

NECCOG

Northeastern Connecticut Council of Governments

Ashford - Brooklyn - Canterbury - Chaplin - Eastford - Hampton - Killingly - Plainfield - Pomfret - Putnam - Scotland - Sterling - Thompson - Union - Voluntown - Woodstock

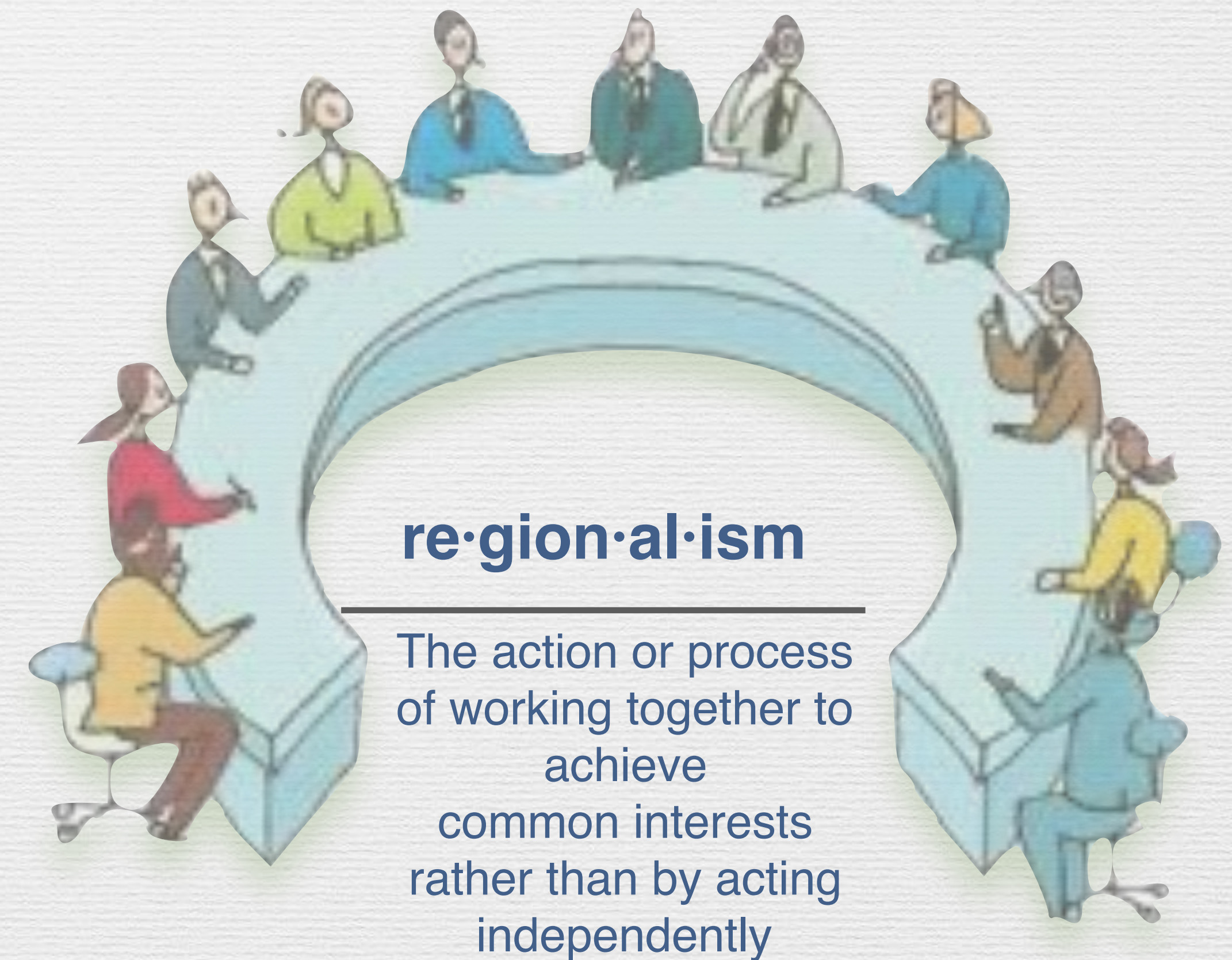
Results through Regionalism

35th Annual Meeting

December 2, 2022

Regional Council of Governments

- ❑ Statutorily Authorized
- ❑ Voluntary
- ❑ CEOs are the members
- ❑ Programs/Services determined by the members of each COG



COG Authority

CGS Section 8-31b

“A regional council of governments

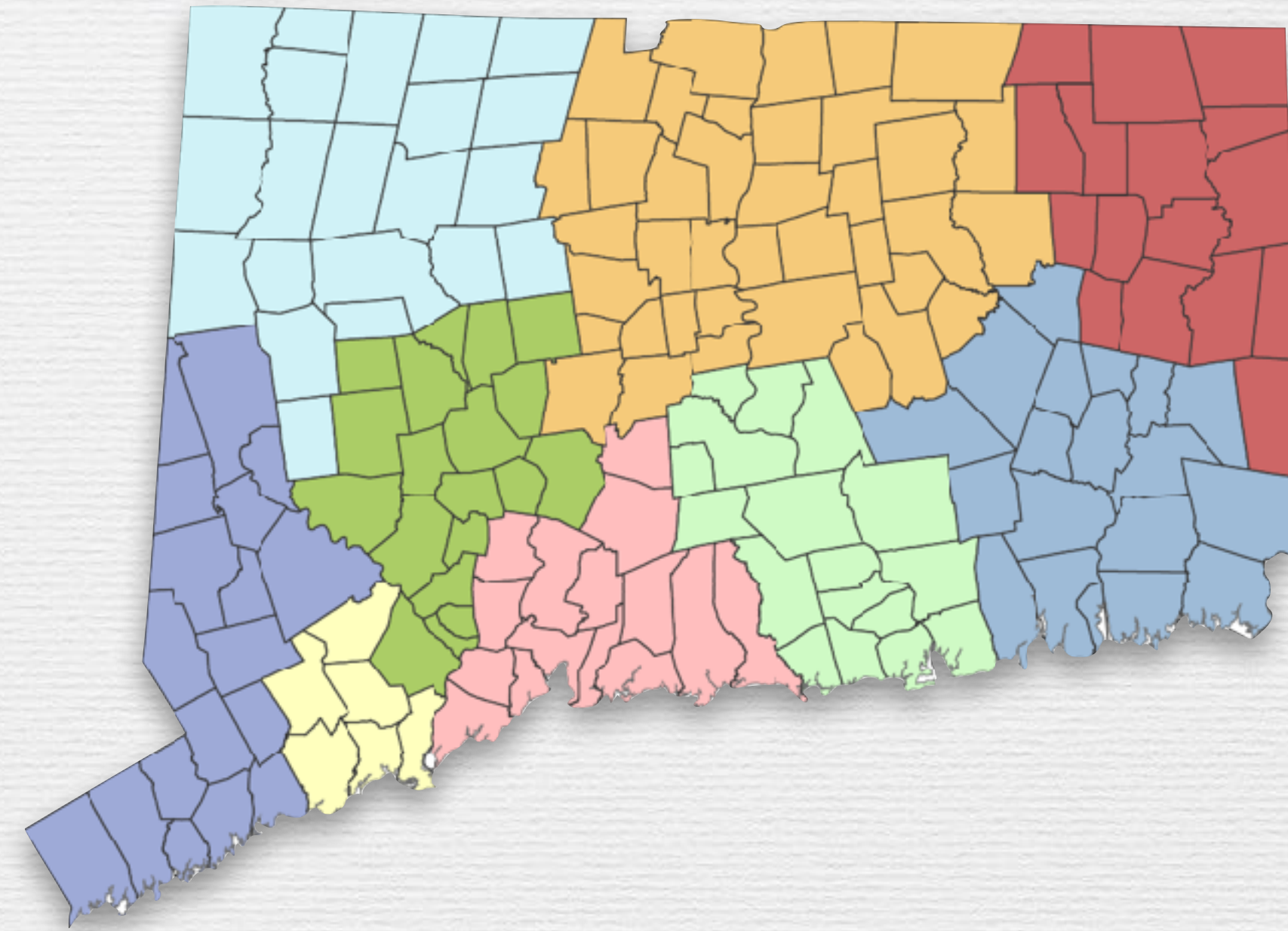
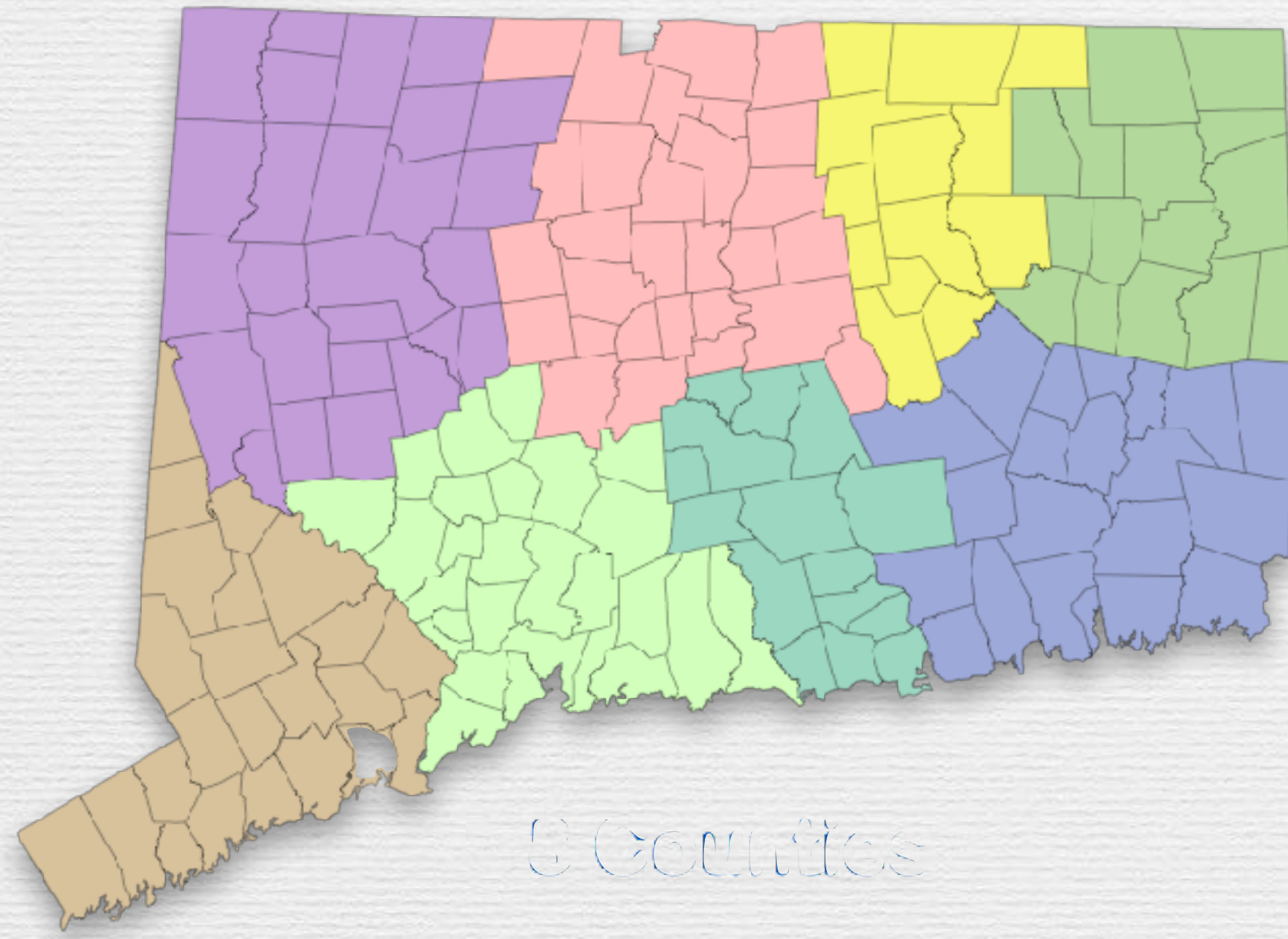
- **may accept or participate** in any grant, donation or program available to any political subdivision of the state ...
- **may also accept or participate** in any grant, donation or program made available to counties ...
- ...**any political subdivision of the state may enter into an agreement** with 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 political subdivision is authorized by law to perform.
- A regional council of governments ... **may administer and provide regional services to municipalities ...**
- Regional services provided to member municipalities **shall be determined by each regional council of governments...**”



**Building Blocks for
Regional/Shared
Services**

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County Equivalency for COGs



- ❑ **NOT** a return to county government.
- ❑ Aligns data released by the Census Bureau with the COGs
- ❑ Allows more entities in Connecticut to apply for competitive federal grants. The lack of regional geographies recognized as county equivalents by the Census Bureau makes cities and towns in Connecticut ineligible to apply for many federal grants that are limited to counties.

Programs

■ COVID-19 Response and Recovery

- COVID-19 Response - General
- Economic Recovery and Resilience Plan
- Disaster Recovery Support for Region IV
- Entrepreneurial Enhancement - EDA
- On-Line Presence to Assist in the Economic Recovery - EDA

■ General

- Intergovernmental Relations
- Town Technical Assistance
- Crumbling Foundations
- Regional Property Revaluation Program
- Regional Elections Monitor

■ GIS Services

- Regional Viewer
- Assessor Property Viewer/Updates
- General Mapping Services

■ Public Safety

- Paramedic Intercept Program
- Pre-Hospital Emergency Care Implementation
- DEMHS Region IV Emergency Planning
- Tier II Viewer

■ Natural Hazard Mitigation and Resource Protection

- Natural Hazard Mitigation Plan
- Environmental Depot

■ Animal Services Program

- Trap, Neuter, Release and Maintain Program

■ Human Services Coordination Program

- Regional Human Services Coordination Council
- Regional Human Services/Veteran's Navigator
- Veteran's Transportation

■ Planning and Engineering Services

- Regional Engineering Program
- Statutory Referrals
- Land Use Technical Assistance

■ Economic Development

- Comprehensive Economic Development Strategy/Economic Development District
- Eastern Connecticut Enterprise Corridor Administration

■ Grants Management

- ARPA, RPIP, IIJA, LOCTCIP, Small Cites and more

■ Northeastern Connecticut Transit District

- Transit District Administration

■ Transportation Planning and Technical Assistance

- UPWP: Administration, Planning and Technical Assistance and Public Participation
- Project Management

■ New Programs

■ NECCOG Administration

**All Programs and
Services are Optional**

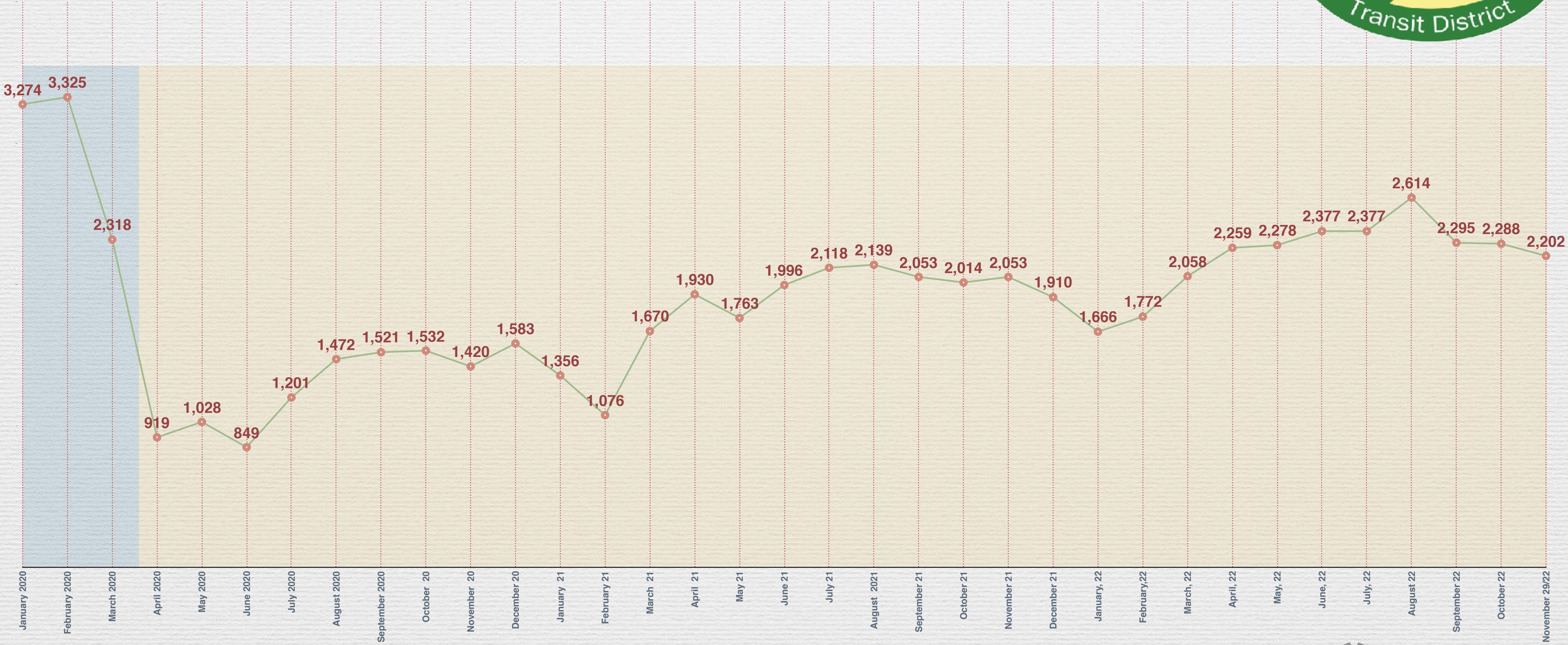
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Results through Regionalism

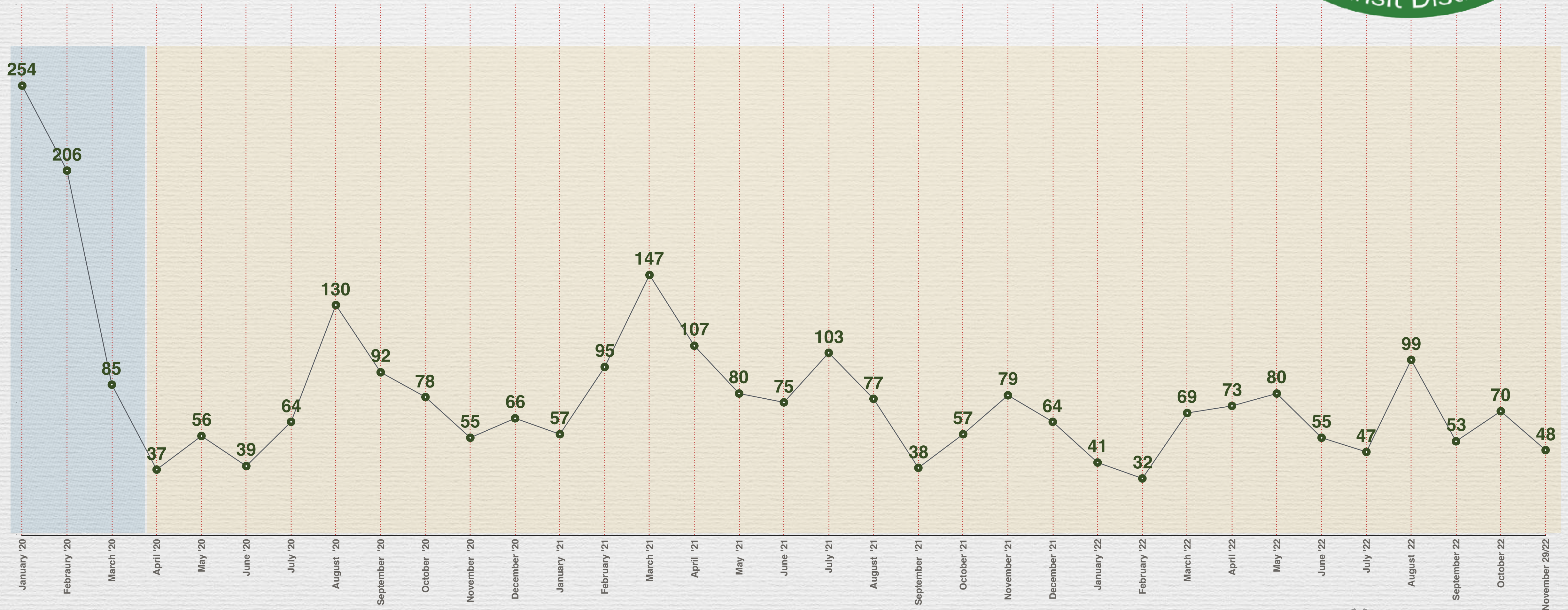
Deviated—Fixed Route Ridership

Serving Thompson, Putnam, Killingly and Brooklyn



Elderly-Disabled Ridership

Serving Sterling, Plainfield, Canterbury, Hampton, Brooklyn, Killingly, Putnam, Pomfret, Eastford, Woodstock and Thompson

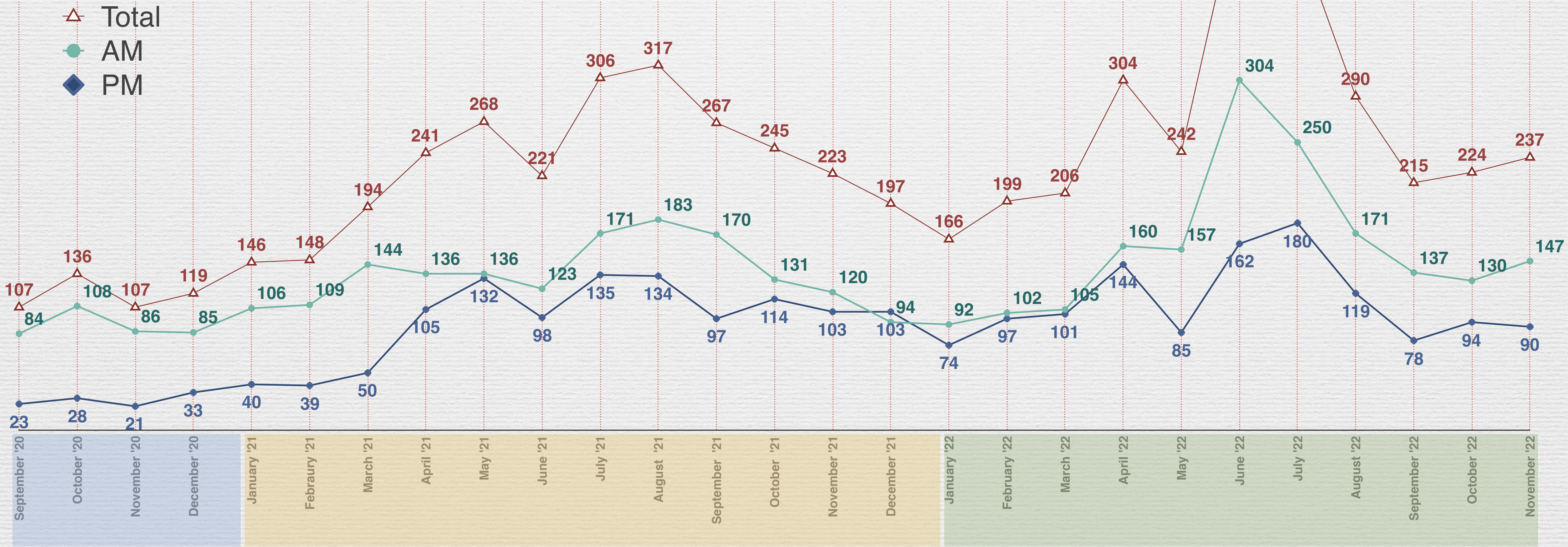


Plainfield Pilot

Serving Wauregan, Central Village, Moosup and Plainfield Village
(Began September 8, 2020)



Monthly Ridership



2022 Ridership



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Crumbling Foundations

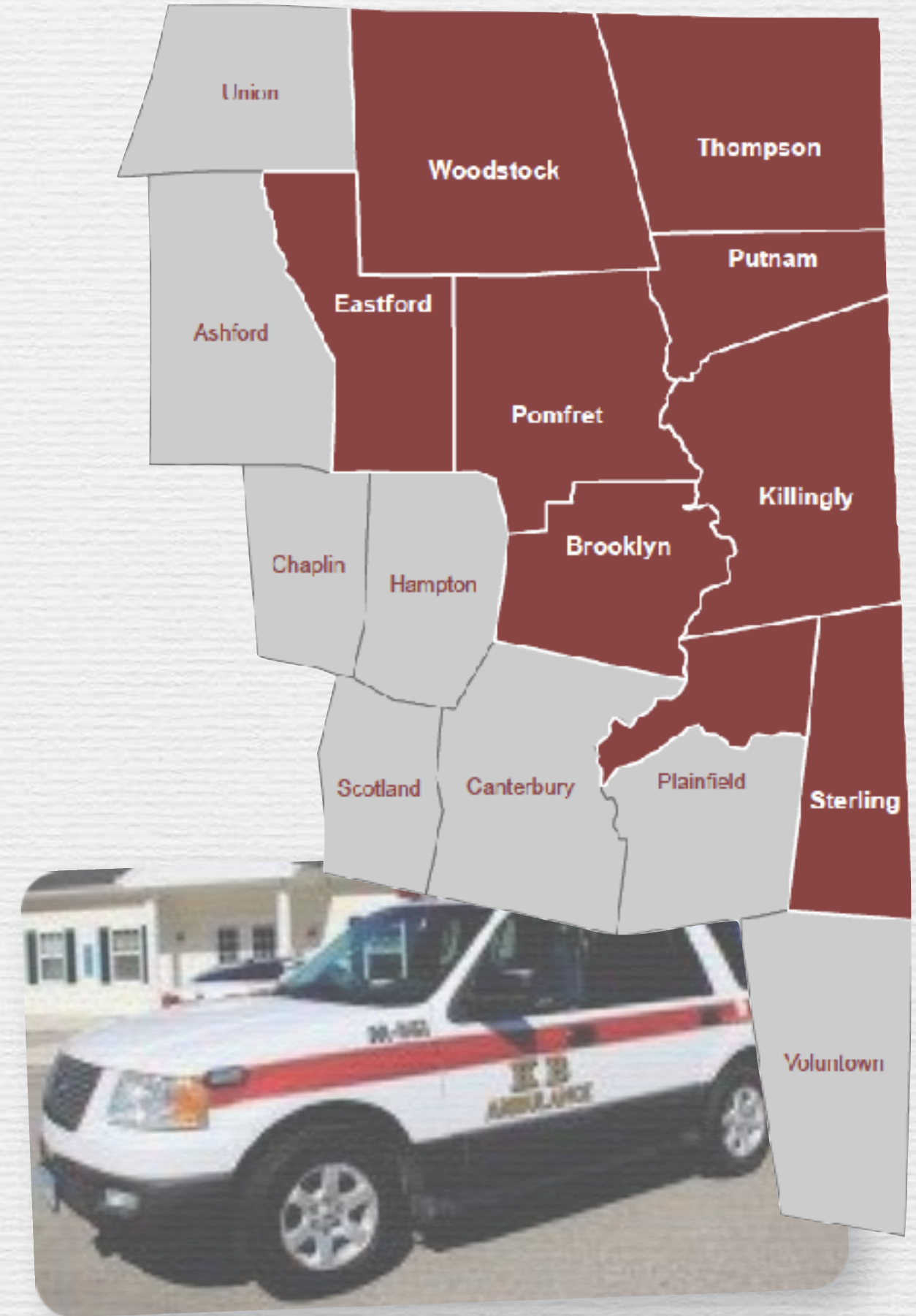
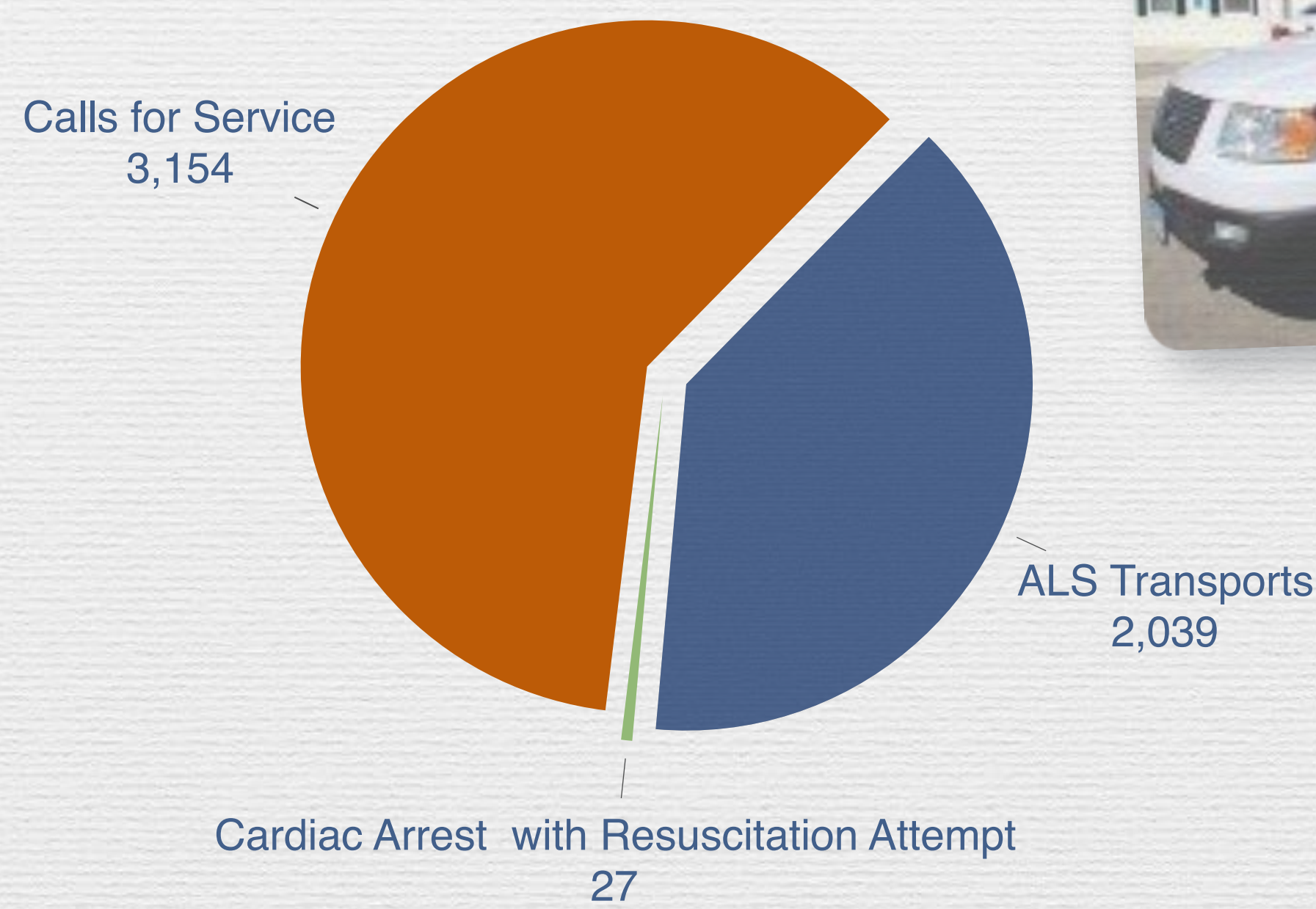
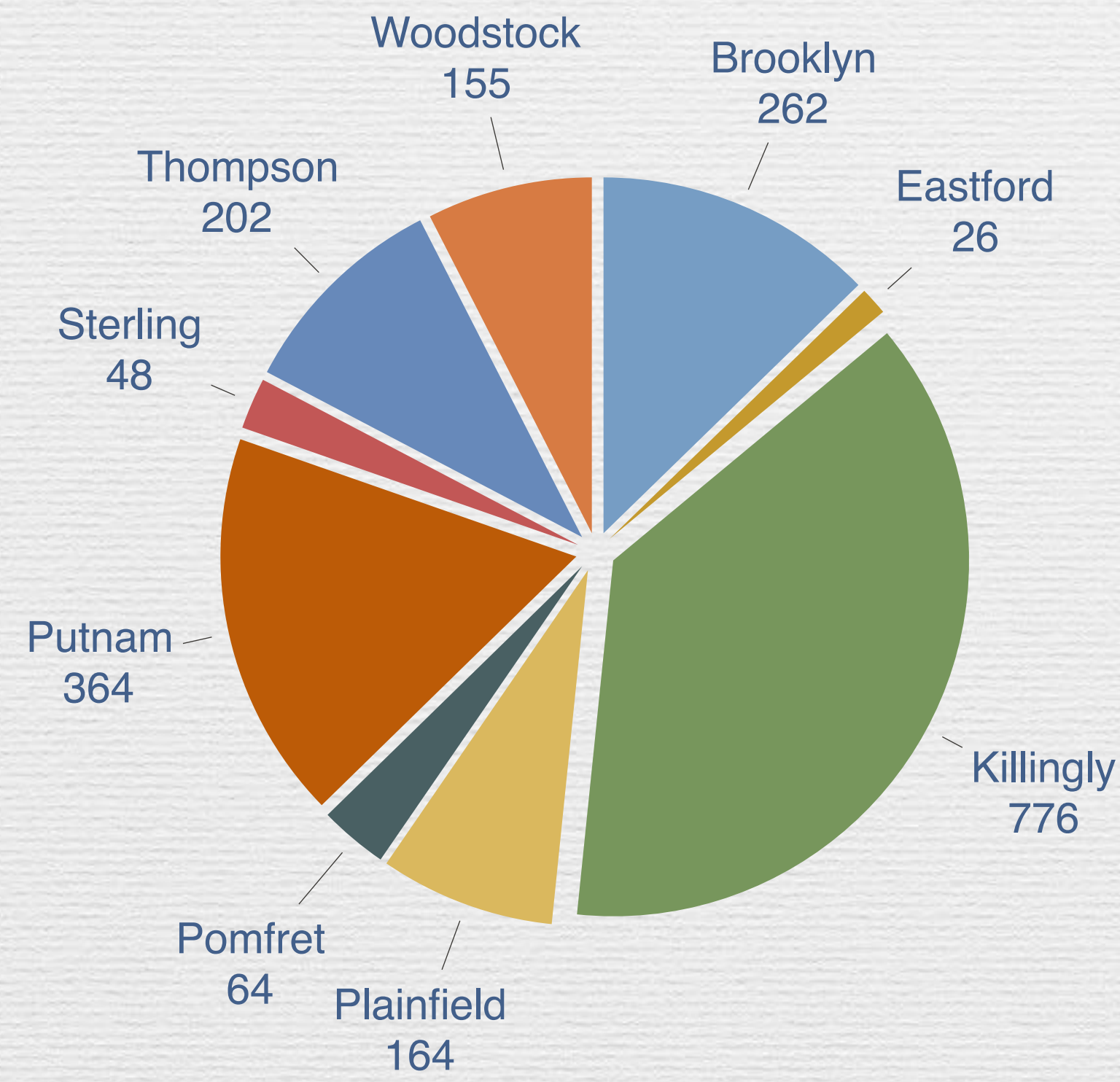


- **656 families with replaced foundations**
- \$105,786,857 in total paid claims
- 2,088 registered applications in the CFSIC system
- Average allowable remediation costs per foundation: \$138,647
- Total number of Pending claimants: 632
- Number of claimants with signed Participation Agreements: 947
- Report conducted on 100 public buildings (December 20)

Regional Paramedic Intercept Program

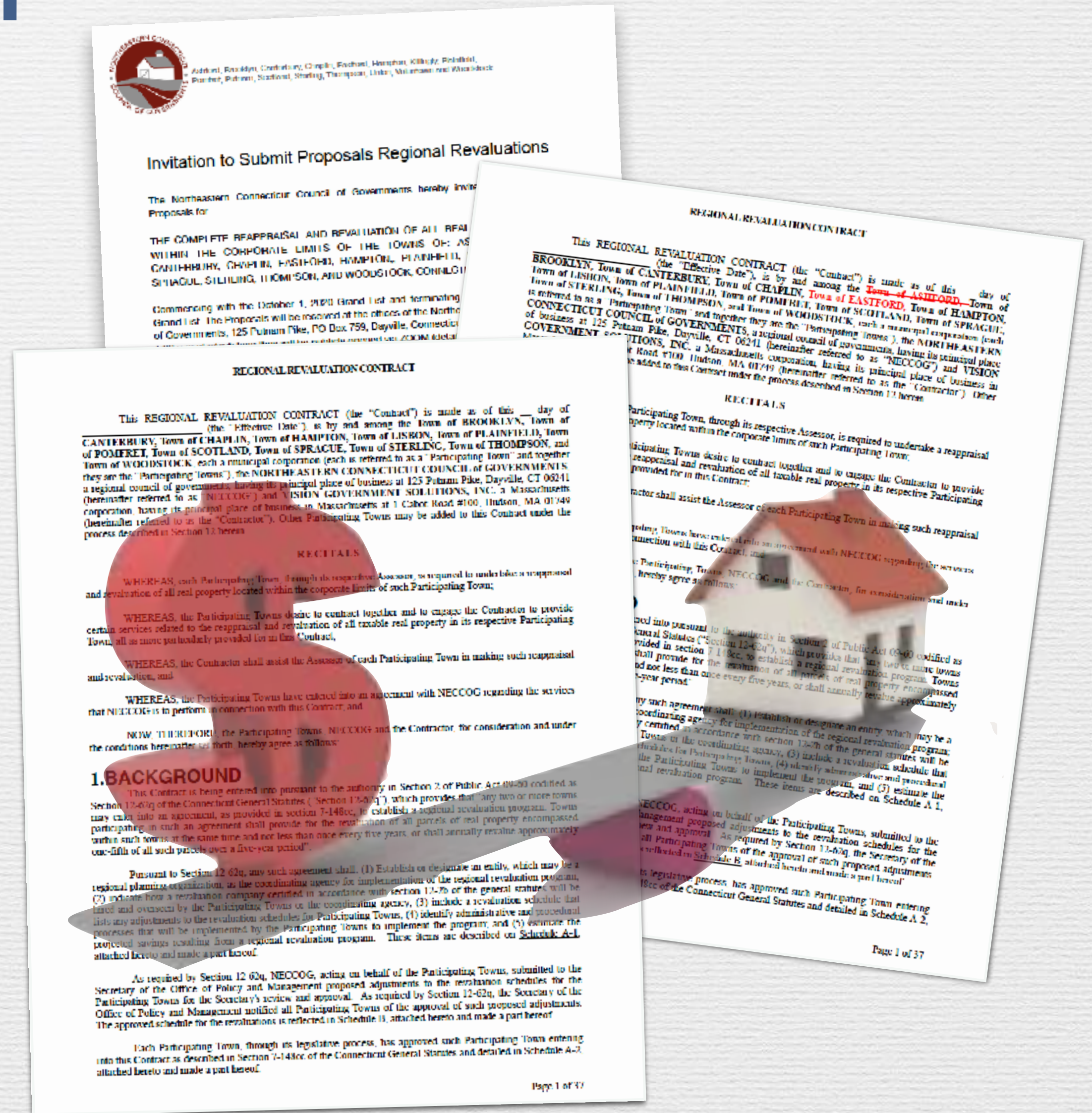
The **only** such regional program in Connecticut

Total ALS Transports January - October 2022



Regional Revaluation Program

- ❑ 2nd year of 3rd five year cycle
- ❑ First and **ONLY** such program in Connecticut
- ❑ NECCOG handles all RFP and Contract preparation - including legal costs for review
- ❑ Program provides continuity with the same staffing in place for the 5-year duration
- ❑ Known cost - easier to budget



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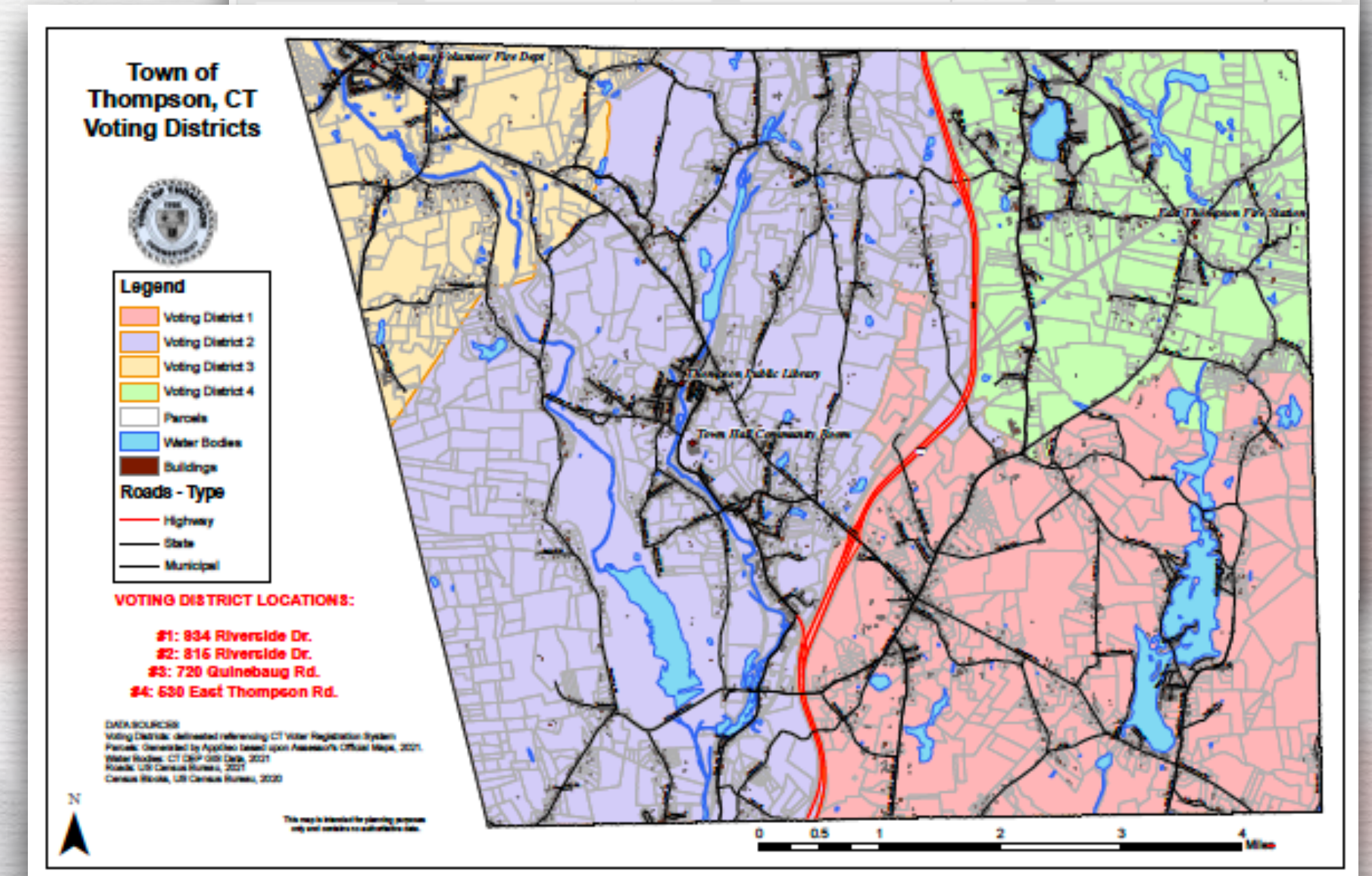


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Results through Regionalism

Regional Election Monitor Program

- ❑ Facilitate instructional sessions for the certification of moderators and alternate moderators;
- ❑ Communicate with registrars of voters to assist, to the extent permitted under law, in preparations for and operations of any election, primary or re-canvass, or any audit conducted;
- ❑ Assisting, as permitted by law, in the preparation and editing of ballots, forms and instructions related to elections, furnish information and educational materials for election officials, candidates, and political committees concerning elections; may conduct training for election officials.

TALLY SHEET # _____	DISTRICT _____	25	Number of ballots in this stack
State Senator in district 4	Treasurer in district 7	Comptroller in district 4	
Clearly Marked and machine should have no trouble understanding	Clearly Marked and machine should have no trouble understanding	Clearly Marked and machine should have no trouble understanding	Clearly Marked and machine should have no trouble understanding





Northeastern Connecticut Natural Hazard Mitigation Plan 2023-2028

Prepared by the
Northeastern Connecticut Council of Governments
NECCOG

Purpose

To identify risks and vulnerabilities associated with natural disasters and develop long-term strategies for protecting people and property from future hazard events

Goals

- Reduce loss of life, damage to property and infrastructure, and costs to residents and businesses (taxes, insurance, repair costs, etc.)
- Educate residents and policy-makers
- Connect hazard mitigation planning to other community planning efforts
- Enhance and preserve natural resource systems in the community

Hazards Included in the Plan

✓Floods
✓Hurricanes and
Tropical Storms
✓Summer Storms and
Tornadoes

✓Winter Storms and
Nor'easters
✓Earthquakes
✓Wildfires
✓Dam Failure

✓Crumbling Foundation
✓The effects of Climate
Change

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Planning

Planning Assistance

- ❑ Regional POCD
- ❑ Commission Training
- ❑ Regulation Development
- ❑ Application Review/Assistance
- ❑ Town POCDs
- ❑ Data

- ❑ Statutory and Regional Land Use Referrals
- ❑ Mapping
- ❑ Town Planner Program
- ❑ Engineering Assistance

Examples

- ❑ Killingly Subdivision Regulations
- ❑ Pomfret Build-Out Study
- ❑ Killingly Planner Assistance
- ❑ Eastford POCD and Update
- ❑ Scotland POCD
- ❑ Killingly POCD
- ❑ Putnam Zoning Regulations
- ❑ Ashford Subdivision Regulations
- ❑ Union POCD
- ❑ Brooklyn Planner Services
- ❑ Ashford Zoning Regulations
- ❑ Woodstock POCD
- ❑ Voluntown POCD
- ❑ Voluntown Planning Services
- ❑ Eastford Planning Services
- ❑ Woodstock Planning Services

- ❑ Village District Act
- ❑ Scotland Zoning Regulations
- ❑ Thompson Zoning and Subdivision Regulations
- ❑ Canterbury POCD
- ❑ Killingly Sand and Gravel Regulations
- ❑ Thompson POCD
- ❑ Woodstock Wetland Regulations
- ❑ Brooklyn Wetland Regulations
- ❑ Killingly Subdivision Regulations
- ❑ MMUDD Regulations for Killingly
- ❑ Thompson P&Z Training
- ❑ Woodstock Wetland Agency Training
- ❑ Ashford POCD

Regional Engineering Program

Each participating town receives the equivalent of a full-time in-house engineer at a fraction of the price.

The cost is \$2.45 per capita for unlimited usage.

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

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Affordable Housing Plans

BROOKLYN HOUSING PLAN

2022-2027



Town of Union

Affordable Housing Plan

2022 - 2027



of Union, CT
August 15, 2022

Affordable Housing Plan 2022



Town of Canterbury

May 23, 2022



JUNE 6, 2022

AFFORDABLE HOUSING PLAN



WOODSTOCK
CONNECTICUT

Affordable Housing Plan



May 5, 2022

The highest-level rank for each issue (row) shows in red.

	1	2	3	4	5	6	7	8	9	TOTAL
Decreasing taxes	38.92% 155	10.61% 45	8.90% 38	8.95% 38	5.42% 23	6.84% 29	6.13% 26	4.72% 20	9.43% 40	424
Creating more affordable housing	13.02% 55	11.63% 50	10.70% 46	7.44% 32	11.63% 50	6.86% 30	13.02% 55	11.63% 50	13.02% 55	430
Attracting new businesses	9.67% 41	16.04% 68	15.80% 67	13.92% 58	11.32% 48	10.14% 43	10.61% 45	7.56% 32	4.95% 21	424
Growing existing local businesses	8.47% 36	12.68% 53	20.71% 89	17.65% 75	13.18% 56	10.35% 44	7.06% 30	3.53% 15	1.18% 5	425
Managing housing growth	10.12% 43	8.64% 36	10.36% 44	11.53% 49	18.35% 78	14.36% 61	12.47% 53	10.82% 46	3.06% 13	425
Access to public transportation	2.58% 11	4.69% 20	4.93% 21	7.04% 30	9.15% 39	13.62% 58	13.38% 57	19.25% 82	25.35% 106	428
Allow residents to age in place/stay in town after retirement	11.21% 49	16.70% 70	13.50% 59	15.30% 67	11.21% 49	13.50% 59	8.54% 36	5.95% 26	4.35% 19	437
Allow young adults to live in town as first-time homeowner (own or rent)	6.44% 28	13.10% 57	11.26% 49	13.79% 60	13.35% 58	11.72% 51	12.87% 56	12.87% 56	4.60% 20	438
Attracting new residents	3.02% 13	2.33% 10	5.35% 23	3.95% 17	7.44% 32	10.47% 45	13.26% 57	21.63% 93	32.56% 140	430

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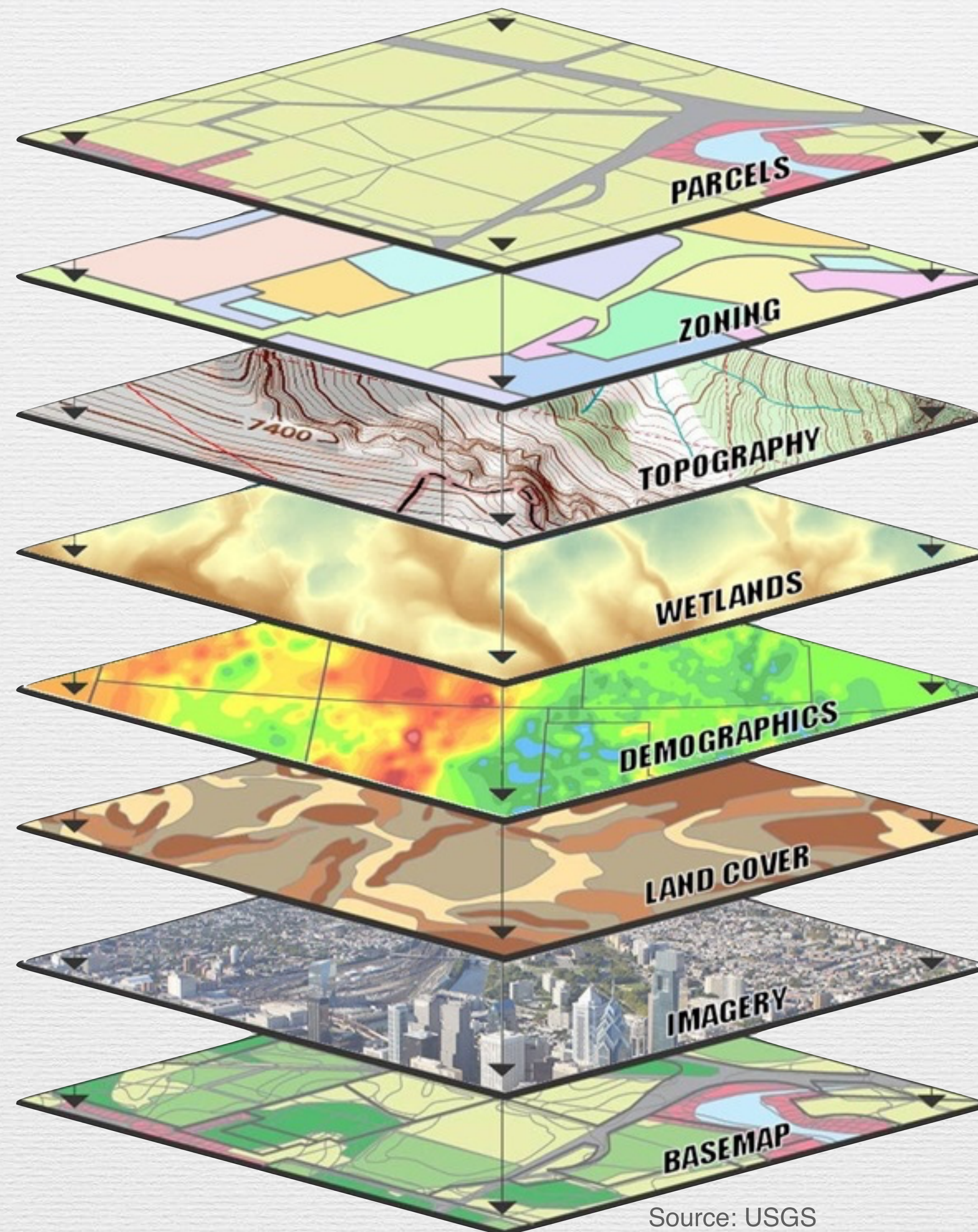
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Results through Regionalism

NECCOG Regional GIS

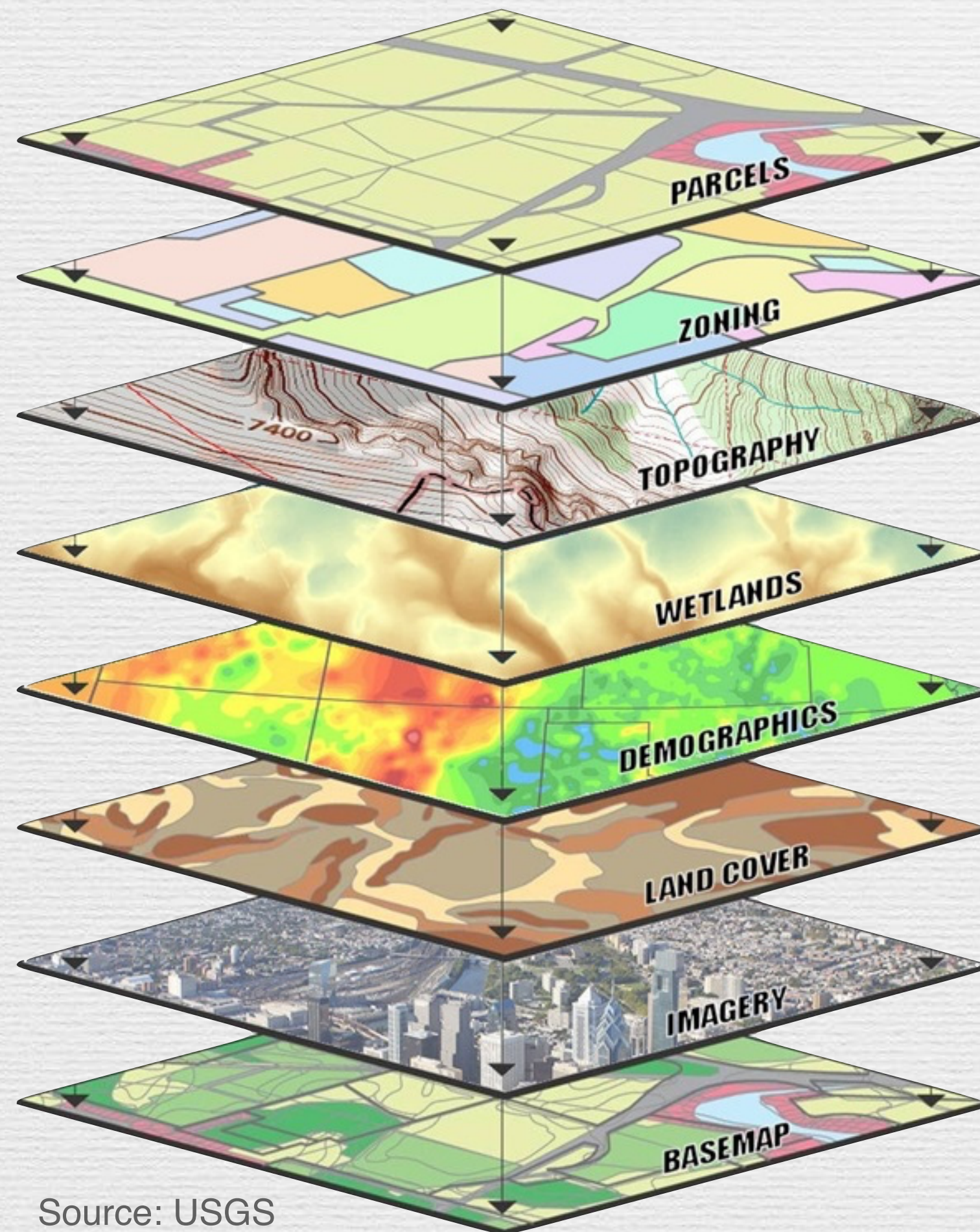


Source: USGS

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

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Regional GIS Program Highlights



Source: USGS

- ❑ Thompson Redistricting/Voting Districts Map
- ❑ Title VI/LRTP Mapping
- ❑ Scotland Parcel Geometry Redesign
- ❑ Eastford Assessor Map Renumbering Project
- ❑ Union Tax Map Redesign
- ❑ Ashford Tax Map Line Dimensions
- ❑ CEDS Mapping
- ❑ Regional Long Range Transportation Plan
- ❑ Housing Plans
- ❑ Pomfret Mapping

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2050 LRTP

Long Range Transportation Plan

Northeastern Connecticut



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Results through Regionalism

Goals

- ❑ Develop a transportation system that is safe, efficient, and effective
- ❑ Optimize, preserve, and enhance the existing transportation system
- ❑ Identify and prioritize projects that mitigate deficiencies, maximize the use of existing facilities, and balance anticipated needs with available funding
- ❑ Develop a transportation system that protects the natural environment and promotes a healthy, sustainable region
- ❑ Create a transportation system that supports the practical and efficient use of all modes of transportation
- ❑ Develop a transportation system that supports the existing local economy and connects
- ❑ Ensure that all people receive comparable benefits from, and are not disproportionately burdened by, regional transportation investments, regardless of race, color, national origin, age, income, ability, or sex.

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Results through Regionalism



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2022 - 2023

Unified Planning Work Program

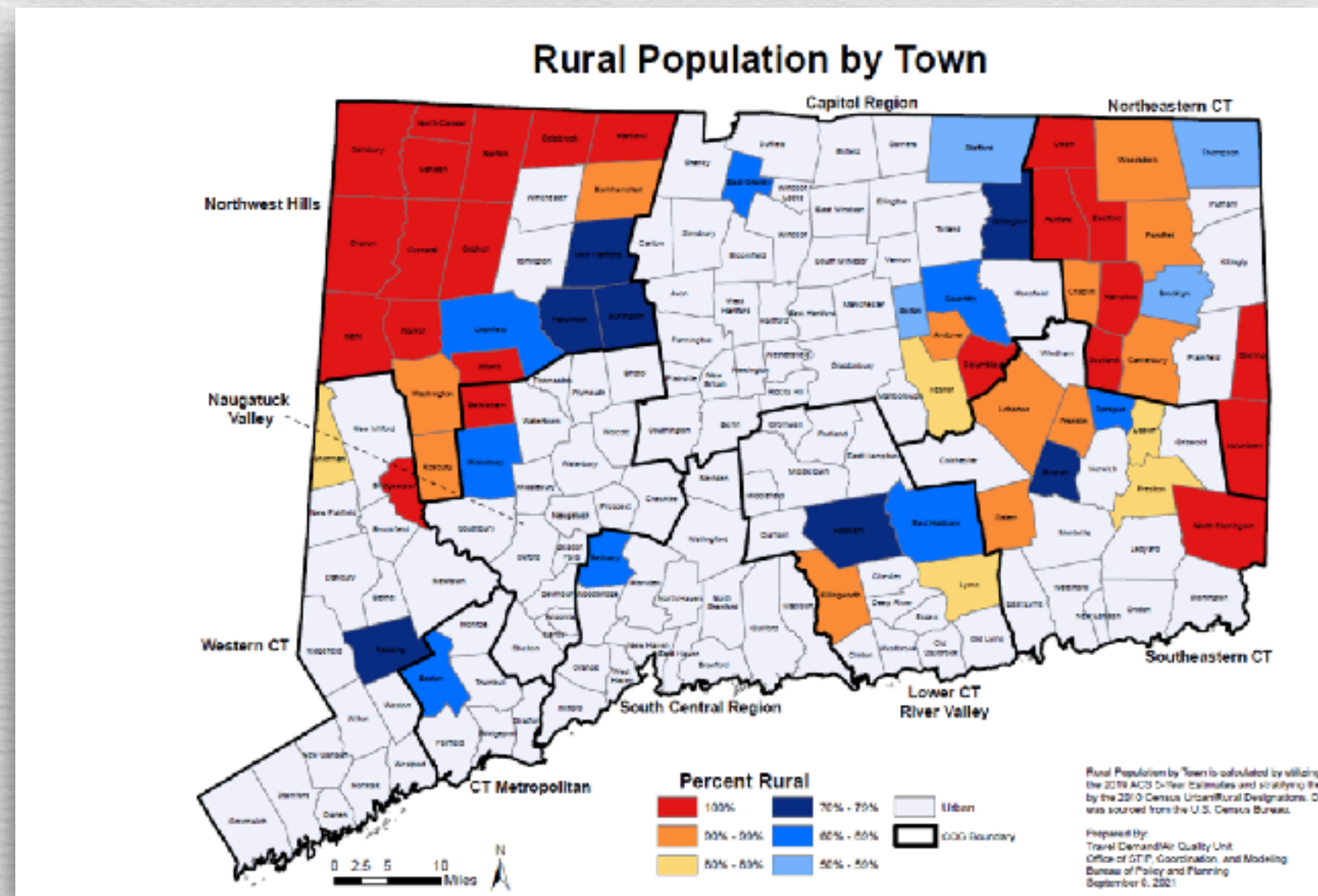
Acted on and Approved May 27, 2021

A Unified Planning Work Program (UPWP) is the biennial statement of work identifying the planning priorities and activities to be carried out by the region.

At a minimum, a UPWP includes a description of the planning work and resulting products, who will perform the work, time frames for completing the work, the cost of the work, and the source(s) of funds.

Transportation Projects

- ❑ \$538,000 - Worcester Urban Collector Funds
- ❑ \$1.2 million Rural Collector Funds
- ❑ Transportation Rural Improvement Program (TRIP)



13 Towns Eligible

Ashford, Brooklyn, Canterbury, Chaplin, Eastford, Hampton, Pomfret, Scotland, Sterling, Thompson, Union, Voluntown, Woodstock

7 Applications

Projects with Commitment to Fund

Putnam, Woodstock Ave/ Church St. Roadway and Pedestrian Improvement

Project Cost \$ 2,136,802 Expended: \$1,041,780

Putnam, Grove Street Sidewalk Replacement

- Project Cost \$1,784.893
- Construction to start 3/01/2023

Thompson, Riverside Dr./RT 12 Sidewalk Improvements

- Project Cost \$2,108,400 Expended: \$658,760
- Estimated completion date 5/01/2023

Plainfield, RT 647 Lathrop Rd. Pedestrian Safety Improvements

- Current Cost Estimate \$743,6002

Putnam, School Street/RT 44 Sidewalk Reconstruction

- Current Cost Estimate \$1,428,000

Application Submitted

Killingly, Maple Street Reconstruction

- Current Cost \$1,207,849 - Additional review and discussion needed

LOTICIP Road

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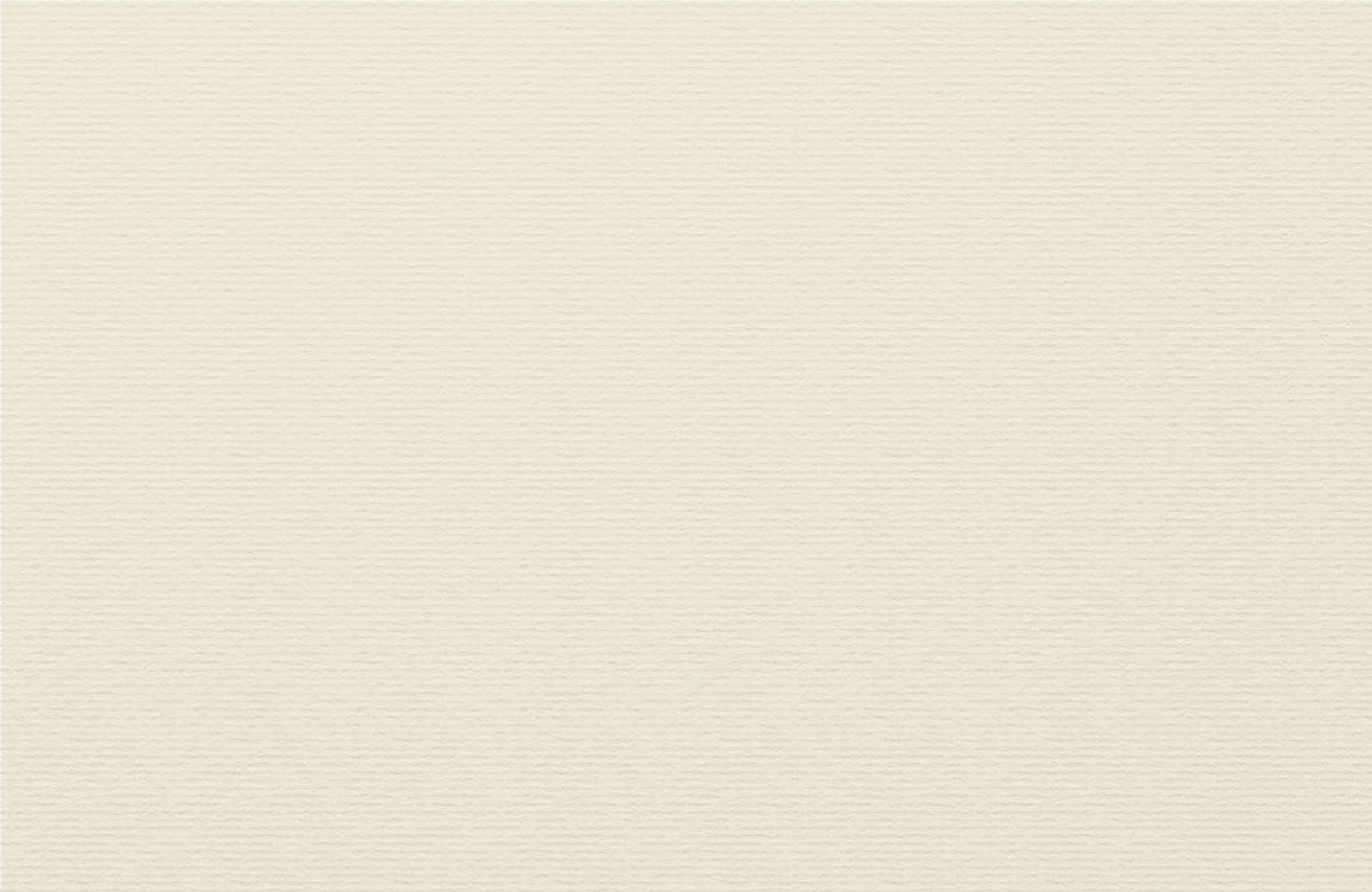


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Church Street & Woodstock Avenue Improvements Putnam



Church Street & Woodstock Avenue Improvements Putnam



Riverside Drive - Thompson Hill Road and
Main Street

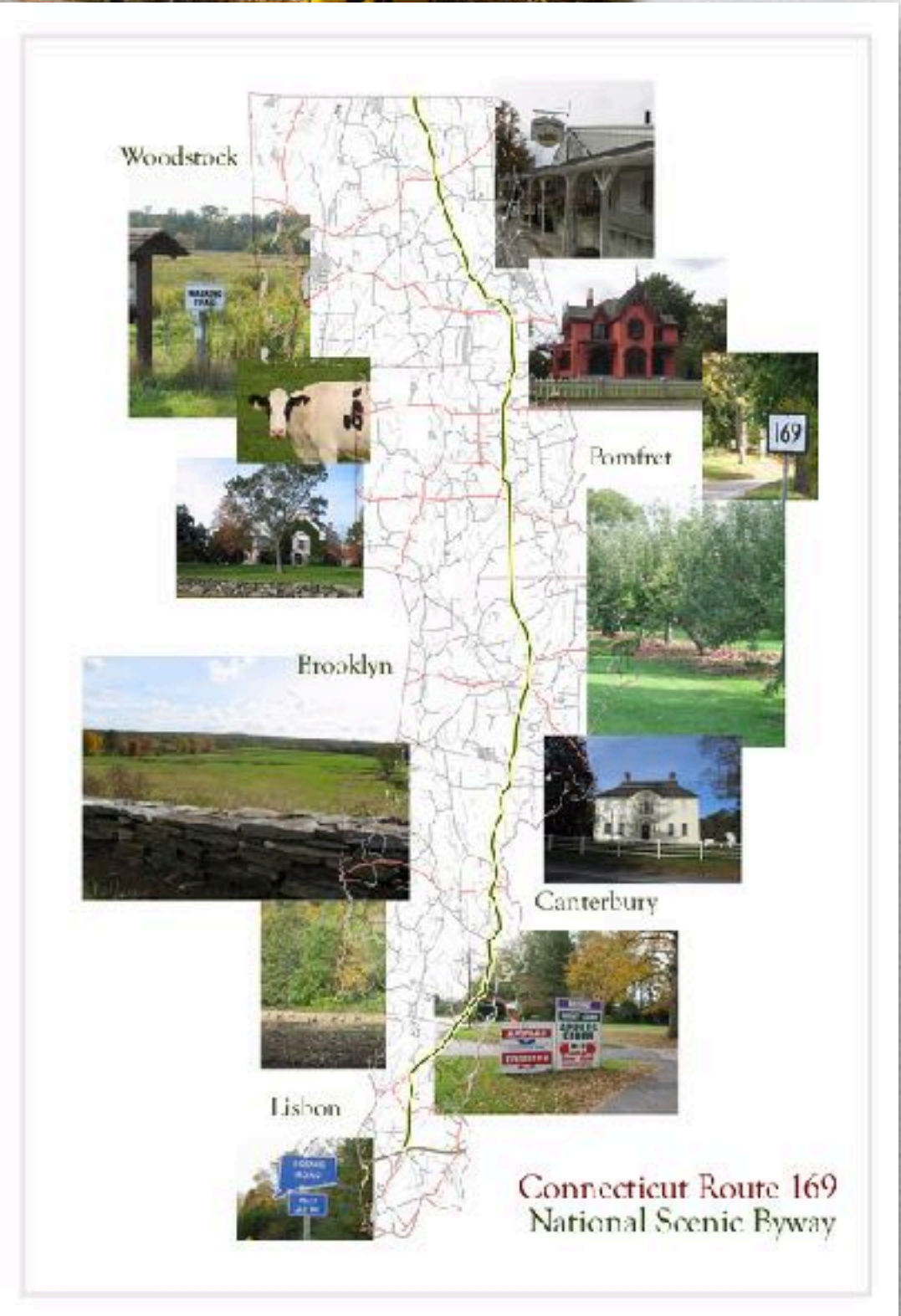
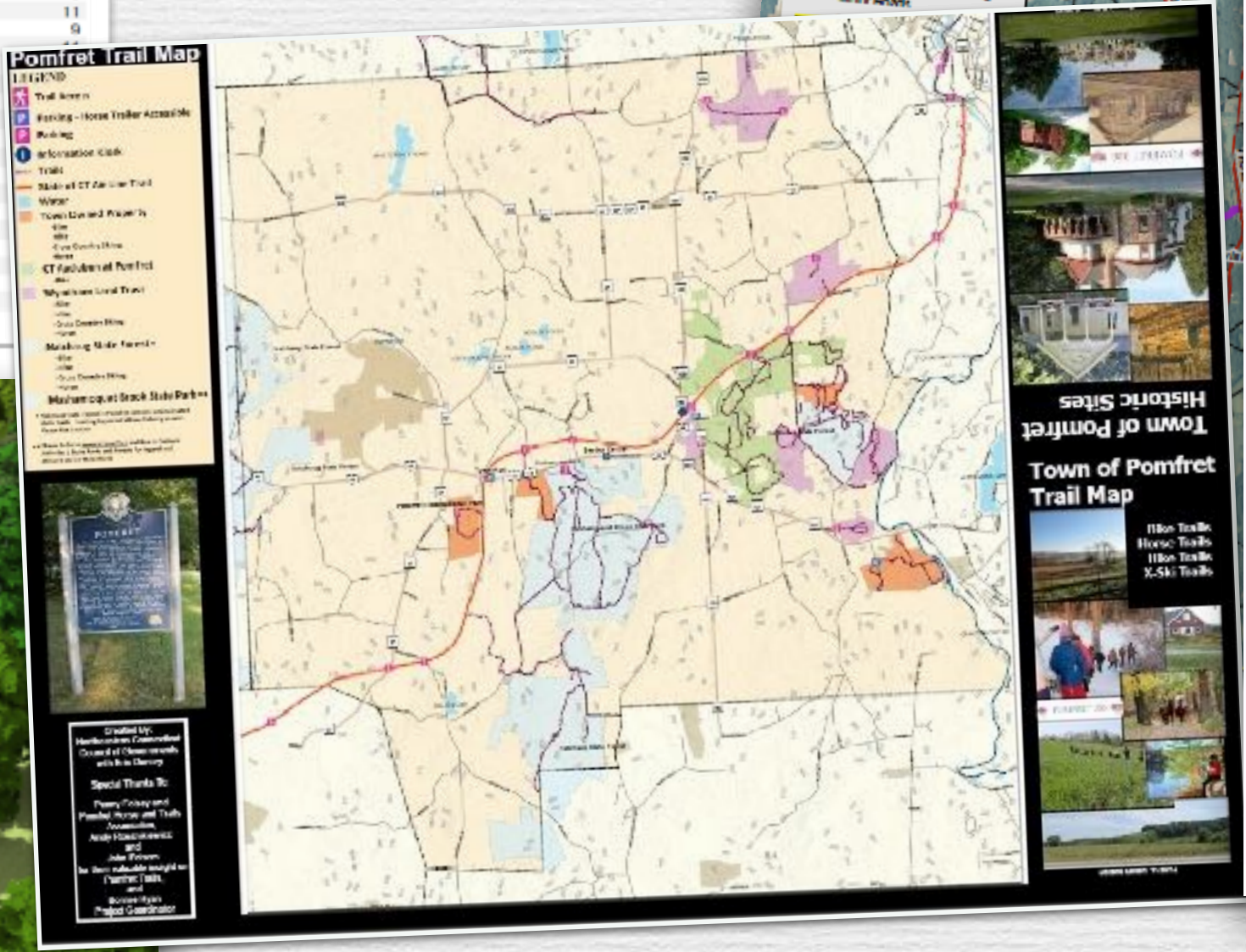
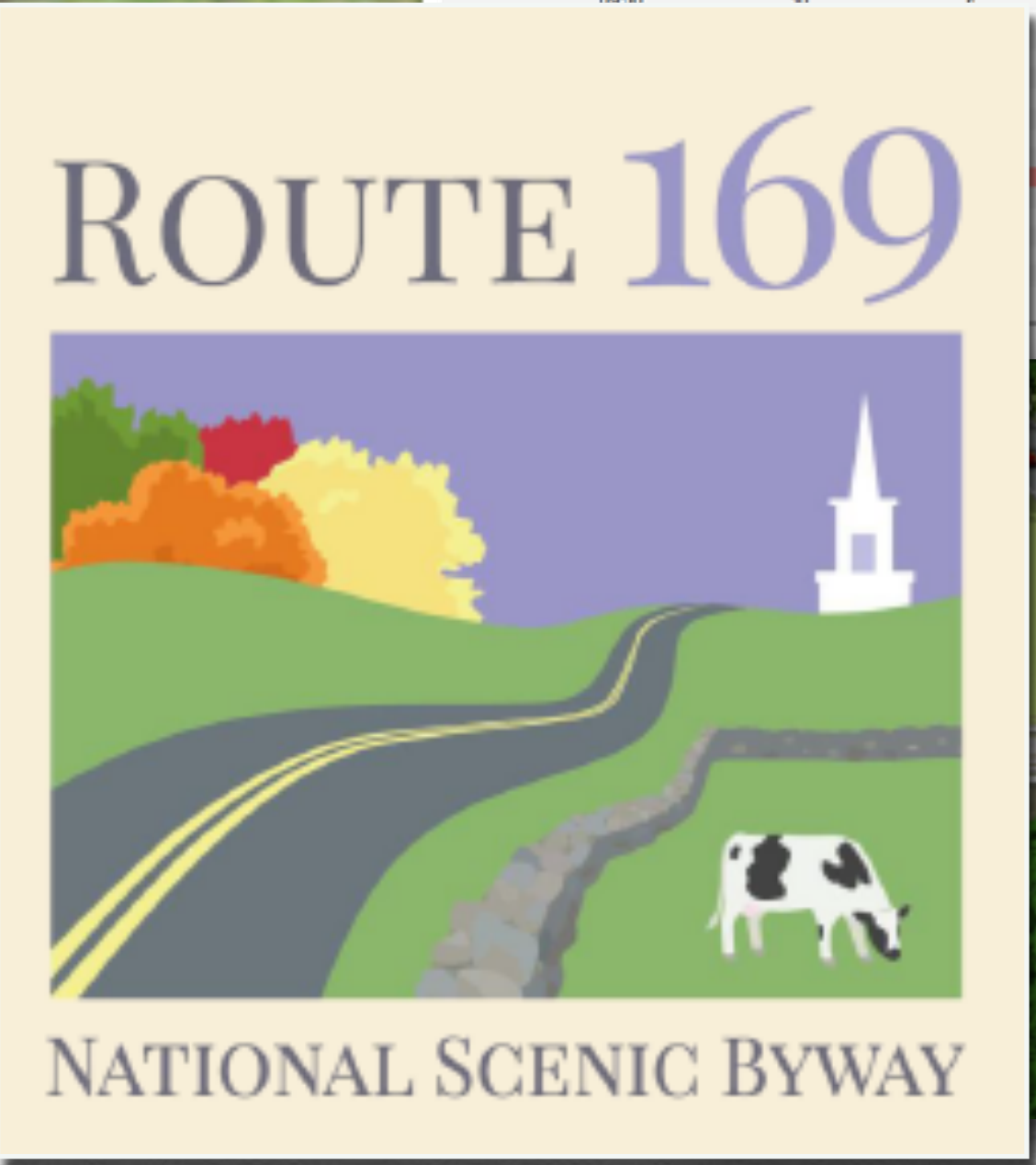


Traffic Counts, Trail Counts, Mapping, Planning and Grant Assistance



Northeastern Connecticut Council of Governments
Traffic Volume Report
River Rd, Sterling CT
Date Start: 10-Apr-12
Date End: 16-Apr-12
Site Code:

Start Time	10-Apr-12 Tue	11-Apr-12 Wed	12-Apr-12 Thu	13-Apr-12 Fri	14-Apr-12 Sat	15-Apr-12 Sun	16-Apr-12 Mon	Week Average
12:00 AM	0	1	0	0	0	1	0	0
01:00	0	1	0	0	0	0	0	0
02:00	0	1	0	0	1	0	0	0
03:00	0	0	0	0	0	0	0	0
04:00	0	0	0	0	0	0	0	0
05:00	4	3	3	2	2	0	2	2
06:00	7	7	5	5	3	5	4	5
07:00	16	13	10	10	3	3	10	11
08:00	15	10	9	10	6	6	14	9
09:00	14	13	10	14	7	9	14	11
10:00	10	13	10	11	11	15	17	11
11:00	12	21	11	11	17	17	7	11
12:00	13	9	15	12	12	11	11	11
13:00	9	20	21	15	12	15	21	12
14:00	12	11	7	15	10	10	10	10
15:00	9	10	10	11	10	10	9	9
16:00	7	10	6	15	15	5	5	5
17:00	3	2	2	7	10	11	11	11
18:00	2	3	2	2	2	2	2	2
19:00	1	1	0	0	3	3	3	3
20:00	0	0	0	0	0	0	1	1
21:00	196	165	154	154	177	166	166	166
22:00	101.2%	100.0%	93.3%	93.3%	107.3%	107.3%	107.3%	107.3%
23:00	67.00	67.00	10.00	10.00	69.00	11.00	11.00	11.00
24:00	16	16	14	14	16	16	17	16



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Economic Development Districts provide increased access to regional economic development funds as well as public works assistance grants for individual municipalities.

EDD Designations are regions with:

- ❑ An EDA approved Comprehensive Economic Development Strategy (CEDS)
- ❑ The region must be of sufficient geographic size, contain at least one economically distressed area as defined by the EDA, and
- ❑ The application must have the support of at least ½ of the municipalities within the proposed district and obtain the concurrence of the state.

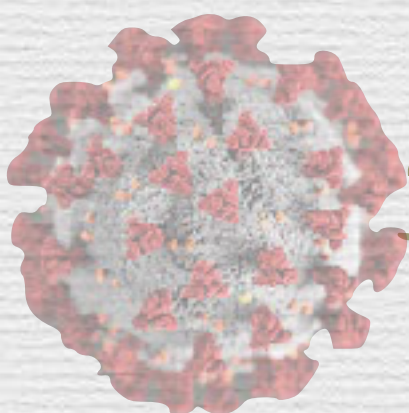
COVID-19 Recovery

Task 1 - Develop a pandemic focused Economic Recovery and Resilience Plan integrated into the Regional CEDS

~~Task 2 - Provide Disaster Recovery Support~~

Task 3 - Entrepreneurial Enhancement

Task 4 - Establish and Maintain a Website to Assist in the Economic Recovery



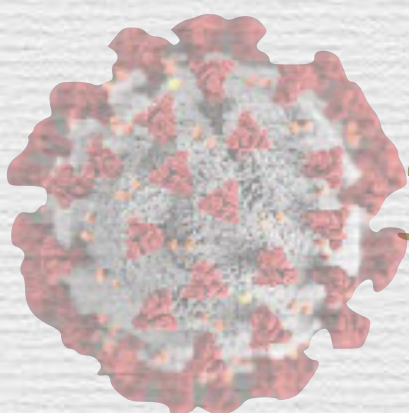
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COVID-19 Recovery

Task I - Develop a pandemic focused Economic Recovery and Resilience Plan integrated into the Regional CEDS

■ Update CEDS

- Clearly articulate the region's stakeholder's social equity issues, needs and strategies necessary to correct identified deficiencies.
- Develop and put in place set of metrics, incorporated into the CEDS, to measure the region's position and progress with regard to social, economic and racial equity.
- Metrics will be used as part of the CED's project scoring criteria.
- Increase the CEDs oversight committee to include minority populations, residents of varying socio-economic status, education, and employment.



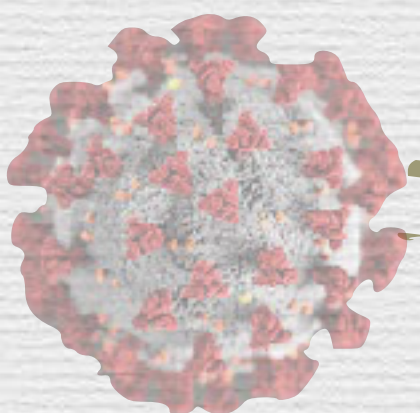
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CEDS Update Work to date:

- Thoroughly researched EDA on what is a Comprehensive Economic Development plan and compiled resources to reference
- Reviewed current NECCOG CEDS plan
- Researched ways to strengthen a SWOT analysis for a CEDS through NADO online resources
- Created full write up/outline on the CEDS
- Compiled contact information within a CEDS partner list for public outreach
- Created a CEDS public survey
- Reviewed Title VI report to possibly introduce as an equity component into the CEDS
- Established contact with DECD
- Planned and conducted public kickoff meetings (Created infographics/graphs for kickoff meeting slideshow) in the towns of Ashford, Canterbury, and Putnam
- Distributed paper surveys and QR codes at NECCOG town public libraries, chambers of commerce, town halls, and community hot spots
- Created print advertisements and did a phone interview and article with WINY Radio about the CEDS and public kickoff meetings
- Begun in-depth interviews with regional stakeholders

Task 3 - Entrepreneurial Enhancement

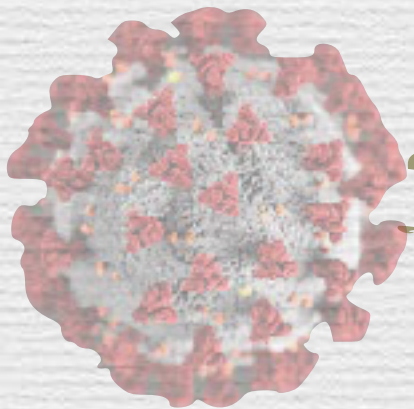
- ❑ Facilitate a series of entrepreneurial meetings (in-person and virtual) and webinars that bring together new, existing, minority, women-owned and businesses located in a designated opportunity zones and the region generally with the goal of raising the opportunities for those in our region who heretofore have been left on the sidelines.
- ❑ Research the gaps that exist for training new farmers and aiding small business-owners with a focus on equity
- ❑ Develop a regional marketing strategy to promote locally grown foods and small businesses.
- ❑ Establish information networks by engaging towns' economic development commissions and agricultural commissions
- ❑ Coordinate short term themed promotions or events to help businesses draw in a cautious customer base as well as explore other promotional, regional approaches such as a loyalty program that rewards customers for shopping/dining locally
- ❑ Provide guidelines so towns can continue to allow businesses to continue outdoor dining
- ❑ Host workshops to help businesses rethink and retool



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Task 4 - Establish and Maintain a Website to Assist in the Economic Recovery

- The development of the dedicated website will provide a location for business resources. The materials will also promote collaboration and cooperation between local and regional economic development partners and organizations. The website will also provide a streamlined resource that connects the public to recovery services related to housing and access to food.
- A dedicated web map (GIS Directory) for agricultural and small businesses in the NECCOG Region that will connect consumers to products/services as well as provides resources to citizens in need of housing or food assistance.
- Increased resilience for agricultural and small businesses against future disruptions of in person commerce.
- Platform that can also be utilized by regional and local partners for marketing businesses and providing recovery assistance to the public within the region.
- Increased online presence provided by the website and map directory



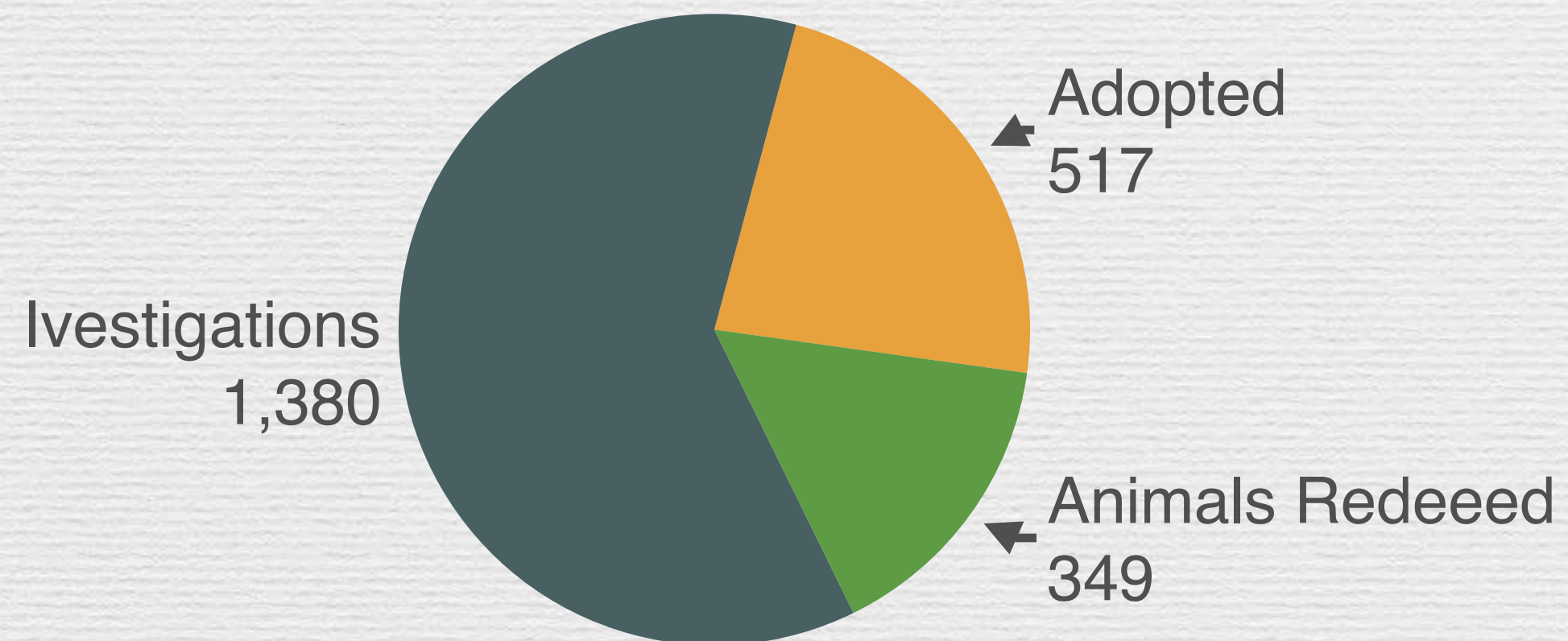
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Regional Animal Services Program

- ❑ Begun in 2004
- ❑ Largest Animal Services Program in Connecticut
- ❑ Serving 20 Towns and the Mashantucket Pequot Tribal Nation
- ❑ \$3.30 per capita assessment
- ❑ 24/7/365 Service
- ❑ Facilities: Dayville and Norwich (2021) - 42 Kennels and Space for Cats
- ❑ Regional Trap, Neuter/Spay, Release and Maintain Program
- ❑ Less cost - More service

2022 Activity

(January 1 - November 28th)



Since 2004, more than **12,588**
Animals Redeemed or Adopted

NO animal has been
euthanized due to lack of
space

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NECCOG Regional Trap, Neuter, Release and Maintain Program

The average number of litters a 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.

Began - December 2014
State RPIP Grant - \$176,000
325 + Feral Cats addressed

The ONLY Regional TNR program in Connecticut

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Regional Grants and Projects Coordination

- ❑ Research and maintain information on available federal, state and private grant funding sources.
- ❑ Prepare grant applications and recommendations for new funding sources
- ❑ Plan for and coordinate grant reporting processes and prepare and submit required grant performance reports
- ❑ Ensure compliance with conditions of grants
- ❑ Utilize community support networks by meeting with representatives of government bodies, local businesses, and other groups or organizations to promote program objectives, develop new grant programs and solicit participation, efficiently utilizing available expertise.
- ❑ Prepare and analyze fiscal reports, statements and schedules; prepare new-year, mid-year and year-end reports; ensure timely preparation and submissions of various reports as required by grantor.
- ❑ Administer and monitor professional service agreements.
- ❑ Develop, monitor and maintain grant project tracking systems to ensure timely preparation of grant applications and implementation of grant requirements.
- ❑ Maintain a variety of files and records related to grant/program activities; prepare financial, statistical and operational reports for compliance with grant requirements.

2023

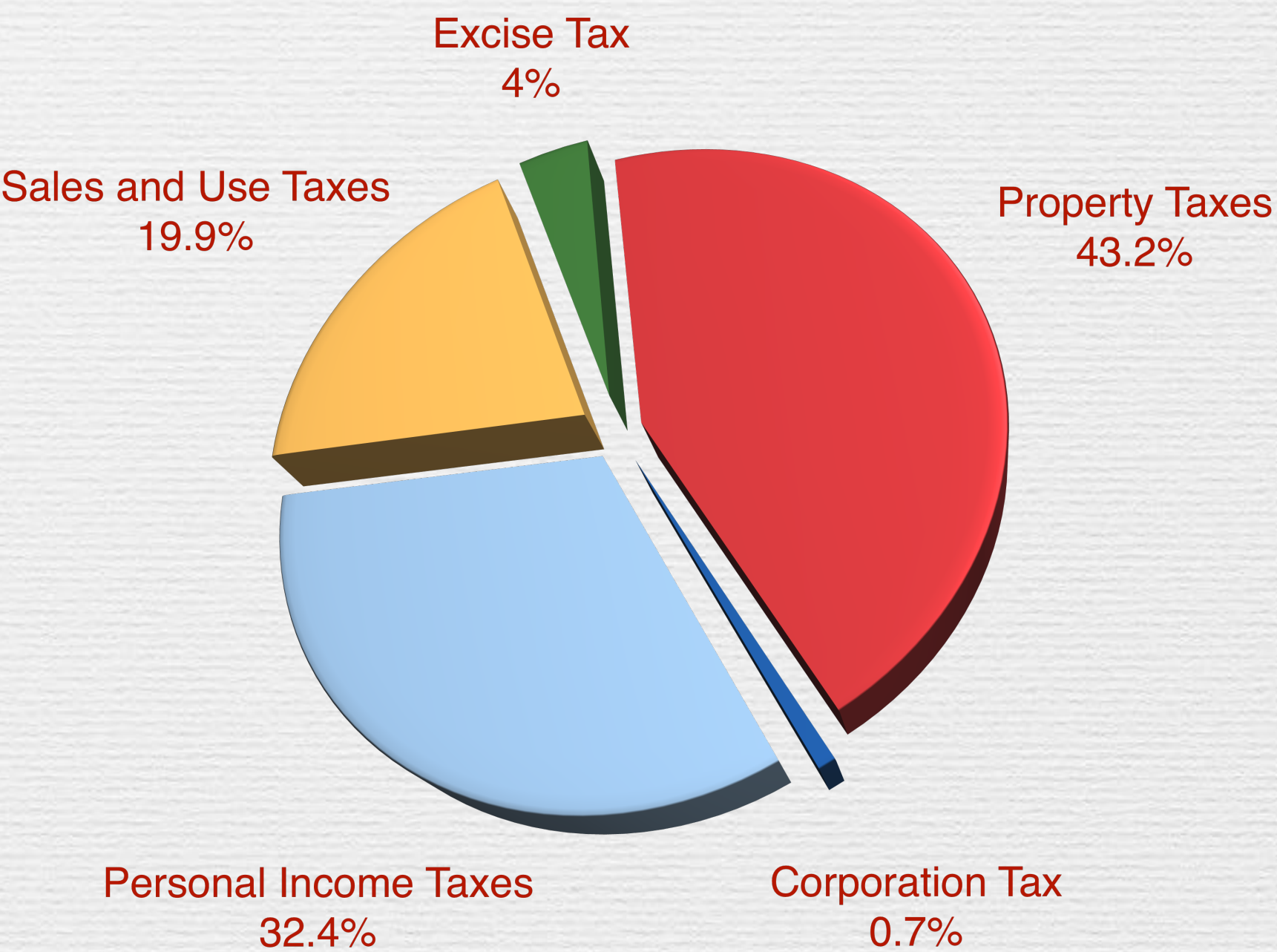
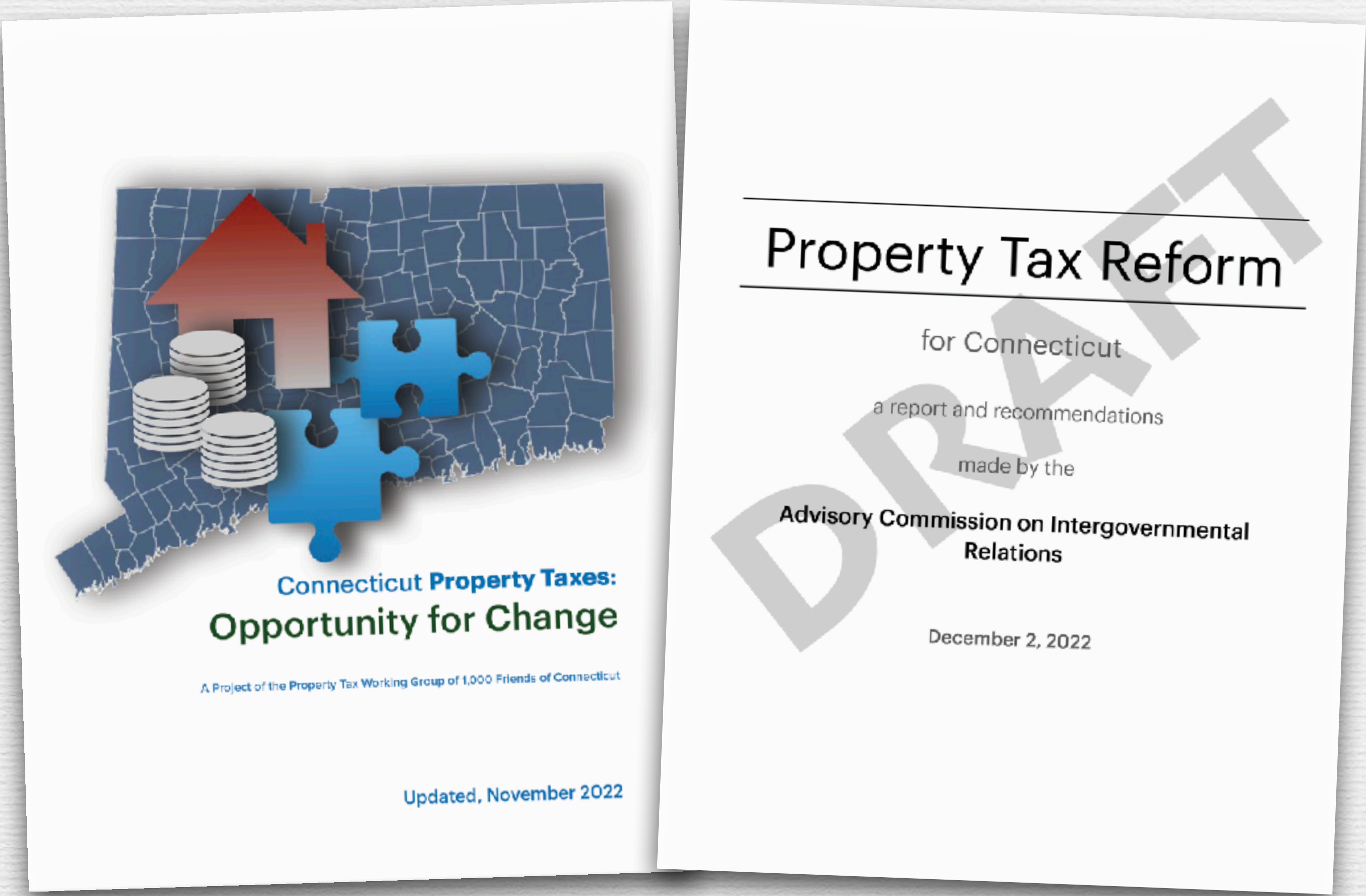
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Northeastern Connecticut Council of Governments
Ashford - Brooklyn - Canterbury - Chaplin - Eastford - Hampton - Killingly - Plainfield -
Pomfret - Putnam - Scotland - Sterling - Thompson - Union - Voluntown - Woodstock
Results through Regionalism

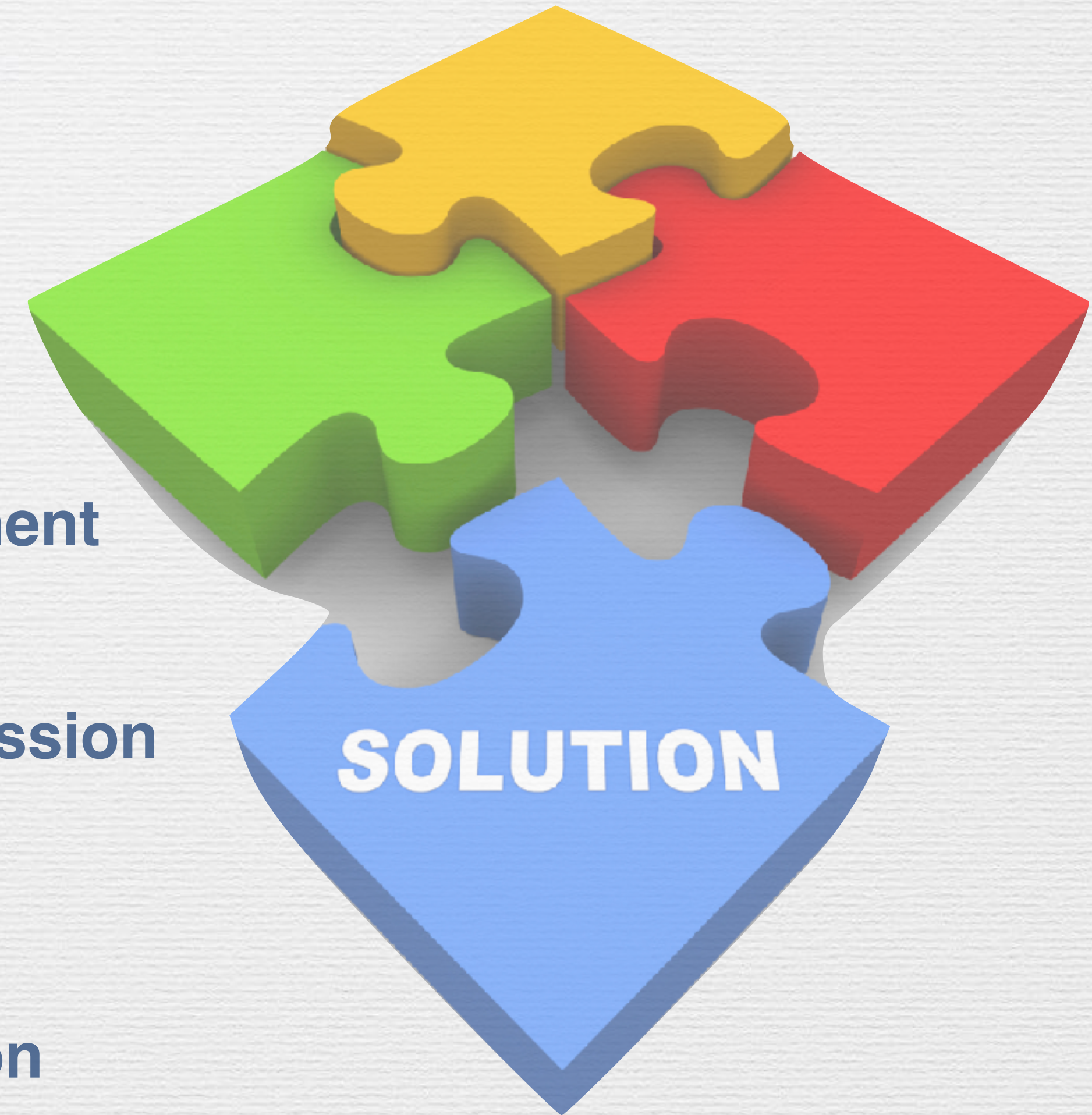
Property Tax Reform

Overall Connecticut Tax Incidence for Individual Filers, 2019



Source: CT DRS Tax Incidence Study, 2022

- ❑ **Regional or Shared Town Administration**
- ❑ **Regional or Shared Assessor Services**
- ❑ **Regional or Shared Finance Services**
- ❑ **Environmental Depot Site Plan Development**
- ❑ **Regional Economic Development**
- ❑ **Regional Land Use (Zoning and Wetlands) Enforcement**
- ❑ **Regional Fire Marshal**
- ❑ **Regional Inland Wetlands and Watercourses Commission**
- ❑ **Information & Technology**
- ❑ **Recreation Services**
- ❑ **Town Consolidation and/or Enhanced Regionalization**
- ❑ **Regional Fire and Ambulance Assessment and Suggestions for Collaboration**



Regional Performance Incentive Program Options

“The Regional Performance Incentive Program was established in 2007 to encourage municipalities to participate in voluntary inter-municipal or regional shared services projects that have the potential to produce measurable “economies of scale”, provide desired or required public services, and lower the costs and tax burdens associated with the provision of such services.” - OPM

Criteria (as put forth in Public Act 21-2, Section 177) for RPIP Proposals::

- The **proposed service or initiative will be available to or benefit all participating members** of the regional council of governments or regional educational service center **regardless of such members' participation in the grant application process**;
- **When compared to the existing delivery of services** by participating members of the council or center, the **proposal demonstrates** (i) a **positive cost benefit** to such members, (ii) **increased efficiency and capacity** in the delivery of services, (iii) a **diminished need for state funding**, and (iv) **increased cost savings**;
- The proposed service or initiative **promotes cooperation among participating members** that may lead to a **reduction in economic or social inequality**;
- The **proposal has been approved by a majority of the members** of the council or center and...contains a statement that not less than **twenty-five per cent of the cost of such proposal shall be funded by the council or center in the first year of operation**, and that **by the fourth year of operation the council or center shall fund one hundred per cent of such cost**; and
- **Any employee organizations that may be impacted by such proposal have been informed of and consulted about such proposal**, pursuant to subsection (c) of this section.

Most people are unaccustomed to working across boundaries. We tend to focus on the tasks immediately in front of us, within our small sphere of influence. ..



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



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Happy Holidays