



# NECCOG

Ashford Brooklyn Canterbury Chaplin Eastford Hampton Killingly Plainfield  
Pomfret Putnam Scotland Sterling Thompson Union Voluntown Woodstock  
*Results through Regionalism*

*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.*



## 2024 - 2025 Work Plan and Budget

Approved April 26, 2024



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# Introduction

NECCOG, a state leader in the innovation, development, advocacy 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**.

NECCOG is one of nine statutorily authorized regional councils of governments. Connecticut law enables regional councils of governments to 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. Additionally, 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. COGs may administer and provide regional services to municipalities and may delegate such authority to subregional groups of such municipalities. The statute (8-31b) specifically enables a regional council of governments to provide regional services to municipalities and may include, without limitation, the following services:

- Engineering;
- Inspection and Planning;
- Economic Development;
- Public Safety;
- Emergency Management;
- Animal Control;
- Land Use Management;
- Tourism Promotion;
- Social;
- Health;
- Education;
- Data Management;
- Regional Sewerage;
- Housing;
- Computerized Mapping;
- Household Hazardous Waste
- Collection;
- Recycling;
- Public Facility Siting;
- Coordination of Master
- Planning;
- Vocational Training and
- Development;
- Solid Waste Disposal;
- Fire Protection;
- Regional Resource Protection;
- Regional Impact Studies; and
- Transportation.

Each municipality is represented by their respective chief-elected official. NECCOG is statutorily authorized, but has no regulatory power. For the 2024-25 fiscal year NECCOG will be managing a budget of approximately \$3.1 million (exclusive of transportation project funds) and a staff of forty. Funding for the organization comes from local, state and federal sources

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.

## Mission

The mission of the Northeastern Connecticut Council of Governments (NECCOG) is to serve as a chief-elected official driven - organized forum for the member towns to discuss, facilitate and develop responses to issues of mutual concern; having in place the staffing expertise to assist towns that individually would not be able to either afford or justify, and; administer programs and projects for the betterment of the member towns collectively and individually.

## Goals

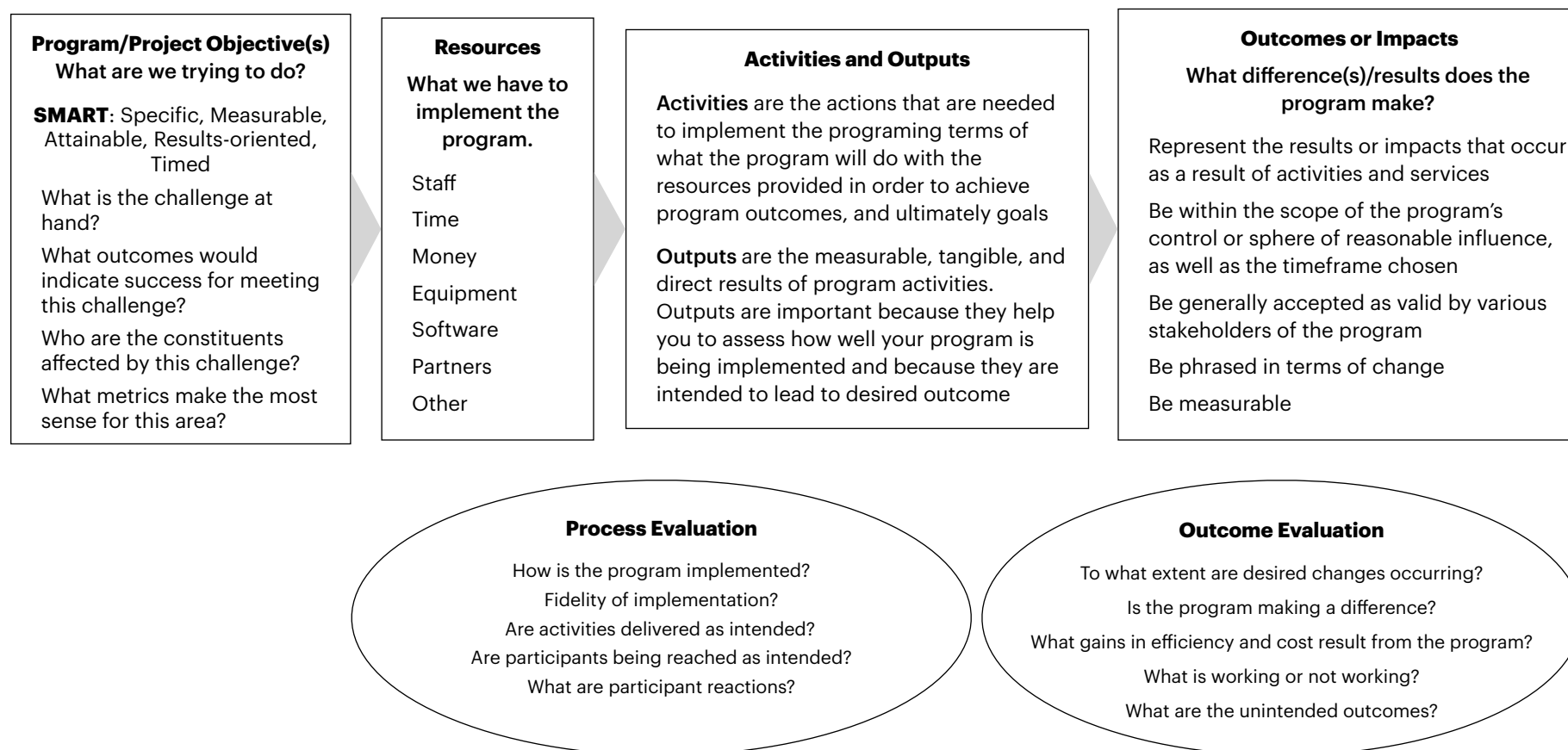
- Member initiated programs and projects resulting in measurable results
- Stay informed and take action on issues that are of mutual interest
- Seek solutions to issues of common concern through cost effective programs
- Provide a forum for communication and representation - facilitating the exchange of ideas and information
- Be responsive to our member towns
- Facilitate collaboration of regional solutions
- Consider new or expanded programs
- Maintain a workplace environment that cultivates and recognizes professional excellence, teamwork, and creativity
- Provide an expert resource for information and assistance in planning for a broad mix of local government services;
- Represent the interests and needs of member towns to local, regional, state and federal interests;
- Identify and be able to respond to unforeseen local or regional needs;
- Be efficient with staff time and resources

## Values

NECCOG's Board, and Staff are committed to the highest ethical standards of professional service, leadership and integrity. Cooperatively the member towns seek to serve the region - utilizing problem solving techniques and developing a creative outlook for the future. The success of the organization depends on the talents, skills, and expertise of its board and staff working as a team.

# Work Plan Development

The NECCOG Work Plan employs the Logic Model approach. ‘A logic model is a systematic and visual way to present and share the organization’s understanding of the relationships among the resources available to operate a program, the activities planned, and the changes or results the organization hopes to achieve.’ The logic model allows for a clearer picture of the organization’s 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 and is consistent with state, federal and local reporting and accountability. NECCOG is accountable for its actions and expenditures at the local, state and federal level. The Logic Model ensures a better understanding of what we do and what we spend. In addition to this document be an accounting to the membership of NECCOG’s activities, there are additionally multiple reporting requirements



## Programs and Projects

### General

- Intergovernmental Relations
- Town Administrative Services
- Town Technical Assistance
- Crumbling Foundations
- Regional Property Revaluation Program
- Regional Elections Advisor Program
- Human Services Coordination Council

### COVID-19 Response and Recovery

- Economic Recovery and Resilience Plan - EDA
- Entrepreneurial Enhancement - EDA
- On-Line Presence to Assist in the Economic Recovery - EDA

### GIS Services

- Regional Viewer
- Town Parcel Updates and Tax Maps
- General Mapping Services
- Asset Management Pilot
- Tier II Viewer

### Public Safety

- Paramedic Intercept Program
- Pre-Hospital Emergency Care
- DEMHS Region IV Emergency Planning

### Natural Hazard Mitigation and Resource Protection

- Natural Hazard Mitigation Plan
- Environmental Depot

### Animal Services Program

- Regional ASP
- Trap, Neuter, Release and Maintain Program

### Planning and Engineering Services

- Regional Engineering Program
- Plan of Conservation and Development
- Statutory Referrals
- Land Use Technical Assistance
- Regional Building Official Program
- Regional Land Use Enforcement Program

### Economic Development

- Comprehensive Economic Development Strategy/Economic Development District
- Eastern Connecticut Enterprise Corridor Administration
- Branding/Marketing Plan Facilitation

### Grants Management

- ARPA, RPIP, IIJA, LOCTCIP, Small Cities and available state and federal grants

### Northeastern Connecticut Transit District Administration

### Transportation Planning and Technical Assistance

- UPWP
- IIJA Transportation Safety Grant

### NECCOG Administration

- Organizational Chart
- NECCOG Budget
- NECTD Budget
- Combined Budgets

### Appendix A - Significant Statutes Related to Regional Councils of Governments

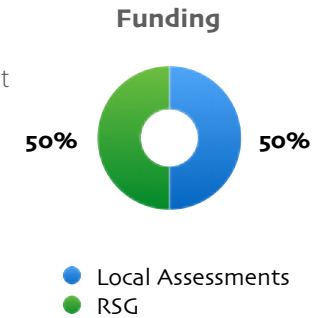
# General

The following section of the Work Plan addresses multiple programs that do not readily fit into one of the other categories in the plan. Each is important to the towns participating in the individual programs and collectively to the strength of NECCOG. Generally, these are reflective of NECCOG's longstanding approach to provide services on a regional and individual town basis depending on the needs at the time.



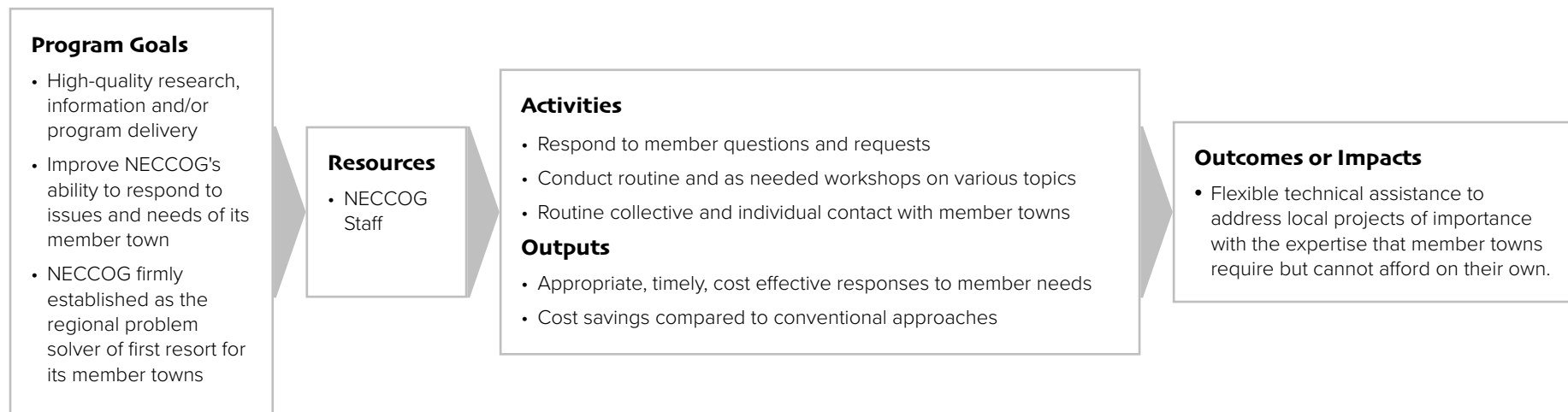
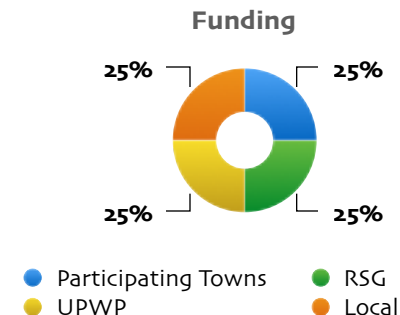
## Intergovernmental Relations

**Background:** NECCOG represents its member towns in a range of circumstances with public, private and non-profit organizations. This includes, but is not limited to the Connecticut General Assembly, State agencies, Federal government, CCM, COST, Connecticut Congressional Delegation, CENSUS, FEMA, Advisory Commission on Intergovernmental Relations (ACIR), Connecticut Foundation Solutions Indemnity Company, Inc. (“CFSIC”), Water Utility Coordinating Committee, Eastern Connecticut Workforce Investment Board, Governor’s Council on Climate Change, CTCOG, Ad-Hoc Working Committee for Crumbling Foundations, Senator Murphy’s Transportation Advisory Committee, Rhode Island and Massachusetts planning/regional organizations, USDA, and the Soil and Water Districts. **Estimated Cost:** \$25,000 - \$50,000, **Staffing:** Executive Director and Policy Staff



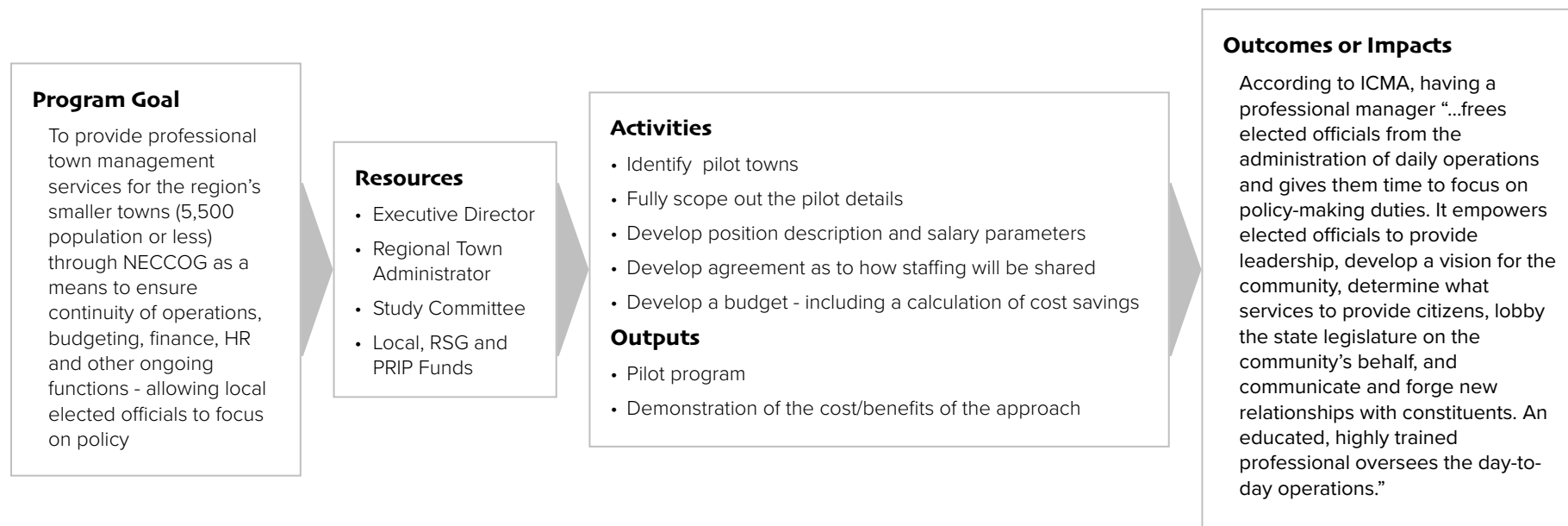
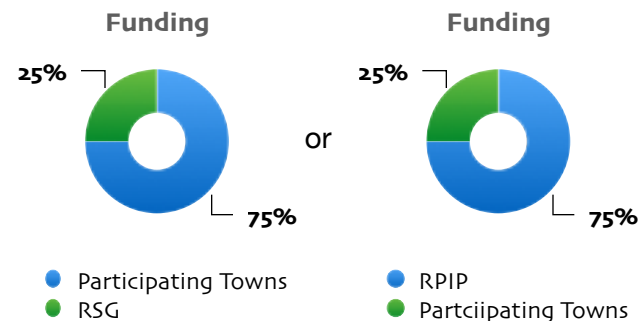
## Town Technical Assistance

**Background:** NECCOG has traditionally served as an extension of each member town’s staff - providing individualized assistance on a range of topics, including FOIA training; grant assistance; land use (see Land Use Section for details); assistance with state/federal agencies; town hall management assessments - including job descriptions and salary data; economic development assistance; research; state or local road traffic counts; board/commission training, by-law development, legislative proposals; smart growth workshops; census and other demographic data; planning and meeting facilitation. **Estimated Cost: \$Variable Staffing: All**



## Town Administrative Services

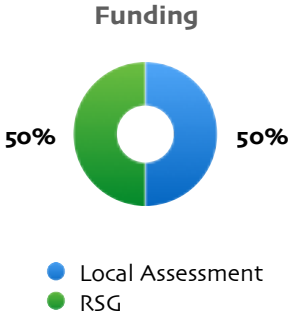
**Background:** The administration of town government requires diverse and unique skills. They are not skills necessarily found in a person elected to the position of first selectman or mayor. The qualifications to be a chief-elected official are not synonymous with those necessary to properly administer a town. Additionally, turnover in leadership often results in inconsistent management of personnel; lack of or inconsistent capital planning/management; budgeting issues; grant procurement opportunities lost; procedures and policies being ignored or forgotten; and maintaining a business approach to operations. According to ICMA, “More than 73 percent of cities, towns, and counties throughout the United States with populations of 2,500 or more have established the position of professional local government manager.” NECCOG would hire a qualified administrator to provide town administrative assistance for up to three towns on a pilot basis with the costs split proportionally between towns over and above any grant monies applied to this program. **Estimated cost: \$100,000 - \$150,000, Staffing: Executive Director and Regional Town Administrator**



# Crumbling Foundations

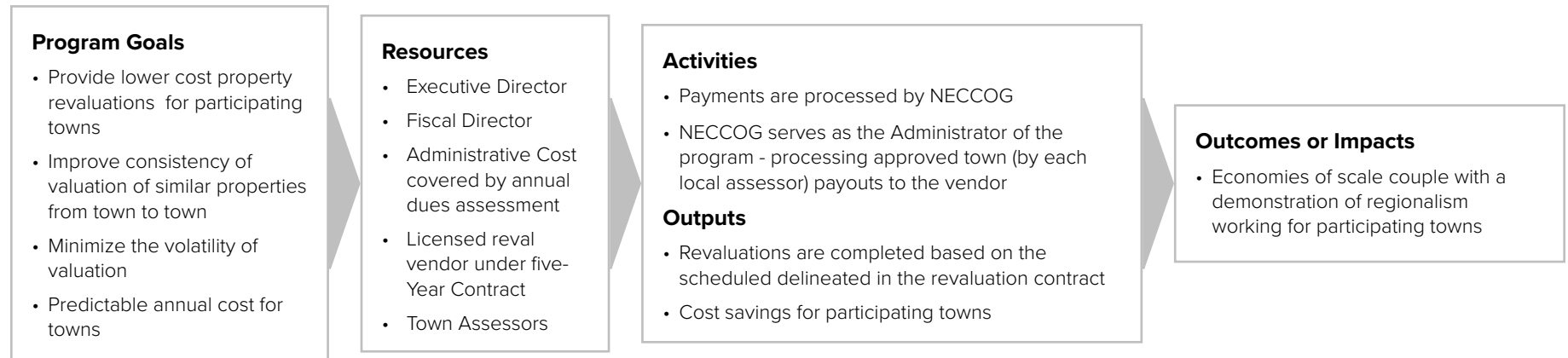
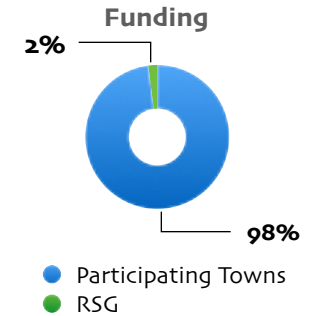
**Background:** For thousands of homeowners in northeastern Connecticut, the threat of a failed concrete foundation as a result of a naturally occurring mineral - Pyrrhotite - is all too real. Multiple communities have been impacted - including those located in the NECCOG region. These include: Ashford, Chaplin, Canterbury, Brooklyn, Hampton, Eastford, Plainfield, Putnam, Thompson, Woodstock and Union. Since 2016 NECCOG, at the invitation of the Capital Region Council of Governments (CRCOG) has been a member of their Ad-Hoc Working Committee for Crumbling Foundations. "The goal of the committee is to provide towns and homeowners with assistance in needed areas: including potentially helping in determining qualified contractors in testing, engineering and remediation. In addition, the committee could also study the development of other forms of relief to homeowners." A major outcome thus far was the creation of the Connecticut Foundation Solutions Indemnity Company, Inc. (CFSIC) - on which NECCOG's Executive Director has a voting seat. To date, CFSIC has put 700 families back into their homes.

**Estimated Costs:** \$5,000 **Staffing:** Executive Director



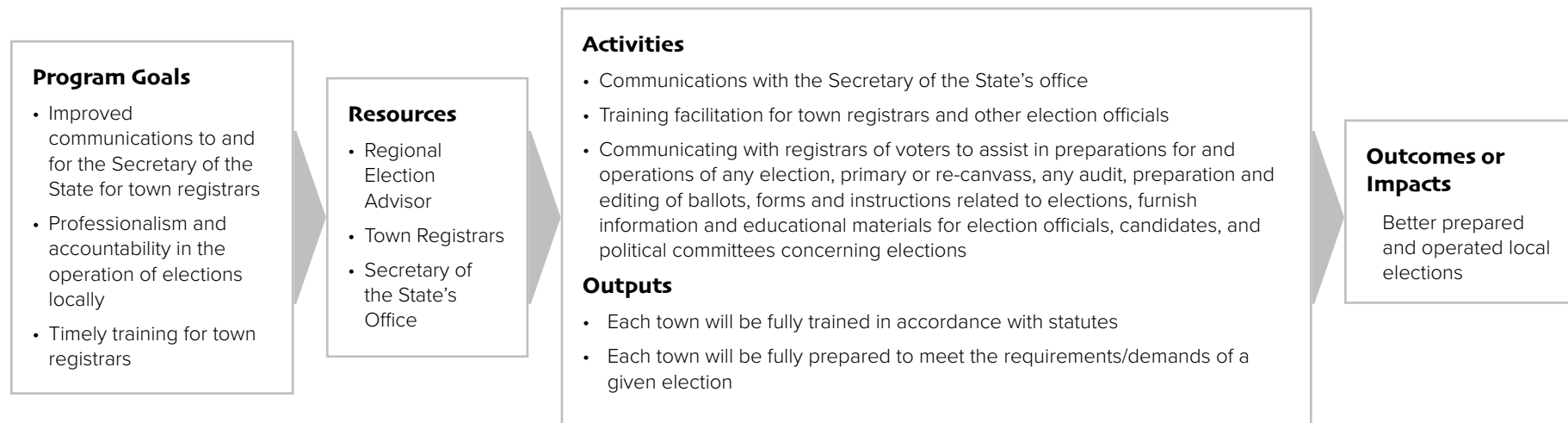
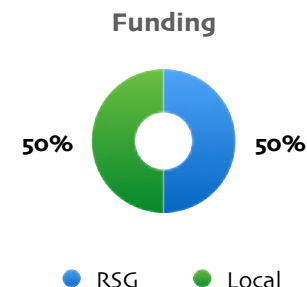
## Regional Property Revaluation Program

**Background:** Since 2010, following legislation initiated by NECCOG in 2009, the region has had in place a regional approach to property revaluation. By bundling towns through the region an economy of scale is achieved that enables NECCOG to secure a more favorable price for revaluation than could be attained by towns acting individually. Additionally, NECCOG develops and issues the RFP and the contract to secure the vendor and provides administrative services at no additional cost to the participating towns. The program, which operates on a five-year cycle. **Annual cost: \$5,000 Staffing: Executive Director, Finance Director**



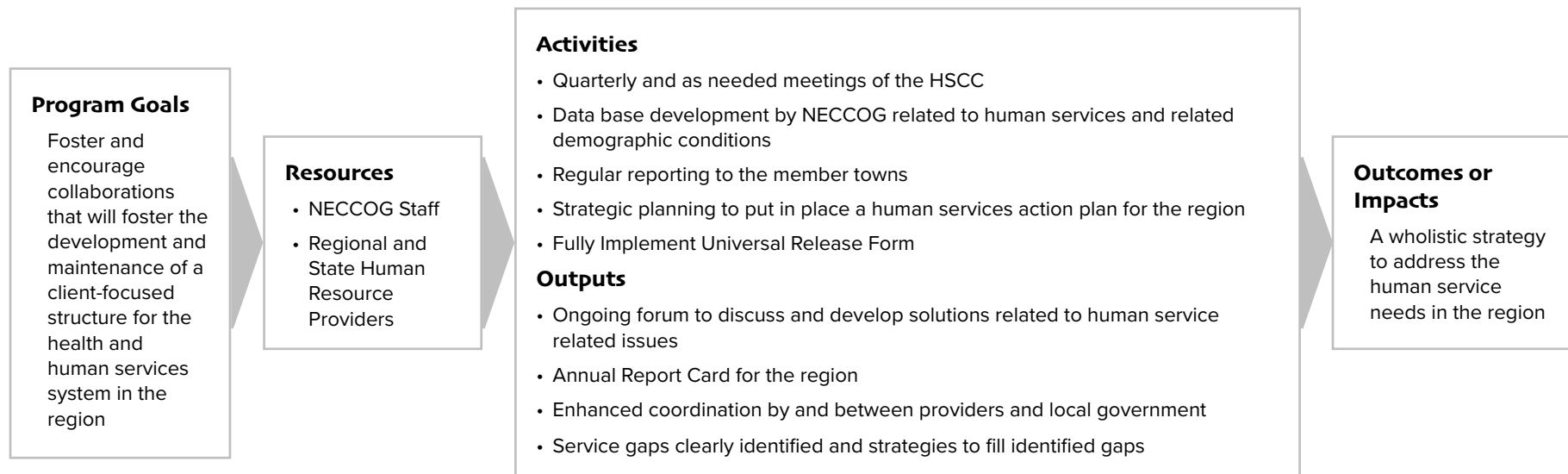
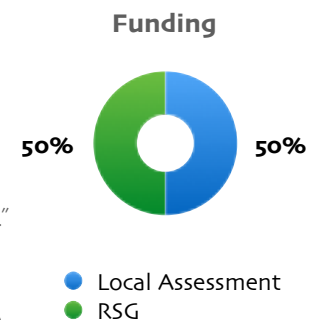
## Regional Elections Advisor

**Background:** In 2016 the Secretary of State had legislation enacted that established Regional Elections Monitor (REM) in each of the nine COGs. The REM’s charge was to consult with and acts on behalf of the Secretary of the State in preparations for and operations of any election, primary or re-canvass, or any audit conducted the the Secretary. The REM also coordinated instructional sessions for the certification of moderators and alternate moderators; coordinates; communicates with registrars of voters to assist, to the extent permitted under law, in preparations for and operations of any election, primary or re-canvass and transmits any order issued by the Secretary of the State. Additional duties, to the extent permitted under law included: assisting 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. Funding for this program lasted just one year - however, NECCOG made the decision to maintain the position as it has demonstrated continues benefits for those towns choosing to utilize this service. **Estimated Costs: \$25,000 Staffing: Regional Election’s Monitor and Administrative Staff**



## Human Services Coordination Council

**Background:** Each regional council of governments is required, CGS 17-760, to establish and operate a Regional Human Services Coordinating Council. “Membership on the regional human services coordinating councils established under this section shall include the Commissioners of Developmental Services, Social Services, Children and Families, Mental Health and Addiction Services, Correction, Education and Public Health, or said commissioners' designees, and the executive director of the Court Support Services Division of the Judicial Branch, or the executive director's designee. Additional membership shall be determined at the discretion of the executive director of each regional council of governments. Such membership may include, but not be limited to: (1) Municipal elected officials, (2) workforce development boards, (3) nonprofit agencies, and (4) family advocacy groups.” The statute further requires that: “Each regional human services coordinating council established under this section shall meet not less than twice annually to (1) ensure that regional plans and activities are coordinated with the human service needs of each region, and (2) develop approaches to improve service delivery and achieve cost savings in the region.” **Estimated Costs: \$10,000 - \$25,000 - Staffing: Regional Planners**



# COVID-19 Response and Recovery

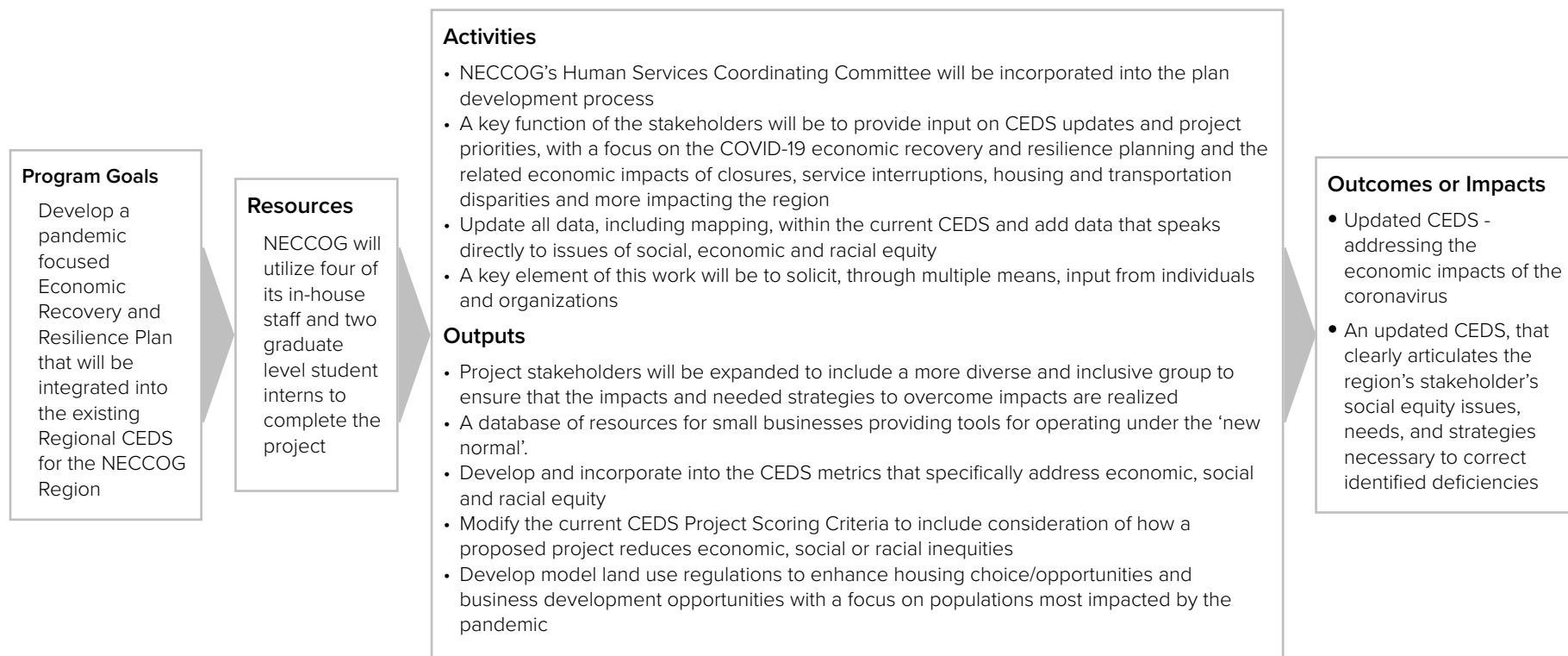
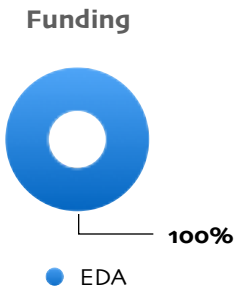
NECCOG, since the start of the pandemic in March of 2020, has been engaged in the response and recovery from the COVID-19 pandemic. In 2020 and 2021 NECCOG in conjunction with the Advisory Commission on Intergovernmental Relations (ACIR), OPM and the governor's office developed and maintained a series of municipal best management practices documents to assist towns in adjusting their operations in response to the pandemic. NECCOG has additionally worked with the Department of Emergency Management and Homeland Security (DEMHS) to assist in responding to the pandemic and to help with recovery. Currently, through DECD and the Economic Development Administration (EDA) NECCOG is working to address the region's economic recovery needs resulting from COVID-19 through a special grant from EDA.

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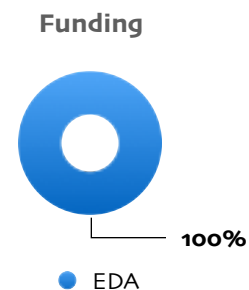
## COVID-19 Response - EDA COVID Response Grant - Task I - Develop a Pandemic Focused Economic Recovery and Resilience Plan - Into Regional CEDS

**Background:** The current CEDS focuses on the long-standing challenges facing the region that include access to affordable safe housing, targeted economic development, full-time benefitted employment, increased job and educational training programs, transportation access, and increased access to health care. When the COVID-19 crisis began in March 2020, most of these generational challenges were amplified - with the region’s marginalized groups (persons of color, women, persons in poverty) bearing more of the impact than the balance of the population. COVID-19 has resulted in significant challenges for the residents and businesses in the region which include, but are not limited to: loss of income due to job loss or under-employment, loss of healthcare, inability to pay bills, and the potential loss of housing. Additionally, businesses (large and small) have been affected with limited capacity requirements, an inability to access state and federal funds, and reduction in staffing, all of which have deeply impacted the economy in the region. NECCOG, with this CEDS update, intends to develop strategies to keep businesses in the region open safely, to access funds to cover costs and retain employees, and focus efforts on pandemic recovery, resiliency, and economic, social, and racial equity. **Estimated Costs: \$50,000 - \$80,000 EDA and State, Staffing: Director of Regional Planning, Senior Planner, Regional Planner, GIS Technician.**



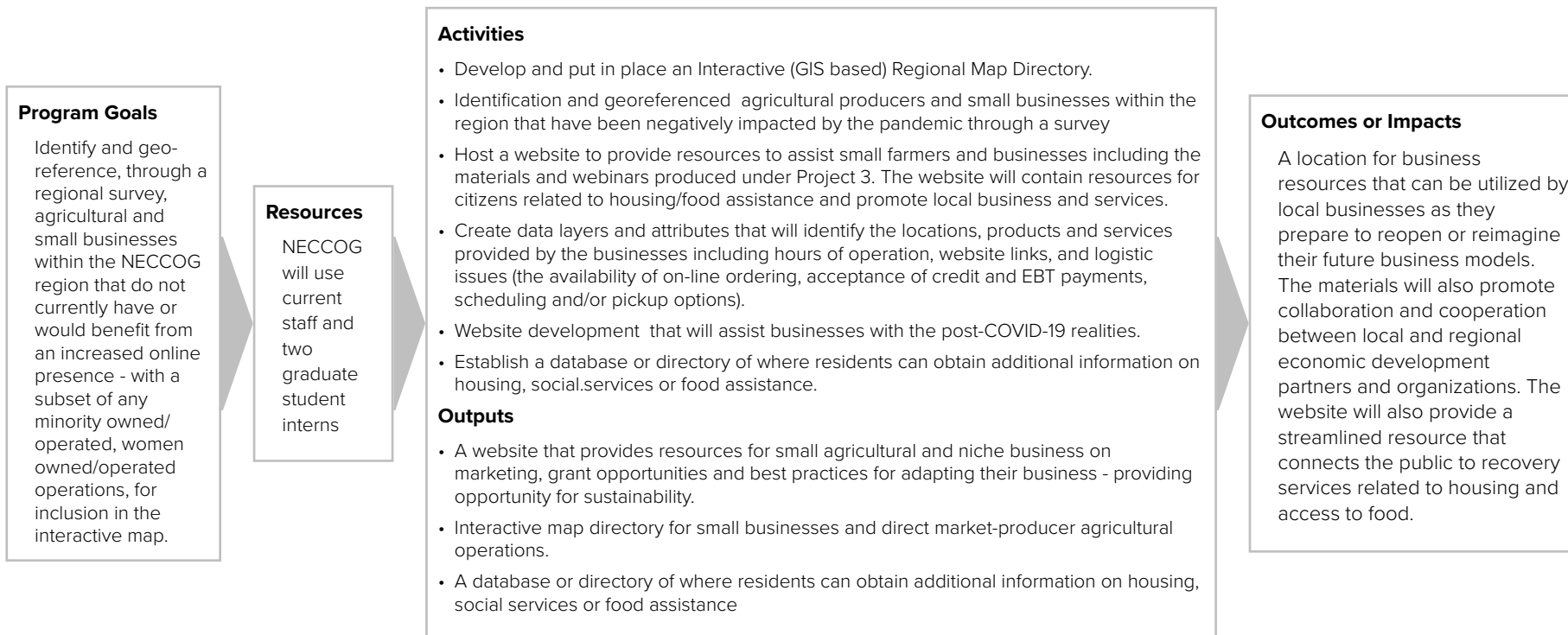
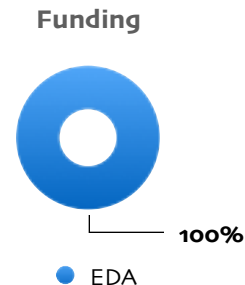
## COVID-19 Response - EDA COVID Response Grant - Task 3 - Entrepreneurial Enhancement

**Background:** Throughout the course of the COVID-19 pandemic, it has become apparent that local food is an important means of making meaningful connections to each other and in building resilient and healthy communities. NECCOG hopes to aid local governments, businesses, and other stakeholder organizations to increase access to direct market producers. In addition, the small businesses that characterize the mill villages throughout the region can benefit from additional resources and discussions in response to the current economic environment. The historic mill villages along the Quinebaug River have been identified as revitalization areas for small businesses, including the Putnam Special Services Opportunity Zone. NECCOG will provide technical assistance and support through educational webinars for small businesses, including virtual entrepreneurial meetups specifically geared towards emerging businesses and new farmers. The niche agricultural sector within the region, and businesses with a focus on sustainability, are a potential growth sector in the region. Along with regional partners such as the Northeast Connecticut Chamber of Commerce, Windham Chamber of Commerce, Eastern Connecticut Chamber of Commerce, UCONN Extension, CT NOFA, CT Department of Agriculture, Heart CT Grown, SBA, SCORE, and CT Main Street Center, educational webinars on e-commerce and loan assistance programs will be offered. A compiled listing of existing resources and work already underway by many of these organizations will be shared non a single site to allow business owners to promote their businesses to visitors and residents while gaining access to technical assistance. This proposal will bring a range of trainings, workshops, webinars, and partnerships to impacted businesses. **Estimated Costs: \$45,000 - \$60,000 Staffing: Director of Regional Planning, Senior Planner, Regional Planner, GIS Technician.**



## COVID-19 Response - EDA COVID Response Grant - Task 4 - Establish and maintain an On-Line Presence/Website to Assist in the Economic Recovery

**Background:** The pandemic has been particularly hard on small business; including agriculture in northeastern Connecticut. NECCOG will, through the development of its economic recovery and resilience planning process within Task 1, identify agricultural producers, small businesses within the region that have been negatively impacted by the pandemic. The new website will provide resources to assist small farmers and businesses in adapting to a new economic environment such as materials and webinars produced in Task 3. The website will include pages that contain resources for citizens related to housing and food assistance as well as promote local business and services. The interactive map viewer will identify services and/or products available and informational links to websites and other online resources. The interactive mapping application will also provide directions as well as search options based on types of services, products or resources required. The application will include a product/services key identifying: Services and products such as Community Supported Agriculture, Farmers Markets/Co-ops, Farm Stands, Pick-Your-Own Operations, USDA Certified Organic, CT NOFA, EBT Accepted, Curbside Pickup/Delivery Available as well as the kinds of products available (Fruits, Vegetables, Eggs, Meats, Poultry, Dairy, Herbs, Flowers), food pantries etc **Estimated Costs: \$45,000 - \$60,000 Staffing: Director of Regional Planning, Senior Planner, Regional Planner, GIS Technician.**



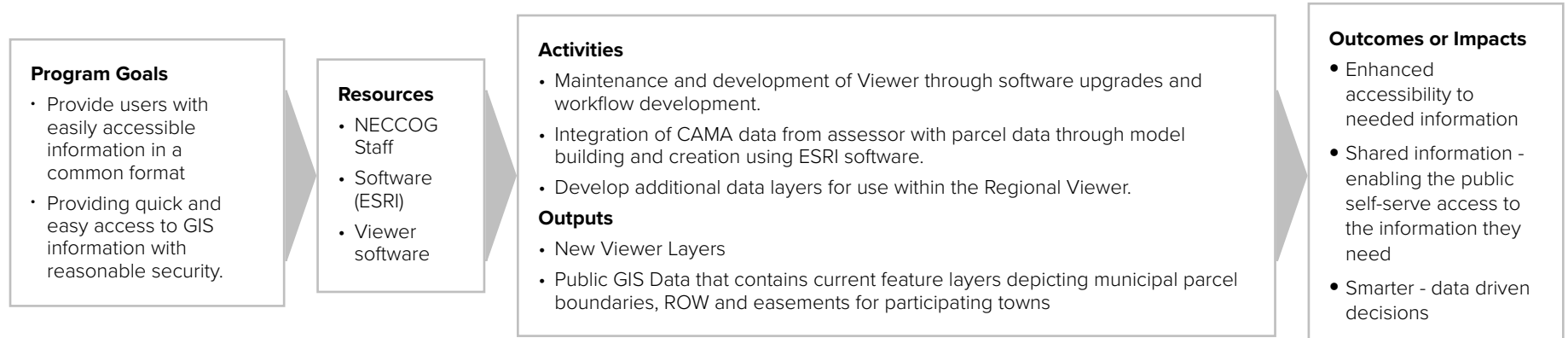
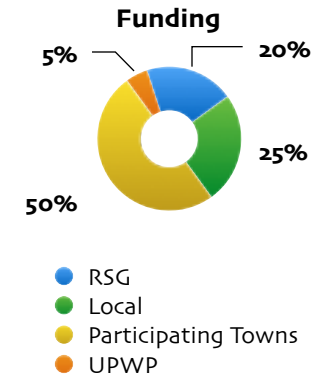
# GIS Services

Geographic Information Services (GIS) has been used by NECCOG since the late 1990's. In 2008, with the assistance of a RPIP Grant, NECCOG began work on developing highly accurate parcel data for each of its then 11 member towns and to be joined as part of a regional parcel viewer. Today, NECCOG's GIS Viewer is fully integrated with each participating town's parcel data and related assessor data sets - allowing persons to locate parcels and information that previously required a trip to a town hall - ZEOs, Wetland's Agents, Building Officials, local attorneys, realtors and others have become highly dependent on the site. Additionally, NECCOG has the capacity to conduct build-out analysis and to construct maps depicting specific data sets. NECCOG also provides additional mapping services including cartography and visualizations for planning documents, tax maps, transportation projects and grants. GPS and GIS services utilizing Trimble, ESRI and other handheld applications are utilized for trail mapping, identification, and promotional brochures.

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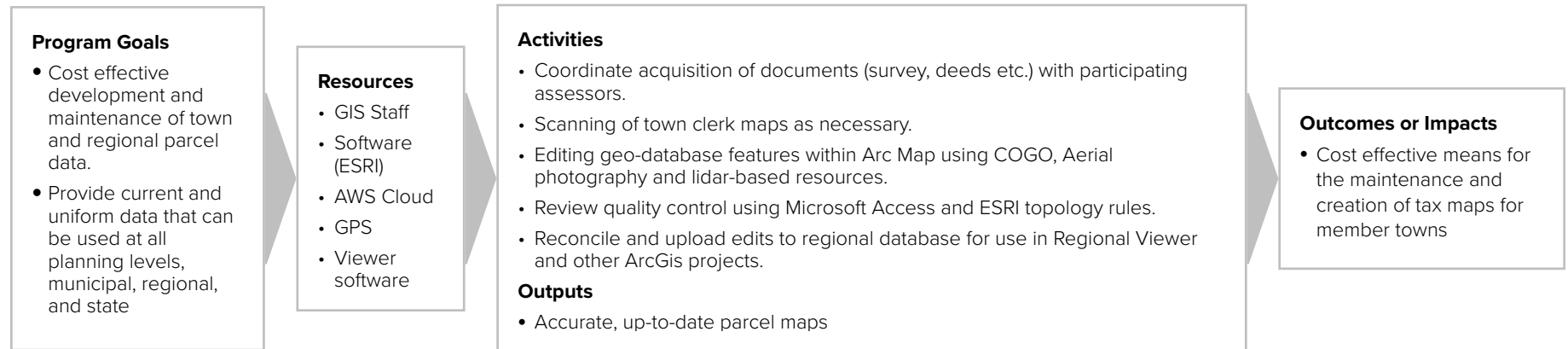
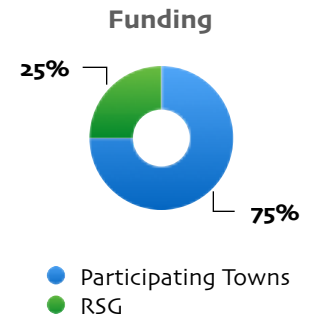
## Regional GIS Viewer

**Background:** NECCOG has in place an interactive mapping viewer on its website to provide residents and businesses access to a vast array of GIS data such as parcel data, natural resources, transportation and other information. The Viewer platform also allows for expansion for additional layer themes as well as tax maps and surveys. **Estimated Costs: \$25,000** **Staffing: Director of Regional Planning and Transportation and GIS Technician**



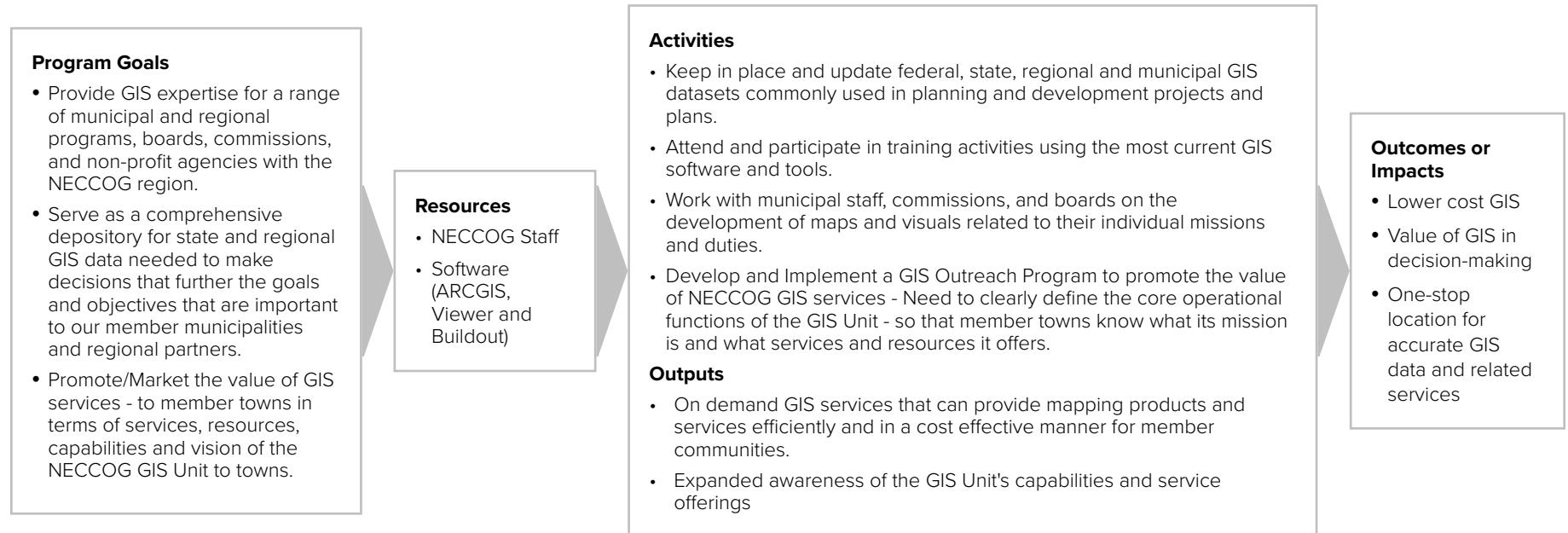
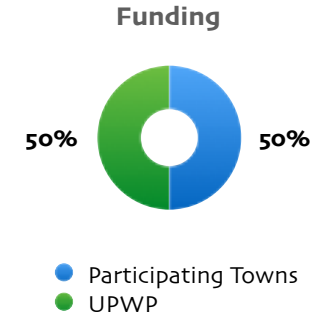
## Town Parcel Updates and Tax Maps

**Background:** NECCOG staff, in coordination with participating town assessors, provide updates through identification of property boundary adjustments file by deed, survey or subdivision. Parcel data provided to participating towns are not a survey but a visual representation of individual parcels woven together within the town's boundaries. NECCOG additionally produces tax maps for participating towns. NECCOG also provides scanning of maps filed with the town clerk for towns that do not have scanning ability and provide digital files for use with property information. **Estimated Costs: \$20,000 Staffing: Director of Regional Planning and Transportation and GIS Technician**



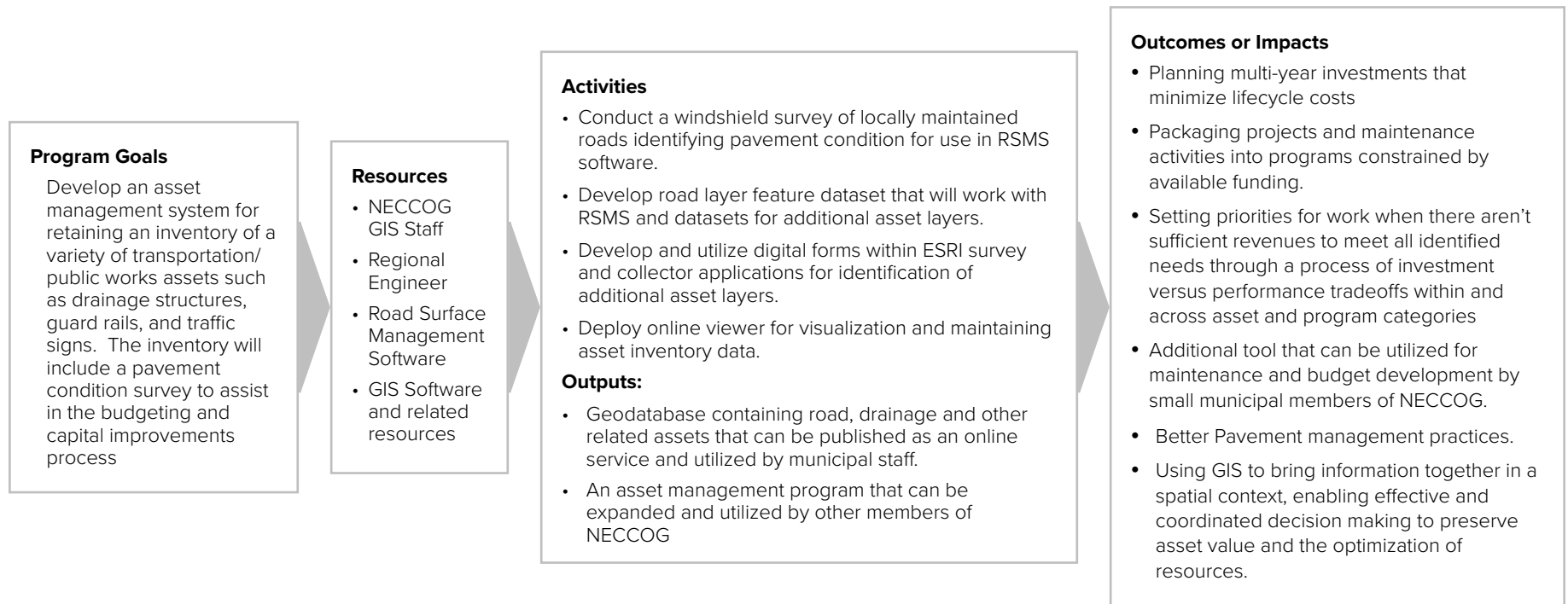
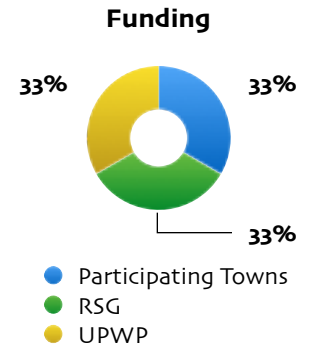
## General Mapping Services

**Background:** NECCOG’s GIS staff have considerable expertise in the development of various mapping applications for use in land use planning (zoning, POCDs), economic development, transportation, emergency management, environmental uses - including open space planning and more. Our staff are trained and utilize ArcGis, GPS, Build-Out software, Aerial interpretation, Remote Sensing, Spatial Analysis, Digitizing/Scanning and other GIS tools to create maps, plans and visualizations for member municipal municipalities. **Estimated Costs:** \$Varies by project - small projects are no cost and more involved projects may result in a fee **Staffing:** Director of Regional Planning and Transportation and GIS Technician



## Asset Management Pilot

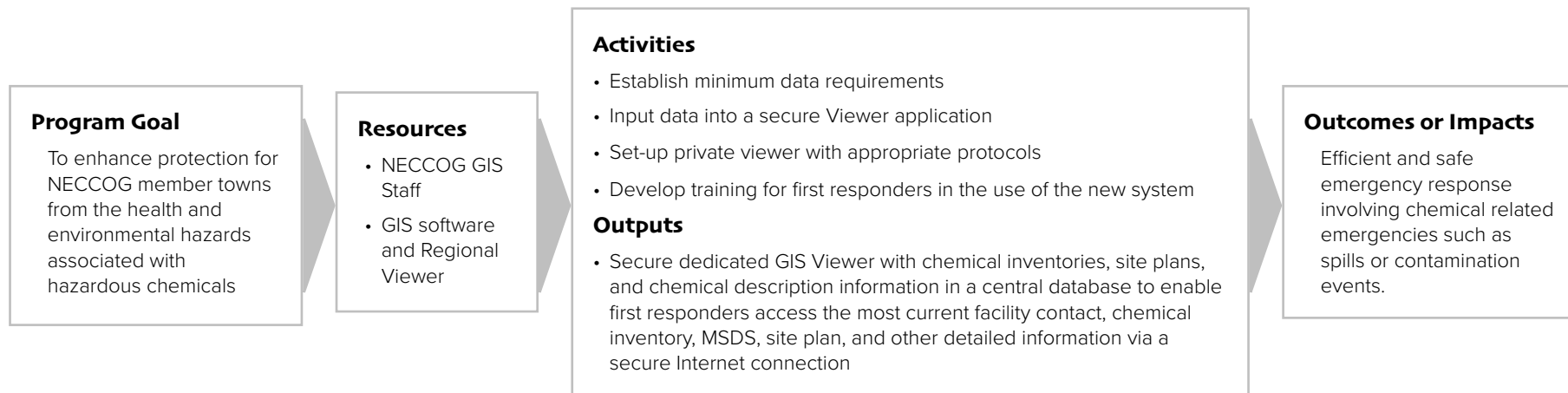
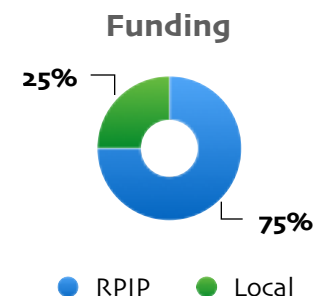
**Background:** NECCOG GIS and Engineering staff will work with a small member municipality (less than 3,000 population) to develop an asset management system for retaining an inventory of a variety of transportation/public works assets such as drainage structures, guard rails, and traffic signs. The inventory will include a pavement condition survey to assist in the budgeting and capital improvements process using RSMS (Road Surface Management Software) developed by the New Hampshire T2 Center. The database will be GIS based and include asset types with photos, locations, and dimensions. Applications developed to collect the data will be created using ESRI survey and collector applications and are intended to be simple and low cost for continued use by public works staff and others. The inventories will be available through a secured online mapping viewer for visualization with other layers. **Estimated Costs: \$30,000 Staffing: Director of Regional Planning and Transportation and GIS Technician**





## Tier II Viewer

**Background:** The Environmental Protection Agency (EPA) requires annual submission of what is referred to as “Tier II forms” as part of the Emergency Planning and Community Right-to-Know Act. The purpose of this form is to provide state, local officials, and the public with specific information on potential hazards. These forms go to the LEPC (Local Emergency Planning Committee) for the region (NECCOG) and the fire department who has jurisdiction over the facility making the submission. The proposed initiative is modeled after one in place in Wilson, North Carolina. “Wilson has implemented a system that maintains chemical inventories, site plans, and chemical description information in a central database. In an emergency, first responders can access the most current facility contact, chemical inventory, MSDS, site plan, and other detailed information via a secure Internet connection. The GIS component helps first respondents map the chemical facility and understand its relationship to other critical infrastructure (<https://www.esri.com/news/arcuser/1003/tier2.html>).” **Estimated Costs: \$35,000** **Staffing:** Director of Regional Planning and Transportation and GIS Technician



# Public Safety

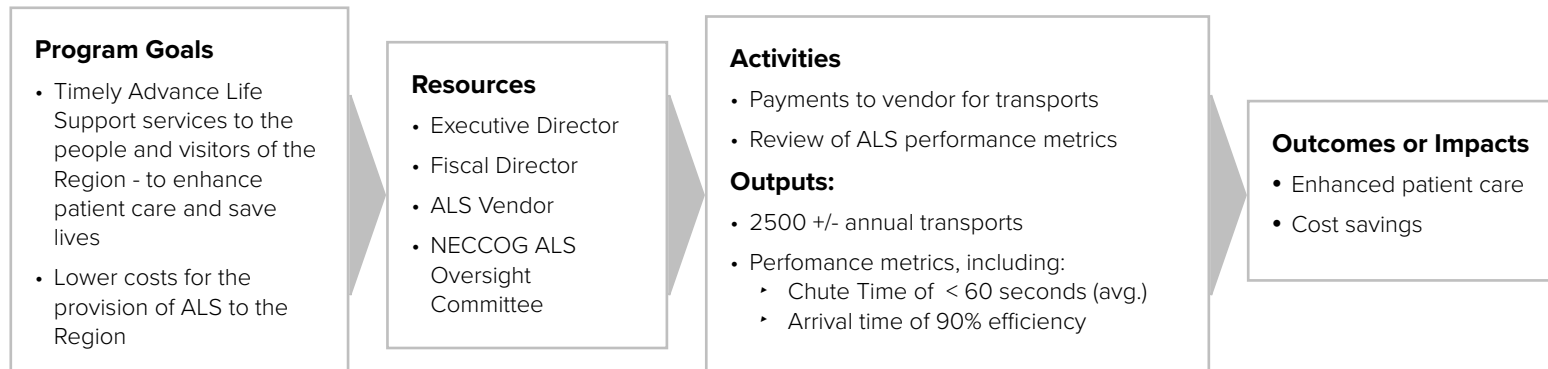
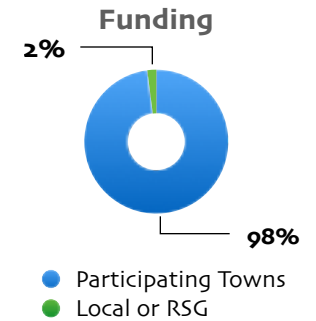
NECCOG has been directly engaged in public safety since 1998 when it put in place the first COG-based regional paramedic intercept program. That program continues to operate and NECCOG is now actively engaged in examining alternatives to the current pre-hospital emergency care system to enhance patient care. We are also an active participant with DEMHS and their ongoing work in Region IV on a range of emergency planning/response matters

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## Paramedic Intercept Program

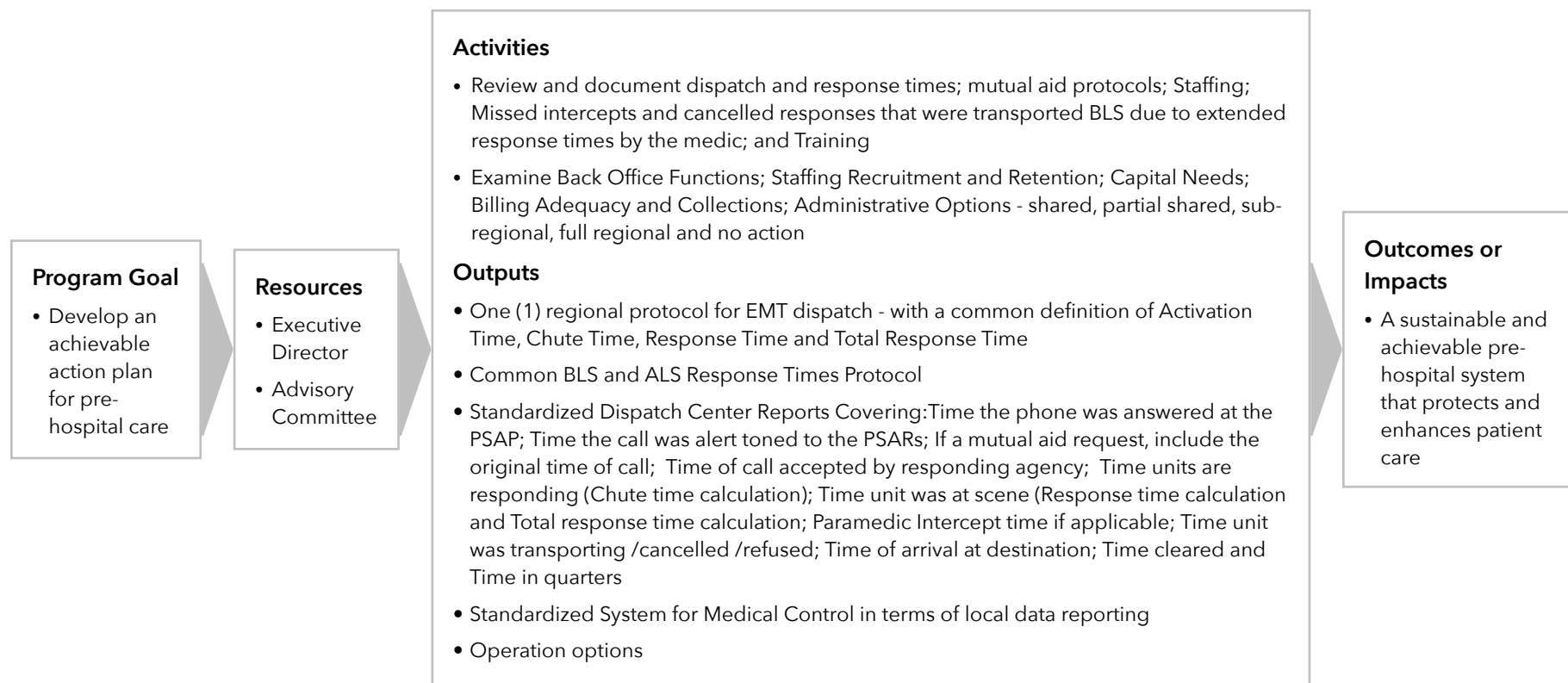
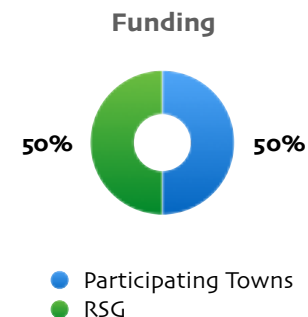
**Background:** The regional paramedic intercept program began in 1999. The program provides approximately 2,500 paramedic transports per year. Paramedic intercept provides Advanced Life Support (ALS) - a higher level of care delivered in the field to patients in need. The region's local ambulance services provide Basic Life Support (BLS) and are staffed by EMTs. NECCOG secures a qualified vendor to provide the service and administers payment to the vendor from the participating towns. The low volume of calls coupled with a patient insurance profile that includes a high percentage of either no insurance, Medicaid or Medicare makes the program unsustainable without some form of subsidy from the towns. **Estimated Costs: \$250,000**

**Staffing:** Finance Director, Executive Director, ALS Vendor



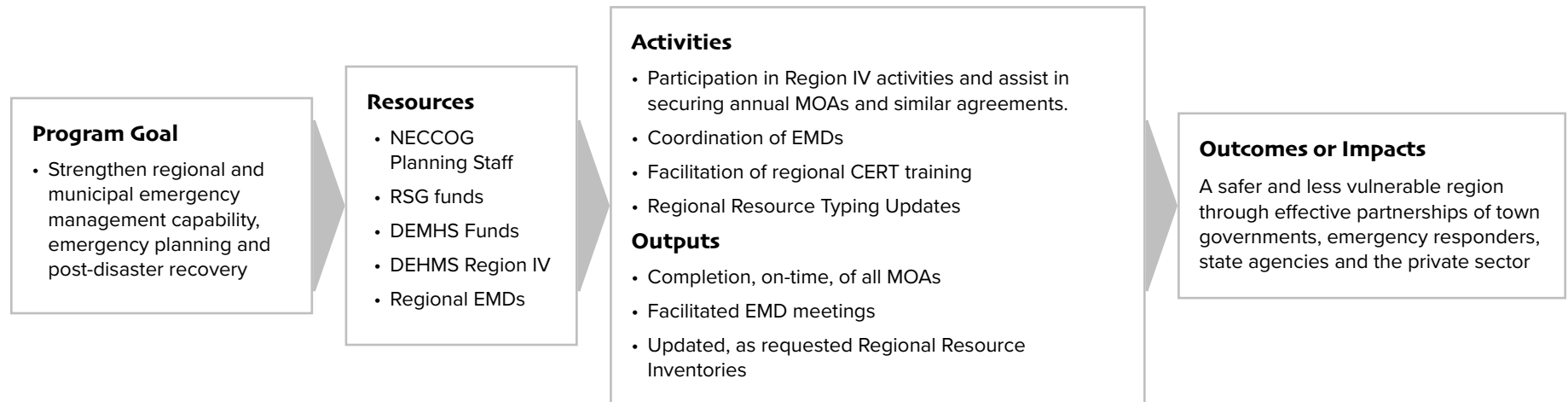
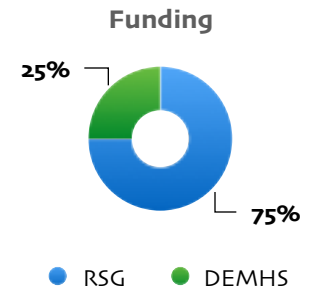
## Pre-Hospital Emergency Care

**Background:** In 2014 and again in 2016, NECCOG was awarded an RPIP Grant to study the pre-hospital emergency care system in the region. The goal of the studies was to evaluate, in consultation/coordination with the region’s pre-hospital care community, the current pre-hospital emergency care system in the Region, examine alternatives to the current delivery system and make recommendations (as warranted) to enhance patient care. The work of this initiative was placed on hold during the pandemic. Now with the pandemic behind us and both studies complete, NECCOG intends is to move forward with the further discussion and adoption of the recommendations contained in these studies. **Estimated Costs: \$25,000 Staffing: Executive Director**



## DEMHS Region IV Emergency Planning

**Background:** NECCOG is responsible for several elements of emergency management: (1) Local Emergency Preparedness Committee assistance and facilitation - which is made up of the Region's Emergency Management Directors; (2) Community Emergency Response Team (CERT) Program coordination. The CERT Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills as an assist to their communities and to emergency responders; and (3) NECCOG assists in the planning and function of Region IV - which provides the network and infrastructure for emergency response. **Estimated Costs: \$15,000 Staffing: Director of Regional Planning and Transportation, Senior Planner and Regional Planners**



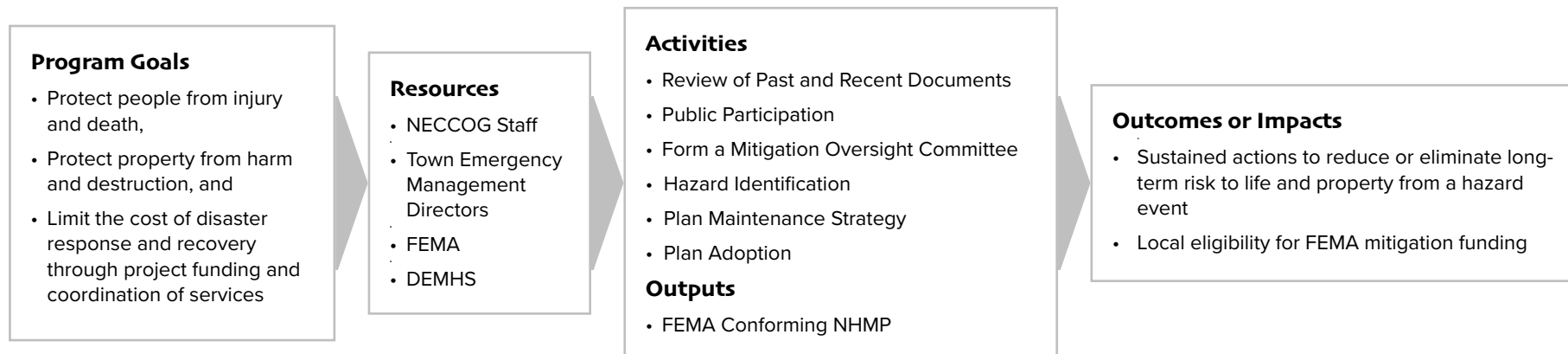
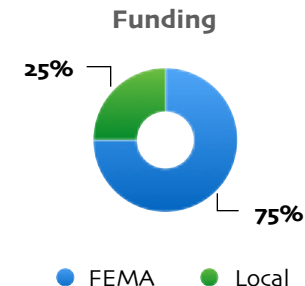
# Natural Hazard Mitigation and Resource Protection

Northeastern Connecticut has a range of natural resources that impact the region in both a positive and sometimes negative manner. The region has numerous lakes, ponds, rivers and brooks. The region has significant forest cover and wetlands. There are also significant soils important to current production agriculture and with the potential to expand agriculture in the region. The region is also impacted by floods, storms, earthquakes, droughts and other natural hazards. There is also the need to properly manage public drinking water and dispose of waste and recycle other products that have other uses.

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## Natural Hazard Mitigation Plan

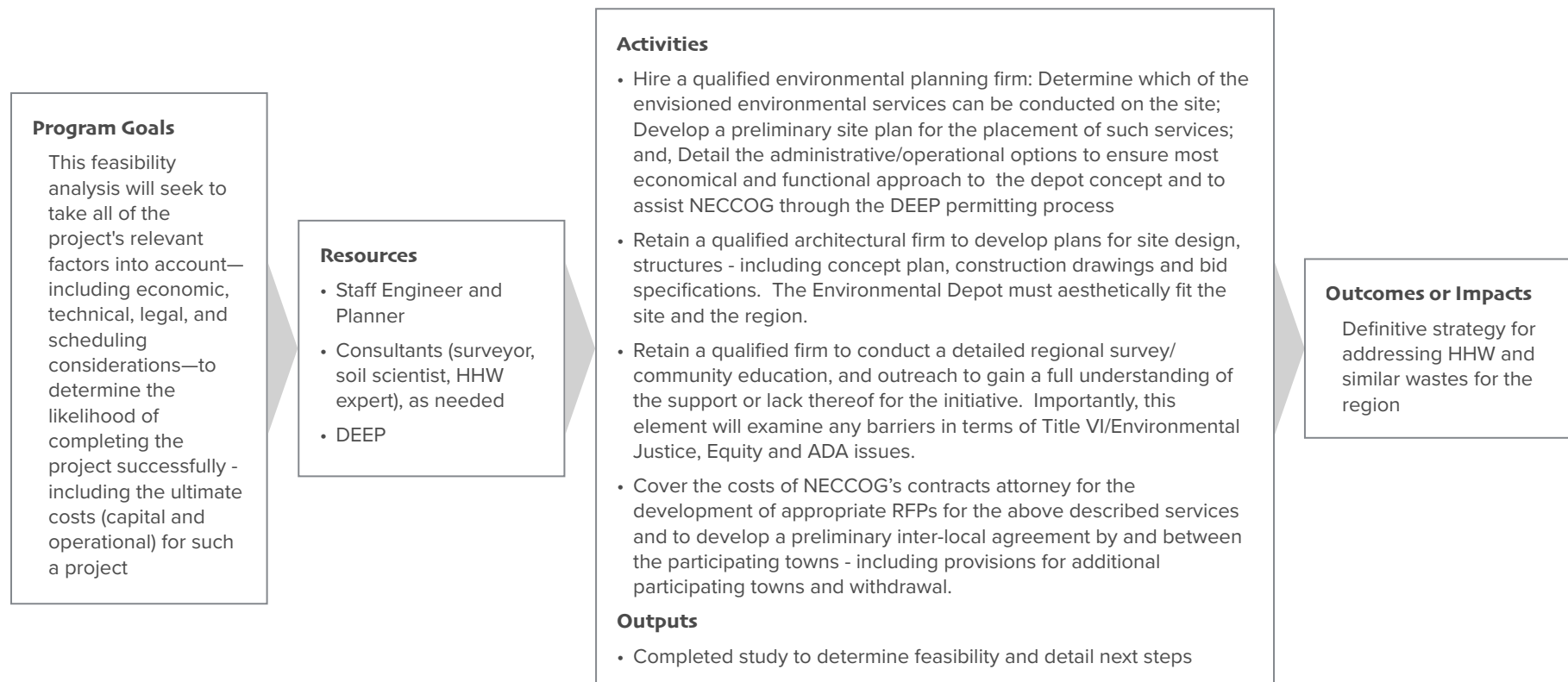
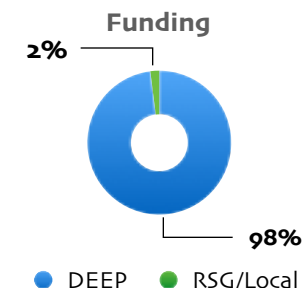
**Background:** NECCOG’s All-Hazard Mitigation Plan is designed to reduce or mitigate the impacts of natural hazards on the Region. Natural hazards are ones that present significant risks to people and property, as well as large-scale economic costs. Responding to hazards before they occur—as opposed to responding to hazards as or after they occur—goes a long way in reducing these risks. A natural hazard mitigation plan, approved by FEMA and CT DEMHS is a prerequisite to federal funding for local mitigation projects, studies, and plans. Hazard mitigation is a sustained action taken to reduce or eliminate long-term risk to people and their property from hazards. In 2016 NECCOG’s Regional Hazard Mitigation Plan was approved by Connecticut and FEMA. Unfortunately, in 2022 the Plan had not been updated as required resulting in the plan lapsing and the region no longer being eligible for mitigation funding from FEMA. NECCOG has applied and anticipates funding from FEMA to update the regional mitigation plan. **Estimated Costs: \$150,000 Staffing: Director of Regional and Transportation Planning, Regional Planner**



## Environmental Depot Feasibility

**Background:** NECCOG is seeking funds through the Sustainable Materials Management Regional Waste Authority Grant Program. Our purpose in seeking these funds is to conduct a feasibility analysis of a NECCOG member town-owned (Town of Pomfret) site for the location of what we are calling an “Environmental Depot.” For purposes of this proposal, we define the Environmental Depot as “a one-stop location where residents from the region may responsibly dispose a range of residential items keeping them from the municipal solid waste stream or the random disposal into the environment in an unchecked manner.” The Environmental Depot would further serve as a regional environmental education center to inform residents of sustainable practices to further protect environmental resources. This feasibility analysis will seek to take all of the project’s relevant factors into account—including economic, technical, legal, and scheduling considerations—to determine the likelihood of completing the project successfully - including the ultimate costs (capital and operational) for such a project.

**Estimated cost: \$400,000 Consultants plus Staffing: Senior Planer, Associate Director, Regional Program Director, Regional Engineer**





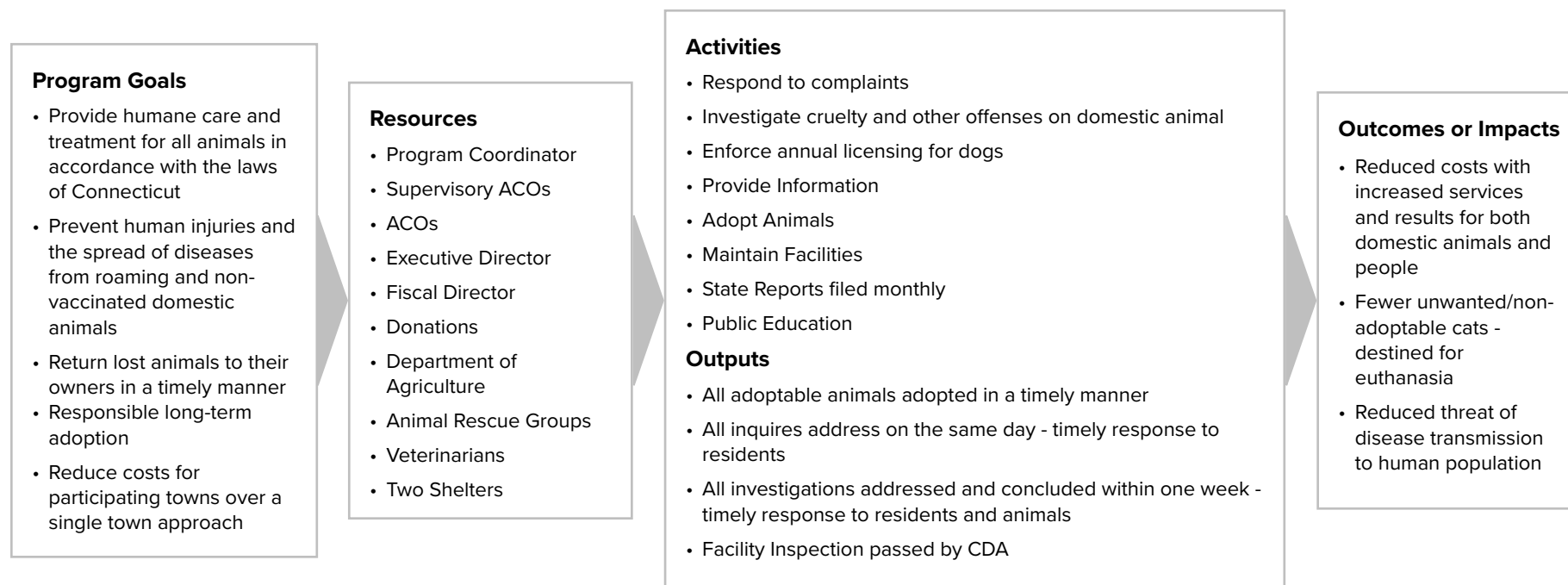
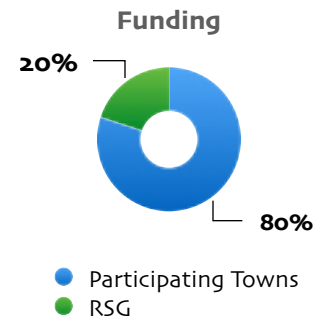
# Animal Services Program

NECCOG, since 2004, has operated the Regional Animal Services Program (ASP). The Program began with three towns and now serves twenty towns, one tribal nation and the U.S. Navy with 24/7/365 services. ASP program provides the full range of animal control services as directed by Connecticut Statutes for the health and well being of domestic animals and operates two regional kennels. Each year the program receives in excess of 8,000 calls, conducts approximately 450 investigations and places approximately 450 animals. To date, the program has placed more than 12,500 animals and no animal has been euthanized due to lack of space.

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## Animal Services Program

**Background:** The Animal Services Program (ASP) provides the full range of animal control services in accordance with Connecticut’s statutes for the health and well being of domestic animals. This includes the operation of two regional animal shelters and 24/7/365 coverage. Staffing includes Program Director, two supervising ACOs (one stationed in Norwich and the other in Dayville, coupled with five full-time animal control officers and four part-time kennel cleaners, and secretarial/ administrative staff through NECCOG). **Estimated Costs: \$600,000 Staffing: Animal Services Staff, Finance Director, Office Assistants and Executive Director**



## Trap, Neuter, Release and Maintain Program

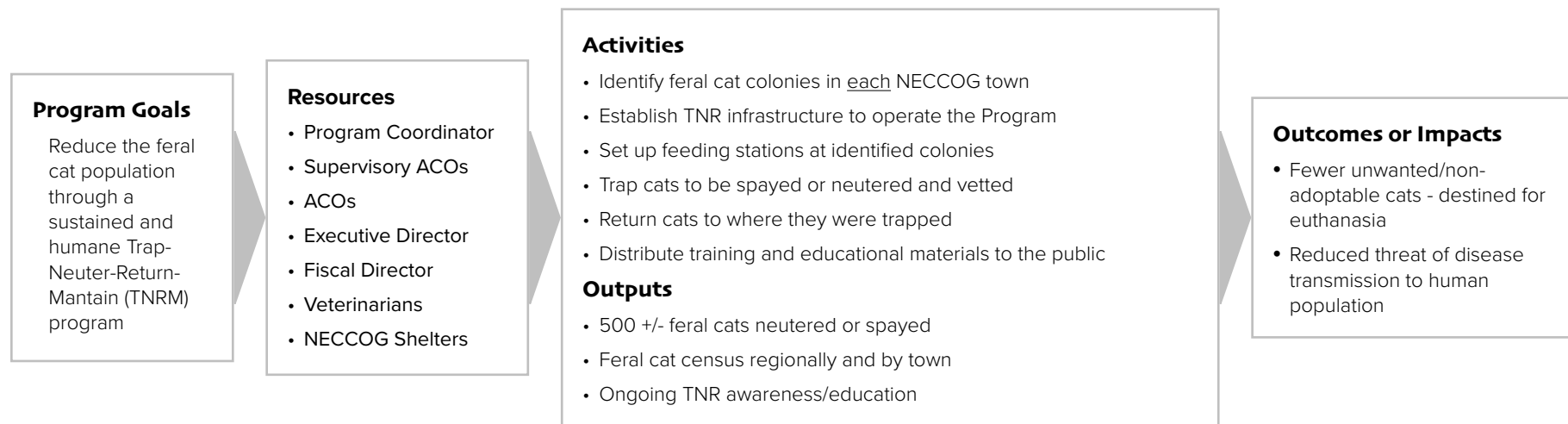
**Background:** The goal of this service is to decrease the amount of stray intake rates to the local shelters, reduce nuisance complaints: noise, odors, and cat fights. The average number of litters a fertile cat produces is one to two a year with the average litter being from four to six kittens. The range of cats that could result from just one of these feral cats is between 100 and 5,000 during a seven year period. TNR will also help with rodent control, protection of public health, decrease environmental and wild life concerns, and decrease kitten mortality rates. The TNR approach effectively ends the reproduction cycle, stabilizes feral cat populations, and improves the lives of community cats so that people and cats can live amongst each other harmoniously. **Cost: \$75 per feral cat, Staffing: Animal Services Program Staff**

### Funding



100%

● Participating Towns



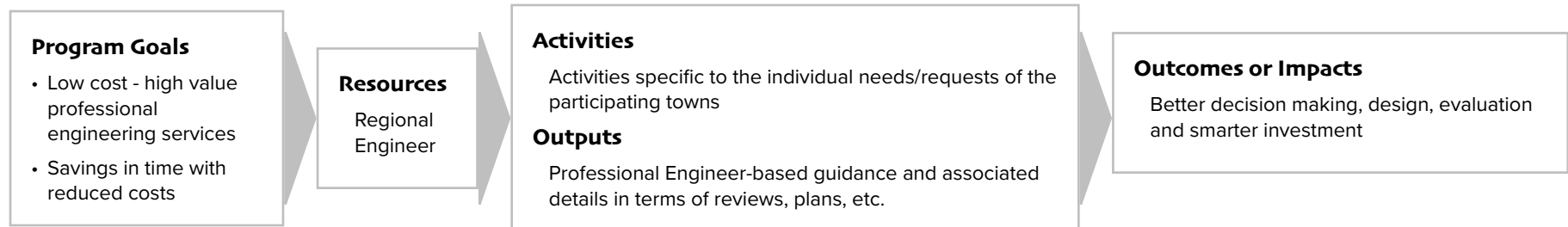
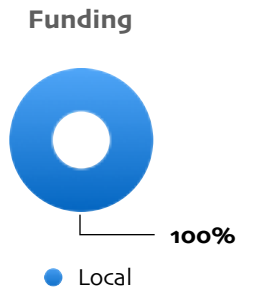
# Planning and Engineering Services

A core function of NECCOG is the provision of planning, including engineering, services. These services include regulation review and draftings - including zoning, subdivision and wetlands regulations, plan development - including town POCDs, branding plans, marketing plans, housing plans, open space protection plans and regional plans of a similar nature. NECCOG's Regional Engineering Program offers a wide range of land use related services - including the option of having our engineer serve as the town's engineer. Our staff additionally take on the role of town planner providing expertise beyond what a town could otherwise reasonably afford.

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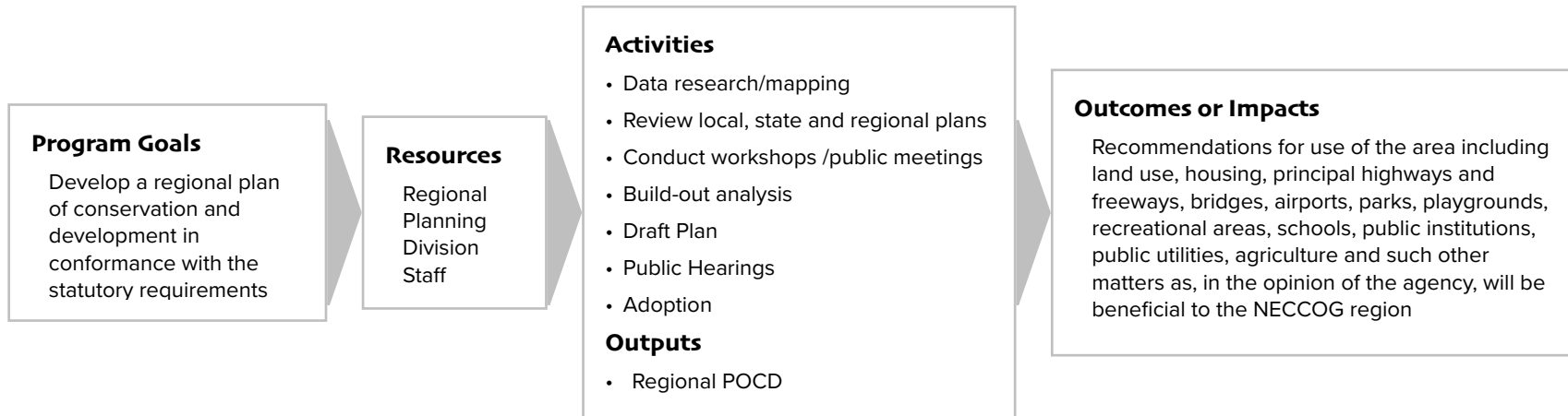
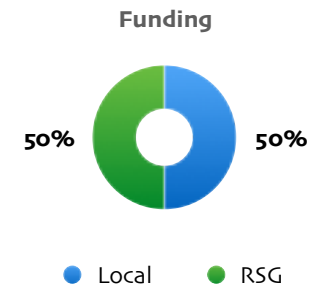
## Regional Engineering Services Program

**Background:** The Engineering Services Program, the only such one in Connecticut, provides full-time professional engineering services at a part-time price. The participating towns split, on a per capita basis, the cost of having a professional engineer. 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 and Hazards Mitigation. Other member towns have access to the engineer on a fee basis and is conditional on availability. **Estimated Costs: \$115,000. Funding Source(s) - Participating Town Assessments for full participants and hourly rates for member towns if such time is available. - Staffing: Regional Engineer**



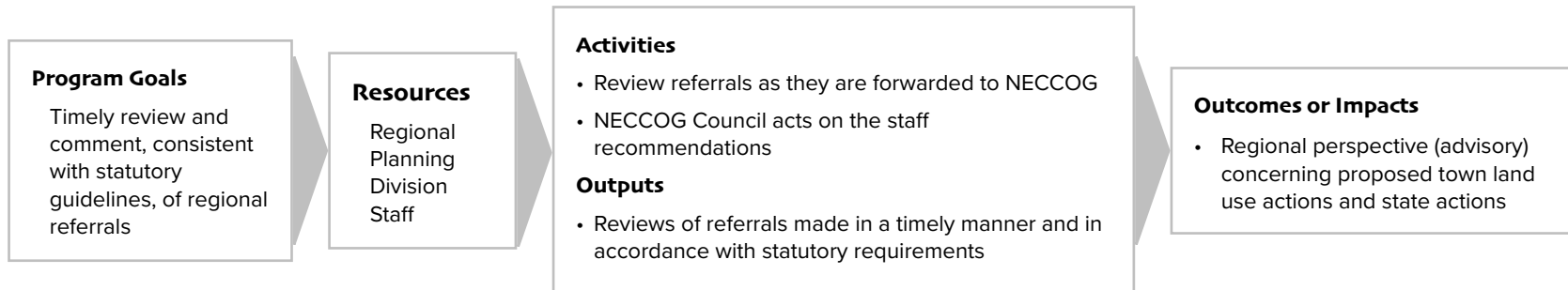
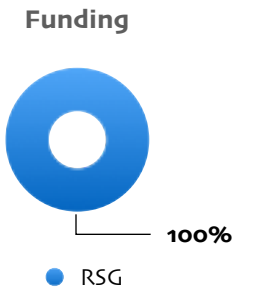
## Regional Plan of Conservation and Development

**Background:** The Regional Plan of Conservation and Development (POCD), according to statute, is required to “make recommendations for use of the area including land use, housing, principal highways and freeways, bridges, airports, parks, playgrounds, recreational areas, schools, public institutions, public utilities, agriculture and such other matters as, in the opinion of the agency, will be beneficial to the area.” In short, it is a blueprint for future regional development. **Costs \$35,000 - \$50,000 - Staffing:** Director of Regional Planning, Senior Regional Planner, Regional Planner and Regional GIS Technician



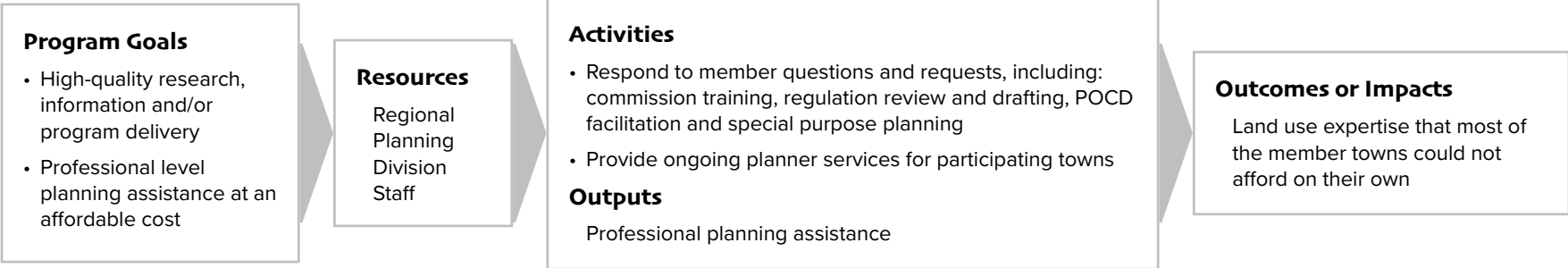
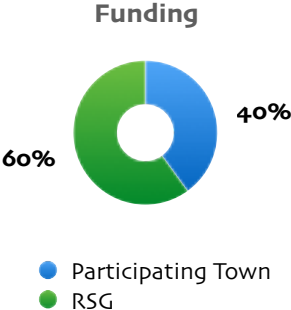
## Statutory Referrals

**Background:** Regional councils of governments have numerous statutory mandates for participation and review of a range of matters. Sections 8-3b, 8-26b, and 8-23(g)(4) of the Connecticut General Statutes requires an advisory review ("referrals") of proposed zoning regulation amendments, zone map changes, subdivision regulation amendments, and changes to municipal plans of conservation and development in and around the region. NECCOG is required to review these proposals and report any findings or recommendations to the town commission at or before the hearing on the matter. Once NECCOG receives a referral, staff evaluate the proposal for consistency with the region's Plan of Conservation and Development and for any potential regional impacts. NECCOG has chosen not to have a separate regional planning commission and acts on all regional referrals as part of its regular meeting process. **Cost:** \$Nominal - **Staffing:** Regional Director of Planning, Regional Senior Planner, Regional Planner



# Land Use Technical Assistance

**Background:** NECCOG, on an ongoing basis, provides professional services for land use commissions in the region. This may include regulation review, application review, POCD facilitation, meeting process/procedures and regulation drafting. Town officials can contact NECCOG with any question, problem or request for technical assistance. NECCOG continually monitors the needs of our members and are committed to providing our member towns with cost-effective programs and services required to meet the needs of their communities. NECCOG further provides ongoing professional planner services for several towns on a contract basis. **Costs \$ Variable Depending on Project/Service Staffing: Regional Planning Division Staff**





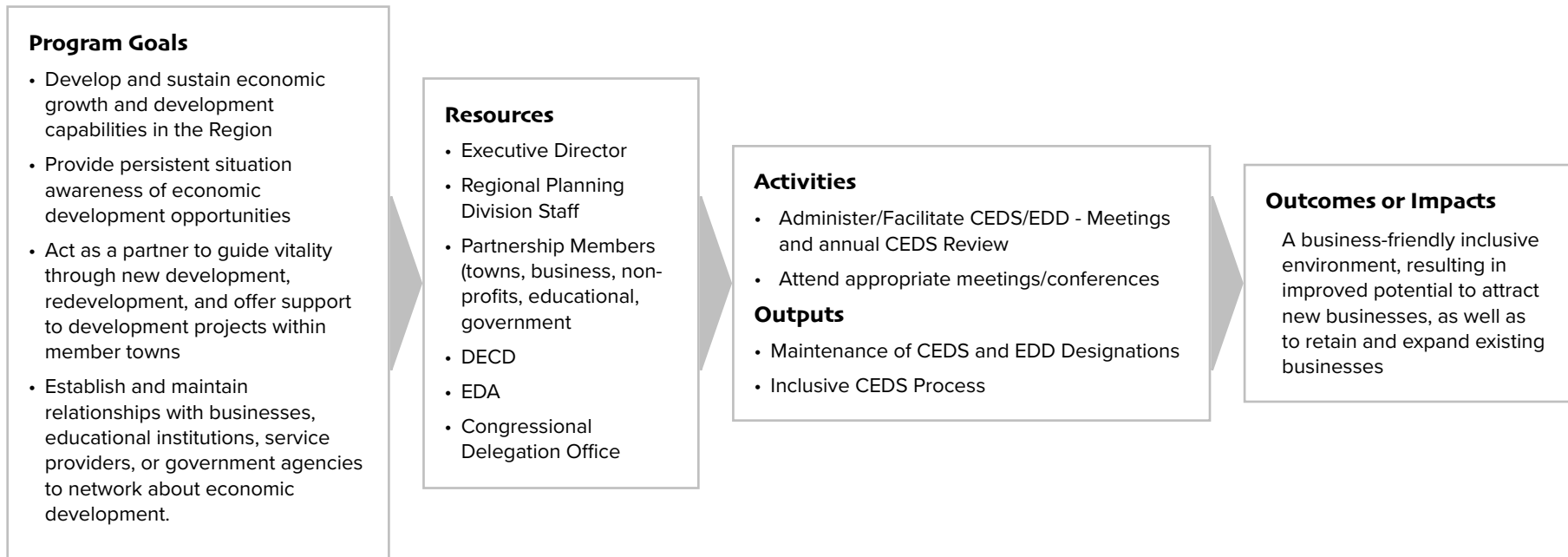
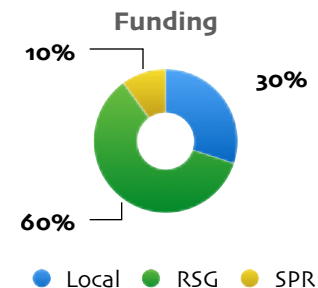
# Economic Development

NECCOG provides economic planning and technical assistance to our member towns on a regional and individual basis. The COG provides capacity building (*...the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive..- United Nations*) for its member towns that they could not reasonably provide for themselves.

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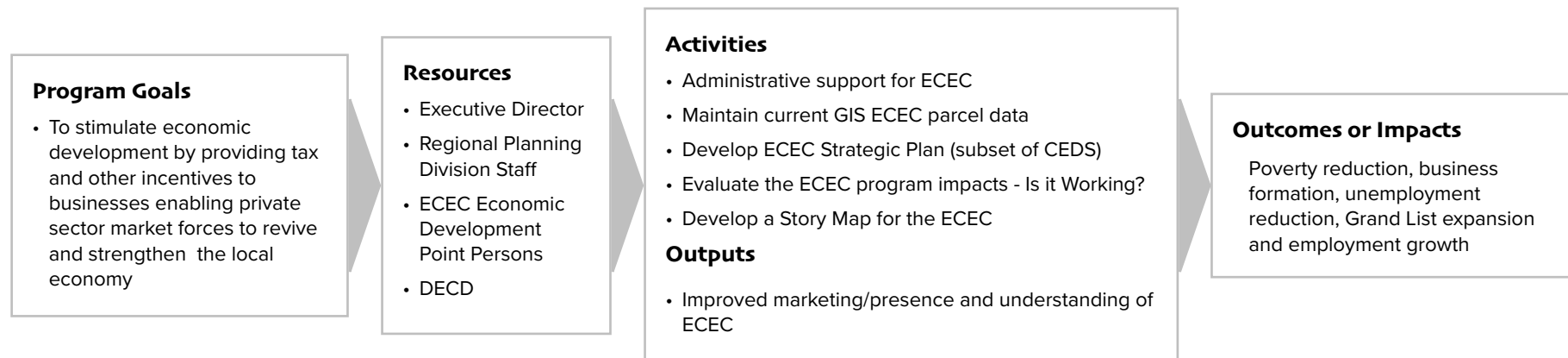
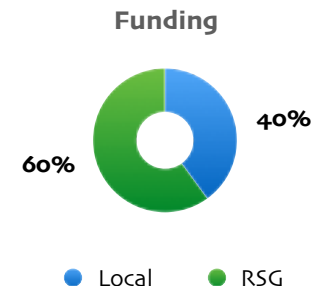
## Comprehensive Economic Development Strategy/Economic Development District

**Background:** The region’s Comprehensive Economic Development Strategy (CEDS) represents a comprehensive process governed by the U.S. Economic Development Administration (EDA) to describe an economic development strategic plan. The region’s CEDS is designed to bring together the public, non-profit and private sector interests in the creation of an economic roadmap to diversify and strengthen the region. NECCOG had its CEDS approved by EDA in 2019 and is now seeking Regional Economic Development District Status. The CEDS and the anticipated EDD designation will enable NECCOG to leverage federal economic development funding. **Cost:** Variable by year, \$15,000 - \$50,000 - **Staffing:** Executive Director, Grants Director and Regional Planning Division Staff



## Eastern Connecticut Enterprise Corridor Administration

**Background:** In 1994 the Eastern Connecticut Enterprise Corridor (ECEC) was established as a regional version of the long established local enterprise zone commonly found in urban places. The benefits available in an Enterprise Corridor Zone are the same as in an Enterprise Zone, subject to the similar qualifying terms and conditions. Benefits include: (1) A 5-year, 80% abatement of local property taxes on all qualifying real and personal property that are new to the Grand List of the city/town as a result of the business expansion or renovation project and (2) A 10-year, 25% or 50% credit on that portion of the Connecticut corporate business tax that is directly attributable to this business relocation, expansion or renovation project. In order to qualify for the 50% credit, at least 30% of the new employees must be residents of the municipality in which the plant is located and eligible under the federal Workforce Investment Act (WIA). The communities located in the ECEC are: Griswold, Killingly, Plainfield, Putnam, Sprague, Sterling and Thompson. **Cost:** \$2,500 - \$5,000 - **Staffing:** Executive Director, Grants Director Regional Planning Division Staff



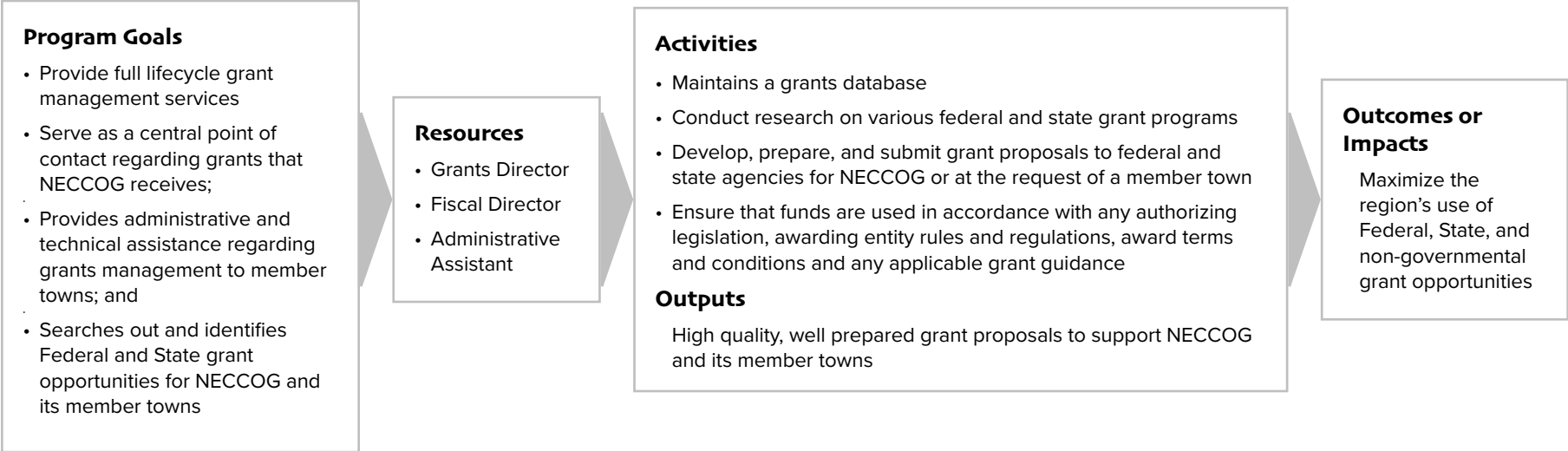
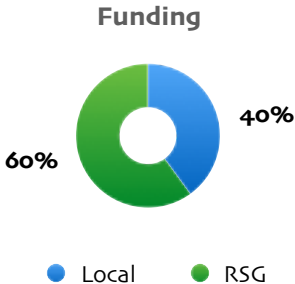
# Grants Management

The NECCOG Grant Program was created to capture more grant opportunities for varied uses to benefit the region. It is available to help member towns research grant opportunities, provide technical assistance in grant writing, facilitate access to discretionary, external funding, develop, edit, apply for and administratively manage a successful grant. The Program is responsible for the application process for regionally issued requests for proposals and requests for qualifications while improving the administration of existing funding/grant resources.

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# Grants Management

**Background:** Grants Administration actively conducts research, data analysis, reviews funding opportunities and provides administrative oversight for all regional or town grant funded opportunities (I.e.: ARPA, RPIP, IJJA, LOCTCIP, TRIP, Small Cities) grants ensuring that both the granting agencies and NECCOG or its member towns fulfill and administer grants according to all requirements of laws, regulations, and formally established policies. Grants Administration acts as a clearinghouse for all regional and, at the discretion of a member town - grant applications, proposals, project reporting, financial reporting, monitoring and grant-closeout. The Department is responsible for: (1) Ensuring NECCOG’s approach to Federal, State, foundation, and corporate funding opportunities are effectively coordinated; (2) Research and identify grant funding to meet NECCOG’s needs as determined by its board of directors; (3) Track all competitive funding application efforts and awards to measure NECCOG’s overall success and to report to NECCOG leadership; (4) Interpret and implement grant management policies and procedures applicable to awarded grant; (5) Review and submit applications, project, and financial reports on behalf of NECCOG; and, (6) Manage grant files to ensure compliance with applicable regulations. Cost: \$120,000 - Staffing: Grants Manager, Fiscal Director and Administrative Assistant.



# Transit District Administration

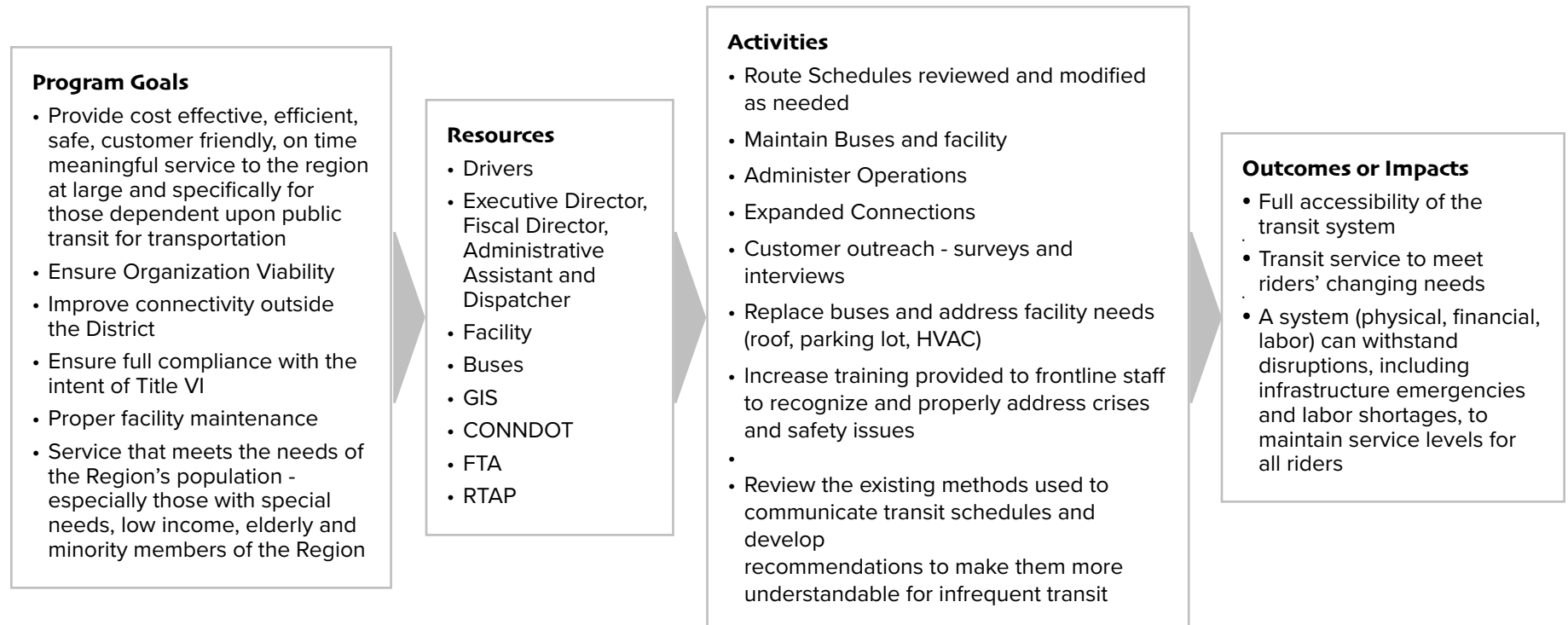
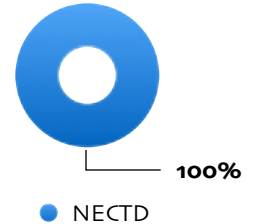
The Northeastern Connecticut Transit District (NECTD), established in 1978, is an authorized Public Transit District in accordance with applicable State Statutes and in conformance with the Federal Transit Administration. NECTD serves the towns of Brooklyn, Canterbury, Eastford, Hampton, Killingly, Plainfield, Plainfield, Pomfret, Putnam, Sterling, Thompson and Woodstock. NECTD is governed by a board of directors, each of which are those towns respective chief-elected official, from the member towns. NECTD is administered by the Northeastern Connecticut Council of Governments (NECCOG). The District owns and operates a facility that houses its offices, garage storage for buses and a fully equipped two-bay maintenance garage.

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## Northeastern Connecticut Transit District Administration

**Background:** Since 1998, NECCOG has been the administrator of NECTD. 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 available weekdays by reservation. NECCOG's role as the administrator of NECTD provides multiple benefits for the Region: (1) administrative costs are lower than any other district due to the shared use of personnel; (2) the District's facility serves as a low-cost home for NECCOG and a valuable regional meeting place, and (3) the District's board are the same persons that are responsible for the function of their towns prior to NECCOG Transit was operated by an appointed board with limited oversight and accountability to the member towns. The Transit District pays NECCOG an administrative fee. **Cost: \$175,000 - Staffing: Finance Director, Executive Director and Regional Program Assistants**

### Funding



# Transportation Planning and Technical Assistance

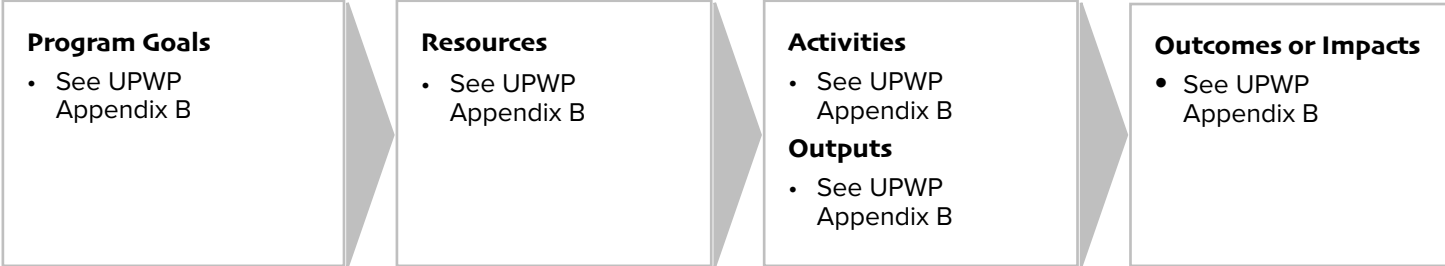
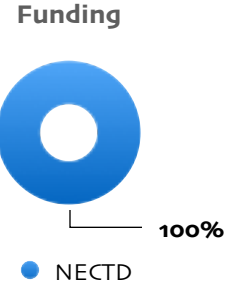
NECCOG's role, in all of its programs and services, is to assist its member towns both regionally and individually. This is the same for planning and technical assistance under the UPWP. Our work under this Task can be divided into two elements: individual assistance and regional planning. Individually, the member towns of NECCOG are predominantly small with limited staffing capacity - especially in terms of addressing transportation infrastructure needs and navigating state and/or federal assistance. NECCOG has a long history of providing the expertise needed to our member towns to better enable them to make smart investments and to be successful in securing financial assistance. NECCOG routinely works with CONNDOT staff as a bridge to the towns to move projects forward and to facilitate local-state dialogue. Regionally, there are multiple issues applicable for study through the UPWP. These, in addition to basic transportation study/needs, include Housing, Economic Development, Natural Resources, Agriculture, Public Safety, Land Use and Access to Services.

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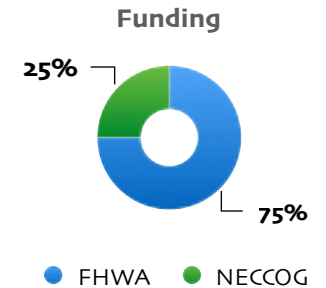
# UPWP Plan

**Background:** The Unified Planning Work Program (UPWP) establishes the transportation planning activities and programs for NECCOG during the course of the work program years 2023 and 2024. The purposes of the UPWP are to ensure that: (1) It confirms for CONNDOT, FHWA, and FTA that an appropriate cooperative, comprehensive and continuing planning process is in place; (2) It includes sufficient detail for CONNDOT to determine the eligibility of funding; (3) Address issues in accordance with the requirements in the Moving Ahead for Progress in the 21st Century Act (MAP-21), the Fixing America's Surface Transportation Act (FAST Act) and other federal planning regulations; (4) It provides useful information for the public, the NECCOG Board of Directors, member towns, and partner agencies about how NECCOG activities are funded and how they complement each other to achieve progress toward adopted regional objectives; (5) It supports program management and reporting; and (6) Addresses the major transportation issues in the NECCOG region. **Cost: \$350,000 +/- Staffing: Executive Director, Regional Planning Staff, Fiscal Director and Administrative Assistant**



## Safe Streets and Roads for All

**Background:** NECCOG was awarded a Safe Streets and Roads for All discretionary grant to develop enhance the recently completed (2021) Regional Safety Plan. NECCOG will provide additional support for the development of this plan through both the Unified Planning Work Program. The Safe Streets and Roads for All will identify strategies and projects specific to improving safety outcomes that include infrastructure improvements, enforcement practices, information sharing and education. The plan will consider the safety needs for all modes of transportation and will include significant public outreach as part of the scope, allowing strong emphasis on equity considerations in developing recommended priorities. **Cost: \$200,000, Staffing: Planning Division**

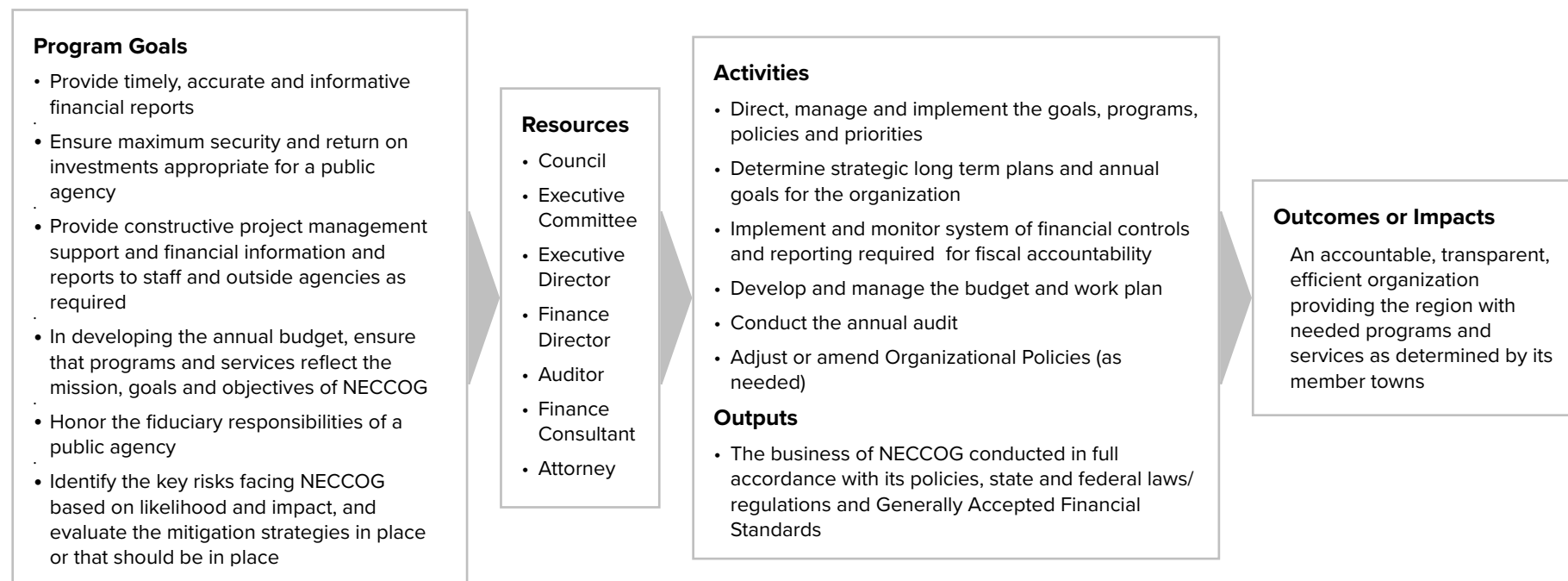
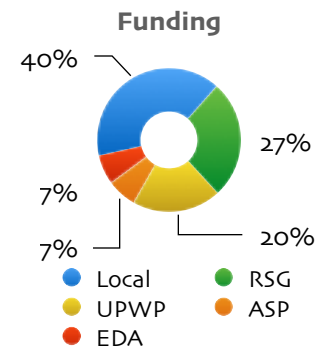


# NECCOG Administration, Organization and Budget

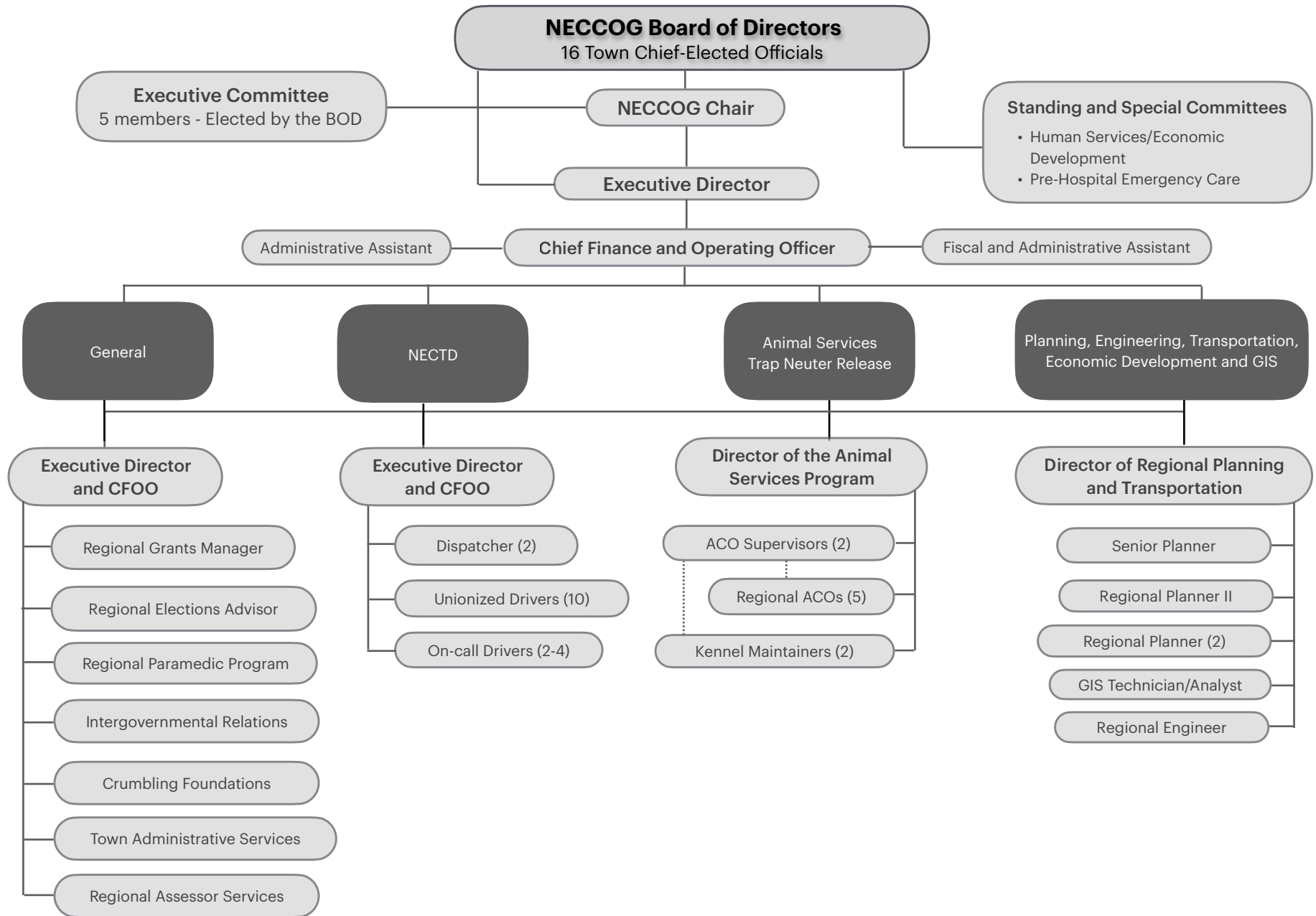
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## Administration

**Background:** NECCOG, since its creation in 1987, has grown significantly in terms of programs and services offered and in the size/complexity of our budget. The proper administration of NECCOG is critical to the overall effectiveness of the organization in realizing its mission. The members of the NECCOG Council are responsible for defining the organization’s mission and for providing overall leadership and strategic direction to the organization. The Council employs and provides oversight and direction for the Executive Director without usurping that persons authority to manage financial and human resources. NECCOG further employs staff, vendors and consultants (as well as volunteers) to implement its programs. **Cost: \$200,000, Staffing: Executive Director, Fiscal Director and Administrative Assistant.**



## Organizational Structure



## 2024-25 Budget - NECCOG

| Items                          | Projected Revenues | Items                            | Projected Expenses |
|--------------------------------|--------------------|----------------------------------|--------------------|
| Local Assessments              | \$105832           | Personnel,Taxes, Fringe          | \$1391507          |
| Regional Services Grant        | \$470852           | W/C LAP Insurance                | \$28275            |
| UPWP                           | \$275487           | Professional Fees (legal, audit) | \$31000            |
| Transit Management             | \$175000           | Norwich Lease                    | \$20000            |
| Animal Services Assessments    | \$626024           | Mortgage                         | \$19250            |
| Animal Service Fees            | \$10000            | Advertising                      | \$4500             |
| Animal Service Donation        | \$5101             | Office Supplies                  | \$10000            |
| Professional Services,Planning | \$80500            | Telephone/Internet               | \$5500             |
| Professional Services,Projects | \$15000            | Membership Fees                  | \$7500             |
| GIS Basic Services             | \$17626            | Project/Meeting Expense          | \$7000             |
| Engineering Program            | \$75845            | Books,Publications,Software      | \$6500             |
| Paramedic Intercept Program    | \$337640           | Postage                          | \$1000             |
| Regional Revaluation           | \$251818           | Website Maintenance              | \$8000             |
| Protect Grant                  | \$20000            | Paramedic Program                | \$337640           |
| <b>Total Revenues</b>          | <b>\$2,466,725</b> | Animal Services (non-payroll)    | \$268625           |
|                                |                    | Regional Revaluation             | \$251818           |
|                                |                    | GIS License and Maintenance      | \$32000            |
|                                |                    | Travel/Conferences               | \$6000             |
|                                |                    | UPWP Match                       | \$30610            |
|                                |                    | <b>Total Costs</b>               | <b>\$2,466,725</b> |

## 2024-25 Budget - NECTD

| Items                    | Projected Revenues | Items                              | Projected Expenses |
|--------------------------|--------------------|------------------------------------|--------------------|
| Local Assessments - 5310 | \$105,173          | Wages                              | \$295,000          |
| Federal Funding          | \$623,483          | Fiscal Operational                 | \$25,000           |
| Elderly Disabled Cash    | \$22,985           | Labor and Parts                    | \$80,000           |
| Fares                    | \$20,000           | Fuel                               | \$82,000           |
| Municipal Grant          | \$78,059           | Tires                              | \$15,000           |
|                          |                    | WC/LAP Insurance                   | \$21,000           |
| <b>All Revenues</b>      | <b>\$849,700</b>   | Fringe                             | \$2,000            |
|                          |                    | Utilities                          | \$41,750           |
|                          |                    | Professional Services(legal-Audit) | \$33,000           |
|                          |                    | Administration(NECCOG)             | \$175,000          |
|                          |                    | Land Lease                         | \$9,450            |
|                          |                    | Advertising                        | \$15,000           |
|                          |                    | Office Supplies                    | \$15,000           |
|                          |                    | Snow Plow/Lawn/Janitor             | \$20,000           |
|                          |                    | Telephone/Internet/Website         | \$13,500           |
|                          |                    | Membership Fees                    | \$1,000            |
|                          |                    | Books/Publications/Software        | \$1,000            |
|                          |                    | Uniforms/Licenses/Training         | \$3,000            |
|                          |                    | Postage                            | \$2,000            |
|                          |                    | <b>Total Costs</b>                 | <b>\$849,700</b>   |

## 2024-25 Combined Budget

| Items               | Projected Revenues |
|---------------------|--------------------|
| NECCOG              | \$2,466,725        |
| NECTD               | \$849,700          |
| <b>All Revenues</b> | <b>\$3,316,425</b> |

| Items               | Projected Expenses |
|---------------------|--------------------|
| NECCOG              | \$2,466,725        |
| NECTD               | \$849,700          |
| <b>All Revenues</b> | <b>\$3,316,425</b> |



## Appendix A - UPWP

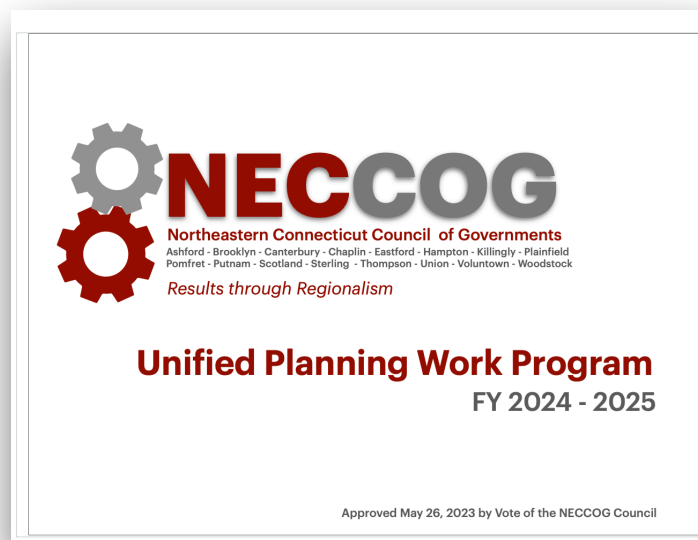
### UPWP Overview

The Unified Planning Work Program (UPWP) establishes the transportation planning activities and programs for NECCOG during the course of the work program years 2024 and 2025. The transportation studies and planning efforts outlined in the UPWP are guided by the regional transportation vision, goals, issues, and priorities developed through the extensive long-range planning process. The purposes of the UPWP are to ensure that:

- ❑ It confirms for CONNDOT, FHWA, and FTA that an appropriate cooperative, comprehensive and continuing planning process is in place;
- ❑ It includes sufficient detail for CONNDOT to determine the eligibility of funding;
- ❑ Address issues in accordance with the requirements in the Moving Ahead for Progress in the 21st Century Act (MAP-21), the Fixing America's Surface Transportation Act (FAST Act) and other federal planning regulations;
- ❑ It provides useful information for the public, the NECCOG Board of Directors, member towns, and partner agencies about how NECCOG activities are funded and how they complement each other to achieve progress toward adopted regional objectives;
- ❑ It supports program management and reporting; and
- ❑ Addresses the major transportation issues in the NECCOG region.

NECCOG makes every effort to include minority, low-income, and limited-English speaking populations in transportation planning. Throughout this document there are several tasks that specifically discuss the NECCOG's efforts to include these populations. In addition to the UPWP, NECCOG also maintains a Public Participation Plan, Title VI/Environmental Justice Plan and Limited English Proficiency Plan. These plans specify that the NECCOG must make all official documents accessible to all members of our community. The Title VI/Environmental Justice Plan also outlines a complaint process, should a member of these specialized populations feel as though they have been discriminated against. These documents work in tandem with the UPWP to outline NECCOG's goals and processes for regional transportation planning.

NECCOG is one of two rural regions in Connecticut and therefore not defined as an MPO. The formal planning process required for MPOs does not apply to rural regions - such as NECCOG. The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) requires states to consult with rural locations in their planning and programming. Connecticut DOT not only maintains a strong communication/consultation process - they provide planning funds to the two rural COGs to undertake planning and technical assistance to their member towns -



similar to the state's MPOs. The NECCOG UPWP has been prepared to define the work tasks and anticipated funding requirements for the NECCOG region for fiscal years 2024 and 2025.

## FY24/25 UPWP

The NECCOG UPWP is divided into two tasks: (1) Administration and (2) Planning and Technical Assistance

- ▶ **Task 1 - Administration and Management of the Planning Process** - This task includes all administrative functions related to the maintenance of the UPWP. This task addresses coordination with federal, state and local partners (public, private and non-profit). This task also includes data collection, maintenance and development to support the planning process, including Geographic Information System activities. Additionally, this task address all public participation to ensure compliance with FOIA, Title VI and to ensure an inclusionary process.
- ▶ **Task 2 - Planning and Technical Assistance** - This task includes the specific and general activities and services to be provided to NECCOG member towns in terms of studies/research, technical assistance on transportation projects and other related matters.

NECCOG's UPWP embraces and continues to focus activities on the following **ten planning factors**:

1. Support the **economic vitality** of the region, especially by enabling global competitiveness, productivity, and efficiency.
  - ▶ **Land Use and Transportation Models:** Includes assessment of projected land uses in the region, identification of major growth corridors and analysis of related transportation improvements. COGs must promote the consistency of their MTP and proposed improvements with State and local planned growth and development patterns.
2. Increase the **safety** of the transportation system for motorized and non-motorized users.
  - ▶ **Safety of the Transportation System:** Safety should be an integral part of all planning efforts and project development. Conduct a review of related data, goals, objectives and strategies to promote safety within the State's transportation system. The Strategic Highway Safety Plan should be incorporated into the COGs' Metropolitan Transportation Plan (MTP)s. Efforts should be incorporated into the MTP and will be evaluated in the Regional Transportation Safety Plan, while also assisting with MPO safety targets.
3. Increase the **security** of the transportation system for motorized and non-motorized users.
  - ▶ **Security of the Transportation System:** Again, Both MPOs and COGs should review both transit/highway networks and develop appropriate goals and strategies. Review current plans for emergency planning and security elements, identify critical facilities and transportation systems and help define the roles of the various players in promoting security.
4. Protect and enhance the **environment**, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns.

- ▶ **Air Quality/Environmental Planning:** Work with the Department in providing consideration to the impact of the transportation system on climate change and air quality within the region and make conformity determinations as needed. Planning studies should be coordinated with the NEPA process. Work with the DOT regarding electric vehicle charging infrastructure projects and programs.
5. Enhance the **integration and connectivity** of the transportation system across and between modes for people and freight.
    - ▶ Connectivity to include access to town/city/neighborhood centers, and first/last mile connections
  6. Increase the **accessibility and mobility** of people and for freight.
    - ▶ **Freight Planning:** Include in the transportation planning and programs, truck, rail, air and maritime freight transportation considerations, including regional and multimodal options, through information compilation, outreach to stakeholders, and analysis: Maintain a list of freight stakeholders in the (MPO or nonmetropolitan/COG area).
      - Maintain a list of major freight generators in the MPO/COG area.
      - Provide a GIS file of the major freight generators & stakeholders in the MPO/COG area.
      - Provide GIS data for freight supportive land use areas.
      - Maintain a list of system constraints for freight movements (multi-modal), i.e. local geometric challenges, local bridge height, weights, turning radii, etc.
      - Identify opportunities for truck parking locations
    - ▶ Enhance the **integration and connectivity of the transportation system**, across and between modes, for people and freight;
    - ▶ **Complete Streets:** COGs should consider the needs of users of all abilities, demographics and ages (specifically including, but not limited to, pedestrians, bicyclists, transit users and vehicle operators) in the transportation planning of all roads. Complete streets can be defined as a means to provide safe access for all users by providing a comprehensive, integrated and connected multi-modal network of transportation options.
  7. Promote efficient system **management and operation**;
    - ▶ Planning for Operations: COGs should address this for both transit and highway networks with a focus on mobility and safety. Strategies should be developed, which lead to capital and operational improvements needed to preserve the existing system. This will include work on the development and implementation of Intelligent Transportation System (ITS) strategies and technologies in the region, as well as travel demand management. This task should include updates to the ITS Architecture, including transit ITS.
  8. Emphasize the **preservation** of the existing transportation system.
  9. Improve the **resiliency and reliability** of the transportation system and reduce or mitigate stormwater impacts of surface transportation.
    - ▶ Climate Change and Resiliency: NECCOG will work in cooperation with the Department and other state and local agencies to improve resilience to extreme storm events and support the Department's climate change and resiliency planning efforts.
  10. Enhance **travel and tourism**.

## UPWP Task I - Administration and Management of the Planning Process

### Background

Task I includes all elements related to the administration of the UPWP including assurances with regard to public participation and inclusion. For the administration of the UPWP, including the management of allocated funds, NECCOG will employ qualified persons. This work will include the management of UPWP funds in accordance with required rules, procedures and schedules and to ensure that each year a qualified audit firm reviews the fiscal functions of NECCOG. NECCOG will, as it has previously, rigorously adhere to Connecticut's Freedom of Information Act (FOIA), NECCOG's Public Participation Policy, Title VI/Environmental Justice/Limited English Proficiency (LEP), ADA, Affirmative Action and other obligations. A fundamental part of NECCOG's UPWP administration is Public participation. NECCOG has a strong commitment to informing and seeking the input of the Region's residents - especially those under-involved populations within the region, including minority, low income, senior citizen and immobile populations for engagement in the planning activities and decisions of NECCOG. This includes the regular posting and copying of CONNDOT or regional notices and reports, posting regularly repeated activities such as STIP amendments and LRTP updates

### Objectives

- ▶ To guide and effectively Administer the Region's Unified Planning Work Program (UPWP);
- ▶ To meet the needs of the member local governments and all federal and state requirements to maintain effective, efficient, cooperative and comprehensive transportation planning process;
- ▶ Maintain contact with "interested parties" and key stakeholders throughout the transportation planning process and remove any barriers to full participation to ensure an inclusive public participation process
- ▶ Keep the public informed of on-going transportation related activities on a continuous basis

### Resources

- ▶ NECCOG Staffing: Executive Director (not financially covered by UPWP funds), Fiscal Director, Director of Regional Planning, Senior Planner,, Regional Engineer, Regional Planners, Regional Grants and Project Coordinator, Regional GIS Technician and Administrative Assistant
- ▶ SPR and FTA grant funds, Local Funds
- ▶ GIS, software and related hardware

### Activities and Outputs

#### Activities

- ▶ Unified Plan of Work posted on NECCOG website
- ▶ Developing meeting schedules, agendas and minutes of meetings - in accordance with FOIA
  - Have all publications and work products available electronically to the public via the NECCOG website (necceg.org) and at the NECCOG offices. The web site will, at a minimum, contain the following information: contact information (mailing address, phone, fax, and e-mail), meeting calendars, agendas and minutes, work products and publications (STIP, Long Range Transportation Plans, Unified Planning Work Program, Public Participation Plan and Title VI Environmental Justice Plan).
- ▶ Monitor, evaluate and amend the Unified Planning Work Program as needed
- ▶ Review and Act, in accordance with required procedures on STIP Actions and Amendments presented to the region by CONNDOT in accordance with Connecticut's Process for Consultation and Cooperation with Local Officials in Non-Metropolitan Areas
- ▶ Purchase, as required, additional office equipment following guidelines set forth by CONNDOT and NECCOG Procurement Policies. (Ongoing throughout fiscal year)
- ▶ Maintain relationships to ensure strong coordination with regional , state and federal partners including but not limited to the FHWA, FTA, CONNDOT, Northeastern Connecticut Transit District, Windham Region Transit District, Southeastern Connecticut Transit District, Worcester Regional Transit Agency, Central Massachusetts Regional Planning Agency, Eastern Connecticut Workforce Investment Board, Southeast Connecticut Council. Of Governments, Capital Region Council of Governments, CTCOG, regional non-profits, regional philanthropic organizations and other state/federal agencies.
- ▶ Complete and submit to CONNDOT/FHWA/FTA required UPWP, LOCHSTP, LOTCIP and other reports and invoices in timely and accurate fashion
- ▶ Attend quarterly and as requested meetings with CONNDOT, FHWA and FTA. (Ongoing throughout fiscal year)
- ▶ Provide training and continuing education opportunities to staff members in various technical areas through conferences, workshops, and professional development opportunities that may include travel throughout Connecticut and southern New England and, in some cases, national travel. (Ongoing throughout fiscal year)
- ▶ Complete Annual Audit in accordance with all Generally Accepted Accounting Standard
  
- ▶ NECCOG will continue to develop and implement a strategy for addressing Title VI and Environmental Justice, Equity and Justice the mandates that deal with this topic and advance racial equity to support the underserved and disadvantaged communities in the region.
  - NECCOG will ensure that Transportation Equity is observed throughout all phases of project development.
  - NECCOG will promote social and economic opportunities for minority, low-income, transportation disadvantaged, senior citizen and immobile populations and or limited English proficiency (LEP) populations by providing equitable levels of access to affordable and reliable transportation options based on the needs of the populations being served.
  - Transportation Equity includes transportation accessibility and connectivity for non-motorized users such as pedestrians and bicyclists and persons with mobility challenges (ADA).

To ensure transportation equity, NECCOG, will make a full attempt to understand the needs of the communities they are trying to serve with proposed projects at both regional and neighborhood level affecting the target communities. Additionally, NECCOG will measure, understand and clearly define how projects will benefit underserved communities and what positive impacts projects will have on these communities.

- ▶ NECCOG will seek to engage in the planning activities and decisions of NECCOG business interests, transit providers, freight-haulers, and for inclusion in the planning activities and decisions of NECCOG.
- ▶ Holding public meetings at sites convenient to potentially affected citizens and promoting meetings in a manner appropriate to the population groups from which feedback is desired.
- ▶ Periodically review and assess the effectiveness of the Public Involvement Process to ensure that it reflects the requirements under current Statewide and Nonmetropolitan Planning (23 CFR 450.206): Metropolitan Transportation Planning rule that pertain to a public participation plan, entities that must be granted an opportunity to participate in the transportation planning process, and the documentation of such efforts in the MTPs, the publication of relevant documents and visualization techniques. Any updates to the public involvement process will be submitted to NECCOG's Department liaison.
- ▶ Review Title VI/Environmental Justice Plan as needed;
- ▶ Review Public Participation Plan as needed;

### Outputs

- ▶ UPWP actives conducted in accordance with all applicable standards
- ▶ A transparent UPWP that allows for any person or organization to understand the actions of NECCOG - ensuring that public and private stakeholders are well informed as to the planning process
- ▶ In-house staff trained and informed to properly execute the organizations obligations
- ▶ Quarterly Reports, other required reports and annual audit prepared and submitted as required
- ▶ Agendas and Minutes of all meetings maintained in accordance with FOIA
- ▶ Unified Plan of Work posted on NECCOG website
- ▶ Posting of all requested documents from CONNDOT onto the NECCOG website - which will remain compliant with Section 508 of the Americans with Disabilities Act for disabled users and usable for LEP persons
- ▶ Purchases made in accordance with NECCOG Purchasing Policy and CONNDOT requirements
- ▶ Title VI/Environmental Justice, Limited English Proficiency Plan, Affirmative Action Plan are current and posted on the website

### Outcomes or Impacts

- ▶ An efficient, accountable, transparent, measurable and cost effective administration of the UPWP with a strong commitment to inclusive public participation - incorporating public views into decision-making - resulting in improved decisions

## UPWP Task II - Planning and Technical Assistance

### Background

NECCOG's role, in all of its programs and services, is to assist its member towns both regionally and individually. This is the same for planning and technical assistance under the UPWP. Our work under this Task can be divided into two elements: individual assistance and regional planning. Individually, the member towns of NECCOG are predominantly small with limited staffing capacity - especially in terms of addressing transportation infrastructure needs and navigating state and/or federal assistance. NECCOG has a long history of providing the expertise needed to our member towns to better enable them to make smart investments and to be successful in securing financial assistance. NECCOG routinely works with CONNDOT staff as a bridge to the towns to move projects forward and to facilitate local-state dialogue. Regionally, there are multiple issues applicable for study through the UPWP. These, in addition to basic transportation study/needs, include Housing, Economic Development, Natural Resources, Agriculture, Public Safety, Land Use and Access to Services.

### Objectives

- ▶ Assist individual member towns with transportation projects or planning
- ▶ Develop or expand priority regional planning activities

### Resources

- ▶ NECCOG Staffing: Executive Director (not financially covered by UPWP funds), Finance Director, Regional Planning Director, Senior Planner, Regional Engineer, Regional Planners, Regional Grants and Project Coordinator, Regional GIS Technician, Interns and Administrative Assistant
- ▶ SPR and FTA grant funds, Local Funds
- ▶ GIS, software and related hardware

### Activities and Outputs

- ▶ Assist member communities with planning and technical assistance related to specific transportation related projects. This includes, but is not limited to, projects under the Transportation Rural Improvement Program (TRIP), Local Transportation Capital Improvement Program (LOTICIP), and long-term items such as major corridor studies and long-range plan updates<sup>1</sup>, Rural Minor/Major, Transportation Alternatives Program (PAP), the Local Bridge Program and transportation system improvements to improve mobility, safety, and security for area pedestrians, bicyclists, and motorists.

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<sup>1</sup> NECCOG will send to its CONNDOT, FHWA and FTA liaisons an electronic copy of all completed highway and transit studies for their records and for project closeouts

- Technical Capacity Enhancement of the Planning Process – NECCOG will have staff responsible for transportation planning attend CONNDOT, FHWA and/or FTA sanctioned training; webinars; and subscribe to appropriate publications.
  - Freight Planning- Review and assess current freight movement within the Region and project future freight transportation needs and demands in the transportation planning process. Freight planning will cover all applicable modes of transportation and will involve the gathering of information regarding local and regional freight facilities, routes and needs - adding this information to the Long Range Transportation Plan.
  - Participate in any Planning and Environmental Linkages (PEL) study undertaken by the Department used to identify transportation issues, along with environmental concerns, in a corridor or a specific location before any project construction phasing is identified, and before specific problems and solutions are known.
  - Transit and Affordable Housing: Identify areas, including reclaimed brownfields, in the vicinity of existing and proposed rail and busway stations and along potential future public transit corridors that may be suitable for the construction of affordable housing.
  - Promote and assist in the application of Smart Growth
- ▶ Support member towns to update their plans plans of conservation and development, housing plans and land use regulations.
  - ▶ In coordination with CONNDOT, FHWA and Census, assist with Census Boundary Smoothing for the Urbanized Areas with the region.
  - ▶ NECCOG was awarded a Safe Streets and Roads for All discretionary grant to develop enhance the recently completed (2021) Regional Safety Plan. NECCOG will provide additional support for the development of this plan through both the Unified Planning Work Program. The Safe Streets and Roads for All will identify strategies and projects specific to improving safety outcomes that include infrastructure improvements, enforcement practices, information sharing and education. The plan will consider the safety needs for all modes of transportation and will include significant public outreach as part of the scope, allowing strong emphasis on equity considerations in developing recommended priorities.
  - ▶ Engage, inform, and facilitate collaboration among member towns, non-profit sector, business community and other public and private sector stakeholders.
  - ▶ Develop, in cooperation with CONNDOT and regional partners, a regional Coordinated Public Transit Human Services Transportation Plan
  - ▶ Coordinate with local, regional, state, and federal government partners to compete for discretionary grant programs, effectively implement provisions of the Infrastructure Investment and Jobs Act (IIJA), and advance federal transportation policies and strategies.
  - ▶ Develop a Branding Plan for the Route 169 National Scenic Byway
  - ▶ Maintain and modify as needed the regions Long Range Transportation Plan through a performance-driven, outcome-based approach to planning for for the NECCOG region. NECCOG will work to ensure that the planning process is continuous, cooperative, and comprehensive; and provide for consideration and implementation of projects, strategies, and services that will address the following factors [23 C.F.R. 450.306(a) and (b)]:
    - Support the economic vitality of the region;
    - Increase the safety of the transportation system for motorized and non-motorized users;
    - Increase the security of the transportation system for motorized and non-motorized users;



- Increase the accessibility and mobility of people and freight;
  - Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns;
  - Enhance the integration and connectivity of the transportation system across and between modes for people and freight;
  - Promote efficient system management and operations;
  - Emphasize the preservation of the existing transportation system;
  - Improve the resiliency and reliability of the transportation system, and reduce or mitigate storm water impacts of surface transportation; and
  - Enhance travel and tourism
- ▶ Continue as the regional information resource by maintaining and improving the economic, demographic, geographic and land use data, including geographically referenced data layers for utilization in regional short-range and long-range planning efforts that is necessary to conduct regionally related transportation planning - and continue to refine GIS information, information delivery and expertise.
  - ▶ Continue collaboration with local, regional, state, and federal organizations (member towns, CONNDOT, FHWA, FTA, General Assembly, University of Connecticut, Department of Energy and Environmental Protection, Department of Emergency Management and Homeland Security, Department of Economic and Community Development) and other public and private entities/ stakeholders to foster the development of economically/environmentally sustainable transportation system.
  - ▶ Assist member towns with IJA applications and related project development
  - ▶ Transit Planning/Assistance:
    - Continue to assist NECTD, WRTD and SEAT in coordinating services in tune with the basic mobility needs of the elderly and disabled (FTA-5310) of the region and the exploration of inter-regional connections and needed transportation services to the more than 10,000 veterans residing in the NECCOG region.
    - Continue to assist NECTD in providing services under the Municipal Grant Program to the elderly and disabled of region.
    - Support improved coordination of inter-regional and intra-regional transit and paratransit services.
    - Plan and assist for improvements to bus stops, signage and shelters.
    - Use of commuter parking lots: Assist the Department's Bureau of Public Transportation by conducting, on a quarterly basis, counts of the vehicles using the commuter parking lots located in your region.
    - Continue to coordinate and cooperate with the Bureau of Public Transportation on the continuing development of and updates to this plan and on the selection of projects for the various programs that fall under it.
    - Identify areas within the region that either have or could expand affordable housing options - coupled with the enhancement of transit services to make such locations more desirable for such housing.
    - Improved coordination of inter-regional and intra-regional transit and paratransit services.
    - Improvements to bus stops, signage and shelters.

- Use of commuter parking lots: Assist the Department's Bureau of Public Transportation by conducting, on a quarterly basis, counts of the vehicles using the commuter parking lots located in the region.
  - Transit security.
- ▶ Assist the Department regarding regional goals for the transportation system and in the development of a set of performance measures by which the attainment of these goals may be tracked. Assist the Department with FHWA reporting as needed - including providing any traffic count data to the Bureau of Policy and Planning.

### **Outputs**

- ▶ Direct Technical Assistance to member towns (project development and/or administrative assistance)
- ▶ Coordinated Public Transit Human Services Transportation Plan completion
- ▶ Branding Plan for the Route 169 National Scenic Byway completion or to a logical stage of development for further actions
- ▶ Long Range Transportation Plan completion and implementation or to a logical stage of development for further actions
- ▶ Transportation related planning progress for Freight, Transit, Economic Development, Natural Resources and Natural Hazard Mitigation
- ▶ Identified studies acted on either to completion or to a logical stage of development for further actions and the results posted/published on the NECCOG website
- ▶ Updated Urban Census boundaries

### **Outcomes**

- ▶ A regional transportation planning and assistance program that member towns, the public, partner organizations and business community have confidence that their participation will result in mutual benefits.

## UPWP Appendix A - Staffing

Burden Fringe and Overhead Rate (most recent) - 74.52%

| Position                                 | Responsibilities   | Maximum Hourly Rate |
|--|--|---------------------|
| Director of Regional Planning            | Lead staff for LOCHSTP, Rural Collector Program TAP and other project specific activities. Lead GIS person for the COG. Planning and technical assistance to towns - including project development   | \$80                |
| Senior Planner                           | Overall administration of the UPWP for the organization, including: direct contact with the Department of Transportation, quarterly and other reporting requirements, planning, technical assistance and ensuring adherence to public participation, environmental justice | \$70                |
| Fiscal Director                          | Ensures the proper financial reporting in accordance with Department standards and Generally Accepted Accounting Principals. This person may assist in the production of public meetings or similar outreach events.   | \$80                |
| Regional Planners                        | Planning (including GIS work) and technical assistance to towns - including project development  | \$60                |
| Regional Engineer                        | Planning and technical assistance to towns - including project development. This position will be the lead staff for pavement condition inventory and individual project engineering   | \$60                |
| Regional Grants and Projects Coordinator | Assist with proper financial reporting and grant management  | \$40                |
| Regional GIS Technician                  | Provide technical support for various mapping and related analysis for planning and project specific work activities   | \$40                |
| Administrative Assistant                 | Provide administrative support.  | \$35                |
| Intern or Program Assistant              | Planning and technical assistance to towns and NECCOG staff  | \$30                |

## UPWP Appendix B - Anticipated Revenues

| <b>FY24</b>   |                            |               |             |             |           |                  |
|---------------|----------------------------|---------------|-------------|-------------|-----------|------------------|
| Estimated SPR | Estimated FTA Section 5311 | Total Federal | State Match | Local match | Total     | Agreement Amount |
| \$223,877     | \$21,000                   | \$244,877     | \$30,610    | \$30,610    | \$327,097 | <b>\$889,461</b> |

| <b>FY25</b>   |                            |               |             |             |           |                  |
|---------------|----------------------------|---------------|-------------|-------------|-----------|------------------|
| Estimated SPR | Estimated FTA Section 5311 | Total Federal | State match | Local match | Total     | Agreement Amount |
| \$223,877     | \$21,000                   | \$244,877     | \$30,610    | \$30,610    | \$327,097 | <b>\$296,487</b> |

## Appendix C - Planning Costs

BFO - 74.52%

| FTA -Program Element  | % of Work Program | FY 24           | FY 25           |
|---|-------------------|-----------------|-----------------|
| Task 1: Administration and Management of the Planning Process | 11.9%             | \$2,500         | \$2,500         |
| Task 2: Planning and Technical Assistance                     | 88.1%             | \$18,500        | \$18,500        |
| Totals  |                   | <b>\$21,000</b> | <b>\$21,000</b> |

| SPR -Program Element                       | % of Work Program | FY 24            | FY 25            |
|--|-------------------|------------------|------------------|
| Task 1: Management of the Planning Process | 5%                | \$14,824         | \$14,824         |
| Task 2: Planning and Technical Assistance  | 95%               | \$281,663        | \$281,663        |
| Totals                                     |                   | <b>\$296,487</b> | <b>\$296,487</b> |

## Appendix D - Connecticut's Process For Consultation And Cooperation With Local Officials In Non-Metropolitan Areas, Revised June 2021

### Purpose and Background

The Connecticut Department of Transportation (Department) has, for the past 25 years, involved the Rural Regional Planning Organizations, now referred to as the Rural Council of Governments (rural COGs), in the preparation of the State Transportation Improvement Program (STIP) and the Statewide Long-Range Transportation Plan (LRTP). In 23 CFR 450.210 there is a requirement that each State develop a documented process for consulting with non-metropolitan local officials in the statewide transportation planning process. The following process is designed to fulfill this requirement by documenting the involvement of the rural COGs in the statewide transportation planning process.

Specifically, 23 CFR 450.210(b) states that "The State shall have a documented process(es) for cooperating with nonmetropolitan local officials representing units of general purpose local government and/or local officials with responsibility for transportation that is separate and discrete from the public involvement process and provides an opportunity for their participation in the development of the long-range statewide transportation plan and the STIP. ." There are two rural COGs in the state of Connecticut: the Northeastern Connecticut Council of Governments and the Northwest Hills Council of Governments. In accordance with Connecticut General Statutes, COG Boards are made up of local elected officials; therefore, local governments in the rural areas are involved, and will continue to be involved in the Transportation Planning Process through their participation in the rural COGs.

The Department's Council of Governments (COG) Coordination section serves as the liaison between the Department and the rural COGs and consists of a staff of full-time liaisons. The liaisons are assigned to specific COGs to enable them to develop both ongoing and mutually beneficial relationships with the local elected officials, as well as a good working knowledge of the issues and concerns specific to each region. The liaisons attend COG Transportation and Board meetings and are in continuous communication with the rural COG staff.

The rural COG Boards help the Department to coordinate transportation planning, research, project selection and project development, and also help to resolve inter-municipal transportation issues. Each fiscal year, the Department provides state and federal planning funds to the rural COGs for highway and transit planning. The Department also assists the rural COGs in developing their Unified Planning Work Programs (UPWPs) that identify the major transportation issues in their regions and outline the planning tasks necessary to address them. In addition, the rural COGs conduct other transportation planning activities, such as undertaking transit and highway corridor studies, and providing technical assistance to local municipalities.

### Regional Transportation Plan

To ensure statewide planning coverage, the Department recommends and encourages each rural COG to update its Regional Transportation Plan (RTP) every four years, which is consistent with the requirement on the Metropolitan Planning Organizations (MPOs) in non-attainment areas to update their Metropolitan Transportation Plans[23 CFR 450.324(c)]. As the rural COGs develop their RTP's, there is ongoing coordination and consultative review of and comment on the documents by the Department prior to adoption by the Region. The needs and priorities identified in the RTPs and MTPs are taken into consideration in the development of the State's Long-Range Transportation Plan

## **Statewide Transportation Improvement Program**

The Department drafts the STIP for rural portions of the state, consistent with 23 CFR 450.218(c). Member towns submit projects through their rural COGs for eventual inclusion in the STIP under several federal programs (Surface Transportation Block Grant (STBG)-Other Urban, STBG-Rural, STBG- Transportation Alternatives Program (TAP), Congestion Mitigation Air Quality (CMAQ), and the Scenic Byways Program). The Department scopes the proposed projects and, depending on complexity, need, and funding availability, includes them in the draft STIP. The Department submits the draft STIP to the rural COGs for review and comment on the projects listed for their area. The rural COGs make this document available to the elected officials of their member towns, as well as to the public, for local review and discussion at publicly noticed rural COG meetings. There is also a review and comment period of 30 days for any Statewide Transportation Improvement Program amendments and a 14-day review period for actions submitted to a rural COG by the Department. Any comments forwarded to the Department by the rural COGs are addressed, and the rural portion of the STIP is incorporated into the final STIP.

The Department's Office of Capital Services coordinates with the Rural Transit Districts' Executive Director/Manager and the Department's Bureau of Public Transportation who oversees the transit services provided by the Rural Transit Districts to ensure their capital and operating needs are met. The FTA Section 5311 capital and operating projects are programmed in the Department's 5-year Capital Plan. The projects programmed in the Capital Plan for the Rural Transit District are then submitted to the STIP unit for approval by the rural COGs and eventually incorporated into STIP.

## **Project solicitation**

STBG-Rural Funding is made available to each rural COG through the Department's STP-Rural Major/Minor Collector Program. Funding has been increased from \$1 million to \$2 million per year, and the non-federal share to municipalities has been decreased from 20 percent to 10 percent with the Department absorbing the additional 10 percent. A portion of CMAQ funding is set aside for the rural COGs and MPOs for projects selected on a competitive basis. STBG TAP rural funds are also available to the Rural COGs for projects selected on a competitive basis. It is the rural COG's responsibility to solicit its member towns and to develop projects for all three of these programs.

## **Capital Plan**

The Department develops a yearly draft 5-year Capital Plan which is consistent with the Statewide Transportation Improvement Program and also reflects projects and programs authorized by the legislature. The Rural COGs are asked to review and comment on this draft list of projects to continue the consultation process on the selection of projects for the outer years of the Plan.

## **Additional Consultation**

The Department uses other methods to have ongoing and recurring consultation with rural COGs. It holds rural COG and the MPO Quarterly Coordination Meetings at the Department with an option to participate remotely and holds monthly COG Teleconference Meetings during the other eight months of the year. These meetings provide a forum for the rural COGs, MPOs, the CTDOT and the USDOT to discuss and find solutions to common problems and present and discuss relevant information. The Department requests that each rural COG review and comment on the draft Statewide LRTP and on the Department's draft Capital Plan. In each of its four Districts, the Department has a Municipal Systems Action Team (MSAT) that assists the municipalities with the construction administration required on Federally funded projects.

## **Appendix B - Significant Regional COG Statutes** *(108 References in the Statutes)*

### **Sec. 4-124i. Regional councils of governments. Definitions.**

As used in sections 4-124i to 4-124p, inclusive:

- (1) "Planning region" means a planning region of the state as defined or redefined by the Secretary of the Office of Policy and Management, or his designee under the provisions of section 16a-4a;
- (2) "Chief elected official" means the highest ranking elected governmental official of any town, city or borough within the state;
- (3) "Elected official" means any selectman, mayor, alderman, or member of a common council or other similar legislative body of any town or city, or warden or burgess of any borough;
- (4) "Council" means a regional council of governments organized under the provisions of sections 4-124i to 4-124p, inclusive;
- (5) "Member" means any town, city or borough within a planning region of the state having become a member of a regional council of governments in accordance with sections 4-124i to 4-124p, inclusive.

### **Sec. 4-124j. Creation. Membership. Withdrawal.**

Within any planning region of the state a regional council of governments may be created by the adoption of sections 4-124i to 4-124p, inclusive, by ordinance of the legislative bodies of not less than sixty per cent of all towns, cities and boroughs within such planning region entitled to membership on such council as hereinafter provided. All towns, cities and boroughs within a planning region shall be entitled to membership on such council, including any city or borough with boundaries not coterminous with the boundaries of the town in which it is located. Any nonmember town, city or borough entitled to membership may join the council by the adoption of said sections by ordinance of its legislative body. Any member town, city or borough may withdraw from the council by adoption of an appropriate ordinance of its legislative body to become effective on the date of such adoption; provided, however, that any such withdrawing member shall be obligated to pay its pro rata share of expenses of operation and pro rata share of funds committed by the council to active programs as of such date of withdrawal.

### **Sec. 4-124k. Representatives of members.**

Each member of a regional council of governments shall be entitled to one representative on the council who shall be the chief elected official of such member, or in the absence of any such chief elected official, an elected official appointed in the manner provided by ordinance of the legislative body of such member. Each representative of a member shall be entitled to one vote in the affairs of such council.

### **Sec. 4-124n. Bylaws. Officers. Committees. Meetings.**

A regional council of governments shall adopt bylaws for the conduct of its business and shall annually elect from among the representatives to the council a chairman, a vice-chairman, a secretary, a treasurer and such other officers as may be designated or permitted in the bylaws. The bylaws may provide for alternate representatives of the council to attend and vote at any meeting in place of absent representatives and may provide for the organization of a regional planning commission. The bylaws may provide for an executive committee of the council and for additional committees including nonvoting advisory committees. Meetings of the council shall be called pursuant to the bylaws and minutes of all meetings of the council, its committees and other official actions shall be filed in the office of the council and shall be of public record.

### **Sec. 4-124p. Receipt of funds. Dues. Contracts. Audits. Annual report.**

Each regional council of governments established under the provisions of sections 4-124i to 4-124p, inclusive, is authorized to receive for its own use and purposes any funds from any source including the state and federal governments and including bequests, gifts and contributions made by any individual,



corporation or association. Any town, city or borough participating in a regional council of governments shall annually appropriate funds for the expenses of such council in the performance of its purposes. Such funds shall be appropriated and paid in accordance with a dues formula established by the regional council of governments. Such council may withhold any services it deems advisable from any town, city or borough which has failed to pay such dues. Within the amount so received, a council may engage employees, and contract with professional consultants, municipalities, the state and the federal governments, other regional councils of governments and other intertown, regional or metropolitan agencies, or with any one or more of them, and may enter into contracts from time to time to carry out its purposes. Any such contract shall be approved by action of the regional council of governments in a manner prescribed by the council. The accounts of any regional council of governments shall be subject to an annual audit under the provisions of chapter 111 and such council shall file an annual report with the clerks of its member towns, cities or boroughs, with planning commissions, if any, of members, and with the Secretary of the Office of Policy and Management, or his designee.

**Sec. 4-124r. Purchase of real property; borrowing for such purchase.**

Any regional council of governments established under the provisions of sections 4-124i to 4-124p, inclusive, may purchase real property and borrow funds for such purchase for the purposes of providing administrative office space and program functions for such council.

**Sec. 4-66k. Regional planning incentive account.**

(a) There is established an account to be known as the “regional planning incentive account” which shall be a separate, nonlapsing account within the General Fund. The account shall contain any moneys required by law to be deposited in the account. Except as provided in subsection (e) of this section, moneys in the account shall be expended by the Secretary of the Office of Policy and Management for the purposes of first providing funding to regional planning organizations in accordance with the provisions of subsections (b), (c) and (d) of this section and then to providing grants under the regional performance incentive program established pursuant to section 4-124s.

(b) For the fiscal year ending June 30, 2014, funds from the regional planning incentive account shall be distributed to each regional planning organization, as defined in section 4-124i of the general statutes, revision of 1958, revised to January 1, 2013, in the amount of one hundred twenty-five thousand dollars. Any regional council of governments that is comprised of any two or more regional planning organizations that voluntarily consolidate on or before December 31, 2013, shall receive an additional payment in an amount equal to the amount the regional planning organizations would have received if such regional planning organizations had not voluntarily consolidated.

(c) For the fiscal years ending June 30, 2015, to June 30, 2021, inclusive, funds from the regional planning incentive account shall be distributed to each regional council of governments formed pursuant to section 4-124j, in the amount of one hundred twenty-five thousand dollars plus fifty cents per capita, using population information from the most recent federal decennial census. Any regional council of governments that is comprised of any two or more regional planning organizations, as defined in section 4-124i of the general statutes, revision of 1958, revised to January 1, 2013, that voluntarily consolidated on or before December 31, 2013, shall receive a payment in the amount of one hundred twenty-five thousand dollars for each such regional planning organization that voluntarily consolidated on or before said date.

(d) (1) For the fiscal year ending June 30, 2022, and each fiscal year thereafter, funds from the regional planning incentive account shall be distributed to each regional council of governments formed pursuant to section 4-124j, in the amount of one hundred eighty-five thousand five hundred dollars plus sixty-eight cents per capita, using population information from the most recent federal decennial census.

(2) Not later than July 1, 2021, and annually thereafter, each regional council of governments shall submit to the secretary a proposal for expenditure of the funds described in subdivision (1) of this subsection. Such proposal may include, but need not be limited to, a description of (A) functions, activities or services currently performed by the state or municipalities that may be provided in a more efficient, cost-effective, responsive or higher quality manner by such council, a regional educational service center or similar regional entity; (B) anticipated cost savings relating to the sharing of government services, including, but not limited to, joint purchasing; (C) the standardization and alignment of various regions of the state; or (D) any other initiatives that may facilitate the delivery of services to the public in a more efficient, cost-effective, responsive or higher quality manner.

(e) There is established a regionalization subaccount within the regional planning incentive account. If the Connecticut Lottery Corporation offers online its existing lottery draw games through the corporation's Internet web site, online service or mobile application, and after any payment to the Connecticut Teachers' Retirement Fund Bonds Special Capital Reserve Fund required pursuant to section 12-812, the revenue from such online offering that exceeds an amount equivalent to the costs of the debt-free community college program under section 10a-174 shall be transferred to the subaccount, or, if such online offering is not established, the amount provided under subsection (b) of section 364 of public act 19-117\* for regionalization initiatives shall be deposited in the subaccount. Moneys in the subaccount shall be expended only for the purposes recommended by the task force established under section 4-66s.

**Sec. 4-124s. Regional performance incentive program.**

(a) For purposes of this section:

(1) "Regional council of governments" means any such council organized under the provisions of sections 4-124i to 4-124p, inclusive;

(2) "Municipality" means a town, city or consolidated town and borough;

(3) "Legislative body" means the board of selectmen, town council, city council, board of alderman, board of directors, board of representatives or board of the warden and burgesses of a municipality;

(4) "Secretary" means the Secretary of the Office of Policy and Management or the designee of the secretary;

(5) "Regional educational service center" has the same meaning as provided in section 10-282; and

(6) "Employee organization" means any lawful association, labor organization, federation or council having as a primary purpose the improvement of wages, hours and other conditions of employment.

(b) There is established a regional performance incentive program that shall be administered by the Secretary of the Office of Policy and Management. Any regional council of governments, regional educational service center or a combination thereof may submit a proposal to the secretary for: (1) The provision of any service that one or more participating municipalities of such council or local or regional board of education of such regional educational service center currently provide but which is not provided on a regional basis, (2) the redistribution of grants awarded pursuant to sections 4-66g, 4-66h, 4-66m and 7-536, according to regional priorities, or (3) regional revenue sharing among such participating municipalities pursuant to section 7-148bb. A copy of said proposal shall be sent to the legislators representing said participating municipalities or local or regional boards of education. Any regional educational service center serving a population greater than one hundred thousand may submit a proposal to the secretary for a regional special education initiative.

(c) (1) A regional council of governments or regional educational service center shall submit each proposal in the form and manner the secretary prescribes and shall, at a minimum, provide the following information for each proposal: (A) Service or initiative description; (B) the explanation of the need for such service or initiative; (C) the method of delivering such service or initiative on a regional basis; (D) the organization that would be responsible for regional service or initiative delivery; (E) a description of the population that would be served; (F) the manner in which the proposed regional service or initiative delivery will achieve economies of scale for participating municipalities or boards of education; (G) the amount by which participating municipalities will reduce their mill rates as a result of savings realized; (H) a cost benefit analysis for the provision of the service or initiative by each participating municipality and by the entity or board of education submitting the proposal; (I) a plan of implementation for delivery of the service or initiative on a regional basis; (J) a resolution endorsing such proposal approved by the governing body of the council or center, which shall include 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; (K) a resolution endorsing such proposal approved by the governing body of the council of each planning region in which the service or initiative is to be provided; (L) an acknowledgment from any employee organization that may be impacted by such proposal that they have been informed of and consulted about the proposal; and (M) an explanation of the potential legal obstacles, if any, to the regional provision of the service or initiative, and how such obstacles will be resolved.

(2) The secretary shall review each proposal and shall award grants for proposals the secretary determines best satisfy the following criteria: (A) 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; (B) 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; (C) the proposed service or initiative promotes cooperation among participating members that

may lead to a reduction in economic or social inequality; (D) the proposal has been approved by a majority of the members of the council or center and, pursuant to this subsection, 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 (E) any employee organizations that may be impacted by such proposal have been informed of and consulted about such proposal, pursuant to this subsection.

(d) Notwithstanding the provisions of sections 7-339a to 7-339l, inclusive, or any other provision of the general statutes, no regional council of governments or regional educational service center or any member municipalities or local or regional boards of education of such councils or centers shall be required to execute an interlocal agreement to implement a proposal submitted pursuant to subsection (c) of this section.

(e) Any board of education awarded a grant for a proposal submitted pursuant to subsection (c) of this section may deposit any cost savings realized as a result of the implementation of the proposed service or initiative into a nonlapsing account pursuant to section 10-248a.

(f) The secretary shall submit to the Governor and the joint standing committee of the General Assembly having cognizance of matters relating to finance, revenue and bonding a report on the grants provided pursuant to this section. Each such report shall (1) include information on the amount of each grant and the potential of each grant for leveraging other public and private investments, and (2) describe any property tax reductions and improved services achieved by means of the program established pursuant to this section. The secretary shall submit a report for the fiscal year commencing July 1, 2011, not later than February 1, 2012, and shall submit a report for each subsequent fiscal year not later than the first day of March in such fiscal year.

#### **Sec. 4-66r. Regional councils of governments. Grants-in-aid. Use of funds. Report to General Assembly.**

(a) For the fiscal years ending June 30, 2018, and June 30, 2019, each regional council of governments shall, within available appropriations, receive a grant-in-aid to be known as a regional services grant, the amount of which shall be based on a formula to be determined by the Secretary of the Office of Policy and Management. No such council shall receive a grant for the fiscal year ending June 30, 2018, unless the secretary approves a spending plan for such grant moneys submitted by such council to the secretary on or before November 1, 2017. No such council shall receive a grant for the fiscal year ending June 30, 2019, unless the secretary approves a spending plan for such grant moneys submitted by such council to the secretary on or before July 1, 2018.

(b) Notwithstanding the provisions of section 29 of public act 19-117\*, for the fiscal year ending June 30, 2020, and each fiscal year thereafter, each regional council of governments shall receive a grant-in-aid to be known as a regional services grant, the amount of which shall be determined pursuant to section 4-66k. No such council shall receive a grant for the fiscal year ending June 30, 2020, or any fiscal year thereafter, unless the secretary approves a spending plan for such grant moneys submitted by such council to the secretary on or before July 1, 2019, and annually thereafter. The secretary may provide biennial spending plan approval process guidelines at the secretary's discretion.

(c) Each regional council of governments shall use such grant funds for planning purposes and to achieve efficiencies in the delivery of municipal services, without diminishing the quality of such services. On or before October 1, 2018, and annually thereafter, each regional council of governments shall submit a report, in accordance with section 11-4a, to the joint standing committees of the General Assembly having cognizance of matters relating to planning and development and finance, revenue and bonding, and to the secretary. Such report shall (1) summarize the expenditure of such grant funds in the prior fiscal year, (2) describe any regional program, project or initiative currently provided or planned by the council, (3) review the performance of any existing regional program, project or initiative relative to its initial goals and objectives, (4) analyze the existing services provided by member municipalities or by the state that, in the opinion of the council, could be more effectively or efficiently provided on a regional basis, and (5) provide recommendations for legislative action concerning potential impediments to the regionalization of services.

#### **Sec. 8-31b. Restructure of regional planning agencies and regional councils of elected officials into regional councils of governments.**

(a) On or before January 1, 2015, each regional planning agency created pursuant to sections 8-31a to 8-37a, inclusive, of the general statutes, revision of 1958, revised to January 1, 2013, and each regional council of elected officials created pursuant to sections 4-124c to 4-124h, inclusive, shall be restructured to form a regional council of governments as provided in section 4-124j.

(b) 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. Notwithstanding the

provisions of any special or public act, 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 established pursuant to this section may administer and provide regional services to municipalities by affirmative vote of the member municipalities of such council, and may delegate such authority to subregional groups of such municipalities. Notwithstanding the provisions of sections 7-339a to 7-339f, inclusive, the administration and provision of such services shall not require the execution of any interlocal agreement. Regional services provided to member municipalities shall be determined by each regional council of governments, except as provided in subsection (b) of section 9-229 and section 9-229b, and may include, without limitation, the following services: (1) Engineering; (2) inspectional and planning; (3) economic development; (4) public safety; (5) emergency management; (6) animal control; (7) land use management; (8) tourism promotion; (9) social; (10) health; (11) education; (12) data management; (13) regional sewerage; (14) housing; (15) computerized mapping; (16) household hazardous waste collection; (17) recycling; (18) public facility siting; (19) coordination of master planning; (20) vocational training and development; (21) solid waste disposal; (22) fire protection; (23) regional resource protection; (24) regional impact studies; and (25) transportation.

### **Sec. 8-35a. Regional plan of conservation and development. Assistance to municipalities or other public agencies.**

(a) At least once every ten years, each regional council of governments shall make a plan of conservation and development for its area of operation, showing its recommendations for the general use of the area including land use, housing, principal highways and freeways, bridges, airports, parks, playgrounds, recreational areas, schools, public institutions, public utilities, agriculture and such other matters as, in the opinion of the council, will be beneficial to the area. Any regional plan so developed shall be based on studies of physical, social, economic and governmental conditions and trends and shall be designed to promote with the greatest efficiency and economy the coordinated development of its area of operation and the general welfare and prosperity of its people. Such plan may encourage energy-efficient patterns of development, the use of solar and other renewable forms of energy, and energy conservation. Such plan shall be designed to promote abatement of the pollution of the waters and air of the region. Such plan shall consider the need for technology infrastructure in the region. The regional plan shall identify areas where it is feasible and prudent (1) to have compact, transit accessible, pedestrian-oriented mixed use development patterns and land reuse, and (2) to promote such development patterns and land reuse and shall note any inconsistencies with the following growth management principles: (A) Redevelopment and revitalization of regional centers and areas of mixed land uses with existing or planned physical infrastructure; (B) expansion of housing opportunities and design choices to accommodate a variety of household types and needs; (C) concentration of development around transportation nodes and along major transportation corridors to support the viability of transportation options and land reuse; (D) conservation and restoration of the natural environment, cultural and historical resources and traditional rural lands; (E) protection of environmental assets critical to public health and safety; and (F) integration of planning across all levels of government to address issues on a local, regional and state-wide basis. The plan of each region contiguous to Long Island Sound shall be designed to reduce hypoxia, pathogens, toxic contaminants and floatable debris in Long Island Sound.

(b) Before adopting the regional plan of conservation and development or any part thereof or amendment thereto the regional council of governments shall hold at least one public hearing thereon, notice of the time, place and subject of which shall be given in writing to the chief executive officer and planning commission, where one exists, of each member town, city or borough. Notice of the time, place and subject of such hearing shall be published once in a newspaper having a substantial circulation in the region. Such notices shall be given not more than twenty days or less than ten days before such hearing. At least sixty-five days before the public hearing the regional council of governments shall post the plan on the Internet web site of the council, if any, and submit the plan to the Secretary of the Office of Policy and Management for findings in the form of comments and recommendations. By October 1, 2011, the secretary shall establish, by regulations adopted in accordance with the provisions of chapter 54, criteria for such findings which shall include procedures for a uniform review of regional plans of conservation and development to determine if a proposed regional plan of conservation and development is not inconsistent with the state plan of conservation and development and the state economic strategic plan. The regional council of governments shall note on the record any inconsistency with the state plan of conservation and development and the reasons for such inconsistency. Adoption of the plan or part thereof or amendment thereto shall be made by the affirmative vote of not less than a majority of the representatives on the council. The plan shall be posted on the Internet web site of the council, if any, and a copy of the plan or of any amendments thereto, signed by the chairman of the council, shall be transmitted to the chief executive officers, the town, city or borough clerks, as the case may be, and to planning commissions, if any, in member towns, cities or boroughs, and to the Secretary of the Office of Policy and

Management, or his or her designee. The regional council of governments shall notify the Secretary of the Office of Policy and Management of any inconsistency with the state plan of conservation and development and the reasons therefor.

(c) The regional council of governments shall assist municipalities within its region and state agencies and may assist other public and private agencies in developing and carrying out any regional plan or plans of such council. The regional council of governments may provide administrative, management, technical or planning assistance to municipalities within its region and other public agencies under such terms as it may determine, provided, prior to entering into an agreement for assistance to any municipality or other public agency, the regional council of governments shall have adopted a policy governing such assistance. The regional council of governments may be compensated by the municipality or other public agency with which an agreement for assistance has been made for all or part of the cost of such assistance.

**Sec. 8-35b. Recommendations for metropolitan, regional or intermunicipal arrangements.**

A regional council of governments may make recommendations to the municipalities within its area of operation for such metropolitan, regional or intermunicipal arrangements for the most efficient and economical development or operation of public facilities or services as it deems desirable for the economic and social welfare of the region and the municipalities located therein.

**Sec. 8-35c. Feasibility studies for municipalities.**

Whenever any municipality is considering the feasibility of developing or operating a physical facility and services, the regional council of governments may, upon request from such municipality, render assistance by making studies and recommendations and may make contractual arrangements with the municipality for the conduct of such studies.

**Sec. 8-35e. Intercouncil committees and staff sharing.**

(a) Two or more regional councils of governments may establish one or more intercouncil committees to recommend policies relating to matters of an interregional nature, provided each participating council shall have first adopted a resolution authorizing establishment of any such intercouncil committees and defining the scope of its duties.

(b) Two or more regional councils of governments may share staff and staff from one council may work in the area of another council, provided each council involved in such a cooperative effort shall have first adopted a resolution authorizing such action and specifying the extent of cooperation and the terms under which it is to be provided.

**Sec. 8-384. Regional housing councils.**

(a) There shall continue to be a regional housing council within each planning region of the state, as designated under the provisions of section 16a-4a, which shall consist of not less than seven members of the public representing a fair cross-section of the region. The chairperson of each regional housing council shall be appointed by the Governor and shall serve for a term coterminous with that of the Governor. Upon the resignation of any chairperson, the Governor shall appoint a successor to serve as chairperson. The chairperson shall organize each regional housing council and appoint the members thereof, who shall serve at the pleasure of the chairperson. If any vacancy occurs in the council, the chairperson shall appoint a successor to fill such vacancy. If the Commissioner of Housing finds that a regional housing council has not been organized within a planning region, he may designate the regional council of governments or other entity to serve as the regional housing council for such region.

(b) Each regional housing council shall: (1) Strive for environmentally and economically sound and socially balanced development of affordable, equal opportunity housing in accordance with applicable state and federal laws and regulations and regional development plans; (2) assist state and local decision makers, housing sponsors and other participants in the development of housing in defining suitable approaches to providing for regional housing needs and identifying regional housing resources; (3) develop channels of communication between all levels of government and the producers and consumers of housing in order to assist in expediting existing processes for housing production, in cooperation with regional councils of governments; (4) formulate and recommend measures designed to improve housing policies and propose appropriate legislative changes; (5) review and evaluate state housing programs and grants; (6)

provide a forum for members of the public concerned with housing issues; (7) receive, review and comment on the housing needs assessment transmitted to the council by the regional council of governments within its planning region as required by section 8-35a, provided the council shall transmit such comments to the Commissioner of Housing not later than thirty days after receiving the housing needs assessment; and (8) monitor housing-related activities of the regional council of governments within its region.

**Sec. 17a-760. Regional human services coordinating councils.**

(a) On or after January 1, 2015, there shall be established a regional human services coordinating council for each planning region redesignated pursuant to section 16a-4c 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.

(b) Membership on the regional human services coordinating councils established under this section shall include the Commissioners of Developmental Services, Social Services, Children and Families, Mental Health and Addiction Services, Correction, Education and Public Health, or said commissioners' designees, and the executive director of the Court Support Services Division of the Judicial Branch, or the executive director's designee. Additional membership shall be determined at the discretion of the executive director of each regional council of governments. Such membership may include, but not be limited to: (1) Municipal elected officials, (2) workforce development boards, (3) nonprofit agencies, and (4) family advocacy groups.

(c) Each regional human services coordinating council established under this section shall meet not less than twice annually to (1) ensure that regional plans and activities are coordinated with the human service needs of each region, and (2) develop approaches to improve service delivery and achieve cost savings in the region.

**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.**

