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2021 - 2022

# Work Plan and Budget

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*Results Through Regionalism*

Approved \_\_\_\_\_



## **re·gion·al·ism**

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

## 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.**

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 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 2021-22 fiscal year NECCOG will be managing a budget of approximately \$\_\_\_\_\_ million and a staff of thirty-one. 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.



**All Programs and Services are Voluntary**



## 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

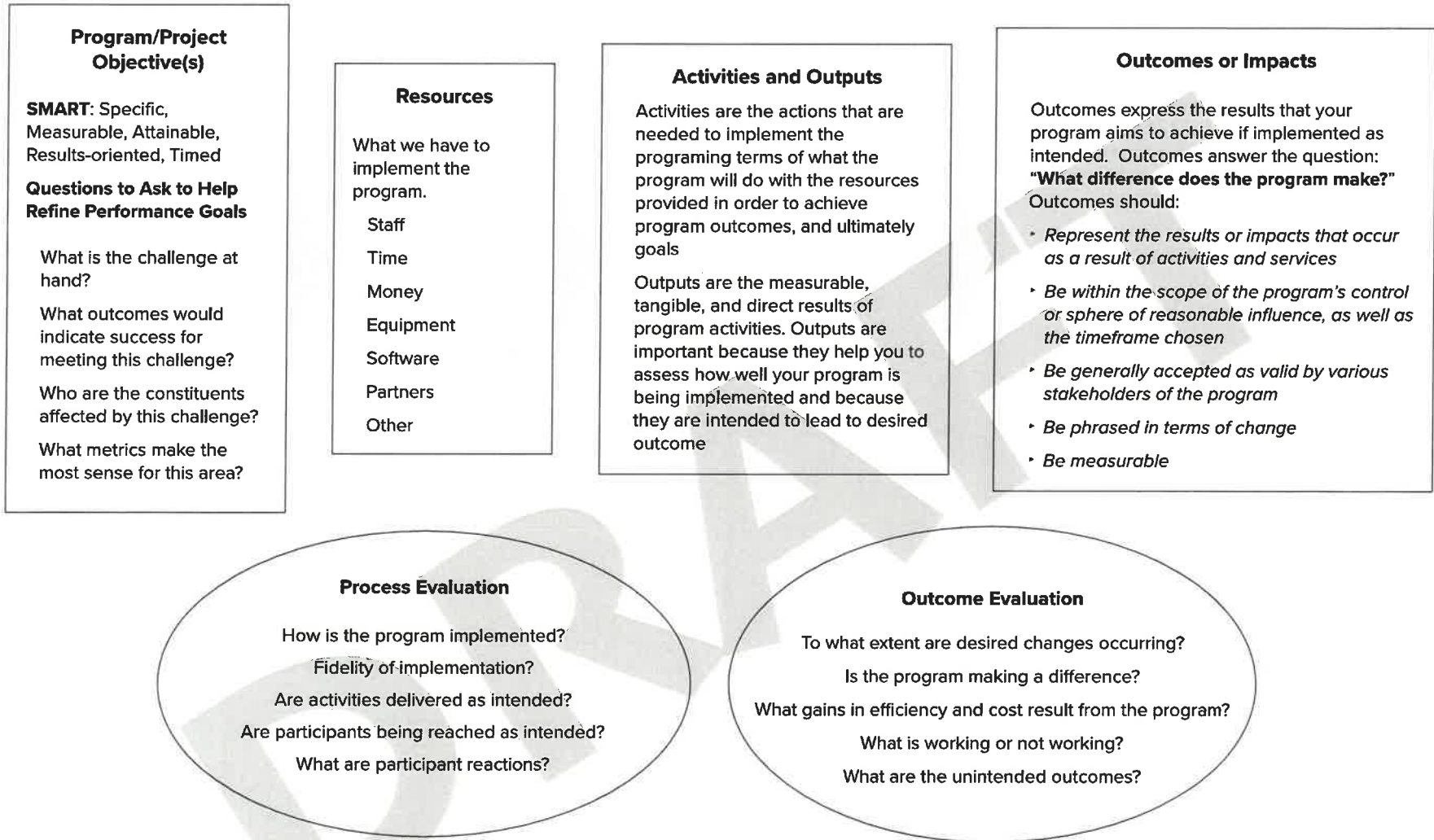
## Values

The Northeastern Connecticut Council of Governments' 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.





# Logic Model - Work Program Template



## S.M.A.R.T. Objectives

Objectives should describe accomplishments, not activities

### **S**pecific

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

### **M**easurable

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

### **A**chievable

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

### **R**elevant

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

### **T**ime-bound

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

## Programs and Projects

### COVID-19 Response and Recovery

- COVID-19 Response - General
- Economic Recovery and Resilience Plan integrated into the Regional CEDS (new)
- Disaster Recovery Support for Region IV (new)
- Entrepreneurial Enhancement (new)
- On-Line Presence to Assist in the Economic Recovery (new)

### General

- Intergovernmental Relations
- Town Administrative Services Pilot (new)
- Town Technical Assistance
- Crumbling Foundations
- Regional Property Revaluation Program
- Regional Elections Monitor
- Broadband Infrastructure (new)
- Regional Ethics Committee (new)

### GIS Services

- Regional Viewer
- Assessor Property Viewer/Updates
- General Mapping Services
- Asset Management Pilot (new)

### Public Safety

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

### Natural Hazard Mitigation and Resource Protection

- Natural Hazard Mitigation Plan
- Environmental Depot (New)
- Water Resource Protection

### Animal Services Program

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

### Human Services Coordination Program

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

### Planning and Engineering Services

- Regional Engineering Program
- Regional Plan of Conservation and Development
- Statutory Referrals
- Land Use Technical Assistance
- Regional Building Official Pilot (new)

### Regional Housing Plan

### Economic Development

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

### Northeastern Connecticut Transit District

- Transit District Administration
- Deviated Fixed Route Services
- Elderly/Disabled Services
- Plainfield Transit Service Pilot
- Windham Mid-day Shuttle Pilot (new)

### Transportation Planning and Technical Assistance

- UPWP, General
- UPWP, Administration
- UPWP, Planning and Technical Assistance
- UPWP, Public Participation

### NECCOG Administration

- Administration
- NECCOG 2021-22 Budget
- NECTD 2021-22 Budget
- 2021-22 Assessments
- Total Operational Budget
- Organization Chart



# COVID-19 Response and Recovery

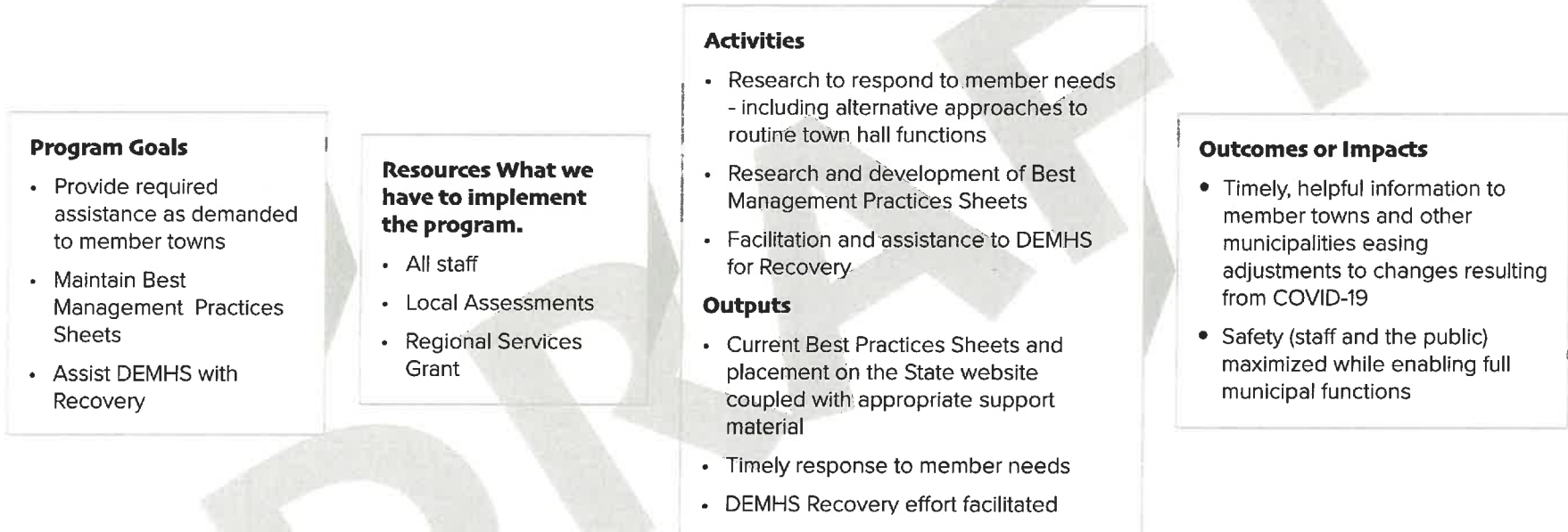
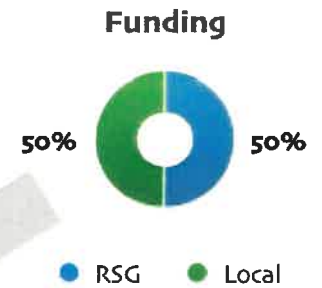
When the Pandemic began in early March 2020 NECCOG became engaged in the response by assisting in the work with the Department of Emergency Management and Homeland Security (DEMHS), the Advisory Commission on Intergovernmental Relations (ACIR) and individual requests from our member towns. This work, which greatly impacted other previously planned NECCOG work, continues and there is really no anticipated conclusion to our work.

DRP



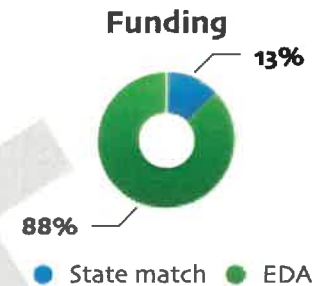
## COVID-19 Recovery and Response - General

**Background:** NECCOG has been asked to participate in the management/response to the pandemic on several fronts. We have been asked by the Advisory Commission on Intergovernmental Relations (ACIR) - on which the Executive Director is a member - and in coordination with the Governor’s Office and OPM to develop and maintain a series of Municipal Best Management Practices and related documents/guidance to assist towns in adjusting their operations in response to the pandemic. The Department of Emergency Management and Homeland Security (DEMHS) has asked the COGs that populate their five regions to take a lead role in what the State calls “recovery.” Individual member towns will need assistance as the pandemic moves forward and new - yet unknown - challenges and assistance are required - including assistance with securing federal funds. Finally, funding through the Economic Development Administration (EDA) is being sought and may be secured to directly address the NECCOG region’s needs resulting from COVID-19. **Estimated Costs: unknown. Staffing: All - Funding: Local and RSG**



## COVID-19 Response - EDA COVID Response Grant - Task I - Develop a pandemic focused Economic Recovery and Resilience Plan - integrated into the existing 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: \$45,000 Staffing: All - Funding: EDA and State**



### Program Goals

Develop a pandemic focused Economic Recovery and Resilience Plan that will be integrated into the existing Regional CEDS for the NECCOG Region

### Resources

NECCOG will utilize four of its in-house staff and two graduate level student interns to complete the project

### Activities

- NECCOG's Human Services Coordinating Committee will be incorporated into the plan development process
- A key function of the stakeholders will be to provide input on CEDS updates and project priorities, with a focus on the COVID-19 economic recovery and resilience planning and the related economic impacts of closures, service interruptions, housing and transportation disparities and more impacting the region
- Update all data, including mapping, within the current CEDS and add data that speaks directly to issues of social, economic and racial equity
- A key element of this work will be to solicit, through multiple means, input from individuals and organizations

### Outputs

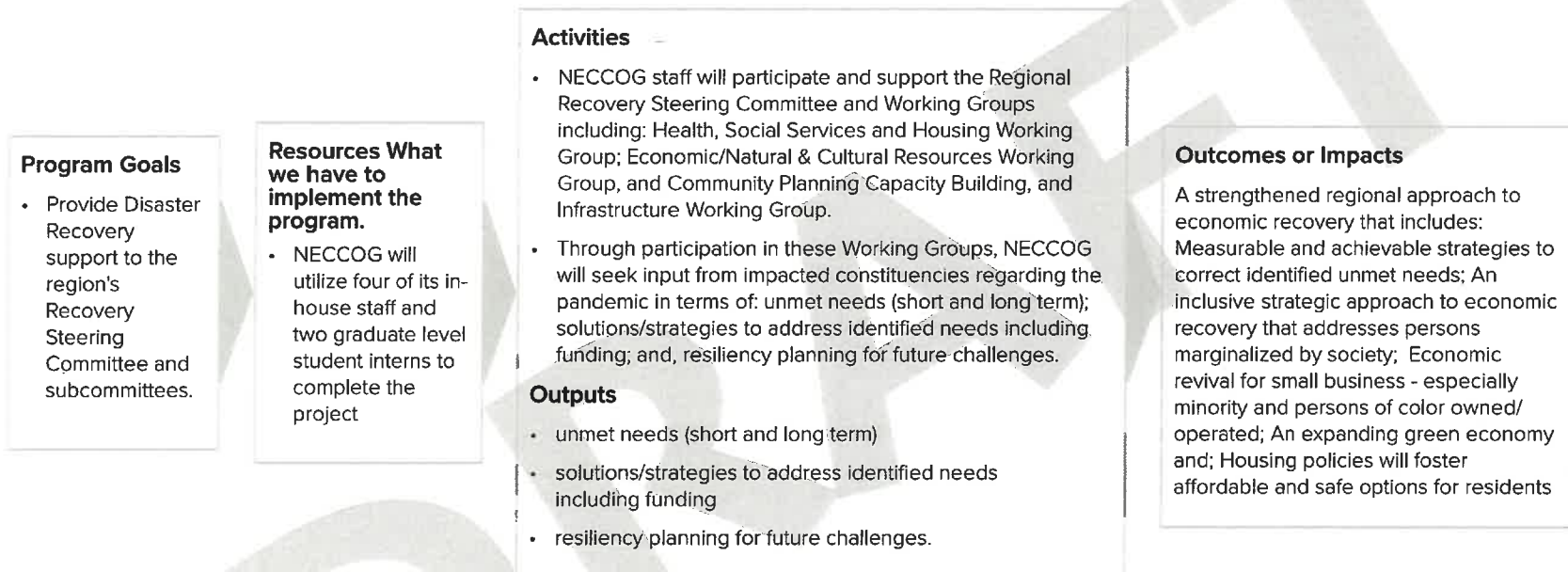
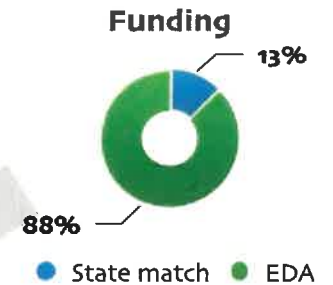
- Project stakeholders will be expanded to include a more diverse and inclusive group to ensure that the impacts and needed strategies to overcome impacts are realized
- A database of resources for small businesses providing tools for operating under the 'new normal'.
- Develop and incorporate into the CEDS metrics that specifically address economic, social and racial equity
- Modify the current CEDS Project Scoring Criteria to include consideration of how a proposed project reduces economic, social or racial inequities
- Develop model land use regulations to enhance housing choice/opportunities and business development opportunities with a focus on populations most impacted by the pandemic

### Outcomes or Impacts

- Updated CEDS - addressing the economic impacts of the coronavirus
- An updated CEDS, that clearly articulates the region's stakeholder's social equity issues, needs, and strategies necessary to correct identified deficiencies

## COVID-19 Response - EDA COVID Response Grant - Task 2 - Provide Disaster Recovery Support

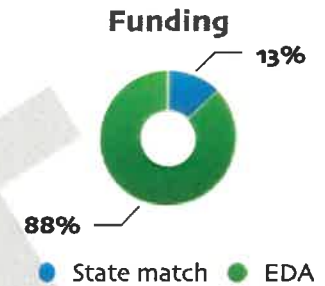
**Background:** We were asked by the Advisory Commission on Intergovernmental Relations (ACIR) - on which the Executive Director is a member - and in coordination with the Governor’s Office and OPM to develop and maintain a series of Municipal Best Management Practices and related documents/guidance to assist towns in adjusting their operations in response to the pandemic. The Department of Emergency Management and Homeland Security (DEMHS) has asked the COGs that populate their five regions to take a lead role in what the State calls “recovery.” Individual member towns will need assistance as the pandemic moves forward and new - yet unknown - challenges and assistance are required - including assistance with securing federal funds. Finally, funding through the Economic Development Administration (EDA) is being sought and may be secured to directly address the NECCOG region’s needs resulting from COVID-19. **Estimated Costs: \$38,000. Staffing: All - Funding: Local and possibly FEMA**





## 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 use current staff and two graduate student interns to 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. In addition, resources for where to access grants, funds, and PPE will be outlined. 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 in one common, easily accessible location. A shared site will 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: \$35,000 Staffing: Funding: EDA and State**



### Program Goals

Host a series of virtual entrepreneurial meet-ups, educational webinars and/or other virtual networking functions that bring together new, existing, and businesses located in a designated opportunity zones. Host discussions on responding to the current economic environment and identifying opportunities. Provide speakers/presenters to conduct educational webinars series on e-commerce, loan assistance programs, etc. Offer guidance on building capacity, marketing ideas and the sharing of best practices.

### Resources

NECCOG will use current staff and two graduate student interns

### Activities

- Research the gaps that exist (through an analysis of available resources) for training new farmers and aiding small business-owners with a focus on equity while bringing together new and existing businesses and engaging women and minority-owned businesses and other disenfranchised groups.
- Directly engage impacted businesses, traditional regional economic stakeholders and organizations currently engaged in technical assistance.
- Identify existing needs and gaps
- Conduct surveys, workshops and direct interviews of target recipients for their input and refinement.
- Develop a regional marketing strategy to promote locally grown foods and small businesses
- Establish information networks by engaging towns' economic development commissions and agricultural commissions
- Coordinate short term themed promotions or events to help businesses draw in a cautious customer base.

### Outputs

- Workshops and trainings
- Regional marketing strategy to promote locally grown foods and small businesses

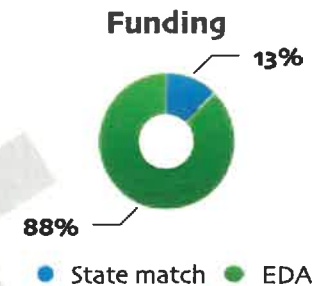
### Outcomes or Impacts

- Centralized collection of resources, access to recorded webinars, an email distribution list of small businesses, and the development of a small business resiliency guide
- email list of small business owners and farmers that will be notified of (and assisted with) upcoming grant opportunities, networking events, marketing ideas, and other relevant webinars
- Project sustainment will be achieved through providing access to education webinar materials to businesses after the end of the grant period and seeking additional funds as needed to expand or develop new programs



## 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: \$54,000 Staffing: Funding: EDA and State**



### Program Goals

- Establish and maintain an on-line presence/ website to assist in the economic recovery of identified sector(s) in the region.
- Outreach to businesses in the identified sector(s) providing assistance in setting up an on-line presence/ virtual platform.

### Resources

NECCOG will use current staff and two graduate student interns

### Activities

- Develop and put in place an Interactive (GIS based) Regional Map Directory.
- Identification and georeferenced agricultural producers and small businesses within the region that have been negatively impacted by the pandemic through a survey
- Host a website to provide resources to assist small farmers and businesses including the materials and webinars produced under Project 3. The website will contain resources for citizens related to housing/food assistance and promote local business and services.
- Create data layers and attributes that will identify the locations, products and services provided by the businesses including hours of operation, website links, and logistic issues (the availability of on-line ordering, acceptance of credit and EBT payments, scheduling and/or pickup options).
- Website development that will assist businesses with the post-COVID-19 realities.
- Establish a database or directory of where residents can obtain additional information on housing, social services or food assistance.

### Outputs

- A website that provides resources for small agricultural and niche business on marketing, grant opportunities and best practices for adapting their business - providing opportunity for sustainability.
- Interactive map directory for small businesses and direct market-producer agricultural operations.
- A database or directory of where residents can obtain additional information on housing, social services or food assistance

### Outcomes or Impacts

Increased resilience for agricultural and small businesses against future disruptions of in-person commerce

increased online presence provided by the website and map directory will result in increased online traffic for agricultural and small businesses in the region as well as the development of more resilient business practices while connecting citizens to local, regional and state resources to assist in recovery

# General

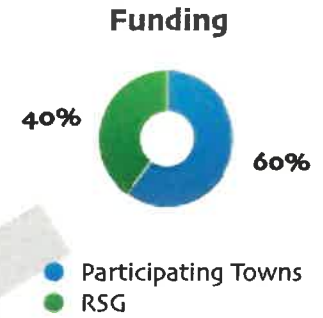
The following section of the Work Plan addresses multiple programs that do not readily fit into one of the other categories in the plan. Each is important to the towns participating in the individual programs and collectively to the strength of NECCOG. Generally, these are reflective of NECCOG's longstanding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



## Intergovernmental Relations

**Background:** NECCOG as a statutorily authorized entity and representative of its sixteen member towns, represents the region in a range of forums and organizations, including, but not limited to the Advisory Commission on Intergovernmental Relations (ACIR), Connecticut Foundation Solutions Indemnity Company, Inc. ("CFSIC"), Property Tax Working Group, 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, Soil and Water Districts and more. Additionally, the actions/ activities of the Legislature, Census, State Government, Congress and Federal Government Agencies have impacts on the member towns of NECCOG. Developing and maintaining a relationship with officials is critical so they can understand NECCOG's priorities and we can understand theirs. It has been NECCOG's approach to be proactive in addressing initiatives put forth at either the state or federal level and to also put forth proposals that address the needs of our member towns.

**Estimated Costs: \$- Funding Source(s) - General Town Assessments. - Staffing: Executive Director and Policy Staff**



### Program Goals

- Identify priority legislative and government issues for NECCOG
- Pro-actively communicate and advocate NECCOG priorities to local, regional, state and national elected officials and staff
- Monitors legislation and policy activities, updates and advises NECCOG about relevant policy proposals and actions, and analyzes potential impacts on the Region.
- Represent the Region in various forums - providing a consistent voice and perspective

### Resources

- Board of Directors
- Executive Director
- NECCOG Staff

### Activities

- Review, Initiate and Comment on Legislative/Regulatory Proposals
- Maintain legislative/Executive Branch communications
- Participate in the ACIR and CTCOG - communicate with CCM and COST
- Initiate contact with local legislators, inviting them to NECCOG events and meetings when appropriate
- Develop, for Board approval, policy priorities
- Hold a discussion with the legislators on their agenda for the upcoming session

### Outputs

- Relevant and timely testimony and lines of communications
- Regular Communications with state and federal officials
- Ongoing participation with various public and private organizations

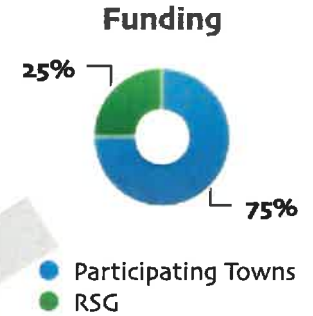
### Outcomes or Impacts

Proactive, professional and harmonious relations with other governmental bodies whereby the perspective of northeastern Connecticut is known and understood



## Regional Town Management Services (Pilot)

**Background:** The administration of town government requires diverse and unique skills. These are skills gained both in a person’s educational background and by way of direct experience. They are not skills necessarily found in a person elected to the position of first selectman. “...managing through a business-as-usual mentality will no longer be optional given the necessity for greater professional expertise to carry out financial and other administrative responsibilities...locally, there is a serious need for both succession planning and the building of a next-generation pipeline of talent—a proposition that if handled by each community on its own will only be more expensive.” The qualifications to be a chief-elected official are that they be a resident of the town for which they seek the office and are of voting age. Additionally, selectmen are typically not elected based on their competency to hold office as it relates to administrative skills. NECCOG’s smaller towns operate through the State Statutes - not by town charter. In some cases the person elected will have the skill set needed and in other cases not. The two year term of office or even a four year term results in regular turnover in administrative approaches which results in multiple negative issues for a town; (1) Inconsistent management of personnel; (2) Lack of or inconsistent capital planning/management; (3) Budgeting; (4) Grant procurement; (5) Procedures and Policies; and (6) Maintaining a business approach to operations. The pilot is suggested for initially three towns - possibly four towns. NECCOG would employ a qualified town administrator with both HR and fiscal skill sets. The new hire will serve in the role as town administrator for the three of four participating towns. This proposal utilizes a recent study proposing shared town administration the - Lee, Lenox & Stockbridge model prepared by the Division of Local Services, Massachusetts Department of Revenue (Appendix A) - as a template. Estimated cost: \$.  
Funding Source(s) - General Town Assessments and Regional Services Grant and possibly RPIP.



### Program Goal

To provide professional town management services for the region’s smaller towns (7,000 population or less) through NECCOG as a means to ensure continuity of operations, budgeting, finance, HR and other ongoing functions - allowing local elected officials to focus on policy

### Resources

- Executive Director
- Study Committee
- Local and RSG Funds

### Activities

- Identify pilot towns
- Fully scope out the pilot details
- Develop position description and salary parameters
- Develop agreement as to how staffing will be shared
- Develop a budget - including a calculation of cost savings

### Outputs

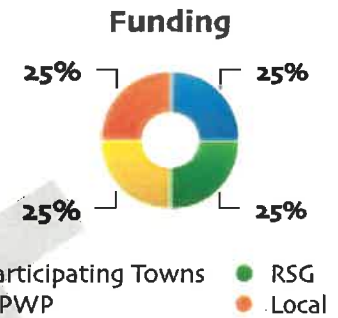
- Pilot program
- Demonstration of the cost/benefits of the approach

### Outcomes or Impacts

- Greater efficiency in terms of service delivery at reduced costs

## Town Technical Assistance

**Background:** NECCOG, on an ongoing basis, provides individualized for its member towns. Town officials can contact NECCOG with any question, problem or request for assistance. Examples of NECCOG’s member assistance covers a wide range of issues that may develop for one or more of the member towns. These have included: FOI training; grant assistance; land use (see Land Use Section for details); assistance with state/federal agencies; town hall management assessment including job descriptions; 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. NECCOG is continually monitoring 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. **Estimated Costs: \$ - Funding Source(s) - Local, Town Assessments, UPWP, Town Fees and Regional services Grant. - Staffing: All**



**Program Goals**

- High-quality research, information and/or program delivery
- Improve NECCOG's ability to respond to issues and needs of its member town
- Provide the highest level of service delivery

**Resources**

- NECCOG Staff
- Local Assessments, RSG, SPR/FTA

**Activities**

- Respond to member questions and requests
- Continually improve expertise
- Conduct routine and as needed workshops on various topics
- Maintain software and hardware (i.e. traffic counters,)
- Routine collective and individual contact with member towns

**Outputs**

- Number of questions/requests made and responses generated
- Number of member driven workshops/ information provided

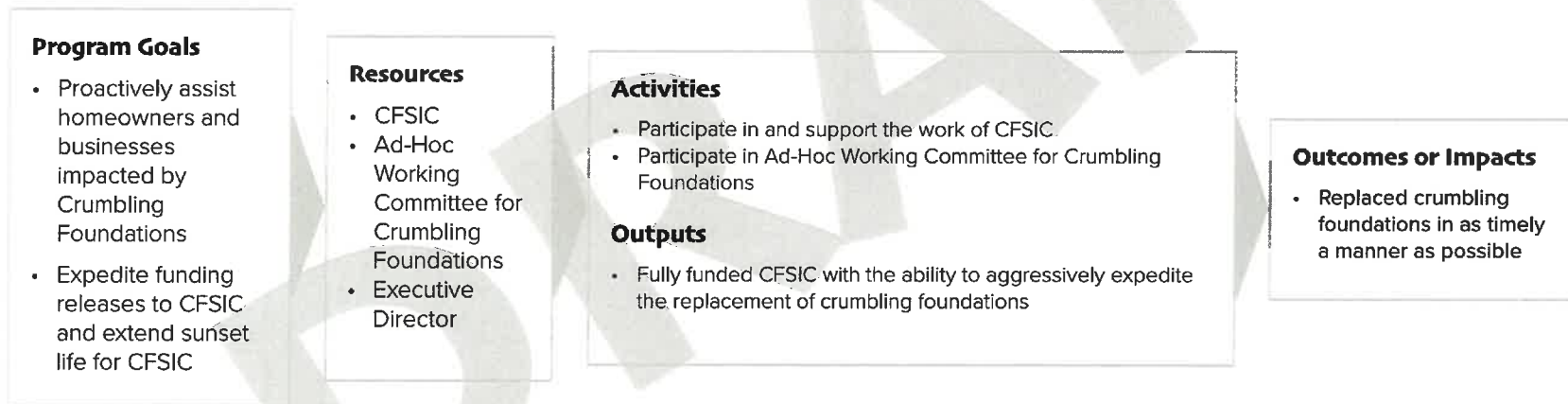
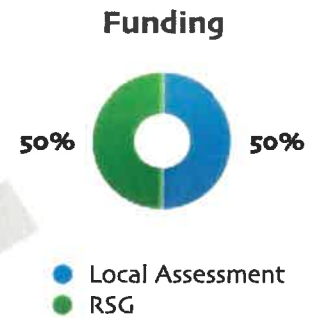
**Outcomes or Impacts**

- Appropriate, timely, cost effective responses to member needs
- Cost savings compared to conventional approaches
- NECCOG firmly established as the regional problem solver of first resort for its member towns



## Crumbling Foundations

**Background:** For thousands of homeowners in northeastern Connecticut (perhaps as many as 35,000), the threat of a failed concrete foundation as a result of a naturally occurring mineral - Pyrrhotite - is all too real. To date, indications are that all concrete in question originated from the same quarry/concrete company during the period of 1983-2015. Deterioration of a foundation is not an immediate consequence of this fouled concrete - it can take years for cracks and ultimately failure to occur. 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. The Legislature has taken multiple actions to address the issue including the creation of a captive insurance company to provide funds to repair/replace failed foundations. Since 2016 NECCOG, at the invitation of the Capital Region Council of Governments (CROG) has been a member of their Ad-Hoc Working Committee for Crumbling Foundations. CROG's put this committee in place with *"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."* This group has pulled together local, state and federal officials to put in place a series of pro-active initiatives to assist homeowners and continues to conduct such work. 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 300 families back into their homes. **Estimated Costs: \$ - Funding Source(s) - General Town Assessments and RSG. - Staffing: Executive Director and Policy Staff**



## Regional Property Revaluation Program

**Background:** In 2009, NECCOG determined that a regional approach to property revaluation could result in efficiencies and significant savings and sought and secured legislation (PA 09-60) that enabled a regional approach to revaluation. In 2010, NECCOG began the Regional Revaluation Program. Eleven of NECCOG’s then 12 towns as well as the Town of Sprague participated in the initial program cycle (5 years). The Program is estimated to have saved the Region more than \$1.2 million and resulted in a more consistent approach to revaluation from town-to-town. Beginning in 2020 the third five-year cycle for the Program begins - the vendor has not yet been secured. . Annual cost: \$ - Funding Source(s) - Participating Town Assessments - Staffing: Executive Director, Finance Director

### Funding



#### Program Goals

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

#### Resources

- Executive Director
- Fiscal Director
- Administrative Cost covered by annual dues assessment
- Licensed reval vendor under five-Year Contract
- Town Assessors are the primary local contact

#### Activities

- Payments are processed by NECCOG
- NECCOG serves as the Administrator of the program - processing approved town (by each local assessor) payouts to the vendor

#### Outputs

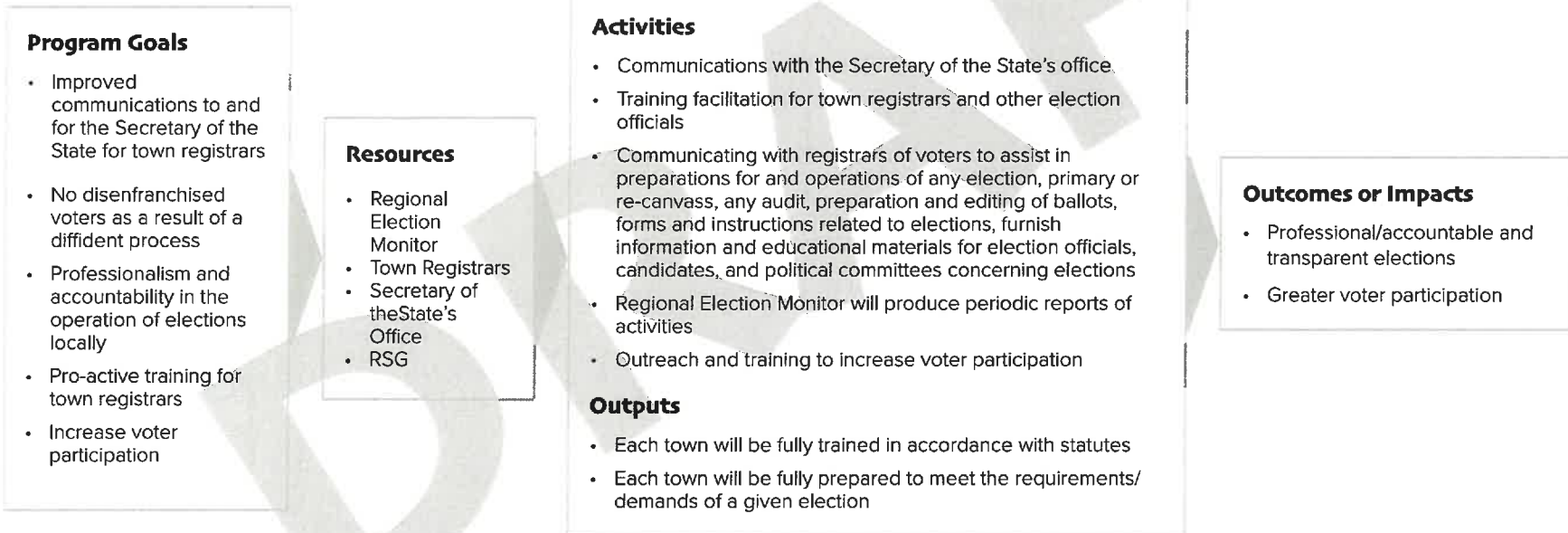
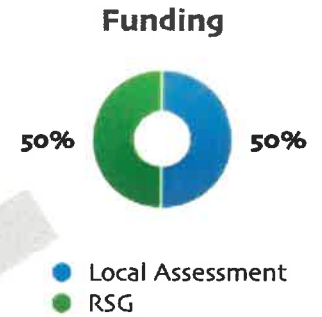
- Revaluations are completed based on the scheduled delineated in the revaluation contract

#### Outcomes or Impacts

- Cost savings
- Easier administration
- Predictable Costs - Resulting in easier budgeting

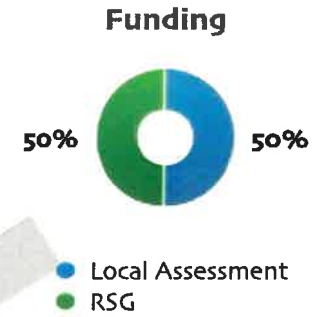
## Regional Elections Monitor

**Background:** In the June 2015 Special Session, the Connecticut General Assembly passed Connecticut Public Act 15-5. Sections 442, 443 and 444 of this bill requires a regional monitor within each COG region who consults 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 pursuant to section 9-320f of the General Statutes. Coordinate instructional sessions for the certification of moderators and alternate moderators; coordinate the number of such regional instructional sessions to be held, provided at least one such regional instructional session shall be held within NECCOG at the facilities of NECCOG prior to each regular election; Communicate with registrars of voters to assist, to the extent permitted under law, in preparations for and operations of any election, primary or re-canvass, or any audit conducted pursuant to CGS §9-320f; and transmit any order issued by the Secretary of the State, pursuant to CGS §9-3. Keeping NECCOG informed of their activities and drafting periodic reports of these activities and the progress of services as requested. Additional duties, to the extent permitted under law may include: 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. ***Estimated Costs: \$10,000 Funding Source(s) - Regional Services Grant and General Town Assessments - Staffing: Regional Election's Monitor and Administrative Staff***



## Broadband Infrastructure

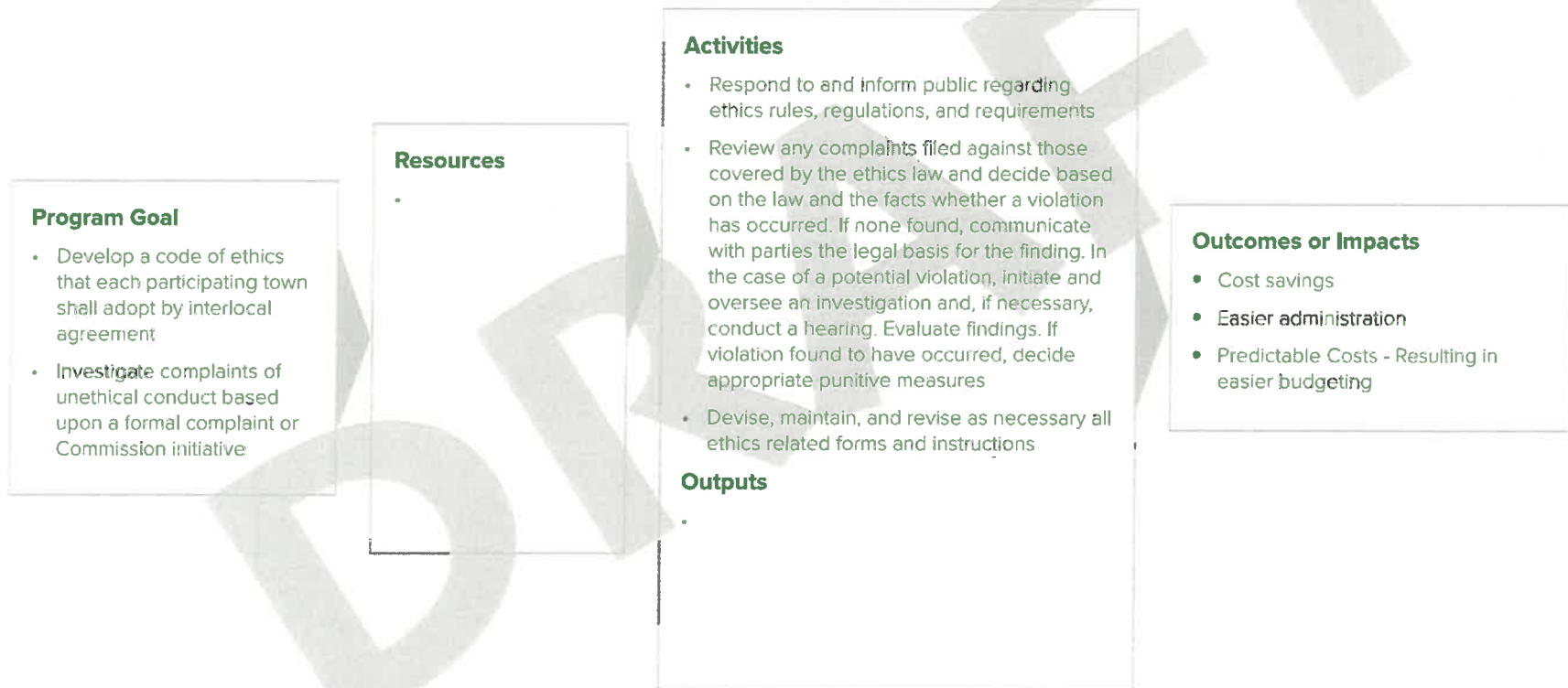
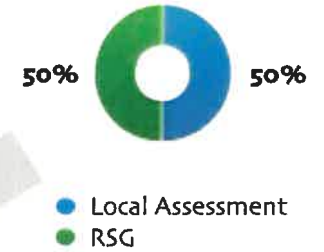
**Background:** The Pandemic brought to the forefront the need for reliable, affordable, and available high-speed internet access for the region - especially for those that are economically challenged. Internet connectivity is essential to the economic well being of the region - allowing us to compete in an ever changing world. It is also essential for our young people for their education. The lack of comprehensive connectivity serves as a barrier for both business and residents. Additionally, the infrastructure that is in place is often dated - not providing the needed speeds. There is a clear regional need for increased broadband access and internet speeds to be a driver for global economic competitiveness, enabling the attraction and retention of businesses and skilled workers and maximize educational opportunities within the Region. This initiative seeks to address the broadband technology access, planning, service reliability, affordability, infrastructure requirements and deployment, cost, local, state, and federal policies and needs within northeastern Connecticut. Annual cost: \$ - Funding Source(s) - Participating Town Assessments - Staffing: Executive Director, Finance Director



## Regional Ethics Commission

**Background:** Connecticut General Statute 148h enables any town to establish an ethics commission “to investigate allegations of unethical conduct, corrupting influence or illegal activities levied against any official, officer or employee.” Connecticut law further enables any regional council of governments to do anything that a town can do **individually** - subject to approval of the participating towns (8-31b). The law enables towns to (1) adopt a code of ethical conduct; and (2) impose fines of up to \$250 for violations.

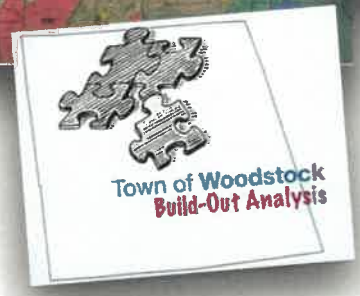
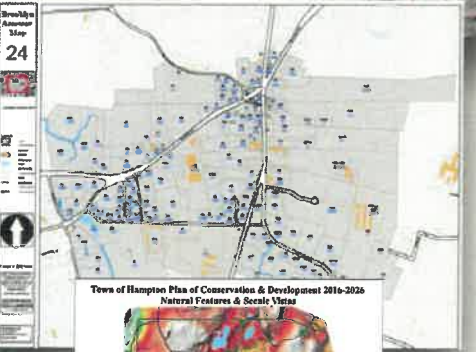
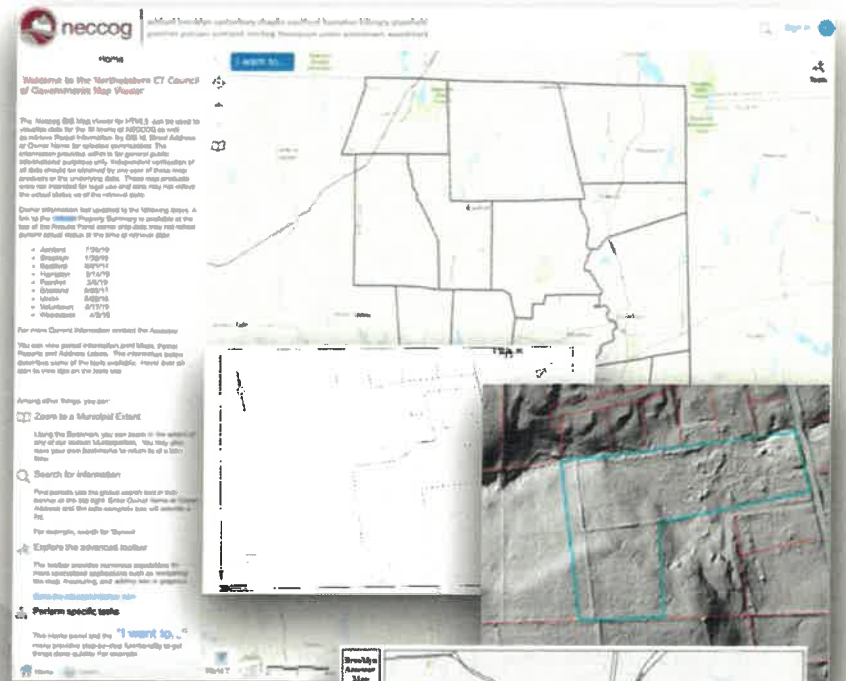
### Funding





# GIS Services

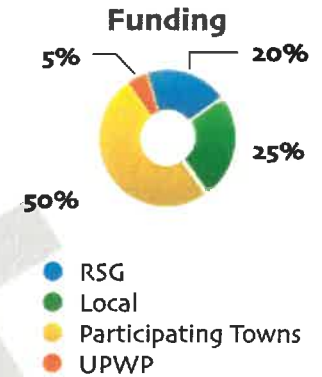
Geographic Information Services (GIS) has been used by NECCOG since the late 1990's. In 2008, with the assistance of a Regional Performance Incentive Program (RPIP) Grant, NECCOG began work on putting in place highly accurate parcel data for each of its then 11 member towns. Part of this process also involved examining town boundaries and making corrections to such boundaries. 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.



DR

## Regional Viewer

**Background:** Geographic Information Services (GIS) has been used by NECCOG since the late 1990's. In 2008, with the assistance of a Regional Performance Incentive Program (RPIP) Grant, NECCOG began work on creating a highly accurate parcel data set for each of its then 11 member towns. Today, NECCOG's GIS Viewer provides parcel data that is integrated with each participating town's CAMA data sets - allowing persons to locate parcels and information that previously required a trip to a town hall. The viewer also provides access to various environmental layers, aerial photography from multiple years, and land use layers. Land Use, Building Officials, ZEOs, Wetland Agents, health departments, local attorneys, realtors and others have become highly dependent on the site. Additionally, The Viewer platform also allows for expansion for additional layer themes as well as tax maps and surveys. **Estimated Costs: \$- Funding Source(s) - General Town Assessments, Participating Town Assessments, Town Fees and State Grant-in-Aide - Staffing: Associate Director and GIS Technician**



### Program Goals

- Cost-effective and sustainable use of GIS technology throughout the region
- Provide users with easily accessible information in a common format
- Providing quick and easy access to GIS information with reasonable security.
- Promote/Market the value of GIS services - to member towns in terms of services, resources, capabilities and vision of the NECCOG GIS Unit to towns.

### Resources

- GIS Director
- Software (ESRI)
- Cloud
- Hardware
- GPS
- GeoCortex (Viewer software)
- Community Viz

### Activities

- Maintenance and development of Geocortex Viewer through software upgrades and workflow development.
- Integration of CAMA data from assessor with parcel data through model building and creation using ESRI software.
- Update Arc Gis Server published services for use within the Regional Viewer.
- Develop additional data layers for use within the Regional Viewer.
- Develop and Implement a GIS Outreach Program to promote the value of NECCOG GIS services - Need to clearly define the core operational functions of the GIS Unit - so that member towns know what its mission is and what services and resources it offers.

### Outputs

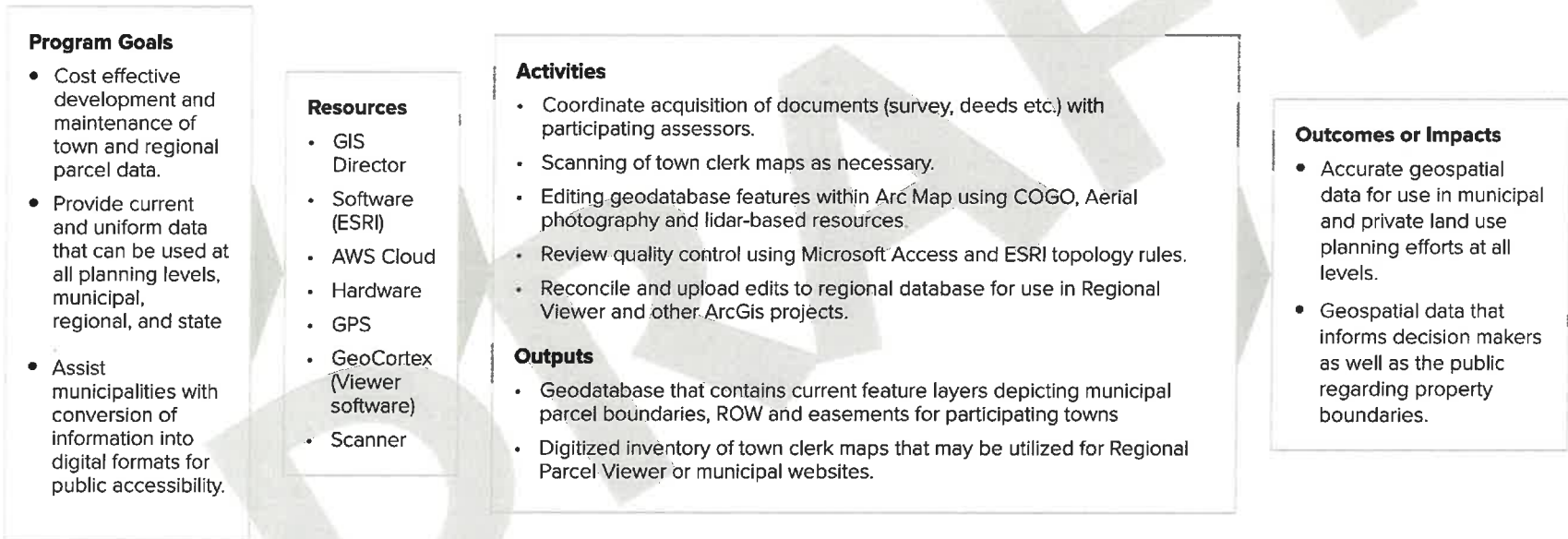
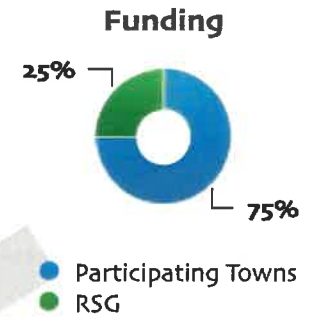
- Expand the awareness of the GIS Unit's capabilities and service offerings
- New Viewer Layers
- Current and accurate property data accessible for municipal and public use.

### Outcomes or Impacts

Connect people to GIS resources to improve decision-making and workflow effectiveness

## Assessor Property Viewer/Updates

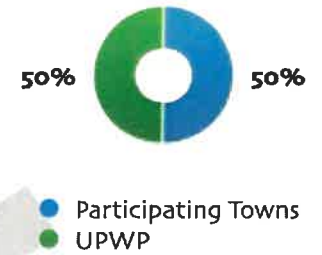
**Background:** NECCOG has been performing parcel updates for participating towns since 2008. A regional parcel dataset was created with a regional performance grant and is maintained within a ESRI SDE (sql database) for use in multiple GIS projects. The dataset contains multiple feature types including State, county, town, property, and easement lines as well as parcel, ROW, and easement polygons. Municipal and NECCOG staff coordinate updates through identification of property boundary adjustments file by deed, survey or subdivision. NECCOG 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 stations as well as the Regional Viewer.



## General Mapping Services

**Background:** NECCOG, its member towns and partner organizations participate in land use planning, transportation, and economic development issues daily. Part of that process involves the development of documents to communicate existing or proposed geospatial conditions. NECCOG staff have been trained and utilize ArcGis, GPS and remote sensing, and spatial analysis software to create maps, plans and visualizations for municipal POCD, Open Space, Trails, Transportation, Emergency Management and Economic Development Plans. These documents may be created with existing data or require additional data creation using ArcGis and GPS, Aerial interpretation, or record research. Build-out and site suitability analysis can be performed using Community Viz Scenario 360 to assist communities with analyzing the results of future land use decisions such as lot size and setback requirements.

### Funding



#### Program Goals

- Provide GIS expertise for a range of municipal and regional programs, boards, commissions, and non-profit agencies with the NECCOG region.
- Comprehensive depository for state and regional GIS data needed to make educated decisions that further the goals and objectives that are important to our member municipalities and regional partners.
- Provide quality data, analysis, maps and visualizations for regional and municipal planning and development projects.

#### Resources

- GIS Director
- Software (ESRI)
- Cloud
- Hardware
- GPS
- GeoCortex (Viewer software)
- Community Viz

#### Activities

- Maintain a library of the most current GIS data and services provided by sources such as CT DEEP, CT DOT, UCONN, and CLEAR.
- Develop regional and municipal GIS datasets commonly used in planning and development projects and plans.
- Attend and participate in training activities using the most current GIS software and tools such as ArcGis online, ESRI story.maps, survey, and collector applications.
- Work with municipal staff, commissions, and boards on the development of maps and visuals related to their individual missions and duties.

#### Outputs

- On demand GIS services that can provide information efficiently and, in a cost, effective manner for member communities.

#### Outcomes or Impacts

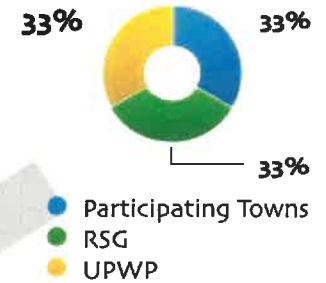
Available GIS resources for member town's boards, commissions, and staff to assist them in performing daily and long range planning efforts.



## Asset Management Pilot (new)

**Background:** NECCOG GIS and Engineering staff will work with a small member municipality in developing 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.

### Funding



**Program Goals**  
Using GIS to bring information together in a spatial context, enabling effective and coordinated decision making to preserve asset value and the optimization of resources

- Resources**
- GIS Director
  - Software (ESRI)
  - Cloud
  - Hardware
  - GPS
  - GeoCortex (Viewer software)
  - Community Viz

- Activities**
- Conduct a windshield survey of locally maintained roads identifying pavement condition for use in RSMS software.
  - Develop road layer feature dataset that will work with RSMS and datasets for additional asset layers.
  - Develop digital forms within ESRI survey and collector applications for identification of additional asset layers.
  - Deploy online viewer within Geocortex for visualization and maintaining asset inventory data.
- Outputs:**
- Geodatabase containing road, drainage and other related assets that can be published as an online service and utilized by municipal staff
  - Planning multi-year investments that minimize lifecycle costs
  - Packaging projects and maintenance activities into programs constrained by available funding
  - Setting priorities for work when there aren't sufficient revenues to meet all identified needs through a process of investment versus performance tradeoffs within and across asset and program categories

- Outcomes or Impacts**
- Additional tool that can be utilized for maintenance and budget development by small municipal members of NECCOG.
  - Better Pavement management practices.
  - An asset management program that can be expanded and utilized by other members of NECCOG



# Public Safety

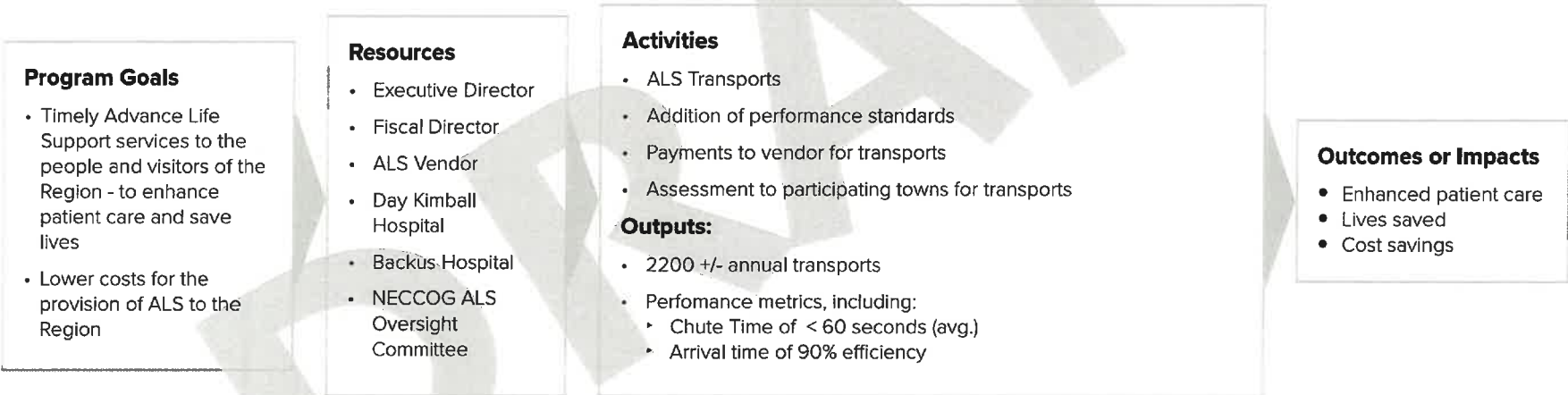
NECCOG has been directly engaged in public safety since 1998 when it put in place the first COG-based regional paramedic intercept program. That program continues to operate and NECCOG is now actively engaged in examining alternatives to the current pre-hospital emergency care system to enhance patient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



## Paramedic Intercept Program

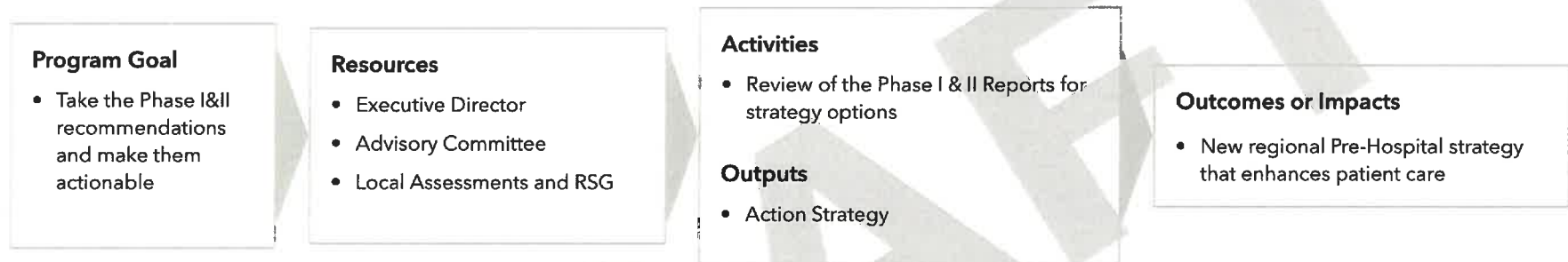
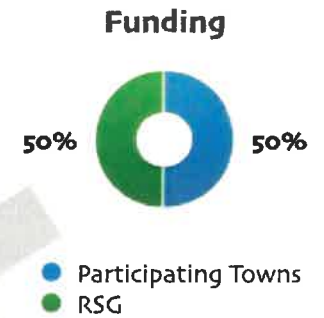
**Background:** In 1999, NECCOG began a regional paramedic program for the towns of Brooklyn, Eastford, Killingly, Pomfret, Putnam, Sterling, Thompson, Woodstock and a portion of Plainfield (north of Route 14). The Town of Canterbury does not participate in the program. The town of Union receives Advanced Life Support (ALS) coverage from Johnson Memorial Hospital. Hampton will be joining the program in July 2020. The towns of Hampton, Scotland and Chaplin currently receive ALS coverage from the paramedic program operated by Windham Hospital. The regional program provides approximately 2,300 paramedic transports per year. Paramedic Intercept service, also known as Advanced Life Support (ALS) provides a higher level of care delivered in the field to patients in need. The Region's local ambulance services or Basic Life Support (BLS) are provided by each town and are staffed by EMTs. While EMTs can provide a range of services - they can not provide treatments that one would find in a triage unit of an emergency room. In many ways ALS is similar to taking the emergency room to the field - saving lives. Due to the relatively low volume of medical calls a regional approach to ALS was suggested in 1999. In part the cost to maintain ALS could not be sustained with insurance reimbursements and that a subsidy of some sort was a necessary element to sustain the program. NECCOG agreed to coordinate and subsidize the program and secured an ALS vendor to provide ALS services. Costs are covered by a transport fee to participating towns and grants from Day Kimball Hospital and Backus Hospital. **Estimated Costs: \$225,000 - Source(s) - Participating Town Assessments and General Town Assessments - Staffing: Finance Director, Executive Director, ALS Vendor**

### Funding



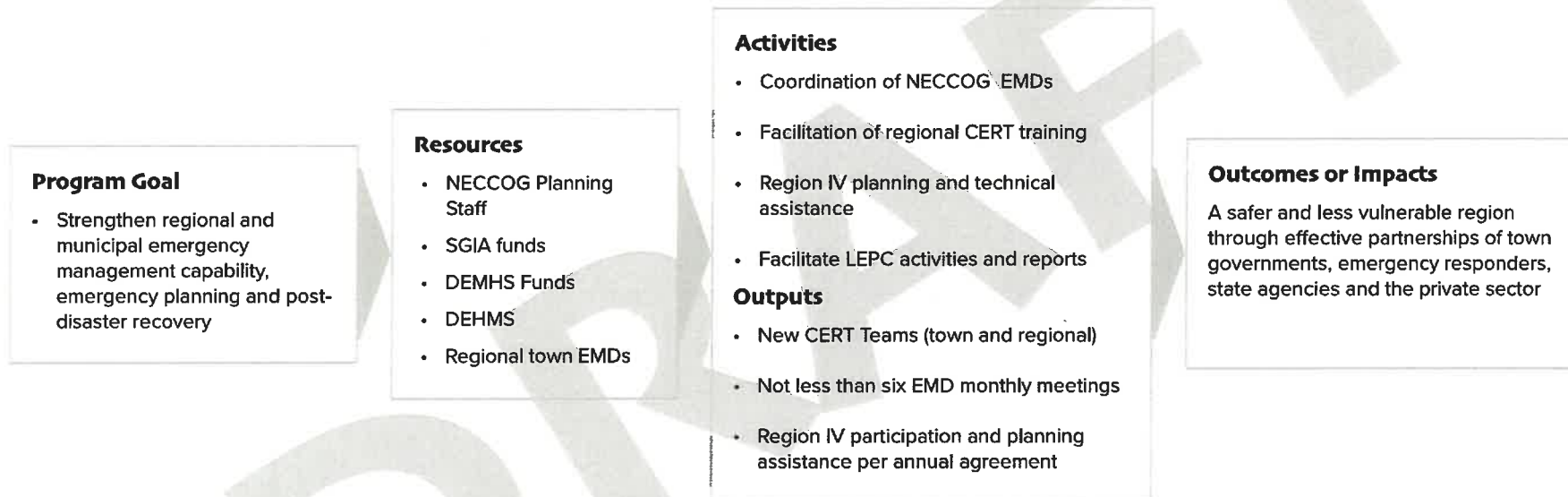
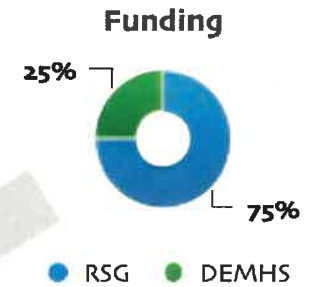
## Pre-Hospital Emergency Care Study - Phase III

**Background:** In 2014 and again in 2016, NECCOG was awarded a Regional Performance Incentive Program (RPIP) Grant by the Connecticut Office of Policy and Management (OPM) to conduct a study of pre-hospital emergency care system in the region covered by NECCOG. The goal of the study is 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. With both studies now complete, the challenge is to move forward with the adoption of the recommendations contained in these studies. Phase III will develop and begin an implementation strategy based on the findings/recommendations of the two consultant reports. As was the case with the first two studies, NECCOG will use an oversight committee to guide the actions related to this program. **Estimated Costs: \$-\$25,000 - Source(s) - Local Funds - Staffing: Executive Director**



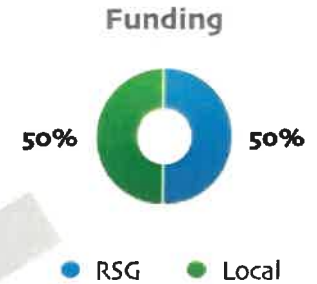
## Region IV Emergency Planning

**Background:** NECCOG is responsible for several elements of emergency management (aside from work related to the COVID-19 Pandemic): (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; (3) Region IV DEMHS assistance; and (4) NECCOG assists in the planning and function of Region IV - which provides the network and infrastructure for emergency response. Estimated Costs: \$10-\$12,000 - Source(s) - General Town Assessments, DEMHS and State Grant-in-Aide - Staffing: Associate Director and Director of Regional Services



## Tier II Viewer

**Background:** The Environmental Protection Agency (EPA) requires annual submission of what is referred to as “Tier II forms.” “Submission of Tier II form is required under Section 312 of the Emergency Planning and Community Right-to-Know Act of 1986 (EPCRA). The purpose of this form is to provide state, local officials, and the public with specific information on potential hazards. This includes the locations, as well as the amount, of hazardous chemicals present at your facility during the previous calendar year.” Submissions of 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 Federal Emergency Planning and Community Right-to-Know (EPCRA) authorized the creation of the LEPCs as a means for local government, law enforcement, health officials, and emergency responders to work with chemical facilities, the media and community groups to develop formal plans for responding to chemical emergencies. 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 responders map the chemical facility and understand its relationship to other critical infrastructure (<https://www.esri.com/news/arcuser/1003/tier2.html>).”

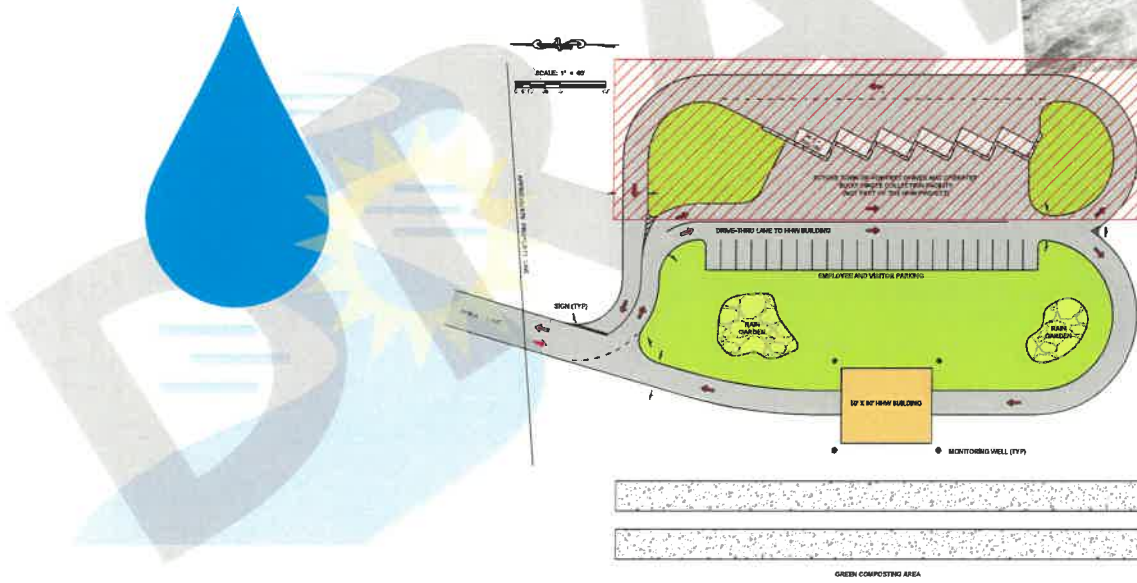




# Natural Hazard Mitigation and Resource Protection

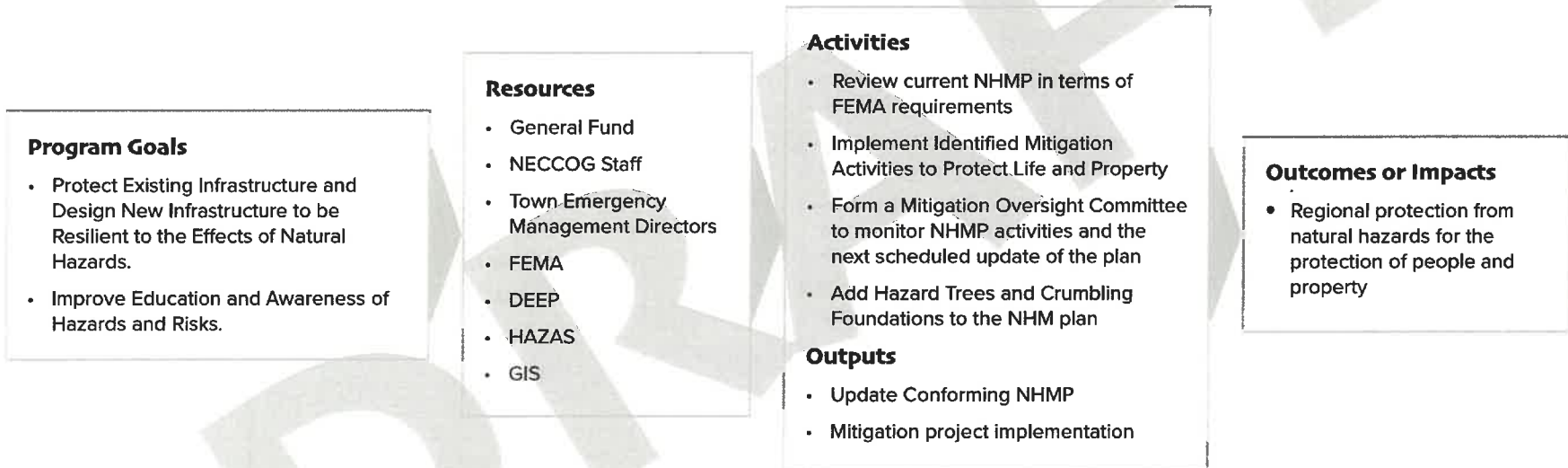
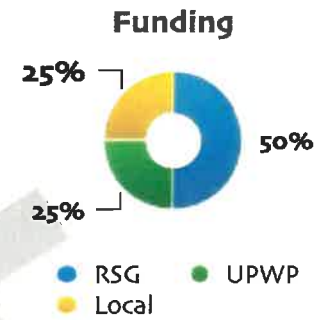
Northeastern Connecticut has a range of natural resources that impact the region in both a positive and sometimes negative manner. The region has numerous lakes, ponds, rivers and brooks. The region has significant forest cover and wetlands. There are also significant soils important to current production 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.

**Northeastern Connecticut  
Natural Hazard Mitigation Plan  
Update**



## Regional Natural Hazard Mitigation Plan

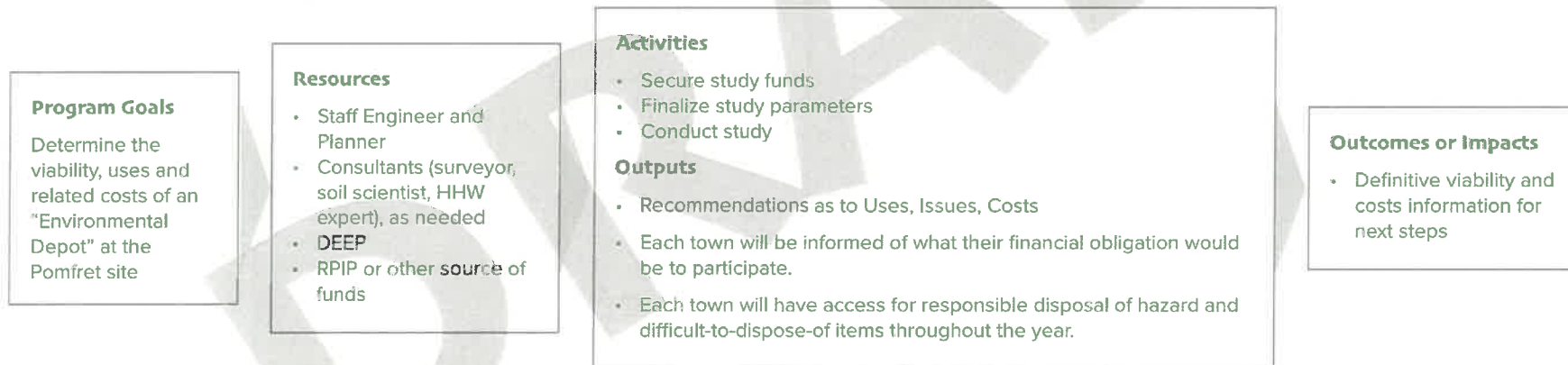
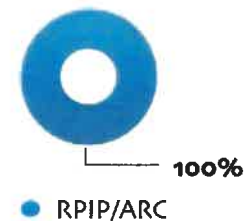
**Background:** The Northeastern Connecticut Council of Governments (NECCOG) Region All-Hazard Mitigation Plan is, in accordance with FEMA guidelines and regulations, intended to reduce or mitigate the impacts of natural hazards on the Region. “Hazard mitigation” is a critical element in emergency management and serves three primary purposes: to protect people from injury and death, to protect property from harm and destruction, and to limit the cost of disaster response and recovery through project funding and coordination of services. According to the Federal Emergency Management Agency (FEMA), hazard mitigation is a sustained action taken to reduce or eliminate long-term risk to people and their property from hazards. The 2016 Northeastern Connecticut Council of Governments Regional Hazard Mitigation Plan is the result of dedicated stakeholder participation, from the northeastern Connecticut towns toward strengthening the region’s resilience to natural hazard events. Natural hazards 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 is a prerequisite to federal funding for local mitigation projects, studies, and plans. **Estimated Costs: \$45,000 - \$55,000 - Source(s) - General Fund for Hazard Planning, and Local Assessments, UPWP - Staffing: Associate Director, Regional Planner**



## Environmental Depot

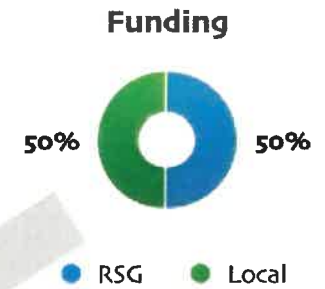
**Background:** NECCOG is seeking funds (\$100,000 from RPIP) to conduct a detailed evaluation/study of the town-owned (Pomfret) site for the location of what we are calling an “Environmental Depot” - a one-stop location where residents from the region may dispose a range of residential items keeping them from the municipal solid waste stream or random disposal into the environment in an unchecked manner. The Environmental Depot would further serve as a regional education center to inform residents of sustainable practices to further protect environmental resources. The member towns of NECCOG have limited opportunity through the year and no options from November through April to dispose of their household hazardous waste (HHW) nor do they have adequate options for the other waste items requiring responsible disposal. Residents in six of our towns, have the opportunity to bring their HHW to the disposal site in Willington, managed by the Midnortheast Recycling Operating Committee (MidNEROC), which offers twelve collection dates of five hours each day from April until November. The other ten towns offer sporadic one-day HHW collection events with many go two or more years between collection events. Often these one-day events have a low turnout due to lack of awareness or conflict with other plans resulting in people not being able to participate on a single given day in the year most likely resulting in the **waste items** being stored for longer periods of time risking spills or they are put in with the household trash, an undesirable alternative. The planning study is required to determine the cost of constructing and operating such a facility in order for adequate funding to be sought as well as for towns to fully understand what they would be getting for their investment and what their annual financial obligation would be, should they join into this regional, cooperative effort. There has been much interest and support for the concept regionally but a commitment requires more detailed information on the financials. The additional benefit of the Depot is that it can serve to demonstrate several sustainable land development concepts to educate the public and allow them to see how they work and what they look like in person. These sustainable **demonstrations** can include but not be limited to Low Impact Development site design features such as pervious parking lots, grass lined swales and rain gardens; ground mounted solar panels, community gardens, etc. **Estimated cost: \$100,000, Funding Source(s) Regional Program Incentive Grant, General Town Assessments, or RSG Staffing: Senior Planner, Associate Director, Regional Program Director, Regional Engineer**

### Funding



## Water Resource Protection (new)

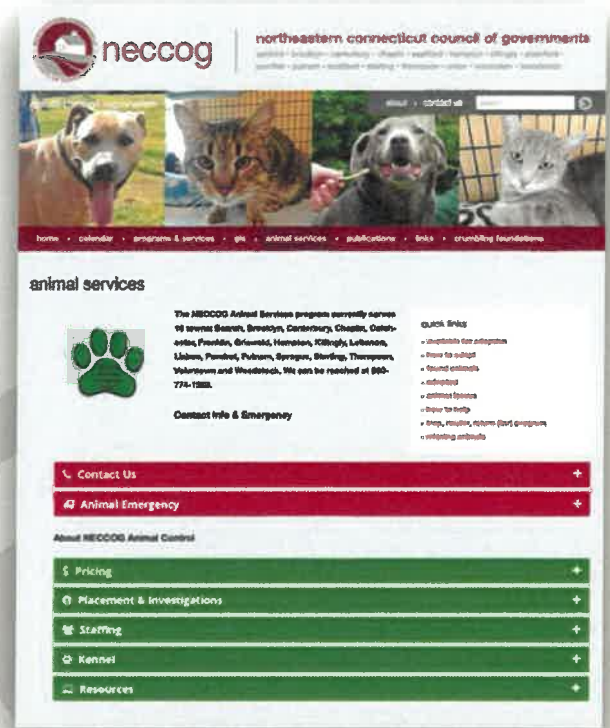
**Background:** The NECCOG Region has substantial water resources. These resources are both natural (lakes, ponds, wetlands, rivers, aquifers, bedrock wells, etc.) and those associated sewer and stormwater infrastructure. The recent and ongoing drought has complicated both the availability and the quality of our region’s water supply for residential, commercial, recreational and agricultural needs. At a state level multiple efforts are in place to address water related issues. The Connecticut Drought Preparedness and Response Plan (“Drought Plan”) provides state and local decision- makers and public water suppliers with a set of formal operating procedures and administrative guidance for proactive drought planning and response. There is the Water Planning Council (WPC) to “address issues involving the water companies, water resources, and state policies regarding the future of the state’s drinking water supply.” This council developed and has put in place a State Water Plan. Estimated cost: \$ . Funding Source(s) General Town Assessments, or RSG Staffing: Senior Planner, Associate Director, Regional Planner, Regional Engineer



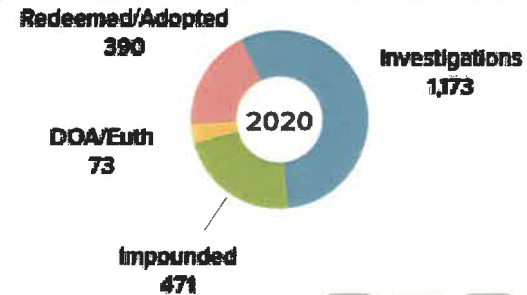


# Animal Services

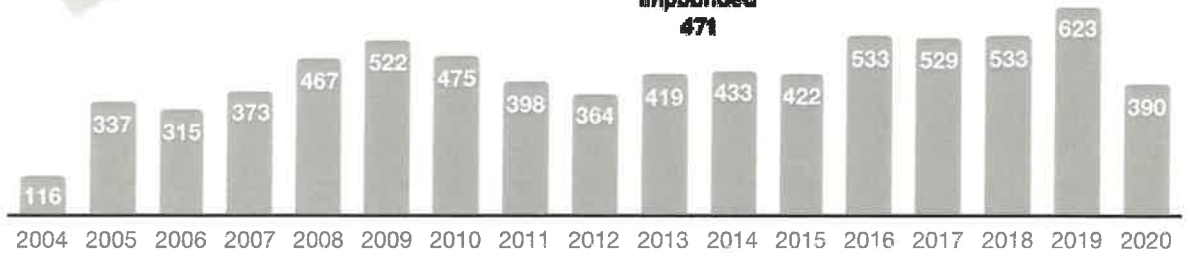
NECCOG, since 2004, has operated the Regional Animal Services Program (ASP). The Program began with three towns and now serves seventeen towns with 24/7/365 services. Notably, the program will add the City of Norwich for 2021-22. ASP program provides the full range of animal control services as directed by Connecticut Statutes for the health and well being of domestic animals. 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 7,200 animals and no animal has been euthanized due to lack of space.



- Resources**
- ACOs
  - Administrative Assistant
  - Volunteers
  - Veterinarians
  - Executive Director
  - Fiscal Director
  - Time
  - Grant Access (RPI)
  - Department of Agriculture
  - Animal Rescue



**Animals Redeemed/Adopted**



## Animal Services Program

**Background:** The Animal Services Program (ASP) provides the full range of animal control services as directed by Connecticut Statutes for the health and well being of domestic animals. This includes the operation of a regional animal shelter - which has the capacity to hold 21 dogs as well as a dedicated cat room - in Dayville. The program's kennel capacity will double in size in 2021-22 with the addition of the City of Norwich's kennel. ASP will always have an Animal Control Officer (ACO) on duty. Calls, during regular business hours (8:30 a.m. to 4:30 p.m.), are taken by the NECCOG switchboard and then processed to provide a timely response. During off hours - one or more of our officers are on duty to respond to calls. Staffing includes 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. Program Coordinator and secretarial/administrative staff through NECCOG). Other domestic animals (horses, cows, pigs, etc... are dealt with on a case-by-case basis. Each animal eligible for adoption is fully evaluated by our staff and we seek the best match possible.

### Funding



**Background:** Estimated Costs: \$- Source(s) - Participating Town Assessments - Staffing: Animal Services Staff and Volunteers, Finance Director, Office Assistants and Executive Director

#### Program Goals

- Provide humane care and treatment for all animals in accordance with the laws of Connecticut
- Prevent human injuries and the spread of diseases from roaming and non-vaccinated domestic animals
- Return lost animals to their owners in a timely manner
- Responsible long-term adoption
- Reduce costs for participating towns over a single town approach

#### Resources

- Program Coordinator
- Supervisory ACOs
- ACOs
- Executive Director
- Fiscal Director
- Donations
- Department of Agriculture
- Animal Rescue Groups
- Veterinarians
- Two Shelters

#### Activities

- Respond to complaints
- Investigate cruelty and other offenses on domestic animals
- Enforce annual licensing for dogs
- Provide Information
- Adopt Animals
- Maintain Facility
- State Reports filed monthly
- Public Education

#### Outputs

- All adoptable animals adopted within one month
- All inquires address on the same day - timely response to residents
- All investigations addressed and concluded within one week - timely response to residents and animals
- Facility Inspection passed by CDA

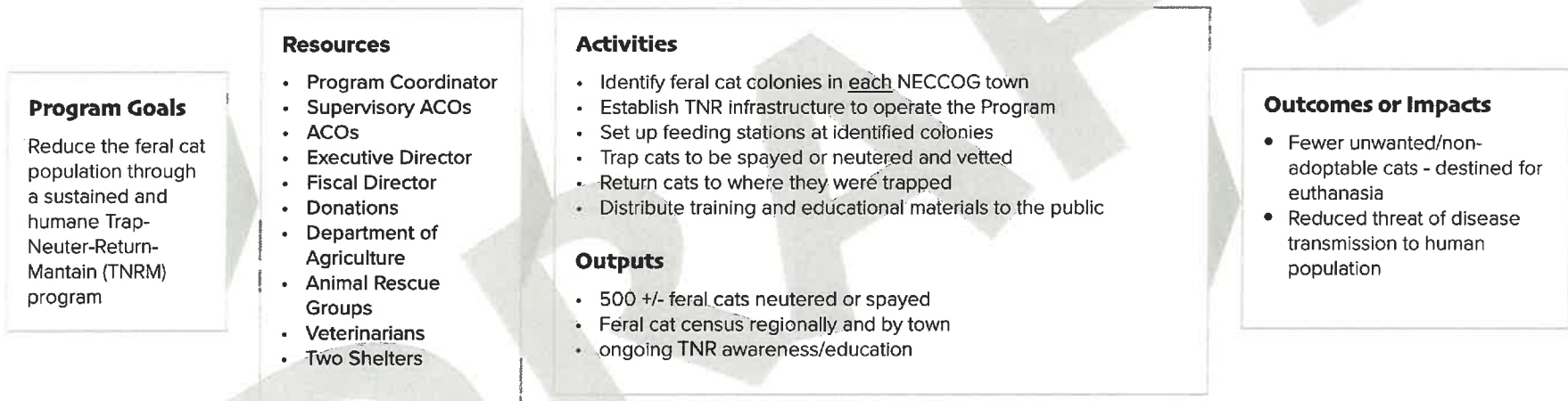
#### Outcomes or Impacts

- Reduced costs with increased services and results for both domestic animals and people
- Fewer unwanted/non-adoptable cats - destined for euthanasia
- Reduced threat of disease transmission to human population

## Trap Neuter Release and Maintain Program

**Background:** In 2014, NECCOG was awarded a Regional Performance Incentive Program (RPIP) Grant (\$175,000) by the Connecticut Office of Policy and Management (OPM) to undertake a pilot program for regional Trap, Spay, Neuter, Release and Maintain Program. The goal is to decrease the amount of stray intake rates to the local shelters, reduce nuisance complaints: noise, odors, and cat fights. TNR will also help with rodent control, protection of public health, decrease environmental and wild life concerns, and decrease kitten mortality rates. NECCOG, on a regional basis, will attempt to spay or neuter between 500-1000 feral cats. 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. The average number of litters a fertile cat produces is one to two a year with the average litter being from four to six kittens. The range of cats that could result from just one of these feral cats is between 100 and 5,000 during a seven year period. This means that we may have already prevented the introduction of between 10,000 and 500,000 feral cats in a seven year period. While we cannot know for sure the exact number - high or low the impacts are significant. To date (April 2016), the program has addressed 450 feral cats. Funding Source(s) - Town Fees, Town Assessments, and Regional Services Grant - Staffing: Animal Services Staff

### Funding



# Human Services Coordination Program

One of the most significant and ongoing needs in the region is to provide assistance to those in need. The region has historically had higher than average rates of unemployment, underemployment, abuse, sub-standard housing and several others. The myriad of social/human services organizations (federal, state and local) is a daunting task to understand - let alone navigate through.





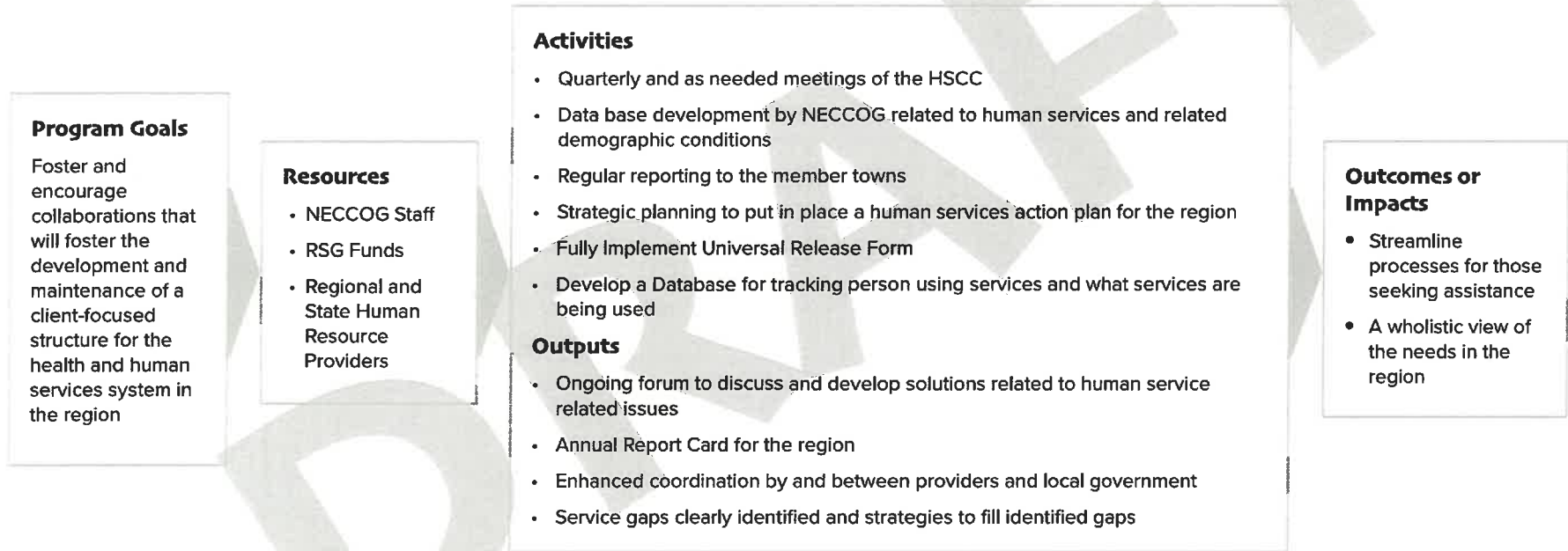
## Human Services Coordination Council

**Background:** In accordance with Section 17a-760 of the General Statutes each regional council of governments is required to establish a Regional Human Services Coordinating Council - which NECCOG subsequently established. As part of the establishment of the Council NECCOG discovered that the numerous human services providers (local, state, federal) spend approximately \$72 million annually. Unfortunately, despite the size of the dollars invested - improvement across the range of human service challenges has been minimal. This is not to say that there is not considerable effort - there clearly is and there are any number of success stories - however, on balance we see more duplication (or more) of effort and multi-generational conditions that are not marked by improvement to the human condition. The Human Services Coordinating Council meets quarterly. It is working to fully implement a universal release form that was approved in March 2020, development a regional data base tracking the services used, gaps in services, numbers residents using services, and how many services are being accessed. Develop an annual report analyzing the uses, gaps, funding needs, and service expansion needs, and increase collaboration between groups to better address the needs of residents. Estimated Costs: \$10 - \$20,000 Funding Source(s) : Town Assessments and Regional Services Grant - Staffing: Director of Regional Services

### Funding

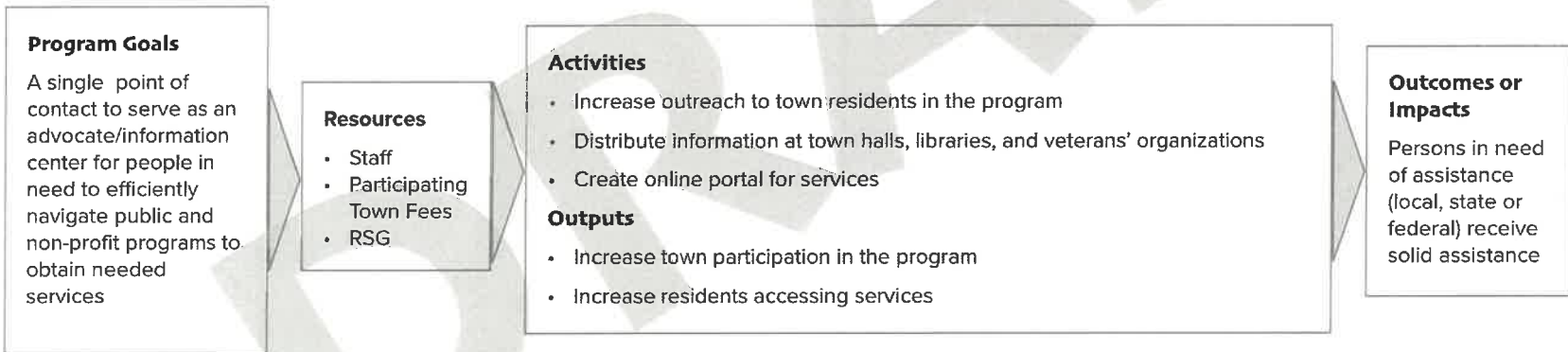
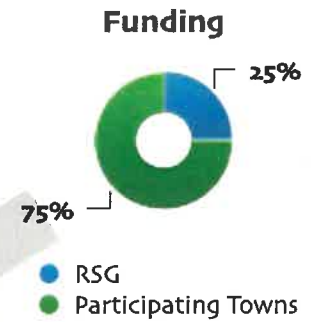


- RSG
- Participating Towns



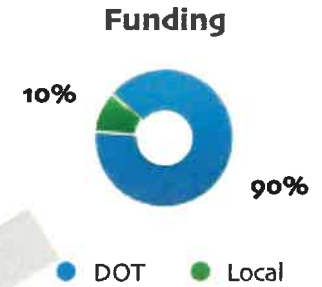
## Regional Human Services/Veteran’s Advocate

**Background:** The purpose of the Human Services/Veteran’s Advocate Program is to assist people in the region to efficiently navigate public and non-profit programs to obtain needed services. The Human Services/Veteran’s Advocate is not intended to be an administrator of programs or any attempt to preempt public or non-profit human service or veteran service providers. At one time each municipality had a “welfare” office - but these were eliminated in the 1990s with so-called “welfare reform.” The result today is that persons are left to their own devices to determine what assistance may or may not be available and from what group. Barriers to proper information are many and can include limited English proficiency, mental or physical health issues, financial (real or perceived), educational attainment, drug and alcohol issues, children’s health, domestic violence and learning disabilities. NECCOG is serving as the catch all for participating municipalities - where town refer residents in need to the Regional Human Services/Veteran Advisor and connects them with the needed services. Assists with completing paperwork., sending in applications, and follow-up when necessary. The program provides assistance on home heating/energy assistance, rental aid, unemployments, disability/social security benefits, and veterans transportation, medical services, and eligibility applications. This program has provided residents with a local and direct contact for services within the region, which is improving outcomes and turnaround times for those in need. The overall responsibilities for this staff person include conducting outreach activities, greeting and screening Veterans and others in the region seeking services, conducting program eligibility and assessment, identifying community resources, providing information and referral services. *Estimated Costs: \$- Funding Source(s) - Participating Town Fees, and Regional Services Grant - Staffing: Regional Human Services/Veteran’s Advisor, Executive Director and Director of Regional Services*



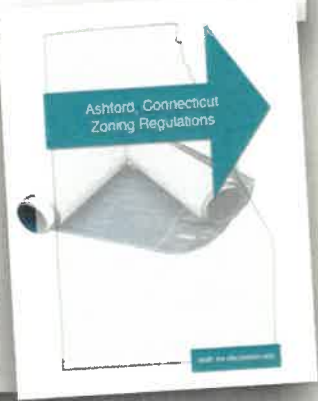
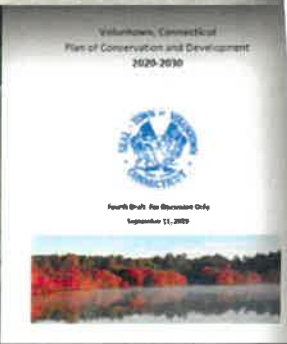
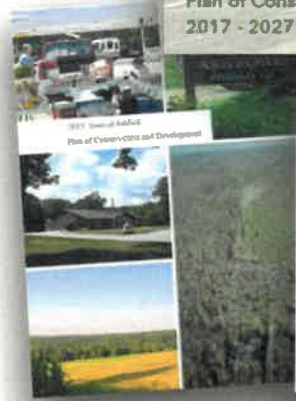
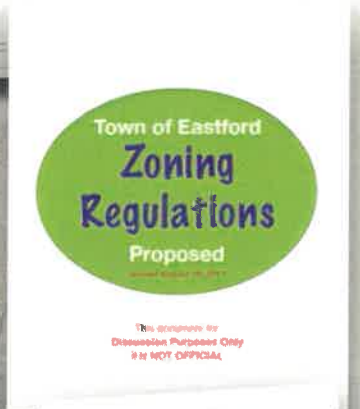
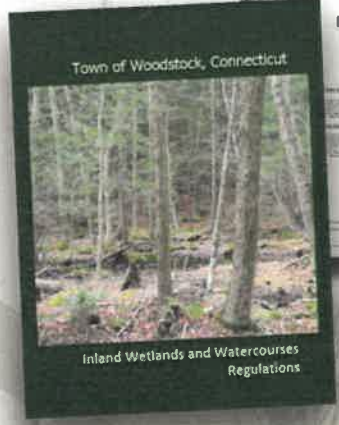
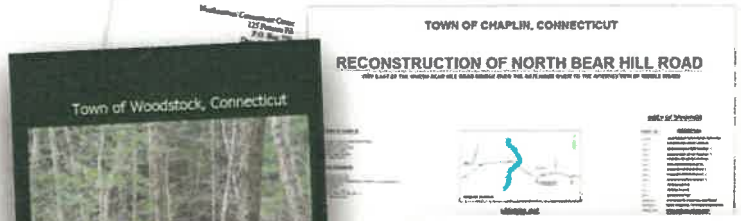
## Veteran’s Interstate Services Transportation

**Background:** Currently, veterans in need of routine or special care medical services must travel outside the Region. Within Connecticut the primary location for medical services is located in West Haven - about 80 miles from the Region. There are also services in Providence and Worcester that are much closer. Regardless of location, the primary barrier for accessing these services is transportation. While there are people who provide rides to those that need such transportation on a voluntary basis - there is no regular service and those persons volunteering are seldom set up to handle the various issues (such as needing a wheelchair lift) that may be needed. The Transit District currently is not structured to provide this service to residents within its member towns' geography. The District has expressed a willingness to provide this service, however questions remain, regarding how this service can be accomplished and what the cost will be for the service. Funding Source(s) - CONNDOT, General Town Assessments, and State Grant-in-Aide Staffing: Associate Director, Regional Program Director, Regional Planner



# Planning and Engineering Services

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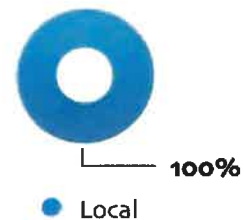




## Engineering Services Program

**Background:** The Engineering Services Program (begun in 2007), the only such one in Connecticut, provides professional engineering services full-time for the towns of Ashford, Brooklyn, Chaplin, Putnam and Woodstock. Essentially, these towns split the cost of having a professional engineer with the benefit of having such services available on an on-call basis — at no additional cost. Engineering services include site design; site review; environmental permitting (underground storage tanks and septic systems); drainage calculations; sewer design and review; zoning and subdivision application review; inland wetlands reviews; road design; report and specification writing; contract preparation; quantity takeoffs and cost estimating; and construction inspection. Our engineer works with the Connecticut Department of Transportation and other agencies on an ongoing basis and can serve as a liaison for the town on a given project. Other member towns have access to the engineer on a fee basis and is conditional on availability. This program is primarily (90 percent) paid for by the participating towns; which pay \$2.60 per capita. The services of the regional engineer, as is available, is charges out to other NECCOG towns at \$85 per hour plus a variable base fee depending on the type of work to be performed. Estimated Costs: \$85,000. Funding Source(s) - Participating Town Assessments for full participants and hourly rates for member towns if such time is available. - Staffing: Regional Engineer

### Funding



#### Program Goals

- Low cost - high value professional engineering services
- Savings in time with reduced costs

#### Resources.

- Engineer, CT Licensed
- CAD
- Towns Assessments/ Professional Fees
- GIS Program

#### Activities

- Drainage reviews - septic, sewer
- Site Plan Reviews - subdivision, zoning, wetlands
- Site plan preparation
- Road Design/Review
- Roadway/Bridge Inspection

#### Outputs

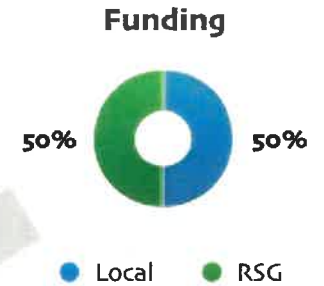
- Timely/accurate site plan reviews
- Professional Engineer-based decisions
- PE Certified Plans

#### Outcomes or Impacts

- Better decision making for local officials with the ready addition of the engineer in the process - leading to better design, evaluation and smarter investment
- Lower costs and timelier response than consultant engineering approach

## Regional Plan of Conservation and Development - Aspirational Visions

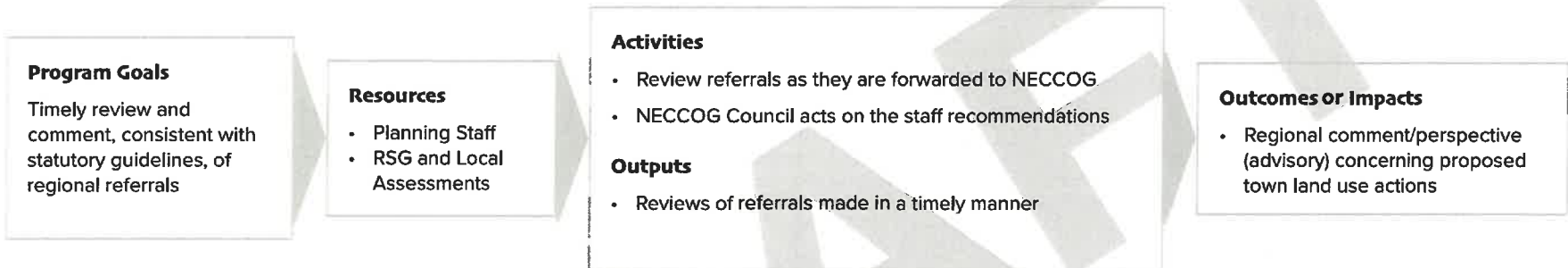
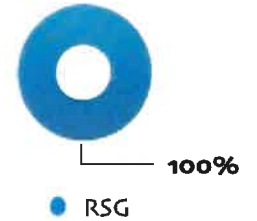
**Background:** NECCOG, along with providing land use planning services for its member towns, is required by state statutes to facilitate a regional planning process and Regional Plan of Conservation and Development. The Regional POCD shall “make recommendations for use of the area including land use, 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.” Funding Source(s) - General Town Assessments, and Regional Services Grant - Staffing: Senior Planner, Regional Program Director, Associate Director and Planner I



## Statutory Requirements including Regional Referrals

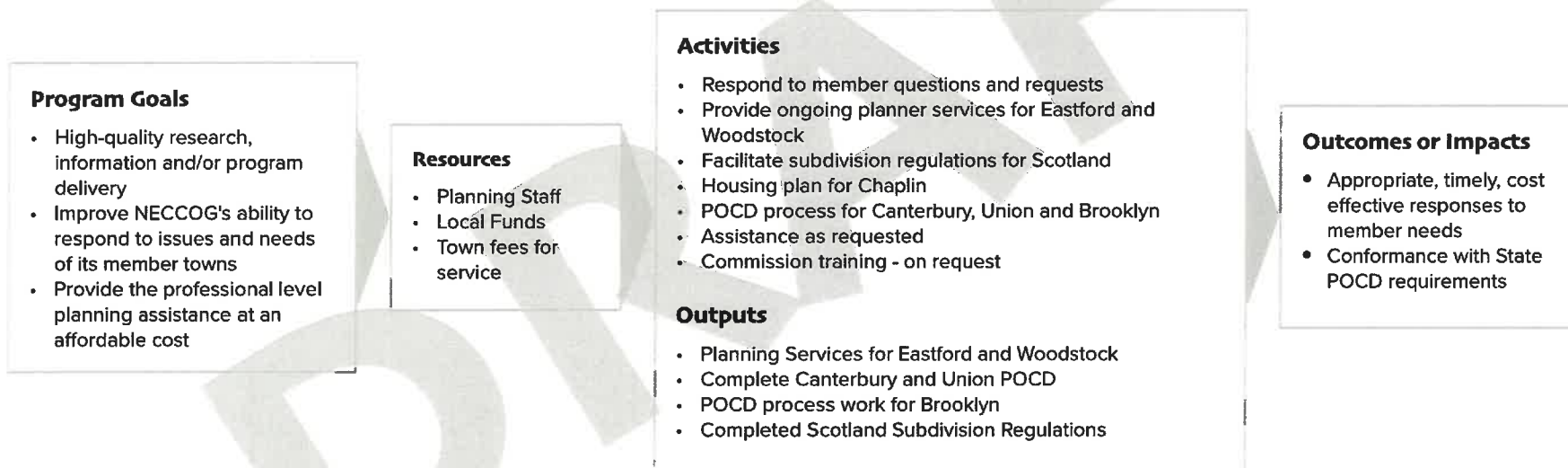
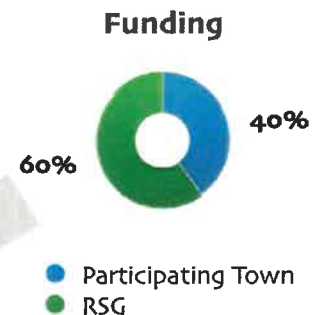
**Background:** Regional councils of governments have numerous statutory mandates for participation and review of a range of matters. Sections 8-3b, 8-26b, and 8-23(g)(4) of the Connecticut General Statutes requires an advisory review ("referrals") of proposed zoning regulation amendments, zone map changes, 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. **Funding Source(s) - General Town Assessments, and State Grant-in-Aide - Staffing: Land Use Planner.**

### Funding



## Land Use Technical Assistance

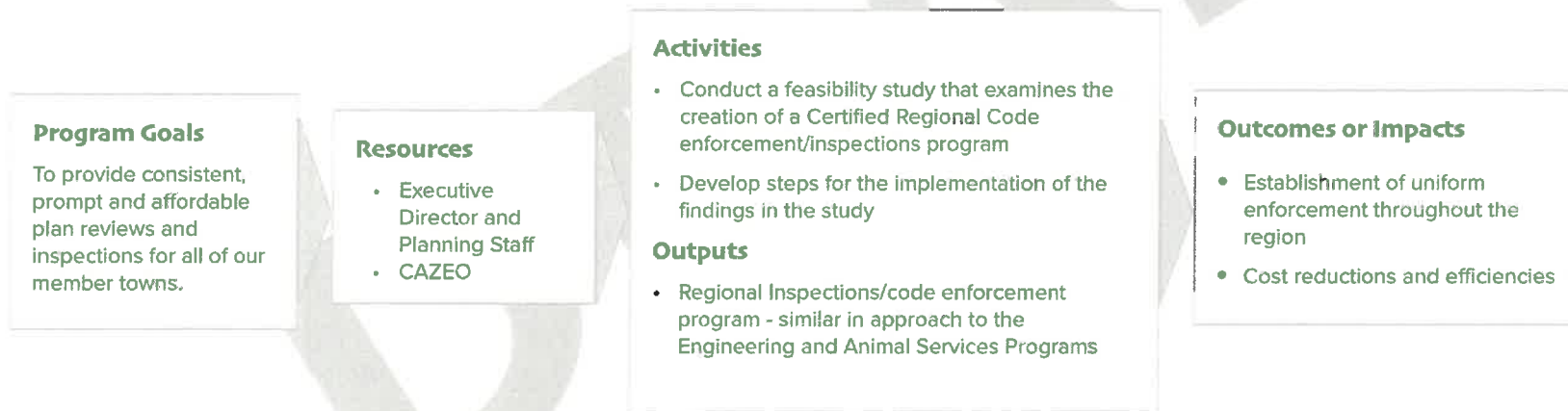
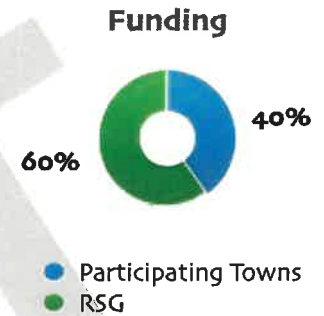
**Background:** NECCOG, on an ongoing basis, provides professional services for land use commissions in the region. This may include regulation review, application review, POCD facilitation, meeting process/procedures and regulation drafting. Town officials can contact NECCOG with any question, problem or request for technical assistance. Examples of NECCOG's land use assistance includes: Village District Act; Thompson Zoning and Subdivision Regulations; Canterbury Plan of Conservation and Development; Killingly Sand and Gravel Regulations; Thompson Plan of Conservation and Development; Woodstock Wetland Regulations; Brooklyn Wetland Regulations; Killingly Subdivision Regulations; MMUDD Regulations for Killingly; Thompson P&Z Training; Killingly Subdivision Regulations; Pomfret Build-Out Study; Killingly Planner Assistance; Eastford Plan of Conservation and Development; Ashford Subdivision Regulations; Union Plan of Conservation and Development and Brooklyn Planner Services. NECCOG is continually monitoring 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. Currently, towns with this service are Eastford and Woodstock. Utilizing the regional planner program will enable participating towns to buy into not only the expertise of a dedicated planner for their town - but the larger staff already in place at NECCOG. Currently, three staff members have planning expertise and a regional engineer to also assist in planning. This existing expertise and capacity will be significant to the participants as it will allow the new planner the ability to have back-up and to have a readily available group to collaborate for various town projects. Funding Source(s) - General Town Assessments, Individual Town Fees - Staffing: Variable Depending on Project





## Land Use Inspection Pilot (new)

**Background:** Each NECCOG town has responsibility to enforce its respective land use regulations. Currently, with the exception of Plainfield and Killingly, each of the 16 towns enforcement and inspection for land use is a part-time task. The number of hours varies from town to town and some towns have this person assigned to other responsibilities - such as town planner functions. Professional training, while not required (at this time) is available for each land use inspection/enforcement role. The Connecticut Association of Zoning Enforcement Officials (CAZEO) has a certification program administered through the Center for Public Policy and Social Research at Central Connecticut State University. While there is no comparable certification for persons acting to enforce inland wetlands regulations, there are any number of resources and skills that are essential to properly conducting the job. This starts with meeting the necessary Department of Environment and Energy Requirements (DEEP) to at as a towns “designated agent”; the basic knowledge of IWWC and the ability to read/understand site plans (fundamental to both). NECCOG proposes, similar to our Engineering Program, is to hire a lead program person with the necessary credentials and experience to serve multiple towns as their “Town Land Use Enforcement Agent.” Based on our understanding of the work and the current activity level of our towns, we believe that one such person could cover 3 to five towns. This, of course is dependent on the actual number and relative size of those towns actually choosing to participate. Additional staff would be hired to meet the full needs of the program depending on the number of participating towns. The Program, while based out of our Dayville location, would have a presence in each town hall and of course travel to the sites to be inspected. Funding Source(s) - General Town Assessments, Participating Town Assessments and Regional Services Grant.



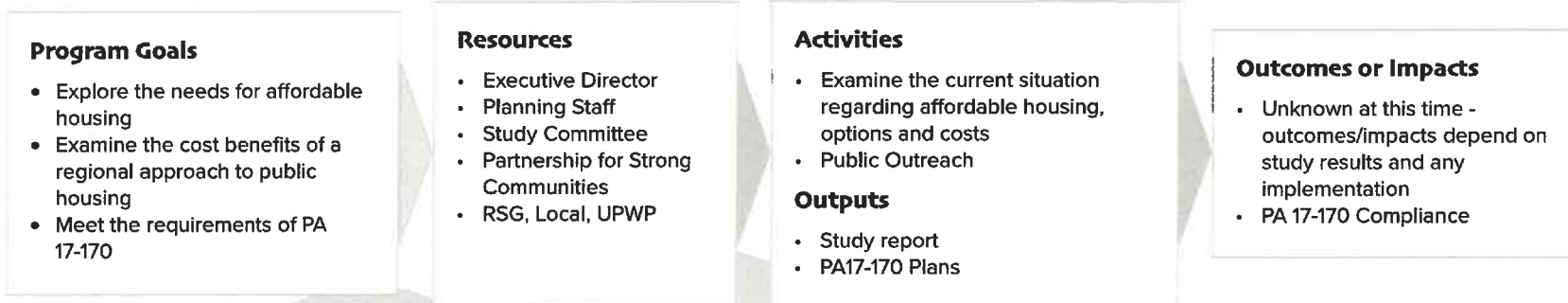
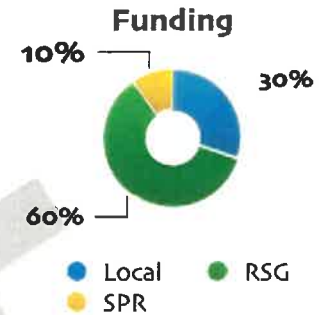
# Housing

Quality affordable (at a range of income levels) housing is fundamental to the NECCOG region's well being.



## Regional Housing Plan

**Background:** A new law, Public Act 17-170, in part requires each municipality, at least once every five years, to prepare or amend and adopt an affordable housing plan. The plan must specify how the municipality will increase the number of affordable housing developments in its jurisdiction. Municipalities must regularly review and maintain their plans, making geographical, functional, or other amendments as needed. If a municipality does not update its plan at least once every five years, its chief elected official must submit a letter to the DOH commissioner explaining why. While the new law does not establish any penalties for failure to comply with its affordable housing plan requirements; presumably it will adversely impact a town’s ability to secure grant funding from the state. Housing, in all its many forms, is fundamental to the well being of the region. Currently the Region has a number of town-based housing authorities. This initiative proposes the examination of a regional approach to public housing. According to the State of Massachusetts: “Potential benefits of regional housing services include cost savings through coordinated activities and economies of scale, a shared regional and sub-regional vision for development, and shared development authority and tax revenues for communities.” Within Massachusetts the “Franklin County Housing and Redevelopment Authority (FCHRA) <http://www.fchra.org/> FCHRA serves all 26 towns in Franklin County. It is the Commonwealth’s first regional public housing authority and the only regional redevelopment authority. The regional housing authority assists municipalities and residents in accessing and delivering affordable housing and community development resources. Projects include affordable housing, municipal infrastructure, handicapped accessibility and economic development.” **Funding Source(s) - General Town Assessments, SPR and RSG - Staffing: Associate Director and Director of Regional Programs.**



# Economic Development

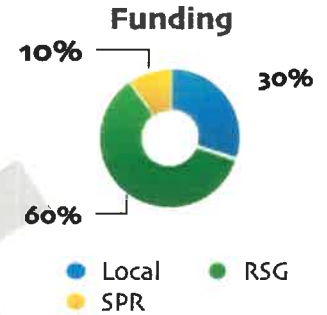
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## Comprehensive Economic Development Strategy/Economic Development District Program

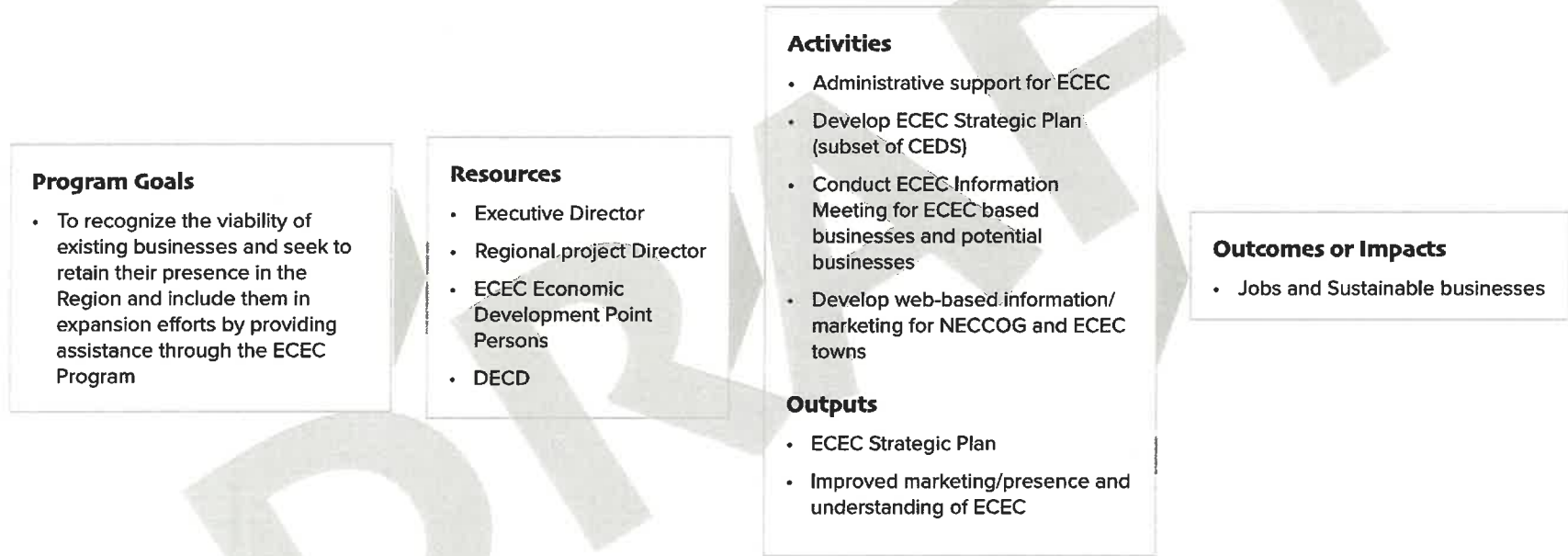
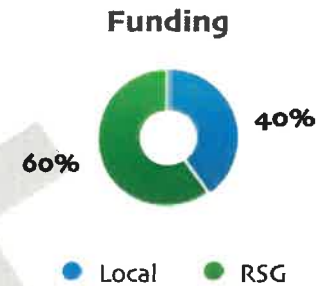
**Background:** CEDS is short for “Comprehensive Economic Development Strategy” is a comprehensive process governed by the U.S. Economic Development Administration (EDA) to describe an economic development strategic plan. NECCOG had its CEDS approved by EDA in 2019 and is now seeking Regional Economic Development District Status. The region’s CEDS is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the region. A CEDS is the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and which sets forth the goals and objectives necessary to solve the economic development problems of the region and clearly defines the metrics of success. The CEDS and the anticipated EDD designation will enable NECCOG to leverage federal economic development funding. For 2020-21, NECCOG will be seeking Economic Development District status and working to solicit projects from member towns as well as implementing policy directives outlined in the CEDS. Funding Source(s) - General Town Assessments, UPWP, and RSG - Staffing: Director of Regional Programs



## 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 ECEC, while made up of individual towns attempting to compete within the region and with those outside the region to grow jobs and revenues, formed a compact to market the ECEC. For several years, the ECEC used town contributed funds, for cooperative marketing. NECCOG provides administrative assistance to the ECEC and houses the 800 number (still in use). The theory was that working as a single entity (especially for out of state contacts) would be more effective than each town acting independently. 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. **Funding**

**Source(s) - General Local, and Regional Services Grant - Staffing: Director of Regional Programs**



# Northeastern Connecticut Transit District

The Northeastern Connecticut Transit District (NECTD), established in 1978, is an authorized Public Transit District in accordance with applicable State Statutes (Chapter 103a of the Connecticut General Statutes) and in conformance with the Federal Transit Administration. The towns covered by the District's services are: Brooklyn, Canterbury, Eastford, Killingly, Plainfield, Pomfret, Putnam, Thompson, and Woodstock. The District's headquarters are located in the Dayville section of the Town of Killingly at 125 Putnam Pike.

The Northeastern Connecticut Transit District serves a 12 town area in northeastern Connecticut. Currently NECTD serves the towns of Brooklyn, Canterbury, Eastford, Hampton, Killingly, Plainfield, Pomfret, Putnam, Sterling, Thompson, Union, and Woodstock. Each of the participating towns receive services through the Elderly-Disabled Direct Service Program and six of the 12 towns receive services through the District's Deviated-Fixed Route Service. As demonstrated by the two population charts, the NECTD service region is made up of small towns - the largest being just over 17,000 residents. With the exception of the area served by the Deviated-Fixed Route - people are spread out over a large geography - making efficient passenger service very challenging. The District estimates that approximately 50 percent of the service area's population lies within the service area covered by the Deviated-Fixed Route service.

NECTD is governed by a board of directors, consisting of the member towns' respective chief-elected official. On a day-to-day basis, NECTD is operated by an Executive Director. The District has in-house staff to address fiscal matters, passenger scheduling/ service, repair and maintenance of vehicles and the facility. The District has outside legal counsel, an outside audit firm, an outside fiscal consultant, and insurance provider. The District owns and operates a facility that houses its offices, garage storage for buses and a fully equipped two-bay maintenance garage.

NECTD is administered by the Northeastern Connecticut Council of Governments (NECCOG). NECCOG has provided administrative services to NECTD since the founding of the District in 1978. NECTD has, since 1998, a collective bargaining agreement in place with Municipal Employees Union Independent Local 506, SEIU, AFL-CIO.

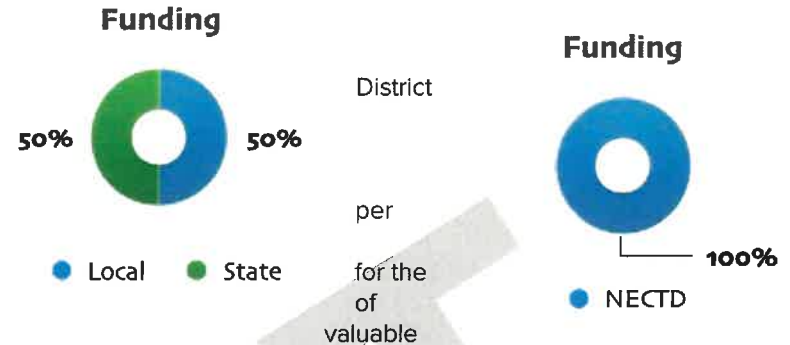


## Transit District Administration

**Background:** Since 1998, NECCOG has been the administrator of the Northeastern Connecticut Transit District (NECTD). NECTD is the public transportation provider for northeastern Connecticut, available for all residents and visitors to our region. The provides two types of service: deviated fixed route and dial-a-ride for elderly and disabled persons. The deviated fixed route service operates Monday - Saturday with various scheduled stops located throughout the service area. The elderly and disabled service, which provides door-to-door service, is also available seven days week by reservation with NECTD - details can be found on the District's website: nectd.org. NECCOG's role as the administrator of NECTD provides multiple benefits

Region: (1) administrative costs are lower than any other district due to the shared use personnel; (2) the District's facility serves as a low-cost home for NECCOG and a 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 of \$140,000 annually to operate the District. **Funding Source(s) - Transit District - Staffing: Finance Director, Executive Director, Regional Program Assistants (3), Associate Director and Regional Program Director**



### Program Goals

- Provide efficient, safe, on time meaningful service to the region at large and specifically for those dependent upon public transit for transportation
- Ensure Organization Viability
- Improve connectivity outside the District
- Ensure full compliance with the intent of Title VI
- Proper facility maintenance
- Service that meets the needs of the Region's population - especially those with special needs, low income, elderly and minority members of the Region
- Cost efficient operation
- Solid customer service

### Resources

- Drivers
- Administrative Staff
- Facility
- Buses
- GIS
- CONNDOT
- FTA
- RTAP
- Local/State/Federal Funding

### Activities

- Route Schedules reviewed and modified as needed
- Maintain Buses and facility
- Administer Operations
- New Services - Plainfield, Sterling and RI and MA Connections
- Customer outreach improvement
- Board meeting on the bus

### Outputs

- Operate and monitor routes
- New community outreach campaign
- Replace buses and address facility needs (roof, parking lot, HVAC)
- Ridership increase

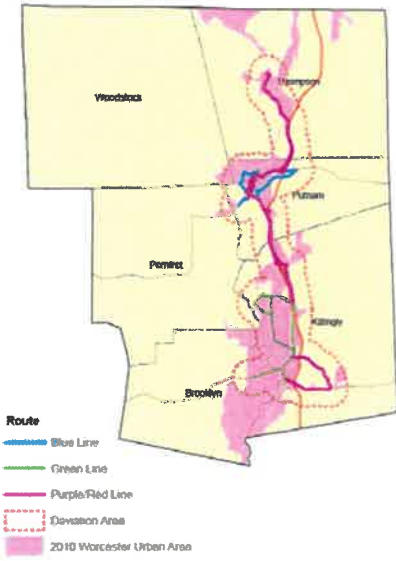
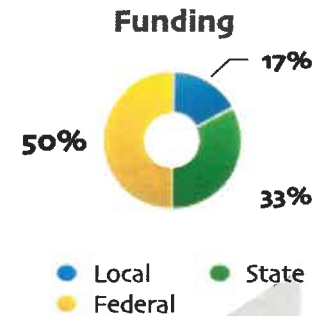
### Outcomes or Impacts

- Access for the people of the Region for their various needs



## Deviated Fixed Route Services

**Background:** The Northeastern Connecticut Transit District offers Deviated Fixed Route service on all of its regular routes. A deviated-fixed route service is a hybrid of fixed-route and demand response services. With this type of service, a bus stops at fixed points and keeps to a timetable but can deviate its course between two stops to go to a specific location for a pre-scheduled request. After deviating from the route, buses return to the same point to continue their run. Deviated Fixed Route service requires 24-hour advance reservations. However, drivers may deviate when their schedules permit, as long as they remain close to their route schedule. Due to the limited availability, please do not anticipate this service will be available at all times and during all trips.



### Program Goals

- Safe, affordable and reliable public transit mobility options
- Maintain and continuously improve customer-focused service
- Decrease barriers to mobility and accessibility

### Resources

- 5311 FTA Funds
- NECCOG Administrative Services
- Driver's Union

### Activities

- Seek input from users and non-users of the system through periodic surveys, focus groups, etc. to evaluate needs and respond with enhancements to programs and services.
- Monitor routes for efficiency and responsiveness to customer needs
- Review and enhance employee customer service training programs and tools, including bus operator courtesy training.
- Monitor and improve safety and security throughout the transit system
- Encourage the use of public transportation by all residents
- Establish designated bus stops with signage and shelters as appropriate
- Full adherence/training to Title VI/Environmental Justice

### Outputs

- Clear, user-friendly schedules of bus routes
- Increase ridership
- Increase access to jobs and services

### Outcomes or Impacts

- On time passenger service
- Cost efficient (on budget) operations

## Elderly/Disabled Services

**Background:** With a special grant (Municipal Grant Program) from the State of Connecticut, NECTD provides door-to-door service for pre-qualified elderly and disabled persons. This service requires a simple application and 48-hour advanced reservation Monday-Friday and no later than Thursday before Monday service.



**Program Goals**  
To expand transportation access to elderly persons and persons with disabilities in the region

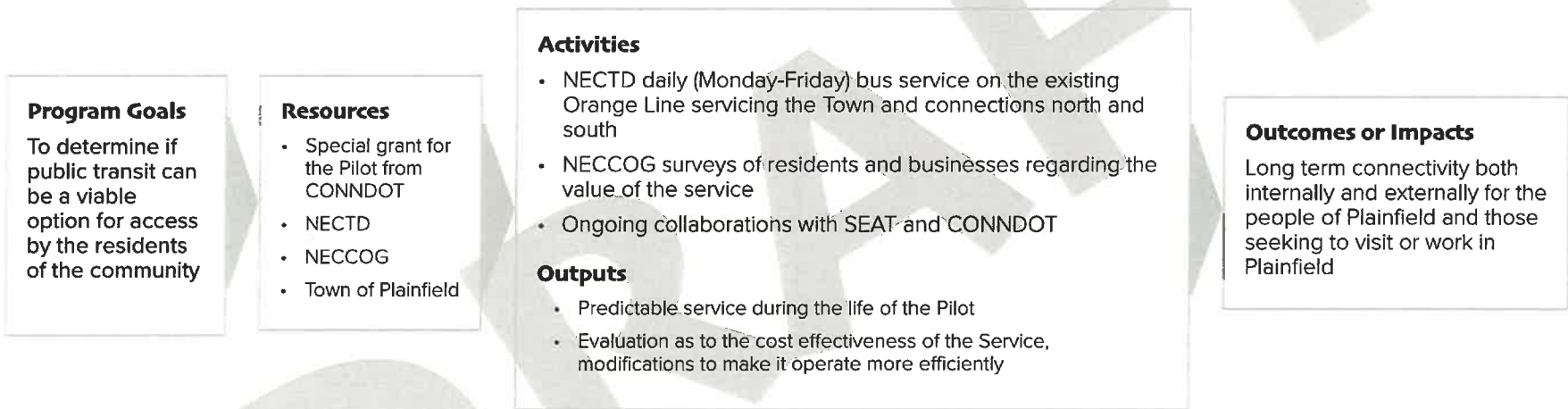
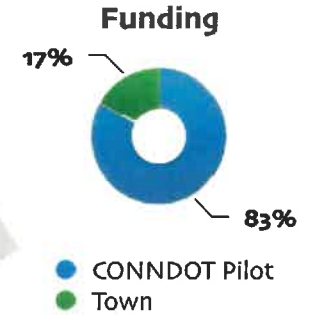
- Resources**
- State Municipal Grant program
  - NECTD
  - NECCOG

- Activities**
- Formation of a Regional Elderly/Disabled Task Force
  - Coordinate daily rides for eligible persons
  - Provide administrative guidance
  - Plan for future transportation needs, and ensure integration and coordination among diverse transportation modes and providers
  - Coordination with human service agencies
  - Keeping the public informed of the service to maintain local support
- Outputs**

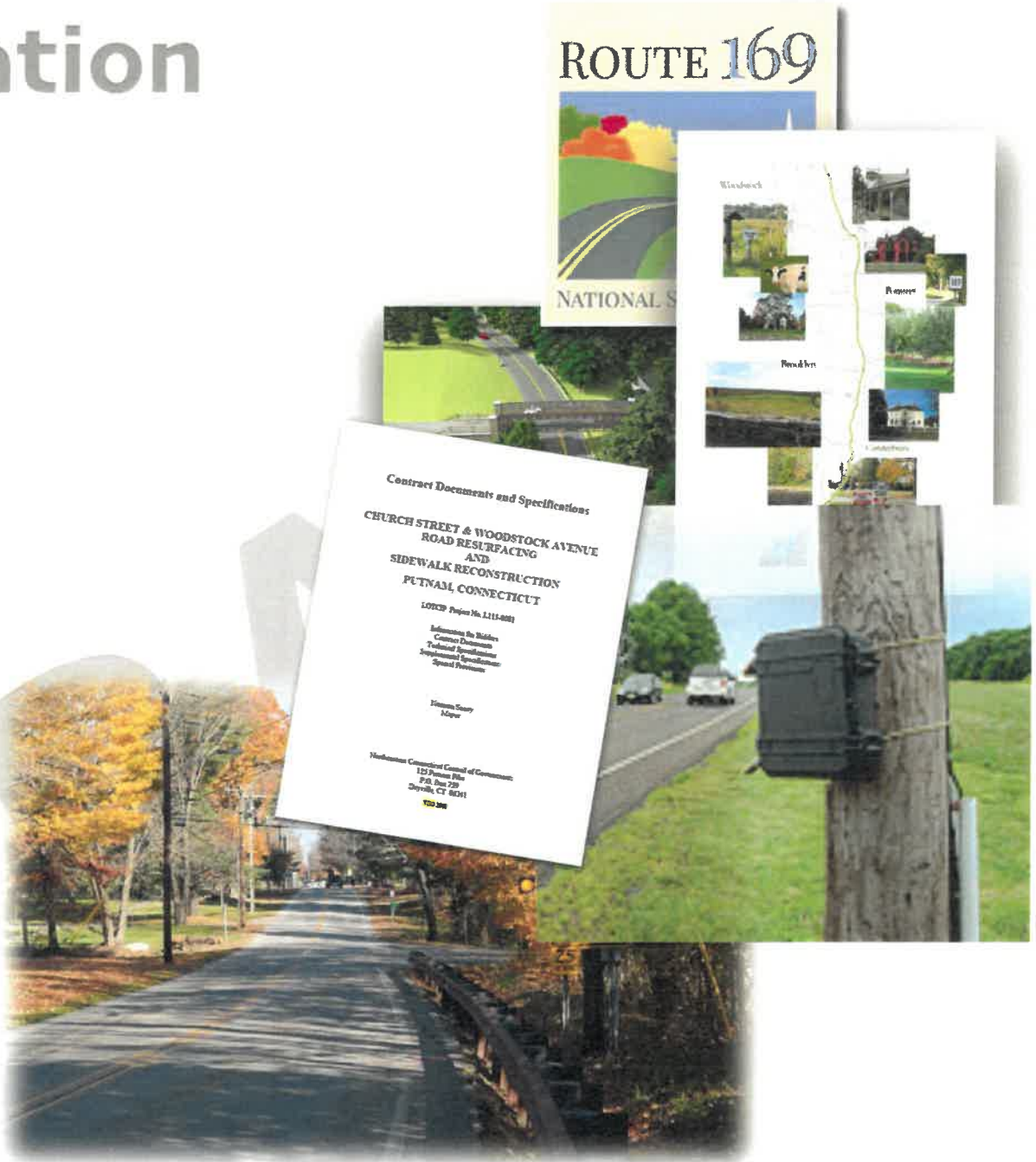
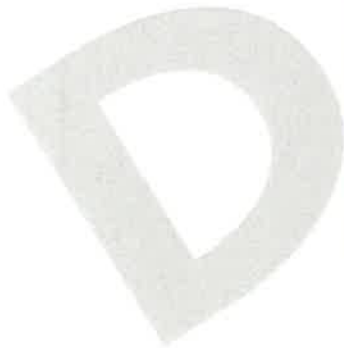
**Outcomes or Impacts**

## Plainfield Transit Service Pilot

**Background:** Since the Fall of 2015, at the request of the Town of Plainfield, the Northeastern Connecticut Council of Governments (NECCOG) - which operates the Northeastern Connecticut Transit District (NECTD) has prepared and submitted multiple proposals to reintroduce public transit service to the Town. The Town has not had such service since 1998 when it withdrew as an active member of NECTD. The lack of service for this town of more than 15,000 persons as well as having no transit connection north or south to other regions for employment, health and other needs results in a great hardship for the people of Plainfield. This lack of service or gap between the existing services offered by NECTD and SEAT was noted in the current Locally Coordinated Public Transit - Human Services Transportation Plan for the State of Connecticut. The proposed service would directly address the noted deficiencies in that plan and provide significant opportunity to further enhance connectivity in eastern Connecticut. NECCOG in coordination with NECTD, has developed a new route that provides bus service to all the major villages in the Town: Wauregan, Central Village, Moosup and Plainfield Village - transfers to NECTD and is fully integrated with to the current SEAT route system at Lisbon Landing.



# Transportation





## Unified Planning Work Program - UPWP

**Background:** The Unified Planning Work Program (UPWP) establishes the transportation planning activities and programs for NECCOG during the course of the work program years 2022 and 2023. 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.

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 the Fiscal Year which covers the period July 1, 2020 to June 30, 2021. The NECCOG UPWP is divided into three tasks: (1) Administration, (2) Planning and Technical Assistance and (3) Public Participation. In addressing our work under this UPWP, NECCOG has been asked by CONNDOT and NECCOG fully agrees to consider the following:

**Performance-Based Planning:** In coordination with the Department, develop performance targets in the national priority areas by the associated deadlines, per MAP-21/FAST Act. [https://www.fhwa.dot.gov/planning/performance\\_based\\_planning/](https://www.fhwa.dot.gov/planning/performance_based_planning/)

**Planning and Environmental Linkages (PEL):** PEL is a study process approach that is typically used to identify transportation issues, along with environmental concerns, in a corridor or a specific location. It is generally conducted before any project construction phasing is identified, and before specific problems and solutions are known. The MPOs and COGs should participate in any PEL's that the Department is conducting. Planning Factors: Continue to focus activities on the following ten planning factors:

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.
2. 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.
3. Increase the safety of the transportation system for motorized and non-motorized users.
4. Increase the security of the transportation system for motorized and non-motorized users.
5. 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.
6. Enhance the integration and connectivity of the transportation system across and between modes for people and freight.
7. Increase the accessibility and mobility of people and for freight.
8. Promote efficient system management and operation;
9. Emphasize the preservation of the existing transportation system.
10. Improve the resiliency and reliability (Climate Change and Resiliency) of the transportation system and reduce or mitigate stormwater impacts of surface transportation.



11. Enhance travel and tourism.

The following planning factors are required to be addressed in the transportation planning process and NECCOG has embraced this approach.:

- Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity and efficiency;
- 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 for freight;
- Protect and enhance the environment, promote energy conservation, improve 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 operation;
- Emphasize the preservation of the existing transportation system;
- Improving transportation system resiliency and reliability;
- Reducing (or mitigating) the stormwater impacts of surface transportation; and,
- Enhancing travel and tourism.

Essential to this process is the development of a Long-Range Transportation Plan (LRTP); review and action on the Connecticut short-range transportation improvement program, and a planning work program which includes other planning and project development activities which address transportation issues in the region and in support of extra-regional and/or state-wide transportation planning activities.

## UPWP Task 1 - Administration

A fundamental element related to the funding provided to NECCOG from CONNDOT is the proper administration of those funds. This requires NECCOG to employ qualified persons internally to manage those funds and report to CONNDOT in accordance with required schedules and to ensure that each year a qualified audit firm reviews the fiscal functions of NECCOG to ensure adherence to established standards, regulation and/or law. NECCOG has managed the transportation planning program process since its formation in 1987 and prior to that as the Northeastern Connecticut Regional Planning Agency. The organization has provided the required reports and annual audits in accordance with established procedures. Additionally, NECCOG has consistently adhered to Connecticut's Freedom of Information Act (FOIA), its Public Participation Policy, Title VI/Environmental Justice, ADA and other obligations. **Funding Source(s) - CONNDOT - Staffing: Fiscal Director, Associate Director, Regional Program Director, Regional Engineer, Regional Planner**

### Program Goals

To guide and effectively Administer the Region's Unified Planning Work Program (UPWP)

To maintain an effective and efficient continuing, cooperative and comprehensive transportation planning process, and

To meet the needs of the member local governments and all federal and state requirements.

### Resources

NECCOG Staffing: Executive Director (not financially covered by UPWP funds), Fiscal Director, Associate Director, Senior Planner, Senior Director of Regional Services, Regional Engineer, Regional Planner and Administrative Assistant

SPR and FTA grant funds, Local Funds

GIS, software and related hardware

### Activities

Unified Plan of Work posted on NECCOG website

Developing meeting schedules, agendas and minutes of meetings

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

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 progress 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)

Quarterly Reports prepared and submitted as required

Complete Annual Audit in accordance with all Generally Accepted Accounting Standard

Agendas and Minutes of all meetings maintained in accordance with FOIA

Posting of all requested documents from CONNDOT

### 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

In-house staff trained and informed to properly execute the organizations obligations

Quarterly 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

Purchases made in accordance with NECCOG Purchasing Policy and CONNDOT requirements

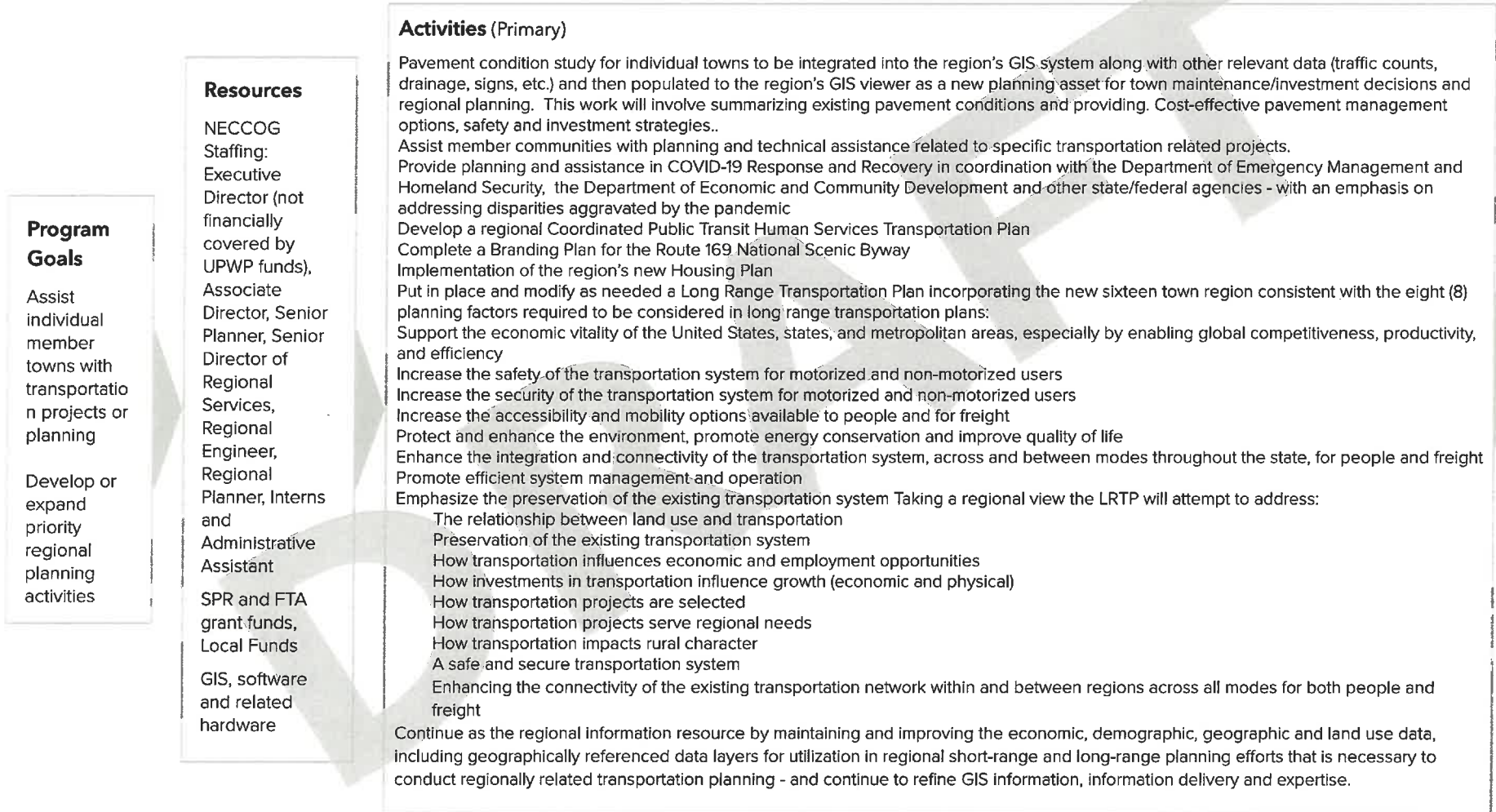
### Outcomes or Impacts

An efficient, accountable, transparent, measurable and cost effective administration of the UPWP

## UPWP Task 2 - 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



## UPWP Task 2 - Planning and Technical Assistance

### Activities (Secondary)

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.

Work with neighboring regions (MPOs) and state departments of transportation (RIDOT, MADOT and CONNDOT) to ensure cooperation and seamless communications.

Updating the FEMA approved Natural Hazard Mitigation Plan - implementation (many of the actions in the plan are transportation related) and updates as needed. Specifically, NECCOG will examine the impacts of climate change on the region's transportation system.

Land Use technical assistance to member towns and regionally to ensure the efficient use of land resources and the protection of the health and safety of residents.

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.

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.

Finalize the region's application to be a EDA recognized Economic Development District and amend/implement the Comprehensive Economic Development Strategy (CEDS) as needed

### Outputs

#### Primary:

Pandemic Response and Recovery strategies for the region

Individual town pavement condition inventories integrated into the region's GIS system

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

#### Secondary

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

### Outcomes or Impacts

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 Task 3 - Public participation

Public participation is an ongoing activity of the NECCOG transportation planning program, including the regular posting and copying of CONNDOT or regional notices and reports. Public participation is also an integral part of one-time activities such special corridor studies (i.e., Route 169 National Scenic Byway Social Media Plan) and regularly repeated activities such as STIP amendments and the periodic LRTP updates. NECCOG has a strong commitment to informing and seeking the input of the Region’s residents in transportation planning. Our organization has in place a Public Participation Policy to which NECCOG adheres and which spells out not only our commitment to the letter and spirit of Title VI and Environmental Justice - it articulates an organizational strategy to realize our public participation goals. NECCOG additionally has in place and annually updates/affirms its Title VI/Limited English Proficiency Plan and its Affirmative Action Plan

### Program Goals

Raise the level of understanding of the transportation planning process throughout the region

Maintain contact with “interested parties” and key stakeholders throughout the transportation planning process

Adhere to the letter and spirit of federal and state laws

Remove any barriers to full participation

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), Associate Director, Senior Planner, Senior Director of Regional Services, Regional Engineer, Regional Planner, Interns and Administrative Assistant

SPR and FTA grant funds, Local Funds

### Activities

Seeking out 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.

Targeting different audiences for each planning task, as necessary, including residents, business interests, transit providers, freight-haulers, and underserved and underrepresented populations 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.

Maintain a Social Media presence (Facebook, Twitter, Instagram, etc.) to more fully reach the public regarding transportation related information and have all publications and work products available electronically to the public via the NECCOG website (neccog.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).

### Outputs

Website will remain compliant with Section 508 of the Americans with Disabilities Act for disabled users

Title VI/Environmental Justice, Limited English Proficiency Plan, Affirmative Action Plan are current and posted on the website

Public and Stakeholders are well informed as to the planning process and organizational capacity

### Outcomes or Impacts

A decision making process aimed at educating and informing the public in an inclusive manner - incorporating public views into decision-making - resulting in improved decisions

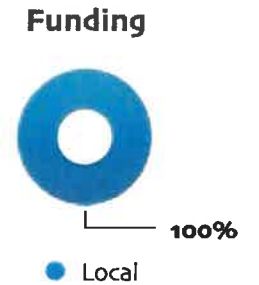


# Administration, Budget and Organization

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# NECCOG Administration

**Background:** NECCOG, since its creation in 1987, has grown 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 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. Funding Source(s) - General Town Assessments, State Grant-in-Aide, UPWP, Transit District, and Fees.



**Program Goals**

- Provide timely, accurate and informative financial reports
- Ensure maximum security and return on investments appropriate for a public agency
- Provide constructive project management support and financial information and reports to staff and outside agencies as required
- In developing the annual budget, ensure that programs and services reflect the mission, goals and objectives of NECCOG
- Honor the fiduciary responsibilities of a public agency
- Identify the key risks facing NECCOG based on likelihood and impact, and evaluate the mitigation strategies in place or that should be in place

**Resources**

- Council
- Executive Committee
- Executive Director
- Finance Director
- Auditor
- Finance Consultant
- Attorney

**Activities**

- Direct, manage and implement the goals, programs, policies and priorities
- Determine strategic long term plans and annual goals for the organization
- Implement and monitor system of financial controls and reporting required for fiscal accountability

**Outputs**

- Annual Budget
- Annual Audit
- Annual Work Plan
- Organizational Policies (as needed)

**Outcomes or Impacts**

- An accountable, transparent, efficient organization providing the Region with needed programs and services

Items	Projected Expenses
Bus Maintenance	
Fuel	
Tires	
Insurance	
Lease to NECCOG	
Management	
Facility Maintenance	
Electric	
Oil	
Sewer	
Postage/Lease	
Office Operations	
Advertising	
Liscense/Uniform/Training	
<b>Totals</b>	<b>\$0</b>

## NECCOG Budget

Items	Projected Revenues	Items	Projected Expenses
Local Assessments	\$105,127	Personnel, Taxes, Fringe	\$1,053,500
Regional Services Grant	\$251,199	Insurance (WC and LAP)	\$25,000
EDA Special Grant	\$187,500	Professional Fees (legal,audit,CPA)	\$35,000
Transit Management	\$140,000	Lease	\$18,200
Veteran's 5310 Grant	\$143,000	Mortgage	\$19,250
Animal Services Assessments	\$464,594	Advertising	\$4,500
Animal Services Fees	\$15,000	Office Supplies	\$15,000
Professional Services, Planning	\$55,000	Telephone/Internet	\$4,500
Professional Services, Special Projects	\$39,000	Membership Fees	\$3,500
GIS Basic Services	\$19,358	Project/Meeting Expense	\$15,000
Transportation Planning	\$158,750	Books/Publications/Software	\$13,000
Engineering Program	\$69,477	Postage	\$3,500
Paramedic Intercept Program	\$225,000	Website Maintenance	\$8,000
Regional Revaluation	\$222,500	Paramedic Program	\$225,000
Shared Social Services/Veteran Services Advocate	\$8,206	Animal Control (non-payroll)	\$250,000
<b>All Revenues</b>	<b>\$2,103,711</b>	Regional Revaluation	\$222,500
		GIS License and Maintenance	\$35,000
		Travel/Conferences/Professional Development	\$10,000
		Veteran's Transportation	\$143,000
		<b>All Expenses</b>	<b>\$2,103,450</b>

## NECTD Budget

Items	Projected Revenues	Items	Projected Expenses
Local Assessments	\$123,073	Drivers	\$235,000
State Funding	\$181,388	Fringe Benefits	\$35,000
Federal Funding	\$274,830	Bus Maintenance	\$80,000
Advertising	\$3,600	Fuel	\$70,000
Fares	\$25,000	Tires	\$5,000
Rent	\$2,500	Insurance	\$30,400
Municipal/State Funds	\$89,803	Lease to Neccog	\$9,100
		Management	\$140,000
<b>All Revenues</b>	<b>\$700,194</b>	Facility Maintenance	\$11,000
		Professional Services	\$29,500
		Snow/lawn Paint	\$5,000
		Electric	\$16,000
		Oil	\$13,000
		Sewer	\$1,700
		Postage/Lease	\$1,500
		Office Operations	\$11,000
		Advertising	\$4,000
		License/Uniform/Training	\$3,000
		<b>All Expenses</b>	<b>\$700,200</b>

## Combined Budget

Items	Projected Revenues	Items	Projected Expenses
NECCOG	2,103,711	NECCOG	2,103,450
NECTD	700,200	NECTD	700,200
<b>Total</b>	<b>\$2,803,911</b>	<b>Total</b>	<b>2,803,650</b>

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## Assessment

Town and 2019 Population (CT DPH Numbers)		Basic Assessment @ \$1.10	Transit Services		Paramedic Services			Regional Engineering @ \$2.45 per capita	GIS Program \$500 base and \$0.45 per capita	Shared Social Services/Veteran Services Advocate @ \$0.65 per capita
			Basic @ \$1.75 per capita	Elderly Disabled \$1,500 plus \$0.35 Per capita	Estimated Transports	Transport Cost \$69 per transport with Hospital Subsidy	Transport Cost \$95 per transport w/o Hospital subsidy			
Ashford	4,255	\$4,680.50						\$10,424.75	\$2,414.75	
Brooklyn	8,272	\$9,099.20	\$14,476.00	In-kind	275	\$18,975	\$26,125	\$20,266.40	\$4,222.40	\$5,376.80
Canterbury	5,079	\$5,586.90		In-kind						
Chaplin	2,239	\$2,462.90						\$5,485.55		
Eastford	1,790	\$1,969.00		\$2,126.50	30	\$2,070	\$2,850		\$1,305.50	
Hampton	1,842	\$2,026.20		\$2,144.70					\$1,228.90	\$1,197.30
Killingly	17,336	\$19,069.60	\$30,338.00	In-kind	850	\$58,650	\$80,750			
Plainfield	15,125	\$16,637.50	\$29,115.63	In-kind	175	\$12,075	\$16,625			
Pomfret	4,203	\$4,623.30		\$2,971.05	60	\$4,140	\$5,700	\$10,297	\$2,391.35	
Putnam	9,389	\$10,327.90	\$16,430.75	\$4,786.15	300	\$20,700	\$28,500	\$23,003.05		
Scotland	1,672	\$1,839.20							\$1,252.40	\$1,086.80
Sterling	3,782	\$4,160.20		\$2,823.70	50	\$3,450	\$4,750			
Thompson	9,379	\$10,316.90	\$16,413.25	\$4,782.65	200	\$13,800	\$19,000			
Union	839	\$922.90							\$877.55	\$545.35
Voluntown	2,510	\$2,761.00							\$1,629.50	
Woodstock	7,858	\$8,643.80		\$4,250.30	150	\$10,350	\$14,250		\$4,036.10	
	95,570	\$105,127.00						\$69,477.10	\$19,358.45	\$8,206.25

## Assessments

<b>NECCOG Animal Services Program</b>		
<b>Participating Town</b>	<b>2019 DPH Est. Population</b>	<b>Per Capita Assessment @ \$3.15</b>
<b>Bozrah</b>	2,726	\$8,586.90
<b>Brooklyn</b>	8,272	\$26,056.80
<b>Canterbury</b>	5,079	\$15,998.85
<b>Colchester</b>	15,809	\$49,798.35
<b>Chaplin</b>	2,239	\$7,052.85
<b>Franklin</b>	1,920	\$6,048.00
<b>Griswold</b>	11,534	\$36,332.10
<b>Hampton</b>	1,842	\$5,802.30
<b>Killingly</b>	17,336	\$54,608.40
<b>Lebanon</b>	7,144	\$22,503.60
<b>Lisbon</b>	4,220	\$13,293.00
<b>Norwich</b>	38,768	\$122,119.20
<b>Pomfret</b>	4,203	\$13,239.45
<b>Putnam</b>	9,389	\$29,575.35
<b>Sprague</b>	2,859	\$9,005.85
<b>Sterling</b>	3,782	\$11,913.30
<b>Voluntown</b>	2,510	\$7,906.50
<b>Woodstock</b>	7,858	\$24,752.70
		\$464,593.50

# Staffing and Structure

