On the cover: The Charter Oak was an unusually large white oak tree growing on what the English colonists named Wyllys Hyll, in Hartford, Connecticut. The name "Charter Oak" stems from the local legend in which a cavity within the tree was used in late 1687 as a hiding place for the Constitution charter. The oak was blown down in a violent storm about 150 years later and made into a chair that is now displayed in the Hartford Capitol Building. The Oak currently serves as the symbol of the Sustainable Capitol Region Initiative, endorsed by the CRCOG Policy Board on September 23, 2009.
December 19, 2014

To Secretary of the Office of Policy and Management and the joint standing committee of the General Assembly:

The Capitol Region Council of Governments (CRCOG) is proud to submit the first annual report regarding our region to you. This report reflects the extensive work CRCOG does on behalf of the region ranging from Planning and Transportation, Municipal and Shared Services, Public Safety and Homeland Security projects and initiatives.

This current year is a time of transition as CRCOG moves from 30 municipalities to 38. In addition, the MPO redesignation process is in full swing.

Legislative action in 2013 made connecting town municipal government to the state fiber-optic network a high priority, increasing available funds and opportunities for towns and COG’s to connect to the Nutmeg Network. CRCOG’s goal is to help member towns leverage the technology opportunities a broadband fiber network can offer to towns, including real-time effective backup services, virtual server opportunities, document management, and enterprise resource planning (ERP) opportunities.

Demand continues strong for CRCOG services in coordinating and leading regional planning and transportation efforts, implementing public safety and homeland security projects, promoting and facilitating service sharing among towns, and harnessing the purchasing power of more than ninety entities to lower costs for everything from electricity to lawn seed. Challenging times, in fact, place more demands on regional efforts. An important challenge will be finding the right “business model” that will support CRCOG’s valued work into the future.

We expect CRCOG to continue to make progress on a number of fronts in the coming year to better serve our member communities.

Sincerely,

Mary A. Glassman
Chairperson

Lyle D. Wray, PhD
Executive Director
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1. INTRODUCTION

1.1. CRCOG OVERVIEW

The Capitol Region Council of Governments (CRCOG) is the largest of Connecticut’s regional planning organizations. CRCOG was established under the Connecticut General Statutes in 1968 as a voluntary association of municipal governments and is currently serving the City of Hartford and 37 surrounding suburban and rural communities. CRCOG is governed by the chief elected officials of our 38 metropolitan Hartford municipalities.

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

The CRCOG region is 1047 square miles in size and it houses approximately 973,959 people. CRCOG is dedicated to expanding the concept of voluntary cooperation among its member municipalities as the means to successfully respond to many of the region’s pressing governmental and public challenges.
1.2. CRCOG’s Mission

CRCOG members recognize that the future of our individual members is tied to the future of our region. Our members have collaborated for more than 40 years on a wide range of projects to benefit our towns individually and the region as a whole. CRCOG serves the Capital Region and all our municipalities by:

- 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 City of Hartford as the core of a strong region, and as our economic, social and cultural center;
- Advocating for the region and its towns with the State and Federal governments;
- Strengthening our regional community by helping coordinate regional agencies and programs; and
- Assisting local governments and citizens in articulating, advocating and implementing the vision, needs, and values of their regional community.
2. Regional Programs, Projects and Initiatives

“(1) A description of any regional program, project or initiative provided or planned by such regional council of governments;”

2.1. Policy Development and Planning

2.1.1. 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. This work includes administration and implementation of a $4.2 million, bi-state HUD Sustainable Communities Regional Planning Grant, and development of the Sustainable Capitol Region Initiative.
- Collaboration on regional transit planning
- Active transportation (bike and pedestrian) planning and promotion in coordination with the Transportation Department
- MetroHartford Brownfields Program
- Technical assistance to towns on development and conservation strategies, including strategies to create and maintain sustainable and livable communities
- Promotion of sustainable development and design principles
- Regional Natural Hazard Mitigation Planning
- Statutory planning responsibilities: Regional Plan of Conservation and Development maintenance; input on land use, transit and active transportation components of the Long Range Transportation Plan; review of zoning and subdivision proposals along town boundaries; review of municipal plans of conservation and development

2.2. Transportation

2.2.1. Program Areas

- Transportation planning and policy development
- Transit planning
- Bicycle and pedestrian planning and promotion
- Freight planning
- Project financing and programming
- System management and operations planning, including congestion management, safety management, incident management and emergency management
- Regional travel forecast model
- Technical assistance to towns (traffic counts, GIS, project financing, etc.)
- Public participation, Title VI and Environmental Justice
- Influencing state transportation policy (includes serving on statewide committees)
2.3. **Public Safety Program Areas**

2.3.1. **Program Areas**

- Public Safety Planning and Policy Development
- Homeland Security and Emergency Management Planning and Policy Development
- Technical Assistance to Towns
- Training and Exercise Coordination
- Project Financing and Programming
- Project Implementation and Management
- Influencing State Homeland Security Policy (includes serving on statewide committees/stakeholder groups)

2.3.2. **Other Projects or Initiatives**

- Statewide CAPTAIN mobile data communications system
- Get Ready Capitol Region citizen emergency preparedness campaign
- Assistance on HEARTBEAT computer Assisted Dispatch System and HEARTBEAT Records Management System
- Equipment purchases and training coordination for regional teams including 9 SWAT, Hartford Bomb Squad, HAZMAT, Regional Incident Dispatch, Regional Command Post and Regional Dive

2.4. **Municipal Services Program Areas**

2.4.1. **Program Areas**

- Annual/Biennial Cooperative Bids
- e-Procurement System
- Natural Gas Consortium
- Electricity Consortium
- EZ Indefinite Quantity Construction
- IT Services Cooperative
- Regional Online Permitting System
- Municipal Service Sharing
- OPM Regional Service Sharing Grants
- Solid Waste Research and Coordination
- MORE Nutmeg Network Demonstration Projects
3. FUNDING AND EXPENDITURES

“(2) a description of any expenditure, including the source of funding, spent on each such regional program, project or initiative...”

3.1. ESTIMATED EXPENDITURES FOR FY14-15

The chart below outlines the expected expenditures by regional program, initiative or project as well as the funding sources. Operational and Administration costs are salary, personnel, direct costs, fringe, benefits, and overhead costs for the program or project. Grant, Consultants and Passthrough Expenditures are for the costs and expenditures towards consultants, or passthrough expenditures on behalf of the participating members.

**Table 1: Expenditures and Funding Sources**

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Planning and Technical Assistance (SGiA)</td>
<td>State</td>
<td>$611,980</td>
</tr>
<tr>
<td>Planning and Technical Assistance (Local Dues)</td>
<td>Local / Private</td>
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<td>HUD Sustainability Grant</td>
<td>Federal</td>
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<td>Hazard Mitigation Grant</td>
<td>Federal</td>
<td>$10,000</td>
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<td>DECD Brownfields Grant</td>
<td>Federal</td>
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<td>EPA Brownfields Assessment Grant</td>
<td>Federal</td>
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<td>EPA Brownfields Revolving Loan Fund Grant</td>
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<td>$46,534</td>
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<tr>
<td><strong>Total Policy, Planning and Development</strong></td>
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<table>
<thead>
<tr>
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<th></th>
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<tbody>
<tr>
<td>FHWA Planning Funding - Federal</td>
<td>Federal</td>
<td>$1,165,723</td>
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<tr>
<td>FHWA Planning Funding - State - ConnDOT</td>
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<td>$145,715</td>
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<td>FHWA Planning Funding - Local Dues Match</td>
<td>Local / Private</td>
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<td>CCMPO FHWA Planning Funding - Federal</td>
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<td>CCMPO FHWA Planning Funding - State - ConnDOT</td>
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<tr>
<td>CCMPO Dues from Non-CRCOG towns (Planning)</td>
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<td>CCMPO FHWA Planning Funding - Local Dues Match</td>
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<td>$24,784</td>
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<td>New Britain BRT - TOD On Call - Phase 2</td>
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<td>New Britain BRT - TOD On Call - Phase 2</td>
<td>Local / Private</td>
<td>$0</td>
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<td>Comprehensive Transit Service Analysis Study</td>
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<td>Comprehensive Transit Service Analysis Study</td>
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<td>$91,200</td>
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<td>$0</td>
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<td>New Britain BRT - Modeling</td>
<td>State</td>
<td>$0</td>
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<tr>
<td>FTA (City Earmark)</td>
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<td>$373,644</td>
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<td>LOTCIP</td>
<td>State</td>
<td>$176,000</td>
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<td>West Hartford Road Diet Study</td>
<td>State</td>
<td>$70,000</td>
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<tr>
<td>UCONN Eastern Gateways Study</td>
<td>State</td>
<td>$500,000</td>
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<tr>
<td>Category</td>
<td>Source</td>
<td>Local/Private</td>
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<tr>
<td>----------------------------------</td>
<td>--------------</td>
<td>---------------</td>
</tr>
<tr>
<td>UCONN Farmington/Hartford</td>
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<td><strong>Total Transportation</strong></td>
<td><strong>State</strong></td>
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<td>WTW - Jobs Access</td>
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<td>$442,416</td>
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<td><strong>Total WTW - Job Access (DSS)</strong></td>
<td><strong>State</strong></td>
<td>$442,416</td>
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<td>Municipal Services</td>
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<tr>
<td>CT Regional E-Government Initiative</td>
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<tr>
<td>WINCOG - GIS RPIP</td>
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<tr>
<td>Service Sharing Grant (OPM)</td>
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<td>$994,573</td>
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<tr>
<td>Purchasing Council</td>
<td>Local/Private</td>
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<tr>
<td>Regional Solid Waste Management</td>
<td>Local/Private</td>
<td></td>
</tr>
<tr>
<td><strong>Total Municipal Services</strong></td>
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<td>$1,014,573</td>
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<tr>
<td>Public Safety</td>
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<tr>
<td>CAPTAIN Participation Fee</td>
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<tr>
<td>CAPTAIN-Fire/Public Works</td>
<td>Local/Private</td>
<td>$1,005,668</td>
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<tr>
<td><strong>Total Public Safety</strong></td>
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<td>$1,005,668</td>
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<tr>
<td>Homeland Security</td>
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<tr>
<td>Homeland Security Grant Program - FFY 2012</td>
<td>Federal</td>
<td>$141,288</td>
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<tr>
<td>Homeland Security Grant Program - FFY 2013</td>
<td>Federal</td>
<td>$245,081</td>
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<tr>
<td>Citizen Corps Program</td>
<td>Federal</td>
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<tr>
<td>MRC - Public Health Preparedness</td>
<td>Federal</td>
<td>$9,000</td>
</tr>
<tr>
<td><strong>Total Homeland Security</strong></td>
<td></td>
<td>$395,369</td>
</tr>
</tbody>
</table>

### 3.2. Funding Sources

The funding sources for CRCOG’s many regional programs, projects and initiatives are divided into three major sources: federal, state, and local/private. Sources can be further divided into three major categories: long term on-going funding, such as Federal Highway Administration (FHWA) Planning funding; short-term project oriented funding, such as the RPIP grant funding; and fee for service funding, such as the CAPTAIN program.
The figure above shows the funding for the various programs, projects and initiatives by the funding source: Federal, State, or Local as well as the type of funding: ongoing, short term / project or Fee for Service. The figure below clearly shows the division of the types of funding for CRCOG’s various projects.
4. **Cost Benefit Analyses**

“and a cost-benefit analysis for such expenditure;”

The following tables show high level Cost Benefit Analyses (CBA) for each of CRCOG’s projects, programs or initiatives by department. It shows the investment and benefit to the municipalities as well as the investment and benefit at the state level.

**Table 2: CBA for CRCOG’s projects, programs or initiatives**

<table>
<thead>
<tr>
<th>Project</th>
<th>Approximate Value received by towns (2014-2015)</th>
<th>Additional Measurable Value</th>
<th>Additional Benefits Notes</th>
<th>CRCOG Member or Local Investment</th>
<th>Total Benefit minus Cost to CRCOG Members or Local Municipalities</th>
<th>Connecticut State Investment</th>
<th>Total Benefit minus Cost to State of Connecticut</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Policy, Planning and Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning and Technical Assistance</td>
<td>$633,648</td>
<td></td>
<td>Provided tools to help towns build more sustainable communities.</td>
<td>$21,668</td>
<td>$611,980</td>
<td>$611,980</td>
<td>$21,668</td>
</tr>
<tr>
<td>HUD Sustainability Grant</td>
<td>$529,177</td>
<td></td>
<td></td>
<td>$0</td>
<td>$529,177</td>
<td>$0</td>
<td>$529,177</td>
</tr>
<tr>
<td>Hazard Mitigation Grant</td>
<td>$2,869</td>
<td></td>
<td>Towns now eligible for FEMA grants in the future</td>
<td>$0</td>
<td>$2,869</td>
<td>$0</td>
<td>$2,869</td>
</tr>
<tr>
<td>DECD Brownfields Grant</td>
<td>$200,000</td>
<td></td>
<td>Program helps remove blight and prepare sites for future redevelopment with associated tax revenues.</td>
<td>$0</td>
<td>$200,000</td>
<td>$0</td>
<td>$200,000</td>
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<tr>
<td>EPA Brownfields Assessment Grant</td>
<td>$80,112</td>
<td></td>
<td>Program helps remove blight and prepare sites for future redevelopment with associated tax revenues.</td>
<td>$0</td>
<td>$80,112</td>
<td>$0</td>
<td>$80,112</td>
</tr>
<tr>
<td>EPA Brownfields Revolving Loan Fund Grant</td>
<td>$53,668</td>
<td></td>
<td>Program helps remove blight and prepare sites for future redevelopment with associated tax revenues.</td>
<td>$0</td>
<td>$53,668</td>
<td>$0</td>
<td>$53,668</td>
</tr>
<tr>
<td><strong>Total Policy, Planning and Development</strong></td>
<td>$1,499,474</td>
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<td></td>
<td>$21,668</td>
<td>$1,477,806</td>
<td>$611,980</td>
<td>$887,494</td>
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<td><strong>Transportation</strong></td>
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<td>$1,221</td>
<td>$34,545</td>
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<td>$34,546</td>
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<td>$475,000</td>
<td>$95,000</td>
<td>$380,000</td>
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<td>$12,000</td>
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<td>FTA (City Earmark)</td>
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<td>$381,176</td>
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<tr>
<td>LOTCIP</td>
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<td>$0</td>
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<td>$540,000</td>
<td>$0</td>
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<tr>
<td>UCONN Farmington/Hartford</td>
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<tr>
<td><strong>Total Transportation</strong></td>
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<td>$177,996</td>
<td>$3,748,118</td>
<td>$1,502,775</td>
<td>$2,423,339</td>
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</table>
Table 3: CBA for CRCOG’s programs, projects or initiatives continued

<table>
<thead>
<tr>
<th>Project</th>
<th>Approximate Value received by towns (2014-2015)</th>
<th>Additional Measurable Value</th>
<th>Additional Benefits Notes</th>
<th>CRCOG Member or Local Investment</th>
<th>Total Benefit minus Cost to CRCOG Members or Local Municipalities</th>
<th>Connecticut State Investment</th>
<th>Total Benefit minus Cost to State of Connecticut</th>
</tr>
</thead>
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<td>Welfare To Work - Job Access</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>WTW - Job Access (DSS)</td>
<td>$504,516</td>
<td>$0</td>
<td></td>
<td>$0</td>
<td>$504,516</td>
<td>$504,516</td>
<td>$ for $</td>
</tr>
<tr>
<td>Total WTW - Job Access (DSS)</td>
<td>$504,516</td>
<td>$0</td>
<td></td>
<td>$0</td>
<td>$504,516</td>
<td>$504,516</td>
<td>$ for $</td>
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<tr>
<td>Municipal Services</td>
<td></td>
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<td></td>
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<tr>
<td>IT Cooperative</td>
<td>$54,000</td>
<td>$23,818</td>
<td>CCAT contract yields savings of at least 20% and SERTEX fiber contract yields savings to</td>
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<td>$23,818</td>
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<td>$77,818</td>
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<td>WINCOG - GIS RPIP</td>
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<td>$52,349</td>
<td>$52,349</td>
<td>$ for $</td>
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<tr>
<td>Service Sharing Grant (OPM)</td>
<td>$1,166,923</td>
<td>$150,000</td>
<td>Cooperative or regional purchasing have yielded and will yield savings.</td>
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<td>$1,316,923</td>
<td>$1,166,923</td>
<td>$150,000</td>
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<td>Purchasing Council</td>
<td>$110,193</td>
<td>$1,802,789</td>
<td>Cooperative or regional purchasing have yielded and will will savings.</td>
<td>$55,000</td>
<td>$1,857,982</td>
<td>$0</td>
<td>$1,912,982</td>
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<tr>
<td>Regional Solid Waste Management</td>
<td>$20,000</td>
<td></td>
<td>Cooperative or regional purchasing have yielded and will yield savings.</td>
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5. **ANNUAL GOALS AND OBJECTIVES**

“(5) specific annual goals and objectives and quantifiable outcome measures for each program, project or initiative administered or provided by such regional council of governments.”

5.1. **POLICY DEVELOPMENT AND PLANNING**

5.1.1. **GOALS FOR POLICY DEVELOPMENT AND PLANNING**

1. Work to improve the livability and sustainability of Capitol Region communities through projects that:
   a. Foster distinctive and attractive communities with a strong sense of place
   b. Concentrate development and mix uses
   c. Expand housing opportunities, including housing to meet the needs of all our citizens, regardless of income, age, race, ethnicity, and special needs
   d. Provide a variety of transportation choices
   e. Create walkable and bikeable communities
   f. Increase job and business opportunities
   g. Preserve open space, working and prime farmland, and critical environmental areas
   h. Strengthen and direct development toward existing communities
   i. Make development decisions predictable, fair, and cost effective
   j. Encourage community and stakeholder collaboration in development decisions

2. Create land use models and pursue investment that will provide opportunities for more energy-efficient transportation and housing choices

3. Support the assessment, remediation and reuse of brownfields to help achieve the region’s sustainability goals

4. Support municipal efforts to protect against loss of life and property due to natural hazards through appropriate planning and infrastructure improvements

5. Work toward enhanced regional coordination among state, regional and local levels of government and across functional disciplines

5.1.2. **2014-2015 OBJECTIVES**

- Complete any remaining activities and perform administrative close-out of the **HUD Sustainable Communities Initiative Regional Planning Grant (HUD SCI Grant)**. The project is due to be completed by October 31, 2014.
- Work with Pioneer Valley Planning Commission, the Hartford Springfield Economic Partnership, and other public and private partners to begin implementation of Sustainable Knowledge Corridor Action Plan, **Our Region, Our Future: A Plan for a Connected-Competitive-Vibrant-Green Knowledge Corridor Region.**
  - Support the creation of more transportation choices in coordination with the Administration and Transportation Departments through:
Continuing to advocate for and to participate in planning for the New Britain/Hartford CTFasttrak and NHHS Rail Project, and to engage towns in discussion of TOD opportunities linked to these transit and rail investments.

- Convening meetings and providing staff support to the NHHS Rail and CTfastrak Corridor Advisory Committee.

- Providing Policy and Planning input on major transportation studies that have implications for regional land use and sustainability planning including: NextGenCT Pathways to UConn, Capitol Region Transit System Analysis, I-84 Viaduct Project, and other special studies as appropriate.

- Helping to implement the CRCOG Pedestrian/Bicycle Plan through ongoing data collection, evaluation of the on-road bicycle network to identify deficiencies, providing municipalities with technical assistance on how to create complete streets and become bicycle friendly communities, providing assistance on completion of the trail network, and conducting programs that promote active transportation (biking and walking) through education, encouragement and enforcement.

- Work to implement the Sustainable Capitol Region Initiative. This will include seeking public and private grant funds to carry out project activities. The following activities are planned for FY 2015:

  - Continued enhancement of web resources to support local and regional planning and actions to create a Sustainable Capitol Region, including expanding, maintaining, and marketing the “Green Clearinghouse” of best municipal practices to support sustainability.

  - Continued public education and marketing for sustainable communities, so that we may more effectively reach beyond our municipal officials to the public at large. This work will include continuing to promote the sustainable communities video series completed in FY 2013.

  - Continued work to better integrate transportation, community development, municipal services, and public safety activities within CRCOG that are related to building and maintaining livable and sustainable communities.

  - 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 (part of HUD SCI Grant activities).

  - Regional and community visioning to help municipal officials, the business community, and citizens understand how alternative development scenarios will impact the region’s sustainability/livability, and to help us reach consensus on a vision for the region’s future.

  - Assistance in implementing municipal land use code changes that support sustainable design and development, and expand housing opportunities (part of HUD SCI grant activities).
Continued development and fundraising efforts in cooperation with the CRCOG Foundation.

- Carry out recommendations of the updated *Plan of Conservation and Development for the Capitol Region* through working with municipalities to expand affordable housing opportunities, natural resource preservation, and creating and maintaining livable communities. This work will occur at the staff level, and through the activities of the CRCOG Regional Planning Commission, the CRCOG Bicycle and Pedestrian Committee, and the Sustainable Knowledge Corridor Consortium.

- In cooperation with Journey Home, Inc., the City of Hartford, and the CRCOG Policy Board work to identify new opportunities for regional collaboration on addressing and eliminating homelessness in the Capitol Region.

- Improve the potential for redevelopment of contaminated properties through site assessments and remediation conducted under the MetroHartford Brownfields Program.

- Work to secure municipal and regional adoption of the *Capitol Region Natural Hazards Mitigation Plan Update* once it is approved by FEMA. Initiate work on regional mitigation activities, including encouraging municipal participation in the National Flood Insurance Program’s Community Rating System; facilitating improved communications regarding dams; assisting municipalities in developing and maintaining lists of functional/special needs populations; encouraging and promoting use of low-impact development and green infrastructure techniques; updating local and regional databases to support mitigation planning; undertaking additional training on HAZUS-MH software; tracking progress on implementation of mitigation activities; and supporting municipal efforts to pursue funding to implement local mitigation efforts.

- Work to integrate planning efforts, demographic data and mapping updates related to the expansion of the Capitol Region to incorporate eight additional municipalities.

- Continue statutory reviews of local zoning amendments and subdivisions with potential for regional or intertown impact, and plans of conservation and development.

- Continue work with other regional planning agencies in the Connecticut River Valley to improve the environment, water quality, recreation and public access on the Connecticut River.

- Improve the potential for redevelopment of contaminated properties through inventories, environmental site assessments, and remediation conducted under the MetroHartford Brownfields Program. Three new grants will fund this work: 1) a $200,000 DECD Brownfields Grant to prepare a targeted inventory of brownfields near transit and rail station areas, and to assess contamination on two sites in Hartford (a one-year grant); 2) a $400,000 EPA Brownfields Assessment Grants to conduct environmental site assessments on properties with suspected petroleum and/or hazardous substances contamination (a three-year grant); and 3) a $950,000 EPA Brownfields Revolving Loan Fund Grant to fund remediation of sites impacted by petroleum and/or hazardous substances contamination (a five-year grant).
5.2. TRANSPORTATION AND PLANNING PROGRAM AREAS

5.2.1. GOALS FOR TRANSPORTATION

- Support the Policy Board and Transportation Committee in developing appropriate transportation plans, policies, programs, and projects to achieve a balanced, safe, and efficient regional transportation system.
- Assure a regional voice in the development of state transportation policies, plans, and programs.
- Fulfill all federal MPO planning requirements to assure a sound 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 to maximize the level of funding the region receives, and to make effective use of those funds.
- Provide technical assistance to member communities.

5.2.2. 2014-2015 OBJECTIVES

1. Complete review process of the draft FFY 2015-2018 TIP, with adoption in Fall 2014.
2. Maintain the existing FFY 2012-2015 TIP for the CRCOG region, including CRCOG approvals of TIP actions and amendments for all projects utilizing federal transportation funds. The FFY 2014 TIP includes estimated obligations of approximately $250 million ($151 million Federal share) within the region.
3. Initiate update of the Regional Transportation Plan.
4. Continue to program and obligate approximately $12 million in annual state and federal funding for municipally initiated projects under a combination the DOTCIP and STP-Urban programs. Work with CTDOT and FHWA to streamline the project development process, to evaluate innovative practices/applications and to find solutions to reduce project delays.
5. Work with municipalities, CTDOT and FHWA to advance STP-Alternatives and CMAQ projects within the Capitol Region.
6. Technical Assistance – Provide technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate with CTDOT on transportation related design issues.
7. Regional Service Sharing – Utilize already secured funding from Regional Performance Initiative grant to develop two foot contour elevation data and planimetric data including building footprints, edge of pavement and other features.
8. Sustainable Capitol Region Initiative – Coordinating with Policy Development and Planning, continue as a transportation resource for the implementation of the proposed program.
9. Congestion Management - Monitor regional traffic and congestion, building upon the previous system performance analysis.
10. Safe Routes to Schools – Continue to act as a resource for information about Safe Routes to Schools.
11. Jobs Access – Continue to manage the Jobs Access program and evaluate opportunities to enhance services to provide access to jobs for those who are seeking jobs, but lack personal transportation.
12. Work with the City of Hartford, CTDOT, and other stakeholders to advance the Interstate 84 Viaduct Replacement and Value Pricing Studies.
13. CTfastrak – Continue to assist CTDOT and affected communities to advance this project through construction and to finalize the service and operations plans. Continue to be a resource to CTDOT in the preparation of the final service plan and analysis of data for the before and after study.
14. NHHS Rail Project - Support CTDOT and affected communities to advance this project through design and construction. Work to understand funding options to advance the unfunded portions of the project, mostly funding for new stations and major infrastructure pieces (CT River Bridge and Hartford Rail Viaduct).
15. Continue to advance a Comprehensive Transit Service Analysis Study within the Greater Hartford area in partnership with CTDOT.
16. Hartford Transit Research Project - Continue to administer the FTA earmark project and work in coordination with the City of Hartford.
17. Regional Bus Shelter Program – Continue to work with CT Transit and GHTD with the goal of implementing Phase 1 bus shelter in four towns by the Fall of 2014.
18. Continue to keep the Travel Forecast Model current.
19. Continue to work with municipalities on updating the GIS system in the Region.
20. Web GIS and Parcel Update – Continue to work with consultant to upgrade the regional Web GIS platform to state of the art technology and to update regional parcel data to recommended state standard, utilizing Regional Performance Incentive grant.
21. Continue to work with municipalities and emergency responders to improve traffic incident management within the Region.
22. Coordinating with Public Safety, continue to work to improve transportation-related response to emergencies.
23. Work with the CTDOT to complete the update of the Greater Hartford ITS Strategic Plan and Regional ITS Architecture. This project will also entail the development of a traffic signal maintenance and operations planning check list for use by municipalities in applying for federal funds.
24. Continue to update Environmental Justice, Limited English Proficiency and other demographic resources for the Region.
25. LOTCIP Program Initiation and Management – Continue to work with CTDOT and CRCOG municipalities to help streamline new LOTCIP program guidelines and transition projects, as necessary, from the STP-Urban program into the new LOTCIP program. Maintain vetted On-Call consultant lists for municipalities and CRCOG to contract with. Contract with and effectively manage on-call consultants to assist CRCOG with LOTCIP and project submission reviews and program management.
26. Fully integrate with Hartford Urbanized area municipalities that are anticipated to join CRCOG under Connecticut Regional Planning Organization and Metropolitan Planning Organization consolidation efforts.
27. Initiate and progress NextGenCT Pathways to UConn - Coordinated ~ Sustainable ~ Intermodal Study planning studies.
28. Update the travel forecast model with up-to-date transit routes and related attributes. CRCOG staff is currently analyzing the routes in the forecast model and updating the routes and other information such as headways, travel time, and route stops.
29. Initiate and progress a Road Diet Study in the Town of West Hartford in coordination with CTDOT and municipal officials.
30. Initiate and progress a Public Participation Plan update within the Region.

5.3. PUBLIC SAFETY AND HOMELAND SECURITY PROGRAM AREAS

5.3.1. GOALS FOR PUBLIC SAFETY AND HOMELAND SECURITY

- Support the Policy Board and Public Safety/Homeland Security committees in developing appropriate plans, policies, programs, and projects to achieve a safe, balanced, and efficient regional public safety and homeland security system.
- Assure a regional voice in the development of state public safety and homeland security policies, plans and programs.
- Administer and maintain the CAPTAIN mobile data communication system used by several thousand police and fire personnel across the entire State of Connecticut.
- Manage and administer federal homeland security funds, in compliance with State and Federal laws, on behalf of the 41 communities that make up the Capitol Region Emergency Planning Committee and the State of Connecticut Department of Emergency Management and Homeland Security Region 3.
- Appropriately staff the Public Safety Council, Capitol Region Emergency Planning Committee and its Emergency Support Functions, Capitol Region Chiefs of Police Association, Capitol Region Citizen Corps Council and CAPTAIN Technical committees.
- Provide technical assistance, training and exercise coordination services to member communities.
- 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.

5.3.2. 2014-2015 OBJECTIVES

3. Continue to enhance CAPTAIN (CRCOG’s mobile data communication system for police and fire users).
4. Continue work on the CAPTAIN Electronic Citation and eCrash Projects.
5. Continue to act as the fiduciary agent for the HEARTBEAT Computer Assisted Dispatch and CT-CHIEF Records Management Projects.
6. Continue to enhance the Regional Emergency Support Plan and work with the State Department of Emergency Management and Homeland Security to standardize across all regions.
7. Continue work on the public safety centered service sharing projects.
8. Continue to hold training sessions and conduct exercises.
9. Comply with all Federal, State and grant reporting requirements.
10. Provide Executive Director, other departments and all CRCOG committees with accurate and timely data.

5.4. MUNICIPAL SERVICES

5.4.1. GOALS FOR MUNICIPAL SERVICES

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

5.4.2. 2014-2015 OBJECTIVES

One overarching objective of the Municipal Services Department in FY2015 is to fully integrate our eight new municipal members. Though all of these local governments have taken part in Municipal Services’ service sharing and cooperative purchasing programs to varying degrees, the staff is committed to bringing the leaders of these communities to the table as we plan the implementation of the goals and objectives of the department for the upcoming fiscal year, and beyond.

Service Sharing

1. Continue to seek out new opportunities for inter-municipal service sharing, and help identify funding sources to help implement these ventures.
2. Work through the CRCOG Municipal Services Committee to help member municipalities learn about topics critical to effective local government administration through presentations and sharing of information among municipalities. Undertake periodic surveys, workshops and research projects on behalf of member municipalities. Attend conferences and workshops to educate staff on topics of importance.
3. Develop more offerings through the Capital Region Service Bureau to include, but not be limited to, multiple software offerings on the Nutmeg Network. Respond to partnership opportunities with COGs and other entities, as is consistent with the goals and objectives of the Service Bureau.
4. Continue the grant projects associated with OPM Regional Performance Incentive Program (RPIP) grant program. Continue support of applications to this grant program on an annual basis by all CRCOG departments and members.
5. Continue to work with Central Connecticut Solid Waste Authority members (as requested) to monitor service contracts, track materials management issues and provide general assistance to towns.

6. Conduct research on new funding opportunities to carry out projects consistent with the CRCOG mission, and needs and desires of member municipalities.

7. Coordinate and implement the five MORE Commission demonstration projects, in partnership with the Connecticut Center for Advanced Technology (CCAT), with grant assistance from OPM. The projects are: Voice Over Internet Protocol, Streaming Video, Hosting Services, Electronic Document Management, and Human Resources Portal.

**Connecticut Regional e-Government Initiative**

1. Promote demonstration projects that showcase the value of the broadband Nutmeg Network to municipalities.

2. Work with the Connecticut Center for Advanced Technology to offer services over the Nutmeg Network that fit into the overall Back Office strategic plan developed by the Municipal Services Department and carried out by the Capital Region Service Bureau.

3. Continue to promote the broadband fiber 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 of this important resource.

4. Continue to administer the Regional Online Permitting System. Expand the Regional Online Permitting System to interested municipalities.

5. Research and discuss other areas of municipal cooperation in e-Government, using the 2013 Back Office Services Assessment as a reference point.

**Capitol Region Purchasing Council**

1. Continue administration of the Capitol Region Purchasing Council (CRPC) Program, and expand program offerings, guided by the 2013 Back Office Services Assessment.

2. 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.

3. Promote and administer the ezIQC Program.

4. Convene the CRCOG Natural Gas Consortium in January 2015 to discuss market conditions. Conduct a procurement process, if feasible, to provide services beginning July 1, 2015.

5. Continue pursuit of state agency partnerships with our cooperative purchasing programs.
6. ACCOMPLISHMENTS AND PERFORMANCE REVIEW

(4) a discussion and review of the performance of any regional program, project or initiative, …”

6.1. POLICY DEVELOPMENT AND PLANNING

6.1.1. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE

1. Building Sustainable Communities:
   a. Implemented $4.2 million HUD Sustainable Communities Regional Planning Grant, which is funding planning activities at the regional, municipal and neighborhood level in order to preserve, create and maintain a sustainable, economically competitive, and equitable CT/MA Knowledge Corridor. Progress in FY 2013-2014 included:

   Regional Planning
   • CRCOG Regional Plan of Conservation and Development Update—completed May 2014.
   • Sustainable Knowledge Corridor Industry Research and Geographic Synergy Analysis—completed fall 2013 by the Connecticut Economic Resource Center on behalf of the Sustainable Knowledge Corridor Consortium.
   • Sustainable Knowledge Corridor Action Agenda, Our Region, Our Future: An Action Agenda for a Connected-Competitive-Vibrant-Green Knowledge Corridor Region—completed October 2014.
   • Knowledge Corridor Fair Housing and Equity Assessment—completed October 2014.
   • Knowledge Corridor Talent Development Strategy—completed June 2014 by the Donahue Institute on behalf of the Sustainable Knowledge Corridor Consortium.
   • Civic Engagement—Phase III of Metroquest Public Engagement Tool launched fall 2014, to help municipalities visualize TOD and compact development.

   Capacity Building and Special Planning Studies
   • Making it Happen: Opportunities and Strategies for Transit-Oriented Development in the Knowledge Corridor—completed fall 2013. Shared results with municipal and state officials.
   • Sustainable Land Use Regulation Project. Building off of the Sustainable Land Use Regulation Assessment Report completed in February 2013, the following Model Sustainable Land Use Regulations, visualizations, and workshops were completed:

      Housing Diversity and Affordability Regulations
      • Accessory Dwelling Units
      • Live Work Units
      • Affordable Housing Inclusionary Requirements

      Energy Efficiency and Alternative Energy Regulations
      • Alternative Energy
      • Green Roof Incentives
      • Outdoor Lighting
Solar Access Protection

**Mixed-Use Compact Development Regulations to Support TOD**
- Tailored Standards for Infill Development
- Mixed-Use Transit-Oriented Development Districts

**Local Food Systems and Food Security Regulations**
- Community Gardens

**Visualization Drawings** of how implemented regulations would look on the ground in rural, suburban and urban settings.

Conducted **“Codes and Cocktails” workshop** on October 8, 2013 to showcase this project, and spur adoption of these regulations by municipal planning and zoning commissions.

- **Municipal Technical Assistance Grant:** Ellington, completed in September 2014, a HUD-funded Mixed Use/Affordable Housing Code Development Project for Route 83. The grant to the Town of Ellington was used to coordinate sewer service area expansion with rezoning to create a design development zone, which will accommodate commercial and mixed-use multifamily development with an affordable component.

- **Conducted Affordable Housing and TOD Training Workshops:**
  - Visualizing Walkable Communities with Julie Campoli, September 2013 (with Partnership for Strong Communities)
  - A Forum for Municipal Officials: Housing and Economic Opportunities in the CT fastrak Corridor, November 2013 (with Partnership for Strong Communities)
  - One Day Training on Community Revitalization and Affordable Housing, May 2013 (with the Connecticut Housing Coalition)

**Place-Based Activities to Build a Sustainable Knowledge Corridor**—all completed, led by municipalities with grant funding

- Creating a Walkable New Britain, New Britain, CT—Complete Streets Master Plan and Streetscape Design completed; implementation of plans underway.
- Linking Transit Investment and Neighborhood Revitalization in Enfield, CT. Thompsonville Zoning Study completed summer 2013. Municipality is working to implement new zoning regulations.

**Metrics and Information Sharing**—led by Pioneer Valley Planning Commission with CRCOG involvement

- Knowledge Corridor Website and Dashboard—complete and regularly updated
- Development of Metrics—being tracked through Dashboard
  - Sustainable Capitol Region. Continued to implement the Sustainable Capitol Region initiative through:
i. development of web resources to support planning and actions that will lead to a more Sustainable Capitol Region, including a Sustainable Capitol Region web page and a Sustainable Capitol Region presence on Facebook and Twitter;

ii. enhancing, updating, maintaining and marketing the Capitol Region’s Green Clearinghouse microsite;

iii. promoting the sustainability video series completed in cooperation with DEEP to showcase the progressive work of municipalities and CRCOG in the areas of energy savings performance contracting, building healthy communities, sustainable land use regulations, local energy champions, and creating a sustainable region;

iv. use of these web resources for public education on sustainable communities’ concepts and projects, in order to reach beyond our municipal officials to the public at large;

v. better integration of transportation, community development, municipal services, and public safety activities within CRCOG that are related to building and maintaining livable and sustainable communities through interdepartmental collaboration on planning projects, and incorporating sustainable communities concepts into regional transportation, and conservation and development plans;

vi. provision of 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; and

vii. working through the CRCOG Foundation to inform greater Hartford’s private funding community about the Sustainable Capitol Region initiative, in order generate private funding for future activities.

2. **Strategies to Mitigate Climate Change** - Applied existing and new funding sources to forward Transit Oriented Development (TOD) in the New Haven to Springfield Commuter and High Speed Rail Corridor, and the New Britain to Hartford CTfastrak corridor. Implementation of TOD in these two rapid transit corridors will give citizens the option of driving less, thus helping the region achieve a reduction in green house gas emissions. Worked with towns to incorporate sustainable design and development principles into local land use regulations and policies, and supported bike and pedestrian initiatives. Drafted a new Climate Change chapter for inclusion in the Capitol Region Plan of Conservation and Development (part of HUD SCI grant activities).

3. **Housing to Meet the Needs of All Our Citizens** - Provided technical assistance to member municipalities on affordable housing and special needs housing issues through responses to individual requests for information and assistance. Worked with the HOMEConnecticut Steering Committee to encourage municipal applications for state funds to create affordable housing incentive zones. Through HUD Sustainable Communities Initiative Regional Planning
Grant, drafted model regulations and fact sheets, and conducted technical assistance workshops to help expand housing choice.

4. **Creating More Transportation Choices** (in coordination with the Administration and Transportation Departments):
   
   b. Continued to advocate for and participate in planning for the New Britain/Hartford CTfastrak and NHHS Rail Project, and to engage towns in discussion of TOD opportunities linked to these transit investments and discuss issues of common concern. In FY 2013, a NHHS Rail and CTfastrak Corridor Advisory Committee (CAC) was established for this purpose. Policy and Planning staff support the Executive Director in planning for and conducting CAC meetings, establishing a CAC website, and adding resource materials to the website as appropriate.
   
   c. Provided TOD On-Call Planning Assistance to CTfastrak communities of Hartford, West Hartford, Newington and New Britain, to support planning in station areas.
   
   d. Continued to educate regional bike and pedestrian leaders on key issues regarding active transportation through supporting work of the CRCOG Bike and Pedestrian Committee.
   
   e. Pedestrian/Bicycle Program – Continued to assist with the implementation of the Region’s Bike/Ped Plan by providing educational programs; and working with Bike Walk CT, Alliance for Biking and Walking and other groups to advance their outreach programs.

5. **Brownfields Assessment and Reuse** – CRCOG applied for and received $1.35 million in additional EPA funds to continue the assessment program, and establish a regional revolving loan fund to aid in clean-up activities. CRCOG assisted in securing $850,000 in DECD regional brownfield funds that will benefit projects in Hartford and Enfield, and applied for and received an additional $200,000 in DECD funding to prepare a targeted inventory of brownfields near transit and rail station areas, and to assess contamination on two sites in Hartford.

6. **Protection Against Natural Hazards** – Worked with Capitol Region municipalities to update the *Capitol Region Natural Hazard Mitigation Plan*, through a $300,000 grant from the CT DEEP for FEMA funding. The plan received conditional approval by FEMA, and municipalities are in the process of adopting the plan. Municipalities that adopt the *Natural Hazard Mitigation Plan* are eligible to apply for FEMA hazard mitigation project grants.

7. **Enhanced Regional Coordination and Statutory Responsibilities**:
   
   a. Reviewed and commented on zoning and subdivision proposals along town lines, municipal plans of conservation and development, the *2013-2018 State Plan of Conservation and Development*, and municipal development project plans to identify any intermunicipal concerns, and the proposals’ relationship to regional plans and policies.
   
   b. Completed the 2014 update of the Plan of Conservation and Development for the Capitol Region to incorporate the CRCOG/EPA Smart Growth Guidelines for Sustainable Design and Development, and other changes called for in the HUD Sustainable Communities Regional Planning Grant.
c. Reviewed and commented on municipal applications for state funds, as was required by State Statutes or administrative requirements.

8. Committee Support - Provided staff assistance to the CRCOG Regional Planning Commission, the CRCOG Bike and Pedestrian Committee, the Sustainable Knowledge Corridor Consortium, the NHHS Rail and CTfastrak Advisory Committee, and the ESF-5 Emergency Management Planning Committee.

Table 4: Regional Planning Performance

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</tr>
<tr>
<td>Capitol Region Natural Disaster Mitigation Plan Updates</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Implementation of Plans, Practices and Information Sharing that Support Sustainable Communities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reports published</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Training workshops conducted by CRCOG, or in which CRCOG staff participated as panel members</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Number of users who like CRCOG Sustainable Capitol Region on Facebook</td>
<td>122</td>
<td>145</td>
</tr>
<tr>
<td>Number of users who follow CRCOG Sustainable Capitol Region on Twitter</td>
<td>168</td>
<td>251</td>
</tr>
<tr>
<td>Number of visits on Green Clearinghouse Website—Launched FY 13</td>
<td>N/A</td>
<td>433</td>
</tr>
</tbody>
</table>
6.2. TRANSPORTATION

6.2.1. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE

1. Maintenance of the Federal Fiscal Year (FFY) 2012-2015 Transportation Improvement Program (TIP) for the CRCOG region, including CRCOG approvals of TIP actions and amendments for all projects utilizing federal transportation funds. Within the region, the FFY 2013 TIP included obligations of approximately $533 million ($388 million Federal share).

2. Obligated approximately $7.6 million in federal STP Urban funds in Federal Fiscal Year (FFY) 2013 to start design, right-of-way, or construction of previously approved municipally initiated transportation projects.

3. Cooperated with the Federal Highway Administration and the Federal Transit Administration in their review of CRCOG’s transportation planning program and the resulting Metropolitan Planning Organization Certification. This review is conducted every four years.

4. Completed a solicitation for municipal proposals for STP-Urban projects. The solicitation took part in two phases. For Phase 1, CRCOG selected three Pavement Rehabilitation projects and two Stand Alone Sidewalk projects, representing a total of approximately $4.5 million. For Phase 2, CRCOG selected four Pavement Rehabilitation projects, two Bicycle and Pedestrian projects, seven Traditional Reconstruction projects, and three projects from Rural Communities, representing a total of $24.6 million. Additionally, one transportation planning study was submitted to CTDOT as part of their application process.

5. Awarded $3.4 million for three projects within the Region through the Local Road Accident Reduction Program.

6. Working with CTDOT, continued to advance the ITS Strategic Plan and Regional Architecture update. Amended the scope of the project to address the need to develop operating and maintenance plans for future traffic signal projects. This planning effort is well underway and expected to be completed in the summer of 2014.

7. Technical Assistance – Provided technical assistance to towns to solve traffic problems, resolve project funding problems, or mediate with CTDOT on design issues.
8. Provided support for the reinstatement and funding of the Local Bridge Program, and the support for the creation of a new Local Transportation Capital Improvements Program to assist in streamlining municipally sponsored projects of regional significance.

9. LOTCIP Program Initiation and Management – Worked with CTDOT and CRCOG municipalities to help formulate new LOTCIP program guidelines and provide input on CTDOT guidelines. Assisted with the transfer of projects from the STP-Urban program into the new LOTCIP program and held a solicitation for on-call consultants to assist CRCOG and its municipalities with LOTCIP and project delivery. Programmed approximately $6.0 million in LOTCIP funding in FY2013-2014.

10. Began working with Hartford Urbanized area municipalities that are anticipated to join CRCOG under Connecticut Regional Planning Organization and Metropolitan Planning Organization consolidation efforts.

11. Prepared for initiation of a NextGenCT Pathways to UConn - Coordinated ~ Sustainable ~ Intermodal Study planning study to be managed through CRCOG.

12. Continued to provide support to Wethersfield, Newington and Berlin on an equipment sharing grant received through the Intertown Capital Equipment Purchasing Incentive (ICE) Program, and continued to educate municipalities on public works service sharing opportunities.

13. Web GIS and Parcel Update - Worked with consultant to upgrade the regional Web GIS platform to state of the art technology and to update regional parcel data to recommended state standard, utilizing Regional Performance Initiative grant.

14. Sustainable Capitol Region Initiative – Assisted the Policy and Planning Department as a transportation resource for the execution of the proposed program.

15. Safe Routes to Schools – Continued to act as a resource for information about Safe Routes to Schools.

16. Jobs Access – Provided over 4,200 passenger trips per day through the Access to Jobs Transportation program managed by CRCOG.

17. Staff notified and sent applications to all member towns soliciting applications for the State Matching Grant Program for Demand Responsive Transportation (Municipal Grant Program).

18. Two projects were chosen from our New Freedom solicitation: to provide taxi vouchers for people with disabilities, and to purchase/operate two vans for a nonprofit organization in Canton.

19. Initiated a Comprehensive Transit System Analysis within the Greater Hartford area.

20. Continued work on an on-call Transit Oriented Development evaluation for CTfastrak municipalities.

21. I-84 Viaduct Study – Worked in partnership with CTDOT, the City of Hartford and other stakeholders to begin advancing the design concepts for the reconstruction of the existing viaduct and value pricing study.

22. CTfastrak - Continued to assist CTDOT and affected communities to advance this project. Also assisted in modeling associated with opening year and service planning.
23. NHHS Rail Project – CRCOG worked with NHHS stakeholders to coordinate with municipalities and advance the project. A complementary alternatives analysis project was also initiated, looking at replacement / rehabilitation options for the Hartford rail viaduct.

24. Bus Shelter Program – Continued to work with CT TRANSIT and the Greater Hartford Transit District (GHTD) to implement a regional transit bus shelter program with seven CRCOG towns. Phase 1 town bus shelters are expected to be installed in the Fall of 2014.

25. Hartford Transit Research Project – Continued to work with FTA and the City of Hartford on the administration of the Greater Hartford Integrated Mass Transit Planning Study earmark.

26. Reinvigorated the Region’s Traffic Incident Management Coalition, starting with a SWOT analysis and continuing to address issues identified through that process.

27. Worked with CTDOT to bring FHWA’s Traffic Incident Management “Train the Trainer” program to CT. A statewide, multi-agency training program will be deployed as a result of this effort.

28. Published an Atlas of Title VI Populations in the Capitol Region, based on 2010 Census demographics.

29. Completed an update of the CRCOG Title VI Program.

30. Reviewed the draft FFY 2015-2018 Transportation Improvement Plan (TIP) which is expected to be completed and adopted in the fall of 2014.

31. Initiated an update of transit routes and related attributes in the travel forecast model.
Table 5: Transportation Program Performance

**Note:** Some projects and programs are reported on federal fiscal year (FFY), as noted, because those programs and projects are tracked by the State on that basis. Other programs and projects are tracked on State fiscal year (FY) to correspond to the CRCOG budget year.

<table>
<thead>
<tr>
<th>Program</th>
<th>FFY08</th>
<th>FFY09</th>
<th>FFY10</th>
<th>FFY11</th>
<th>FFY12</th>
<th>FFY13</th>
<th>FFY14 As of 2/28/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>STP Urban Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total federal funds obligated</td>
<td>6,300,000</td>
<td>8,130,000</td>
<td>8,131,700</td>
<td>9,314,900</td>
<td>7,908,700</td>
<td>$6,044,300</td>
<td>$3,510,900</td>
</tr>
<tr>
<td>Number of projects or phases obligated</td>
<td>10</td>
<td>7</td>
<td>10</td>
<td>8</td>
<td>8</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>(CMAQ, LRAR, Enhancements, other)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total federal funds obligated</td>
<td>1,050,000</td>
<td>1,639,000</td>
<td>5,525,000</td>
<td>2,643,000</td>
<td>2,934,000</td>
<td>4,043,000</td>
<td>690,000</td>
</tr>
<tr>
<td>Number of projects</td>
<td>4</td>
<td>6</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>FTA Section 5310 (vans for paratransit service)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total federal funds obligated</td>
<td>440,000</td>
<td>320,000</td>
<td>320,000</td>
<td>520,000</td>
<td>440,000</td>
<td>Process ongoing</td>
<td>Process ongoing</td>
</tr>
<tr>
<td>Number of vans funded</td>
<td>11</td>
<td>8</td>
<td>8</td>
<td>13</td>
<td>11</td>
<td>Process ongoing</td>
<td>Process ongoing</td>
</tr>
</tbody>
</table>

**American Recovery and Reinvestment Act**
$17.8m in federal funds obligated in FFY 2010 for 8.5 projects

<table>
<thead>
<tr>
<th>TIP Amendments:</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of amendments approved</td>
<td>74</td>
<td>67</td>
<td>43</td>
<td>53</td>
<td>53</td>
<td>137</td>
</tr>
</tbody>
</table>

**Jobs Access Transportation Program**
As of Dec 2013

| Total federal and state funds expended | 2,440,463 | 2,761,604 | 2,283,494 | 2,433,357 | 2,143,214 | 1,846,682 | 678,619 (Oct – Dec) |
| Number of passenger trips served | 593,961 | 560,214 | 578,900 | 636,997 | 651,161 | 673,249 | 177,850 (Oct – Dec) |

**Travel or Traffic Forecasts Prepared:**

| Number of projects or studies assisted | 2 | 9 | 2 | 4 | 5 | 2 | 0 |
| Number of individual forecasts or alternatives tested | 5 | 80 | 1 | 41 | 33 | 15 | 0 |
Transportation Program Performance:

<table>
<thead>
<tr>
<th>Special Studies Currently Managed</th>
<th>% Complete</th>
<th>As of 2/28/14</th>
</tr>
</thead>
<tbody>
<tr>
<td>CTfastrak – Transit Oriented Development On-Call Planning</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>ITS Strategic Plan and Regional Architecture</td>
<td>Initiated</td>
<td></td>
</tr>
<tr>
<td>Hartford FTA Research Earmark</td>
<td>30%</td>
<td></td>
</tr>
<tr>
<td>Comprehensive Transit Service Analysis Study</td>
<td>Initiated</td>
<td></td>
</tr>
</tbody>
</table>

Transportation Program Performance:

Regional Representation on State Task Forces, Committees, and Programs

- State Transportation Innovation Council
- CTDOT’s New Britain-Hartford Busway Project
- CTDOT’s New Haven-Hartford-Springfield Rail Project
- State Highway Safety Committee
- State GIS Coordinating Committee
- CT GIS User to User Network Steering Committee
- Technology Transfer Center Advisory Committee
- Intelligent Transportation Society of Connecticut
- Institute of Traffic Engineers, Connecticut Chapter

Federal MPO Requirements:

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

<table>
<thead>
<tr>
<th>Up to Date</th>
<th>Date Adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Transportation Plan: every four years</td>
<td>May 2011</td>
</tr>
<tr>
<td>UPWP: every two years</td>
<td>June 2014 anticipated</td>
</tr>
<tr>
<td>TIP: every four years</td>
<td>January 2012¹</td>
</tr>
<tr>
<td>Public Participation Plan: updated as needed</td>
<td>February 2007</td>
</tr>
<tr>
<td>MPO Certification: every four years</td>
<td>February 2010²</td>
</tr>
</tbody>
</table>

¹ Draft FFY2015-2018 TIP now under development; expected adoption in Fall 2014
² MPO Certification On-site Review conducted in September 2013; awaiting final federal report
6.2.1. Selected Statistical and Performance Measures: Transportation

In order to plan for the future, we must adopt goals and then develop strategies for reaching those goals. The first step is to understand previous and existing conditions. Trends should be identified and a determination made as to whether those trends should be encouraged to continue, or efforts should be made to reverse them. Below are several transportation-related measures for the Capitol Region and the Hartford urban area that will help us initiate this process.

Table 6: Transportation Performance Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>2008</th>
<th>2010</th>
<th>Latest Available Report Period (2012 or 2013)</th>
<th>Trend (5 year)</th>
<th>Trend (1 year)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population: Capitol Region</td>
<td>756,240</td>
<td>771,727</td>
<td>773,390</td>
<td>🟢</td>
<td>🟪</td>
</tr>
<tr>
<td>Population: Hartford Urbanized Area</td>
<td>895,000</td>
<td>904,000</td>
<td>905,000</td>
<td>🟢</td>
<td>🟪</td>
</tr>
<tr>
<td>Mobility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of Work Trips, Driving Alone</td>
<td>81.2%</td>
<td>81.3%</td>
<td>81.2%</td>
<td>🟪</td>
<td>🟪</td>
</tr>
<tr>
<td># of Bus Passenger Trips (annual)</td>
<td>13,828,693</td>
<td>13,442,912</td>
<td>14,426,543</td>
<td>🟢</td>
<td>🟢</td>
</tr>
<tr>
<td>% of Work Trips, Using Alternate Modes</td>
<td>18.8%</td>
<td>18.7%</td>
<td>18.8%</td>
<td>🟪</td>
<td>🟪</td>
</tr>
<tr>
<td>Total Annual Cost of Congestion</td>
<td>$444M</td>
<td>$478M</td>
<td>$478 M</td>
<td>🟥</td>
<td>🟪</td>
</tr>
<tr>
<td>Environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pounds of CO2 emitted during congestion (millions)</td>
<td>233</td>
<td>226</td>
<td>226</td>
<td>🟢</td>
<td>🟪</td>
</tr>
<tr>
<td>Gallons of excess fuel consumed during congestion</td>
<td>11.6M</td>
<td>11.3M</td>
<td>11.3 M</td>
<td>🟢</td>
<td>🟪</td>
</tr>
<tr>
<td>Safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of Annual Crash Fatalities</td>
<td>51</td>
<td>58</td>
<td>65</td>
<td>🟥</td>
<td>🟥</td>
</tr>
<tr>
<td># of Annual Disabling Injuries</td>
<td>5,955</td>
<td>5,702</td>
<td>5,493</td>
<td>🟢</td>
<td>🟢</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>% of Structurally Deficient Bridges</td>
<td>% of Functionally Obsolete Bridges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------------</td>
<td>-----------------------------------</td>
<td>----------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.7%</td>
<td>7.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.7%</td>
<td>7.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.8%</td>
<td>24.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>23.8%</td>
<td>23.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>23.7%</td>
<td>23.7%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

As illustrated above, many of the transportation factors represented had evidence of either a favorable or holding trend. The recession that began in 2008 may have had an influence on some of these factors. It is also possible that the recovery from the recession may be influencing the turnaround in some of these measures. Of course, other mitigating factors may be at play here as well, and any assumptions as to cause and effect should be undertaken with caution.

### 6.3. **Public Safety and Homeland Security**

#### 6.3.1. 2013-2014 Accomplishments and Performance

**Public Safety and Homeland Security – overall**

1. CAPTAIN - Administered and maintained the CAPTAIN mobile data communication system, used by several thousand police officers within 60 departments across the state of Connecticut. Continued to work on product enhancements, software development and system roll out for fire and public works users.

2. Homeland Security Grant Funds - Managed and administered federal homeland security grant funds on behalf of the 41 communities who make up the Capitol Region Emergency Planning Committee and the State of Connecticut Department of Emergency Management and Homeland Security Region 3. Over 110 projects have been initiated since CRCOG became involved in the FFY 2004 grant process.

**Public Safety Council Initiatives**

1. CAPTAIN - Provided upgraded modems to the majority of CAPTAIN mobile data communications system users. Hosted various CAPTAIN technical meetings and user sessions.

2. CAPTAIN/408 Project – Continue to work on the electronic citation system which was rolled out to police users last year and the recipient of a national award. Continue to work on the e-crash initiative.

3. HEARTBEAT and CT-CHIEF – Continue to work on the HEARTBEAT Computer Assisted Dispatch and CT-CHIEF Records Management System Development initiatives. Held several demonstrations with interested municipalities. There are several communities up and running on HEARTBEAT and CT-CHIEF is scheduled for a March 2014 rollout.

4. Regional Service Sharing Projects - Continued to work on the Law Enforcement Data Sharing project. Received funding for a CAPTAIN 4G project and applied for funding for a Regional Computer Forensics Laboratory.

5. Completed the RPIP project for the Gary K. Tyler Regional Animal Care Shelter (TRACS) in South Windsor.
6. Began preparations to move the CAPTAIN server suite to the new Hartford Public Safety Complex.
7. Hosted a SWAT team/Bomb Squad Interoperability Workshop through the federal Office of Bombing Prevention, which was attended by members of the nine regional SWAT teams, the Hartford Bomb Squad and state and federal partners.
8. Developed a strategic plan for the delivery of Fire and EMS services for the Town of Coventry.
9. Facilitated several After Action Conferences regarding significant weather events.
10. Once again assisted the Laurel Girls State program by organizing a judging panel for their final projects.
11. Issued an award to High Criteria for digital interrogations recording systems for local law enforcement agencies.
12. Committee memberships - 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.

Homeland Security Initiatives

1. FFY 2010 SHSGP, MMRS, HAZMAT, Bomb Squad and UASI – Continue project work on all of these FFY 10 grants.
2. FFY 2011 SHSGP – Received grant awards and initiated project work.
3. FFY 2012 SHSGP – Expecting grant award shortly
4. CRCOG began the process to have the Capitol Region Emergency Planning Council be accredited through the Emergency Management Accreditation program.
5. Resource Typing Initiative – Completed DEMHS requirements for collection and submission of resource data.
6. Reverse 911 - Now working with the State of Connecticut vendor Everbridge technology.
8. CAPTAIN Fire Mobile - Rolled out CAPTAIN FIRE mobile data communications system to numerous towns and continue to work on system development and upgrades.
9. HAZMAT – Continued meeting with the Regional HAZMAT team and developed spending plans for sustainment. Purchased equipment and initiated training programs.
10. Initiated a Citizen Preparedness website for the region which is linked to all 41 communities. Created a Facebook page and Twitter feed for citizen preparedness. Developed an Ambassador program made up of CERT members to promote the site and message.
11. Initiated a Citizen Preparedness Coalition made up of members of both the private and public sector.
12. ESF-11 (Animal Response) - Focused on recruiting and retaining volunteers.
13. Functional Needs Training Program – Continue to train first responders for emergency responses dealing with citizens with functional needs. Recently trained the entire Hartford Fire Department.
14. Continued training and education sessions for the mutual aid plan for all long-term care facilities.
15. Activated the Regional Coordination Center during significant weather events. Assisted the communities in numerous ways and conducted several After Action Review meetings.
16. Purchased various equipment for regional SWAT and Dive teams, the Regional Incident Dispatch Team, Incident Management Team, the four regional command posts and the Hartford Bomb Squad. In addition, purchased new personal protective equipment for police and fire department members.

17. Committee memberships - Staff members serve on various DEMHS statewide stakeholder and regionalization subcommittees.

18. Developed training material for Regional Emergency Support Plan socialization for municipal CEOs and EMDs.


20. Partnered with DEMHS Region 3 staff to hold introductory meetings with new Chief Elected Officials and Emergency Management Directors.


22. Worked with DEMHS staff on a sub grantee audit. Visits were made to view the Capitol Region Incident Management Team and Hartford Bomb Squad equipment, and the group also viewed a regional dive team training session.

23. Participated in the statewide Emergency Medical Services Conference held in Avon and staffed a Get Ready Capitol Region booth.

24. CRCOG staff were involved on the planning committee for the CT State Emergency Planning and Preparedness Initiative full scale exercise and will continue in the next year.

Regional Emergency Support Plan (RESP) Plan Enhancements

1. RESP Plan - Updated – plan to integrate MMRS original deliverables as appendices to RESF-8 Public Health and Medical Services RESP Annex.

2. Region received re-recognition as Public Health Ready for 2013 – participated in drafting of CT’s first Regional Public Health Emergency Response Plan (PHERP) used as a template for the four other Emergency Planning Regions in the state.

3. Serve as subject matter expert for implementation and application of Regional Planning and Resilience matters.

4. Work with statewide planning group conducting FEMA mandated Threat and Hazard Identification and Risk Assessment process for CT.

Capitol Region Metropolitan Medical Response System (CRMMRS)

1. CRMMRS - maintained and enhanced current capabilities for regional public health and medical response in compliance with state and federal directives. Revised RESF-8 Strategic Plan for 2013-2014; continue to implement and review as appropriate.

2. Continued to review and update original MMRS deliverables/emergency preparedness planning.

3. Maintained/updated pharmaceutical countermeasures for first responders/critical staff in Capitol Region.

4. As part of the MMRS National Leadership Group, conducted meetings with US DHS Grants Program Directorate 2013.


6. Participated in Long Term Care Mutual Aid Plan training and exercises for 2013.
7. Took delivery of Mobile Oxygen Generating trailer to support community EMS services shelters that cannot get deliveries of oxygen due to vendor shortages or limited access. Suffield will be the host community.
8. Worked with the CT-DPH exercise planning group for statewide Full Scale Exercise in 2014.
10. RESF 8 Leadership Training - Identified and implemented a training program for RESF 8 personnel to develop additional qualified leaders.
11. Served as Medical Track lead for developing medical based sessions for upcoming National Homeland Security Conference and MMRs NLG after conference session.
12. Served as subject matter expert to various federal agencies and to Congress on MMRS matters – participated on Congressional brief panel for first responders and Medical Counter Measures.
13. Participated as planning team member for the National Healthcare Coalition Resource Conference held in December of 2013.

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

1. Awarded grant funding through the National Association of City and County Health Officials (NACCHO) and the CT Department of Public Health for MRC capacity building and sustainment activities.
2. Involved with the Connecticut Citizen Corps program to provide MRC presence and collaboration at the annual Citizen Corps Conference, September 2013.
3. Continued collaboration with Region 4 and the Uncas Health District MRC to enhance MRC training opportunities.
4. Followed-up referrals from CRCOG citizen preparedness website, Get Ready campaign. Additionally, have developed a hard copy and on-line Orientation Program.
5. Conducted monthly training sessions through monthly CR-MRC meetings in accordance with the Regional Training and Exercise Work plan.
6. Upgraded the CR-MRC notification system.
8. Participated in October 2013 full scale CRCOG/CREPC exercise.

**Capitol Region Citizen Corps Council**

1. Expansion - Continued to expand our Council and added CERT teams within our communities.
2. Hosting - Hosted joint refresher training sessions for all teams.
3. Missions - Expanded the missions of current teams.
4. Statewide Citizen Corps Council - Provided staff support and assistance at Annual Conference.
Provide responsible management of all homeland security projects:

<table>
<thead>
<tr>
<th>Provide responsible management of all homeland security projects:</th>
<th>Calendar 2012</th>
<th>Calendar 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal/state grants spent (planning, equipment, training &amp; exercises)</td>
<td>2,479,250</td>
<td>2,377,066</td>
</tr>
<tr>
<td>Homeland security reimbursement requests and reports completed in a timely manner (%)</td>
<td>100 %</td>
<td>100 %</td>
</tr>
<tr>
<td>CERT training courses administered</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td># of ICS 300 and 400 classes held/# of individuals trained</td>
<td>5/79</td>
<td>6/57</td>
</tr>
<tr>
<td>Homeland security exercises conducted including full scale, tabletop and drills</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Reimbursed training hours to local first responders (hours)</td>
<td>1,012</td>
<td>818</td>
</tr>
<tr>
<td>Regional Coordination Center activations</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>National deployments, Incident Management Team/individuals deployed</td>
<td>2/14</td>
<td>0</td>
</tr>
</tbody>
</table>

Provide responsible management for the CAPTAIN mobile data communication system:

<table>
<thead>
<tr>
<th>Provide responsible management for the CAPTAIN mobile data communication system:</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communities/agencies participating in the police and/or fire system</td>
<td>79</td>
<td>72</td>
</tr>
</tbody>
</table>

6.4. MUNICIPAL SERVICES

6.4.1. 2013-2014 ACCOMPLISHMENTS AND PERFORMANCE

Municipal Services

1. Worked with the CRCOG Municipal Services Committee to address issues and implement initiatives that help enhance local government efficiency, effectiveness and intergovernmental cooperation.
2. Actively participated in the legislature’s MORE Commission Regions subcommittee to promote the ideas of service sharing and local government efficiency. Gathered information and drafted legislative proposals that furthered the concept of back office service sharing among Connecticut municipalities, including seven demonstration projects for the Nutmeg Network.
3. Actively engaged in CRCOG strategic planning, stakeholder outreach and other efforts to further develop the Capital Region Service Bureau that makes available various CRCOG services to towns on a fee basis.

4. Special projects staff served as integral part of team implementing service sharing activities under the Regional Performance Incentive Program grants, and lead staff in overall project administration. From the 2008 awards, one project is near completion, and nine have been closed out. From the 2011 awards, one project is near completion and two more are underway. In 2012, no grants were awarded to any entity. In 2013, CRCOG applied for three projects.

5. Managed consultant services for the Regional Back Office Services Assessment, a grant from the 2011 awards of the OPM Regional Performance Incentive Program. Coordinated working group to guide consultant work and to develop a priority action list for future service areas. Developed summary materials that helped advocate for service sharing programs as well as potential demonstration projects for the Nutmeg Network.

6. Worked in partnership with the South Central Regional Council of Governments to develop a set of Enterprise Resource Planning RFP template specifications for use of any municipality, using the towns of Bolton and West Hartford as case studies. This documentation begins the effort by CRCOG to develop an ERP solution through the Capital Region Service Bureau for municipal use.

7. Public Safety Department staff provided technical assistance to the Town of Coventry through the Capital Region Service Bureau. Deliverables included a strategic plan for the delivery of Fire and EMS services for the Town of Coventry.

8. Conducted periodic training programs and provided information on trainings to members, including an ICMA “Effective Supervisory Practices” webinar series attended by over 25 member employees.

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

10. Maintained and enhanced CRCOG’s GIS and other data resources, in order to maintain a regional system that can provide GIS capacity to municipalities currently lacking their own systems, and over time, provided added value to communities with established GIS systems.

11. Continued to assist towns with activities related to Solid Waste through the Central CT Solid Waste Authority contracts with CRRA and Murphy Road Recycling. Managed Authority operations and developed legislative and service area priorities with members. Conducted an RFP for Textile Recycling for member and non-member municipal use. Conducted an RFP for technical assistance to renew those services that were established in 2008. Represent the Authority at the DEEP and participate in groups convened around materials management issues.

CT Regional e-Government Initiative

1. Conducted an RFP and established a contract with the Connecticut Center for Advanced Technology for Information Technology (IT) Services that provides CRCOG with a strategic partner for regional projects related to IT. This contract also provides local governments with a contracting mechanism to obtain assistance with connecting to the Nutmeg Network and other IT needs, once the grant awards for connections are made.

2. At the invitation of DAS-BEST, presented information on CRCOG broadband utilization plans to the National Telecommunications and Information Agency (BTOP program funders) on August 22, 2013
with Scott Shanley, General Manager of Manchester, CT and Chair of CRCOG e-Government Committee.

3. Actively participated in the legislature’s MORE Commission to promote the ideas of service sharing and local government efficiency. Served as support for the MORE Commission Region’s Back Office Subcommittee, assisting with issue identification on municipal Nutmeg Network connection applications and grant processes. Used the information from the Back Office Assessment to convey priorities, costs and savings to the MORE Commission and other legislators for potential demonstration projects for the Nutmeg Network.

4. Actively supported municipal enrollment in the broadband fiber Nutmeg Network as well as promoted beneficial use of this network between municipalities statewide.
   - Assisted with outreach campaign on Nutmeg Network roll-out in cooperation with other stakeholders (CCM, COST, CEN and OPM).
   - Conducted numerous individual briefings as well as briefings outside of the CRCOG region in coordination with CEN and OPM.
   - Disseminated information on grant resources, and supported municipal applications both inside and outside the CRCOG region.
   - Worked with legislative staff at the Capitol to inform them of progress on the broadband roll-out and identify issues for trouble-shooting.

5. Met periodically with CREGI Steering Committee to monitor progress of the ViewPermit Online Permitting System software and discuss broadband fiber Nutmeg Network roll-out.

6. Continued marketing of ViewPermit online permitting system, including establishing a Software as a Service pricing model for new municipalities. Conducted various trainings to refresh skills on using the system. Participation in this program grew to 20 municipal members in FY2014.

**Capitol Region Purchasing Council**

1. Continued to provide programmatic support to Cooperative Purchasing activities, focusing on continuous improvement of long-standing offerings.

2. The Purchasing Council held its Annual Meeting on October 24, 2013 at the Glastonbury Community Center. The featured topic was Computerized Maintenance Management Systems. Also discussed were results of the CRCOG survey on bid thresholds and bid advertising.

3. **CRPC Bids** - Administered the Capitol Region Purchasing Council (CRPC) Cooperative Purchasing Program. Annual volume-based savings generated by the Cooperative Purchasing Program were estimated at $1.8 million for FY 2013-2014. CRPC membership is at 95 public entities (municipalities, boards of education and other public entities).

4. Provided significant oversight of delivery issues for Treated Road Salt (TRS) due to Northeast supply chain issues. Municipal Services and Public Safety staff worked closely with the TRS vendors, DEMHS and the CTDOT to fully supply CRCOG/CRPC towns. This was an excellent joint effort of two CRCOG departments to serve the needs of the towns. A spring meeting was held to review the issues experienced and discuss possible mitigation strategies.

5. **Natural Gas Consortium** – This program will take a one year hiatus due to NYMEX market conditions. The current contract for service ends on June 30, 2014. Market pricing is 20-30% higher over the next three-year contract term versus what is available from the utilities. As such, CRCOG has
recommended that the Consortium members default to utility for one year (the required minimum from CT regulation). The group will reconvene in January 2015 to discuss market conditions and the possibility of a contract starting July 1, 2015. This program presently manages over 5 million ccf of natural gas, worth over $3.5 million.

6. **CRCOG Electricity Consortium** – This program was rebid in FY2014 with savings of over $450,000 for 15 participating members. This program manages over 40 million kWh of electricity, worth over $3 million.

7. **ezIQC (EZ Indefinite Quantity Construction)** – Now in its fifth year, 25 members have taken advantage of CRCOG’s on-call construction, renovation and maintenance contracts to date, with nearly 200 separate projects totaling over $8.2 million. This competitively bid program is open to all CRPC members and is designed to save communities time and tax dollars by facilitating the implementation of small and medium-sized projects, covering everything from general construction to specialty areas like mechanical, electrical, plumbing, flooring, roofing, painting, HVAC and more.

8. **e-Procurement** – Conducted town web training on using this key tool of the Purchasing Council. Promoted the use of the system by individual towns, including a demo to the members of SCRCOG. CRCOG continued its partnership with CT Department of Administrative Services as a piggybacking partner during this contract cycle. The vendor contract with Bid Sync for this tool was extended for two years to March 31, 2016.

### Table 8: Municipal Services and Purchasing Performance

<table>
<thead>
<tr>
<th>Saving Town Tax Dollars:</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars saved through CRPC bids (annual total)</td>
<td>2.66 million</td>
<td>1.8 million</td>
</tr>
<tr>
<td>Natural Gas Consortium year-to-year price savings, dependent on usage, not including contract savings</td>
<td>160,498</td>
<td>113,207</td>
</tr>
<tr>
<td>Dollars saved through Electricity Consortium</td>
<td>833,902</td>
<td>491,951</td>
</tr>
<tr>
<td>Number of CRPC Members</td>
<td>88</td>
<td>95</td>
</tr>
<tr>
<td>Number of bids conducted by CRPC</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>Number of Natural Gas Consortium members</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>Number of Electricity Consortium members</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Number of Towns using ezIQC</td>
<td>24</td>
<td>25</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enhancing Operating Efficiencies:</th>
<th>2012-13</th>
<th>2013-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dollars available to Towns through Service Sharing projects (awarded though competitive grant process)</td>
<td>&gt;7 million</td>
<td>&gt;2 million</td>
</tr>
<tr>
<td>Number of Service Sharing Projects supported by CRCOG (1 RPIP grants from 2008, 3 RPIP grants from 2012, Permitting, ezIQC, IT Services Cooperative (NEW), Natural Gas and Electricity Consortiums)</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Number of CRCOG towns involved in Service Sharing projects</td>
<td>30</td>
<td>30</td>
</tr>
<tr>
<td>----------------------------------------------------------</td>
<td>-----</td>
<td>----</td>
</tr>
<tr>
<td>Number of towns involved in Solid Waste Research and Coordination</td>
<td>18</td>
<td>16</td>
</tr>
<tr>
<td><strong>Service Beyond CRCOG’s Borders:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Regional Performance Incentive Grant non-CRCOG participants</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Number of Natural Gas Consortium non-CRCOG members</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Number of ezIQC non-CRCOG members</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Number of Electricity Consortium non-CRCOG members</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Number of CRPC non-CRCOG members</td>
<td>58</td>
<td>57</td>
</tr>
</tbody>
</table>
7. REGIONAL OPPORTUNITIES

“(3) a list of existing services provided by a municipality or by the state that, in the opinion of the regional council of governments, could be transferred to such regional council of governments and any efficiency associated with such transfer; (4) ... including any recommendations for legislative action;”

7.1. OPPORTUNITIES FOR REGIONALIZATION

Regional opportunities may be grouped into three areas:

- Back office functions – support services for town and city services;
- Direct services to residents or communities such as building inspections or property tax assessment; and
- Convening around significant regional issues to arrive at solutions such as solid waste management and regional homeland security.

7.1.1. BACK OFFICE FUNCTIONS

Many of current back-office functions that support direct services to residents that are currently performed at the municipal level could be leveraged on a regional scale for efficiency and greater effectiveness. Past and current successful CRCOG programs include cooperative commodity bidding, CAPTAIN mobile data display systems, CT Chief document management systems for police, and Regional Online Programming. CRCOG believes the following back-office functions could be transferred to the regional council of governments:

- **Data Disaster Recovery**: Regional data disaster recovery over the Nutmeg Network would be more efficient and effective for municipalities, enabling quicker recovery and ability to continue to function without access to town or city hall (some difficulties experienced after Alfred and Hurricane Sandy could be avoided).

- **Electronic Document Management System (EDMS)**: Enable municipalities to routinely digitize and archive data. Regional EDMS over the Nutmeg Network would take advantage of economies of scale for data storage, enable towns to access data easily when in disaster recovery mode and potentially enable municipalities to share software and staff for front end services. CRCOG expects to be working on a state funded demonstration pilot in the spring of 2015 for this function.

- **Human Resources (HR) Management**: Many towns, especially smaller towns, have either part time or limited human resources management. There are a number of services that could help those towns, if implemented at a regional level, including (but not limited to): individualized HR policy development, wage and classification services, HR training, HR employee portals, etc. CRCOG expects to be working on a HR portal state funded demonstration pilot in the spring of 2015 for this function.

- **Finance / Enterprise Resource Planning (ERP)**: With the newly required Uniform Chart of Accounts (UCOA) for municipal government and boards of education, cooperative purchasing of Financial Management Systems or an ERP system becomes more realistic and possible to implement across various towns over the Nutmeg Network. Towns would retain control over the systems on an individual basis, but would be able to take advantage of lowered costs for such a system as well as the ability to implement best practices and learn from other towns.
Facilities and Asset Management: Cooperative purchase of Facilities and Asset Management Systems over the Nutmeg Network would enable towns to increase efficiency while reducing costs. In addition, depending on need, implementing regional facilities maintenance would enable towns to share resources and increase efficiencies.

7.1.2. Data Services: Front Office Government Functions
Some front-end customer facing government functions could take advantage of economies of scale when implemented on a regional scale. These include:

- Property Tax Assessment
- Multi-town 911 Dispatch
- Inspections of buildings
- Animal Licensing and Control

7.1.3. Regional Issues of Significance: Council of Governments as a Convener and Facilitator
In the past, CRCOG has been an important convener and facilitator of municipalities to help solve municipal issues that benefit from regional approaches. Past successes include creating the Central Connecticut Solid Waste Authority and convening stakeholders to develop a regional approach to homelessness. Additional areas where Councils of Governments could assist in arising issues include:

- Economic Development at state, regional and city levels
- Human Services (the Human Resources Council is the first step in this arena) for case management and document management
- Local Risk Assessment Program: establish areas of local policy standards and/or training on regional basis

7.2. Recommendations for Legislative Action
Based on CRCOG’s performance and experience, CRCOG recommends the following legislative actions:

- Continued state support for building out the network and supporting innovative service sharing pilots to help the municipalities in the region continue to realize operational efficiencies.
- Continuation and expansion of the Regional Performance Incentive Program grants to stimulate progress in this important area of providing taxpayer value at the regional level.
- Increasing the strategic use of information technology by the state and in working with towns to provide faster and more cost effective services.
- Legislation to mitigate staffing issues that may negatively impact state services with direct impacts on local governments – for example, CT OPM.
- Investment in our transportation infrastructure, ensuring a state of good repair is maintained and working to maintain the region’s economic competitiveness.