

The background of the cover features a nighttime photograph of a city skyline. A prominent white clock tower with a pointed roof is on the left, surrounded by modern glass-walled buildings. The lights from the buildings and streetlights are reflected in a body of water in the foreground. The image is partially obscured by a diagonal split: the top-left and bottom-right sections are solid teal, while the bottom-left section is a solid dark blue.

CRCOG

Annual Budget FY 2023-2024

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, 2022. 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, 2022

Christopher P. Morill

Executive Director

On the Cover: Nighttime skyline of Hartford, Connecticut



May 10, 2023

Policy Board Members:

I am pleased to present the proposed Capitol Region Council of Governments (CRCOG) budget for July 1, 2023, to June 30, 2024. Proposed expenditures total \$9,258,514, which represents a 12% increase over the current fiscal year. The proposed budget reflects a significant increase in federal and state funding, which CRCOG will use to benefit its member communities. The proposed budget maintains CRCOG's current dues structure and reflects a stable fiscal environment.

Revenue \$9,267,670



Expenditure: \$9,258,514



Overall demand continues to be strong for CRCOG services to coordinate and lead regional planning and transportation projects, administer public safety and homeland security grants, 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 \$69 million of transportation spending, including over \$30 million of federally funded projects, and over \$39 million of State LOTCIP funded projects.
- Completed update of Metropolitan Transportation Plan and initiated update of the Natural Hazards Mitigation Plan.
- Completed Transit Oriented Development Study, initiated Route 44 Corridor Study and advanced four other studies: East Coast Greenway Gap Closure Study, Route 20 Corridor Study (Windsor Locks), Farmington Area Connectivity Study, and Region Roundabouts Screening Study.
- Saved members \$1.83 million via Capitol Region Purchasing Council bids and initiated \$34.2 million in job order contracting projects.

- Received \$1.38 million in Regional Performance Incentive Program grants for shared services in Building Official, Animal Control Officers, and Assessment.
- Began our 20th year of managing State Homeland Security Grant Program funds on behalf of our region. Administered 14 local public health department and district subcontracts for the Public Health Emergency Preparedness Program with grant funds totaling over \$1.2 million.

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. CRCOG staff will continue to seek new funding opportunities at the federal and state level and to work 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.

We are excited about the opportunities to use 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,

A handwritten signature in dark ink, appearing to read "M. W. Hart". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Matthew W. Hart
Executive Director

Table of Contents

About CRCOG, 1

Demographics and Statistic Profile, 2
Members, 4
Mission, 4
Strategic Planning and Vision, 5
CRCOG Organization and Management, 6
CRCOG Budget Process, 9

Financial Overview, 10

Budget at a Glance, 11
Financial Outlook, 13
Fund Structure, 16
Capital Assets and Debt, 17
Financial Policies, 18

Department Details, 20

Administrative Services and GIS, 21
Municipal Services, 26
Public Safety and Homeland Security, 34
Regional Planning and Development, 42
Transportation Planning, 51

Finances, 57

Overall Budget Summary, 58
Revenue, 60
Expenditures, 70
Budget Contingency, 82

Appendices, 83

Financial Policies, 84
Staff Salary Plan, 89
Glossary, 90
Abbreviations and Acronyms, 92



This page intentionally left blank.

About CRCOG

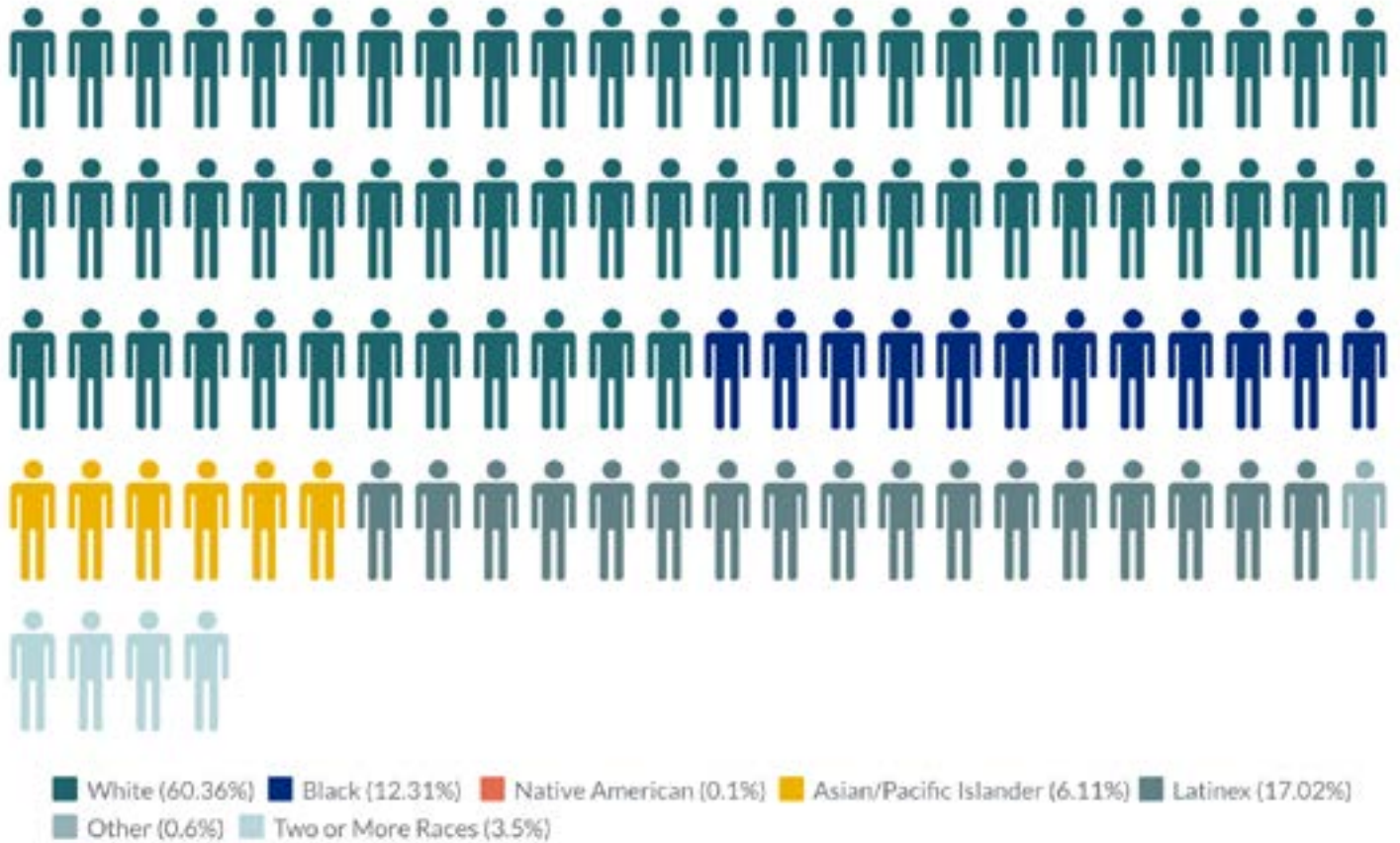


New Britain, Connecticut

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

Demographics and Statistic Profile

Total Population (2020): 986,248



Road and Trip Information



Roadway Miles

Interstate and Freeway: 156
Principal and Minor Arterial: 713
Major and Minor Collector: 796
Local Roads: 3,494
Regional Total: 5,158

E-scooter Trips

Made (12 months):
164,784



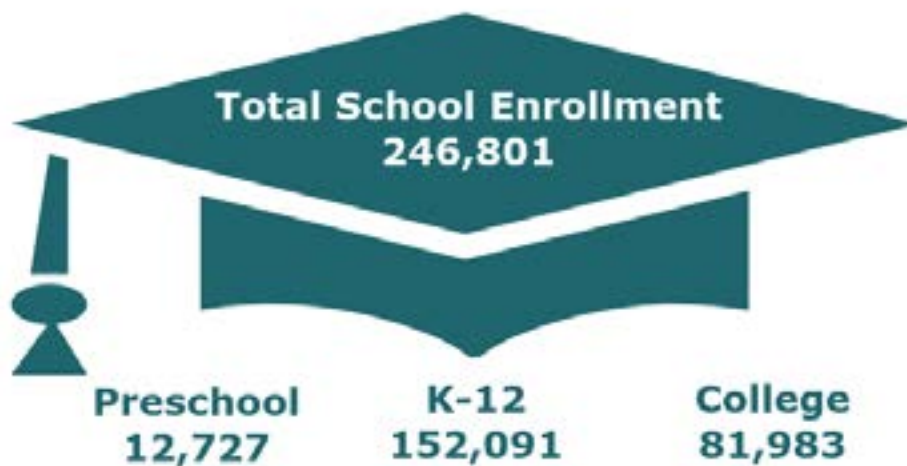
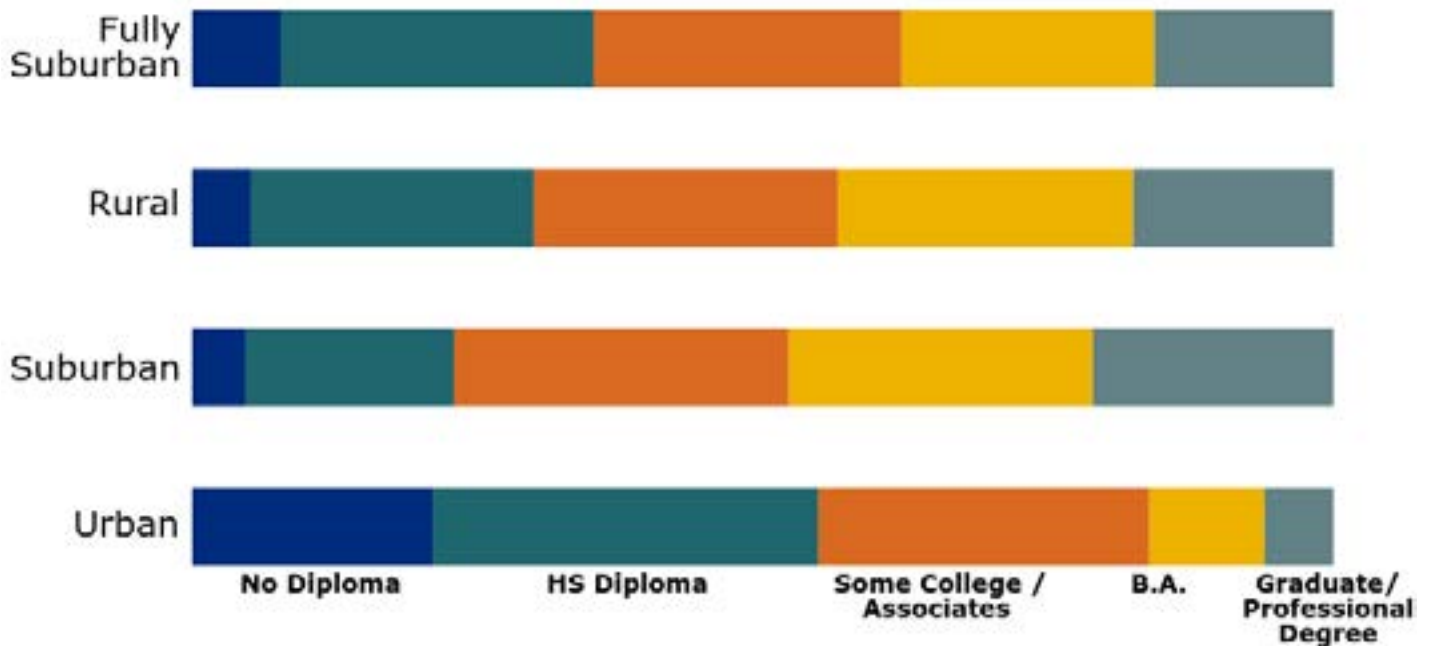
Bus trips per year
16.2 million



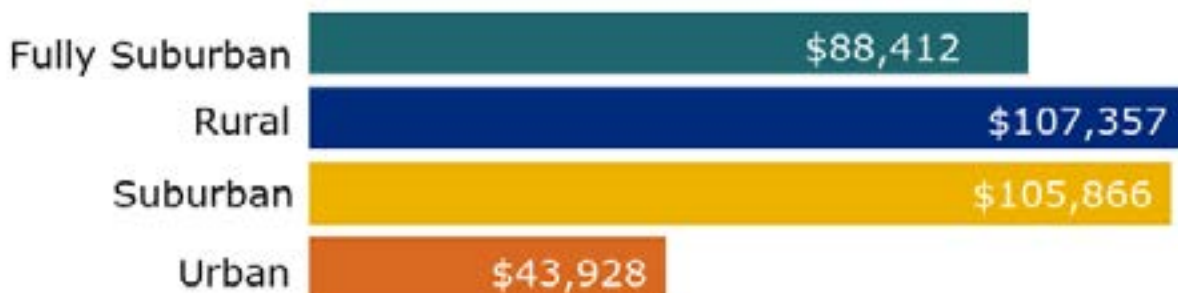
Daily Vehicles Miles Traveled:
22.4 million



Education



Median household income: \$97,325



Members

The Capitol Region Council of Governments (CRCOG) is the largest of Connecticut's regional planning organizations and consists of 38 towns. The CRCOG region is 1,047 square miles in size with a population of 986,248 people.

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



Map of Current CRCOG Members

CRCOG members recognize that the future of our individual member communities is tied to the future of our region. Our members have collaborated for more than 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 as follows:

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

Strategic Planning and Vision

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

CRCOG is currently undergoing an update to its Strategic Priorities and is meeting with staff, Policy Board members, and key stakeholders to update its Strategic Plan. The updated Strategic Plan will likely be finished in the fall of 2023 and CRCOG will update its strategic priorities to reflect the changing needs of the region and our membership.

Vision: A Connected, Competitive, Vibrant and Green Capitol 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 2023-2024

- Continue work on "connected" opportunities: support for TOD, CTfastrak, CTrail Hartford Line Rail, Corridor Advisory Committee, complete streets, corridor studies,

transportation safety, and regional Geographic Information Systems.

- Continue core MPO requirements, congestion management, transit planning, bicycle/pedestrian planning, freight planning, performance measures, and LOTCIP administration.
- Work to maximize IIJA opportunities to benefit to our Region's Infrastructure via facilitating the securing and effective expending of available funding.
- Begin work on RAISE grant and Regional Safety Plan.

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 2023-2024:

- "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 Comprehensive Economic Development Strategy.

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 2023-2024:

- Continue advancing other Shared Services Programs: CRCOG Regional Purchasing Council, the IT Services Cooperative, the Crumbling Foundations Testing Program, and Regional Solid Waste.
- Complete our After-Action Review of the Covid 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 Electric Vehicle Action Plan.
- Convene and facilitate the future of Solid Waste in the state.
- Continue to support sustainable initiatives.

Specific Action items for 2023-2024:

- Continue assisting towns with MS-4, solid waste reduction, stormwater management, and other initiatives.
- Facilitate understanding of the future of Solid Waste in the state and target environmentally friendly long-term solutions.
- Continue work on the MetroHartford Brownfields Program.
- Monitor CTDOT's development of a statewide electric vehicle plan.

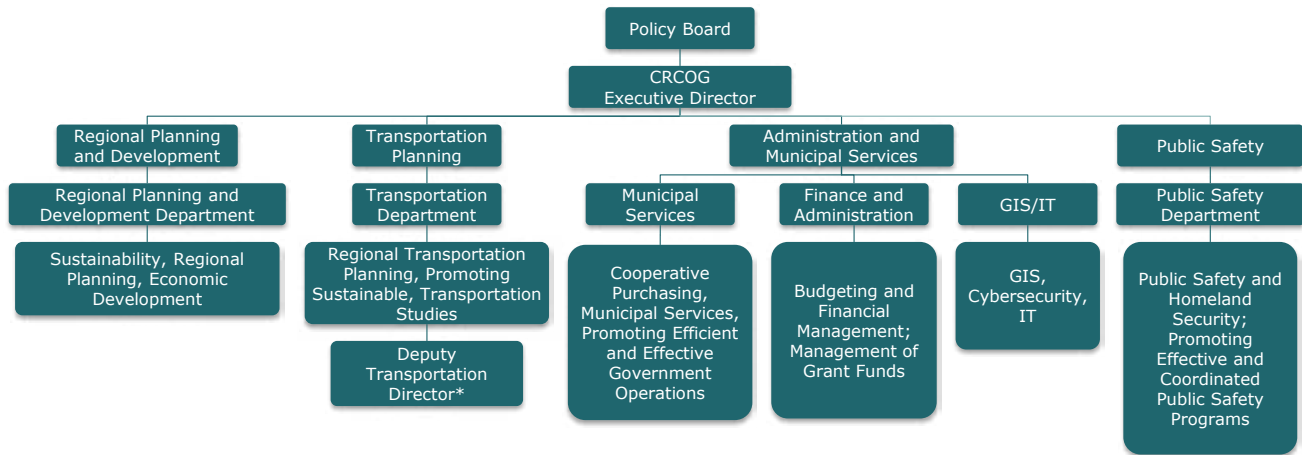
CRCOG Organization and Management

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

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

CRCOG's Executive Director reports to the Policy Board and is responsible for the day-to-day management of the organization. In FY 22-23 CRCOG re-organized its departments to better serve its members. CRCOG's structure is depicted below.

CRCOG Organizational Chart* - New



Staffing and Classifications

In FY 2022-2023 CRCOG conducted a class and compensation study and reclassified its positions. In addition, CRCOG adopted an updated, more competitive compensation plan. CRCOG's newly adopted classification information is below. Previous years' classifications are based on what the staffing would have been had the current classification plan been in place. The staffing level for the classifications are anticipated levels at the end of FY 2022-2023.

CRCOG Job Classifications

Grade	Job Titles	FY 2021-2022	FY 2022-2023	FY 2023-2024 Budget
Administrative and Technical				
1	No positions in Grade	0	0	0
2	Program Assistant	2	2	2
3	Planner, GIS Analyst, Junior Accountant, Administrative Assistant	5	4	4
Supervisors and Advanced Technical				
4	Accountant, Senior GIS Analyst, Program Manager, Senior Planner, Executive Assistant, Communications Marketing Manager, Engineer	4	7	9
5	Principal Planner, Principal Planner II, Principal Program Manager, Senior Engineer	7	8	8
6	GIS and Information Technology Manager, Finance Officer, Principal Engineer	3	3	3

<i>Grade</i>	<i>Job Titles</i>	<i>FY 2021-2022</i>	<i>FY 2022-2023</i>	<i>FY 2023- 2024 Budget</i>
7	Deputy Director of Transportation Planning, Public Safety Director	3	2	2
8	Director of Transportation Planning, Director of Regional Planning and Development	1	2	2
9	Chief Operations Officer	1	1	1

CRCOG Staffing Levels

<i>Staffing Levels (June 30)</i>	<i>FY 2021-2022</i>	<i>FY 2022-2023</i>	<i>FY 2023-2024 Budget</i>
Transportation Planning	11.78	14.39	16.82
Regional Planning and Development	1.32	0.25	1.37
Municipal Services	1	0.55	1.53
Public Safety and Homeland Security	0.28	0.88	0.59
Regional Services Grant (Agency Wide)	4.75	4.3	3.96
Finance and Administration	6.02	6.6	6.24
Total	25.15	26.97	30.514

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 two full time contractors.

CRCOG's increase in staffing from FY 2022-2023 to FY 2023-2024 reflects an increase in FHWA formula funding as a result of IIJA.

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 recordkeeping, budgeting, and monitoring revenues and expenditures. The Fiscal Year begins July 1st and ends June 30th 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, and 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. The public has the opportunity to provide input to the budget at the Executive Committee meeting and provide comment at the Policy Board meeting.

Budget Preparation Calendar

Budget preparation for 2023-2024 followed this calendar:

January – March

- Department Directors develop preliminary projections and submit to Finance for review and comment. Final Projections are due by March 31st.
- Executive Director and COO work with the projected numbers and establish a preliminary budget for the following year. Department Directors provide input and guidance regarding individual department information.

April - Department narratives are prepared. Departments examine and revise performance metrics and goals and objectives for the coming year.

May 10th: Final Draft presentation and approval by Executive Committee

May 25th: Final Draft presentation and 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.

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 \$9,267,670

Federal	\$5,568,952	State	\$2,463,977	Local Dues	\$782,730	Other	\$451,961
---------	-------------	-------	-------------	------------	-----------	-------	-----------

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

Expenditure: \$9,258,514

Contractual	\$4,189,451	Direct and Other	\$771,189	Salary	\$2,125,015	Fringe, Indirect & Management Support,	\$2,172,858
-------------	-------------	------------------	-----------	--------	-------------	--	-------------

Revenue by Department and Source

The majority of CRCOG's funding comes from Federal agencies. Different sources of State funding are the second largest source. CRCOG's Local Dues are primarily used for administrative direct spending and matching grant funds.

	Federal	State	Local Dues	Other	Total
Transportation Planning	\$3,153,487	\$987,936	\$387,436	\$20,000	\$4,548,859
Regional Planning and Development	\$909,034	\$40,000	\$150,032	\$17,576	\$1,116,642
Municipal Services	\$95,000	\$586,692	\$52,227	\$373,846	\$1,107,765
Public Safety and Homeland Security	\$1,411,432	\$-	\$-	\$22,539	\$1,433,971
RSG/Regional Program (Agency Wide)	\$-	\$849,349	\$(15,227)	\$-	\$834,122
Admin	\$-	\$-	\$208,262	\$18,000	\$226,262
Total	\$5,568,952	\$2,463,977	\$782,730	\$451,961	\$9,267,620
%	60.1%	26.6%	8.4%	4.9%	

Expenditure by Department and Category

	Contractual	Direct and Other	Salary	Fringe	Indirect	Management Support	Total
Transportation Planning	\$1,458,193	\$202,259	\$1,428,126	\$669,660	\$318,856	\$471,763	\$4,548,858
Regional Planning and Development	\$840,788	\$21,300	\$125,860	\$59,017	\$28,101	\$41,576	\$1,116,642
Municipal Services	\$651,038	\$185,500	\$133,970	\$62,820	\$29,911	\$44,255	\$1,107,494
Public Safety and Homeland Security	\$1,239,432	\$48,450	\$72,231	\$33,870	\$16,127	\$23,861	\$1,433,970
RSG/Regional Program	\$-	\$111,480	\$364,828	\$171,071	\$81,455	\$120,516	\$849,350
Admin	\$-	\$202,200	\$-	\$-	\$-	\$-	\$202,200
Total	\$4,189,451	\$771,189	\$2,125,015	\$996,437	\$474,450	\$701,972	\$9,258,514
%	45.2%	8.3%	23.0%	10.8%	5.1%	7.6%	

Financial Outlook

anticipates additional competitive or formula funded opportunities under IRA.

Short Term Outlook

CRCOG's short-term outlook has had significant changes from the previous years. The Infrastructure Investment and Jobs Act (IIJA) has positively impacted CRCOG's short and long term outlook.

Federal

- CRCOG has traditionally carried over a large portion of FHWA funding. Beginning in FY 2020-2021 CRCOG made concerted efforts to expend the carry over funding and this effort continues through FY 2023-2024.
- IIJA increased CRCOG's portion of FHWA funding. CRCOG's FY 2023-2024 reflects the increase in funding and additional of staff. IIJA has many competitive funding opportunities. CRCOG received a Safe Streets for All planning grant and will continue to apply for competitive funding opportunities.
- In FY 2022-2023, Connecticut's MPO's agreed to a formula change of the FHWA funding distribution in Connecticut. The formula change does not significantly affect CRCOG's distribution, but the slight change is reflected in the FY 2023-2024 budget.
- In FFY 2022, CRCOG was granted Congressionally Directed Funding through Senator Murphy and Congressman Courtney. The first was \$137,000 for Hazard Mitigation Planning. The second was to support Crumbling Foundations in Eastern and Central Connecticut. CRCOG received these funds at the end of FY 2022-2023 and the majority of the spending for the Hazard Mitigation Planning will be in FY 2023-2024 and the Crumbling Foundations spending will begin in FY 2023-2024.
- The Inflation Reduction Act (IRA) also created opportunities for CRCOG, including a Climate Reduction Planning Grant of \$1 million. This planning grant is a formula funded grant and CRCOG has submitted its intent to apply and will be submitting the application. CRCOG

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 small possibility that RSG may change in the funding formula to CRCOG's benefit. CRCOG has created a contingency table for FY 2023-2024 that would reflect any additions to the RSG formula. As the state turns towards a more regional emphasis, CRCOG expects state funding for COGs to remain relatively stable and consistent.
- In FY 2022-2023, CRCOG received an unprecedented three Regional Performance Incentive Program (RPIP) grants totalling \$1.3MM.
- 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. In FY 2023-2024, CRCOG's budget reflects using a little over \$115,000 of the Regional Program Fund for matching other grants.
- CRCOG's municipal services offerings are expanding and CRCOG anticipates adding additional services and expanding CRCOG's offering in the upcoming year.
- CRCOG rebalanced its local dues to the most recent population data available but the local dues formula remains the same: \$3,000 base plus \$0.685 per capita.

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.

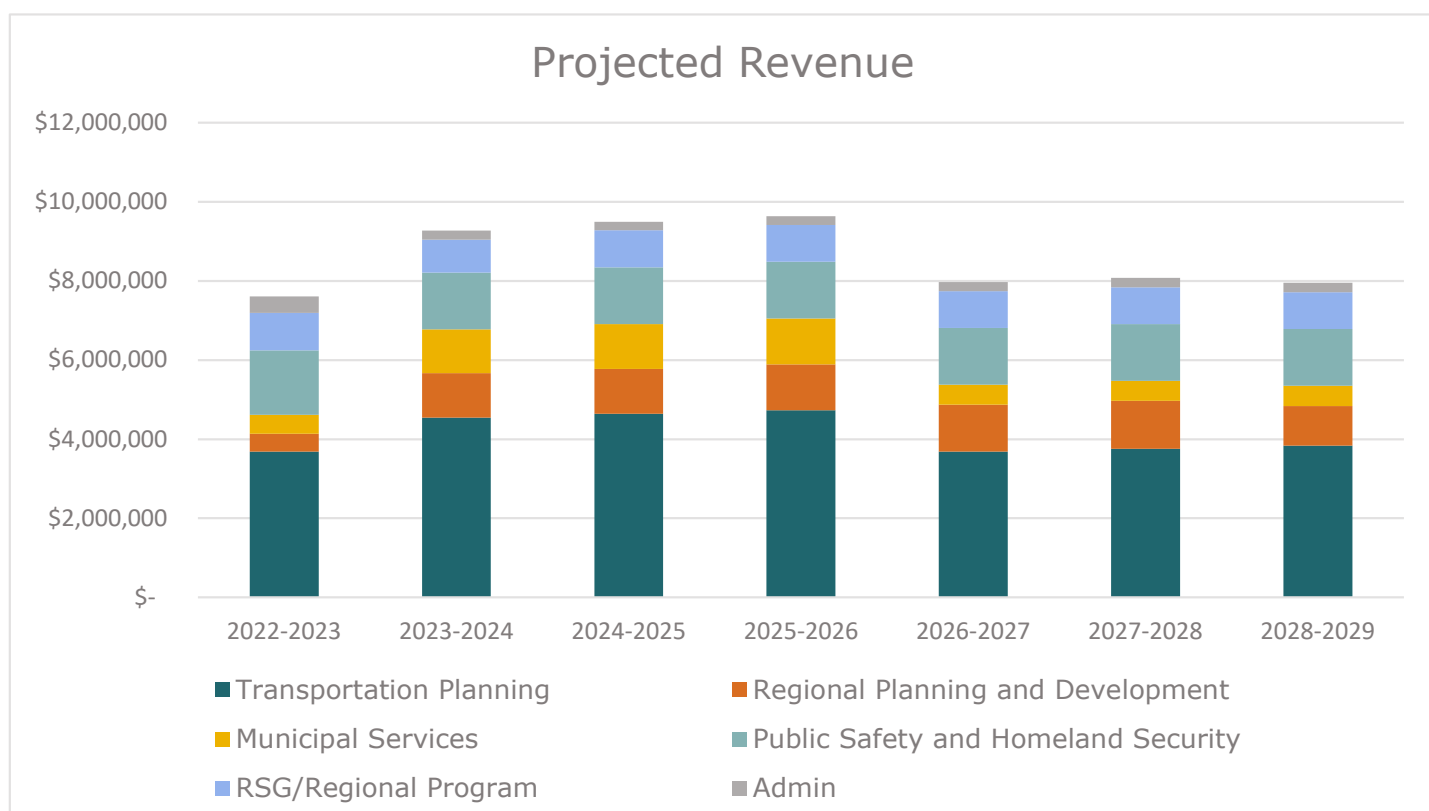
- **Federal revenues:** Given the passage of IIJA and IRA as well as opportunities for Congressionally directed and community funded grants, federal opportunities have increased for revenue, especially in the Connected and Vibrant strategic goals. CRCOG views current higher funding levels as relatively stable in the outer years. Additional opportunities are available, but competitive grants are unpredictable.
- **State revenues:** RSG formula is relatively stable and current administration places an emphasis on regionalization of services and COGs being a conduit to some of those opportunities. The RPIP grants give additional

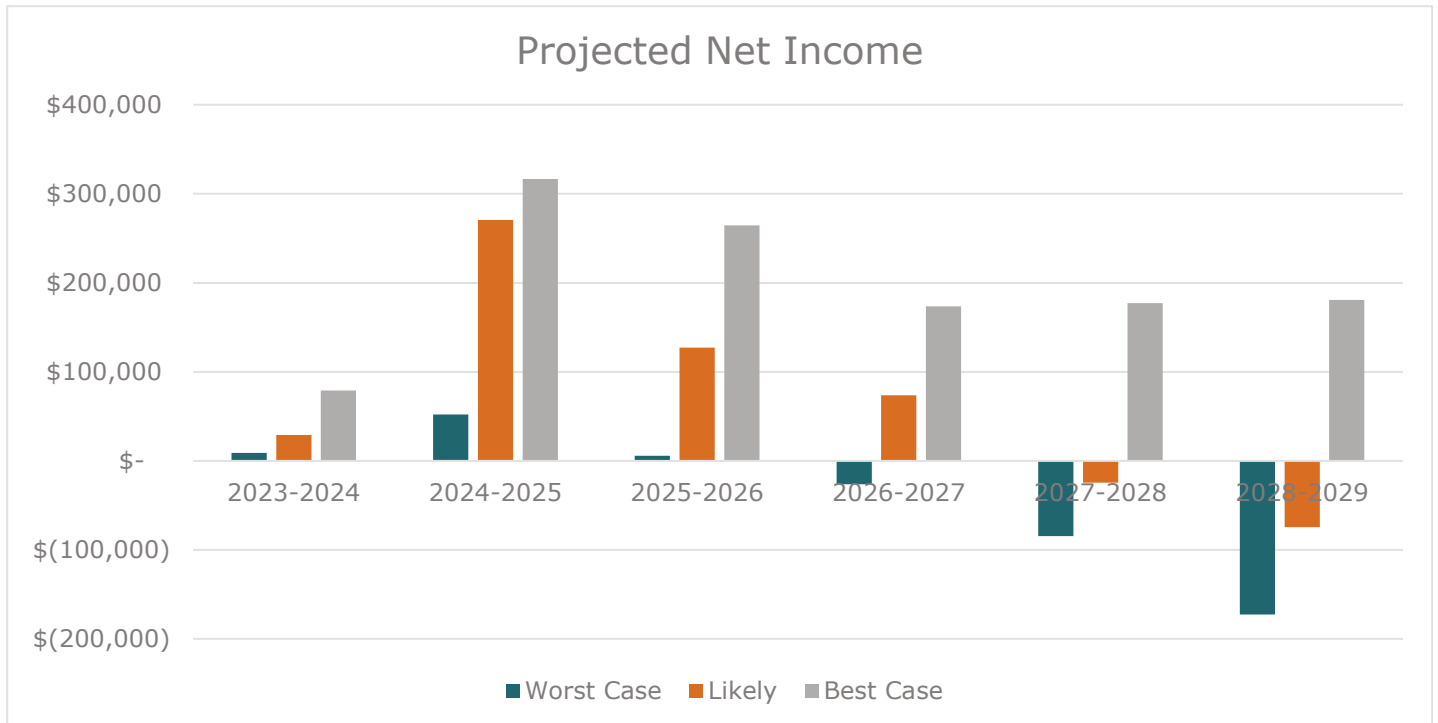
revenue to CRCOG in the short term and additional competitive opportunities in the outer years.

- **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.

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 graph shows a decline in CRCOG's expected revenues, several revenue streams do not directly affect CRCOG's operations and staff. In the near term, CRCOG is expending, through consultants, significant federal carry-over funding. In addition, CRCOG has received a number of grants which will sunset in the out years. The core functional funding is more stable than would appear at first glance.





The operational revenue versus operational expense calculation scenarios are illustrated above.

The revenue picture for the five-year outlook looks potentially challenging in FY 2026-2027 and more likely in 2027-2028 and beyond. CRCOG has a mitigation plans in place. CRCOG reviews the following three scenarios:

Worst Case: In this scenario, all carryover funding would be expended by FY2028-2029 requiring mitigation measures as early as 2027-2028. 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 likely. Worst Case scenario presumes staffing levels equal or higher to the other scenarios. It is likely if the Worst Case is realized, CRCOG will not fill open positions mitigating expenditures prior to when necessary. In addition, CRCOG would no longer fund its Regional Program Fund with local dues as it does (and is presumed in all the scenarios) in order to have funding on hand and available.

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 for

operational purposes would not be required until 2028-2029, 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 FY2027-2028. 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 FY2026-2027. 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. CRCOG uses modified accrual process for its basis for budgeting as well as its audited financial statements.

The following funds are subject to budgetary appropriation:

- General Fund
- Regional Services Grant
- Special Projects / Regional Fund
- FHWA and Planning
- Public Safety and Homeland Security
- Municipal Services
- Non-Major Governmental Funds

Audited financial statement presentation of the activities of CRCOG 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 the CRCOG Departments. CRCOG's financial policy is to have a minimum of three months of operating expenses in the General Fund as a reserve.

The Regional 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 Special Projects / Regional Fund incorporates activities related to the CRCOG Regional Fund established. Although the Regional Fund is

under the purview of the Municipal Services Committee, all departments have an opportunity to access this fund for regional projects. Annually, CRCOG targets adding to the Regional fund by a minimum of \$100,000. In 2023-2024 CRCOG will use the Regional Fund for match purposes for a number of different grants.

The FHWA and Planning Fund includes all activities funded by various sources related to the work of the Transportation Department through the Federal Highway Administration. This includes grants and contracts received from the Federal and State Governments.

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 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 and the Regional Performance Incentive Program grants.

Nonmajor Governmental Funds includes a wide range of activities related to the needs of local members. These projects are funded through State grants and contracts. This fund primarily pertains to the Regional Planning and Development projects and grants.

CRCOG is not required to have a fully balanced budget – i.e., in some years, fund balance is used to make up for a relatively small shortfall. This practice is generally avoided, however, and no use of fund balance is being included in the upcoming budget. CRCOG is not permitted to borrow money or issue debt in any form.



Relationship between Departments and Funds

Historical and Projected Fund Balances

*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.

	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, 2020	\$1,671,522	\$-	\$80,896	\$-	\$-	\$-	\$141,678
June 30, 2021	\$1,983,673	\$-	\$1,547,917	\$-	\$1,331,241	\$96,999	\$83,148
June 30, 2022	\$2,173,808	\$-	\$1,741,747	\$-	\$1,002,192	\$199,097	\$78,084
June 30, 2023 (Projected)	\$2,373,808	\$-	\$1,941,747	\$-	\$705,010	\$300,500	\$75,050
Revenue							
Federal		\$-	\$-	\$3,153,487	\$1,411,432	\$95,000	\$909,034
State		\$849,349	\$-	\$987,936	\$-	\$586,692	\$40,000
Local Dues (less Match)	\$208,262	\$-	\$(15,227)	\$387,436	\$-	\$52,227	\$150,032
Other/User Fees		\$-	\$-	\$20,000		\$373,846	\$17,576
Total Revenue	\$208,262	\$849,349	\$(15,227)	\$4,548,859	\$1,411,432	\$1,107,765	\$1,116,642
Expenses							
Grants/Contractual	\$-	\$-	\$-	\$1,458,193	\$1,239,432	\$651,038	\$840,788
Direct and Other	\$202,200	\$111,480	\$-	\$202,259	\$48,450	\$185,500	\$21,300
Salary	\$-	\$364,828	\$-	\$1,428,126	\$72,231	\$133,970	\$125,860
Fringe	\$-	\$171,071	\$-	\$669,660	\$33,870	\$62,820	\$59,017
Indirect	\$-	\$81,455	\$-	\$318,856	\$16,127	\$29,911	\$28,101
Management Support	\$-	\$120,516	\$-	\$471,763	\$23,861	\$44,255	\$41,576
Total Expenses	\$202,200	\$849,350	\$-	\$4,548,858	\$1,433,970	\$1,107,494	\$1,116,642
Net Change	\$6,062	\$-	\$(15,227)	\$-	\$(22,538)	\$271	\$(0)
Projected FY 2024 Fund Balance	\$2,379,870	\$-	\$1,926,520	\$-	\$682,472	\$300,771	\$75,050

CRCOG does not anticipate an increase or decrease in any fund by more than 10%. Public Safety and Homeland Security has the largest increase or decrease of 3.3%, which is an expected amount to support Public Safety's operations.

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. Due to the change in the way GASB treats leases, CRCOG added Right to Use Assets in its Capital Assets and debt. CRCOG's current lease is coming to an end in FY 2023-2024. CRCOG's

new 10-year lease will start in January of 2024. Due to this transition, there is a significant increase in Capital Assets in 2023-2024.

	FY19-20	FY20-21	FY21-22	FY22-23 (projected)	FY23-24 Budget
Furniture and Fixtures	\$36,010	\$30,886	\$25,270	\$28,835	\$30,000
Computers	\$31,413	\$17,863	\$22,657	\$25,000	\$28,000
Right to Use Assets	\$-	\$-	\$153,726	\$22,727	\$472,070
Total	\$67,423	\$48,749	\$201,653	\$76,562	\$530,070

Statute prohibits 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:

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

CRCOG's complete financial policy is included in the appendix of this document.

The table below outlines the major financial policies and the alignment of the budget document with those policies.

Financial Policy	Status
Balanced budget: Expenditure is within $\frac{3}{4}$ % of revenue	The current budget meets this requirement

Financial Policy	Status
<p>Long range planning:</p> <p>Diversify sources of funds</p> <p>Review staffing levels against multi-year grants</p> <p>Stabilize town dues</p>	<p>The current budget:</p> <p>Although funding sources are still largely federal, they originate from different agencies.</p> <p>Current and future expected staffing levels match existing multi-year grants</p> <p>Town dues are stable</p>
Asset Inventory: maintain an as-set inventory of capital assets of \$5,000 or more	CRCOG has an asset inventory of all capital assets
<p>Financial Accounting and Budget Policy: modified accrual for all funds</p> <p>Financial Monitoring / Auditing: quarterly financial reports</p> <p>Reporting required by granting agency</p>	<p>CRCOG uses modified accrual basis in accounting, budgeting and auditing for all funds</p> <p>CRCOG has created quarterly financial reports for the Council</p> <p>CRCOG has maintained all reporting requirements by granting agencies</p>
<p>Revenue Policy</p> <p>Diversification: diversify funding sources while maintaining core mission of cooperation across the region</p> <p>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</p> <p>One-time revenue: evaluate on-going expenditures of one-time revenue on an annual basis based on expected funding for the upcoming year</p>	<p>CRCOG continues to diversify funding at the local, state and federal levels as well as the private sector and fee for service opportunities</p> <p>Within Public Safety, the current fees for service meet this policy. The fees within Municipal Services and GIS services do not currently cover the cost and CRCOG is preparing alternative solutions</p> <p>The current budget meets this policy</p>
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 – investing as prescribed for its cash and short-term investments in CDs, Money Market accounts, and Connecticut's Short-Term Investment Fund (STIF)

Department Details



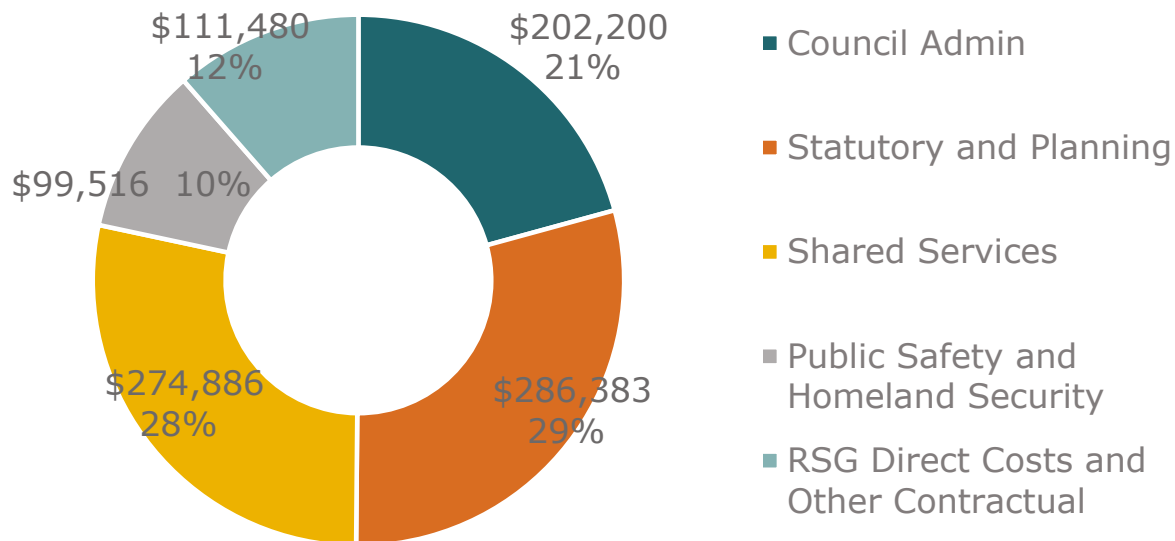
- Administration and Finance
- Municipal Services
- Public Safety and Homeland Security
- Regional Planning and Development
- Transportation Planning

Administrative Services and GIS

Focuses on Competitive aspect of CRCOG's strategy and vision.



Agency Wide (Regional Services Grant and Council Admin) Expenditures by Program Area



Revenue by Source and Expenditure Category

FY 2023-2024 Regional Services Grant and Council Admin Budget

Revenue	
State	\$849,349
Local Dues	\$211,035
Other	\$-
Total Revenues	\$1,060,384
Expenditures	
Personnel	\$737,870
RSG Direct Costs	\$111,480
Grants and Contractual	\$-
Council Admin Direct Costs	\$202,200
Total Expenditures	\$1,051,550

Introduction

CRCOG's Administrative Services' major areas of responsibility include all areas supporting multiple departments. Specifically, Administration Services include communications, budget management, benefits administration, payroll, accounts payable and receivable, and financial reporting for intergovernmental grant programs. In 2022-2023 CRCOG also integrated the CRCOG's GIS division into Administration and Finance because CRCOG's GIS division supports multiple departments within CRCOG and is a shared resource.

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. Effectively communicate CRCOG's message with regional stakeholders. Support the region's Geographic Information System as well as CRCOG's departments in visualizing, analyzing, and organizing regional data. 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; and provide financial information on a timely and meaningful basis to the Executive Director and Policy Board.

Goals

- ◇ Continue to provide leadership to identify and secure new resources for the agency.
- ◇ Communicate CRCOG initiatives, programs, and projects to the region via traditional and digital marketing efforts.
- ◇ Maintain CRCOG's Regional Geographic Information System (GIS), including data update and maintenance and an online Property Viewer.
- ◇ Support CRCOG departments in developing new GIS related scenarios,

presentations, maps, and other initiatives to help departments better analyze and visualize the region.

- ◇ Leverage partnerships with CTOPM and CTDOT to standardize property and Transportation datasets.
- ◇ Supervise desktop support (provided by Novus Insight), and provide software and hardware to meet staff Information Technology needs.
- ◇ 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 the Executive Director and departments with accurate and timely financial data.
- ◇ Maintain the annual salary plan consistent with market data and economic conditions.

2022-2023 Accomplishments and Performance

- ◇ Implemented a new CRCOG website.
- ◇ Launched the CRCOGWhat, CRCOGWhy, CRCOGWho social media campaign.
- ◇ Implemented additional information technology security measures to be in compliance with best practices.
- ◇ Worked in coalitions to advance transit and transportation opportunities in the region.
- ◇ Implemented updated codes to comply

with GAAP changes as well as make processing more efficient.

- ◇ Received a clean audit opinion for the 2021-2022 Annual Audit.
- ◇ Utilized SharePoint software to develop annual budget.
- ◇ Processed accurate and timely payments to vendors.
- ◇ Streamlined PO and Expense Reimbursement process.

GIS

- ◇ Perform GIS functions on behalf of the region to assist in regional and local planning.
- ◇ CRCOG hosts a Regional Parcel Viewer and GIS portal and continues 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.

- ◇ Perform CTOPM mandated annual Parcel and CAMA data collections.
- ◇ Add town-specific data layers upon request.
- ◇ Leverage ArcGIS Enterprise and 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.
- ◇ 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.

Performance

	2021	2022
Reliable Financial Information in a timely manner		
Number of finance related audit findings	0	0
Number of PO's processed annually	357	339
Percent of time PO's processed within 2 business days	100	100
Provide benefit costs of total compensation reports	1	1
Responsible Cash Planning and Financial Activities		
Number of invoices billed (Accounts Receivable)	128	239
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	98	99
Number of vendor invoices processed on annual basis (Accounts Payable)	1916	1538
CRCOG Web-Based Regional Parcel Viewer		
Views	2021-2022 29,137	2022-2023 87,411

Note: CRCOG will be adding additional web metrics in FY 2023-2024.

2023-2024 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

Communications

- Continue implementing CRCOG's branding style guide and improve CRCOG Communications across all channels.
- Highlight the impact of CRCOG's digital marketing efforts. Begin benchmarking return on investment (ROI) with key performance indicators (KPIs) for CRCOG's website and social media marketing efforts.
- Website Metrics:
 - ◇ Traffic sources (an acquisition metric) - It measures the sources that drive traffic to the website and includes:
 - ◇ Direct: Visitors who typed in your URL and directly landed on your page
 - ◇ Organic search: Traffic from search engines as a result of your SEO efforts
 - ◇ Email: Visitors from your email campaigns or other email marketing efforts
 - ◇ Social: Traffic from social media platforms such as LinkedIn, Twitter, etc
 - ◇ Referral: Traffic from other websites

whom you've partnered with, such as listicles, guest blogging sites, review sites, etc.

- ◇ Sessions - A session represents a set of activities a visitor performs on your website during a certain time period. A session starts right after a user visits your website and ends after 30 mins of inactivity. Tracking website sessions helps you evaluate if your marketing strategy is engaging enough for prospects to return.
- ◇ Pages per session – The average number of pages a user has visited in a session. This metric will help us track overall website engagement. It indicates if your prospects find your content helpful and are interested in learning more from you.
- Social Media Metrics
 - ◇ Followers – the number of individuals following a CRCOG social channel. Is it increasing or decreasing?
 - ◇ Audience growth rate – Demonstrates how follower count changes over time.
 - ◇ Reach – How many people have seen a post since it went live. Reach changes depending on when your audience is online and how good your content is. It gives you an idea of what your audience finds valuable.
 - ◇ Engagement rate (includes, comments, likes, and shares) - This metric divides all the engagement a post receives by the total number of followers on your social channel. It shows how engaging, on average, your piece of content was with followers.
 - ◇ Video plays (number of video views) – how many individuals have watched your video.
 - ◇ Video engagement – Likes, dislikes, comments and shares illustrate the emotional impact of the content with users.
 - ◇ Total watch time – How much time does a user spend with your video? Do they watch a two-minute for five seconds or one minute? The amount of time over time will show you how well the content is engaging users.

- Continue CRCOG staff training and support of new website to increase consistency, proficiency, and effectiveness.

GIS

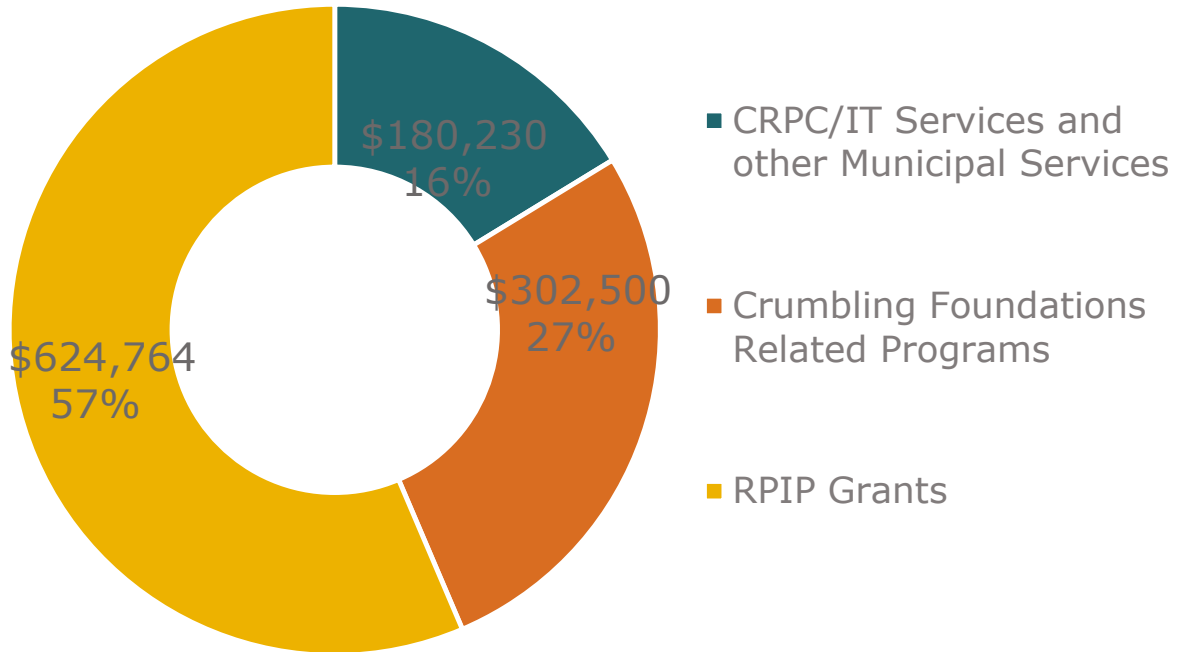
- Regional GIS. Continue to support CRCOG's Regional Parcel Viewer and GIS portal and continue to make improvements to its data and functionality.
- Continue adding automatic Computer Assisted Mass Appraisal (CAMA) data processors in member municipalities.
- Add town-specific data layers upon request.
- Leverage ArcGIS Portal to enhance functionality and feedback capabilities.
- Maintain and update regional GIS datasets such as land use and zoning.
- Provide advanced mapping and analysis services 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.

Municipal Services

Focuses on Competitive and Vibrant aspect of CRCOG's strategy and vision.



Municipal Services Expenditures
by Program Area



Revenue by Source and Expenditure Category

FY 2023-2024 Municipal Services Budget

Revenue	
Federal	\$95,000
State	\$586,692
Regional Program Fund	\$52,227
Other Funds	\$373,846
Total Revenues	\$1,107,765
Expenditures	
Personnel	\$270,956
Direct Costs	\$35,500
Crumbling Foundations Testing	\$150,000
Grants and Contractual	\$651,038
Total Expenditures	\$1,107,494

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 programs 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 supports the Crumbling Foundations Testing Program, and the Ad-Hoc Working Committee on Crumbling Foundations. This also supports the Regional Performance Incentive Program Shared Services grants for Assessment, Building and Code Enforcement, and Animal Control (ACO).

The Capitol Region Purchasing Council's major areas of responsibility include Annual/Biennial cooperative bids, the CRCOG Energy Consortium, Indefinite Quantity Construction Program (ezIQC), and our e-Procurement software. The Purchasing Council Executive Committee hosts an Annual Meeting of the groups' membership (now over 125 local governments and agencies). Staff also continuously reviews the programming offered through the Council and explores new areas of service.

The CRCOG IT Services Cooperative pursues regional software and other IT programs, services, and solutions for municipalities looking to save tax dollars and enhance operating efficiencies. This group has successfully supported the establishment of a commonsense, affordable fiber network for municipalities, which will enable

the next generation of service sharing to gain local operating efficiencies. All municipalities in Connecticut now can connect to the Nutmeg Network. More service sharing opportunities are now possible as a result of this network connectivity and the establishment of the CRCOG Data Center, which can provide a wide array of IT hosting and software sharing to municipalities.

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. In 2022-2023, CRCOG continued to work on Long Term Recovery and received an EDA CARES sub-grant through DECD. The Regional Long Term Recovery Steering Committee Work will sunset in early 2023-2024.

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:

1. Municipal Service Sharing
 - Regional Geographic Information System (GIS)
 - OPM Regional Service Sharing Grants
 - Waste Management and Diversion
 - Human Services Coordinating Council
 - Regional Election Monitoring
2. Purchasing Council
 - Annual/Biennial Cooperative Bids
 - e-Procurement System
 - Natural Gas Consortium (on hiatus)
 - Electricity Consortium
 - Job Order Contracting construction (ezIQC)

3. IT Services Cooperative
 - Fiber Infrastructure (SERTEX)
 - General IT Services (Novus Insight)
 - Hosting/Disaster Recovery
 - Voice Over Internet Protocol (VOIP)
 - Regional Online Permitting Program
 - Cybersecurity Policies and Services
 - Time and Attendance software (Novatime)
 - Electronic Document Management System (EDMS)
4. HR-Portal
 - Salary Survey and Reporting Module
 - Model Document
 - Interview Panel
 - Human Resources Consulting Services
5. Waste Management and Recycling
 - Waste Management and Diversion
 - Textile Recycling

Goals

- Research, analyze, and implement programs that help municipalities work together in a more efficient, cost-effective manner.
- Maintain our current level of excellent service delivery with a philosophy of continuous improvement and an eye to changing needs and regulations to provide the best solutions to a wide variety of municipal operational needs.
- Expand and promote the offerings of the CRCOG IT Services Cooperative. Promote CRCOG as a proving ground for innovative ideas and activities that benefit municipalities within our region.
- Explore and implement waste management and diversion strategies to provide opportunities for our region to reduce, reuse, recycle, and divert waste and reduce disposal costs.
- Grow direct service offerings for smaller towns that focus on core operational needs such as assessment, building and code enforcement, human resources, social services, and

accounting that can be difficult to maintain in a challenging fiscal environment.

- Respond to additional mandates from the state to add regional responsibilities and needs, including response to the COVID-19 pandemic.

2022-2023 Accomplishments

Municipal Services

- Worked with the CRCOG Municipal Services Committee to address issues and implement initiatives that helped 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.
- 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. State legislation is pending for a change of the title to Regional Election Advisor (REA) which more closely represents the activity of the REM.

Regional Performance Incentive Program

- Received \$1,379,500 in RPIP grants for Shared Assessment, Shared Building and Code Enforcement, and Shared Animal Control.
- Executed Notice of Grant Award and began kick-off meetings with interested towns.
- Conducted surveys to further shared assessment.

Waste Management, Diversion, and Recycling.

- Continued textile recycling programs and services through BayState Textiles.
- Successfully completed an RFP for a Waste Management and Diversion Study and established a Waste Management and Diversion Steering Committee.

- Completed Tasks I and II of CRCOG's Waste Management and Diversion Study to inventory and access existing infrastructure, explored short-term (1 to 5 yr.) challenges, strategies, and opportunities for continuous process improvement and organics diversion, and completed an Application to fund a Regional Waste Authority (e.g., reconvene CCSWA) to address long-term options to increase waste disposal capacity and reduce costs in our region.
- Met with various stakeholders regarding Materials Innovation and Recycling Authority (MIRA). Convened members regarding the future of MIRA and the future state of waste management and diversion in our region.
- Presented results of CRCOG's Waste Management and Diversion Study to CRCOG's Policy Board, Municipal Services Committee, and other stakeholders.

Human Resources Initiative

- Competitively bid for Diversity, Equity, and Inclusion Training Services for member towns.
- Updated the CCM Municipal Salary Survey.
- Continued to market on-call Human Resources Consulting Services.
- Continued pilot of the 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.
- 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.
- Received \$2MM in Congressionally directed funding for Crumbling Foundations remediation via the Department of Housing and Urban Development (HUD).

CRCOG IT Services Cooperative

Continued to develop and expand cost-effective regional shared programs and services for municipal Information Technology in partnership with the Novus Insight, the Capital Region Purchasing Council (CRPC), NECCOG, the CT Council of Small Towns (COST), and the Connecticut Conference of Municipalities (CCM).

Cybersecurity

- The Cybersecurity Task Force and met six times during FY 2022-2023. 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.
- Continue to promote U.S. National Guard municipal cyber security assessments.
- Serve on the CTDEMHS Cyber Grant Planning Subcommittee.
- 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 completed a webinar series for Chief Elected Officials and Chief Administrative Officers to give CEO's and CAO's an understanding of policy needs for cybersecurity.

Regional Online Permitting

- Continued to expand the online permitting programs and services (Municipality/ICC-CDS and ViewPoint Cloud/OpenGov), including amending Master Contracts and securing cost-effective pricing for CRCOG and CRPC members.

Electronic Document Management Service (EDMS)

- Transitioned South Windsor, CT from Hyland/OnBase to LaserFische EDMS platform.

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 \$1.83 million in FY 2022-23 for CRPC members. CRPC membership is now over 120 public entities (municipalities, boards of education and other public entities). It is important to note that the savings reflect 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. Based on the review of the consortium members, the pricing was locked in 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 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 which included several new members of the CRPC,

an informational presentation to the NECCOG board of directors, close monitoring of key new projects, website and informational materials improvements, resumption of the annual ezIQC user's group, and direct involvement in marketing campaigns developed by The Gordian Group.

- Eighty-nine towns and entities have issued purchase orders since the program's inception. Purchase orders for FY 2022-2023 are over \$34.2million.

e-Procurement

- CRCOG continues to use its Bonfire e-procurement platform. This has been a powerful and effective bidding and tracking tool.

2022-2023 Performance

	2021-22	2022-23
Dollars saved through CRPC bids (annual total for CRCOG members)	1.92 million	1.83 million
Number of bids conducted by CRPC	17	13
Number of Request for Proposals or similar processes conducted	4	5
Value of ezIQC Purchase Orders (since program inception)	\$73 million	\$85.3 million
<i>CRCOG Program Participation</i>		
Number of ezIQC users (since program inception)	87	89
Number of Electricity Consortium members	9	9
Number of CRPC members	119	125
Number of Regional Permitting members	53	58
Cybersecurity Program Participants	12	12
Textile Recycling Participants	57	65

2023-2024 Objectives

Municipal Services

- Continue to seek out new opportunities for inter-municipal service sharing and help identify funding sources to implement these programs and services for cost-savings and municipal efficiency, cooperative purchasing, and increased member participation.
- Through CRCOG's Municipal Services Committee, provide member municipalities opportunities to 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. Respond to partnership opportunities as is consistent with the goals and objectives of the Municipal Services Department.
- Continue outreach to CRCOG member municipal staff through in-person site visits

to access municipal needs and encourage collaboration on programs and services.

- Continue to track and support legislation that promotes CRCOG's Legislative Agenda, especially those matters related to municipal programs and services in our region.
- Expand on SCRCOG, WestCOG, MetroCog, NEECOG, NVCOG, and SECCOG collaborative partnerships to promote CRCOG's statewide regional fee-for-service programs.
- Continue small town assistance meetings and expand opportunities for small towns.
- Continue to convene and encourage collaborative partnerships with CRCOG's Human Services Coordinating Council, such as CLASS and other human and/or social service organizations, on issues of importance to municipal Human Services and Social Services Directors.

Human Resources Initiative

- ◇ Expand upon the Interview Panel Database to include a larger participant base.
- ◇ Continue support of the CCM Salary Survey.

Regional Performance Incentive Program (RPIP) Grants

- Continue administrative and technical support and program and service implementation of RPIP Grants, including the following:
- Shared Assessment: Continue recruitment of interested towns and develop program.
- Shared Building and Code Enforcement: Establish per-diem program and services and enter into agreements with interested municipalities.
- Shared Animal Control: Explore and establish sub-regional programs for sharing Animal Control Officers.

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.
- Implement the HUD remediation program

Waste Management and Diversion, including Organics and Recycling

- Staff Central Connecticut Solid Waste Authority (CCSWA)
- Seek effective and sustainable opportunities and strategies to advance regional Waste Management and Diversion programs, services, and solutions long-term.
- Continue to explore viable and sustainable medium-and long-term opportunities and strategies regarding waste management and diversion in our region.
- Continue to explore, support, fund, implement, and administer additional waste management and diversion opportunities and strategies in our region, including textile recycling, extended producer responsibility (EPR), food waste/organics, and other viable and sustainable waste-related programs and services.
- Continue collaborative participation in ongoing food waste pilots in the CRCOG region and beyond in order to establish best

practices, model policies and procedures, and implement viable and sustainable programming and services.

- Continue to promote textile recycling programs and services and increase participation.

CRCOG IT Services Cooperative

- Continue expansion of Voice over Internet Protocol (VOIP) and Hosting Services membership.
- Work with Novus Insight, LLC 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 and expand program and service offerings through CRCOG's Regional Online Permitting System program.
- Complete amendment and execution of new Master Contracts with Municipality (ICC-CDS) and ViewPoint (OpenGov) for online permitting programs and services.
- Promote Cybersecurity Services available through Novus Insight, LLC and the Cybersecurity Model Policies. Continue to support the Cybersecurity Task Force and other vested interests to stay ahead of Cybersecurity risks and expand the offering of the Cybersecurity Program.
- Wind down Hyland/OnBase EDMS electronic document management system.
- Reassess viability and municipal interest in regional job portal pilot program.

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.

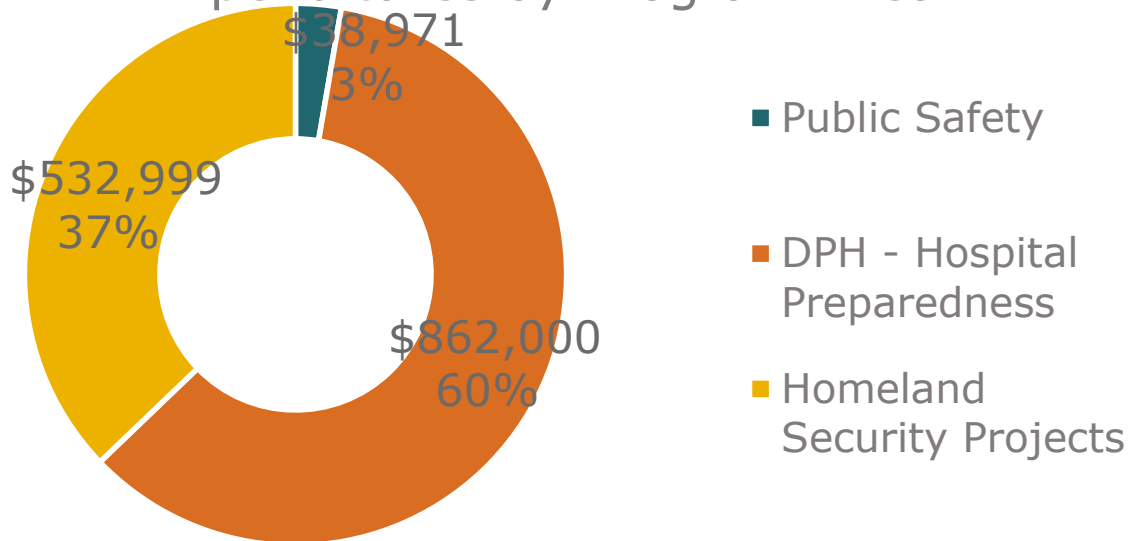
- Promote membership with the CRPC to all municipalities and public agencies in the state. Attend procurement professional meetings to inform of CRPC activities and acquire knowledge to enhance cooperative opportunities through CRPC.
- Promote and administer the job order contracting program (ezIQC).
- 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, revitalize the consortium.

Public Safety and Homeland Security

Focuses on the vibrant aspect of CRCOG's strategy and vision.



Public Safety and Homeland Security Expenditures by Program Area



Revenue by Source and Expenditure by Category

FY 2023-2024 Public Safety and Homeland Security Budget

Revenue	
Federal	\$1,411,432
State	\$-
Local Dues	\$-
Other Funds	\$22,539
Total Revenues	\$1,433,971
Expenditures	
Personnel	\$146,088
Direct Costs	\$48,450
Public Safety Projects	\$16,432
DPH Projects	\$792,000
Homeland Security Projects	\$431,000
Total Expenditures	\$1,433,970

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.

CROCOG'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
- CTDEMHS Reg 3 Cyber Security Task Force
- Urban Area Working Group
- Training and Exercise Planning Workgroup
- I:COMM Team
- Incident Management Steering Committee
- Capitol Region HAZMAT Team Steering Committee
- Regional Mobile Command Post Committee
- Capitol Region Pre K-12 Emergency Planning Committee
- Capitol Region Emergency Planning Council:

R-ESF 1 Transportation

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

- 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, and the Region 3 Cybersecurity Task Force.

- Manage the Public Health Emergency Preparedness (PHEP) grant from the CT Department of Public Health on behalf of the 14 local public health departments and districts in our region.
- Provide technical assistance, HSEEP compliant training development and exercise coordination services to member communities.
- Continue to run Incident Command System (ICS) and National Incident Management System (NIMS) for first responders within our region.
- Assure the development of public safety education programs within Connecticut by service on various boards and advisory commissions for high school and college programs specializing in public safety and homeland security.
- Administer and maintain the CAPTAIN mobile data communication system and prepare for the transition of 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.
- Completed work on an After-Action Review of the region's response during the covid 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 BP4. We continue to have monthly 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 PPE for our EMS providers.
- CRCOG staff coordinated Law Enforcement Day at Camp Courant where more than 25 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.

2022-2023 Accomplishments

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 DEMHS Statewide Advisory Council, Statewide Cybersecurity Committee, Statewide Citizen Corps Council and Statewide Homeland Security Working Group.

Homeland Security Initiatives

- FFY 2019 SHSGP – Completed project work and closed out this grant. Through the Statewide Homeland Security Working Group CRCOG received an additional \$60,000, which included set asides for the Hartford Bomb Squad and Capitol Region HAZMAT Team.
- FFY 2020 SHSGP- Received grant award and continue to work on grant deliverables. Through the Statewide Homeland Security

Working Group received additional funds for the Hartford Bomb Squad and planning work.

- FFY 2021 SHSGP – Received grant award and have begun project work.
- The Capitol Region Emergency Planning Council approved a Spending Plan for the FY 2022 Homeland Security funds at their July quarterly meeting. The region will receive \$480,956 from the State Homeland Security Grant Program. This includes a slight increase from last year and set asides for Protection of Soft Targets and Election Security. In addition, we will receive grant awards for the Capitol Region HAZMAT Team and our Metropolitan Medical Response System.
- Purchased various equipment for regional SWAT and Dive teams, the Regional Incident Dispatch Team, Incident Management Team, the four regional mobile command posts and the Hartford Bomb Squad.
- The Regional Emergency Support Plan was activated in response to the COVID-19 pandemic in March of 2020, and remains in monitoring status. Coordination is being done by the ESF-5 (Emergency Management) and ESF-8 (Public Health and Medical Services) duty officers.
- CRCOG began running a Regional Distribution Site at a Public Works Facility in the Town of West Hartford during the pandemic and now continues 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.
- The Region 3 Cybersecurity Task Force was designated as the new ESF-17 Cybersecurity and work has begun on the new RESP Annex. A Tabletop Exercise was held for the region's IT Directors with plans to make it a series.
- The Region 3 Incident Management Team leadership has been meeting monthly with DEMHS to further support and enhance the ability of the State IMT.
- CRCOG offered to assist in funding the region's Emergency Management Directors to obtain their Certified Emergency Manager (CEM) or Associate Emergency Management Director (AEM) through the International Association of Emergency Managers.
- 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.
- Regional Exercises – Supported regional exercises and coordinated training classes. Due to the pandemic these activities were limited this year however several are currently in the planning phase.
- 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 the Get Ready Capitol Region citizen preparedness website which, also includes a Twitter feed and Facebook page.
- Support an ambassador program made up of CERT members to promote the site and message. Most trained are members of the region's CERT teams.
- 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.
- CRCOG staff attended the annual CT SWAT Challenge. The I-COMM team participated with MCV-3 and the radio truck.
- Staff members participated in a Detect and Resolve Exercise and several transportation exercises with the TSA and continue to partner with them.
- Committee memberships – Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.
- Partnered with DEMHS Region three 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 Incident Communications Team 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. CRCOG instructors have completed familiarization with new course materials, and they will begin teaching this in Summer 2023.
- Homeland Security conducted a hybrid onsite/virtual monitoring visit with CRCOG and viewed all equipment purchased for the Hartford Bomb Squad and regional SWAT teams.
- 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.
- Integrating the Cybersecurity Task Force as a new Emergency Support Function.
- 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.
- Managing, monitoring, and reviewing the R3 LHD sub-contractor contractual reporting deliverables and preparing and submitted the required R3 reporting to CTDPH.
- Hosted and maintained bi-weekly situational awareness meetings to local public health department/district during the COVID-19 Stand-by Regional Status notification.
- Completed an AAR/IP for Regional COVID-19 Response on the CTDPH Template
- Review and update the Region 3 Public Health Emergency Response Plan (PHERP), Medical Counter Measure Plan (MCM), Emerging Infectious Disease Response Plan (EIRDP) and the MMRS Critical Workforce Dispensing Plan.
- Completed a Training Needs Assessment of R3 Local Public Health staff to inform an R3 Integrated Training Planning and the R3 Public Health Workforce Development Plan.
- Planning two contractual exercises R3 Tabletop Exercises (TTX). One on pill dispensing and the other on vaccination scenarios as PHEP deliverables for CTDPH.

- Supported contractor in conducting and providing a Region 3 AAR/IP Response to COVID-19 for CREPC.
- Working with CMED to assess the training needs of the R3 EMS personnel and other critical first responders to maintain and enhance 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.
- Maintain an updated antibiotics cache of pharmaceutical countermeasures for first responders/critical staff in Capitol Region. Exploring expansion to respond to all five DEMHS regions through the CT Healthcare Coalition.
- Participate in meetings and training opportunities of the MMRS National Leadership Group and continue to work on local responder medical preparedness issues.
- Participate and support continued training of LTC Mutual Aid Plan members of the Regional Coordination Center in the Manchester EOC serving as the LTC Coordination Center.
- Participate on the statewide Long-Term Care Mutual Aid Plan Steering Committee.
- Participate in the Region three monthly EMS Chiefs meetings.
- CR-MRC continues to conduct monthly training sessions in accordance with the Regional Training and Exercise Work plan.
- CR-MRC provides a bi-monthly orientation for new volunteers including medical and non-medical.
- CR-MRC continues to use the CT-Responds volunteer management system and makes recommendations on improvements.
- CR-MRC conducted a Feasibility Assessment to support continuing to be housed with CRCOG and to evaluate the value to local health departments and districts.
- Staff completed an application to the National Association of City and County Health Officials (NACCHO) on behalf of the CR-MRC to strengthen the unit's Logistics Team and to implement an accurate and sustainable inventory of CR-MRC equipment and supplies to be ready to deploy within 72 hours of a request or incident.
- Staff completed a successful NACCHO Respond, Innovate, Sustain and Equip (RISE) award application.
- CR-MRC submitted and received three Connecticut Health Care Coalition Special Project awards: to create a CR-MRC Training Academy, To create a Long Term Care mission ready capability and to support a dedicated trainer and training plan for the CR-MRC.
- CR-MRC is working with the Town of West Hartford to reduce the equipment footprint and is creating a complete inventory of supplies.

Capitol Region Medical Reserve Corps (CR-MRC)

- Post COVID-19 pandemic, CR-MRC continues to be a valuable asset to public health missions. CR-MRC provides vaccinators to community-based clinics particularly in Hartford and is supporting the Town of West Hartford and the Host Community project.
- On-going requests for the CR-MRC Cabana unit. The unit will be delivered to the Travelers Championship in June 2023 to support St. Francis Hospital and the Medical Center's medical operation throughout the course of the tournament.
- Continued collaboration with MRC sub-units to enhance MRC training opportunities.

Capitol Region Citizen Corps Council

- Host bi-monthly Capitol Region Citizen Corps Council meetings.
- Expansion - Continued to expand our Council and added CERT teams within our communities.
- Hosted the inaugural regional CERT Training class at CRCOG and will continue to provide these sessions twice a year.

2022-2023 Performance

Provide responsible management of all homeland security projects	Calendar 2021	Calendar 2022
Federal/state SHSGP grants received (planning, equipment, training & exercises)	\$189,313	\$546,881
Homeland Security reimbursement requests and reports completed in a timely manner (%)	100%	100 %
CERT training courses administered	3	11
# of ICS 300 and 400 classes held/# of individuals trained	0/0	0/0
Homeland security exercises conducted including full scale, tabletop and drills	1	1
Reimbursed training hours to local first responders (hours)	315	575.5
Regional Coordination Center activations	1	1
National or regional deployments, Incident Management Team/ individuals deployed	2	1

- Our CERT teams found creative and innovative ways to help during the pandemic and have continued many of these missions. 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 test kit distributions.
- Hosting - Hosted joint refresher training sessions for all teams.
- Missions - Expanded the missions of current teams.
- The 3rd Annual CERT Awareness Day is being held in July and Region's 3 event will be on the Wesleyan University campus.

2023-2024 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 2020 and FY 2021 Homeland Security, MMRS, and HAZMAT projects.
- Commence work on the FY 2022 and 2023 Homeland Security, MMRS, and HAZMAT projects.
- Continue to facilitate all of our Emergency Support Functions (ESF's).
- Continue to submit grant applications for the Capitol Region Medical Reserve Corps and Capitol Region Metropolitan Medical Response System.
- Complete work on our Improvement Plan for our After-Action Review of the region's response during the Covid pandemic.
- 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 finalize the transition off the system.

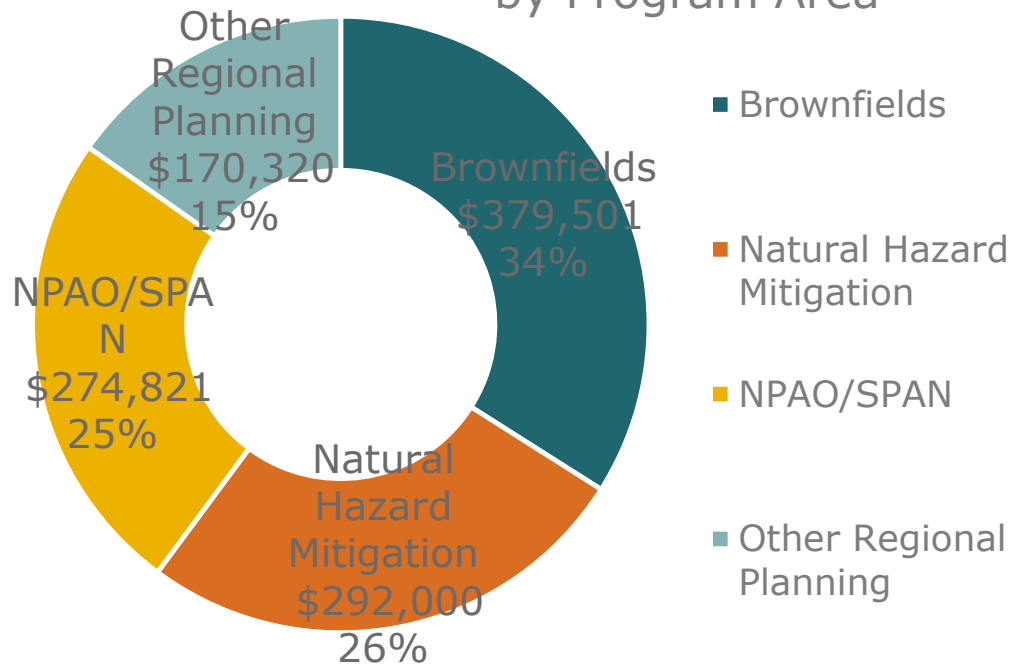
- Continue to enhance the Regional Emergency Support Plan and work with the State Department of Emergency Management and Homeland Security to standardize across all regions.
- Continue to maintain the Get Ready Capitol Region citizen preparedness website and bolster the ambassador program.
- Continue to add Community Emergency Response Teams in our communities and conduct regional training sessions.
- 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).

Regional Planning and Development

Focuses on Vibrant and Green aspect of CRCOG's strategy and vision.



Regional Planning and Development by Program Area



Revenue by Source and Expenditure by Category

FY 2023-2024 Regional Planning and Development Budget

Revenue	
Federal	\$909,034
State	\$40,000
Local Dues or Regional Fund Match	\$150,032
Other Funds	\$17,576
Total Revenues	\$1,116,642
Expenditures	
Personnel	\$254,554
Direct Costs	\$21,300
NPAO/SPAN	\$172,500
Brownfields	\$356,000
Natural Hazard Mitigation	\$229,000
Other Planning Projects	\$83,288
Total Expenditures	\$1,116,642

Introduction

Mission: Develop and support integrated regional approaches to planning, projects and investments that promote vibrant, healthy communities; protect natural resources and open spaces; increase equitable access to opportunities including housing and jobs, and support an economically competitive Capitol Region to serve all our citizens today, and future generations.

The Regional Planning and Development Department's major areas of responsibility are regional planning that balances conservation and development within the region, and general leadership on program and policy development around livable and sustainable communities. For many projects, CRCOG integrates land use and transportation planning as the results of those two disciplines are inextricably linked. 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.

Committees:

Community Development staff provides support to the following committees:

- CRCOG Regional Planning Commission (RPC)
- CRCOG Bicycle and Pedestrian Advisory Committee
- Active Living & Active Transportation Committee (ALAT)
- CTrail-Hartford Line and CTfastrak Corridor Advisory Committee (CAC, with Administration staff)
- CRCOG Foundation
- CRCOG Planning and Development Forum
- Metro Hartford Future Implementation Committee (CEDS)

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), complete streets, and trail planning and promotion in coordination with the Transportation Planning Department.
- Regional Micromobility Program.
- MetroHartford Brownfields Program.
- Staff support for the CRCOG Foundation.
- Implementation of the Metro Hartford Future Comprehensive Economic Development Strategy (CEDS), 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.
- Working in coordination with CRCOG's GIS Department to provide advanced mapping and

analysis services for member municipalities and all CRCOG departments.

CDC SPAN Grant, aka “Active CT”

In 2019, CRCOG received a CDC SPAN sub-grant through the CT Department of Public Health (DPH) to carry out the physical activity components of the program across the State of Connecticut. This program works at the state level to implement evidence-based nutrition and physical activity strategies that address health disparities related to poor nutrition, physical inactivity, and/or obesity. Various tasks related to designing communities to increase access to physical activity are associated with the CDC SPAN Grant including but not limited to:

- Workshops/Trainings
- Quick-Build Demonstration Projects
- Bike Racks (purchasing)
- Small Area/Concept Plans
- Design/Implementation Guides
- Web/Digital Tools

CDC BRIC Grant

In 2021, as new challenges surfaced or were exacerbated due to the COVID-19 pandemic, CRCOG received a CDC BRIC sub-grant through the CT Department of Public Health (DPH) to carry out the physical activity components of the program in specific, identified communities – Hartford and New Haven. This program sought to address food and nutrition security, improve safe physical activity access, and reduce social isolation and loneliness through a policy, systems, and environmental change lens. Tasks as part of this effort included:

- Clay Arsenal Neighborhood Traffic Calming Plan (Hartford)
- Quick-Build Demonstration Project at Derby Avenue/George Street (New Haven)

EDA Cares Grant

In FY 21-22 CRCOG received an EDA CARES sub-grant through CT Department of Economic Community Development (DECD) and is using part of that funding to staff the RRSC and identify

needs and opportunities. There are four tasks associated with the EDA Cares Grant:

- Webinars and Business Networking
- Digital Assistance
- Long Term Recovery
- Comprehensive Economic Development Strategy Update

Goals for Regional Planning and 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 and are socially sustainable and resilient.
 - ◇ Thoughtfully locate development, balancing economic development and preservation of land, and encouraging mixed use development.
 - ◇ 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 communities and direct development toward existing infrastructure, infill opportunities, and town centers.
 - ◇ Make development decisions predictable, fair, and cost effective.
- Encourage meaningful and equitable 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, enabling towns to utilize data in their decision-making processes.

- 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.
- Complete the tasks outlined in the CDC SPAN Grant by September 2023 (application for another five years of funding submitted for FY 24-29)
- Complete the tasks outlined in the EDA Cares Grant by September 2023

2022-2023 Accomplishments

Staff works with public and private partners to implement recommendations contained in the ***Capitol Region Plan of Conservation and Development, 2014-2024***, the Sustainable Knowledge Corridor Action Plan, ***One Region, One Future: An Action Agenda for a Connected, Competitive, Vibrant, Green Knowledge Corridor***, and the region's ***Comprehensive Economic Development Strategy (CEDS)***. The following activities were conducted in FY 2022-2023:

Regional Planning

- 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 Complete Streets policy.

- 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.
- Initiated visits to communities as part of a municipal outreach effort to better understand their challenges and goals to better understand how CRCOG can assist our cities and towns.
- Helped municipalities and developers provide for housing to meet the needs of all our citizens through responses to individual requests for information and assistance.
- 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 reforms to statewide zoning laws, land use law, affordable housing, and natural hazards mitigation planning.

- Received a FEMA Building Resilient Infrastructure and Communities (BRIC) and Congressional Community Project Funding (CPF) grant applications to update the Capitol Region Natural Hazards Mitigation Plan. This plan must be updated every five years to ensure our member municipalities have access to 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.

Transit Oriented Development and Sustainability

- Nearing completion on a Transit-Oriented Development (TOD) Roles and Responsibilities study for the region that was initiated in FY 21-22. Working with towns to identify specific sites in their communities, the study assesses the financial feasibility of individual sites in station areas along the CTfastrak and CTrail corridors.
 - 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 in the Sustainable CT municipal certification program, assisting with reviews of municipal applications for certification and hosting Sustainable CT Fellows.
 - 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.
- Implementation Committee. The plan focuses on talent and workforce; connectivity within the region and to the broader region; and branding and promotion efforts.
- In coordination with the Connecticut Department of Economic and Community Development (DECD), applied and was awarded a grant from the U.S. 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 allowed CRCOG to provide some technical assistance to regional stakeholders for webinars and business networking opportunities, digital assistance, and long-term recovery for businesses and also funded the CEDS update.
 - Improved the potential for the clean-up and redevelopment of contaminated properties through the MetroHartford Brownfields Program. FY 2022-2023 accomplishments included:
 - Updated the application for Assessment funds and expanded 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 RLF program to potential borrowers. The Revolving Loan Fund has \$1,346,469.05 on hand.

Economic Development and Brownfields Program

- Initiation of Metro Hartford Future, the region's Comprehensive Economic Development Strategy (CEDS) under the guidance of the Metro Hartford Future

Micromobility and Complete Streets

- Supported expansion of the regional pedestrian and bicycle network through planning and conducting CRCOG Bike and Pedestrian Committee meetings. Conducted the 9th Annual September 2022 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 CT 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 bicycle education "train-the-trainer" program.
 - ◊ Purchased bicycle racks for five communities.
 - ◊ Hosted a series of complete streets and bicycle education workshops.
 - ◊ Completed the Meriden Parklet Activation Plan; completed the Housatonic Rail Trail Extension Plan.
 - ◊ Completed traffic calming design plans for Groton.
 - ◊ Supported other projects as part of Building Resilient Inclusive Communities (BRIC) program also through DPH from CDC.
 - ◊ Began to execute scopes of work for projects that will be completed in 2023.
 - ◊ Partnered with DPH to submit an application to CDC for an additional five years of funding, continuing and expanding the work done to date.
- Served on the Hartford Complete Streets Task Force, a group which grew out of the national Mayors Complete Streets Challenge.
- Served on the CT Vision Zero Council subcommittees of Equity and Engineering as part of an interagency, statewide effort to eliminate transportation-related fatalities and serve injuries involving all roadway users.
- CRCOG led an effort to bring a bikeshare program to the region in 2019. When the

selected vendor went out of business, staff worked with the successor entity to modify the program into a scooter share program for the City of Hartford. We continued to explore the feasibility of a regional micromobility system by completing the CRCOG Regional Micromobility Feasibility Study which explored the feasibility of, and pathways to, implementing a regional micromobility program. We continue to support the successful program in Hartford and work to expand the program to other municipalities. To this end, we held a regional discussion with interested towns in Fall 2022 and continue follow-up conversations for pilot program potential in several communities.

Other Areas

- 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.
- 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.
- 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.

2022-2023 Performance

State Statutory and SGIA Responsibilities:	2021-2022	2022-2023*
Number of CRCOG zoning and subdivision reviews conducted	155	191
Number of reviews of municipal plan updates	2	7
Number of funding application reviews for projects implementing regional goals and policies	1	3
Brownfields		
DECD brownfields assessment and inventory funds expended		N/A
EPA brownfields assessment funds expended	\$12,025	\$29,008
# of sites on which environmental assessments were completed	0	0
EPA remediation funds committed (loans and subgrants)		\$0
# of sites selected for remediation	1	1
Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities		
Reports Published	3	2
Environmental Team Projects Supported	1	0
Training workshops conducted or co-sponsored by CRCOG, and/or in which CRCOG staff participated as panel members	4	3
Number of bike/ped counts completed	32	30
Number of active transportation intersection audits completed	24	30
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 5/1/2022 - 4/19/2023		

2023-2024 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 2023-2024.

Regional Planning

- Completion of the update to the region's ***Plan of Conservation and Development*** including a robust engagement efforts

with members of the public and thematic roundtable discussions with experts to inform the plan. Engagement efforts could include incentivized discussions with nominal monetary stipends and incentivized focus groups.

- Engage local planning and economic development professionals and representatives on our local and regional planning commissions to participate in educational and roundtable discussions, including CRCOG's quarterly ***Planning and Development Forum***, to foster a deeper understanding of planning issues, legislative directives, and new best practices including efforts to help our local commission members meet their statutorily required land use training requirements.

- Carry out Statutory Planning Responsibilities: **Regional Plan of Conservation and Development** maintenance; input on land use, transit and active transportation components of the **Metropolitan Transportation Plan**; review of zoning and subdivision proposals along town boundaries, and municipal plans of conservation and development as statutorily required; review and support of municipal grant applications that advance regional plans and policies.
- Continue to provide planning and implementation assistance to municipal staff and explore how publications or other research or services to our towns can bring additional value to our communities.
- Support or engage in initiatives that provide housing to meet the needs of all our citizens. Collaborate with other regional agencies, such as the Local Initiatives Support Corporation and Journey Home, on housing and neighborhood community development initiatives.
- 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 and support other efforts related to workforce development and retention as it specifically relates to increasing local capacity for our towns.
- Engage member municipalities to implement mitigation activities identified in 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.

Transit Oriented Development and Sustainability

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

the **CTfastrak** and the **CTrail-Hartford Line** investments, review of the progress of these projects, and discussion of issues of common concern through convening the **CTrail-Hartford Line and CTfastrak Corridor Advisory Committee** (CAC) and/or reinvigorating the efforts of the **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. CRCOG staff will explore potential amendments to this process that will improve communication with town staff on these comments.
- Consider next steps for TOD planning in the region including potential strategies from the **TOD Roles, Visioning, Viability, and Tools Analysis Study** for the region.
- Help transit and rail corridors better link jobs, housing, and neighborhood revitalization by following up on implementation steps from the RPIP-funded study, **Next Steps in Engaging Anchor Institutions and Neighborhoods in Transit Oriented Development**.
- Initiate the EPA's **Climate Pollution Reduction Grants Program (CPRGP)** and complete the first of three deliverables required as part of this four-year grant by completing the **Priority Climate Action Plan** by early 2024 and begin the subsequent deliverable for the **Comprehensive Climate Action Plan**.
- Encourage municipal participation in the Sustainable CT municipal certification program and continue to host Sustainable CT Fellows at CRCOG to assist municipalities

in gaining and maintaining Sustainable CT status.

- 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.

Economic Development and Brownfields Program

- Update and implement the ***Capitol Region Comprehensive Economic Development Strategy (CEDS)***.
- Obtain Economic Development District (EDD) designation from the federal Economic Development Administration.
- Carry out MetroHartford Brownfields Program through continued management of the Assessment component of this program and working to identify and complete projects funding under the Revolving Loan Fund.

Micromobility and Complete Streets

- 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 the ***Active CT*** received through the Connecticut Department of Public Health State Physical Activity and Nutrition (SPAN) Grant and successfully launch the next five-year program if awarded the new SPAN funding.
- Serve on the ***Hartford Complete Streets Task Force*** and on the ***State of Connecticut Vision Zero Subcommittees***.
- Continue to work toward a regional micromobility program by facilitating communication between towns and our

current scooter provider to begin pilot programs in other communities, exploring the potential for a Micromobility Collective per the Feasibility Study, and building on our partnerships with CTDOT to utilize MDS data to support infrastructure investments that will support the system as well as bicyclists.

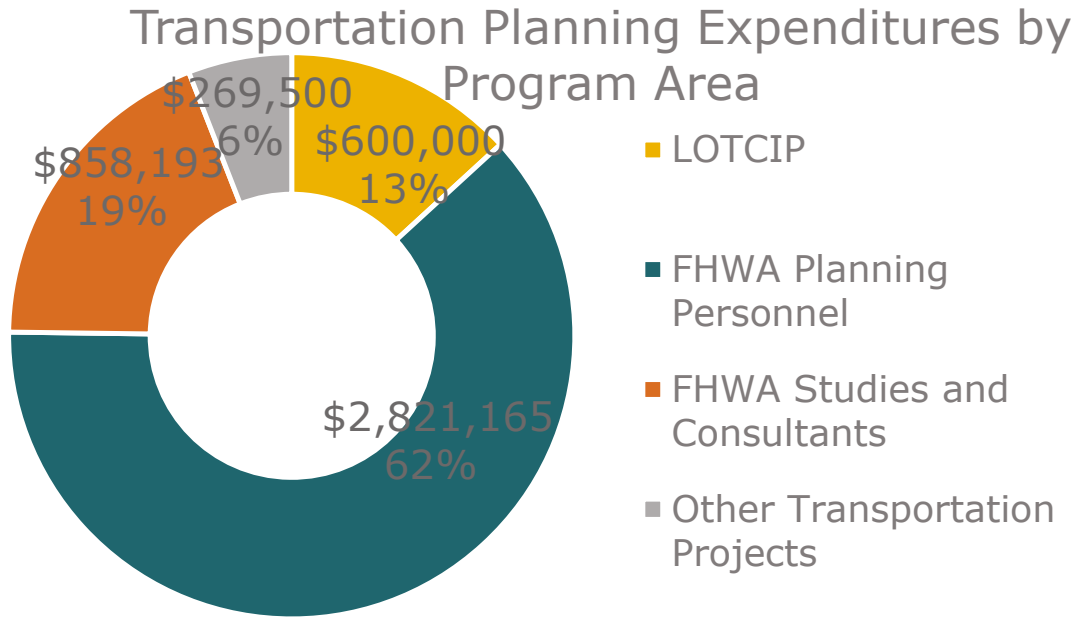
- Monitor progress under ***CRCOG Action Plan to Increase Walking and Walkability*** and continue involvement recently started with ***Smart Growth America's Complete Streets Land Use Academy*** to further use of quick-build demonstration projects on state roads.
- Continue to evaluate LOTCIP selection 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.

Other Areas

- Provide staff assistance to the ***CRCOG Foundation***. Implement Foundation priorities for FY 2023-2024.
- Represent CRCOG on the Central Connecticut Water Utility Coordinating Committee (WUCC).
- Represent CRCOG on the Connecticut Resource Conservation and Development Council (CTRC&D). Assist with Environmental Review Team analyses as appropriate.

Transportation Planning

Focuses on connected and green aspects of CRCOG's strategy and vision.



Revenue by Source and Expenditure by Category

FY 2023-2024 Transportation Planning Budget

Revenue	
Federal	\$3,153,487
State	\$987,936
Local Dues	\$387,436
Other Funds	\$20,000
Total Revenues	\$4,548,859
Expenditures	
Personnel	\$2,888,406
Direct Costs	\$202,259
LOTCIP Contractual	\$350,000
FHWA Studies	\$858,193
Other Studies and Projects	\$250,000
Total Expenditures	\$4,548,858

Introduction

Mission: 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 Transportation Planning Department is responsible for defining the region's long-term vision for transportation, developing a strategic plan to achieve that vision, and programming projects that implement the plan. As a federally designated Metropolitan Planning Organization (MPO), we provide local elected officials with a voice in the decision-making process regarding how federal transportation funds are invested. For many projects, CRCOG integrates land use and transportation planning. 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.

Committees

- Transportation Committee
- Cost Review and Schedule Subcommittee
- Bicycle and Pedestrian Subcommittee
- Greater Hartford 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 Planning

- Support the Policy Board and Transportation Committee in developing transportation plans, policies, programs, and projects to achieve a balanced, safe, and efficient regional transportation system.
- Ensure a regional voice in the development of state transportation policies, plans, and programs.
- Fulfill all federal MPO planning requirements to ensure a sound performance based decision-making process regarding how federal transportation funds are invested (required to maintain the region's eligibility for federal funds).
- Make sound decisions regarding how transportation funds are programmed and work with municipalities, Connecticut Department of Transportation (CTDOT), and other stakeholders to ensure projects are advanced in an efficient manner.
- Provide technical assistance to member communities.

2022-2023 Accomplishments

- Completed update of Metropolitan Transportation Plan and Unified Planning Work Program.
- Awarded over \$39 million in State Fiscal Year 2023 Local Transportation Capital Improvement Program (LOTICIP) funding (measured in total "authorization to award" amounts).

- Completed a solicitation for 2023 LOTCIP projects including roadway reconstruction, bridge and culvert construction, pavement rehabilitation, stand-alone sidewalk, and bicycle-pedestrian projects, resulting in the selection of 18 projects totaling \$36.3 million.
- Complete a CRCOG solicitation for Transportation Rural Improvement Program (TRIP) projects that selected four projects to compete for funding statewide.
- Managed on-call consultants that assist CRCOG and member municipalities with LOTCIP project reviews and delivery.
- 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 E-STIP project.
- 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 TOD Roles, Visioning, Viability, and Tools Analysis study.
- Continued Advancement of the Route 190 study in Enfield, the Regional Roundabout Screening Study, the Farmington Area Connectivity Study, East Coast Greenway Gap Closure Study, and Route 20 (Windsor Locks) Study.
- Initiated the Route 44 Corridor Study in Canton.
- In partnership with CTDOT and CTtransit, CRCOG continued to advocate for implementation of recommendations from the Capitol Region Transit Priority Corridors Study as well as the Comprehensive Transit Service Analysis of CTtransit's Hartford and New Britain/Bristol Divisions.
- Received a federal RAISE grant to complete the Farmington Canal Heritage Trail through Plainville and to link that trail to the CTfastrak trail in New Britain. Almost \$16.4 million in RAISE Grant funding was received to accompany the \$13.8 match commitment in the form of State Fix-it-First and Community Connectivity funding.
- Received a federal Safe Streets and Roads for All (SS4A) Action Plan award in the amount of \$958,000. The award will be used to update and expand upon CRCOG's existing comprehensive safety action plan with enhanced data analysis and an equity focus, and lay the groundwork to convert high crash intersections to roundabouts.
- 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 CTrail Hartford Line and CTfastrak.
- Conducted utilization counts of the Region's commuter park and ride lots in October 2022 and April 2023. 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.
- Assisted municipalities in regional transportation safety plan strategies to support Vision Zero initiative.
- Greater Hartford Traffic Incident Management (TIM) 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. Hosted MAP Forum virtual Spring Meeting in June 2023.
- 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.
- Worked to understand and advance projects under new IIJA funding sources including discretionary grant programs. Supported municipal application efforts.

2022-2023 Performance

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

Program	FY2021	FY2022	FY2023*
STP Urban & LOTCIP Programs			
◇ Total federal STPU funds obligated	\$24,041,132	\$17,929,225	\$25,543,320
◇ Total state LOTCIP funds granted	\$5,930,707	\$17,382,865	\$39,094,432
◇ Number of LOTCIP project grants	6	8	15
(CMAQ, LRAR, TA Set-Aside)			
◇ Total federal funds obligated	\$27,877,160	\$6,337,000	\$4,638,000
◇ Number of projects	5	2	3
TIP Amendments:			
◇ Number of amendments approved	52	48	57

*FY 2023 full year funding estimates as of 3/31/2023

Transportation Program Performance:	% Complete
Special Studies Currently Managed	as of 3/31/2023
Route 190 Corridor Study, Enfield	60%
Regional Roundabout Screening Study	85%
Farmington Connectivity Study	75%
TOD Roles, Visioning, Viability, and Tools Analysis	85%
East Coast Greenway Gap Closure Study	15%
Route 20 Corridor Study, Windsor Locks	25%
Route 44 Corridor Study, Canton	Initiation Phase

Transportation Program Performance:	% Complete
Special Studies Currently Managed	as of 3/31/2023
Regional Representation on State Task Forces, Committees and Programs	
<ul style="list-style-type: none"> State Strategic Highway Safety Committees Connecticut Vision Zero Council CT Bike Ped Advisory Board 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 / CTtransit, 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 Date	Adopted
Unified Planning Work Program	May-23
Metropolitan Transportation Plan	Apr-23
Transportation Improvement Program (2021-2024)	Oct-20
Capitol Region Intelligent Transportation Systems Plan	Mar-15
Public Participation Plan	Apr-17
Congestion Management Process Report	Nov-20
MPO Certification	Oct-21

2023-2024 Objectives

- Complete update of Public Participation Plan and Transportation Improvement Program (2025-2028).
- Continue to work to advance new projects under new IIJA funding sources including discretionary grant programs.
- Continue to update Regional Transportation Safety Plan using SS4A Action Grant funds.
- With CTDOT, Plainville, and New Britain, work to progress the awarded "CTtrail Connections" RAISE Grant project through design and construction, which will complete the Farmington Canal Heritage Trail through Plainville, and to link that trail to the CTfastrak trail in New Britain.
- Continue to update the web-based tool for mapping LOTCIP and TIP projects and work with CTDOT on their E-STIP project.
- Continue to program LOTCIP funding, minimizing carryover amounts, and monitor legislation related to future LOTCIP bonding authorizations.
- Continue to work with CTDOT and CROG municipalities to help streamline LOTCIP program guidelines. Manage on-call consultants to assist CROG with LOTCIP project submission reviews and program management.

- Complete a solicitation for 2024 LOTCIP projects (pending committee approvals).
- Continue to program and obligate federal 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 CTfastrak autonomous vehicle pilot project.
- Continue to support CTDOT and affected communities as it relates to CTrail Hartford Line Rail service, including future double-tracking, new stations, and increased service.
- In partnership with CTDOT and CTtransit, continue to advocate for implementation of recommendations from the Capitol Region Transit Priority Corridors Study and Comprehensive Transit Service Analysis of CTtransit'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).
- Coordinate with CTDOT and recipients to ensure completion of necessary maintenance paperwork for Demand Responsive Transportation (Municipal Grant Program).
- Continue to conduct biannual utilization counts at the Region's commuter park and ride lots. Update related 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 Greater Hartford 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.
- Complete the Roundabout Screening Study, Farmington Connectivity Study, East Coast Greenway Gap Closure Study, and Route 190 Corridor Study in Enfield.
- Continue work on Route 20 Corridor Study in Windsor Locks and Route 44 Corridor Study in Canton.
- Initiate Regional Bicycle/Pedestrian Priority Network Plan and Regional Warehousing Land Use and Traffic Study.
- 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.

Finances



- **Overall Budget Summary**
- **Revenue**
- **Expenditures**
- **Budget Contingency**

Overall Budget Summary

Revenue \$9,267,670

Federal \$5,568,952

State
\$2,463,977Local Dues
\$782,730
Other
\$451,961

Expenditure: \$9,258,514

Contractual
\$4,189,451Direct and
Other
\$771,189Salary
\$2,125,015Fringe, Indirect &
Management Support,
\$2,172,858

Revenue and Expenditures by Category

Revenue by Funding Source	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projected	FY 2023-2024 Budget
Federal	\$3,547,952	\$3,867,109	\$4,971,312	\$4,468,243	\$5,568,952
State	\$1,855,778	\$1,811,596	\$2,017,424	\$1,867,330	\$2,463,977
Local Dues/ Regional Program	\$1,887,156	\$837,414	\$780,471	\$774,271	\$782,730
Other	\$3,536,223	\$586,652	\$372,949	\$501,384	\$451,961
Total	\$10,827,109	\$7,102,771	\$8,142,156	\$7,611,228	\$9,267,620

Expenditures by Category	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projected	FY 2023-2024 Budget
Contractual	\$4,446,216	\$3,855,668	\$4,263,413	\$3,639,456	\$4,189,451
Direct and Other	\$357,766	\$305,064	\$491,147	\$422,041	\$771,189
Salary	\$1,592,667	\$1,652,212	\$1,677,827	\$1,603,185	\$2,125,015
Fringe	\$740,501	\$211,110	\$873,675	\$912,432	\$996,437
Indirect	\$263,896	\$389,880	\$303,206	\$322,225	\$474,450
Management Support	\$442,801	\$431,541	\$647,961	\$522,230	\$701,972
Total Expenditures	\$7,843,847	\$6,845,475	\$8,257,228	\$7,421,569	\$9,258,514

2023-2024 Budget Revenue and Expenditure by Department and Category

	Administra- tion	RSG/Region- al Program (Agency Wide)	Transporta- tion Planning	Regional Planning and Develop- ment	Municipal Services	Public Safety and Homeland Security
Revenue						
Federal	\$-	\$-	\$3,153,487	\$909,034	\$95,000	\$1,411,432
State	\$-	\$849,349	\$987,936	\$40,000	\$586,692	\$-
Local Dues	\$208,262	\$(15,227)	\$387,436	\$150,032	\$52,227	\$-
Other	\$18,000	\$-	\$20,000	\$17,576	\$373,846	\$22,539
Total Revenues	\$226,262	\$834,122	\$4,548,859	\$1,116,642	\$1,107,765	\$1,433,971
Expenditures						
Contractual	\$-	\$-	\$1,458,193	\$840,788	\$651,038	\$1,239,432
Direct and Other	\$202,200	\$111,480	\$202,259	\$21,300	\$185,500	\$48,450
Salary		\$364,828	\$1,428,126	\$125,860	\$133,970	\$72,231
Fringe		\$171,071	\$669,660	\$59,017	\$62,820	\$33,870
Indirect		\$81,455	\$318,856	\$28,101	\$29,911	\$16,127
Management Sup- port		\$120,516	\$471,763	\$41,576	\$44,255	\$23,861
Total Expenditures	\$202,200	\$849,350	\$4,548,858	\$1,116,642	\$1,107,494	\$1,433,970

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 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 by Department	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projected	FY 2023-2024 Budget
Transportation Planning	\$2,700,150	\$3,024,050	\$3,707,240	\$3,683,507	\$4,548,859
Regional Planning and Development	\$275,688	\$387,321	\$1,136,687	\$454,462	\$1,116,642
Municipal Services	\$1,760,819	\$476,065	\$266,000	\$477,964	\$1,107,765
Public Safety and Homeland Security	\$3,727,455	\$1,803,648	\$1,725,126	\$1,628,869	\$1,433,971
RSG/Regional Program	\$2,203,790	\$1,048,057	\$999,349	\$949,349	\$834,122
Admin	\$159,209	\$363,630	\$307,756	\$417,077	\$226,262
Total	\$10,827,110	\$7,102,771	\$8,142,156	\$7,611,228	\$9,267,620

Revenue by Funding Source

Revenue by Funding Source	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projected	FY 2023-2024 Budget
Federal	\$3,547,952	\$3,867,109	\$4,971,312	\$4,468,243	\$5,568,952
State	\$1,855,778	\$1,811,596	\$2,017,424	\$1,867,330	\$2,463,977
Local Dues/ Regional Program	\$1,887,156	\$837,414	\$780,471	\$774,271	\$782,730
Other	\$3,536,223	\$586,652	\$372,949	\$501,384	\$451,961
Total	\$10,827,109	\$7,102,771	\$8,142,156	\$7,611,228	\$9,267,620

Revenue by Department and Project

Revenue by Department and Project	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Budget
Transportation Planning				
Transportation Planning Department	\$-	\$-	\$-	\$19,500
FHWA - Staff and Directs	\$2,119,325	\$2,555,242	\$2,282,595	\$2,821,166
FHWA - Modeling and Data	\$-	\$-	\$144,893	\$111,550
FHWA - Transit Prior. Corrid.	\$-	\$-	\$11,536	\$-
FHWA - Roundabouts	\$-	\$-	\$75,832	\$-
FHWA - Farmington Connect.	\$-	\$-	\$70,968	\$20,000
FHWA - TOD Study	\$-	\$-	\$278,544	\$10,000
FHWA - East Coast Greenway	\$-	\$-	\$227,572	\$346,643
FHWA - Route 20, W. Locks	\$-	\$-	\$114,200	\$120,000
LOTICIP Admin	\$445,805	\$384,218	\$400,000	\$600,000
UCONN (LOTICIP) Farmington/Hartford	\$78,202	\$-	\$-	\$-
Route 5 East Windsor Study	\$28,334	\$5,834	\$-	\$-
Route 190 - Enfield Study	\$28,483	\$78,755	\$77,367	\$60,000
RAISE Grant	\$-	\$-	\$-	\$50,000
Federal Highway (FHWA) - Regional Bike/Ped Network	\$-	\$-	\$-	\$150,000
Federal Highway (FHWA) - Warehousing/Land Use Study	\$-	\$-	\$-	\$100,000
Route 44 Corridor Study (Canton)	\$-	\$-	\$-	\$140,000
TOTAL Transportation Planning	\$2,700,150	\$3,024,050	\$3,683,507	\$4,548,859
Regional Planning and Development				
Regional Planning and Development Department	\$12,248	\$46,046	\$-	\$87,032
2014 Brownfields RLF - Hazard	\$19,960	\$9,918	\$15,000	\$360,218
2014 Brownfields RLF - Petroleum	\$-	\$6,133	\$10,000	\$9,174
Brownfields Assessment 2020-2023	\$18,982	\$16,881	\$20,000	\$10,109
DPH Complete Streets Period 2	\$76,666	\$-	\$-	\$-
DPH BRIC Period 1	\$-	\$69,409	\$-	\$-
DPH Complete Streets NPAO Period 1	\$110,996	\$83,690	\$-	\$-
DPH Bric Period 2	\$-	\$1,598	\$-	\$-
DPH Complete Streets NPAO Period 2	\$-	\$121,934	\$-	\$-
DPH Complete Streets NPAO Period 3	\$-	\$-	\$149,462	\$49,821
EDA Cares Grant	\$-	\$31,712	\$260,000	\$83,288
CEDS	\$19,936	\$-	\$-	\$-
CCMPO	\$14,455	\$-	\$-	\$-
NHMP 2024 Update	\$2,444	\$-	\$-	\$252,000
CIRCA Public Outreach	\$-	\$-	\$-	\$40,000
DPH NPAO / SPAN (starts in FFY 2023)	\$-	\$-	\$-	\$225,000
TOTAL Regional Planning and Development	\$275,688	\$387,321	\$454,462	\$1,116,642

Revenue by Department and Project	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Budget
Public Safety and Homeland Security				
Public Safety and Homeland Security Department	\$-	\$-	\$-	\$22,539
Homeland Security Grant Program 2017	\$152,301	\$-	\$-	\$-
Homeland Security Grant Program 2018	\$341,451	\$130,812	\$-	\$-
Homeland Security Grant Program 2019	\$36,773	\$190,850	\$246,736	\$-
Homeland Security Grant Program 2020	\$-	\$11,868	\$80,000	\$383,000
Homeland Security Grant Program 2021	\$-	\$-	\$15,000	\$-
Homeland Security Grant Program 2022	\$-	\$-	\$14,000	\$-
MMRS 2017	\$4,722	\$-	\$-	\$-
MMRS 2018	\$32,431	\$25,478	\$-	\$-
MMRS 2019 - MMRS 2024	\$-	\$30,450	\$35,525	\$55,000
EMPG Hazmat 2017	\$-	\$-	\$-	\$-
EMPG Hazmat 2018	\$33,354	\$-	\$-	\$-
EMPG Hazmat 2019 - 2024	\$19,348	\$55,379	\$55,183	\$65,000
Citizen Corps/CERT	\$19,641	\$19,641	\$46,865	\$30,000
CAPTAIN	\$1,367,024	\$299,133	\$180,000	\$-
DPS Chiefs Record managaement	\$467,586	\$-	\$-	\$-
DPH HCC - PHEP 2020	\$42,143	\$-	\$-	\$-
DPH HCC - HPP 2020	\$13,848	\$-	\$-	\$-
DPH HCC PHEP 2020-2021	\$754,096	\$-	\$-	\$-
DPH HCC - CRI/PHP 2020-2021	\$106,327	\$-	\$-	\$-
DPH HCC - HPP 2020-2021	\$56,909	\$-	\$-	\$-
DPH HCC PHEP 2021-2022	\$-	\$726,924	\$-	\$-
DPH HCC CRI/PHP 2021-2022	\$-	\$127,052	\$-	\$-
DPH HCC HPP 2021-2022	\$-	\$56,060	\$-	\$-
Heartbeat CAD System	\$194,550	\$115,000	\$-	\$-
MRC - National Association of County/City Health	\$52,855	\$15,000	\$-	\$-
DPH HCC - CRI/MRC 2018	\$2,671	\$-	\$-	\$-
EBOLA - Hospital Preparedness	\$18,718	\$-	\$-	\$-
DPH HCC - PHEP 2019	\$4,124	\$-	\$-	\$-
DPH HCC - HPP 2018	\$6,581	\$-	\$-	\$-
MRC- Public Health 2014	\$-	\$-	\$25,832	\$16,432
DPH HCC PHEP 2022-2023	\$-	\$-	\$735,439	\$-
DPH CRI PHP 2022-2023	\$-	\$-	\$127,290	\$-
Yale MRC (22-23)	\$-	\$-	\$22,213	\$-
MRC Yale Mission Sets	\$-	\$-	\$28,883	\$-
Upcoming New Yale training project	\$-	\$-	\$15,904	\$-
DPH-CRI and PHEP	\$-	\$-	\$-	\$862,000
TOTAL Public Safety and Homeland Security	\$3,727,455	\$1,803,648	\$1,628,869	\$1,433,971

Revenue by Department and Project	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Budget
Municipal Services				
Crumbling Foundations Testing Program	\$286,659	\$179,208	\$165,000	\$150,000
Crumbling Foundations Testing Program Admin	\$88,800	\$60,000	\$55,000	\$55,000
Purchasing Council	\$25,000	\$34,494	\$38,250	\$38,000
CRPC Vendor Revenue	\$13,322	\$19,263	\$35,000	\$36,000
ezIQC	\$52,449	\$69,783	\$50,000	\$47,000
Electricity	\$14,871	\$8,144	\$11,000	\$11,000
IT Services Cooperative	\$9,209	\$16,945	\$55,505	\$35,000
Additional, deferred and transferred revenue	\$(64,405)	\$-	\$-	\$-
EDMS Local	\$45,350	\$83,906	\$68,209	\$16,000
CARES Recovery Planning	\$1,249,970	\$-	\$-	\$-
NN EDMS	\$39,595	\$-	\$-	\$-
Election Monitoring	\$-	\$4,322	\$-	\$-
RPIP Animal Control	\$-	\$-	\$-	\$134,013
RPIP Assessment	\$-	\$-	\$-	\$246,400
RPIP Building Official	\$-	\$-	\$-	\$244,352
HUD Crumbling Foundations	\$-	\$-	\$-	\$95,000
TOTAL Municipal Services	\$1,760,819	\$476,065	\$477,964	\$1,107,765
Agencywide Regional Programs				
Regional Programs Fund	\$1,467,023	\$200,000	\$100,000	\$(15,227)
Regional Services Grant	\$736,767	\$848,057	\$849,349	\$849,349
TOTAL Agencywide Regional Programs	\$2,203,790	\$1,048,057	\$949,349	\$834,122
Administration				
Investment Income	\$1,597	\$1,411	\$18,000	\$18,000
Additional Revenue	\$170,362	\$26,375	\$45,420	\$-
Local Assessment	\$780,471	\$780,471	\$780,471	\$782,730
Local Assessment towards matches and other needs	\$(793,221)	\$(444,627)	\$(426,814)	\$(574,468)
TOTAL Administration	\$159,209	\$363,630	\$417,077	\$226,262
Grand Total	\$10,827,110	\$7,102,771	\$7,611,228	\$9,267,620

Revenue by Department, Project and Source 2023-2024

Revenue by Department, Project and Source 2023-2024	Federal	State	CRCOG Dues	Local/Other
Transportation Planning				
Transportation Planning Department	\$-	\$-	\$19,500	\$-
FHWA - Staff and Directs	\$2,256,932	\$282,117	\$282,117	\$-
FHWA - Modeling and Data	\$89,240	\$11,155	\$11,155	\$-
FHWA - Farmington Connect.	\$16,000	\$2,000	\$2,000	\$-
FHWA - TOD Study	\$8,000	\$1,000	\$1,000	\$-
FHWA - East Coast Grnwy	\$277,314	\$34,664	\$34,664	\$-
FHWA - Route 20, W. Locks	\$96,000	\$12,000	\$12,000	\$-
LOTICIP Admin	\$-	\$600,000	\$-	\$-
Route 190 - Enfield Study	\$48,000	\$6,000	\$-	\$6,000
RAISE Grant	\$50,000	\$-	\$-	\$-
FHWA - Regional Bike/Ped Network	\$120,000	\$15,000	\$15,000	\$-
FHWA - Warehousing/Land Use Study	\$80,000	\$10,000	\$10,000	\$-
Route 44 Corridor Study (Canton)	\$112,000	\$14,000	\$-	\$14,000
	\$3,153,487	\$987,936	\$387,436	\$20,000
Regional Planning and Development				
Regional Planning and Development Department	\$-	\$-	\$87,032	\$-
2014 Brownfields RLF - Hazard	\$360,218	\$-	\$-	\$-
2014 Brownfields RLF - Petroleum	\$9,174	\$-	\$-	\$-
Brownfields Assessment 2020-2023	\$10,109	\$-	\$-	\$-
DPH Complete Streets NPAO Period 3	\$49,821	\$-	\$-	\$-
EDA Cares Grant	\$65,712	\$-	\$-	\$17,576
NHMP 2024 Update	\$189,000	\$-	\$63,000	\$-
CIRCA Public Outreach	\$-	\$40,000	\$-	\$-
DPH NPAO / SPAN	\$225,000	\$-	\$-	\$-
	\$909,034	\$40,000	\$150,032	\$17,576
Public Safety and Homeland Security				
Public Safety and Homeland Security Department	\$-	\$-	\$-	\$22,539
Homeland Security Grant Program 2020	\$383,000	\$-	\$-	\$-
MMRS 2019 - MMRS 2024	\$55,000	\$-	\$-	\$-
EMPG Hazmat 2019 - 2024	\$65,000	\$-	\$-	\$-
Citizen Corps/CERT	\$30,000	\$-	\$-	\$-
MRC- Public Health 2014	\$16,432	\$-	\$-	\$-
DPH-CRI and PHEP	\$862,000	\$-	\$-	\$-
	\$1,411,432	\$-	\$-	\$22,539
Municipal Services				
Crumbling Foundations Testing Program	\$-	\$150,000	\$-	\$-
Crumbling Foundations Testing Program Admin	\$-	\$55,000	\$-	\$-
Purchasing Council	\$-	\$-	\$-	\$38,000
CRPC Vendor Revenue	\$-	\$-	\$-	\$36,000

Revenue by Department, Project and Source 2023-2024	Federal	State	CRCOG Dues	Local/Other
ezIQC	\$-	\$-	\$-	\$47,000
Electricity	\$-	\$-	\$-	\$11,000
IT Services Cooperative	\$-	\$-	\$-	\$35,000
EDMS Local	\$-	\$-	\$-	\$16,000
RPIP Animal Control	\$-	\$78,942	\$15,600	\$39,471
RPIP Assessment	\$-	\$154,000	\$15,400	\$77,000
RPIP Building Official	\$-	\$148,750	\$21,227	\$74,375
HUD Crumbling Foundations	\$95,000	\$-	\$-	\$-
	\$95,000	\$586,692	\$52,227	\$373,846
Agencywide Regional Programs				
Regional Programs Fund	\$-	\$-	\$100,000	\$-
Regional Fund Match for Other Programs	\$-	\$-	\$(115,227)	\$-
Regional Services Grant	\$-	\$849,349	\$-	\$-
	\$-	\$849,349	\$(15,227)	\$-
Administration				
Investment Income	\$-	\$-	\$-	\$18,000
Local Assessment	\$-	\$-	\$782,730	\$-
Local Assessment towards matches and other needs	\$-	\$-	\$(574,468)	\$-
	\$-	\$-	\$208,262	\$18,000
Grand Total	\$5,568,952	\$2,463,977	\$782,730	\$451,961

Revenue Notes

Transportation Planning

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%.

	Federal	State	Local	Total
FHWA - Staff and Directs	\$ 2,256,932	\$ 282,117	\$ 282,117	\$ 2,821,166
FHWA - Modeling and Data	\$ 89,240	\$ 11,155	\$ 11,155	\$ 111,550
FHWA - Farmington Connect.	\$ 16,000	\$ 2,000	\$ 2,000	\$ 20,000
FHWA - TOD Study	\$ 8,000	\$ 1,000	\$ 1,000	\$ 10,000
FHWA - East Coast Grnwy	\$ 277,314	\$ 34,664	\$ 34,664	\$ 346,643
FHWA - Route 20, W. Locks	\$ 96,000	\$ 12,000	\$ 12,000	\$ 120,000
FHWA - Regional Bike/Ped Network	\$ 120,000	\$ 15,000	\$ 15,000	\$ 150,000
FHWA - Warehousing/Land Use Study	\$ 80,000	\$ 10,000	\$ 10,000	\$ 100,000
	\$2,943,486	\$367,936	\$367,936	\$3,679,359

LOTICIP Admin

CRCOG receives funding to administer the State Local Transportation Capital Improvement Program (LOTICIP) program, which includes soliciting, evaluating, selecting, and shepherding projects through the LOTICIP program.

Route 190 - Enfield Study

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.

RAISE Grant

CRCOG received a RAISE grant in 2022-2023. This grant, however, will be administered by CTDOT instead of CRCOG. The funding indicated here is potential funding from CTDOT for public outreach purposes.

Route 44 Corridor Study (Canton)

Route 44 Corridor Study is a transportation study funded by federal and state funds.

Regional Planning and Development

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 Revolving Loan Fund (RLF).

DPH Complete Streets NPAO Period 1

DPH NPAO/SPAN

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

EDA CARES Grant

EDA CARES funding is a combination of federal and matched funding by subgrant via DECD. There are four tasks associated with this grant and are outlined further in the department details.

NHMP 2024 Update

Natural Hazard Mitigation Planning 2024 Update: this grant is Congressionally Directed Funding from Senator Murphy's office.

CIRCA Public Outreach

CRCOG is assisting the Connecticut Institute for Resilience and Climate Adaptation (CIRCA) with Public Outreach for resiliency and climate adaptation.

Municipal Services

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).

CRPC Vendor Revenue

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.

ezIQC

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

Electricity

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

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. This program is expected to sunset in 2023-2024.

RPIP Animal Control

RPIP Assessment

RPIP Building Official

CRCOG received three grants for the above projects from Connecticut's Office of Policy and Management. These grants will promote shared services in the specific areas.

HUD Crumbling Foundations

This revenue is Congressionally Directed Funding from Congressman Courtney's Office via the Department of Housing and Urban Development for remediation.

Public safety and Homeland Security

Citizen Corps/CERT

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

CAPTAIN

Municipal public safety departments that used the CAPTAIN Mobile Data program provided the participation fees for CAPTAIN. This program sunsetted in FY 2022-2023.

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 2019**Homeland Security Grant Program 2020**

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 2019**MMRS 2020**

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

EMPG Hazmat 2019**EMPG Hazmat 2020**

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

Public Safety Reserve \$22,539

Public Safety Department will use \$22,539 from its projects fund balance to cover Public Safety Department Direct expenses not covered by other funding sources.

Agencywide Regional Programs and Administration**Regional Program Fund**

CRCOG members have been contributing to the Regional Program Fund since FY 2015-2016. The purpose of the fund is to enable CRCOG to initiate new regional projects or for grant matching. In FY 2023-2024, CRCOG will once again be contributing \$100,000 to the Regional Program Funds but will also be using the Regional Fund to Match Other Programs Grants. The use of the Regional Program Fund is as follows:

RPIP Animal Control	\$ 15,600
RPIP Assessment	\$ 15,400
RPIP Building Official	\$ 21,227
Natural Hazard Mitigation Planning	\$ 63,000
Total	\$ 115,227

Regional Services Grant

Funding for FY 2023-2024 is budgeted based on the current formula. Potential legislation is pending for additional funding for COGs. A contingency plan for additional funding is included in the Budget Contingency Section.

Local Assessment

CRCOG Member Towns \$ 782,730

Local Government Assessments for member towns are being assessed a 0% increase in FY 2023-2024. There were adjustments for towns based on population changes which had not been updated for some time. Assessment is based on per capita of \$0.685 based on 2022 population estimates with a \$3,000 standard base. The budgeted amount is \$780,730 and is used for match purposes in various projects as well as some expenses for Regional Planning and Development and Transportation Planning. These matches are shown as revenue under CRCOG Dues and a transfer from Council Admin also under CRCOG Dues. Current match of \$574,468 is as follows:

Transportation Planning Department	\$ 19,500
Federal Highway (FHWA) - Staff and Directs	\$ 282,117
Federal Highway (FHWA) - Modeling and Data	\$ 11,155
Federal Highway (FHWA) - Farmington Connect.	\$ 2,000
Federal Highway (FHWA) - TOD Study	\$ 1,000
Federal Highway (FHWA) - East Coast Grnwy	\$ 34,664
Federal Highway (FHWA) - Route 20, W. Locks	\$ 12,000
Federal Highway (FHWA) - Regional Bike/Ped Network	\$ 15,000
Federal Highway (FHWA) - Warehousing/Land Use Study	\$ 10,000
Regional Planning and Development Department	\$ 87,032
Regional Programs Fund	\$ 100,000
TOTAL	\$ 574,468

Both Transportation Planning Department and Regional Planning and Development Department require local dues to cover 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.

Investment Income and Additional Revenue

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

Expenditures

Expenditure by Category

	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projected	FY 2023-2024 Budget
Contractual	\$4,446,216	\$3,855,668	\$4,263,413	\$3,639,456	\$4,189,451
Direct and Other	\$357,766	\$305,064	\$491,147	\$422,041	\$771,189
Salary	\$1,592,667	\$1,652,212	\$1,677,827	\$1,603,185	\$2,125,015
Fringe	\$740,501	\$211,110	\$873,675	\$912,432	\$996,437
Indirect	\$263,896	\$389,880	\$303,206	\$322,225	\$474,450
Management Support	\$442,801	\$431,541	\$647,961	\$522,230	\$701,972
Total Expenditures	\$7,843,847	\$6,845,475	\$8,257,228	\$7,421,569	\$9,258,514

Expenditure by Department

	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projected	FY 2023-2024 Budget
Transportation Planning	\$2,700,150	\$3,024,050	\$3,712,634	\$3,683,507	\$4,548,858
Regional Planning and Development	\$255,752	\$341,275	\$1,136,687	\$460,662	\$1,116,642
Municipal Services	\$1,663,820	\$367,966	\$265,839	\$406,495	\$1,107,494
Public Safety and Homeland Security	\$2,358,144	\$2,120,831	\$2,045,794	\$1,881,057	\$1,433,970
Agency Wide RSG/Regional Program	\$736,767	\$854,227	\$899,349	\$849,349	\$849,350
Admin	\$129,215	\$137,127	\$196,926	\$140,499	\$202,200
Total	\$7,843,848	\$6,845,475	\$8,257,228	\$7,421,569	\$9,258,514

Expenditures by Department and Project

Expenditure By Department and Project	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Budget
Transportation Planning				
Transportation Planning Department				\$19,500
Federal Highway (FHWA) - Staff and Directs	\$2,119,325	\$2,555,242	\$2,282,595	\$2,821,165
Federal Highway (FHWA) - Modeling and Data	\$-	\$-	\$144,893	\$111,550
Federal Highway (FHWA) - Transit Prior. Corrid.	\$-	\$-	\$11,536	\$-
Federal Highway (FHWA) - Roundabouts	\$-	\$-	\$75,832	\$-
Federal Highway (FHWA) - Farmington Connect.	\$-	\$-	\$70,968	\$20,000
Federal Highway (FHWA) - TOD Study	\$-	\$-	\$278,544	\$10,000
Federal Highway (FHWA) - East Coast Grnwy	\$-	\$-	\$227,572	\$346,643
Federal Highway (FHWA) - Route 20, W. Locks	\$-	\$-	\$114,200	\$120,000
LOTICIP Admin	\$445,805	\$384,218	\$400,000	\$600,000
UCONN (LOTICIP) Farmington/Hartford	\$78,202	\$-	\$-	\$-
Route 5 East Windsor Study	\$28,334	\$5,834	\$-	\$-
Route 190 - Enfield Study	\$28,483	\$78,755	\$77,367	\$60,000
Hartford Transit	\$-	\$-	\$-	\$-
RAISE Grant	\$-	\$-	\$-	\$50,000
Federal Highway (FHWA) - Re- gional Bike/Ped Network	\$-	\$-	\$-	\$150,000
Federal Highway (FHWA) - Ware- housing/Land Use Study	\$-	\$-	\$-	\$100,000
Route 44 Corridor Study (Canton)	\$-	\$-	\$-	\$140,000
	\$2,700,150	\$3,024,050	\$3,683,507	\$4,548,858
Regional Planning and Development				
Regional Planning and De- velopment Department	\$12,248	\$-	\$6,200	\$87,032
2014 Brownfields RLF - Hazard	\$19,960	\$9,918	\$15,000	\$360,218
2014 Brownfields RLF - Petroleum	\$-	\$6,133	\$10,000	\$9,174
2014 Brownfields Assessment - Hazard	\$-	\$-	\$-	\$-
2014 Brownfields Assessment - Petro	\$-	\$-	\$-	\$-
Brownfields Assessment 2020-2023	\$18,982	\$16,881	\$20,000	\$10,109
Pre-Disaster DEMHS	\$-	\$-	\$-	\$-
Complete Street	\$-	\$-	\$-	\$-
DPH Complete Streets Period 2	\$76,666	\$-	\$-	\$-
DPH BRIC Period 1	\$-	\$69,409	\$-	\$-
DPH Complete Streets NPAO Period 1	\$110,996	\$83,690	\$-	\$-
DPH Bric Period 2	\$-	\$1,598	\$-	\$-
DPH Compete Streets NPAO Period 2	\$-	\$121,934	\$-	\$-
DPH Complete Streets NPAO Period 3	\$-	\$-	\$149,462	\$49,821
EDA Cares Grant	\$-	\$31,712	\$260,000	\$83,288

CRCOG FY 2023-2024 Budget

Expenditure By Department and Project	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Budget
CEDS	\$-	\$-	\$-	\$-
CCMPO	\$14,455	\$-	\$-	\$-
NHMP 2024 Update	\$2,444	\$-	\$-	\$252,000
CIRCA Public Outreach	\$-	\$-	\$-	\$40,000
DPH NPAO / SPAN (starts in FFY 2023)	\$-	\$-	\$-	\$225,000
	\$255,752	\$341,275	\$460,662	\$1,116,642
Public Safety and Homeland Security				
Public Safety and Home- land Security Department	\$-	\$-	\$-	\$22,539
Homeland Security Grant Program 2015	\$-	\$-	\$-	\$-
Homeland Security Grant Program 2016	\$-	\$-	\$-	\$-
Homeland Security Grant Program 2017	\$152,301	\$-	\$-	\$-
Homeland Security Grant Program 2018	\$341,451	\$130,812	\$-	\$-
Homeland Security Grant Program 2019	\$36,773	\$190,850	\$246,736	\$-
Homeland Security Grant Program 2020	\$-	\$-	\$80,000	\$383,000
Homeland Security Grant Program 2021	\$-	\$-	\$15,000	\$-
Homeland Security Grant Program 2022	\$-	\$-	\$14,000	\$-
MMRS 2017	\$4,722	\$-	\$-	\$-
MMRS 2018	\$32,431	\$25,478	\$-	\$-
MMRS 2019 - MMRS 2024	\$-	\$30,450	\$35,525	\$55,000
EMPG Hazmat 2017	\$-	\$-	\$-	\$-
EMPG Hazmat 2018	\$33,354	\$55,379	\$-	\$-
EMPG Hazmat 2019 - 2024	\$-	\$-	\$55,183	\$65,000
Citizen Corps/CERT	\$19,641	\$19,641	\$46,865	\$30,000
CAPTAIN	\$651,687	\$627,966	\$432,188	\$-
DPH COVID 19 Crisis Response	\$-	\$-	\$-	\$-
DPH HCC - PHEP 2020	\$42,143	\$-	\$-	\$-
DPH HCC - HPP 2020	\$13,848	\$-	\$-	\$-
DPH HCC PHEP 2020-2021	\$754,096	\$726,924	\$-	\$-
DPH HCC - CRI/PHP 2020-2021	\$106,327	\$127,052	\$-	\$-
DPH HCC - HPP 2020-2021	\$56,909	\$56,060	\$-	\$-
DPH HCC PHEP 2021-2022	\$-	\$-	\$-	\$-
DPH HCC CRI/PHP 2021-2022	\$-	\$-	\$-	\$-
DPH HCC HPP 2021-2022	\$-	\$-	\$-	\$-
Heartbeat CAD System	\$93,000	\$115,000	\$-	\$-
MRC - National Associa- tion of County/City Health	\$6,085	\$15,218	\$-	\$-
DPH HCC - CRI/MRC 2018	\$2,671	\$-	\$-	\$-
EBOLA - Hospital Preparedness	\$-	\$-	\$-	\$-
DPH HCC - PHEP 2019	\$4,124	\$-	\$-	\$-
DPH HCC - HPP 2018	\$6,581	\$-	\$-	\$-
MRC - Public Health 2014	\$-	\$-	\$25,832	\$16,432
DPH HCC PHEP 2022-2023	\$-	\$-	\$735,439	\$-
DPH CRI PHP 2022-2023	\$-	\$-	\$127,290	\$-
Yale MRC (22-23)	\$-	\$-	\$22,213	\$-

Expenditure By Department and Project	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Projected	FY 2023-2024 Budget
MRC Yale Mission Sets	\$-	\$-	\$28,883	\$-
Upcoming New Yale training project	\$-	\$-	\$15,904	\$-
NACHHO - MRC Rise	\$-	\$-	\$-	\$-
DPH-CRI and PHEP	\$-	\$-	\$-	\$862,000
	\$2,358,144	\$2,120,831	\$1,881,057	\$1,433,970
Municipal Services				
Crumbling Foundations Testing Program	\$286,659	\$179,208	\$165,000	\$150,000
Crumbling Foundations Test- ing Program Admin	\$-	\$-	\$55,000	\$57,500
Municipal Services	\$42,246	\$100,530	\$118,286	\$164,230
EDMS Local	\$45,350	\$83,906	\$68,209	\$16,000
CARES Recovery Planning	\$1,249,970	\$-	\$-	\$-
NN EDMS	\$39,595	\$-	\$-	\$-
Election Monitoring	\$-	\$4,322	\$-	\$-
RPIP Animal Control	\$-	\$-	\$-	\$134,013
RPIP Assessment	\$-	\$-	\$-	\$246,400
RPIP Building Official	\$-	\$-	\$-	\$244,351
HUD Crumbling Foundations	\$-	\$-	\$-	\$95,000
	\$1,663,820	\$367,966	\$406,495	\$1,107,494
Agencywide Regional Programs				
Regional Programs Fund	\$-	\$6,170	\$-	\$-
Regional Services Grant	\$736,767	\$848,057	\$849,349	\$849,350
	\$736,767	\$854,227	\$849,349	\$849,350
Administration				
Council Administration	\$129,215	\$137,127	\$140,499	\$202,200
Grand Total	\$7,843,848	\$6,845,475	\$7,421,569	\$9,258,514

Expenditure by Department, Project and Category 2023-2024

Expenditure by Department, Project and Category 2023-2024	Contractual / Grants	Direct Costs	Salary	Fringe	Indirect	Management Support
Transportation Planning						
Transportation Planning Department	\$-	\$19,500	\$-	\$-	\$-	\$-
FHWA - Staff and Directs	\$-	\$182,759	\$1,304,518	\$611,699	\$291,258	\$430,931
FHWA - Modeling and Data	\$111,550	\$-	\$-	\$-	\$-	\$-
FHWA - Farmington Connect.	\$20,000	\$-	\$-	\$-	\$-	\$-
FHWA - TOD Study	\$10,000	\$-	\$-	\$-	\$-	\$-
FHWA - East Coast Grnwy	\$346,643	\$-	\$-	\$-	\$-	\$-
FHWA - Route 20, W. Locks	\$120,000	\$-	\$-	\$-	\$-	\$-
LOTICIP Admin	\$350,000	\$-	\$123,608	\$57,961	\$27,598	\$40,832
Route 190 - Enfield Study	\$60,000	\$-	\$-	\$-	\$-	\$-
RAISE Grant	\$50,000	\$-	\$-	\$-	\$-	\$-
FHWA - Regional Bike/Ped Network	\$150,000	\$-	\$-	\$-	\$-	\$-
FHWA - Warehousing/Land Use Study	\$100,000	\$-	\$-	\$-	\$-	\$-
Route 44 Corridor Study (Canton)	\$140,000	\$-	\$-	\$-	\$-	\$-
	\$1,458,193	\$202,259	\$1,428,126	\$669,660	\$318,856	\$471,763
Regional Planning and Development						
Regional Planning and Development Department	\$-	\$21,300	\$32,500	\$15,240	\$7,256	\$10,736
2014 Brownfields RLF - Hazard	\$350,000	\$-	\$5,052	\$2,369	\$1,128	\$1,669
2014 Brownfields RLF - Petroleum	\$1,000	\$-	\$4,042	\$1,895	\$902	\$1,335
Brownfields Assessment 2020-2023	\$5,000	\$-	\$2,526	\$1,184	\$564	\$834
DPH Complete Streets NPAO Period 3	\$-	\$-	\$24,633	\$11,551	\$5,500	\$8,137
EDA Cares Grant	\$83,288	\$-	\$-	\$-	\$-	\$-
NHMP 2024 Update	\$189,000	\$-	\$31,150	\$14,606	\$6,955	\$10,290
CIRCA Public Outreach	\$40,000	\$-	\$-	\$-	\$-	\$-
DPH NPAO / SPAN (starts in FFY 2023)	\$172,500	\$-	\$25,958	\$12,172	\$5,796	\$8,575
	\$840,788	\$21,300	\$125,860	\$59,017	\$28,101	\$41,576

Expenditure by Department, Project and Category 2023-2024	Contractual / Grants	Direct Costs	Salary	Fringe	Indirect	Management Support
Public Safety and Homeland Security						
Public Safety and Homeland Security Department	\$-	\$10,450	\$5,977	\$2,803	\$1,334	\$1,974
Homeland Security Grant Program 2020	\$285,000	\$38,000	\$29,666	\$13,911	\$6,623	\$9,800
MMRS 2019 - MMRS 2024	\$55,000	\$-	\$-	\$-	\$-	\$-
EMPG Hazmat 2019 - 2024	\$65,000	\$-	\$-	\$-	\$-	\$-
Citizen Corps/CERT	\$26,000	\$-	\$1,978	\$927	\$442	\$653
CAPTAIN	\$-	\$-	\$-	\$-	\$-	\$-
MRC- Public Health 2014	\$16,432	\$-	\$-	\$-	\$-	\$-
DPH-CRI and PHEP	\$792,000	\$-	\$34,611	\$16,229	\$7,727	\$11,433
	\$1,239,432	\$48,450	\$72,231	\$33,870	\$16,127	\$23,861
Municipal Services						
Crumbling Foundations Testing Program	\$-	\$150,000	\$-	\$-	\$-	\$-
Crumbling Foundations Testing Program Admin	\$2,500	\$-	\$27,194	\$12,751	\$6,072	\$8,983
Municipal Services	\$-	\$35,500	\$63,648	\$29,845	\$14,211	\$21,025
EDMS Local	\$16,000	\$-	\$-	\$-	\$-	\$-
RPIP Animal Control	\$118,413	\$-	\$7,713	\$3,617	\$1,722	\$2,548
RPIP Assessment	\$231,000	\$-	\$7,615	\$3,571	\$1,700	\$2,515
RPIP Building Official	\$223,125	\$-	\$10,495	\$4,921	\$2,343	\$3,467
HUD Crumbling Foundations	\$60,000	\$-	\$17,305	\$8,114	\$3,864	\$5,716
	\$651,038	\$185,500	\$133,970	\$62,820	\$29,911	\$44,255
Agencywide Regional Programs						
Regional Programs Fund	\$-	\$-	\$-	\$-	\$-	\$-
Regional Services Grant	\$-	\$111,480	\$364,828	\$171,071	\$81,455	\$120,516
	\$-	\$111,480	\$364,828	\$171,071	\$81,455	\$120,516
Administration						
Council Admin		\$202,200				
Grand Total	\$4,189,451	\$771,189	\$2,125,015	\$996,437	\$474,450	\$701,972

Personnel Expenditures

Salaries

	FY2020- 2021 Actual	FY2021- 2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projections	FY 2023- 2024 Budget
Transportation Planning	\$804,599	\$798,037	\$1,176,284	\$1,127,776	\$1,428,126
Regional Planning and Development	\$34,704	\$30,681	\$354,159	\$38,603	\$125,860
Public Safety and Home- land Security	\$83,803	\$75,491	\$44,351	\$103,953	\$72,231
Municipal Services	\$20,094	\$29,890	-	\$47,834	\$133,970
Agencywide Region- al Programs	\$265,182	\$286,572	\$64,428	\$285,019	\$364,828
Administration / Man- agement Support	\$442,801	\$431,541	\$647,961	\$522,230	\$701,972
	\$1,651,183	\$1,652,212	\$2,287,183	\$2,125,415	\$2,826,987

Fringe Benefits

	FY2020- 2021 Actual	FY2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projections	FY 2023- 2024 Budget
FICA	\$138,073	\$147,077	\$174,969	\$177,379	\$182,700
Unemployment Compensation	\$7,395	\$8,113	\$9,000	\$8,113	\$9,000
Health Insurance	\$402,956	\$440,117	\$443,000	\$502,851	\$553,136
Pension	\$166,218	\$170,445	\$205,846	\$180,000	\$205,000
Life Insurance	\$3,192	\$3,493	\$6,000	\$6,642	\$7,000
Vision Care	\$3,141	\$3,345	\$4,000	\$616	\$-
Short Term Disability	\$7,418	\$7,968	\$8,000	\$9,259	\$10,000
Long Term Disability	\$4,384	\$4,709	\$4,700	\$5,471	\$6,000
Car and Phone Allowance	\$5,000	\$2,833	\$13,000	\$13,575	\$15,000
Employee Assistance	\$1,125	\$1,125	\$1,200	\$1,125	\$1,200
Executive Director De- ferred Comp.	\$-	\$-	\$5,000	\$5,000	\$5,000
Health Insurance - Stipend	\$1,600	\$2,400	\$2,400	\$2,400	\$2,400
	\$740,501	\$791,624	\$877,116	\$912,432	\$996,437

Direct Expenditures

Direct Expenditures	FY 2020-2021 Actual	FY 2021-2022 Actual	FY 2022-2023 Budget	FY 2022-2023 Projected	FY 2023-2024 Budget
Publication, Dues	\$32,936	\$29,408	\$26,275	\$25,500	\$29,515
Advertising	\$901	\$428	\$300	\$-	\$14,000
Computer Services - Direct	\$41,955	\$39,036	\$56,360	\$42,000	\$55,139
Subscription Software - Direct	\$-	\$1,041	\$46,934	\$24,000	\$54,750
Legal	\$5,358	\$1,818	\$8,550	\$4,002	\$7,750
Legislative Liaison	\$134,135	\$87,419	\$25,000	\$25,000	\$25,000
Consultants	\$7,487	\$67,924	\$176,999	\$202,000	\$170,190
Language Translation	\$-	\$-	\$2,500	\$1,300	\$2,500
Language Interpreter	\$-	\$-	\$1,000	\$-	\$1,000
Interpreter for the Deaf	\$-	\$-	\$1,000	\$-	\$1,000
Equipment	\$8,259	\$9,894	\$12,200	\$13,850	\$29,400
Leasehold Improvements	\$4,021	\$-	\$3,600	\$-	\$-
Furniture and Furnishings	\$2,589	\$2,386	\$5,000	\$780	\$40,000
Equipment Maintenance - GIS & Travel Model	\$473	\$6,722	\$5,250	\$9,490	\$10,990
Food	\$24	\$788	\$5,200	\$1,800	\$6,550
Mileage / Parking	\$721	\$1,077	\$8,430	\$1,000	\$5,750
Conference / Training / Workshops	\$14,354	\$23,960	\$72,950	\$43,300	\$95,250
Rentals	\$-	\$-	\$750	\$-	\$-
Annual Meeting and Special Events	\$-	\$4,986	\$9,200	\$6,000	\$8,500
Tuition Reimbursement	\$3,000	\$-	\$1,500	\$3,000	\$4,500
Recruitment	\$10,704	\$21,309	\$10,000	\$5,000	\$10,000
Refund	\$(18)	\$580	\$-	\$8,976	\$-
Supplies, Postage, Other	\$5,991	\$4,547	\$8,900	\$3,300	\$7,155
Reproduction and Printing	\$-	\$1,380	\$3,250	\$750	\$2,750
Other Misc	\$40,794	\$362	\$-	\$993	\$1,500
Total	\$313,684	\$305,064	\$491,148	\$422,041	\$583,189

Indirect Expenditures

	FY2020- 2021 Actual	FY2021- 2022 Actual	FY 22-23 Budget	FY 2022-2023 Projections	FY 2023- 2024 Budget
LEGAL	\$1,034	\$1,410	\$1,000	\$1,000	\$1,500
REPRODUCTION & PRINTING	\$5,242	\$2,149	\$10,000	\$2,500	\$6,000
BONUS/MERIT AWARD			\$-	\$12,000	\$15,000
OFFICE SUPPLIES	\$8,845	\$8,326	\$14,000	\$8,235	\$12,000
POSTAGE	\$1,021	\$1,031	\$2,500	\$-	\$1,500
COMPUTER SERVICES	\$21,548	\$21,037	\$10,800	\$15,854	\$20,000
RENT, MAINTENANCE, UTILITIES	\$137,315	\$9,648	\$4,000	\$9,976	\$10,000
TELEPHONE/DATA SERVICE/INTERNET	\$11,525	\$1,332	\$12,000	\$23,188	\$30,000
EQUIPMENT MAINTENANCE	\$4,253	\$2,396	\$6,500	\$4,649	\$5,000
INSURANCE	\$35,162	\$36,727	\$35,000	\$33,707	\$36,750
NARC -DUES	\$7,372	\$7,372	\$7,500	\$7,372	\$7,500
SECTION 125 ADMINISTRATION	\$941	\$913	\$1,200	\$2,885	\$1,200
LEASES - INDIRECT		\$141,980	\$140,000	\$142,867	\$264,000
SUBSCRIPTION SOFTWARE		\$1,830	\$8,300	\$6,991	\$10,000
ACCOUNTING/AUDIT	\$18,800	\$34,650	\$40,000	\$40,500	\$41,500
PENSION ADMINISTRATION	\$4,250	\$4,800	\$5,000	\$3,188	\$5,000
PAYROLL PROCESSING FEES	\$6,586	\$7,085	\$6,600	\$7,314	\$7,500
	\$263,896	\$282,685	\$304,400	\$322,225	\$474,450

Expenditure Notes

Personnel Services

Salaries

The Fiscal Year 2023-2024 Budget consists of 29 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 46.89% of salaries based on an analysis of current fringe which includes a projected 10% 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	Transportation Planning (FHWA)	Transportation Planning (Non FHWA)	Reg. Planning & Dev.	Public Safety	MSC	Agency-Wide	Admin
Publication, Dues	\$11,265	\$6,000	\$3,000	\$750	\$1,500	\$-	\$7,000

Direct Expenditures	Transportation Planning (FHWA)	Transportation Planning (Non FHWA)	Reg. Planning & Dev.	Public Safety	MSC	Agency-Wide	Admin
Advertising	\$-	\$-	\$3,000	\$-	\$8,000	\$-	\$3,000
Computer Services - Direct	\$55,139	\$-	\$-	\$-	\$-	\$-	\$-
Subscription Software - Direct	\$37,250	\$-	\$2,000	\$-	\$14,000	\$-	\$1,500
Legal	\$3,000	\$-	\$1,000	\$750	\$1,500	\$-	\$1,500
Legislative Liaison	\$-	\$-	\$-	\$-	\$-	\$-	\$25,000
Consultants	\$15,000	\$-	\$-	\$5,000	\$-	\$110,190	\$40,000
Language Translation	\$2,500	\$-	\$-	\$-	\$-	\$-	\$-
Language Interpreter	\$1,000	\$-	\$-	\$-	\$-	\$-	\$-
Interpreter for the Deaf	\$1,000	\$-	\$-	\$-	\$-	\$-	\$-
Equipment	\$15,200	\$-	\$2,000	\$1,200	\$3,000	\$-	\$8,000
Furniture and Furnishings	\$-	\$-	\$-	\$-	\$-	\$-	\$40,000
Equipment Maintenance - GIS & Travel Model	\$8,500	\$-	\$-	\$-	\$-	\$1,290	\$1,200
Food	\$-	\$1,000	\$800	\$750	\$1,000	\$-	\$3,000
Mileage / Parking	\$1,500	\$-	\$1,000	\$750	\$500	\$-	\$2,000
Conference / Training / Workshops	\$30,000	\$12,500	\$6,000	\$750	\$6,000	\$-	\$40,000
Annual Meeting and Special Events	\$-	\$-	\$1,500	\$-	\$-	\$-	\$7,000
Tuition Reimbursement	\$-	\$-	\$-	\$-	\$-	\$-	\$4,500
Recruitment	\$-	\$-	\$-	\$-	\$-	\$-	\$10,000
Supplies, Postage, Other	\$405	\$-	\$500	\$250	\$-	\$-	\$6,000
Reproduction and Printing	\$1,000	\$-	\$500	\$250	\$-	\$-	\$1,000
Other Misc	\$-	\$-	\$-	\$-	\$-	\$-	\$1,500

Transportation Planning

Transportation Planning Department

Department expenses that cannot be charged to any specific Project or Program.

FHWA – Staff and Directs

FHWA - Modeling and Data

FHWA - Farmington Connect.

FHWA - TOD Study

FHWA - East Coast Grnwy

FHWA - Route 20, W. Locks

FHWA - Regional Bike/Ped Network

FHWA - Warehousing/Land Use Study

Costs associated with Federal Highway Administration (FHWA) Planning, including studies, consultants, and staff time.

LOTICIP Admin

Costs for administering the LOTICIP program.

Route 44 Corridor Study (Canton)

Route 190 - Enfield Study

Consultant costs for the studies outlined above.

RAISE Grant

Potential expenditure costs for public outreach assistance for the RAISE grant administered by CTDOT.

Regional Planning and Development

Regional Planning and Development Department

Department expenses that cannot be charged to any specific Project or Program.

2014 Brownfields RLF - Hazard

2014 Brownfields RLF - Petroleum

Brownfields Assessment 2020-2023

Costs associated with administering the Brownfields program, including revolving loans, staff support and consultants.

EDA Cares Grant

Consultants costs associated with fulfilling and finalizing tasks within the EDA Cares sub-Grant administered by DECD.

NHMP 2024 Update

Costs associated with updating the Natural Hazard Mitigation Plan, including consultant and staff salary, fringe and benefits.

CIRCA Public Outreach

Costs associated with public outreach agreement with CIRCA.

DPH Complete Streets NPAO Period 3

DPH NPAO / SPAN (starts in FFY 2023)

Costs for the CDC Complete Street Program, including consultant and staff costs.

Public Safety and Homeland Security

Public Safety and Homeland Security Department

Department expenses that cannot be charged to any specific Project or Program.

Homeland Security Grant Program 2020

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.

MMRS 2019 - MMRS 2024

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

EMPG Hazmat 2019 - 2024

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

Citizen Corps/CERT

Equipment and Consultant costs for CERT.

MRC - National Association of County/City Health

Payments to consultants and others for medical reserve corps preparedness.

DPH-CRI and PHEP

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

Municipal Services**Crumbling Foundations Testing Program****Crumbling Foundations Testing Program Admin**

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 reimbursements and administrative fee amount for FY 2023-2024.

Municipal Services Department

Costs associated with the Municipal Services Department, including direct costs and staff time to support various Municipal Services programs.

EDMS Local

Maintenance costs and licensing for the EDMS system.

RPIP Animal Control**RPIP Assessment****RPIP Building Official**

Consultant and staff costs associated with supporting and advancing the Regional Performance Incentive Program grants received in FY 2022-2023 by CRCOG.

HUD Crumbling Foundations

Costs associated with administering and standing up the HUD Crumbling Foundations reimbursement program.

Agencywide Regional Programs and Administration

Regional Services Grant

Staffing and direct costs associated with the Regional Services Grant which cover a wide range of regional initiatives and programs.

Council Admin

Direct expenses associated with Council Administration not eligible for indirect expenses and applicable to the entire agency or Administration/Finance department.

Budget Contingency

The current budget presents Connecticut Regional Services Grant (RSG) as received in the last Fiscal Year. There is a potential legislative change in the per-capita formula that would give CRCOG additional RSG funding and potentially funding for a regional election advisor.

Given the uncertainty of whether this funding will be received or not, CRCOG has created a contingency table to account for the increased operational funds.

CRCOG will be able to pivot appropriately by the end of FY 2022-2023 and plan for FY 2023-2024 based on the end of the legislative session. If any increases occur, staff will use the contingency table below to adjust accordingly.

	Revenue	Expenditures					
	State	Direct or Match Expenses	Salary	Fringe	Indirect	Management Support	FTE
FY 2023-2024 Baseline	\$849,349	\$111,480	\$364,828	\$171,071	\$81,455	\$120,516	3.96
Potential Increase	\$450,000	\$115,227	\$165,523	\$77,615	\$36,956	\$54,678	2
Regional Election Advisor Funding	\$25,000		\$12,361	\$5,796	\$2,760	\$4,083	

If CRCOG receives Regional Election Advisor Funding, CRCOG has staff already in place to perform the function and would re-allocate salary currently using local dues to the Regional Election Advisor funding.

Appendices



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

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 as follows:

- Decrease dependence on any one funding source and diversify funding sources.
 - Leverage CRCOG Foundation to access private funding where possible.
 - Continuing to aggressively pursue funding sources at the state and federal level.
 - Pursue different mechanisms for funding services, such as: receiving commission on contracts; potential subscription fees for certain services; consulting fees; and other appropriate alternatives.
- Where possible, review staffing at a multi-year grant level to ensure that staffing expenditures do not exceed expected revenues.
- Stabilize town dues as much as possible. Increases in dues, temporary or permanent, should be for specific added services or projects.
- Develop and implement multi-year strategies to guide overall financial planning and ensure financial planning is in line with long-term strategic goals.

Asset Inventory

Capital assets in excess of \$5,000 are recorded at cost. Capital assets are depreciated over their estimated useful lives on the straight-line method. Leasehold improvements are amortized over the shorter of the estimated useful life or the life of the lease. Furniture, equipment, computer hardware, and software are depreciated over three years. The capital asset inventory will include the acquisition date, the acquisition cost, the expected life of the asset, and the current depreciated value, and will be updated annually.

Revenue Policies

Revenue Diversification

CRCOG's strategy is to diversify its revenue sources as much as possible. Funding sources include local, state and federal agencies as well as private foundations and shared service fees. While CRCOG

encourages continual diversification of revenue and entrepreneurial funding sources, CRCOG should maintain its core mission of cooperation across the region.

Fees for Service

In the areas in which CRCOG sets a fee for service, the fees shall cover the total cost of the service offered. Fees that do not cover the cost of the service offered must be approved by board action. Fees shall be reviewed every two years for adequacy.

One-Time Revenue and Unpredictable Revenue

Most of CRCOG's revenue sources are one-time revenue funding opportunities or unpredictable revenue, in that there is a short term (less than 5 years) of guarantee from the granting agency. Although CRCOG has stable revenue from the state and local government, that revenue is a small part of the total annual revenue. Ideally, CRCOG's ongoing expenditures will be funded by stable revenue sources. Given the basic unpredictability of CRCOG's funding sources, however, it is understood that some on-going expenditures will be evaluated on an annual basis based on expected funding for the upcoming year.

Financial Accounting and Budget Policies (Accountability)

The CRCOG Policy Board is required to adopt a fiscally prudent budget by July 1 each year. There should be a balanced relationship between revenues and expenditures. Appropriations are made at the department or functional level. The following funds are subject to annual budgetary appropriations:

- General Fund
- Transportation Planning
- Regional Planning and Development
- Municipal Services
- Public Safety
- Homeland Security

General Accounting Policy

All CRCOG financial transactions are to be conducted, and records maintained, in accordance with generally accepted accounting principles as applicable to governmental organizations. The basis of accounting for CRCOG budget and accounting purposes shall be the modified accrual basis of accounting in measuring financial positions and results of financial operations. All funds are accounted for in the annual audit.

Financial Grant Monitoring, Reporting and Control System

The CRCOG Finance Department shall establish financial control systems and administrative procedures to ensure that financial management of its operating funds and grant awards are in strict compliance with grant program regulations. The Finance Department shall also coordinate all financial reporting as required by the grantor agency. In addition, a quarterly financial report shall be prepared on the financial status of the agency, which will be reviewed by the Council.

Audit Committee and Annual Audit

According to its by-laws, CRCOG has established an Audit Committee. The Committee has the responsibility to provide additional oversight to the accounting and financial reporting practices, and other internal controls of the agency. The Committee may also be responsible for the annual audit findings and recommendations as provided by CRCOG's independent auditors. An annual audit shall be performed by an independent public accounting firm under the provisions of the Municipal Audit Act. The accounting firm will also issue all other required audit reports as required by federal and state cognizant agencies.

Budget Amendment

If the review of the quarterly financial reports shows a significant discrepancy between actual expenditures and revenues and budgeted expenditures and revenues, the Finance Director shall present an amended budget to the Personnel and Finance Committee for a budget amendment. After the Personnel and Finance Committee reviews the amended budget, the amended budget will go before the Policy Board for approval.

Fund Balance Policy (Reserve Accounts)

The CRCOG recognizes the financial importance of a stable and sufficient level of unreserved fund balance. As a major conduit for the region's state and federal funds, CRCOG must maintain an unreserved fund balance in order to (1) have sufficient working capital in the first several months of the year until reimbursed expenses are received and available to fund operations; (2) fund any unforeseen expenses that may occur during the course of the year or unpredicted one time expenditures; and (3) 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 (rev. 1999) shall be the governing document in all matters of the Agency's procurement process. All Agency staff members should be knowledgeable and trained in all aspects of the manual which shall be posted on the Agency's website.

Cash Management and Short-Term Investment Policy

This policy applies to the investment of short-term operating funds of the Capitol Region Council of Governments. Because the expenditure of CRCOG operating funds do not occur concurrently with the receipt of such funds, it is incumbent upon CRCOG to not only assure the safekeeping of the resulting idle cash, but to also make full use of idle cash through an effective short-term investment program that will produce maximum returns. The following policies are established for the CRCOG's cash management and short-term investment program, in priority order, of investment activities shall be:

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

CRCOG as a political subdivision of the State, shall only utilize eligible investments as permitted for Connecticut municipalities and are determined by C.G.S. 7-400 and 7-402. The CRCOG operating funds are to be invested in accordance with the guidelines upon the direction of the Finance Director in the following short-term investments:

- Certificates of deposit (C.D.) with Connecticut banks only upon written evidence that the bank meets the collateral, risk based capital and other requirements of Qualified Public Depositories as defined in Connecticut General Statutes 36-382.
- Money market accounts.
- U.S. Government Treasury Obligations.
- Repurchase Agreements collateralized by U.S. Government Agency Obligations.
- Investment pool of the State of Connecticut which maintains and operates a government investment pool, Short Term Investment Fund (STIF).

Delegation of Authority and Fiduciary Responsibilities

- Authority to manage the short-term investment program is granted to the Director of Finance and Treasurer. Responsibility for the day to day operation of the investment program is delegated to the Finance Director who shall carry out the procedures and internal controls for the operation of the investment program consistent with this investment policy.
- All CRCOG personnel responsible for financial management shall provide for the expeditious billing, collection, and deposit of funds due to the CRCOG. At the same time, disbursements shall be controlled so as to maximize the pool of cash from which short-term investments can be made.
- The Chief Operating Officer, 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 2022-2023 to reflect changing titles and job descriptions.

All job descriptions are reviewed and updated by Department Managers and the Executive Director.

Current Job Titles and Pay Grade Chart are 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, and municipalities in CRCOG region.

Market results were then averaged to develop the updated Class and Compensation Chart. The compensation plan approved by the Policy Board and has been updated to reflect the 2023-2024 Cost of Living Adjustment.

Administrative and Technical		
8.5% Between Each Grade and a 30% Range Spread		
Grade	Minimum	Maximum
1	\$46,865	\$60,925
2	\$50,849	\$66,103
3	\$55,171	\$71,722
Supervisors and Advanced Technical		
17.5% Between Each Grade and a 30% Range Spread		
	Minimum	Maximum
4	\$65,405	\$85,027
5	\$76,851	\$99,906
6	\$90,300	\$117,390
Directors and Senior Managers		
7.5% Between Each Grade and a 30% Range Spread		
	Minimum	Maximum
7	\$105,575	\$137,248
8	\$113,494	\$147,541
9	\$122,006	\$158,607

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 a 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 1st and ends June 30th each year.

First Selectman – In Connecticut the First Selectman is the chief executive and administrative officer of most towns with the Selectmen-Town Meeting form of government. 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.

HUD – United States Department of Housing and Urban Development.

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.

RAISE Grant – Rebuilding American Infrastructure with Sustainability and Equity (RAISE) is a discretionary DOT grant for transportation infrastructure projects.

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 – Connecticut's government investment pool, Short Term Investment Fund.

STP Urban – The Federal Surface Transportation Program, to improve federal aid eligible highways within urban areas. Projects must meet federal and state requirements. Communities are eligible for funding on roads functionally classified as higher than "local".

Service Sharing – A CRCOG initiative to help municipalities achieve more by using regional solutions for municipal challenges that lead to reduced costs and enhanced services. The goal is to have every community look for regional solutions that lead to reduced costs and enhanced services.

Town Council – The Town Council is responsible for setting policy through the enactment of ordinances and resolutions.

Unobligated Funds – Funds that have not been obligated carried forward to the new fiscal year.

Abbreviations and Acronyms

CAPTAIN – Capitol Region Total Access Information Network

CCC – Citizen Corps Council

CCM – Connecticut Conference of Municipalities

CCP – Citizen Corps Programs

CERT – Community Emergency Response Team

CIRCA – Connecticut Institute for Resilience and Climate Adaptation

CMAQ – Congestion Mitigation and Air Quality

COG – Council of Governments

COLA – Cost of Living Adjustment

CTDOT – Connecticut Department of Transportation

CREC – Capitol Region Education Council

CREPC – Capitol Region Emergency Planning Committee

CRMMRS – Capitol Region Metropolitan Medical Response System

CR-MRC – Capitol Region Medical Reserve Corps

CRCOG – Capitol Region Council of Governments

CRPC – Capitol Region Purchasing Council

CRI – Cities Readiness Initiative

CT – Connecticut

CT-SART – Connecticut State Animal Response Team

DEMHS – Department of Emergency Management and Homeland Security

DEEP – Department of Energy and Environmental Protection

DHS – Department of Homeland Security

DOT – Department of Transportation

DPH – Department of Public Health

DSS – Department of Social Services

EDD – Economic Development District

EFS – Emergency Support Function

EJ – Environmental Justice

EMPG – Emergency Management Performance Grant

EMS – Emergency Medical Services

EPA – Environmental Protection Agency

EV – Electric Vehicle

EZ-IQC – EZ Indefinite Quantity Construction
FEMA – Federal Emergency Management Agency
FFY – Federal Fiscal Year
FHWA – Federal Highway Administration
FRS – Financial Reporting System
FTA – Federal Transit Administration
FY – Fiscal Year
GIS – Geographic Information Systems
HSCC – Human Services Coordinating Council
HSGP – Homeland Security Grant Program
HUD – U.S. Department of Housing and Urban Development
IECGP – Interoperable Emergency Communications Grant Program
LOTICIP – Local Transportation Capital Improvement Program
LRAR – Local Road Accident Reduction Program
MMRS – Metropolitan Medical Response Systems
MRC – Medical Reserve Corps
MSC – Municipal Services Committee
NHHS – New Haven/Hartford/Springfield Rail Project
NHMP – Natural Hazard Mitigation Plan
NIMS – National Incident Management System
NIMSCAST – NIMS Compliance Assistance Support Tool
NVCOG – Naugatuck Valley Council of Governments
OPM – Office of Policy and Management
POCD – Plan of Conservation and Development
PPP – Public Participation Plan
PSC – Public Safety Council
RCC – Regional Emergency Coordination Center
REA – Regional Election Advisor
REM – Regional Election Monitor
RESF – Regional Emergency Support Function
RFP – Request for Proposal
RID – Regional Incident Dispatch Team
RLF – Revolving Loan Fund
RPA – Regional Planning Agency

RPC – Regional Planning Commission

RPDD – Regional Planning and Development Department

RPF – Regional Program Fund

RPIP – Regional Performance Incentive Program

RSG – Regional Services Grant

SCI – Sustainable Communities Initiative

SHSGP – State Homeland Security Grant Program

STIF – Short Term Investment Fund

SWOT – Strengths, Weaknesses, Opportunities and Threats

TIP – Transportation Improvement Program

TOD – Transit Oriented Development

TPD – Transportation Planning Department

TRS – Treated Road Salt

UASI – Urban Area Security Initiative

UPWP – Unified Planning Work Program (Transportation Work Program)

CRCOG

241 Main St, 4th Floor

Hartford, CT 06106

*Please note: After January 2024,
we will be at a new location*