

Results Through Regionalism

December 15, 2017

What is a regional council of governments?



A regional council of governments, like NECCOG, is statutorily authorized. It is also a voluntary association of the member towns.

- A regional council of governments may accept or participate in any grant, donation or program available to any political subdivision of the state and may also accept or participate in any grant, donation or program made available to counties by any other governmental or private entity.
- Any town may enter into an agreement with a regional council of governments to perform jointly or to provide, alone or in cooperation with any other entity, any service, activity or undertaking that the town is authorized to perform
- May administer and provide regional services to municipalities and may delegate such authority to subregional groups of such municipalities

Work plan/activities of NECCOG are driven by the member towns



GENERAL STATUTES

CONNECTICUT

VOLUME

NECCOG, founded in 1987

Each municipality is **represented** by their respective **chief**-**elected official**.

NECCOG is **focused on achieving results** for our member towns through regionalism – **offering a range of voluntary** member initiated programs and services – depending on the **collective and/or individual needs** of our member towns.

Our regional approach to **problem solving** enables our member towns to a**chieve efficiencies and economies of scale** that individually would be difficult to realize.

NECCOG's **staff**, acting as an **extension of each member town**, has a wide range of expertise and experience to address and assist our member towns with their collective and individual needs.



By-Laws

Northeastern Connecticut Council of Governments

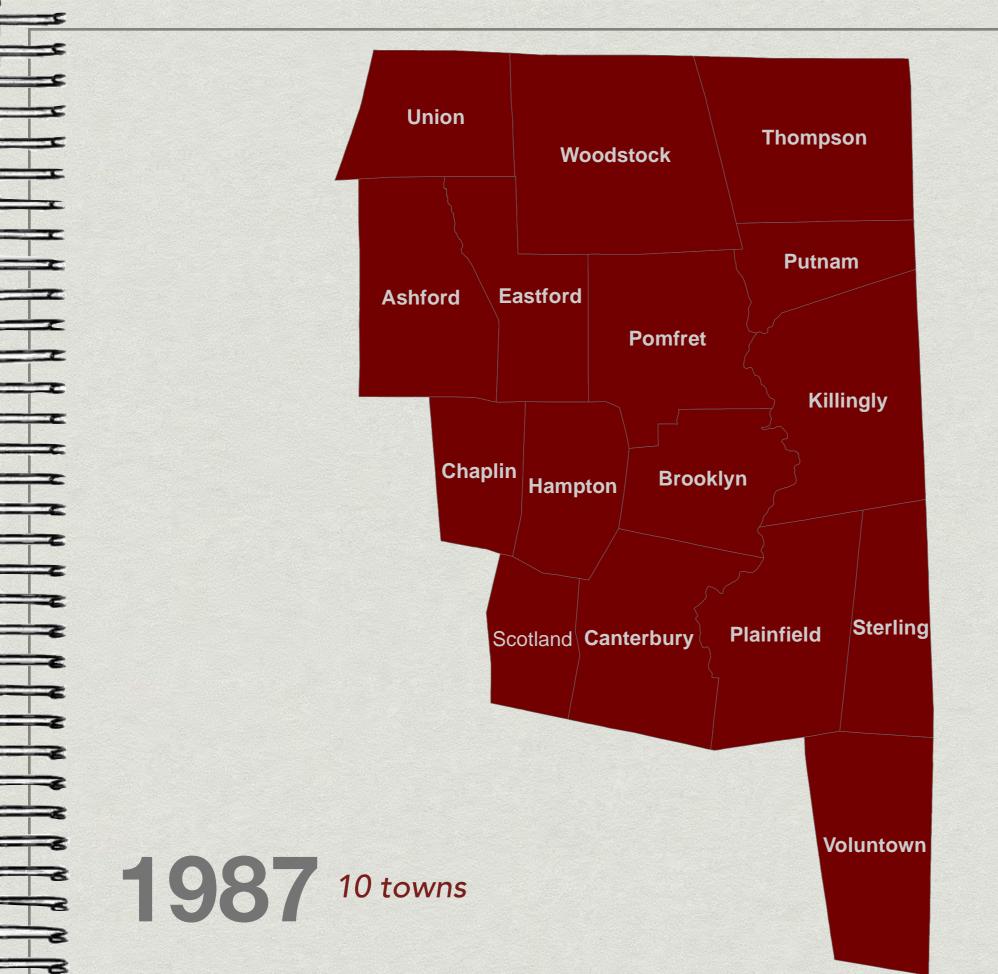


NECCOG meets the **fourth Friday of each month** or as needed.

In addition to agenda items there is a standing agenda item called: **CEO's Roundtable** - where any of the 16 members may bring up any subject for discussion they decide.

Discussion and dialogue by and between members is one of the strongest elements of the organization







re·gion·al·ism

The action or process of working together to achieve common interests rather than by acting independently

NECCOG is a <u>state leader</u> in the innovation, development, advocation and application of regionalism with the Most diversified set of Programs and Services Offered in Connecticut



1 State, 3.5 million people, 5,500 sq. miles - 169 Towns - 8 Major Watersheds -

831 Census Tracts - 2,618 Census Blocks - 8 counties - 117 cities, CDPs or boroughs - 5 Congressional District - 36 State Senate Districts - 151 State House District - 310 Zip Codes - 9 Urbanized Areas - 8 Urban Clusters - 6 Core Based Statistical Areas - 14 Regional Planning Organizations, including: 9 Councils of Governments, 2 Councils of Elected Officials, and 3 Planning Agencies - 13 Regional Planning Commissions - 169 Public Works Departments - 11 Metropolitan Planning Regions - 4 Rural Planning Regions - 4 DOT Service Regions - 10 Transit Districts - 6 CT Transit Divisions - 6 Library Association Regions - 4 Water Utility Coordinating Committees - 2 Resource Conservation and Development Regions - 7 Soil and Water Conservation Districts - 3 Water Authorities - 169 Tax Collectors - 169 Municipal assessors - 3 Regional Animal Control Programs - 5 Conservation Districts -8 UCONN Cooperative Extension System Regions - 13 DEEP Deer Management Areas - 3 DEEP Migrant Goose Zones - 2 DEEP Districts - 3 DEEP Law Enforcement Districts - 5 Emergency management and Homeland Security Regions - 109 Public Safety

Answering Points (PSAPS) - 7 Regional PSAPS

10 State Police Regions - 13 Judicial Districts - 282 Fire Districts - 5 Workforce Development Career Centers - 5 Department of Labor Field Unemployment Adjudication's Offices- 3

- 3 Department of Mental Health and Addiction Health and Addiction Services Sub-Regions -

Connecticut

 9 multi-town PSAPS - 82 municipal PSAPS 22 Judicial Branch Areas - 54 Probate Courts Boards - 9 Labor market Areas - 17 CTWorks Audit Offices - 9 Department of Labor

Department of Developmental Services Regions Services Regions - 12 Department of Mental 12 Community Action Agencies - 6 Regional

Education Service Centers - 1 Regional Revaluation Program - 43 Elementary School Districts - 156 Secondary School Districts - 17 Regional School Districts - 8 DECD Service Delivery Areas - 26 part-time Municipal Health Directors - 34 full-time Municipal Health Departments - 20 Regional Health Departments - 5 Emergency Medical Councils - 25 Regional Hospitals - 37 Community Health Centers- 3 Tourism Regions - 227 Fire Departments - 8 Regions with a Comprehensive Economic Development Strategy (CEDS) - 4 State Economic Development Districts - 3 Resource Recovery Agencies - 5 Area Agencies on Aging - 3 Department of Social Services Regions - 1 Regional paramedic Program - 7 Department of Agriculture Animal Control Regions - 25 Connecticut Community Collaborative Regions for Children and Families - 6 Department of Children and Families Regions - 3 Long-Term Care Ombudsman Program Regions - 6 Connecticut Wraparound Initiative Regions - 24 CATV Franchise Regions - 13 Community Colleges - 4 State Universities - 18 Independent Colleges/Universities - 5 Mental Health and Addiction Services Regions - 24 Motor Vehicle Locations - 6 USDA Natural Resources Conservation Service Offices - 2 USDA Rural Development - 4 CL&P Service Areas -

15 United Way Regions





Nine Regional Councils of Governments



Town Choice J Option to Participate **Programs and Services**

- Regional Property Revaluation Program
- Regional Paramedic Intercept Program
- Regional Animal Services Program
- Trap, Neuter, Release and Maintair Program
- Regional Engineering Program
- Regional Mapping (GIS) Services
- Land Use Services
- Regional Comprehensive Planning
- Economic Development
- Eastern Connecticut Enterprise Corridor Administratio
- Transit District Administration
- Transportation Planning and Technical Assistance
- Route 169 National Scenic Byway Administration
- Emergency Management Planning/Assist
- Natural Hazard Mitigation Planning
- Regional, State Federal Relations
- Regional Human Services Advisory Council
- Assistance With State/Federal Agencies
- Town Hall Management Assessment Including Job Descriptions



Services - examples

- Board/Commission Training FOI Training
- Grant Assistance
- Assistance With State/Federal Agencies
- Town Hall Management Assessment Including Job Descriptions
- Initial National Heritage Corridor Coordination/Assistance
- State Or Local Road Traffic Counts
- Regulation, By-Laws, Legislative Proposals
- Smart Growth Workshops
- Census And Other Demographic Data
- Meeting Facilitation
- Probate Court Transition Assistance
- RFP Development
- Household Hazardous Waste Collection Day Coordination
- Regional Recreation Center Study
- Home Heating Costs Forum
- Human Services Initiative
- Dental Van
- Gateway Center
- General Research
- Passenger Railroad Excursions
- Special Education Study



"To begin a regional initiative, focus on things that people are predisposed to do."





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Results Through Regionalism

Work Plan Development - Logic Model

The NECCOG Work Plan employs the Logic Model approach. 'A logic model is a systematic and visual way to present and share the organizations understanding of the relationships among the resources available to operate a program, the activities planned, and the changes or results the organization hopes to achieve¹.' The logic model allows for a clearer picture of the organizations inputs, outputs and outcomes - resulting in a better opportunity to evaluate programs and/or initiatives of NECCOG. The logic model process has been in use for more than thirty years.

The logic model approach is consistent with the legislative requirement, Section 8-31(c) of the Connecticut General Statutes, that each regional council of governments report annually on its programs and activities.

Section 8-31b(c)

Beginning on January 1, 2015, and annually thereafter, each regional council of governments, shall submit a report to the Secretary of the Office of Policy and Management and to the joint standing committee of the General Assembly having cognizance of matters relating to municipalities. Such report shall include the following:

- A description of any regional program, project or initiative provided or planned by such regional council of governments;
- a description of any expenditure, including the source of funding, spent on each such regional program, project or initiative and a cost-benefit analysis for such expenditure;
- 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;
- a discussion and review of the performance of any regional program, project or initiative, including any recommendations for legislative action; and
- specific annual goals and objectives and quantifiable outcome measures for each program, project or initiative administered or provided by such regional council of governments.

1 Adapted from: Using Logic Models to Bring Together Planning, Evaluation, and Action Logic Model Development Guide - W.K. KELLOGG FOUNDATION, 2004

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Programs and Projects

General

- Property Revaluation Program
- Regional Engineering Program
- Town Technical Assistance Program
- Intergovernmental Relations Program
- Human Services Coordination Program
- Regional Elections Monitor Program

GIS Services Program

- GIS Viewer
- Parcel Updates
- On-Request GIS Services

Public Safety

- Regional Paramedic Intercept Program
- Pre-Hospital Emergency Care Study, Phase II
- Region IV Emergency Planning
- Natural Hazard Mitigation Program
- Animal Services Program

Land Use

- Regional Plan of Conservation and Development
- Regional Land Use Referrals

Economic Development

- Comprehensive Economic Development Strategy
- Eastern Connecticut Enterprise Corridor Administration
- Tourism

Transportation

UPWP

- Regional Trail Plan
- Long Range Transportation Plan
- Rural Major and Minor Collector Program and Urban
 Program for road project development and construction
- Coordinated Public Transit Human Services Transportation Plan
- Transit Planning
- Transit District Administration
- Route 169 Byway Administration

Regional Initiatives

- Crumbling Foundations
- Regional Human Services Advocate
- Regional Land Use Inspection
- Regional Assessor Evaluation/Study
- MS 4 Technical Compliance Assistance Program
- Back-Office Functions
- Forest and Open Space Resource Management
- Regional Housing Authority
- NECCOG Administration
 - NECCOG 2017-18 Budget
 - Animal Services Program Budget Detail
 - NECTD 2017-18 Budget



Results Through Regionalism

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Work Program Template

Program/Project Objective(s)

SMART: Specific, Measurable, Attainable, Results-oriented, Timed

Questions to Ask to Help Refine Performance Goals

What is the challenge at hand?

What outcomes would indicate success for meeting this challenge?

Who are the constituents affected by this challenge?

What metrics make the most sense for this area?

Resources What we have to implement the

program.

Staff

Time

Money

Equipment

Software

Partners

Other

Activities and Outputs

Activities are the actions that are needed to implement the programing terms of what the program will do with the resources provided in order to achieve program outcomes, and ultimately goals

Outputs are the measurable, tangible, and direct results of program activities. Outputs are important because they help you to assess how well your program is being implemented and because they are intended to lead to desired outcome

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Process Evaluation

How is the program implemented? Fidelity of implementation? Are activities delivered as intended? Are participants being reached as intended?

What are participant reactions?

Outcomes or Impacts

Outcomes express the results that your program aims to achieve if implemented as intended. Outcomes answer the question: "What difference does the program make?" Outcomes should:

- Represent the results or impacts that occur as a result of activities and services
- Be within the scope of the program's control or sphere of reasonable influence, as well as the timeframe chosen
- Be generally accepted as valid by various stakeholders of the program
- Be phrased in terms of change
- Be measurable

Outcome Evaluation

To what extent are desired changes occurring? Is the program making a difference? What gains in efficiency and cost result from the program? What is working or not working? What are the unintended outcomes?



S.M.A.R.T. Objectives

Objectives should describe accomplishments, not activities

Specific:

Goal objectives should address the five Ws... who, what, when, where, and why. Make sure the goal specifies what needs to be done with a timeframe for completion. Use action verbs... create, design, develop, implement, produce, etc. The goal should state the exact level of performance expected.

Measurable:

Goal objectives should include numeric or descriptive measures that define quantity, quality, cost, etc. How will you and other staff members know when the goal has been successfully met? Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes, not activities. To achieve objectives, people must be able to observe and measure their progress.

Achievable:

Goal objectives should be within the staff member's control and influence; a goal may be a "stretch" but still feasible. Is the goal achievable with the available resources? Is the goal achievable within the timeframe originally outlined? Consider authority or control, influence, resources, and work environment support to meet the goal. Goals should challenge people to do their best, but they need also be achievable.

Relevant:

Goals should be instrumental to the mission of NECCOG. Why is the goal important? How will the goal help the organization achieve its objectives? Develop goals that relate to the staff member's key accountabilities. Goals need to pertain directly to the performance challenge being managed.

Time-bound:

Goal objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal. How often should the staff member work on this assignment? By when should this goal be accomplished? Incorporate specific dates, calendar milestones, or timeframes that are relative to the achievement of another result (i.e., dependencies and linkages to other projects). Deadlines help people to work harder to get a task completed.

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Property Revaluation Program

Background: In 2009, NECCOG determined that a regional approach to property revaluation could result in efficiencies and significant savings and sought and secured legislation (PA 09-60) that enabled a regional approach to revaluation. In 2010, NECCOG began the Regional Revaluation Program. Eleven of NECCOG's then 12 towns as well as the Town of Sprague participated in the initial program cycle (5 years). The Program is estimated to have saved the Region more than \$650,000 and resulted in a more consistent approach to revaluation from town-to-town. Beginning in 2016 the second five-year cycle for the Program began. NECCOG issued a vendor RFP during the in 2015 and subsequently awarded a new five-year contract for regional revaluation. The new cycle of the Program will have 14 towns participating.

Program Goal(s):

- Provide lower cost property revaluations for participating towns
- Improve consistency of valuation of similar properties from town to town
- Minimize the volatility of valuation
- Predictable annual cost for towns
- Fully integrated with Regional GIS

- Resources: What we have to implement the
- program.
 Executive Director
- Fiscal Director
- Administrative Cost covered by annual dues assessment
- Licensed reval vendor
- under five-Year Contract
- Town Assessors are the primary local contact

Activities:

- Contracts are in place between the Vendor, Towns and NECCOG detailing revaluation functions and obligations
- NECCOG serves as the Administrator of the program - processing approved town (by each local assessor) payouts to the vendor

Outputs

- Revaluations are completed based on the scheduled delineated in the revaluation contract
- Payments are processed by NECCOG

Outcomes or Impacts

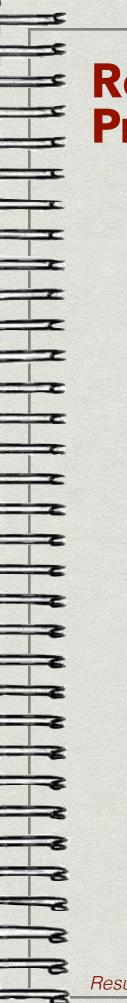
- Program of savings \$600,000 approximately 47% savings for each participating town compared to conventional Reval
- Fewer appeals easier administration
- Predictable Costs Resulting in easier budgeting

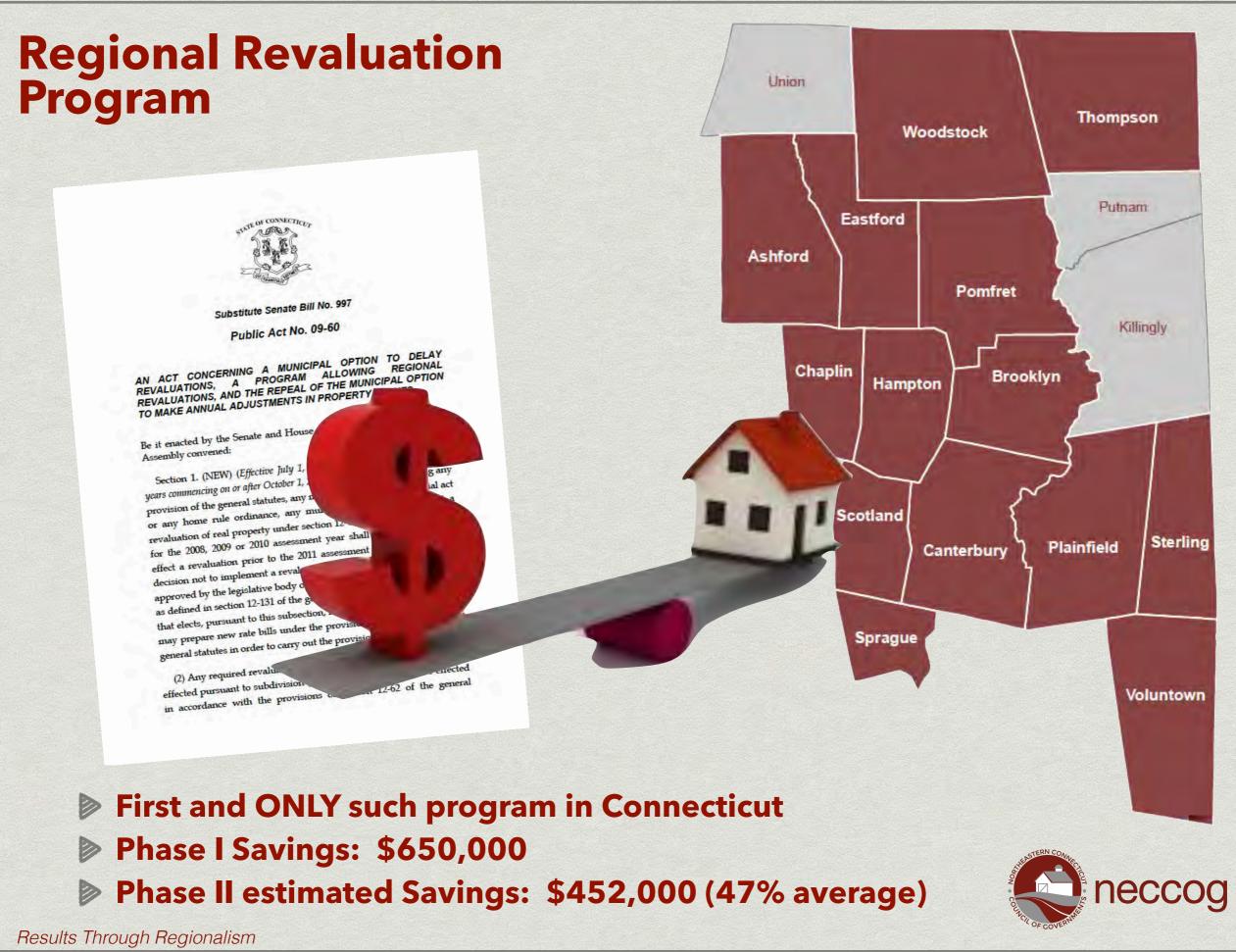
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Programs and Projects: General







Regional Engineering Program

Ashford, Brooklyn, Canterbury, Chaplin, Putnam and Woodstock

Civil Engineering Administrative Services Involving...

- Project Planning, Scheduling and Cost Estimating
- Quantity Takeoffs for Public Works Projects
- Contract and Bid Document Preparation
- Report and Technical Writing
- Feasibility Studies
- Permit Preparation and Processing for Municipal Projects Involving State and Local Agencies
- Performance Bond Review/Estimates
- Road Condition Surveys
- Road Construction Inspection
- AutoCAD Drawing
- Spreadsheet Development
- Work Order and Equipment Maintenance Tracking Systems
- Expert Testimony before Courts, Boards and Commissions

Plan Review Services for...

- Wetlands Permits
- Planning & Zoning Permits
- Sand & Gravel Permits
- Subdivisions Residential & Non-Residential
- Commercial Site Development

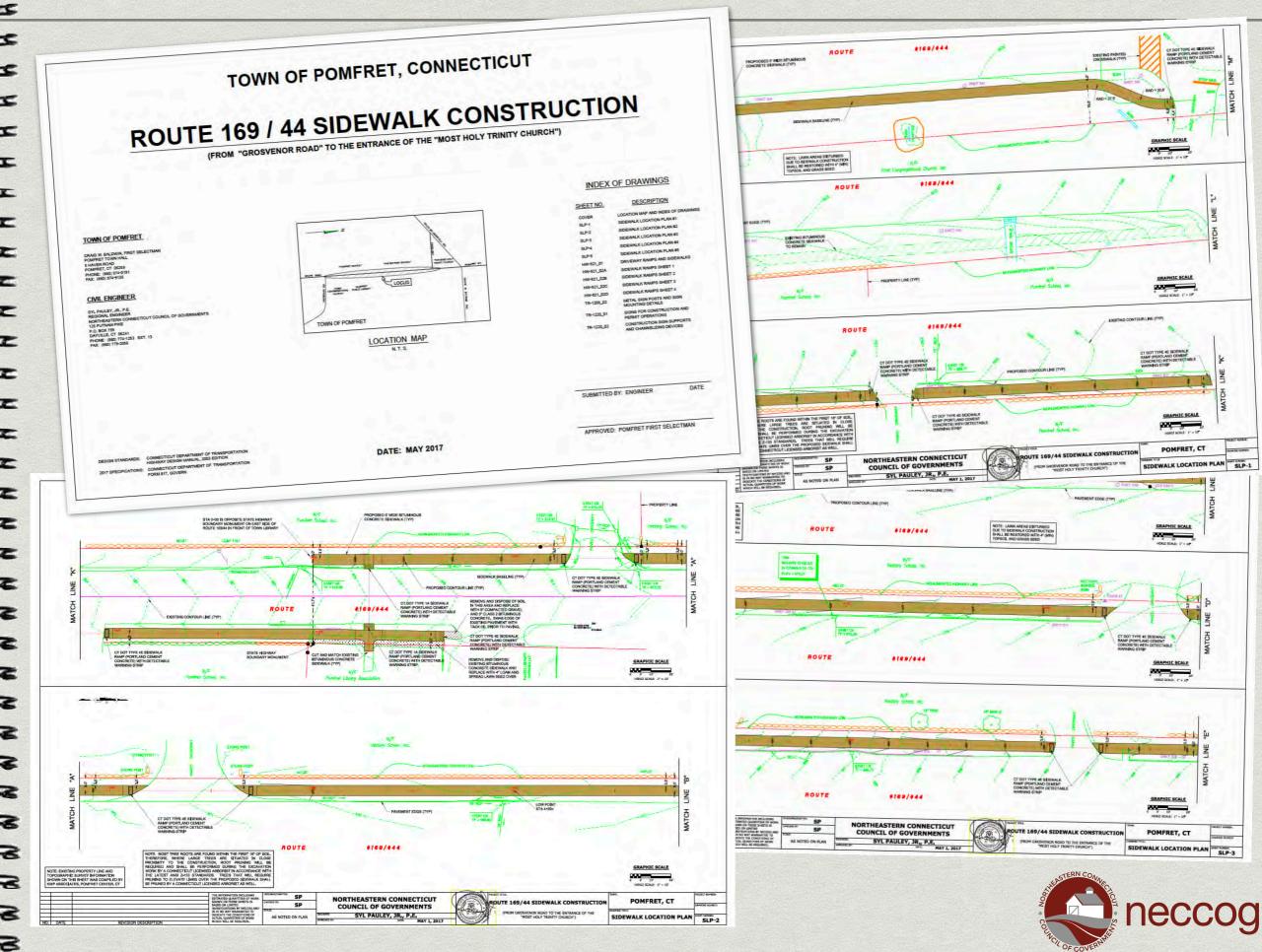
Civil Engineering Design Services for...

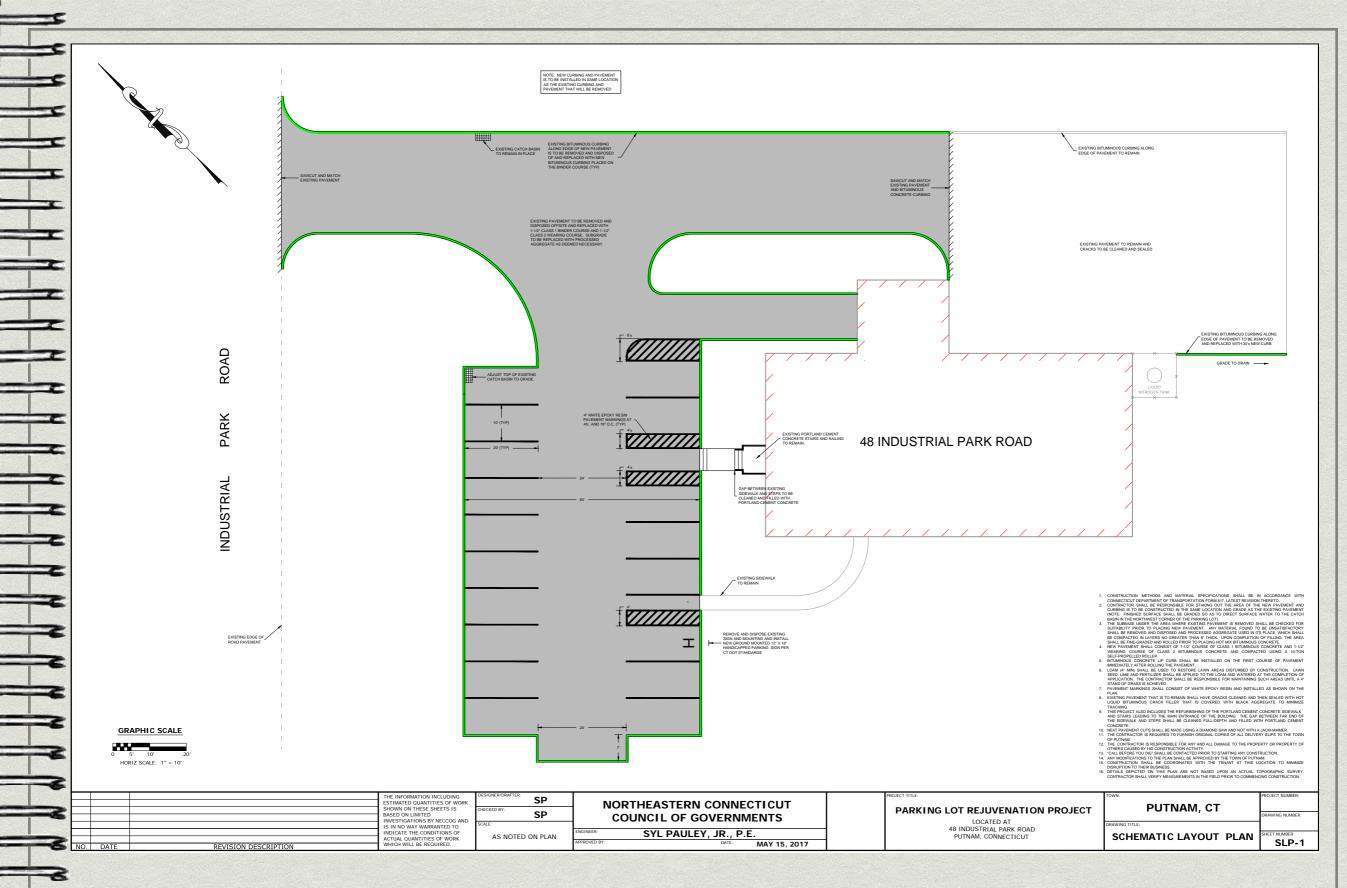
- Roads
- Sidewalks
- Trails
- Drainage
- Site Grading
- Soil Erosion and Sedimentation Control
- Potable Water Systems
- Sanitary Sewers
- Septic Systems
- Low Pressure Force Mains (Grinder Pumps)
- Subdivisions
- Land Development
- Aboveground Storage Tanks
- Technical Support for Grant Applications
- Hazards Mitigation



engineering services program examples

- Provided design services and prepared bid documents for the Route 44 Crosswalk Safety Upgrade in Ashford
- Provided design services and permitting specifications for the Vehicle Wash Water Drainage System at the DPW in Brooklyn
- Evaluated Adequacy of Retaining Wall Construction on Lake View Drive in Ashford
- Evaluated the Potential Pomfret Community School Supplemental Drinking Water Well Siting in Pomfret
- Provided Construction Project Administration and Inspection Services for Turnpike Road Culvert Replacement at Kidder Brook in Ashford
- Inspection services for Pipeline Installation related to the Plainfield Renewable Energy Project on Packer Road in Canterbury
- Provided Construction Project Administration and Inspection Services for the Buckley Hill Road Reclamation and Repaying Project in Thompson
- Provided technical support for grant applications addressing: sidewalks, drainage, parking lots, buildings







Regional Human Services Coordinating Council

There shall be established a regional human services coordinating council for each planning region... Section 17a-760 - CGS

The purpose of the Regional Human Services Coordinating Council is to **encourage collaborations** that will **foster the development and maintenance** of a **client-focused structure** for the health and human services system in the region.

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Regional Election Monitor Program

In the June 2015 Special Session, the Connecticut General Assembly passed Connecticut Public Act 15-5. Sections 442, 443 and 444 of this bill requires a regional monitor within each ... region, ... who shall **represent**, **consult** with and **act** on **behalf of the Secretary of the State** in **preparations for** and **operations of any election**, **primary or re-canvass**, **or any audit** ...





FRAMINATIC PART

PUBLICAN PAR

Regional Housing Plan AN ACT CONCERNING THE AFFORDABLE HOUSING LAND USE APPEALS PROCEDURE. Be it enacted by the Senate and House of Representatives in General Assembly convened: Section 1. Section 8-30g of the general statutes is repealed and the following is substituted in lieu thereof (Effective from passage): (a) As used in this section and section 2 of this act:

Connecticut was home to 37,240 housing units in 2010. 74.9% of the Region's housing units were owner-occupied (27,892) and 25.1% were renter-occupied (9,348), compared with the state at67.5% and 32.5% Unitea Results Through Regionalism

Northeastern

at" means a proposed housing

or (B) a set-aside

made to

ment

STE OF CONNECTICUT

Substitute House Bill No. 6880

Public Act No. 17-170

The act **requires** each municipality (regardless of whether it is exempt from the procedure), at least once every five years, to prepare or amend and adopt an affordable housing plan. The plan must specify how the municipality will increase the number of affordable housing developments in its jurisdiction.

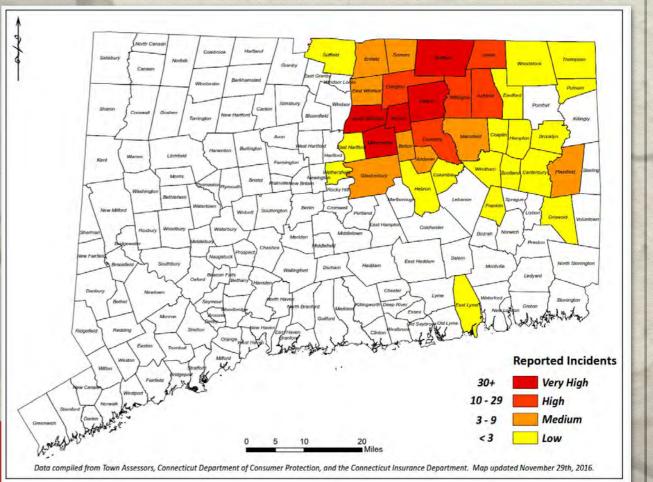
> Rental costs have increased significantly in that in 7 of the 16 towns, renters are now paying more than 30%

> > Hourly Salary needed for a 2-Bedroom Apt: 18.69/hr.



Crumbling Foundations

Based on modeling, there may be 10,000 -12,000 homes affected at an average cost to correct of \$150,000 to \$250,000



CRCOG Crumbling Foundations Testing Reimbursement Program foundationtesting.org



Crumbling Foundations - Legislative Progress

- Provides a framework to assist owners of residential buildings (i.e., a one- to four-family dwelling, including condominium and planned development units) with concrete foundations damaged by the presence of pyrrhotite ("crumbling concrete foundations")
- Creates a not-for-profit captive insurance company ("captive") to help homeowners repair or replace crumbling concrete foundations with the lowest possible amount of borrowed funds
- Allows DoH to apply for federal funds, and requires it to deposit the money into the Crumbling Foundations Assistance Fund
- Creates the Collapsing Foundations Credit Enhancements Program, administered by CHFA, to help homeowners obtain additional funding necessary to replace or repair crumbling concrete foundations and requires CHFA to publish a plain language summary of the program on its website
- **Prohibits the use of recycled material containing pyrrhotite** to make structural concrete unless (1) the State Building Inspector adopts a standard and (2) the person selling or offering the concrete provides the purchaser with written notice that the concrete meets the standard
- Requires municipalities to waive application fees and the State Building Inspector to waive education fees for building permit applications to repair or replace crumbling concrete foundations
- Requires the DCP commissioner to include in the **residential property condition disclosure report**
- Requires personal risk insurance policies (e.g., homeowners) and certain condominium master and property insurance policies to allow suit against insurers for up to one year after the date the insured receives a written denial for all or any part of a claim under a property coverage provision for a crumbling concrete foundation
- Allows taxpayers to reduce their Connecticut adjusted gross income by the amount of any financial assistance received from the Crumbling Foundations Assistance Fund or paid to, or on behalf of, an owner of a residential building pursuant to the bill
- Allows municipalities to jointly borrow, or individually bond, to fund projects to abate certain deleterious conditions caused by crumbling concrete



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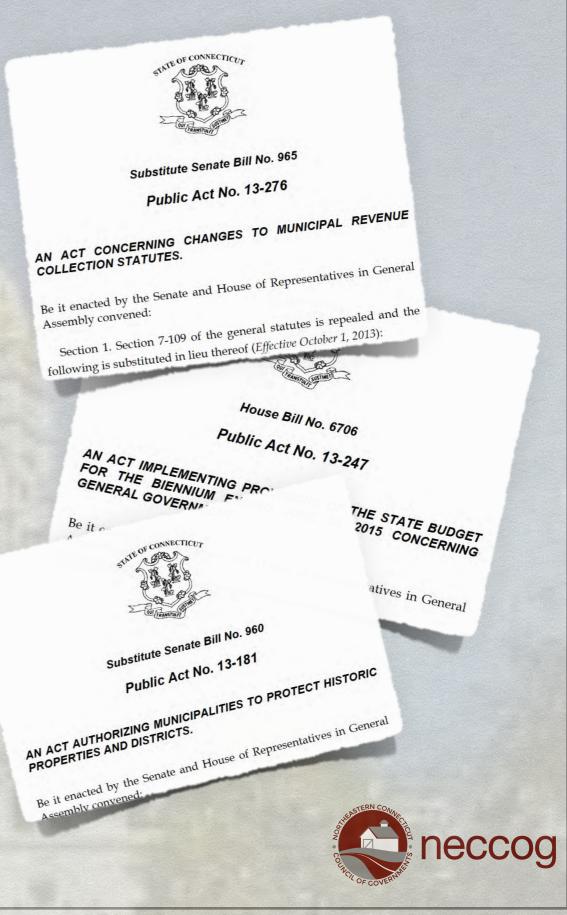
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Legislative Program - provide northeast perspective

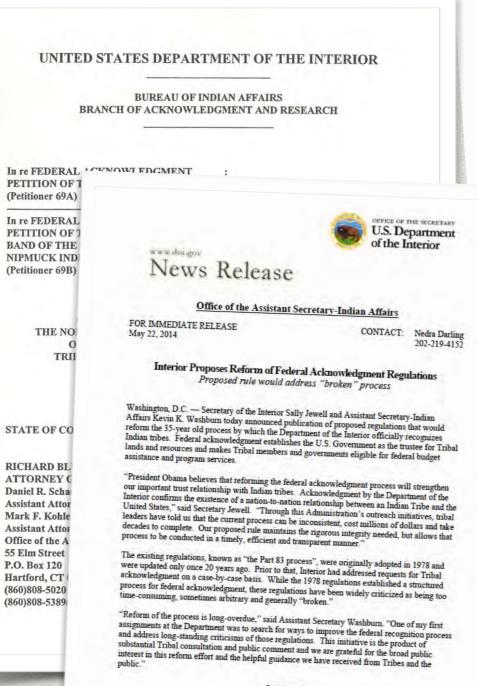
- Legislative Agenda (state and federal)
- Meet and Discuss with Delegation and Others
- Initiate Legislation, Monitor Bills, Testify and Advocate

Examples:

- ✓ Village District Act
- Crumbling Foundations
- ✓ Human Services Initiative
- ✓ Four Year Term Option
- ✓ Land Use Commission Reform
- Protection From Gaming Impacts
- Recognition Reform
- Regionalism



Tribal Recognition



-Continued-

NECCOG supports efforts by the BIA to improve the transparency and efficiency of the federal recognition process, and lauds the BIA's recognition of third party interests -- including local governments -- in adjudicated petition decisions and the department's determination that those third parties are entitled to rely upon the finality afforded to past decisions. NECCOG respectfully requests that the BIA continue to enact regulations that protect and support the finality of adjudicated decisions such that cal governments can rely upon those decisions going forward.

NECCOG firmly supports a fair, robust federal cknowledgement process that provides recognition for those petitioners who can demonstrate the distinct, historic cultural and political authority of their tribes. To weaken those requirements would allow groups to receive recognition who are unable to demonstrate that core criteria. In so doing, the BIA could cause significant harm to NECCOG's members and other local towns and landowners. Indeed, it is hard to conceive of a more significant event with permanent costs to local governments. In Connecticut, the consequences to towns and landowners near federally recognized tribes are often momentous and incalculable. Towns near federally recognized tribes have experienced the loss of tax base, the potential for land claims against private landowners, and loss of regulatory control over land. Coupled with the loss of revenue and regulatory control, these towns have also experienced increased burdens on town infrastructure and services, including to schools, roads and public safety needs.

Excerpt - NECCOG Letter to BIA



Municipal Opportunities & Regional Efficiencies

- Technology
- Mandates
- Regional Policing
- **PSAPs**

- Health Districts
- Insurance
- Special Education

MORE Commission Regional Entities Subcommittee, Education Policy Working Group December, 2015

ntroduction

Education is the single largest expense for each of Connecticut's 169 municipalities. In many cases, especially for small to medium sized communities, education can account for up to eighty-percent of a municipalities budget. Our school districts also contain a high level of administrative expertise and capacity that is, with few exceptions, untapped by the general government side of municipal budgets and operations. Opportunities for intra town collaborations and regional collaborations are significant. These opportunities can reput in increased efficiencies and reduced costs at

the local and state level. The Regional Entities Subcommittee of the MORE Commission was "formed to bring together multiple stakeholders to work together to identify ways to better utilize their regional entities and work in a more conesive manner with their neighboring communities. The Regional Entities Subcommittee established the Education Policy Working Group following its April 28. 2016, meeting to explore opportunities to gain

percent of state's direct expenditures are budgeted for Pervenic or states a linear experionales are acayered for education, any changes would impact the state's fiscal health, individual town finances and its children and

On a parallel path, the General Assembly's Program Review and Investigation (PRI) Committee is conducting a study titled. "Regional Cooperation Between Local Boards of Education." The stated

toous of the PRI study is: Regional cooperation between local boards of education can vary widely, from two achool districts developing a cooperative arrangement to provide adult education together, to the creation of a regional school district serving children in grades K-12. This study will examine the prevalence, advantages, and disadvantages of such efforts and identify factors related to implementing. replicating, or expanding potentially beneficial regional

cooperative efforts? In light of the PRI study, the Education Policy Working Omyphas attempted to examine the broader issue of ticipal-school district efficiencies; nowever, there no doubt be overlap between the two studies.

Education Working Group held multiple meetings I heard presentations from the following speakers:

tichael Howser, Director - University of Connecticut State Data Center

momas M. Danehy, Executive Director - Area Dooperative Educational Services (Aces)

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Municipal Opportunities & Regional Efficiencies **M.O.R.E**

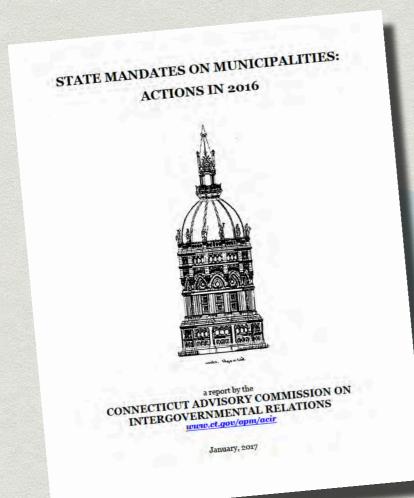
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prepared by the northeastern connecticut council of governments

ACIR

Advisory Commission on Intergovernmental Relations

The Advisory Commission on Intergovernmental Relations (ACIR) is a 24-member agency of the State of Connecticut created in 1985 to **study system issues between the state and local governments and to recommend solutions** as appropriate. The membership is designed to represent the state legislative and executive branches, municipalities and other local interests, and the general public.





Property Tax Reform Coalition

Broad based coalition organized through the 1,000 Friends of Connecticut to examine and recommend approaches to decrease the burden and reliance on the local property tax

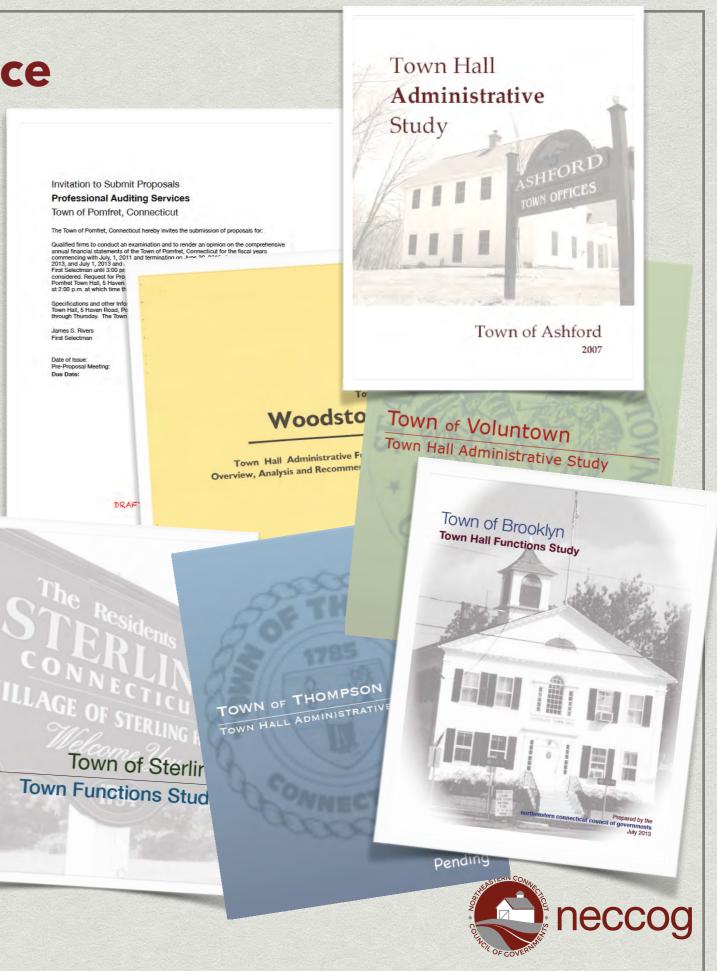
Connecticut relies on the property tax to fund government services to a far higher degree than most states. More than 42% of all "own-source" state and local revenues came from the property tax in FY 2010. Moreover, property taxes for businesses constitute by far the largest share (30.9% in FY 2011) of all state and local taxes paid by businesses in Connecticut.





Administrative Assistance

- Putnam position descriptions
- **Eastford** administrative study and position descriptions
- Woodstock administrative study, town hall
- Woodstock highway department and transfer station administrative study and position descriptions
- Ashford administrative study and position descriptions
- Sterling Administrative Study
- Voluntown Administrative Study
- Thompson Administrative Study
- Woodstock Land Use Department
- Brooklyn Town Hall Study



Programs and Projects: GIS



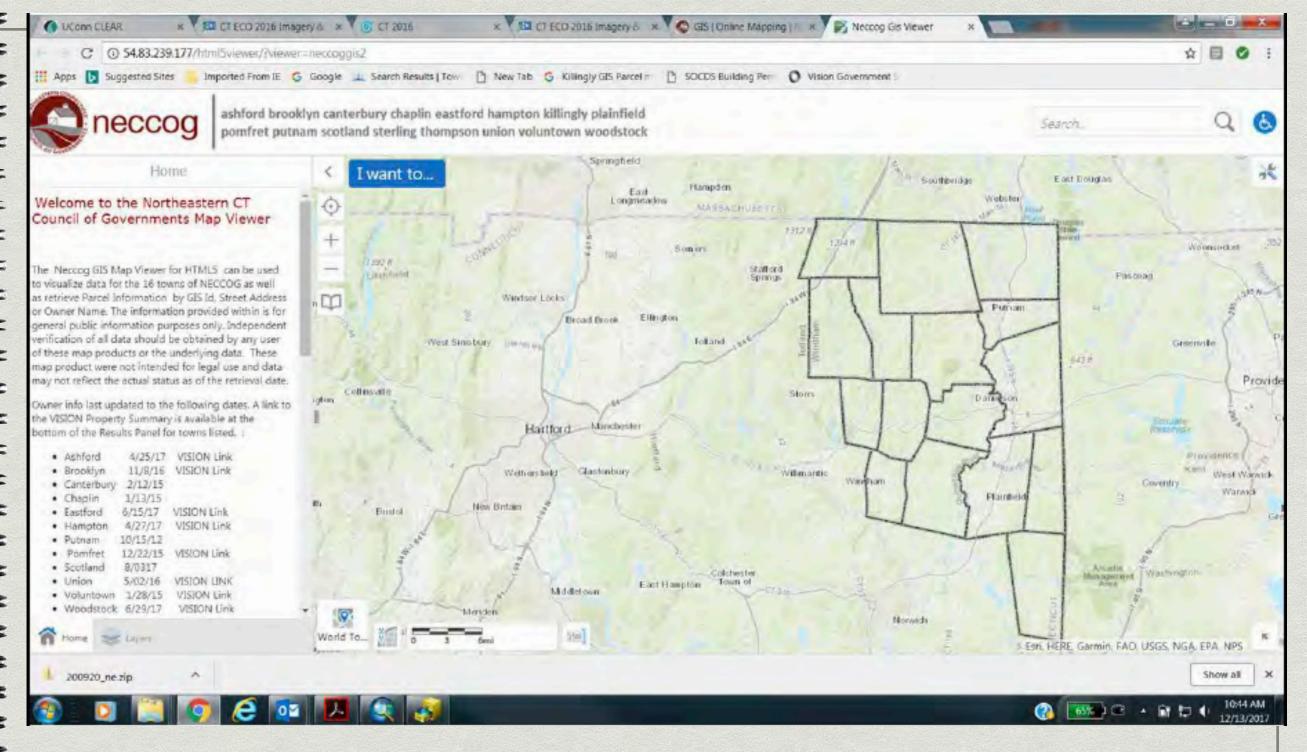
NECCOG GIS

- On-Demand Mapping
- Build-Outs
- Assessor Updates
- POCD Mapping
- Zoning
- Natural Resources
- GPS Capacity
- Large Format Scanning



Regional Efficiency and Productivity

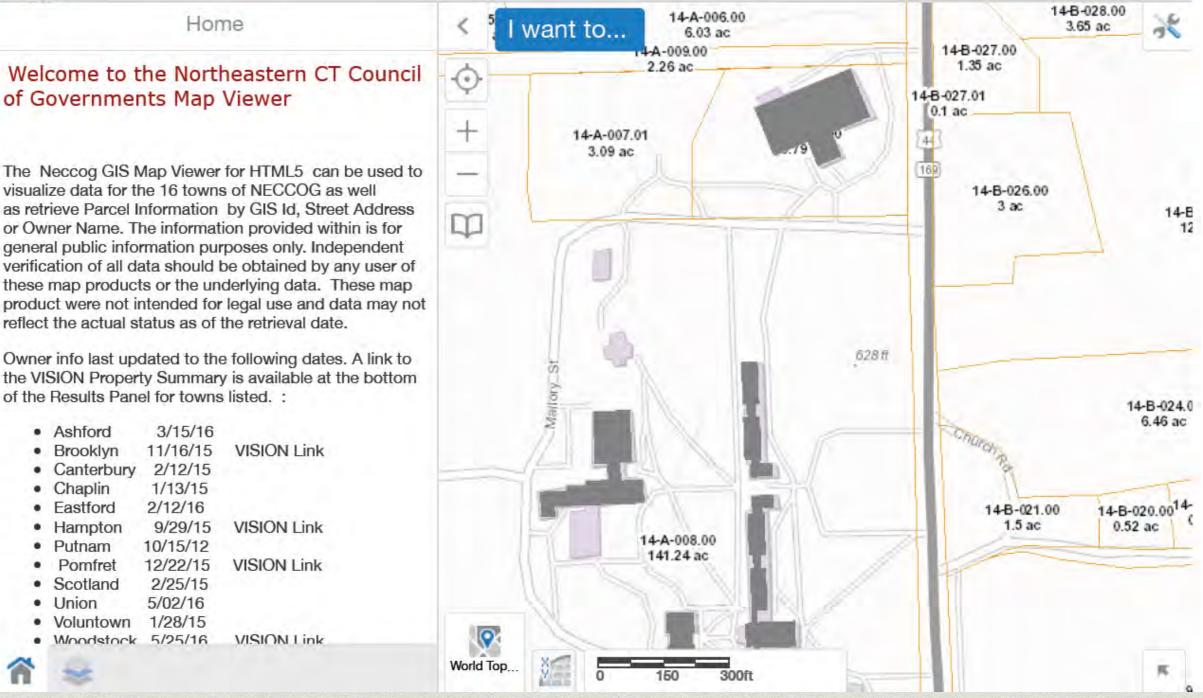
Geocortex® | by Latitude Geographics®



- Started in 2008 with \$950,000 RPI Grant
- NECCOG created high accuracy parcel data for 11 or our then 12 towns





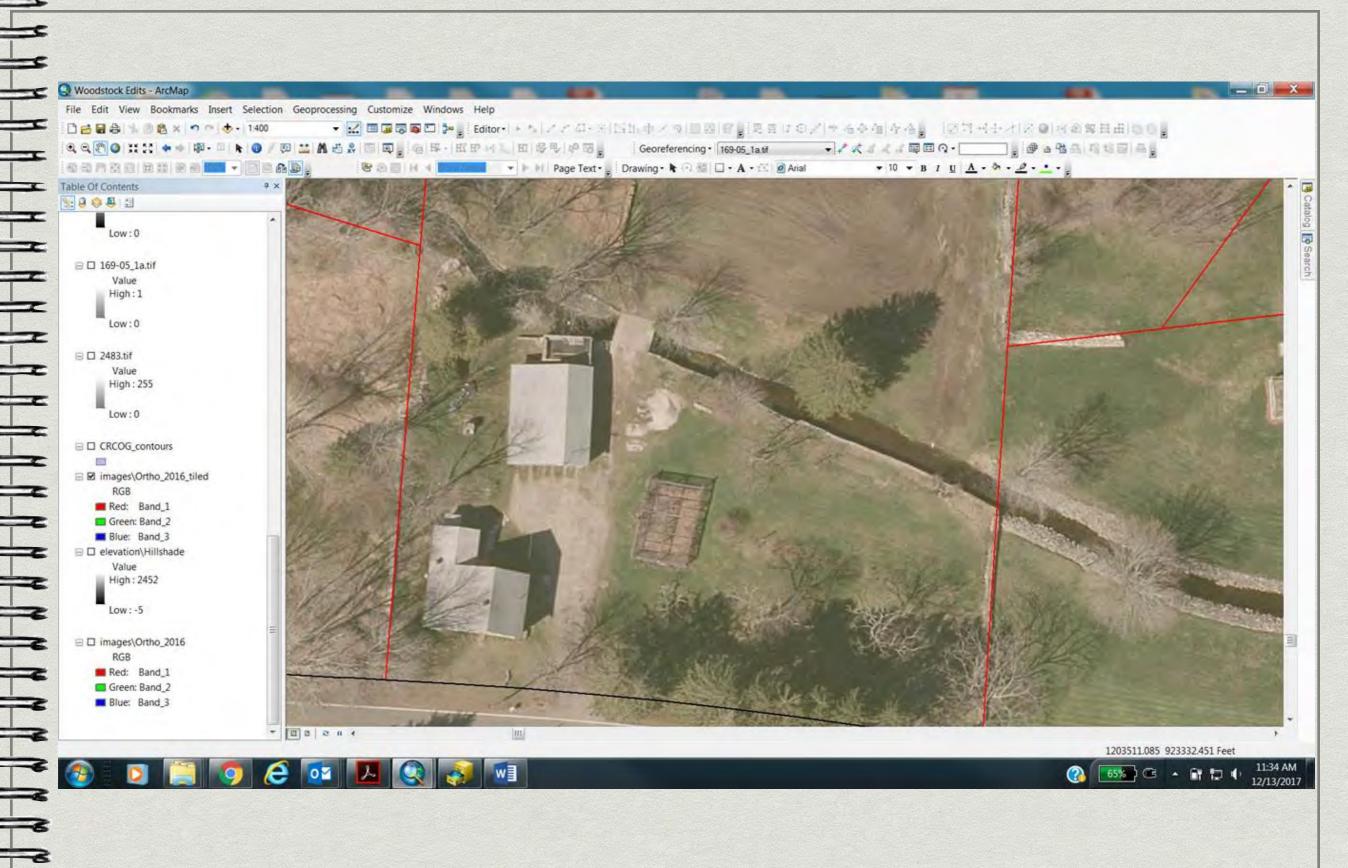


NECCOG maintains parcel data, road centerline data and a range of natural resource data in the system

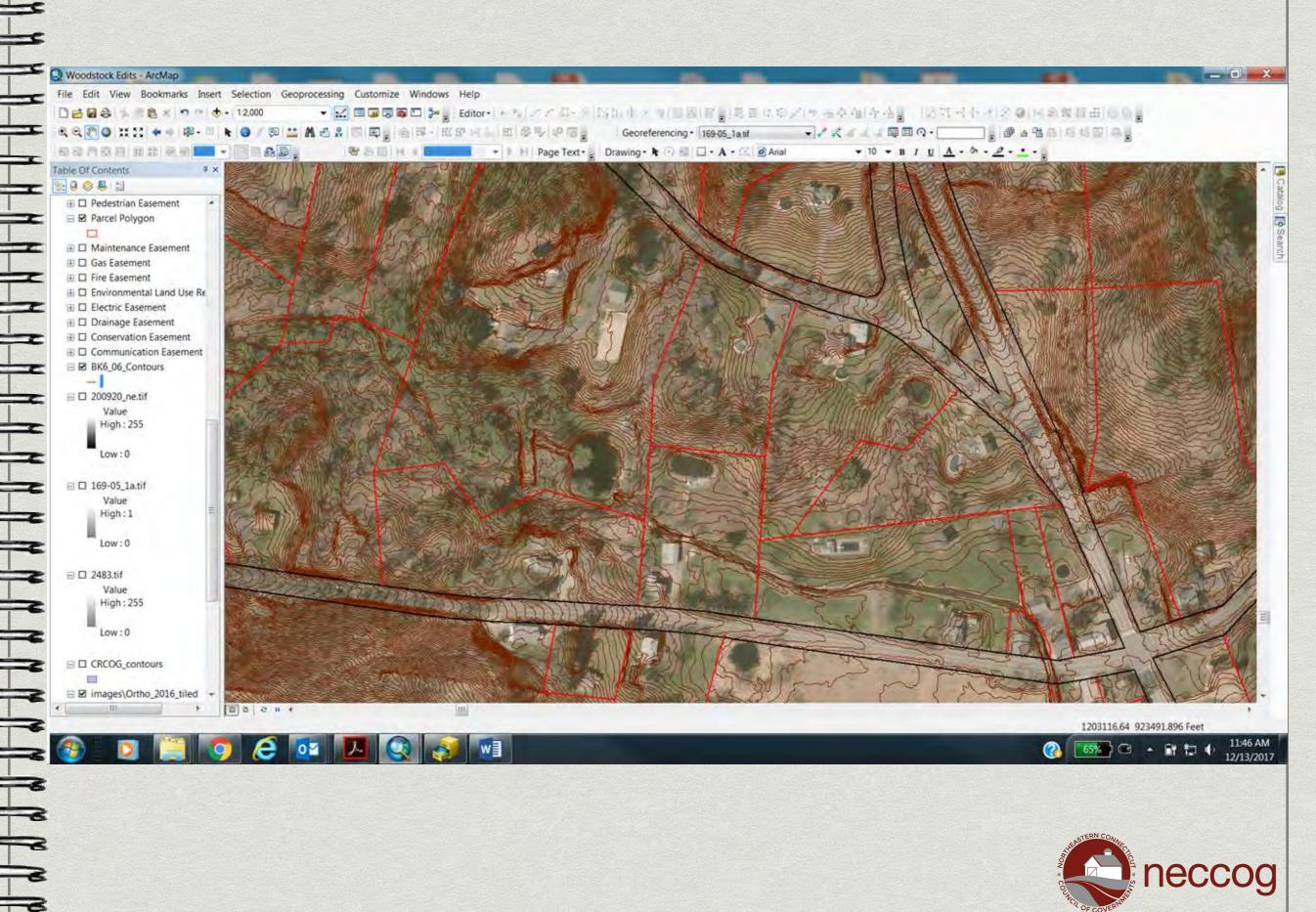


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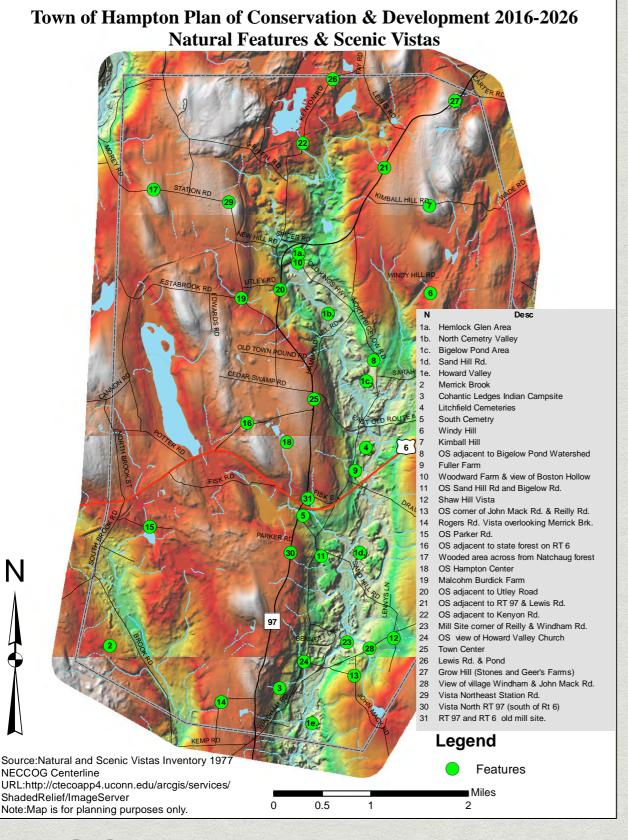
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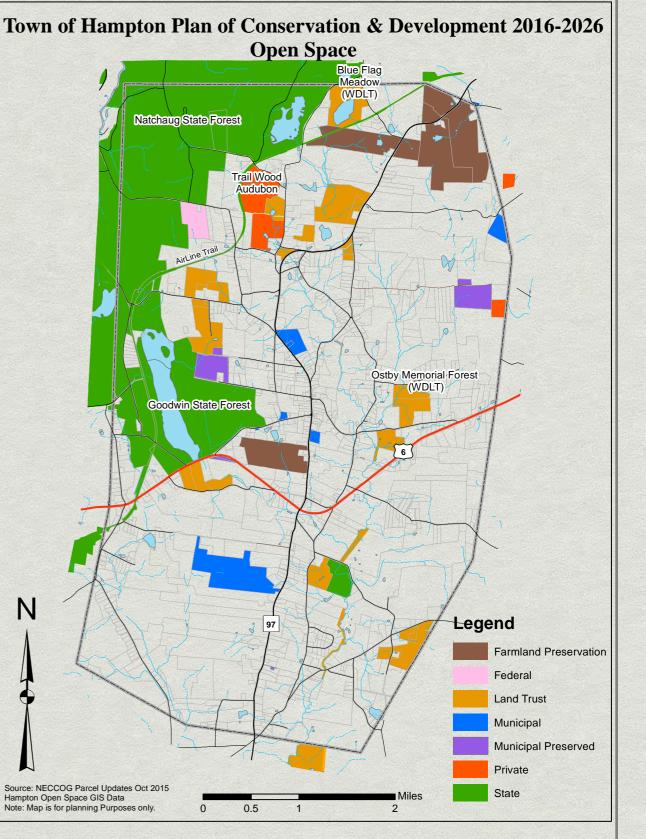






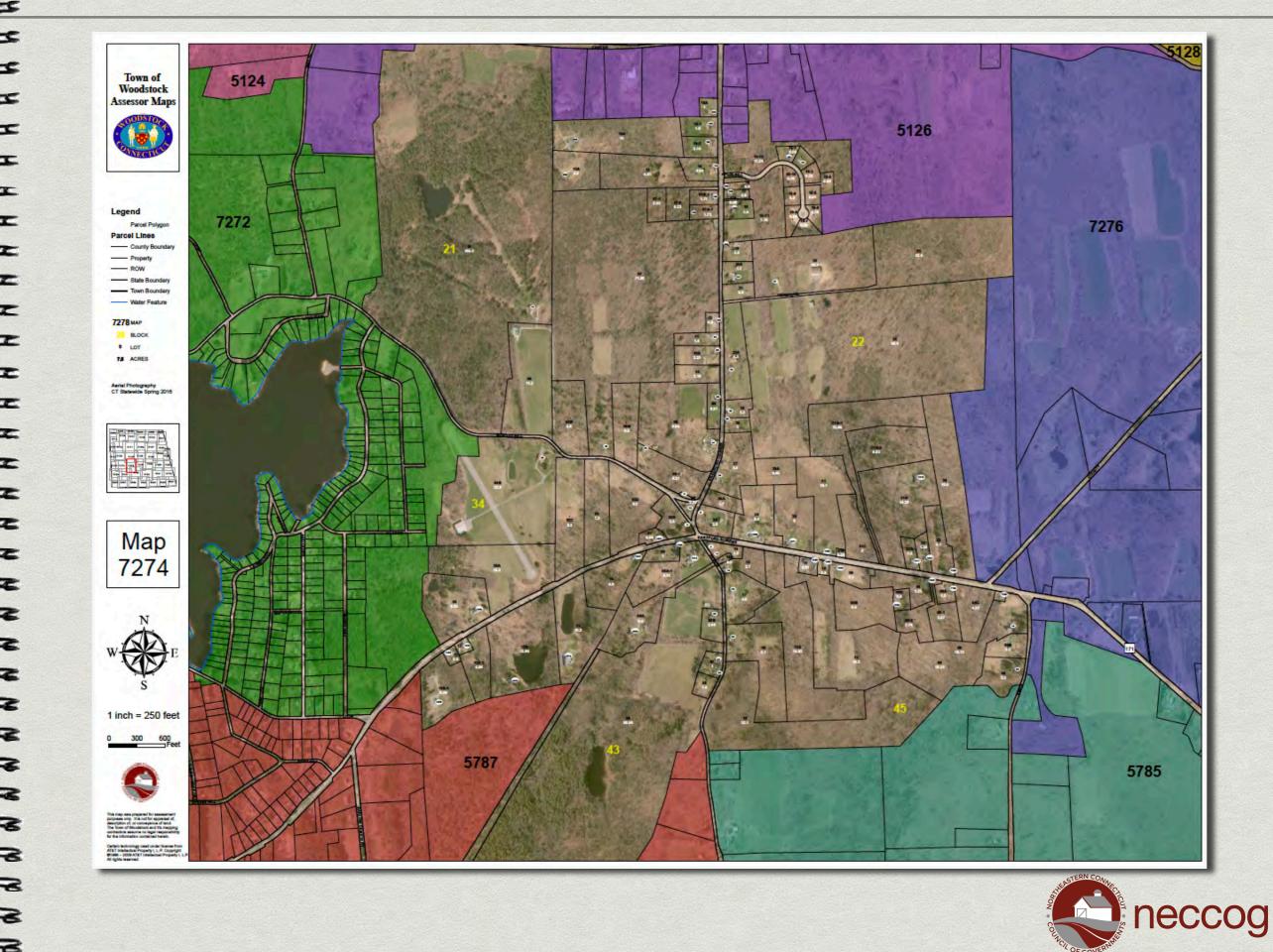


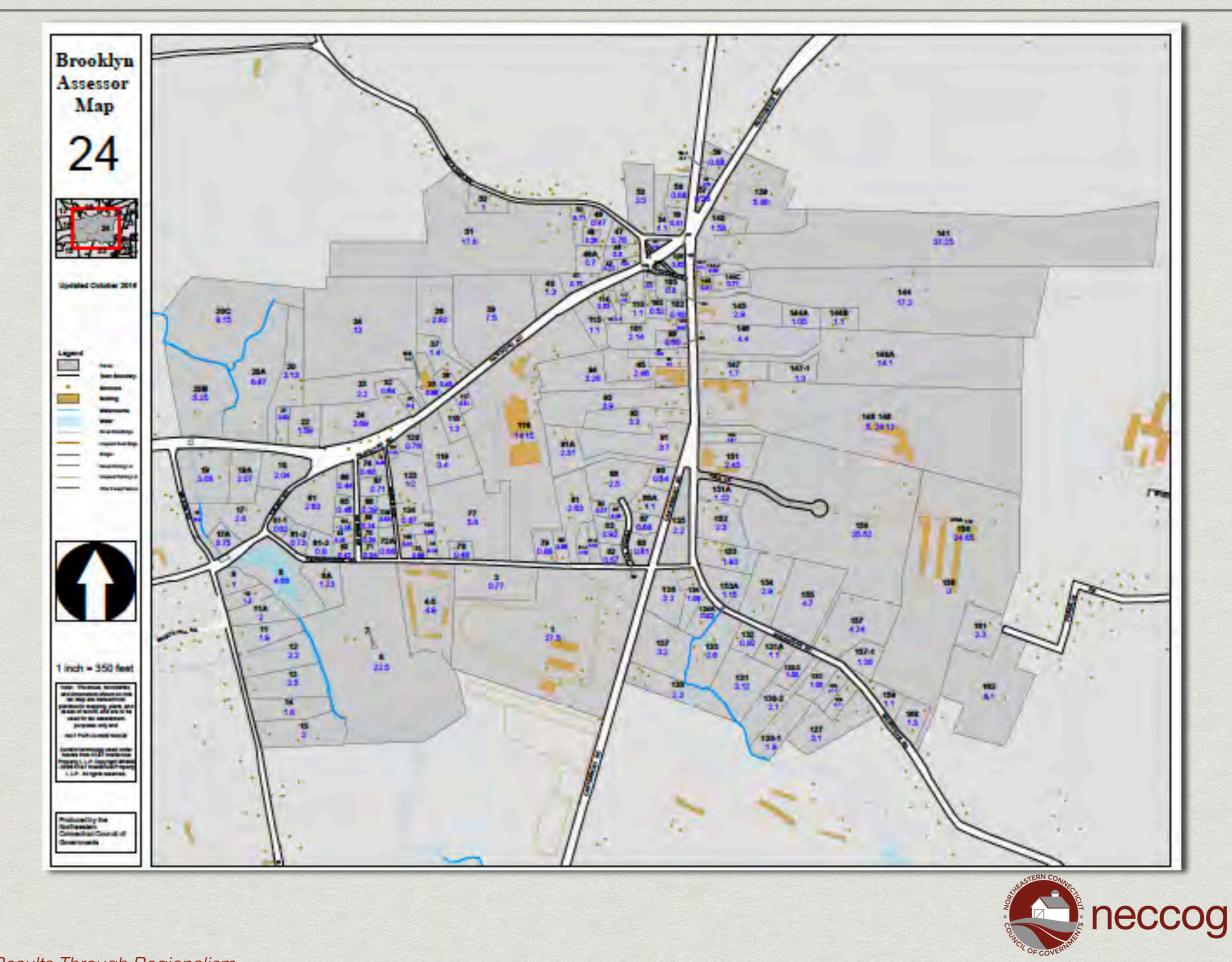




POCD Maps







Results Through Regionalism

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RT 198 Intersection, Eastford CT

2012 Aerial



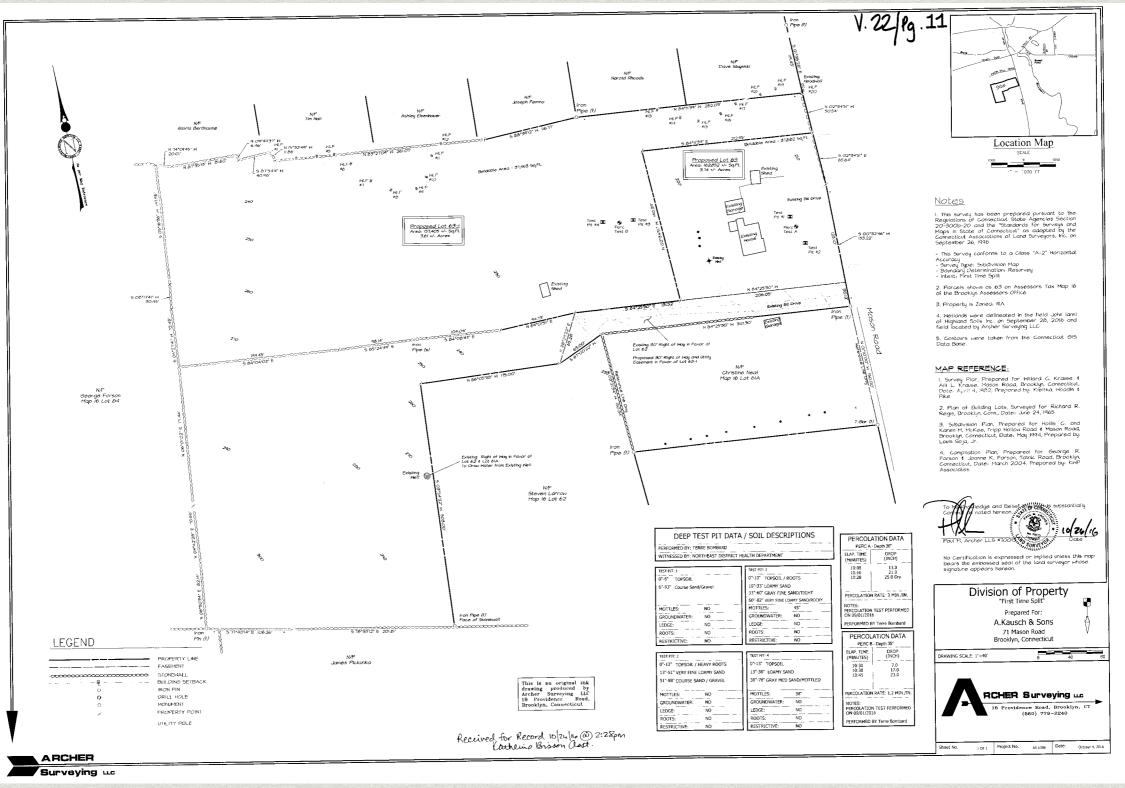
RT 198 Intersection, Eastford CT



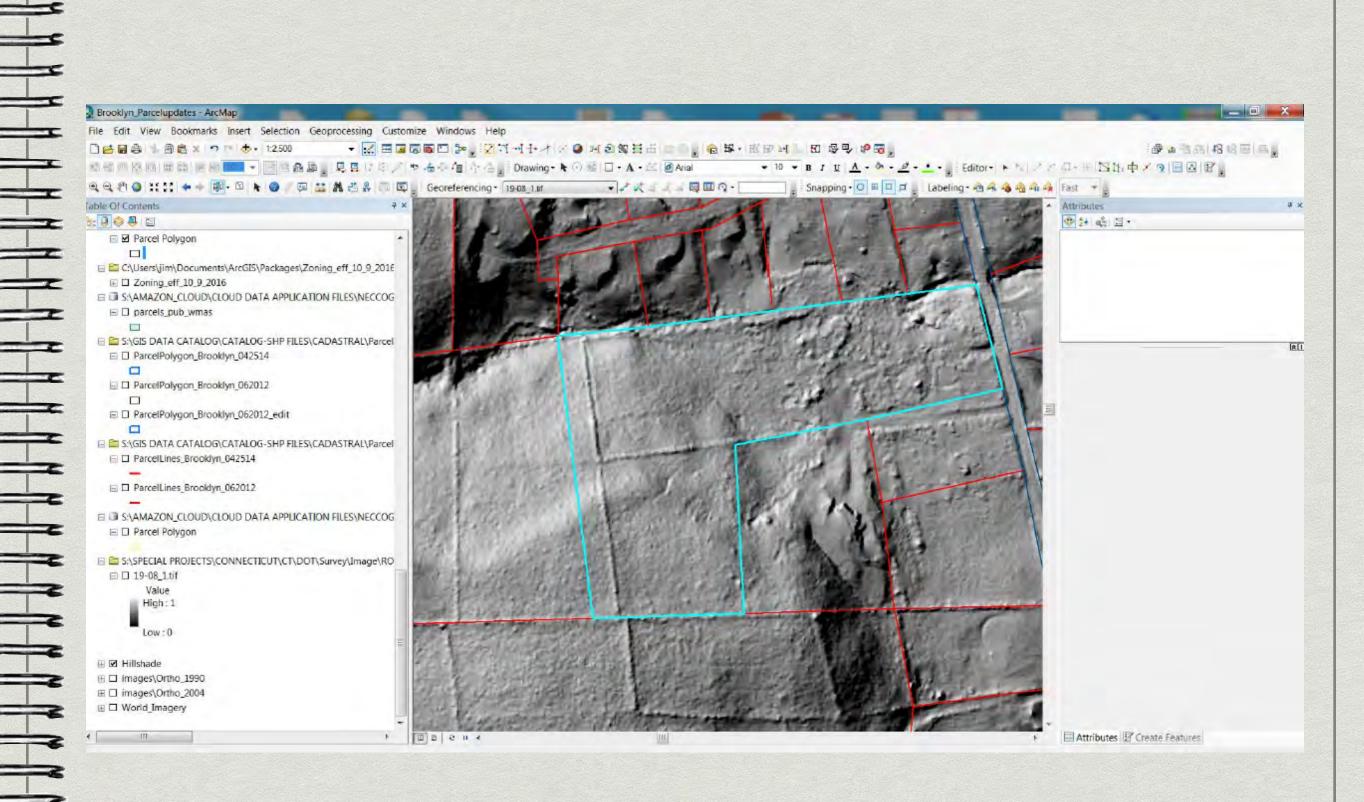
Concept Designs



Updating Assessor Maps



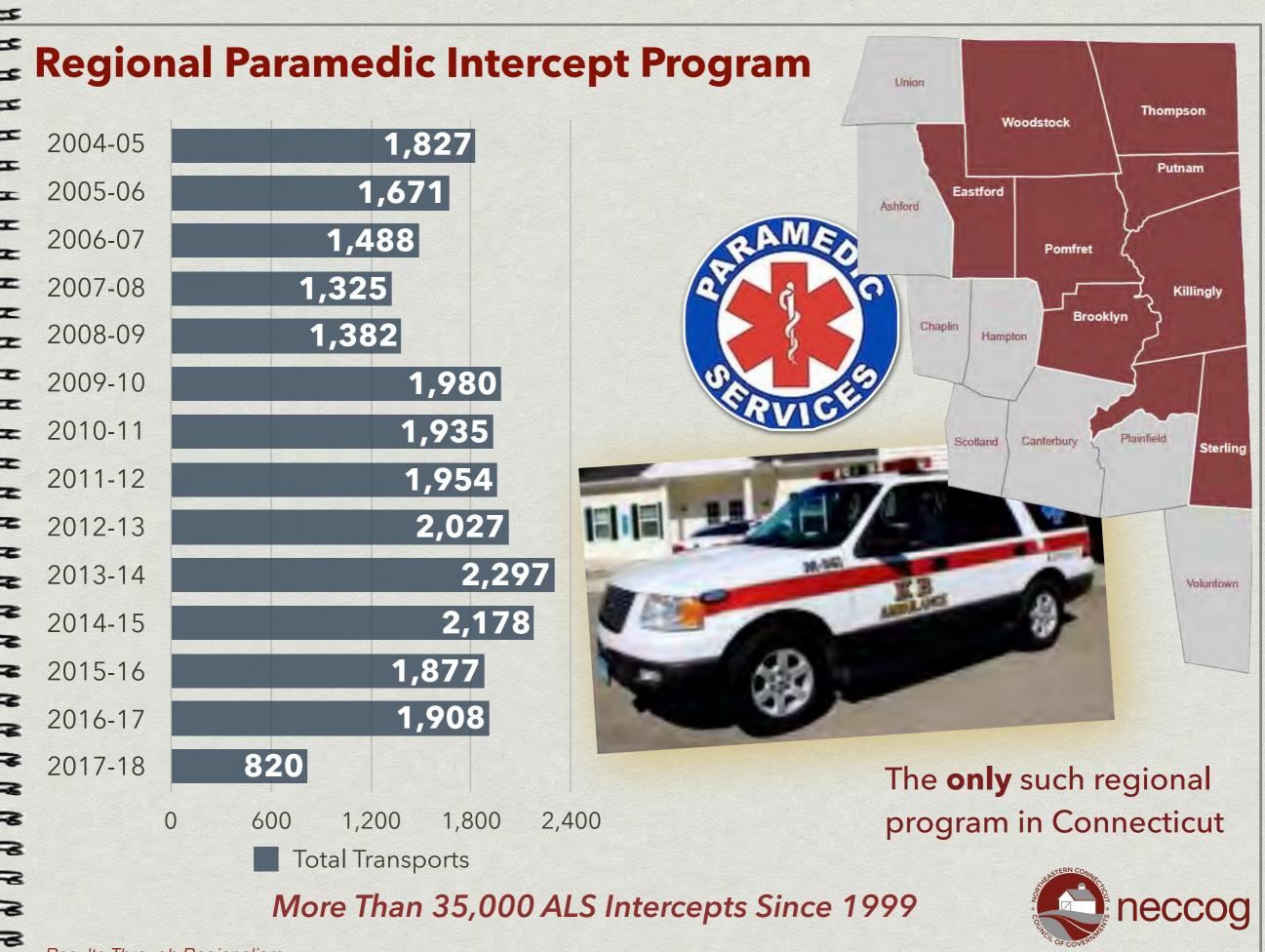






Programs and Projects: Public Safety





Pre-Hospital Emergency Care Study, Part II

\$100,000 RPI Grant



PRE-HOSPITAL EMERGENCY CARE ENHANCEMENT STUDY



Northeast Connecticut Council of Governments (NECCOG) Dayville, Connecticut



CONSULTANT REPORT

Pre-Hospital Emergency Care Enhancing Patient Care in Northeastern Connecticut, Part II



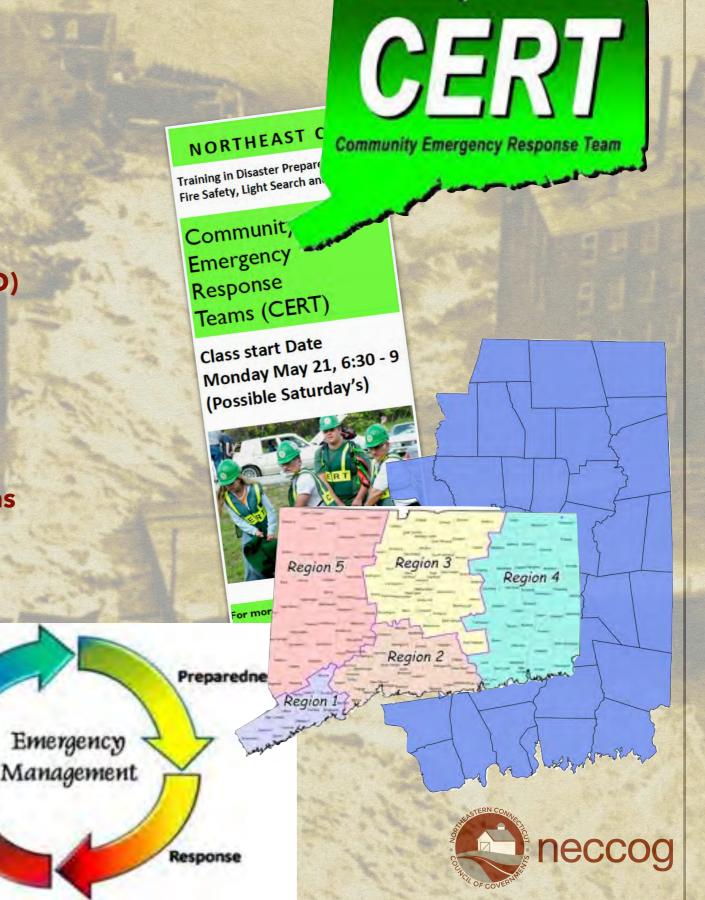


Emergency Management

- Paramedic Intercept Program
- Paramedic Intercept Study
- Natural Hazard Mitigation Program
- Emergency Management Director (EMD)
 Facilitation and Coordination
- Region IV Participation and Planning Functions
- Community Emergency Response Teams
 Training Coordination and Facilitation

Mitigation

Recovery



Northeastern Connecticut Natural Hazard Mitigation Plan

T

2

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Programs and Projects: Animal Services



- Animal Services Program Woodstock Chaplin Hamptor Canterbury Lebanon Sprague Franklin Begun in 2004 **Largest Regional Animal Services** Colchester Bozrah **Program in Connecticut Serving 18 towns** 24/7/365 Service Results Through Regionalism

Thompson.

Putnam

Killingly

sterlin

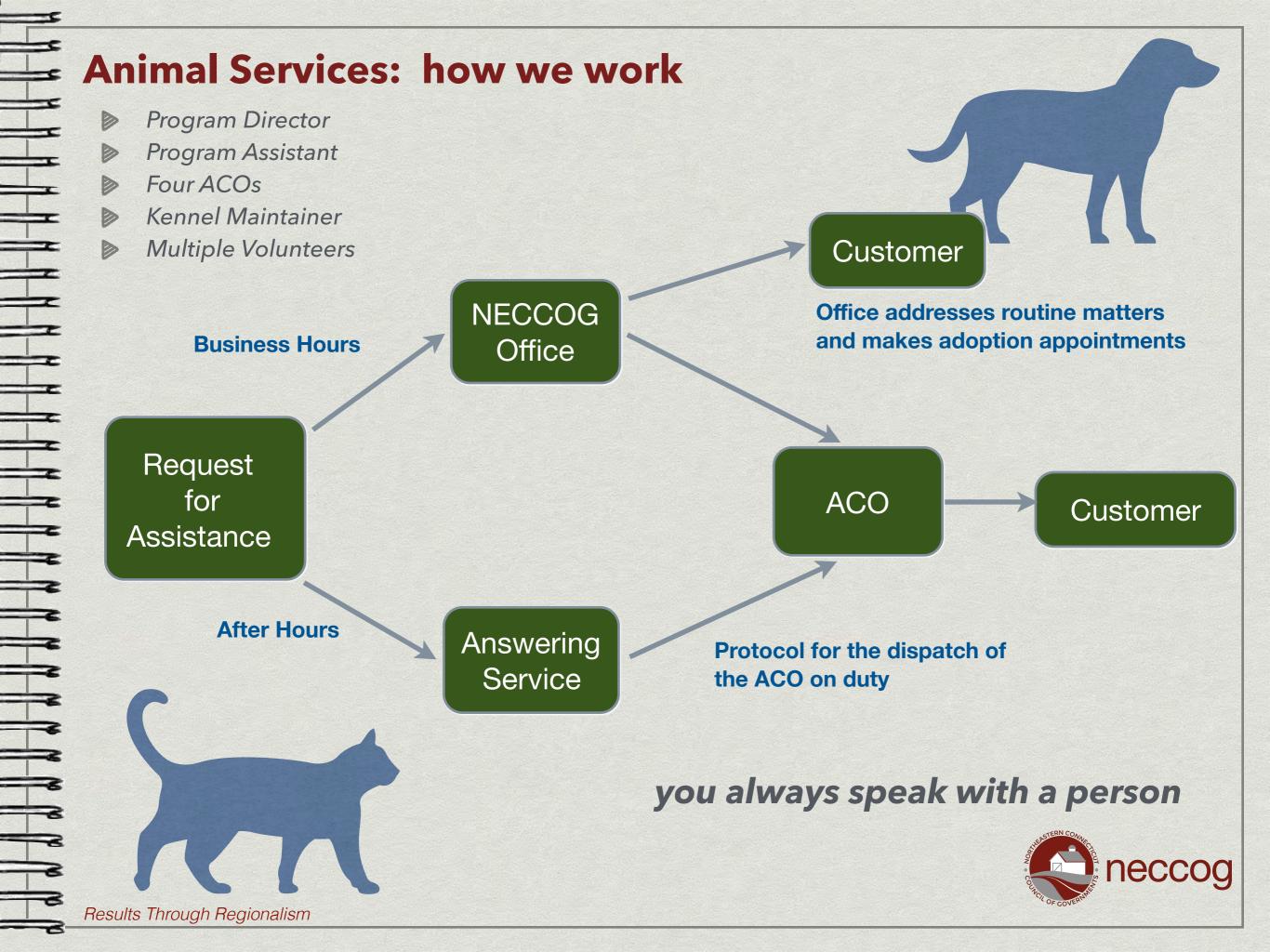
/oluntown

neccog

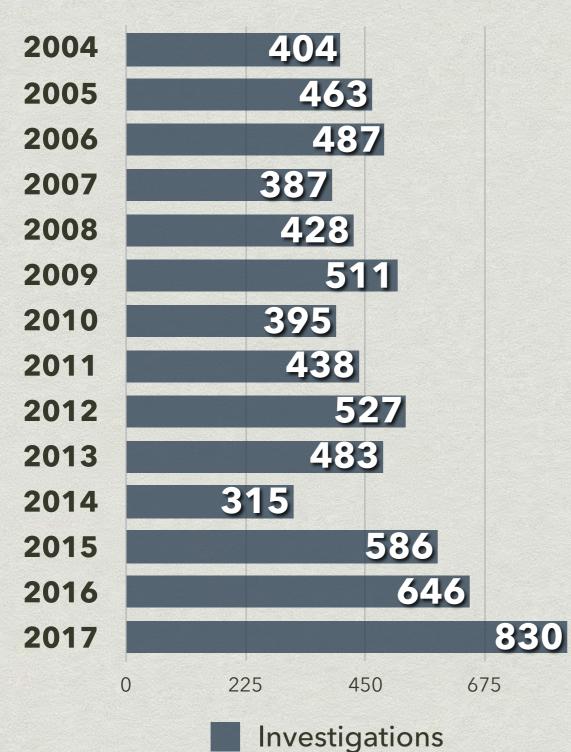
Pomfret

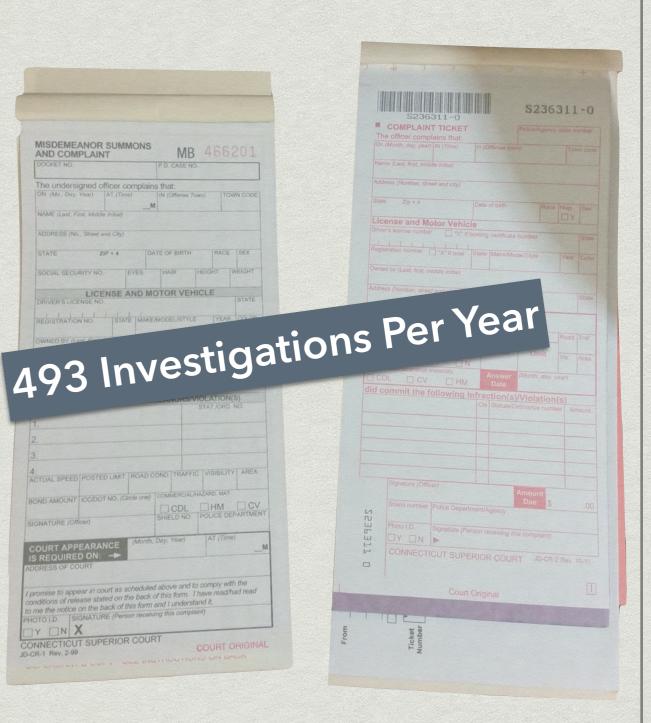
Brooklyn

Griswold



Investigations

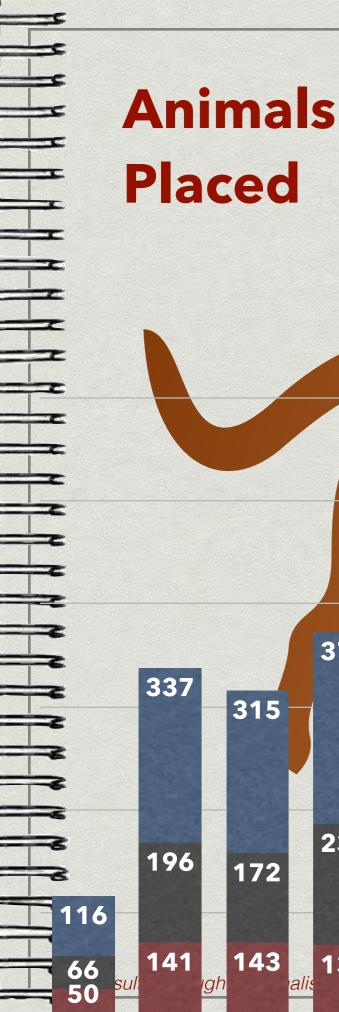




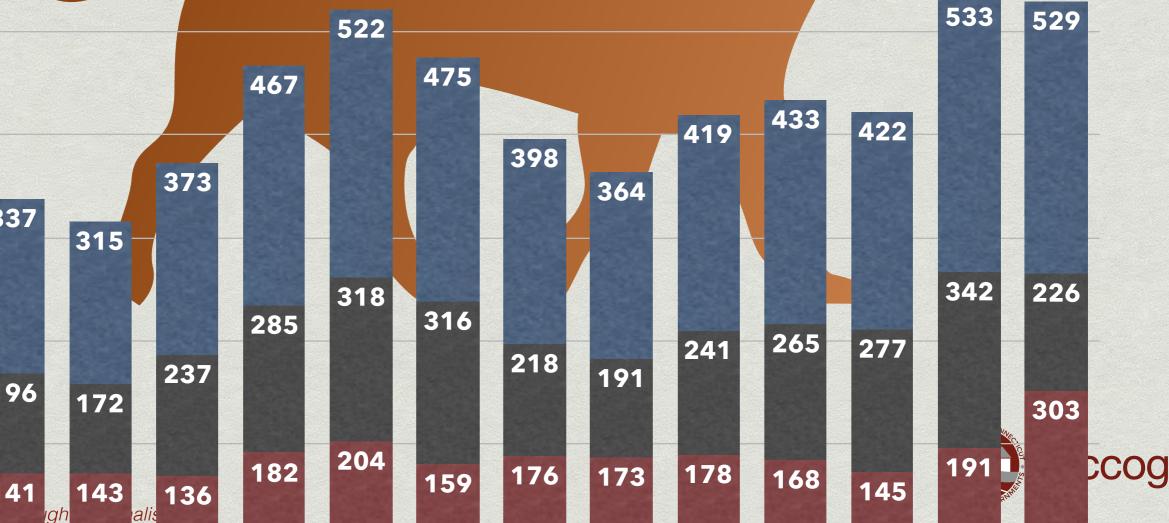








5,703 Animals Placed from August, 1 2004 through December 1, 2017 <u>NO</u> Animals Euthanized due to lack of space



olunteers

1644333555

WINTEER



NECCOG Trap, Neuter/ Spay, Release and Maintain Program

Began - December 2014 State RPI Grant - \$176,000 538 Feral Cats addressed 56 Colonies Now conducted on a fee basis at the request of participating towns

The average number of litters a fertile cat produces is one to two a year with the average litter being from four to six kittens. The range of cats that could result from just one of these feral cats is between 100 and 5,000 during a seven year period. This means that we may have already prevented the introduction of between 10,000 and 500,000 feral cats in a seven year period. While we cannot know for sure the exact number - high or low the impacts are significant.

The ONLY Regional TNR program in Connecticut



New Animal Services Facility

2016 RPI Grant \$608,000



Programs and Projects: Land Use





Land Use Assistance Examples

- Village District Act
- Scotland Plan of Conservation and Development
- Thompson Zoning and Subdivision Regulations
- Canterbury Plan of Conservation and Development
- Killingly Sand and Gravel Regulations
- Thompson Plan of Conservation and Development
- Woodstock Wetland Regulations
- Brooklyn Wetland Regulations
- Killingly Subdivision Regulations
- MMUDD Regulations for Killingly
- Thompson P&Z Training
- Woodstock Wetland Agency Training

- Killingly Subdivision Regulations
- Pomfret Build-Out Study
- Killingly Planner Assistance
- Eastford Plan of Conservation and Development
- Killingly Plan of Conservation and Development
- Putnam Zoning Regulations
- Ashford Subdivision Regulations
- Union Plan of Conservation and Development
- Brooklyn Planner Services
- Ashford Zoning Regulations
- Woodstock Plan of Conservation and development





Northeastern Connecticut Plan of Conservation and Development





Programs and Projects: Economic Development





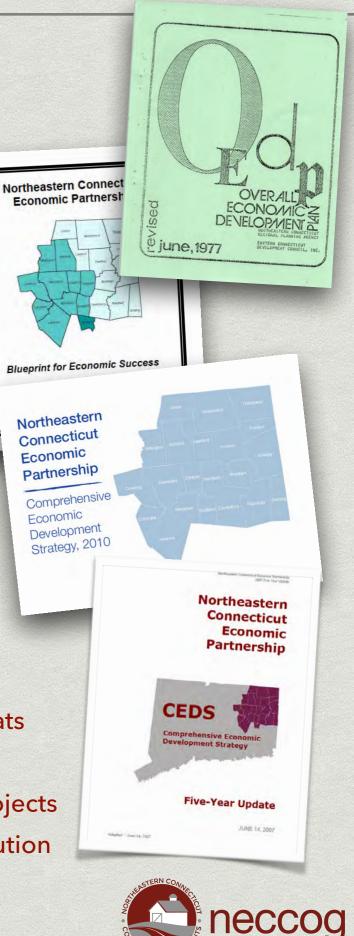
Northeastern Connecticut Comprehensive Economic Development Strategy 2017 – 2022



Analyzes regional conditions

DRAFT

- Identifies strengths, weaknesses, opportunities and threats
- Defines the vision, goals and objectives of the region
- Designs strategies to accomplish goals and identifies projects
- Provides a process for regional dialogue and CEDS evolution
- Enhances funding (federal and state) possibilities





Substitute House Bill No. 5383

Public Act No. 10-168

AN ACT CONCERNING REGIONAL ECONOMIC DEVELOPMENT.

Be it enacted by the Senate and House of Representatives in General Assembly convened:

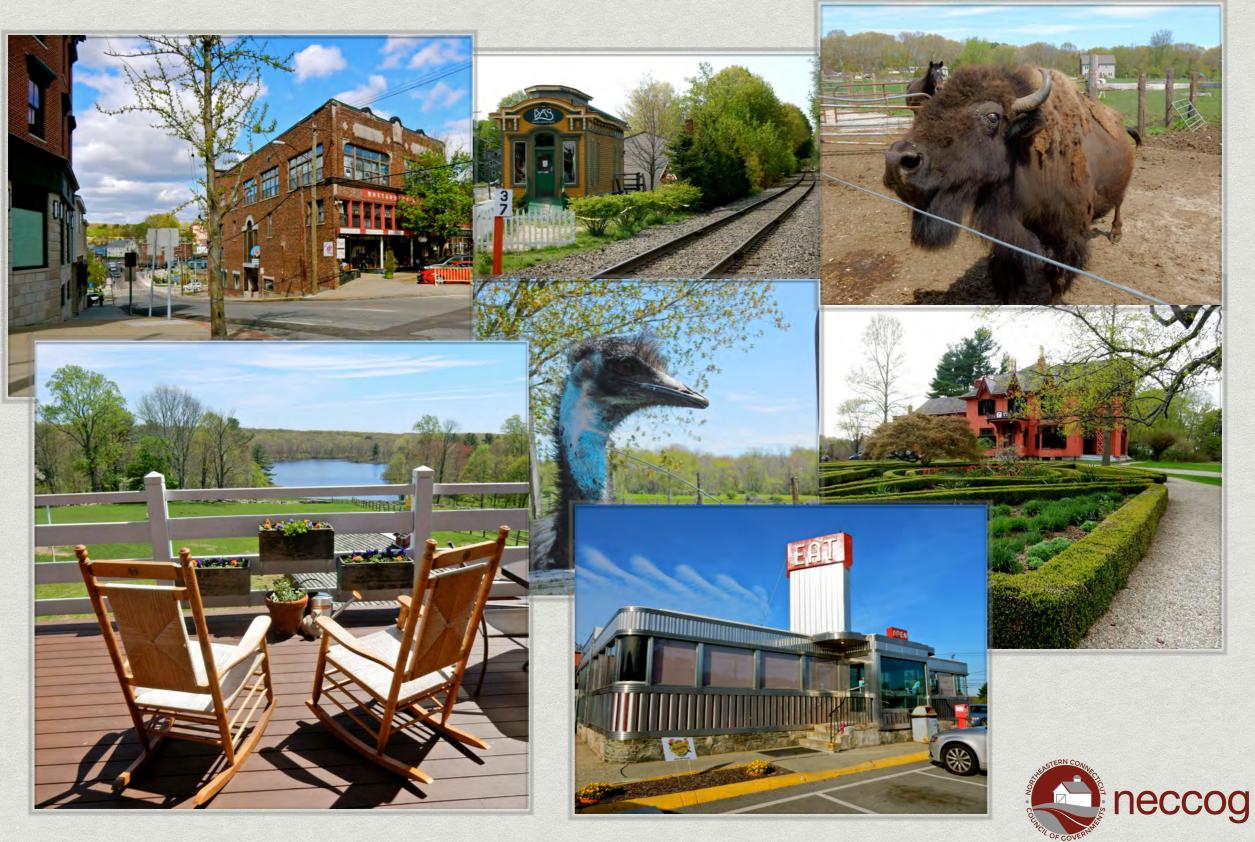
Section 1. (NEW) (Effective July 1, 2010) (a) In order to coordinate, implement and promote responsible economic growth and activities in this state, any of the following entities may, after approval by the Commissioner of Economic and Community Development, the Secretary of the Office of Policy and Management and the Assistant Secretary of Economic Development of the United States Department of Commerce, either individually or in conjunction with one or more other such entities, establish a regional economic development district for the purposes of sections 2 to 5, inclusive, of this act and sections 32-10, 16a-27 and 8-35a of the general statutes: (1) A regional economic development commission formed under section 7-137 of the general statutes; (2) any organization that has a strategy that would meet the requirements of section 2 of this act and has been approved by the Assistant Secretary of Economic Development of the United States Department of Commerce; (3) a corporation exempt from federal income tax under Section 501(a) of the Internal Revenue Code of 1986, or any subsequent corresponding internal revenue code of the United States, as amended from time to time; (4) another regional economic development commission or corporation formed under any other This act allows regional planning and economic development organizations to propose regional economic development districts (REDDs) that the governor designates, prepare strategies to develop them, and apply for state and federal economic development funds. The act specifies criteria for drawing district boundaries and procedures for preparing, reviewing, and approving strategies.

The procedures require proposed districts and strategies to be approved by the Department of Economic and Community Development (DECD) commissioner and Office of Policy and Management (OPM) secretary. After these agencies approve a strategy, the district may submit it to the U. S. Department of Commerce for approval and apply for and receive federal funds.



Northeastern Connecticut: The Quiet Corner Growing Louder

by MALERIE YOLEN-COHEN on MAY 8, 2017



2016 OFFICIAL FALL/WINTER VISITORS GUIDE







FIRE

Autumn Adventures

Winter Wonderlands



Programs and Projects: Transportation



T

Transportation

- Unified Plan of Work
- Long Range Transportation Plan
- Road Projects
 - Rural Collector ProgramWorcester Urban AreaEnhancement programBridge program
- STIP/TIP: transportation improvement plan
- Trails
- Route 169 National Scenic Byway
- Traffic Counts
- Pavement Condition Inventory
- Functional Classifications Update





Long Range Transportation Plan



ortheastern Connecticut Council of Governments itle VI Non-Discrimination and _imited English Proficiency Plans Ashford, Brooklyn, Canterbury, Chaplin, Eastford, Hampton, Killingly, Plainfield, Pomfret, Putnam, Scotland, Sterling, Thompson, Union, Voluntown and Woodstock



125 Putnam Pike, Dayville, CT 06241 Phone: 860-774-1253 Fax: 860-779-2056 email: neccogodifices@neccog.org web site: neccog.org



Northeestern Connecticut Council of Governments Public Participation Plan Nahford, Brooklyn, Canterbury, Chaplin, Eastford, Hampton, Killingly, Plainfield, vortet, Putnam, Scotland, Sterling, Thompson, Union, Voluntown and Woodstock

> 125 Putnam Pike, Dayville, CT 06241 Phone: 860, 774, 1253 Fax: 860-779, 2056 amail: <u>Decoordinant/restructor.ord</u> web site: <u>Decoordinant/restructor.ord</u>

Results Through Regionalism

Collector Program

Collectors serve a critical role in the roadway network by gathering traffic from Local Roads and funneling them to the Arterial network. Within the context of functional classification, Collectors are broken down into two categories: **Major** Collectors and **Minor** Collectors. In the **rural environment**, Collectors generally serve primarily intra-county travel (rather than statewide) and constitute those routes on which (independent of traffic volume) predominant travel distances are shorter than on Arterial routes.

\$538,000 - Worcester Urban Collector Funds
 \$1.2 million Rural Collector Funds

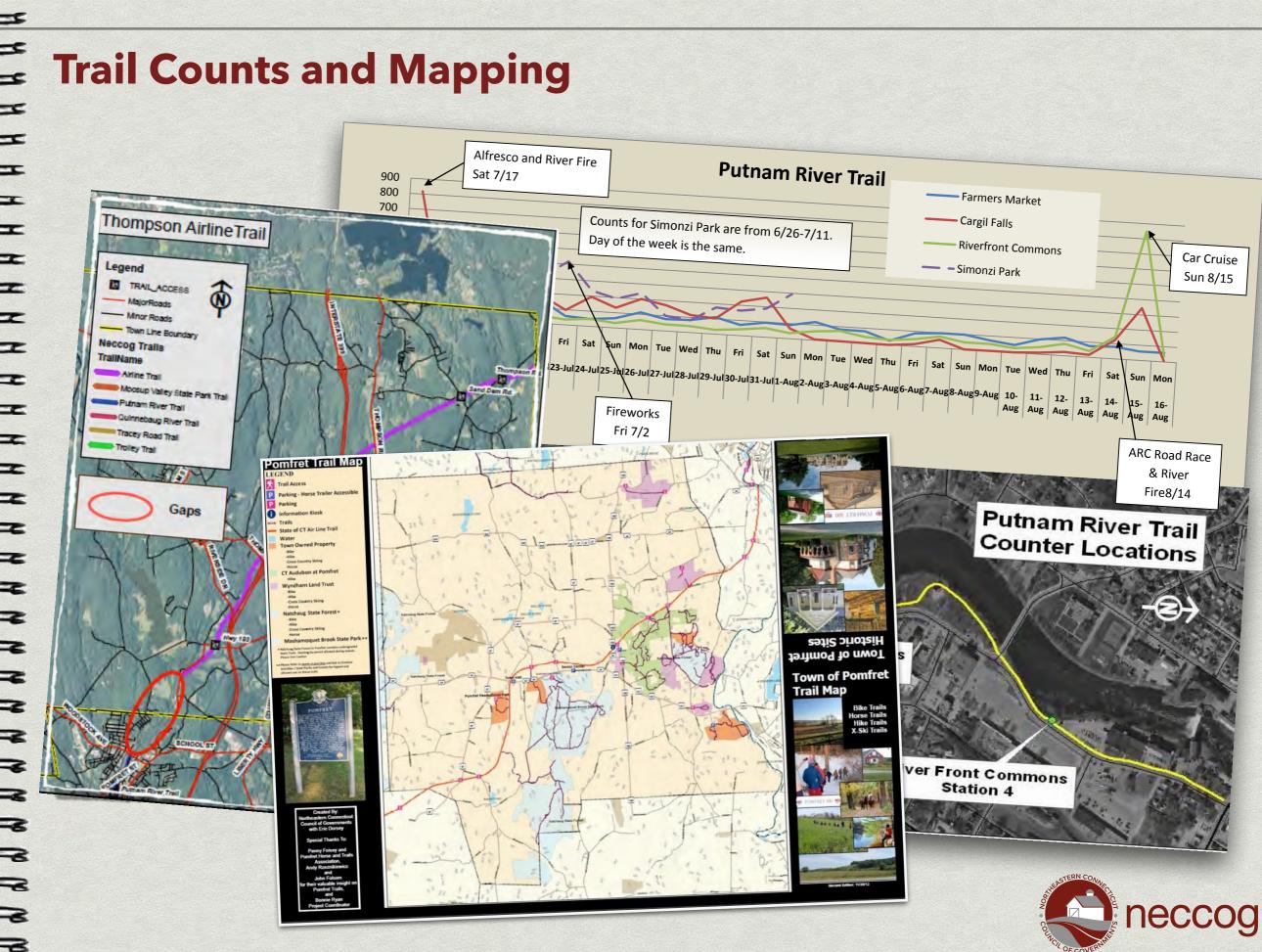


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Results Through Regionalism

Traffic Counts Demain

Northeastern Connecticut Council of Governments

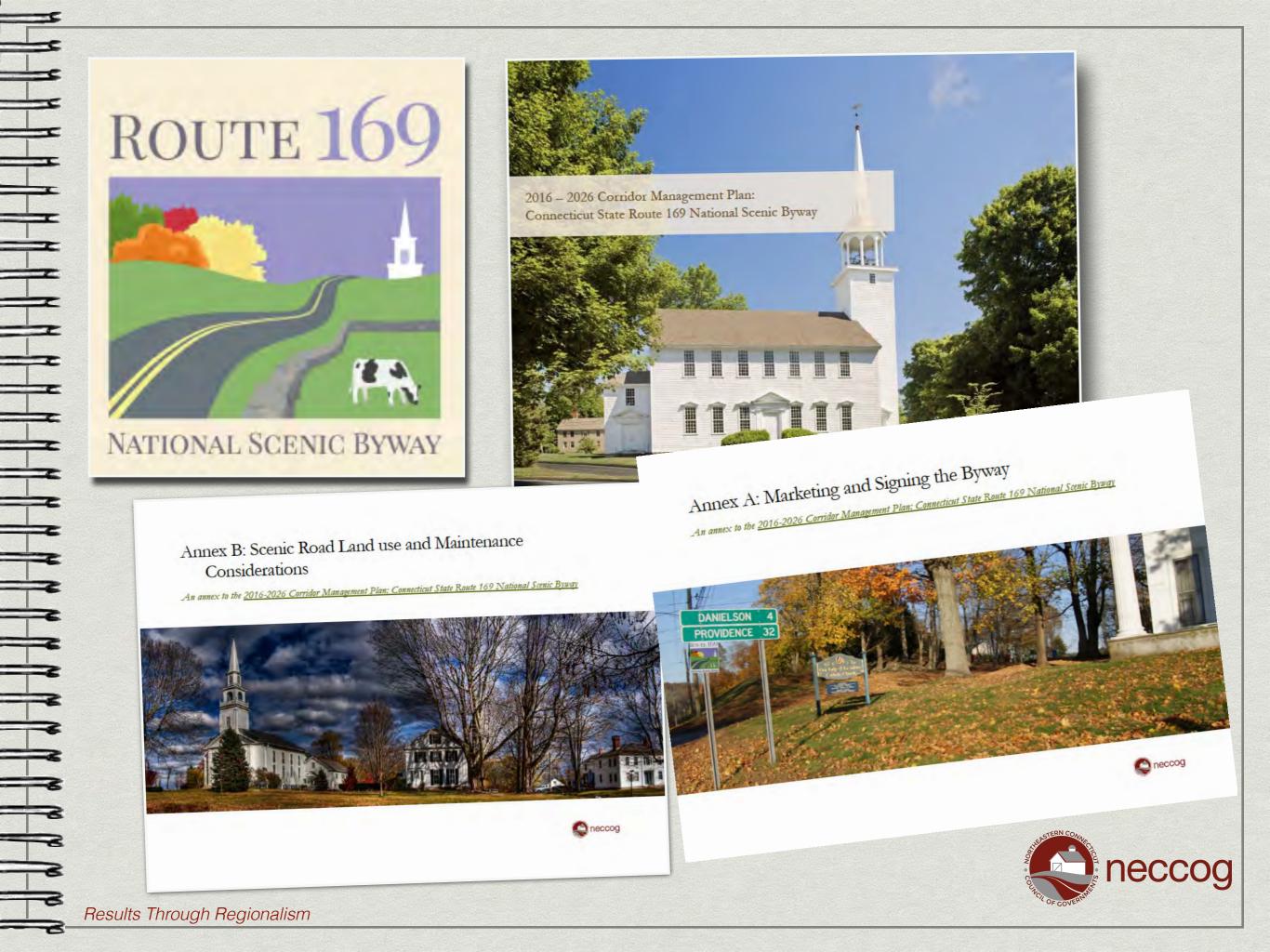
Traffic Volume Report

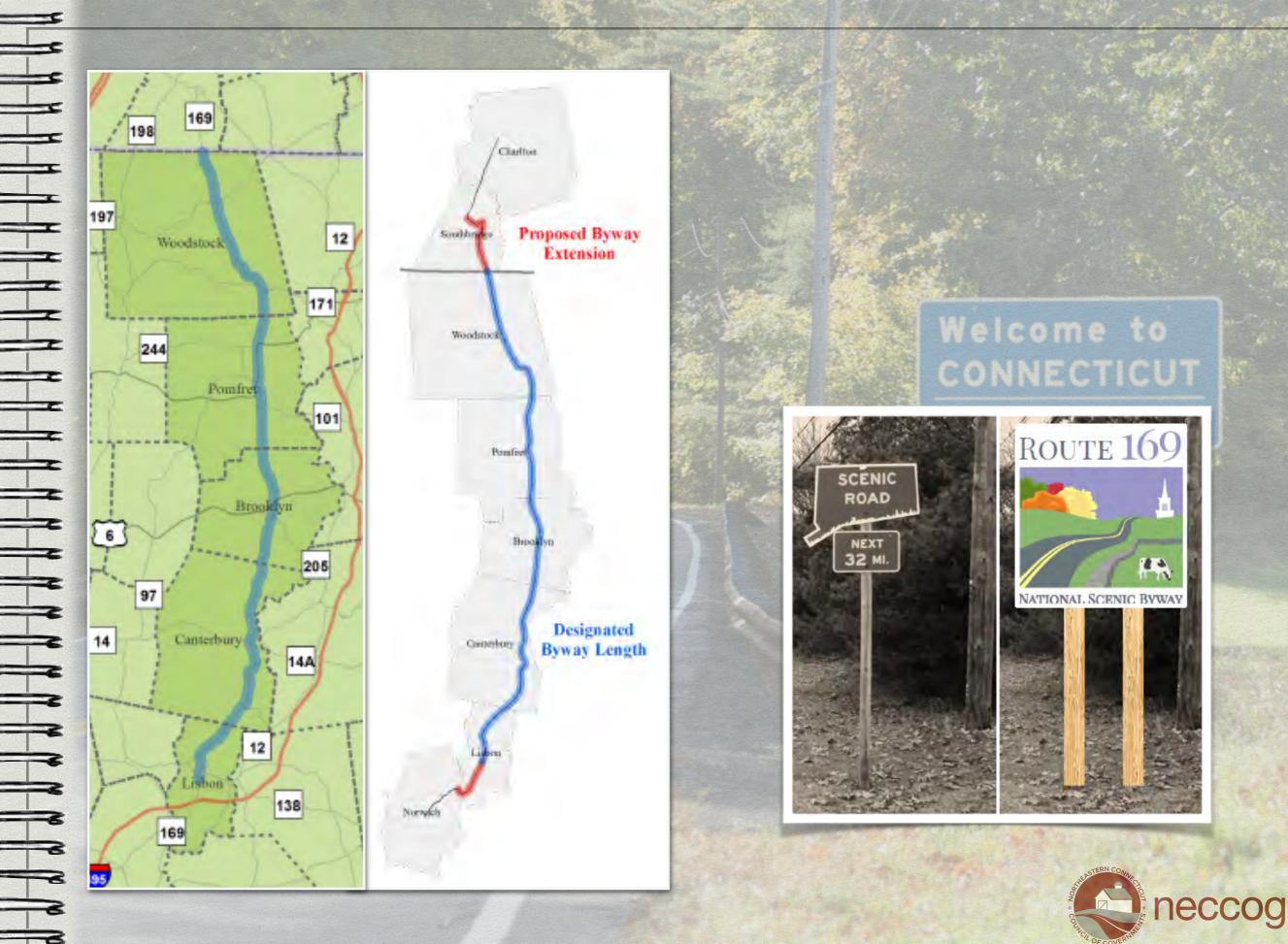
River Rd, Sterling CT

Date Start: 10-Apr-12 Date End: 16-Apr-12 Site Code: 10-Apr-12 Start 11-Apr-12 12-Apr-12 13-Apr-12 14-Apr-12 15-Apr-12 16-Apr-12 Week Time Mon Thu We Fri Sun Average 12:00 AM 01:00 02:00 03:00 04:00 05:00 06:00 07:00 16 13 15 10 08:00 10 15 10 10 9 13 10 09:00 6 14 11 10:00 13 14 7 8 9 9 11:00 15 12 10 11 15 17 13 12:00 PM 13 17 12 11 10 14 11 11 01:00 6 10 12 21 11 12 02:00 11 13 12 9 15 11 11 **14** 10 9 21 15 03:00 9 20 12 14 04:00 24 12 15 11 14 05:00 10 9 14 16 10 11 10 10 11 06:00 18 11 10 11 07:00 2 6 15 5 08:00 11 09:00 2 10:00 11:00 157 95.7% 07:00 165 100.6% 154 93.9% 177 107.9% 166 101.2% 178 166 Total <u>101.2%</u> 07:00 108.5% Percentage AM Peak 07:00 07:00 10:00 09:00 11:00 Vol 16 13 15 10 14 16 17 PM Peak 16:00 15:00 18:00 13:00 15:00 13:00 16:00 Vol. 24 14 ADT 166 14 21 AADT 166 21 17 21 ADT/AADT

Roads and Trails







Results Through Regionalism

3-



Northeastern Connecticut Transit District

Administered by NECCOG

Deviated Fixed Route Service for Brooklyn, Killingly, Putnam and Thompson

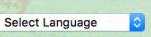
Elderly/Disabled door-to-door for Brooklyn, Canterbury, Eastford, Killingly, Plainfield, Pomfret, Putnam, Thompson and Woodstock





Northeastern Connecticut Transit District

| Home About Title VI & Other District Policies Cont |
|--|
|--|



Powered by Google Translate

Providing Public Transportation to Northeastern CT

- NECTD Updates
- Routes & Schedules
 - Types of Service
 - How to Ride
- Request / Schedule Rides 🗧
- Proposed Plainfield Route
 - Mobility Devices
 - Bicycles
 - Safety & Security
- Snow / Holiday Closures
 - No Show Policy
 - Accessibility
 - Advertising Info
 - Employment
 - RFPs and RFQs
 - Transportation Links
 - FAQs -

CONTACT US

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125 Putnam Pike, PO Box 759 Dayville, CT 06241 Tel: 860-774-3902 Email: **rides@nectd.org**



Routes & Schedules

View bus route maps and schedules to plan your trip.

Types of Service

We offer deviated fixed route and dial-a-ride for elderly and disabled persons.

How to Ride

Information about fares, bus stops, and more.

About Northeastern Connecticut Transit District

The Northeastern Connecticut Transit District is the public transportation provider for northeastern Connecticut, available for all residents and visitors to our region. We serve the towns of Brooklyn, Canterbury, Killingly, Putnam, Thompson, Eastford, Plainfield, Pomfret, Woodstock, and Union.

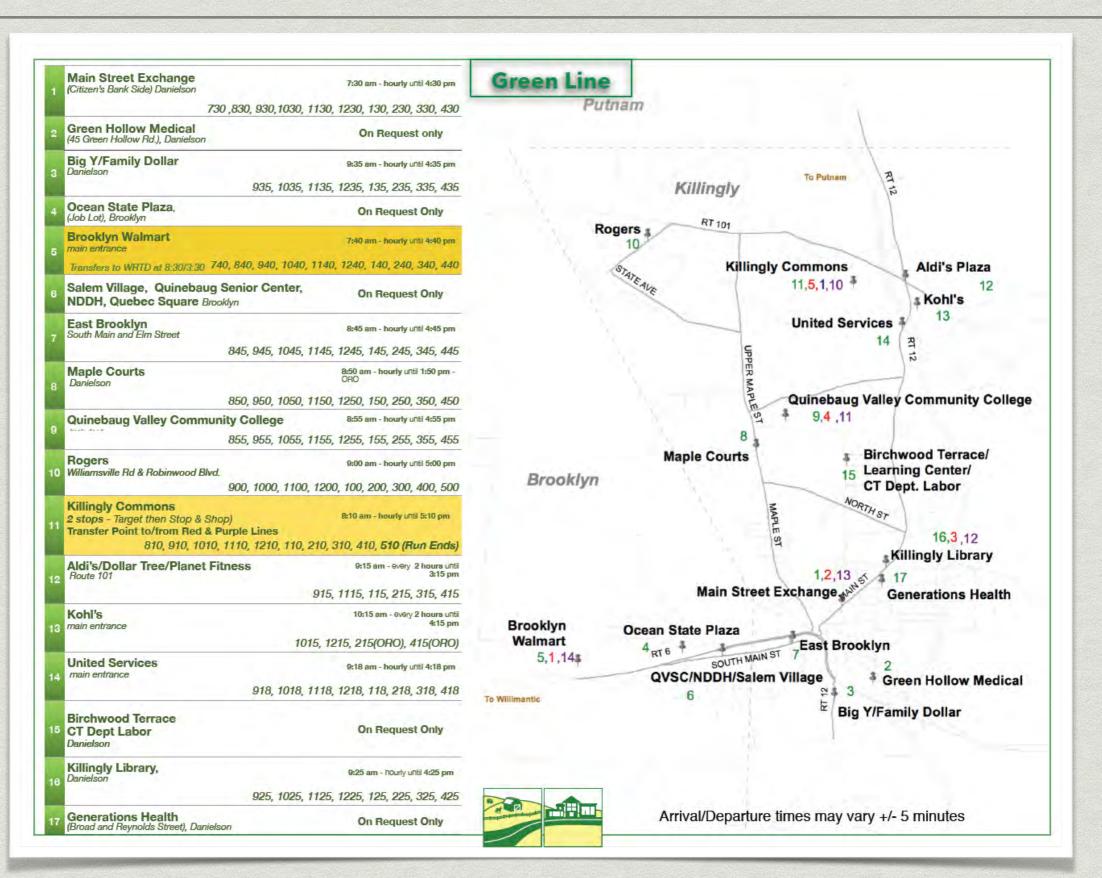
The District provides two **types of service**: deviated fixed route and dial-a-ride for elderly and disabled persons. The deviated fixed route service operates Monday - Sunday with various scheduled stops located throughout the service area. The elderly and disabled service, which provides door-to-door service, is also available seven days per week by reservation with NECTD.



CT Web Designers: Brown Bear Creative

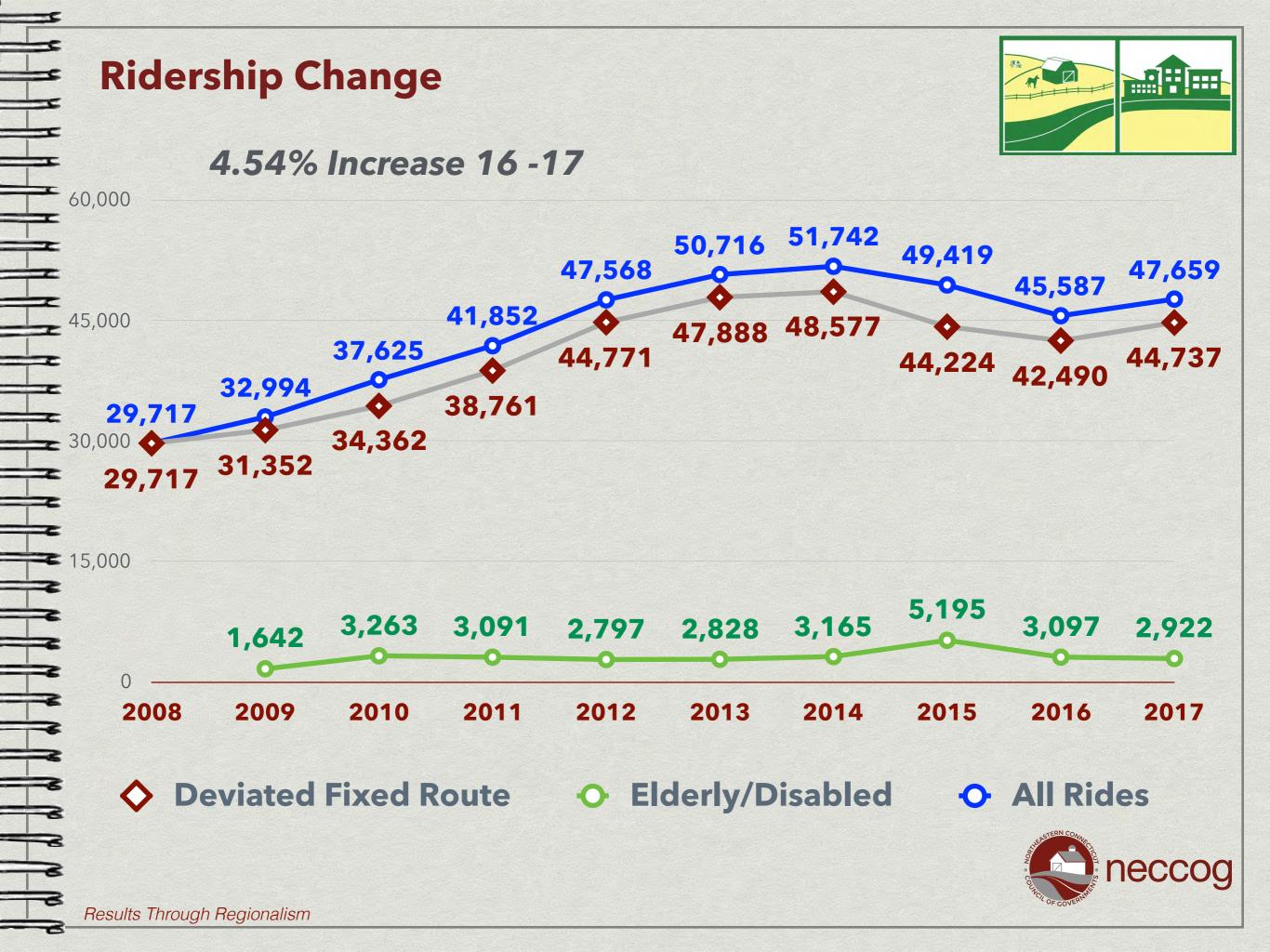
nectd.org







Results Through Regionalism





Why do you use the bus?

33% of riders use it to get to employment

appointments

66% of riders use it to complete errands

59% of riders use it to get to medical



How often do you use the bus? About 20% of riders take the bus daily 25% of riders take the bus a few times a week

<image>

80.3% of respondents Do Not have access to a vehicle Half the respondents have not had the fare money to ride the bus



Results Through Regionalism

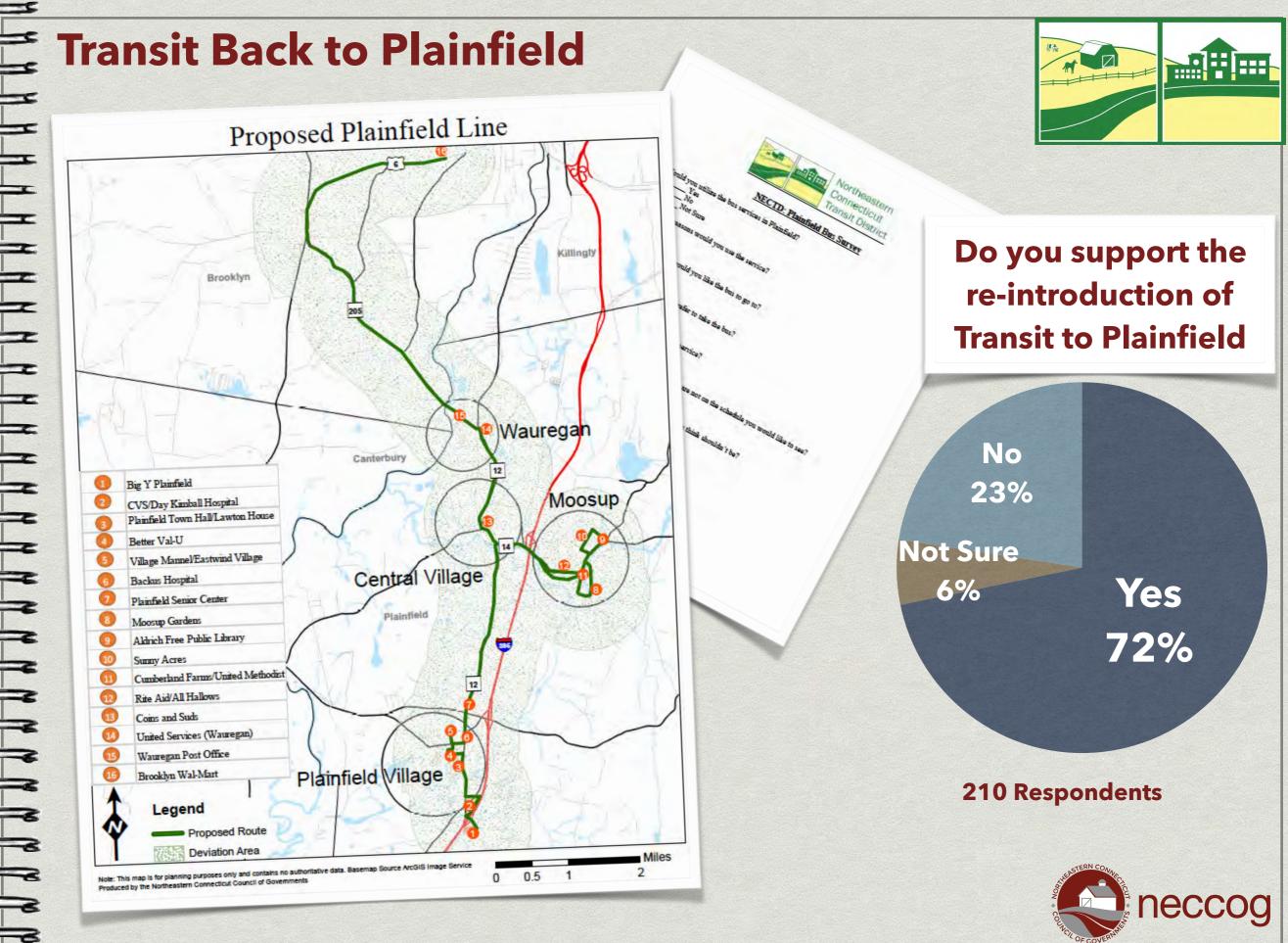
Limited interregional transportation – Just 2 runs daily between Windham and Brooklyn

No Commercial Bus Service

Limited Public Transportation – no service from 6:00 pm to 7:00 am

Plainfield, the Region's 2nd Largest Town has no general public transportation





Results Through Regionalism

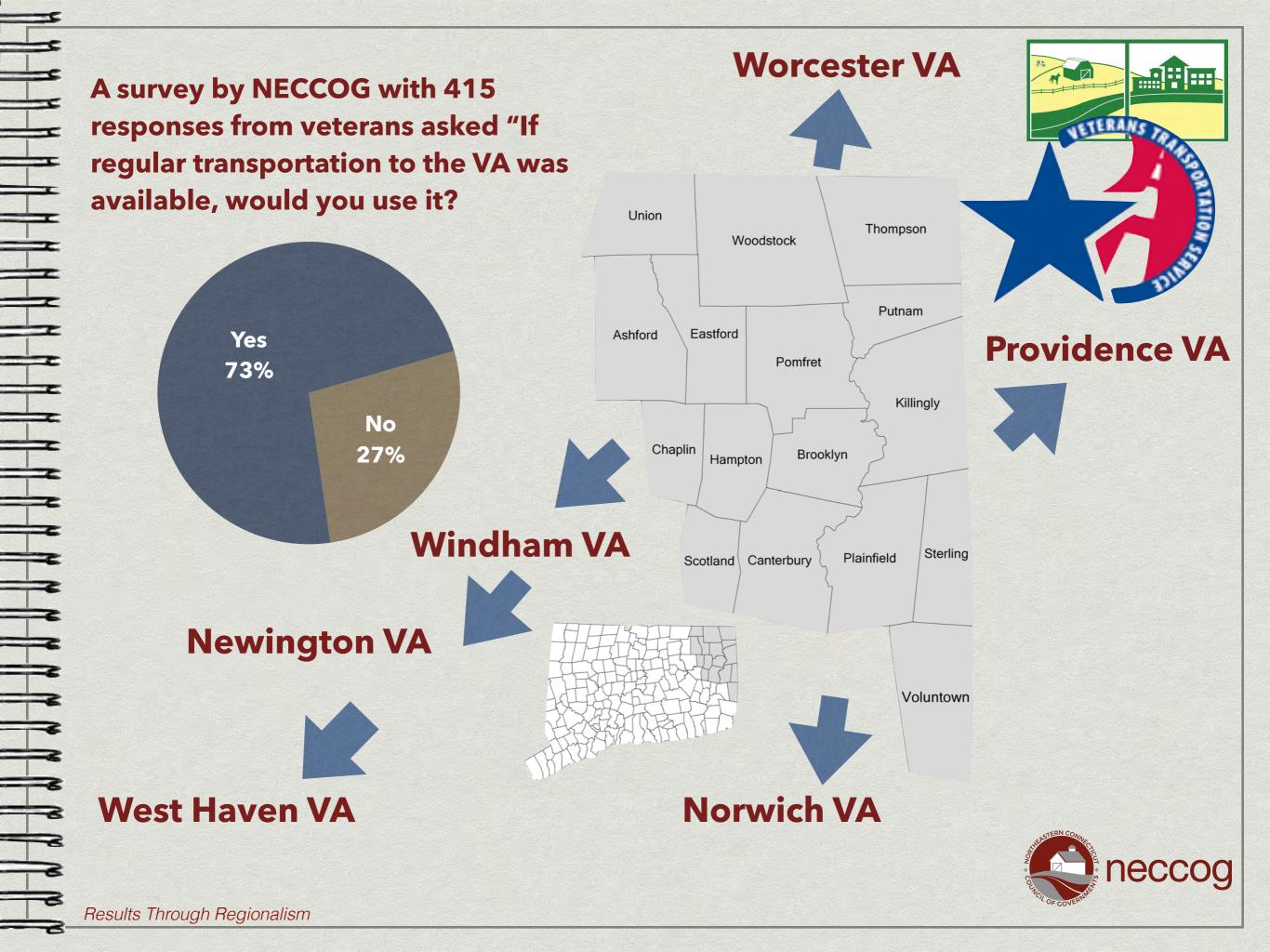
Establishing bus service to Massachusetts



neccog

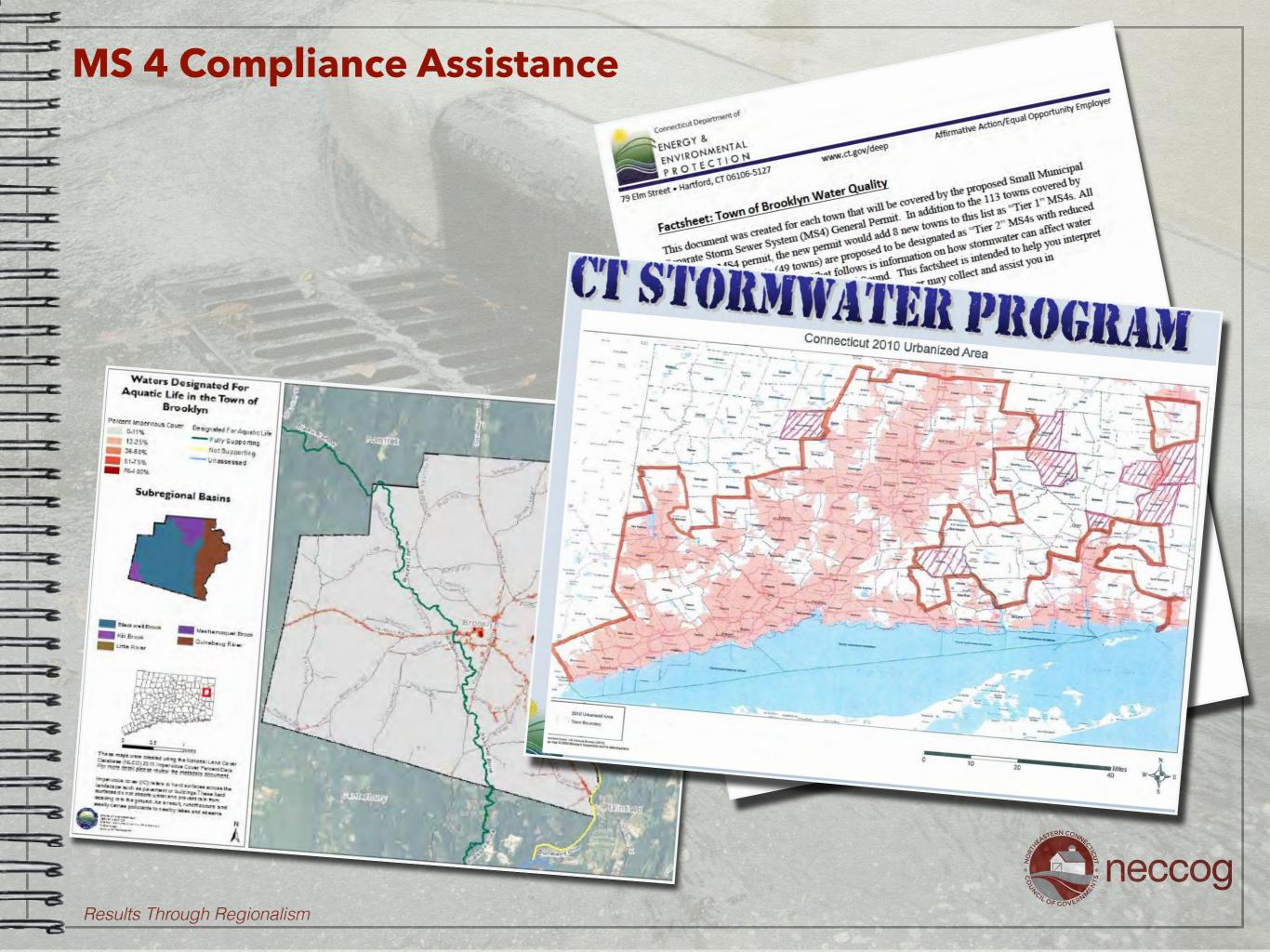
Results Through Regionalism

5



Programs and Projects: New Initiatives





Regional Household Hazardous Waste Facility

\$750,000 RPI Grant - This will be the only indoor HHW Facility and will operate year-round

FERTILIZER

RECYCLE

Regional Human Services Advocate

The current complex, fragmented and often uncoordinated landscape of human service providers/services can waste public resources and create barriers for people who need assistance-particularly disadvantaged individuals who because of age, disability or income cannot easily access these services or navigate through the maze of providers. The large number, diversity and dispersion of human service programs can create service duplications in some areas and gaps in others, underutilization of resources and customer inconvenience. Funding shortfalls, policy and implementation failures, and lack of coordination can leave many who need services with few or no options. At one time each of the respective town halls in the NECCOG region had a social services director or similar person to act was a local advocate or ombudsman for residents seeking assistance. With the so-called welfare reform of the 1990s those local services have been eliminated. However, the needs have not gone away.

This initiative would put in place a regional ombudsman to assist people in need navigate the social service system.



Regional Land Use Inspection

Program Goal:

• To provide a consistent, prompt and affordable plan reviews and inspections

Each NECCOG town has responsibility to enforce its respective land use regulations. Currently, with the exception of Plainfield and Killingly, each of the 16 towns enforcement and inspection for land use is a part-time task. The number of hours varies from town to town and some towns have this person assigned to other responsibilities - such as town planner functions. Land use activities are, while in general slower than they were in recent years are routine and must be attended to in a timely, knowledgeable and professional manner. Professional training, while not required (at this time) is available for each land use inspection/enforcement role. The Connecticut Association of Zoning Enforcement Officials (CAZEO) has a certification program administered through the Center for Public Policy and Social Research at Central Connecticut State University.



Back-Office Functions Study

The Region's 16 towns are mostly small; with limited staffing. Despite the size of the town or it's staffing, the responsibilities of these towns to maintain financial records, conduct payroll, address human resources, conduct auditing, addressing legal issues - including contracts, RFPs and handling IT needs are universal. The majority of the Region's towns, due to their size and limited budgets, lack the critical administrative infrastructure and expertise to optimally address these ongoing municipal functions and responsibilities. This is further exacerbated by the ongoing fiscal strain on local budgets. Regional or shared back office management/services could assist in and/or correct the current situation and lead to increased regional consistency in functions, better customer service - allowing for opportunities for shared resources and information to be identified and pursued.

• The study, has as its basis, the examination of established municipal functions and how such functions may be improved (monetarily and functionally). The study results will answer the question as to whether or not a regional back-office approach will achieve economies of scale.



Regional Assessor Evaluation/Study

Currently, property tax assessment is addressed on a town by town basis. Each town has its own assessor (although it is not uncommon for the same person to serve as the assessor for more than one town). A town assessor is responsible for the discovery, listing, and equitable valuation of all real and personal property (real estate, personal property and motor vehicles) within the a given town in accordance with Connecticut State Statutes for the annual generation of the Grand List. The Office preforms a range of statutorily mandated functions that necessitate the retention of a highly qualified individual. Most, if not all, of the actions of this office are dictated by statute. The Assessor must be certified to sign the Grand List and must realize fifty hours of training every five-years for re-certification. The assessor administers state and local programs of tax relief, apply exemptions as permitted by state law and assist the public. On an ongoing basis, the Assessor maintains and updates a wide range of records and as such must have a strong command of electronic document management.

• The goal is to examine and assess administration structure, centralized and managed at the regional level, through NECCOG, as well as a system that maintains the current structure while enhancing consistency and expanding collaborative efforts between municipalities.



Regional Veteran's Advocate

Each town is required to have a person to serve as a veteran advocate. While each town has such a person, most have limited hours and many are not fully aware of the benefits available to veterans and the avenues to secure those benefits. Within the NECCOG region there are approximately 10,000 veterans. Based on a recent survey by NECCOG a large percentage of the respondents were either unaware or not able to access VA services. NECCOG's proposal is to employ a full-time veteran's advocate that is readily accessible and knowledge to more fully serves our region's veterans.

A survey by NECCOG with 415 responses from veterans asked "If regular transportation to the VA was available, would you use it?

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Yes

73%



No

27%

Forest and Open Space Resource Management

Within the sixteen towns of NECCOG there is considerable average or forest and open space lands that our towns have invested public resources to acquire and protect. Unfortunately, few of these resources have attached to them any form of management strategy to maintain them in an optimum state for the resource protection value and the protection of the public investment. Connecticut's stated mission for forest stewardship is: " PUBLICLY OWNED FORESTLANDS ARE VARIOUSLY MANAGED TO PROMOTE CLEAN AIR, WATER, AND SUSTAINABLE ECOSYSTEMS, PROTECT UNIQUE AND FRAGILE AREAS, MODEL SOUND FOREST MANAGEMENT TECHNIQUES, PROVIDE A VARIETY OF FOREST PRODUCTS, AND OFFER MANY TYPES OF RECREATIONAL ACTIVITIES. Urban forests are managed to enhance the quality of life in Connecticut communities. Retention of large tracts of forestlands is ensured through supportive public and private programs and policies." A key issue or impediment identified by the DEEP is the "Lack of towns practicing forest management."

 Program goal is to develop and implement resources management plans for the Region's municipally owned forest and open lands constant with the DEEP's forest management plan and the State POCD



125 Putnam Pike





NECCOG - Budget in Detail

| ltems | Projected |
|----------------------------------|-------------|
| | Revenues |
| Local Assessments | \$90,660 |
| State Grant In Aide | \$125,850 |
| Transit Management | \$130,000 |
| Animal Services | \$334,625 |
| GIS Basic Services | \$19,449 |
| Transportation Planning | \$158,625 |
| Regional Election Monitor | \$11,111 |
| RPIP Study Pre-Hospital Planning | \$100,000 |
| Emergency Management Planning | \$16,000 |
| Engineering Program | \$88,055 |
| Professional Fees for Service | \$25,000 |
| Paramedic Intercept Program | \$192,850 |
| Regional Revaluation | \$179,644 |
| All Revenues | \$1,471,869 |

| Items | Projected | |
|--|-----------|--|
| Personnel, Taxes, Fringe | \$650,000 | |
| Insurance (WC and LAP) | \$22,000 | |
| Professional Fees (legal,audit,CPA) | \$45,000 | |
| Rent | \$2,500 | |
| Advertising | \$3,500 | |
| Office Supplies | \$22,000 | |
| Telephone/Internet | \$10,000 | |
| Membership Fees | \$3,500 | |
| Project/Meeting Expense | \$10,000 | |
| Books/Publications/Software | \$2,500 | |
| Postage | \$3,500 | |
| Website Maintenance | \$2,000 | |
| Paramedic Program | \$192,850 | |
| Animal Control (non-payroll | \$131,000 | |
| Regional Revaluation | \$179,644 | |
| RPIP Expenses | \$100,000 | |
| GIS License and Maintenance | \$35,000 | |
| Travel/Conferences/Professional Development | \$10,000 | |

All Expenses





Combined Budget

| Items | Projected Revenues | Items | Projected Expenses |
|--------|---------------------------|--------|---------------------------|
| NECCOG | 1,471,869 | NECCOG | 1,424,994 |
| NECTD | 660,112 | NECTD | 659,700 |
| Total | \$2,131,981 | Tota | \$2,084,694 |

31 staff members



Regional collaboration becomes compelling when people recognize that they are **more likely to achieve their interests by working together than by acting independently**.

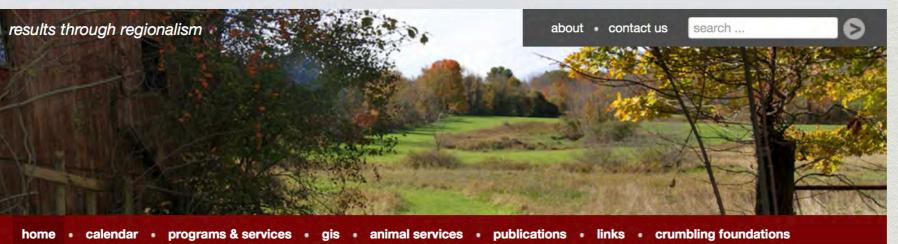






northeastern connecticut council of governments

ashford • brooklyn • canterbury • chaplin • eastford • hampton • killingly • plainfield • pomfret • putnam • scotland • sterling • thompson • union • voluntown • woodstock



northeastern connecticut council of governments

Northeastern Connecticut Council of Governments (NECCOG), a state leader in the innovation, development, advocation and application of regionalism, is a 16-town regional council of governments founded in 1987. NECCOG is a chief-elected official driven — organized forum for the member towns to discuss, facilitate and develop responses to issues of mutual concern. NECCOG's member towns are **Ashford, Brooklyn, Canterbury, Chaplin, Eastford, Hampton, Killingly, Plainfield, Pomfret, Putnam, Scotland, Sterling, Thompson, Union, Voluntown** and **Woodstock**. Each municipality is represented by their respective chief-elected official. NECCOG is statutorily authorized, but has no regulatory power.

NECCOG is focused on achieving results for our member towns through regionalism — offering a range of voluntary – member initiated programs and services — depending on the collective and/or individual needs of our member towns. These programs include: transportation planning and project assistance; engineering; land use planning and regulation development; economic development; administrative assistance; animal services; transit administration; property revaluation; emergency preparedness; geographic information services and paramedic intercept services. Our regional approach to problem solving enables our member towns to achieve efficiencies and economies of scale that individually would be difficult to realize. NECCOG's staff, acting as an extension of each member town, has a wide range of expertise and experience to address and assist our member towns with their collective and individual needs.

125 Putnam Pike, Dayville, CT 06241 • phone 860-774-1253 • fax 860-779-2056 • web neccog.org

CT Responsive Website by Brown Bear Creative



neccog.org



Thank you.

