

**To:** Personnel & Finance Committee; Executive Committee

**From:** Matt Hart, Executive Director

**Meeting Date:** October 25, 2023

**CC:** P. Yoder, Chief Operating Officer

**Re:** Proposed Goals & Initiatives for FY 2023/24

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As a follow-up to my recent performance review, I have prepared the following list of performance goals and initiatives for review and endorsement by both committees. I would appreciate any additional feedback that committee members may have.

For consistency purposes I have organized my proposed goals for FY 2023/24 to track the priorities in CRCOG's new Strategic Playbook.

### **Policy & Governance**

- *Strategic visioning* – As identified under our Strategic Playbook, develop a more effective means for the Policy Board to engage in policy discussions related to CRCOG's strategic priorities and other issues facing our members and the region.

### **Administration & Municipal Services**

- *Management & Leadership* – Continue to support newly promoted managers and develop CRCOG's leadership and organizational culture based on our core values and guiding principles.
- *Member outreach & public relations* – Continue efforts to promote public awareness of CRCOG and its services. Regularly meet with policy board members, local legislative bodies, municipal staff, and other partners. Utilize digital and social media to raise awareness of CRCOG's brand. Participate in meetings and training opportunities provided by the National Association of Regional Councils (NARC), the International City Management Association (ICMA), the National Association of Development Organizations (NADO), and the Association of Metropolitan Planning Organizations (AMPO).
- *New office space* – Oversee move to new office space at the Metro Center at 350 Church St. in Hartford.
- *Regional Services Grant (RSG)* – With input from CRCOG's Leadership Team and key committees, determine best use of increase (\$507,058) to annual RSG award.

- *Federal infrastructure funding* – Continue to assist our towns with preparing competitive applications for funding under the Bipartisan Infrastructure Law (BIL). Promote our new service to screen local infrastructure projects for federal and state funding.
- *Shared services* – Make substantial progress on our three Regional Performance Incentive Program (RPIP) grant projects (animal control, assessment, building inspection). Continue to advocate for a revision to the Municipal Employee Relations Act (MERA) and other state laws to remove any remaining statutory barriers to service sharing between our towns.
- *GIS & Data Center* – Provide leadership support to establish a first-class GIS & Data Center to serve CRCOG’s members. Continue to enhance CRCOG’s website and online resource materials for our member towns.
- *Public sector workforce development* – Continue our collaboration with CCM, Capital Workforce Partners, UConn’s School of Public Policy, and others to develop a talent pipeline for key municipal occupations. Focus on creating a pipeline for two to three occupations as a pilot approach.
- *Legislative Program* – Work with CRCOG’s ad hoc Legislative Committee to develop Legislative Agenda for 2024. Continue outreach to key legislators to best advance CRCOG priorities.

## **Regional Planning & Development**

- *Regional housing strategy* – Complete update to Regional Plan of Conservation and Development (POCD) and identify a pathway to develop a comprehensive housing strategy for our region in collaboration with our communities and other key stakeholders.
- *Complete streets and multi-use trail projects* – Make substantial progress on the East Coast Greenway Gap Closure Study and the RAISE grant project in New Britain and Plainville. Kick off preparation of the Regional Bicycle/Pedestrian Priority Network Plan.
- *Economic vitality* – Complete update to Comprehensive Economic Development Strategy (CEDS) and implement any requirements needed to maintain new economic development district (EDD) designation from the federal Economic Development Administration (EDA). Add staff resources to implement the key recommendations coming out of the CEDS, such as workforce recruitment and retention, and the development of a regional business recruitment and retention program.
- *Regional waste and stormwater management* – Continue our efforts to re-establish the Central CT Solid Waste Authority (CCSWA) to help implement the recommendations outlined in our waste management study. Add staff resources to focus on sustainability initiatives, including waste management. Conduct a regional stormwater management study utilizing state Climate Resilience grant funding (\$250,000).

- *Climate Pollution Reduction Grant (CPRG)* – Utilizing federal grant funds, help to lead the effort to create a regional climate action plan that provides municipalities with a roadmap to reduce greenhouse gas emissions for areas and sectors within their specific purview. Assemble a climate technical advisory committee to guide our region through the planning process.

### **Public Safety**

- *Public safety & EMS* – In collaboration with key staff and our committees, assess staffing needs for CRCOG’s Public Safety & Homeland Security Department. Consult with Municipal Services Committee (MSC) and Capitol Region Emergency Planning Council (CREPC) to determine the need for a phased study of emergency medical services (EMS) systems in our region.

### **Transportation Planning (MPO)**

- *Safety & Vision Zero* – Play a leadership role in the development of CRCOG’s new Regional Transportation Safety Plan (RTSP) with a focus on dramatically reducing serious traffic-related accidents and fatalities and improving safety for all road users. Incorporate an interdisciplinary and holistic approach combining elements of planning, engineering, enforcement, and public education.
- *Enhanced rail and bus service* – Continue to support state investment in the Hartford Line (station construction, double-tracking, replacement of Hartford rail viaduct and CT River bridge) and to improve the quality of human services transportation across the region. Reconvene the Hartford Line/Fastrak Corridor Advisory Committee to monitor and promote progress. Advocate for enhanced bus service in eastern CT, including the potential expansion of CTfastrak.
- *Greater Hartford Mobility Study* - Participate in the development and implementation of CTDOT’s Greater Hartford Mobility Study (GHMS), including early action projects such as the Riverlink multi-use trail connecting north Hartford to the riverfront and reconstructing Pulaski Circle into a modern roundabout. Participate in the National Environmental Policy Act (NEPA) process for longer-term GHMS projects, and advise the Policy Board in its role as the region’s Metropolitan Planning Organization (MPO).