preparedness website which also includes a Twitter feed and Facebook page.
- Support an ambassador program made up of Community Emegency Response Team (CERT) members to promote the site and message.
- CRCOG assisted communities to roll out the FEMA Student Tools for Emergency Preparedness (STEP) Program to all of their K-5 and K-8 schools.
- ESF-11 (Animal Response) – Focused on retaining and recruiting volunteers.Made virtual 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. Recently made a stock of animal crates and cages available to interested communities.
- Functional Needs Training Program – Continue to train first responders for emergency responses dealing with citizens with functional needs. Training will resume shortly.
- Continued training and education sessions for the mutual aid plan for all long-term care facilities.
- Sponsored a class on utilizing social media during times of disaster.
- Purchased various equipment for regional Special Weapons and Tactics (SWAT) and Dive teams, the Regional Incident Dispatch Team, Incident Management Team, the four regional mobile command posts and the Hartford Bomb Squad.
- CRCOG staff attended the annual CT SWAT Challenge. The I-COMM team participated with MCV-3 and radio truck.

- Staff members participated in a Detect and Resolve Exercise with the Transportation Safety Administration (TSA) and continue to partner with them.
- Committee memberships – Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.
- Developed training material for Regional Emergency Support Plan socialization for municipal Chief Elected Officials and EMDs.
- Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.
- Participated in the DEMHS Best Practices Forum and Emergency Management Symposium. The history and capabilities of the Capitol Region Medical Reserve Corps was highlighted.
- 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.Activity was limited this year due to COVID-19.
- Homeland Security conducted a hybrid onsite/virtual monitoring visit with CRCOG and viewed all equipment purchased for the Hartford Bomb Squad and Capitol Region Dive Team.
- CRCOG coordinated with each community to put together a list of Municipal Water Coordinators as directed by DEMHS. Interoperable Communications training sessions were presented to the Capitol Region Chiefs of Police Association and Capitol Region Emergency Planning Council.

Regional Emergency Support Plan (RESP) Plan Enhancements

- RESP Plan – Annual updates and plan maintenance
- 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.
- Integrating the Regional Distribution Plan into the overall document.

Capitol Region Metropolitan Medical Response System (CRMMRS) and the Region 3 Emergency Support Function 8

- Managed 14 local public health department/district 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.
- Assisted the City of Hartford with a full-scale exercise which was a real-life vaccination clinic.
- Purchased an updated antibiotics cache as we continue to explore options for maintaining pharmaceutical counter measures 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 (LTC) Mutual Aid Plan training and exercises for 2021.
- 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 the statewide LTC Mutual Aid Plan Steering Committee.
- New tool CT- Responds recently rolled out; assist with CT-DPH and Regional assessment process
- Member of statewide Emergency Preparedness Committee for CT EMS Advisory Board Sub-Committee.
- Updated the R-3 HCC Response Plan and continue to work with the statewide HCC
- Completed Regional 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.

Capitol Region Medical Reserve Corps (CR-MRC)

- 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.

- During the pandemic, the CR-MRC has been utilized very frequently and remains a very valuable asset. They had activations at St. Francis, Chatham Health District, Bristol-Burlington Health District, Town of Vernon and the City of Hartford Health Department with hundreds of CR-MRC members volunteering their time in both medical and non-medical roles.
- MRC volunteers assisted at Bradley International Airport to distribute materials for the Governor's Travel Advisory program during the early stages of the pandemic.
- Continued collaboration with MRC sub-units to enhance MRC training opportunities.
- Conducted monthly training sessions through monthly virtual CR-MRC meetings in accordance with the Regional Training and Exercise Work plan.
- Sponsored a Virtual Operation Support Team (VOST) two-day training session for Medical Reserve Corps members.
- Upgraded the CR-MRC notification system. Trained on and fully utilizing the new CT-Responds system.
- Developing CR-MRC consumable medical inventory system; deployment/mission ready packages.
- Staff completed and application to the National Association of City and County Health Officials (NACCHO) on behalf of the Capitol Region Medical Reserve Corps to strengthen the unit and assist with the COVID vaccination campaign.
- Staff completed a successful NACCHO Respond, Innovate, Sustain, and Equip (RISE) award application.

Capitol Region Citizen Corps Council

- Expansion – Continued to expand our Council and added CERT teams within our communities.
- Our CERT teams found creative and innovative ways to help during the pandemic and reported out on their activities during virtual meetings. Many of our teams assisted with a mask and thermometer distribution program for local businesses. They assisted with meal delivery for elderly and shut-ins within their communities, partnered with local Boards of Education for meal distribution to school children and helped at United Way Farm to Families events. Traffic control was conducted for drive by high school graduations and COVID-19 test kit distributions. Finally, many made masks for local first responders.
- Hosting – Hosted joint refresher training sessions for all teams.
- Missions – Expanded the missions of current teams.
- The 3rd Annual CERT Awareness Day was postponed due to the pandemic. Planning for the next event is underway.

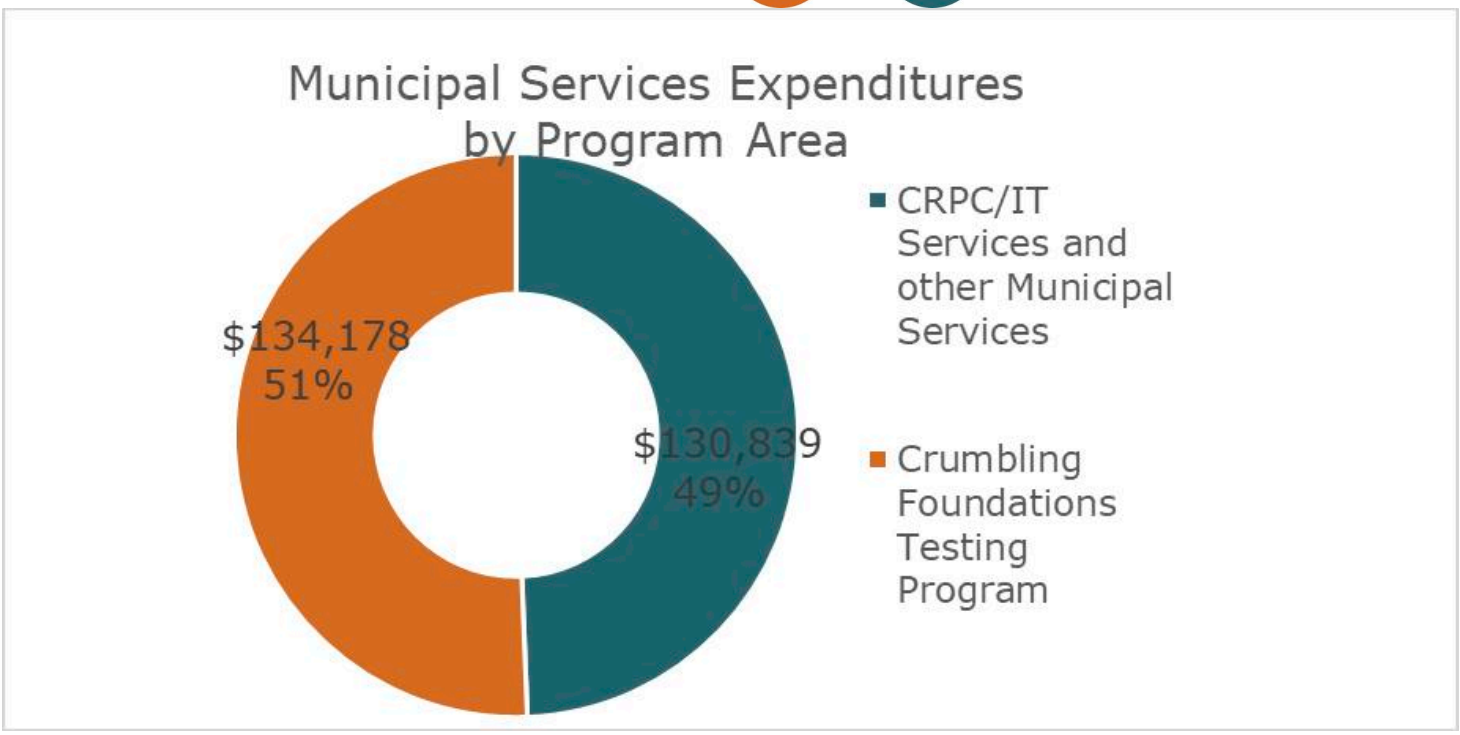
Public Safety and Homeland Security Performance

Provide responsible management of all homeland security projects		
	Calendar 2020	**Calendar 2021**
Federal/state SHSGP grants received (planning, equipment, training	**$189,313**	**$546,881**
Homeland Security reimbursement requests and reports completed in a timely manner (%)	**100%**	**100 %**
CERT training courses administered	**11**	**3**
# of ICS 300 and 400 classes held/# of individuals trained	**0/0**	**0/0**
Homeland security exercises conducted including full scale, tabletop	**1**	**1**
Reimbursed training hours to local first responders (hours)	**156**	**315**
Regional Coordination Center activations	**1**	**1**
National or regional deployments, Incident Management Team/	**3**	**2**
Provide responsible management for the CAPTAIN mobile data		
Communities /agencies participating in the police and/or fire system	32	32

2022-2023 Objectives

- Continue to work through the Capitol Region Emergency Planning Council to help our municipalities with public safety and homeland security planning, training and exercising.
- Complete work on the FFY 2019 and FY 2020 Homeland Security, MMRS, and HAZMAT projects.
- Commence work on the FY 2021 and 2022 Homeland Security, MMRS, and HAZMAT projects.
- Complete work on our After Action Review of the region's response during the Covid pandemic and continue our Covid-19 response activities.
- Continue to manage Public Health Emergency Preparedness (PHEP) funding to include planning, training, and exercising.
- Continue to administer CAPTAIN (CRCOG's mobile data communication system for police and fire users) and prepare for the transition off the system.
- Continue to act as the fiduciary agent for the HEARTBEAT Computer Assisted Dispatch and CT-CHIEF Records Management Projects as requested by our communities.
- 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.
- Continue to maintain the Get Ready Capitol Region citizen preparedness website and bolster the ambassador program.
- Continue work on the public safety centered service sharing projects.
- Continue to hold training sessions and conduct exercises.
- Review and update of regional plans (including the Training and Exercise Plan and Tactical Interoperable Communications Plan).

Municipal Services



Revenue by Source and Expenditure by Category

FY 2022-2023 Municipal Services Budget	
Revenue	
Federal	$-
State	$135,000
Local Dues	$-
Other Funds	$131,000
Total Revenues	**$266,000**
Expenditures	
Personnel	$121,767
Direct Costs	$38,250
Crumbling Foundations Testing	$105,000
Grants and Contractual	$-
Total Expenditures	**$265,017**

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 Energy 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 common sense, 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.

Regional Long Term Recovery Steering Committee. In addition to these areas, in 2020-2021, the state of Connecticut requested that CRCOG stand up the regional Long Term Recovery Committee and staff meetings as well as help develop and shepherd action plans for the Regional Long Term Recovery Steering Committee (RRSC) for DEMHS Region 3. CRCOG also administered the Phase I statewide long-term recovery steering planning process and grant that produced overviews and current status surveys for each of the regions and various COGs.

The Municipal Services Department's Focus is four-fold as we look to the upcoming fiscal year and beyond:

- **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.
- **EXPAND** the offerings of CRCOG IT Services. Promote CRCOG as a proving ground for innovative ideas and activities that benefit local governments.
- **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.
- **RESPOND** to additional mandates from the state to add regional responsibilities and needs, including response to the COVID-19 pandemic.

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
  - Regional Geographic Information System (GIS)
  - 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 (ezIQC)
- 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
  - Time and Attendance software (Novatime)
  - Electronic Document Management System
- HR-Portal
  - Salary Survey and Reporting Module
  - Model Document
  - Sample Document Library
  - Interview Panel
  - Human Resources Consulting Services

Goals for Municipal Services

Research, analyze and implement programs that help municipalities work together in a more efficient, cost-effective manner.

2021-2022 Accomplishments and Performance

Municipal Services

- Worked with the CRCOG Municipal Services Committee to address issues and implement initiatives that help enhance local government efficiency, effectiveness, and intergovernmental cooperation.
- Actively engaged in CRCOG stakeholder outreach and other efforts to further develop the CRCOG services available to towns on a fee basis.
- **Human Services Coordinating Council**: met on November 9, 2021 to discuss panhandling and other Human Services needs in the region.
- **Regional Election Monitoring**: CRCOG staff is now serving as Regional Election Monitor (REM) and has been keeping abreast of developments with the Secretary of State.
- Conducted periodic surveys and research projects on behalf of member municipalities to help increase the efficiency and effectiveness of local government operations.
- **PSAP and Assessment Regionalization**: Conducted a survey regarding member sentiments for PSAP consolidation and regionalization. Conducted an inventory of Assessor offices, including software, and other methods.
- **Navy Sub-Base Agreement**: On April 13, 2022, CRCOG entered into agreement with the New London Sub-base to provide services for the base on a fee-for-service basis. The military has been entering into Intergovernmental Support Agreements (IGSA) in order to save on costs for goods and services. CRCOG's access to state contracts as well as CRCOG's own CRPC made this partnership possible.

Solid Waste Management

- Competitively procured textile recycling for members.
- Developed an RFP for Solid Waste long term options and with plans to look at regional options, challenges and opportunities for solid waste disposal.
- Met with various stakeholders regarding Materials Innovation and Recycling Authority (MIRA)
- Convened members regarding the future of MIRA and the future state of solid waste. CRCOG staff is currently developing an RFI for food waste curbside recycling which will be completed by the end of FY 2021-2022.

Human Resources Initiative

- Competitively bid for Diversity, Equity, and Inclusion Training Services for member towns.
- Updated the CCM Municipal Salary Survey.
- Updated the Human Resources Portal to be more user friendly and improve aesthetics.
- Continued to market on-call Human Resources Consulting Services.
- Began development and piloted shared municipal job applicant portal.

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.

Regional GIS

- CRCOG hosts a Regional Parcel Viewer and GIS portal and continue to make improvements to its data and functionality. Improvements include:
  - Continuing rolling out additional automatic Computer Assisted Mass Appraisal (CAMA) data processors in member municipalities. These data processors automatically update the Region Parcel Viewer with current property data.
  - Add town-specific data layers upon request.
  - Leverage ArcGIS Portal to enhance functionality and feedback capabilities.
  - Maintain and update regional GIS datasets such as land use and zoning.
  - Creation of regionwide 3D building data.

CRCOG IT Services Cooperative

- Continued to develop and expand offerings for municipal Information Technology in partnership with the Novus Insight, the CT Council of Small Towns (COST) and the Connecticut Conference of Municipalities (CCM).
- **Cybersecurity**
  - Cybersecurity Task Force and met5 times during FY 2021-2022. 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.
  - Continued to distribute and share Cybersecurity Model Policies for municipal access.
  - Continued to promote Cybersecurity Infrastructure Services with Novus Insight, allowing municipalities access to Cybersecurity Assessment, Remediation, Maintenance, and Staff Training Services.
  - CRCOG will be offering a webinar series for Chief Elected Officials and Chief Administrative Officers beginning June 1, 2022 to give CEO's and CAO's a high level understanding of policy needs for cybersecurity.
- **Regional Online Permitting:** Continued to expand the online permitting offering (Municity and ViewPermit / ViewPoint Cloud).
- **Electronic Document Management Service (EDMS):** This program went into program mode in 2020-2021 and CRCOG held recruitment webinars and continues to market this service.

- **Time and Attendance:** This program is now in program mode.

Capitol Region Purchasing Council

- 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.
- **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 $1.92 million in FY 2021-22 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.
- **CRCOG Energy Programs**
  - **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.
  - **CRCOG Electricity Consortium** – With the help of CRCOG's consultant, CRCOG conducted a reverse auction in October of 2020 which resulted in a savings of 18.2% for participating members over the then current consortium contract for four years. Participating members continue to experience benefits from the reverse auction. Although new members cannot lock in the October 2020 rates, there are still competitive rates with opportunities to join.
- **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 April 6, 2022, eight-seven towns and entities have issued purchase orders since the program inception. Purchase orders for FY 2021-2022 is over $11.1 million.
- **e-Procurement** – CRCOG continues to use its Bonfire e-procurement platform. This has been a powerful and effective bidding and tracking tool.

COVID-19 Regional Long Term Recovery Steering Committee (RRSC)

- **Establishment of the Regional Long Term Recovery Steering Committee (RRSC)**
  - CRCOG established this committee in June of 2020 and have continued to meet on a regular basis with the committee. The committee members include Regional stakeholders, municipal members and representatives of area businesses and universities.
  - In FY 21-22, CRCOG continued to convene the RRSC and its Human Services Recovery Working Group also continued to meet.
- **EDA Grant Submission**
  - CRCOG submitted an EDA grant for Recovery Planning and has re-submitted its application as part of a statewide effort.

Municipal Services Performance

Dollars saved through CRPC bids (annual total for	$2.13 million	$1.92 million
Number of bids conducted by CRPC	14	17
Number of Request for Proposals or similar	1	4
Value of ezIQC Purchase Orders (since program	$73 million	$85.3 million
CRCOG Program Participation		
Number of ezIQC users (since program inception)	73	87
Number of Electricity Consortium members	9	9
Number of CRPC members	117	119
Number of Regional Permitting members	**46**	**53**
Cybersecurity Program Participants	7	12

2022-2023 Objectives

Municipal Services

- Continue to seek out new opportunities for inter-municipal service sharing and help identify funding sources to help implement these ventures.
- Work through the CRCOG Municipal Services Committee to help member municipalities learn about topics critical to effective local government operations through presentations and sharing of information among municipalities. Undertake periodic surveys, workshops and research projects on behalf of member municipalities. Attend conferences and workshops to educate staff on topics of importance.
- Develop additional offerings through CRCOG 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.
- Monitor the State of CT Property Assessment and Tax Collection Initiative and respond with appropriate resources.
- **Regional GIS**: Continue to support CRCOG's Regional Parcel Viewer and GIS portal and continue to make improvements to its data and functionality:
  - Continue adding automatic Computer Assisted Mass Appraisal (CAMA) data processors in member municipalities.
  - Add town-specific data layers upon request.
  - Leverage ArcGIS Portal to enhance functionality and feedback capabilities.
  - Maintain and update regional GIS datasets such as land use and zoning
- **Human Resources Initiative**
  - Expand upon the Interview Panel Database to include a larger participant base.
  - Launch into program the regional municipal job applicant portal for shared application across the region.
- **Human Services Coordinating Council**: Continue to convene the CRCOG Human Services Coordinating Council.
- **Regional Performance Incentive Program (RPIP) Grants**
  - Continue support of applications to this grant program on an annual basis by all CRCOG departments and members.
  - OPM announced applications for the RPIP grants on a rolling basis, with the first review planned for August 2022. CRCOG is currently conducting surveys and understanding

from its various towns needs and thoughts regarding RPIP opportunities and will plan on applying for this grant.

- Expand on SCRCOG, WestCOG, NVCOG, and SECCOG partnerships to promote CRCOG's statewide fee-for-service programs.

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.

Solid Waste Management

- Work with consultant to understand medium and long term options for the region regarding Solid Waste and where member towns can leverage CRCOG's assistance.
- Continue to support Solid Waste Management and increase textile recycling, support Food Waste Collection and other Solid Waste related services.

CRCOG IT Services Cooperative

- Continue expansion of the Voice over Internet Protocol and Hosting Services membership.
- 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.
- 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.
- Continue to administer the Regional Online Permitting System program. Expand the Regional Online Permitting System program options to interested municipalities.
- Promote the Cybersecurity Services available through Novus Insight and the Cybersecurity Model Polices. 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.Continue and complete the Cybersecurity for CEO and CAO webinar series.

Capitol Region Purchasing Council

- Continue administration of the Capitol Region Purchasing Council (CRPC) Program, and expand program offerings, guided by the Municipal Services Strategic Plan.
- 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.
- Promote and administer the job order contracting program (ezIQC).
- Continue pursuit of state agency partnerships with our cooperative purchasing programs. 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.

COVID-19 Recovery

- **Committee**: Continue to staff the Regional Recovery Steering Committee (RRSC) and the working sub-committees.
- **EDA Grant**: Execute the grant objectives and coordinate with appropriate stakeholders and partners.
- Continue to assist DEMHS Region 3 and the state in any of its COVID-19 Recovery efforts as needed and requested.

FINANCES

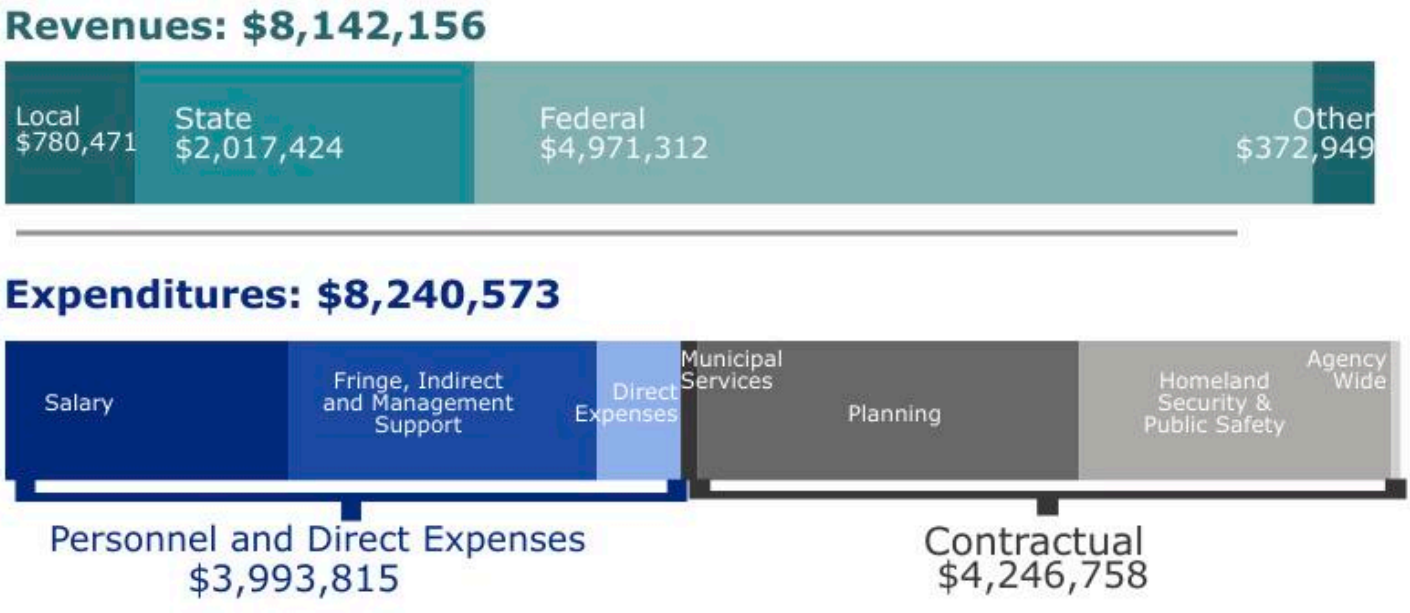
- Overall Budget Summary
- Revenue
- Expenditures
- Budget Contingency

Overall Budget Summary

Total Revenue and Expenditures

Revenue	FY 2017-2018	FY 2018-2019	FY 2019-2020	FY2020-2021	FY 2021-2022	FY 2022-2023
Federal	3,038,589	3,566,379	$3,336,729	$3,547,952	$4,627,954	$4,971,312
State	2,346,472	2,475,233	$2,217,246	$1,855,778	$1,899,651	$2,017,424
Local Dues	741,729	799,279	$348,558	$1,887,156	$736,716	$780,471
Other	1,774,326	1,195,584	$929,428	$3,536,223	$852,227	$372,949
TOTAL	**7,901,117**	**8,036,475**	**6,831,961**	**10,827,109**	**8,116,548**	**$8,142,156**
Expenditures	**FY 2017-2018**	**FY 2018-2019**	**FY 2019-2020**	**FY2020-2021**	**FY 2021-2022**	**FY 2022-2023**
Personnel	1,425,419	1,338,029	1,627,795	1,429,445	1,469,478	1,677,827
Fringe	729,808	715,474	759,278	740,501	812,059	873,675
Indirect Expenses	337,144	349,451	280,069	263,896	287,345	303,206
Management	459,325	500,920	437,582	442,801	468,884	647,961
Grants/Contractual	4,181,035	4,998,126	3,530,251	4,646,216	4,730,895	4,246,758
Direct Expenses	323,694	289,342	196,986	372,149	304,924	491,147
TOTAL	**7,456,425**	**8,191,342**	**6,831,961**	**7,895,008**	**8,073,585**	**$8,240,573**

*In FY 2020-2021, CRCOG changed its accounting procedures to recognize previously deferred revenue. This results in an increased fund balance in Public Safety, Municipal Services and the Regional Fund as outlined in the Fund Balance section of the budget. This accounts for the large difference in revenue and expenses in 2020-2021.



Revenue and Expenditures by Department

Revenue	Planning	Municipal	Public Safety	Agency Wide	Total
Federal	$3,457,427	$-	$1,513,886	$-	**$4,971,312**
State	$1,033,075	$135,000	$-	$849,349	**$2,017,424**
Local Dues	$322,715	$-	$-	$457,756	**$780,471**
Other	$30,709	$131,000	$211,240	$-	**$372,949**
TOTAL	**$4,843,926**	**$266,000**	**$1,725,126**	**$ 1,307,104**	**$8,142,156**
Expenditures	**Planning**	**Municipal**	**Public Safety**	**Agency Wide**	**Total**
Personnel	$1,176,284	$58,328	$89,056	$354,159	**$1,677,827**
Fringe	$612,512	$30,372	$46,373	$184,417	**$873,675**
Indirect Expenses	$212,570	$10,541	$16,094	$64,001	**$303,206**
Management	$454,269	$22,526	$34,393	$136,773	**$647,961**
Contractual	$2,247,869	$105,000	$1,843,890	$50,000	**$4,246,758**
Direct Expenses	$140,423	$38,250	$5,550	$306,925	**$491,147**
TOTAL	**$4,843,927**	**$265,017**	**$2,035,355**	**$ 1,096,275**	**$8,240,573**

Revenue

CRCOG's funding sources are generally specific and consistent for each individual project or functional area. With the exception of FHWA, most projects funds come from a single source (federal, state, local dues or user fees). In addition, a single "funding source" such as federal could have numerous agencies/sources for the individual grants. For example, Homeland Security and FHWA funding both are considered federal funding sources, but the actual funds are connected to the functional area or CRCOG department. Similarly, state funding comes from the Office of Policy and Management, Department of Housing and CTDOT. Consequently, although funding sources (federal, state, local and other) are also shown, CRCOG's revenue will focus on departmental and functional areas.

Revenue by Department

Revenue	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Actual	FY2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Budget
Planning	$3,587,995	$3,180,893	$2,861,086	$2,975,837	$4,222,879	$4,843,926
Municipal Services	$974,963	$1,363,260	$808,377	$1,760,819	$330,336	$266,000
Public Safety	$2,712,829	$2,776,255	$2,278,543	$3,727,545	$2,149,129	$1,725,126
Agency Wide	$625,329	$716,066	$883,955	$2,362,908	$1,414,204	$1,307,104
	$7,901,117	**$8,036,475**	**$6,831,961**	**$10,827,109**	**$8,116,548**	**$8,142,156**

Revenue by Funding Source

Revenue	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Actual	FY2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Budget
Federal	3,038,589	3,566,379	$3,336,729	$3,547,952	$4,627,954	$4,971,312
State	2,346,472	2,475,233	$2,217,246	$1,855,778	$1,899,651	$2,017,424
Local Dues	741,729	799,279	$348,558	$1,887,156	$736,716	$780,471
Other	1,774,326	1,195,584	$929,428	$3,536,223	$852,227	$372,949
TOTAL	**7,901,117**	**8,036,475**	**6,831,961**	**10,827,109**	**8,116,548**	**$8,142,156**

Revenue by Department and Project

		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022	2022-2023
Department	Project	Actual	Actual	Actual	Actual	Budget	Projected	Total
Planning	Transportation Studies /	$878,454.09	$681,604.26	$548,166.18	$580,824.80	$608,915.99	$571,658.92	$580,620.28
Planning	FHWA	$1,855,003.80	$2,056,615.12	$1,904,323.25	$2,119,324.93	$2,938,082.00	$2,904,500.00	$3,126,619.25
Planning	Planning	$276,132.04	$172,974.08	$12,665.12	$49,083.00	$21,200.00	$29,853.50	$29,853.50
Planning	Planning Special Projects	$578,405.12	$269,699.46	$395,931.63	$226,604.52	$222,320.50	$716,866.30	$1,106,833.09
Municipal	Municipal	$214,060.48	$349,553.43	$68,224.39	$1,434,565.74	$212,000.00	$140,585.76	$131,000.00
Municipal Services	Crumbling Foundations	$280,228.63	$447,325.41	$534,559.72	$286,658.50	$367,000.00	$189,750.00	$135,000.00
PS and HS	Public Safety	$1,147,696.37	$532,715.62	$647,633.19	$1,834,610.28	$425,000.00	$383,486.62	$211,240.00
PS and HS	Public Safety Special	$376,260.39	$383,029.32	$213,570.21	$267,047.07	$15,000.00	$178,154.18	$70,000.00
PS and HS	DPH	$896,923.31	$1,495,405.97	$916,048.52	$1,005,417.31	$841,729.00	$876,615.03	$862,729.00
PS and HS	HS 2015	$160,200.17	$-	$27,133.55	$-	$-	$-	$-
PS and HS	HS 2016	$131,749.21	$312,572.93	$112,677.31	$-	$-	$-	$-
PS and HS	HS 2017	$-	$52,531.56	$303,293.66	$157,022.94	$-	$-	$-
PS and HS	HS 2018	$-		$58,186.11	$407,235.64	$-	$153,213.72	$-
PS and HS	HS 2019	$-			$36,773.39	$263,659.00	$423,659.00	$-
PS and HS	HS 2020	$-			$-	$200,000.00	$14,000.00	$447,156.80
PS and HS	HS 2021	$-			$-	$-	$-	$14,000.00
PS and HS	MMRS				$-	$55,000.00	$55,000.00	$55,000.00
PS and HS	EMPG				$19,437.96	$90,000.00	$65,000.00	$65,000.00
Council	RPIP	$480,674.09	$566,381.32	$205,593.28	$39,595.00	$-	$-	$-
Council	CT Regional	$474,431.93	$590,369.00	$738,494.27	$736,767.17	$847,792.00	$847,792.00	$849,348.64
Council Admin	Regional Fund /			$54,510.00	$1,496,925.88	$150,000.00	$150,000.00	$150,000.00
Council	Council	$150,897.00	$125,697.38	$90,950.66	$129,214.62	$457,162.80	$416,412.47	$307,755.58
					$10,827,109	**$7,714,861**	**$8,116,548**	**$8,142,156**

Revenue by Department, Project and Source 1 of 2

Administration /	Federal	State	CRCOG Dues	Local/Other	**Revenue**
Regional Programs Fund	$-	$-	$150,000.00	$-	**$150,000.00**
Local Assessment	$-	$-	$780,471.00	$-	**$780,471.00**
Local Assessment towards required matches	$-	$-	$ (472,715.43)	$-	**$(472,715.43)**
Regional Services Grant	$-	$ 849,348.64	$-	$-	**$849,348.64**
Municipal Services	Federal	State	CRCOG Dues	Local/Other	**Revenue**
Crumbling Foundations Testing Program	$-	$ 105,000.00	$-	$-	**$105,000.00**
Crumbling Foundations Testing Program Admin	$-	$30,000.00	$-	$-	**$30,000.00**
Purchasing Council	$-	$-	$-	$33,500.00	**$33,500.00**
RFP Depot/Bid Sync	$-	$-	$-	$20,000.00	**$20,000.00**
Electricity	$-	$-	$-	$7,500.00	**$7,500.00**
ezIQC	$-	$-	$-	$35,000.00	**$35,000.00**
IT Services Cooperative	$-	$-	$-	$20,000.00	**$20,000.00**
EDMS Local	$-	$-	$-	$15,000.00	**$15,000.00**
Planning	Federal	State	CRCOG Dues	Local/Other	**Revenue**
FHWA - Staff and Directs	$ 1,962,895.40	$ 245,361.93	$245,361.93	$-	**$ 2,453,619.25**
FHWA - Modeling and Data	$-	$-	$-	$-	**$-**
FHWA - Transit Prior.	$16,000.00	$2,000.00	$2,000.00	$-	**$20,000.00**
FHWA - Roundabouts	$84,800.00	$10,600.00	$10,600.00	$-	**$106,000.00**
FHWA - Farmington	$38,400.00	$4,800.00	$-	$4,800.00	**$48,000.00**
FHWA - TOD Study	$87,200.00	$10,900.00	$10,900.00	$-	**$109,000.00**
FHWA - East Coast Grnwy	$192,000.00	$24,000.00	$24,000.00	$-	**$240,000.00**
FHWA - Route 20, W. Locks	$120,000.00	$15,000.00	$-	$15,000.00	**$150,000.00**

Revenue by Department, Project and Source 2 of 2

Planning Continued	Federal	State	CRCOG Dues	Local/Other	**Revenue**
LOTCIP Admin	$-	$ 450,000.00	$-	$-	**$450,000.00**
Route 190 - Enfield Study	$108,802.00	$10,909.14	$-	$10,909.14	**$130,620.28**
Hartford Transit	$-	$-	$-	$-	**$-**
Planning	$-	$-	$29,853.50	$-	**$29,853.50**
2014 Brownfields RLF - Hazard	$362,329.20	$-	$-	$-	**$362,329.20**
Brownfields Assessment 2020-2023	$210,000.00	$-	$-	$-	**$210,000.00**
DPH BRIC Period 2	$-	$70,000.00	$-	$-	**$70,000.00**
DPH Complete Streets NPAO Period 2	$-	$40,042.39	$-	$-	**$40,042.39**
DPH Complete Streets NPAO Period 3	$-	$ 149,461.50	$-	$-	**$149,461.50**
EDA Cares Grant	$275,000.00	$-	$-	$-	**$275,000.00**
Public Safety	Federal	State	CRCOG Dues	Local/Other	**Revenue**
Citizen Corps/CERT	$60,000.00	$-	$-	$-	**$60,000.00**
CAPTAIN	$-	$-	$-	$ 211,240.00	**$211,240.00**
DPH HCC CRI/PHP 2021-2022	$106,290.00	$-	$-	$-	**$106,290.00**
DPH HCC PHEP 2021-2022	$756,439.00	$-	$-	$-	**$756,439.00**
MRC - National Association of County/City Health	$10,000.00	$-	$-	$-	**$10,000.00**
Homeland Security	Federal	State	CRCOG Dues	Local/Other	**Revenue**
Homeland Security Grant Program 2020	$447,156.80	$-	$-	$-	**$447,156.80**
Homeland Security Grant Program 2021	$14,000.00	$-	$-	$-	**$14,000.00**
MMRS 2020	$55,000.00	$-	$-	$-	**$55,000.00**
EMPG Hazmat 2020	$65,000.00	$-	$-	$-	**$65,000.00**
TOTALS	**$4,971,312**	**$2,017,424**	**$780,471**	**$372,949**	**$8,142,156**

Revenue Notes

CRCOG/Local

Local Assessment

CRCOG Member Towns **$780,741**

Local Government Assessments for member towns are being assessed 0% increase in FY 2022-2023. 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. The budgeted amount is $780,741 and is used for match purposes in various projects (shown as revenue under CRCOG dues and a transfer from Council Admin also under CRCOG Dues). Current match of $472,715.43 is as follows:

Regional Programs Fund: $150,000.00, Contribution to the Regional Program Fund for future Regional projects as determined by the CRCOG Policy Board.

Federal Highway (FHWA) – Staff and Directs: $245,361.93, FHWA PL funding requires a 10% match in local funds.

Federal Highway (FHWA) – Transit Prior. Corrid.: $2,000.00

Federal Highway (FHWA) – Roundabouts: $10,600.00

Federal Highway (FHWA) – TOD Study: $10,900.00

Federal Highway (FHWA) – East Coast Grnwy: $24,000.00

Planning, $29,853.50 – Local Dues required to cover Planning Department direct costs that do not have other funding sources.

Reserve $0

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

CAPTAIN Reserve $320,668

CAPTAIN project will use $320,668 from its projects fund balance as the user fees do not currently cover the costs. CAPTAIN will sunset in by FY 2022-2023.

Investment Income and Additional Revenue

Investment Income is from the interest income and similar investment income. Additional Revenue is miscellaneous revenue.

Regional Services Grant

Funding for FY 2022-2023 is budgeted based on the formula curently in statute. Based on current legislative conditions, a contingency plan for additional RSG is included in the **Budget Contingency** section.

Crumbling Foundations Testing Program

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

Crumbling Foundations Testing Program Admin

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

Purchasing Council

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

Revenue for administering an online competitive solicitation tool used to receive and tabulate bids online. CRCOG receives 1% from vendors for revenue from the on-line bids.

Electricity

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

ezIQC

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

IT Services Cooperative

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

EDMS Local

This revenue item is user fees collected from municipalities participating in the Electronic Document Management System.

Federal Highway (FHWA)

Funding from this source is program-specific and must be used to carry out obligations of the transportation and planning program according to the FHWA Unified Planning Work Program (UPWP). FHWA requires a 20% match of federal funds. In most cases, this is divided equally by CTDOT and CRCOG local assessments (dues). In some studies, however, CTDOT may not provide a match or may reduce its match amount and the municipality or other entity may provide the match or CRCOG may increase its match amount to reach the required 20%.

Planning	Federal	State	CRCOG Dues	Local/Other	**Revenue**
FHWA - Staff and Directs	$ 1,962,895.40	$ 245,361.93	$245,361.93	$-	**$ 2,453,619.25**
FHWA - Modeling and Data	$-	$-	$-	$-	**$-**
FHWA - Transit Prior. Corrid.	$16,000.00	$2,000.00	$2,000.00	$-	**$20,000.00**
FHWA - Roundabouts	$84,800.00	$10,600.00	$10,600.00	$-	**$106,000.00**
FHWA - Farmington Connect.	$38,400.00	$4,800.00	$-	$4,800.00	**$48,000.00**
FHWA - TOD Study	$87,200.00	$10,900.00	$10,900.00	$-	**$109,000.00**
FHWA - East Coast Grnwy	$192,000.00	$24,000.00	$24,000.00	$-	**$240,000.00**
FHWA - Route 20, W. Locks	$120,000.00	$15,000.00	$-	$15,000.00	**$150,000.00**

LOTCIP Admin

CRCOG receives funding to administer the State LOTCIP program, which includes soliciting, evaluating, selecting, and shepherding projects through the LOTCIP program.

Route 5 East Windsor Study and Route 190 - Enfield Study

Both Route 5 East Windsor Study and Route 190 Enfield Studies are Transportation Studies funded by Federal and State funds. The Enfield study also includes a local match component provided by the town Enfield.

2014 Brownfields RLF - Hazard; 2014 Brownfields RLF - Petroleum; Brownfields Assessment 2020-2023

Federal EPA Funding provides for Brownfield Grants to cover the cost of administration to inventory, characterize and assess brownfields sites in the Capitol Region, including administration of the Brownfield RLF.

DPH BRIC Period 2 and Complete Streets NPAO (Periods 2 and 3)

DPH Complete Streets is a Federal CDC Grant for promoting health through Complete Streets implementation.

Citizen Corps/CERT

Federal funding for the Community Emergency Response Team (CERT) and Citizen Corps Council.

CAPTAIN

Municipal public safety departments that use the CAPTAIN Mobile Data program provide the participation fees for CAPTAIN.

DPH HCC CRI/PHP 2021-2022; DPH HCC PHEP 2021-2022; DPH HCC HPP 2021-2022

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

MRC - National Association of County/City Health

Grant to increase regional public health preparedness through the medical reserve corps.

Homeland Security Grant Program 2020; Homeland Security Grant Program 2021

CRCOG administers the Federal Homeland Security grant funding 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.

MMRS

MMRS funding is also part of the Homeland Security Grant Funding and is specific to the Metropolitan Medical Response System.

EMPG

EMPG is the Emergency Management Performance Grant also from Federal Homeland Security funding.

Expenditures

Expenditures Summary

Expenditures	FY 2017-2018 Actual	FY 2018-2019 Actual	FY 2019-2020 Actual	FY2020-2021 Actual	FY 2021-2022 Projected	FY 2022-2023 Budget
Personnel	1,425,419	1,338,029	1,627,795	1,429,445	1,469,478	1,677,827
Fringe	729,808	715,474	759,278	740,501	812,059	873,675
Indirect Expenses	337,144	349,451	280,069	263,896	287,345	303,206
Management Support	459,325	500,920	437,582	442,801	468,884	647,961
Grants/ Contractual	4,181,035	4,998,126	3,530,251	4,646,216	4,730,895	4,246,758
Direct Expenses	323,694	289,342	196,986	372,149	304,924	491,147
TOTAL	**7,456,425**	**8,191,342**	**6,831,961**	**7,895,008**	**8,073,585**	**$8,240,573**

Expenditures by Department and High Level Projects

		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022	2022-2023
Dept.	Project	Actual	Actual	Actual	Actual	Budget	Projected	Total
Planning	Transportation Studies / LOTCIP	$878,454	$681,404	$548,166	$580,825	$608,848	$571,659	$580,611
Planning	FHWA	$1,855,004	$2,056,615	$1,904,323	$2,119,325	$2,938,081	$2,904,500	$3,132,023
Planning	Planning	$276,132	$172,974	$12,665	$12,248	$21,200	$29,854	$29,854
Planning	Planning	$578,405	$269,699	$395,932	$226,605	$221,656	$716,866	$1,101,439
Municipal	Municipal	$214,060	$349,553	$68,224	$1,337,566	$253,483	$135,586	$130,839
Municipal Services	Crumbling Foundations	$280,229	$447,325	$534,560	$286,659	$300,000	$189,750	$134,178
PS & HS	PS	$1,147,696	$532,716	$647,633	$651,687	$630,800	$633,487	$537,458
PS & HS	PS Special	$376,260	$383,029	$213,570	$118,726	$14,859	$178,154	$70,001
PS & HS	DPH	$896,923	$1,495,406	$916,049	$1,005,417	$914,554	$876,615	$862,286
PS & HS	HS 2015	$160,200	$-	$27,134	$-	$-	$-	$-
PS & HS	HS 2016	$131,749	$312,573	$112,677	$-	$-	$-	$-
PS & HS	HS 2017	$-	$52,255	$303,294	$157,023	$-	$-	$-
PS & HS	HS 208	$-		$58,186	$407,236	$-	$153,214	$-
PS & HS	HS 2019	$-			$36,773	$262,145	$423,659	$-
PS & HS	HS 2020	$-			$-	$200,000	$14,000	$445,610
PS & HS	MMRS				$-	$55,000	$55,000	$55,000
PS & HS	EMPG				$19,438	$90,000	$65,000	$65,000
Council	RPIP	$480,674	$566,381	$205,593	$39,595	$-	$-	$-
Council	CT	$474,432	$590,369	$738,494	$736,767	$847,792	$847,792	$849,349
Council	Regional		$40,000	$54,510	$29,903	$-	$150,000	$50,000
Council	Council	$150,897	$125,697	$90,951	$129,215	$175,178	$128,450	$196,926
TOTAL		**$7,901,117**	**$8,075,998**	**$6,831,961**	**$7,895,008**	**$7,533,597**	**$8,073,585**	**$8,240,573**

Expenditures by Department, Specific Project, Expenditure Category 1 of 2

Administration	Salary	Fringe	Indirects	Management	Direct Costs	Contractual	**Expenses**
Regional Programs	$-	$-	$-	$-	$-	$50,000	**$50,000**
Local Assessment	$-	$-	$-	$-	$196,926	$-	**$196,926**
Local Assessment	$-	$-	$-	$-	$-	$-	**$-**
Regional Services Grant	$354,159	$184,417	$64,001	$136,773	$109,999	$-	**$849,349**
Municipal	Salary	Fringe	Indirects	Management	Direct Costs	Contractual	**Expenses**
Crumbling	$-	$-	$-	$-	$-	$105,000	**$105,000**
Crumbling	$13,977	$7,278	$2,526	$5,398	$-	$-	**$29,178**
Purchasing Council	$44,351	$23,095	$8,015	$17,128	$38,250	$-	**$130,839**
Planning	Salary	Fringe	Indirects	Management	Direct Costs	Contractual	**Expenses**
FHWA - Staff and	$1,062,671	$553,352	$192,039	$410,393	$110,569	$-	**$2,329,023**
FHWA - Modeling	$-	$-	$-	$-	$-	$130,000	**$130,000**
FHWA - Transit Prior.	$-	$-	$-	$-	$-	$20,000	**$20,000**
FHWA - Roundabouts	$-	$-	$-	$-	$-	$106,000	**$106,000**
FHWA - Farmington	$-	$-	$-	$-	$-	$48,000	**$48,000**
FHWA - TOD Study	$-	$-	$-	$-	$-	$109,000	**$109,000**
FHWA - East Coast	$-	$-	$-	$-	$-	$240,000	**$240,000**
FHWA - Route 20, W.	$-	$-	$-	$-	$-	$150,000	**$150,000**
LOTCIP Admin	$95,798	$49,884	$17,312	$36,996		$250,000	**$449,991**
Route 190 - Enfield						$130,620	**$130,620**
Planning					$29,854		**$29,854**
2014 Brownfields RLF	$958	$499	$173	$370	$-	$361,000	**$363,000**
Brownfields	$3,643	$1,897	$658	$1,407	$-	$196,420	**$204,026**
DPH Bric Period 2	$3,354	$1,746	$606	$1,295	$-	$62,999	**$70,001**
DPH Complete	$360	$187	$65	$139	$-	$39,291	**$40,043**
DPH Complete	$9,500	$4,947	$1,717	$3,669		$129,538	**$149,370**
EDA Cares Grant						$275,000	**$275,000**

Expenditures by Department, Specific Project, Expenditure Category 2 of 2

Public	Salary	Fringe	Indirects	Management Support	Direct Costs	Contractual	**Expenses**
Citizen Corps/CERT	$1,916	$998	$346	$740	$-	*$56,000*	**$60,000**
Pubic Safety and Homeland					$5,550		**$5,550**
CAPTAIN	$-	$-	$-	$-	$-	*$531,908*	**$531,908**
DPH HCC CRI/PHP	$23,000	$11,977	$4,156	$8,882	$-	*$57,886*	**$105,901**
DPH HCC PHEP 2021-2022	$35,900	$18,694	$6,488	$13,864	$-	*$681,439*	**$756,385**
MRC - National Association of County/City Health	$240	$125	$43	$93	$-	*$9,500*	**$10,001**
Homeland	Salary	Fringe	Indirects	Management Support	Direct Costs	Contractual	**Expenses**
Homeland Security Grant	$28,000	$14,580	$5,060	$10,813	$-	*$387,157*	**$445,610**
MMRS 2020	$-	$-	$-	$-	$-	*$55,000*	**$55,000**
EMPG Hazmat 2020	$-	$-	$-	$-	$-	*$65,000*	**$65,000**
TOTALS	**$1,677,827**	**$873,675**	**$303,206**	**$647,961**	**$491,147**	**$4,246,758**	**$8,240,573**

Personnel Expenditures

Personnel Expenditures	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Projected	2022-2023 Budget
SALARIES							
Planning	1,048,832	909,538	967,031	965,818	964,436	941,789	1,176,284
Regional Services	169,247	250,715	299,419	304,303	378,408	409,972	354,159
Municipal Services	98,737	86,999	18,716	23,291	11,000	9,961	44,351
Service Sharing	21,158	6,301	-	-	-	-	-
Public Safety and Homeland Security	87,445	84,476	60,482	96,879	64,428	68,602	64,428
Management	459,325	500,920	517,695	442,801	501,000	468,884	647,961
Total Salaries	**1,884,744**	**1,838,949**	**1,863,343**	**1,833,092**	**1,919,272**	**1,899,208**	**2,287,183**
MERIT/UPGRADE	**1,702**	**26,275**	**1404**	**39154**	**40000**	**39154**	**40000**
FRINGE BENEFITS							
FICA	138,879	134,364	137,678	138,073	146,824	145,443	174,969
Unemployment	8,282	9,825	7,766	7,395	9,000	9,000	9,000
Health Insurance	382,602	387,863	418,474	402,956	450,000	420,000	443,000
Pension	172,479	151,722	167,746	166,218	172,735	170,929	205,846
Life Insurance	3,480	3,220	3,463	3,192	3,600	3,600	6,000
Vision Care	4,485	3,774	3,528	3,141	4,000	3,222	4,000
Short Term	7,834	7,815	7,918	7,418	8,000	8,000	8,000
Long Term Disability	4,629	4,641	4,679	4,384	4,700	4,700	4,700
Car and Phone	5,000	5,000	5,000	5,000	5,000	833	13,000
Employee	938	950	1125	1125	1200	1125	1200
Executive Director	-	5,000	0	0	5,000	0	5,000
Health Insurance -Stipend	1,200	1,300	1,900	1,600	2,000	2,400	2,400
Total Fringe	**729,808**	**715,474**	**759,279**	**740,501**	**812,059**	**812,059**	**877,116**
TOTAL PERSONNEL	**2,614,552**	**2,554,423**	**2,622,621**	**2,573,593**	**2,731,331**	**2,711,267**	**3,164,299**

Direct Expenditures 1 of 2

Direct Expenditures	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Projected	2022-2023 Budget
SERVICES & SUPPLIES							
Publication, Dues	27,767	36,896	28,726	32,936	26,525	23,750	26,275
Reproduction & Printing	-	2,200	325	-	3,400	3,330	3,250
Recruitment	-	3,632	925	10,704	30,000	25,000	10,000
Supplies, Postage	1,865	18,274	4,034	6,838	7,055	5,700	8,900
Computer	23,507	35,086	10,570	41,955	101,340	85,622	56,360
Subscription Software						-	46,934
Equipment	3,600	10,000	332	473	7,750	8,314	5,250
Telephone	996	1,200	1,063	901	1,150	428	300
TOTAL SERVICES &	**$57,735**	**$107,287**	**$45,975**	**$93,807**	**$177,220**	**$152,144**	**$157,269**
PROFESSIONAL SERVICES							
Legal	9,156	4,720	4,818	5,358	8,550	2,800	8,550
Legislative Liaison	23,100	23,850	23,100	31,600	24,802	30,000	25,000
Consultants	158,633	78,828	150,921	208,391	82,023	77,100	176,999
Language Translation	-	1,200	1,368	-	2,500	400	2,500
Language Interpreter	-	1,000	1,347	-	1,000	100	1,000
Interpreter for the	-	3,000	-	-	900	100	1,000
TOTAL	**190,889**	**112,598**	**181,554**	**245,349**	**119,775**	**110,500**	**215,049**
EQUIPMENT & CAPITAL COSTS							
Equipment	25,045	27,431	4,635	8,259	8,422	100	12,200
Leasehold	-	171	-	4,021	2,500	-	3,600
Furniture & Furnishings	-	4,748	10,590	2,589	5,000	1,000	5,000
TOTAL EQUIPMENT & CAPITAL COSTS	**25,045**	**32,350**	**15,226**	**14,869**	**15,922**	**1,100**	**20,800**

Direct Expenditures 2 of 2

Direct Expenditures	2017-2018 Actual	2018-2019 Actual	2019-2020 Actual	2020-2021 Actual	2021-2022 Budget	2021-2022 Projected	2022-2023 Budget
MTGS. TRAVEL & CONF.							
Food	7,536	9,821	6,770	-	5,200	1,100	5,200
Mileage/ Parking	7,619	13,097	4,520	686	8,410	1,580	8,430
Conference/ Training/	41,288	56,172	35,795	14,439	41,250	30,500	72,950
Rentals	2,825	4,425	915	-	750	-	750
Workshop-Local Government	611	2,200	-	-	2,200	500	-
Annual Meeting	2,773	3,976	(275)	-	5,000	5,000	9,200
Tuition Reimbursement	823	7,525	5,455	3,000	6,700	2,500	1,500
Legislative Reception	-	-	-	-	1,000	-	
TOTAL MTGS. TRAVEL &	**63,475**	**97,216**	**53,180**	**18,124**	**70,510**	**41,180**	**98,030**
TOTAL DIRECTS	**337,144**	**349,451**	**295,935**	**372,149**	**383,427**	**304,924**	**491,147**
Contingency			**-**		**30,000**	**-**	**-**

Indirect Expenditures

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2021-2022	2022-2023
LEGAL	-	153	470	1,034	1000	1000	1000
REPRODUCTION	10,977	11,142	8,155	5,242	11500	5000	10000
OFFICE SUPPLIES	15,064	17,320	13,123	8,845	14000	8500	14000
POSTAGE	3,042	-	1,021	1,021	2500	1021	2500
COMPUTER	18,496	16,735	13,329	21,548	15000	13410.7	10800
LEASES - INDIRECT						140000	140000
SUBSCRIPTION						1336	8300
RENT	134,698	134,573	135,100	137,315	140000	3600	4000
TELEPHONE/ DATASERVICE/ INTERNET	12,284	11,960	12,233	11,525	12000	12000	12000
EQUIPMENT	5,608	6,610	4,616	4,253	7000	3000	6500
INSURANCE	68,795	38,658	32,792	35,162	44000	38700	35000
NARC-DUES	6,688	6,688	6,121	7,372	7500	7400	7500
SECTION 125	1,179	1,008	941	941	1200	941	1200
ACCOUNTING /AUDIT	32,000	34,000	40,000	18,800	40000	40000	40000
PENSION	4,250	4,250	4,250	4,250	4500	4836	5000
PAYROLL	6,106	6,245	6,424	6,586	6500	6600	6600
EQUIPMENT	4,508						
SEVERANCE							
	323,694	**289,342**	**278,575**	**263,896**	**306,700**	**287,345**	**304,400**

Expenditure Notes

Salaries

The Fiscal Year 2022-2023 Budget consists of 25 full-time and two part-time staff positions. The Budget includes a 3% cost of living adjustment for CRCOG staff.

Fringe Benefits

Fringe Benefits are projected at 40.8% 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 breakdown by department is as follows:

Direct Expenditures by Department

	Planning (FHWA)	Planning (Non-FHWA)	Public Safety	RSG	Municipal Services	Council Admin	TOTAL
Publication, Dues,	3,025	6,000	750	-	6,500	10,000	**26,275**
Telephone	-	-	300	-	-	-	**300**
Computer Services -	38,814	4,400	-	-	-	13,146	**56,360**
Subscription	29,600	1,654	-	-	14,000	1,680	**46,934**
Legal	1,000	300	750	-	1,500	5,000	**8,550**
Legislative Liaison	-	-	-	-	-	25,000	**25,000**
Consultants	1,000	1,000	-	109,999	5,000	60,000	**176,999**
Language	2,500	-	-	-	-	-	**2,500**
Language	1,000	-	-	-	-	-	**1,000**
Interpreter for the Deaf	1,000	-	-	-	-	-	**1,000**
Equipment	4,000	1,000	1,200	-	1,500	4,500	**12,200**
Leasehold	-	-	-	-	-	3,600	**3,600**
Furniture and	-	-	-	-	-	5,000	**5,000**
Equipment	5,250	-	-	-	-	-	**5,250**
Food	-	800	400	-	1,000	3,000	**5,200**
Mileage/Parking	3,180	1,000	750	-	500	3,000	**8,430**
Conference/Training	16,700	9,000	750	-	6,500	40,000	**72,950**
Rentals	-	-	-	-	750	-	**750**
Workshop - Local	-	-	-	-	-	-	**-**
Annual Meeting	-	2,200	-	-	-	7,000	**9,200**
Legislative Reception	-	-	-	-	-	-	**-**
Tuition	-	500	-	-	1,000	-	**1,500**
Recruitment	-	-	-	-	-	10,000	**10,000**
Supplies, Postage	2,500	1,000	400	-	-	5,000	**8,900**
Reproduction and Printing	1,000	1,000	250	-	-	1,000	**3,250**
TOTAL	**110,569**	**29,854**	**5,550**	**109,999**	**38,250**	**196,926**	**491,147**

Grants/Contractual Expenditure Notes

Crumbling Foundations Testing Program

Governor Malloy appointed CRCOG to administer $5 million in the governor's Crumbling Foundations Testing Program for homeowners affected by pyrrhotite. This is an estimate of the amount of reimbursements for FY 2022-2023.

EDMS Local

Maintenance costs and licensing for the EDMS system.

Federal Highway (FHWA) - Modeling and Data

Federal Highway (FHWA) - Transit Prior. Corrid.

Federal Highway (FHWA) - Roundabouts

Federal Highway (FHWA) - Farmington Connect.

Federal Highway (FHWA) - TOD Study

Federal Highway (FHWA) - East Coast Grnwy

Federal Highway (FHWA) - Route 20, W. Locks

Consultant/contractual costs for each of the above studies.

LOTCIP Admin

Consultant costs for administering the LOTCIP program.

Route 5 East Windsor Study

Route 190 - Enfield Study

Consultant costs for the studies outlined above.

2014 Brownfields RLF - Hazard

2014 Brownfields RLF – Petroleum

Brownfields Assessment 2020-2023

Consultant costs for maintaining and administering the Brownfields program.

DPH Complete Streets- NPMO P1

DPH Complete Streets NPAO Period 1

Consultant Costs for the CDC Complete Street Program.

Citizen Corps/CERT: Equipment and Consultant costs for CERT.

CAPTAIN

- Technical Support, $19,200
- Network Services, $232,708
- System Maintenance, $280,000

DPH HCC CRI/PHP 2021-2022

DPH HCC PHEP 2021-2022

DPH HCC HPP 2021-2022

Payments to consultants, health departments and others as directed by DPH to respond to public health emergencies at the local and regional level.

MRC - National Association of County/City Health

Payments to consultants and other for medical reserve corps preparedness.

Homeland Security Grant Program

Payments for consultants, table top exercises, training, equipment and other needs as defined by the Capitol Region Emergency Planning Committee and the State of Connecticut Department of Emergency Management and Homeland Security Region III.

The breakdown of Homeland Security 2020 Contractual funds is as follows:

- Equipment, $223,875
- Training, $43,281.80
- Planning, $120,000

MMRS

Payments for Metropolitan Medical Response System as directed by CREPC and DEMHS.

MMRS 2020 Contractual breakdown is as follows:

- Equipment, $15,500
- Training, $2,500
- Exercises, $3,000
- Planning, $34,000

EMPG Hazmat Payments for Emergency Management Performance as directed by CREPC and DEMHS.

EMPG 2021 Contractual breakdown is as follows:

- Equipment, $35,000
- Training, $30,000

Budget Contingency

The current budget presents Connecticut Regional Services Grant (RSG) as received in the last Fiscal Year. Currently in legislation, there is the potential for a change in the per-capita formula that would give CRCOG additional RSG funding. In addition, the Infrastructure and Investment and Jobs Act (IIJA) allocates additional FHWA funding to MPO's. Both these funding sources would increase CRCOG's operational funding. CTDOT has not made a determination on whether the increase in IIJA will apply in FY 2022-2023 as CRCOG and CTDOT are currently in a two year agreement that ends in FY 2023 and this change would require an amendment to that agreement.

Given the uncertainty of whether either of these funding streams will be received or not (although CRCOG anticipates some level of increases in either or both), CRCOG has created a contingency table to account and spend the increased operational funds.

CRCOG will be able to pivot appropriately by the end of FY 2021-2022 and plan for FY 2022-2023 based on the end of the legislative session and negotiations with CTDOT.

Budget Contingency Tables

		REVENUE	EXPENSES			
RSG Contingency		RSG	Personnel Costs (including Fringe and Overhead)	Grants and Contractual	Direct Costs	**Total Expenses**
FY 2022-2023 Baseline		$849,349	$739,350	$-	$109,999	**$849,349**
Potential Increase	$780,998	$1,630,347	$1,315,350	$254,997	$60,000	**$1,630,347**

		REVENUE	EXPENSES			
FHWA Contingency		FHWA	Personnel Costs (including Fringe and Overhead)		Direct Costs	**Total Expenses**
FY 2022-2023 Baseline		$3,126,619	$2,218,454	$803,000	$105,165	**$3,126,619**
Potential Increase	$512,450	$ 3,639,069	$2,602,454	$803,000	$105,165	**$3,510,619**

APPENDICES

- CRCOG Financial Policies
- Staff Salary Plan
- Glossary of Terms
- Abbreviations and Acronyms

CRCOG Financial Policies

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:

- Decrease dependence on any one funding source and diversify funding sources.
- Leverage CRCOG Foundation to access private funding where possible.
- Continue 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.

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) 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.

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
- Planning
- Municipal Services
- Public Safety and 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.

Fund Balance Policy (Reserve Accounts)

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.

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.

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* 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.

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 CRCOG's cash management and short-term investment program, in priority order, of investment activities shall be:

1. 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.

2. 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.

3. 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

As a political subdivision of the State, CRCOG 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 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.

Staff Salary Plan

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

- All job descriptions are reviewed and updated by Department Managers and Executive Director.
- Current Job Titles and Pay Grade Chart has been 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.

Staff Salary Plan

CURRENT	JOB TITLES AND PAY GRADES	2022-2023 Pay Grades		
Level	Job Titles			
A2	Office Assistant	**37836**	**42488**	**47140**
A3	Program Assistant	**50850**	**54154**	**57459**
	Administrative Assistant			
	Accounting Assistant			
A4	Executive Assistant/Office Coordinator	**61754**	**65543**	**69332**
P1	Junior Accountant	**55443**	**62490**	**69537**
	Program Manager			
	Planner			
	Accountant			
P2	Senior Planner	**60580**	**69318**	**78057**
	Senior Program Manager			
P3/P4	Special Projects Manager I	**64171**	**79868**	**95564**
	Principal Planner I			
	Senior GIS Coordinator			
	Special Projects II			
	Principal Planner II			
M1	Department Director I (Directors of Transportation, Public Safety, Planning and Policy Development, Municipal Services and Finance)	**102954**	**110819**	**118684**
M2	Department Director II/Deputy Director	**114281**	**124458**	**134635**
E	Executive Director			

Glossary

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

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

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

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

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

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

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

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

Ctfastrak – A regional bus rapid transit system.

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

Expenditure – Represents the charge against the budget for goods or services 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 and ends June 30 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. Retrieved from "http://en.wikipedia.org/wiki/First_Selectman."

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 – A program providing 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 nine 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 – Short Term Investment Fund, Connecticut's government investment pool

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.

Abbreviations and Acronyms

BRIC – Building Resilient Communities

CAC – Corridor Advisory

CAPTAIN – Capitol Region Total Access Information Network

CCM – Connecticut Conference of Municipalities

CCP – Citizen Corps Programs

CEDS – Comprehensive Economic Development Strategy

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 RC&D – Connecticut Resource Conservation and Development Council

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

EJ – Environmental Justice

EMD – Emergency Management Director

EMS – Emergency Medical Services

EPA – Environmental Protection Agency

ESF – Emergency Support Function

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

HAZMAT – Hazardous Materials

HSGP – Homeland Security Grant Program

HSEEP –Homeland Security Exercise and Evaluation Program

HUD – U.S. Department of Housing and Urban Development

ICS – Incident Command System

Personal Protective Equipment IECGP – Interoperable Emergency Communications Grant Program

IIJA – Infrastructure and Investment Jobs Act

LOTCIP – Local Transportation and Capital Improvement Program

LRAR – Local Road Accident Reduction Program

MAP – Metropolitan Area Planning

MMRS – Metropolitan Medical Response Systems

MPO – Metropolitan Planning Organization

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

PHEP – Public Health Emergency Preparedness

PPP – Public Participation Plan

RAISE – Rebuilding American Infrastructure with Sustainability and Equity

RCC – Regional Emergency Coordination Center

RESF – Regional Emergency Support Function

RFP – Request for Proposal

RID – Regional Incident Dispatch Team

RPIP – Regional Performance Incentive Program

RRSC – Regional Recovery Steering Committee

RSG – Regional Services Grant

SCI – Sustainable Communities Initiative

SGIA – State Grant in Aid

SHSGP – State Homeland Security Grant Program

SPAN – State Physical Activity Nutrition

STBJ – Surface Transportation Block Grant

STIF – Short Term Investment Fund

STIP – State Transportation Improvement Program

TA – Transportation Alternative

TIM – Traffic Incident Management

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)

WUCC – Water Utility Coordinating Committee

CRCOG
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