



## SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

Carl J. Amento, Executive Director

### **SCRCOG MEETING NOTICE & AGENDA**

**January 23, 2019 – 10:00 A.M.**

**Location: 127 Washington Avenue, 4<sup>th</sup> Floor West  
North Haven, CT 06473**

**Full agenda materials can be found at our website – [www.scrkog.org](http://www.scrkog.org)**

1. Call to Order and Introductions – *First Selectman James Cosgrove, Chairman*
2. **Presentation: CCM Legislative Agenda and Municipal Officials Certification Program-**  
**Michael Muszynski, CCM Advocacy Manager and Bru Hickey, CCM Training & Events Coordinator**
3. Adoption of 11/28/18 SCRCOG Meeting Minutes – *First Selectwoman Beth Heller, Secretary* Pages 2-4
4. *Treasurer's Report for month ending 12/31/18 – First Selectman Michael Freda, Treasurer* Pages 5, 6
5. Transportation Committee Report – *Mayor William Dickinson, Committee Chairman* Pages 7-15  
Adopt Resolution to endorse targets for safety performance measures  
as established by CTDOT Pages 14,15
6. Nominating Committee Report for Calendar Year 2019 Officers and Committees Page 16
7. Election of Officers and Appointment of Committees
8. Acceptance of Gavel by New Chairman
9. Adopt Resolution to appoint SCRCOG Bank Signatories Page 17
10. Adopt Resolution authorizing the Executive Director to sign agreements with CTDOT Page 18
11. Approval of Regional Services Grant (RSG) Work and Spending Plan for  
Remainder of FY 2018-2019- *Carl Amento, Executive Director* Attached
12. Approval of the 2019 Regional Planning Commission Meeting Schedule Page 19
13. Congressional Reports – *Louis Mangini, Aide to U.S. Representative Rosa DeLauro,*  
*Ellen Graham, Aide to U.S. Senator Richard Blumenthal, Ben Florsheim, Aide to U.S. Senator*  
*Christopher Murphy*
14. SCRCOG Executive Director's Report – *Carl Amento, Executive Director*
15. Grant Opportunities and Upcoming Events—*Carl Amento, Executive Director* Pages 20-25
16. REX Development Report – *Ginny Kozlowski, Executive Director, REX Development* Pages 26-27
17. DESPP/DEMHS Report
18. CTRides Quarterly Report- *Joanne Cavadini, Outreach Coordinator*
19. Regional Planning Commission December and January Action Tables Pages 28, 29
20. Regional Cooperation/Other Business
21. Adjournment

The agenda and attachments for this meeting are available on our website at [www.scrkog.org](http://www.scrkog.org). Please contact SCRCOG at (203) 234-7555 for a copy of agenda in a language other than English. Auxiliary aids/services and limited English proficiency translators will be provided with two week's notice.

La Agenda y Adjuntos para esta reunión están disponibles en nuestro sitio web en [www.scrkog.org](http://www.scrkog.org). Favor en contactar con SCRCOG al (203) 234-7555 para obtener una copia de la Agenda en un idioma distinto al Inglés. Ayudas/servicios auxiliares e intérpretes para personas de Dominio Limitado del Inglés serán proporcionados con dos semanas de aviso

127 Washington Avenue, 4th Floor West, North Haven, CT 06473



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS  
*Planning for Our Region's Future*

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

Carl J. Amento, Executive Director

TO: **SCRCOG Board Members**  
FROM: **First Selectman James Cosgrove, Acting Secretary**  
DATE: **January 16, 2019**  
SUBJECT: **SCRCOG Meeting Minutes of November 28, 2018**

---

**Present:**

Bethany	Clark Hurlburt, <i>proxy for First Selectwoman Derrylyn Gorski</i>
Branford	First Selectman James Cosgrove, <i>Chairman</i>
East Haven	Sal Brancati, <i>proxy for Mayor Joseph Maturo</i>
Guilford	First Selectman Matthew Hoey
Hamden	Mayor Curt Leng
Madison	First Selectman Thomas Banisch, <i>Vice-Chairman</i>
Milford	Mayor Benjamin Blake
New Haven	Mayor Toni Harp, <i>Immediate Past Chairwoman</i>
North Branford	Michael Paulhus, <i>proxy for Mayor Michael Doody</i>
North Haven	First Selectman Michael Freda, <i>Treasurer</i>
Woodbridge	Betsy Yagla, <i>proxy for First Selectwoman Beth Heller, Secretary</i>
Wallingford	Mayor William Dickinson

SCRCOG Staff Carl Amento, Stephen Dudley, Albert Ruggiero, James Rode, Eugene Livshits, Christopher Rappa, Rebecca Andreucci

---

**Guests:** Edgar Wynkoop, *CT Department of Transportation*; Miriam Brody, *Hamden-North Haven League of Women Voters*; Mary Bigelow, *Greater New Haven Transit District*; Lori Vitagliano, *Regional Water Authority*; Barbara Malmberg, *REX Development*; Richard LoPresti, *Town of North Haven*; Thomas Lenart, *DESPP*; Louis Mangini, *Office of U.S. Representative Rosa DeLauro*; Ben Florsheim and David Tusio, *Office of U.S. Senator Christopher Murphy*; Cathy Lezon, *Eversource*; Ryan Wolfe, *United Illuminating*; Nan Birdwhistell, *Murtha Cullina Law Firm*; Mark Zaretsky, *New Haven Register*; Mark Abraham, *DataHaven*.

**1. Call to order and Introductions**

Chairman Cosgrove called the meeting to order at 10:10 a.m. All present introduced themselves.

**2. Presentation: 2018 DataHaven Community Wellbeing Survey- Preliminary Housing & Economic Development Results**

Mark Abraham of DataHaven gave a PowerPoint presentation on the recently completed Community Wellbeing Survey.

**3. Adoption of October 24, 2018 SCRCOG Meeting minutes**

Chairman Cosgrove presented the Minutes of the SCRCOG Meeting of October 24, 2018, which were included in the agenda packet at pages 2-4. First Selectman Banisch moved for their approval. First Selectman Hoey seconded the motion, with all voting in favor.

**4. Treasurer's Report for Month Ending October 31, 2018**

First Selectman Freda presented the Treasurer's Report for the month ending October 31, 2018, which was included in the agenda packet at pages 5-6. The Balance Sheet shows that SCRCOG has total assets of \$1,359,000 with \$1,178,000 of that in cash and investments. There is also \$92,000 due from CTDOT. Expenses for the month were in order. First Selectman Freda moved for acceptance of the Treasurer's Report. First Selectman Hoey seconded the motion, which passed unanimously.

**5. Transportation Committee Report**

Mayor Dickinson presented the Transportation Committee Report, found on pages 7-21 of the agenda packet. Resolutions were found on pages 20 and 21 of the agenda packet.

Adopt Resolution to Approve FY 2018-2021 TIP Amendment Ten

Mayor Dickinson moved for adoption. First Selectman Hoey seconded. All were in favor.

**6. Approve SCRCOG Fiscal Year 2018-2019 Budget Amendment #2**

Executive Director Amento presented the proposed Budget Amendment #2, found on pages 22 and 23. Mayor Harp moved for approval. Mayor Leng seconded the motion, which passed unanimously.

**7. Approval of Resolution Appointing New Pension Plan Administrator and Revisions to Documents**

Chairman Cosgrove noted that the Executive Committee voted to remove the proposed resolution on page 24 of the agenda packet from consideration, and instead authorize Executive Director Amento to engage an attorney to review current compliance with the pension plan. Recommendations on how to proceed will be presented at the January Executive Committee and Board Meetings. Mayor Harp moved to approve the Executive Committee's recommendations. Mayor Dickinson seconded the motion. All were in favor.

**8. Adoption of Preliminary Dues for FY 2019-2020**

Chairman Cosgrove presented the proposed dues table found on page 25 of the agenda packet. First Selectman Banisch moved for their adoption. First Selectman Hoey seconded the motion, with all voting in favor.

**9. Appointment of Nominating Committee for 2019**

Chairman Cosgrove announced that he would like to continue with the existing Nominating Committee, which is comprised of First Selectman Freda, Mayor Blake, and Mayor Harp. Chairman Cosgrove moved to approve the appointments, which was seconded by First Selectman Banisch. The motion was approved unanimously.

**10. Adoption of January 2019 to January 2020 SCRCOG Calendars for Monthly Meetings**

Chairman Cosgrove presented the SCRCOG Calendar for Monthly Meetings found on page 26. First Selectman Banisch moved to adopt. The motion was seconded by Mayor Leng, with all voting in favor.

**11. Congressional Reports**

Louis Mangini from Congresswoman DeLauro's office discussed the status of appropriations for Federal FY 2019. Ben Florsheim from Senator Murphy's office noted that the Affordable Care Act open enrollment period ends December 15. He also introduced David Tusio, a new staff member working on Economic Development and Grants.

**12. State Legislative Reports**

The representatives from CCM and COST were not present.

**13. SCRCOG Executive Director's Report**

Executive Director Amento distributed a memo from CT DOT regarding an assessment of municipal compliance with the Americans with Disabilities Act (ADA), which is to be completed by SCRCOG members by January 4, 2019. He also distributed information regarding CT DEEP's Open Space and Watershed Land Acquisition Grant Program. Applications must be submitted by February 7, 2019.

**14. REX Development Report**

Barbara Malmberg of REX Development reviewed the REX report at Pages 27-28 of the agenda packet. She announced that the next REDFO meeting has been moved to December 7 and the presenter is TBD.

**15. DESPP/DEMHS Report**

Tom Lenart from DESPP reviewed a PowerPoint presentation on the Region 2 Field Day in October.

**16. Regional Mobility Manager Report**

The Report found on Pages 29 and 30 of the agenda packet was reviewed.

**17. Regional Planning Commission October Action Table**

The Action Table was reviewed.

**18. Regional Cooperation/Other Business**

First Selectman Freda asked the group if they were doing anything to locate cars with out-of-state license plates. He noted they had hired a consultant in the past, but it was unfavorably received by residents because the scope of the effort was overly broad. Mayor Leng mentioned that Hamden was in the process of selecting a consultant to locate out-of-state registered cars.

First Selectman Freda also inquired whether or not the Board Members were experiencing high rates of car break-ins and if they were doing anything about it. A majority of Board Members agreed it was an issue in their municipalities. Mayor Leng and First Selectman Banisch added that they were doing outreach campaigns with their respective Police Departments to have residents lock their cars in their driveways. Mayor Dickinson noted the issue is predominately with juveniles, who are not in the DNA database and are difficult for the police to identify.

**19. Adjournment**

First Selectman Banisch moved to adjourn; First Selectman Hoey seconded. The meeting was adjourned at 11:05 am.

Respectfully submitted,

First Selectman James Cosgrove, *Acting Secretary*

---

# Balance Sheet

South Central Regional Council of Governments

As of period 12/31/2018

---

<b>Assets</b>
---------------

**Cash and Investments**

Key Bank - Checking Account	310,213.06
State of CT - Short-Term Investment Fund	680,398.76
Start Community Bank	103,999.80

**Accounts Receivable**

CT Department of Transportation - FY 16	433.54
CT Department of Transportation	149,353.76
CT Office of Policy and Management	1,077.71

**Other Assets**

Accrued Leave & Security Deposit	25,535.45
Furniture & Equipment	19,521.68

<b>Total Assets</b>	<b>1,290,533.76</b>
---------------------	---------------------

<b>Liabilities</b>
--------------------

Accounts Payable	9,000.00
Deferred Revenue - Municipal	147,974.07
Deferred Revenue - OPM	27,507.71
Deferred Revenue - LOTCIP	214,131.63
Deferred Rev. - Other (Election Monitor)	6,297.30
Deferred Revenue - Special Assessment	11,106.38

<b>Total Liabilities</b>	<b>416,017.09</b>
--------------------------	-------------------

<b>Fund Balance</b>
---------------------

Fund Balance	845,582.07
Amount for Accrued Leave	13,872.53
Investment in Equipment	19,521.66
Change in Fund Balance	(4,459.59)

<b>Total Fund Balance</b>	<b>874,516.67</b>
---------------------------	-------------------

<b>Total Liabilities and Fund Balance</b>	<b>1,290,533.76</b>
---	---------------------

# Statement of Resources and Expenditures

South Central Regional Council of Governments

As of period 12/31/2018

	Current	Year-to-Date	Budget
<b>Resources</b>			
Municipal - Revenue	12,815.66	26,525.93	193,000.00
Municipal - Special Assessment		4,584.22	6,625.00
CT OPM - Regional Planning	19,630.36	219,244.29	493,504.00
CT OPM - RPI Grant, Open Space Inventory		2,892.50	5,400.00
CTDOT - Transportation Planning	67,790.17	303,307.24	1,261,011.00
CTDOT - LOTCIP	1,244.73	5,091.26	219,529.00
CTDOT - Mobility Manager			87,155.00
FEMA - Hazard Mitigation Plan		13,752.67	18,275.00
CT SotS - Regional Election Monitor		1,698.74	8,800.00
CT DoAg - Farm Viability Grant			40,000.00
Interest - Revenue	1,377.57	3,539.80	4,000.00
<b>Total Resources</b>	<b>102,858.49</b>	<b>580,636.65</b>	<b>2,337,299.00</b>
<b>Direct Expenses</b>			
Transportation Planning Consultants	27,000.00	47,700.00	706,100.00
Land-Use Planning Consultants		23,714.39	119,500.00
Other Consultants	7,220.00	58,220.00	313,500.00
Travel	1,248.05	2,226.12	10,500.00
Data Processing		2,400.00	5,300.00
Commercial Printing			12,200.00
Subscriptions and Books	285.00	745.00	3,100.00
Insurance and Professional Services		168.50	1,000.00
Meeting Expenses and Advertising	1,529.45	4,728.42	17,300.00
Miscellaneous	100.00	100.01	721.00
LOTCIP - Reserved			206,286.00
Regional Election Monitor - Reserved			3,878.00
<b>Total Direct Expenses</b>	<b>37,382.50</b>	<b>140,002.44</b>	<b>1,399,385.00</b>
<b>Direct Labor</b>			
<b>Direct Labor - Employees</b>	<b>27,761.58</b>	<b>189,309.28</b>	<b>397,776.00</b>
<b>Overhead</b>			
Indirect Labor - Employees	16,503.38	96,585.46	181,935.00
Employee Benefits	14,482.61	91,732.05	189,603.00
Travel		23.98	200.00
Data Processing	1,233.05	2,514.65	11,700.00
Rent	8,957.49	53,376.39	107,700.00
Telephone and Internet	605.84	3,184.59	7,300.00
Office Supplies	208.29	770.02	3,500.00
Equipment Maintenance	1,328.32	8,619.23	16,900.00
Subscriptions and Books			200.00
Insurance and Professional Services		7,523.00	19,800.00
Meeting Expenses and Advertising			600.00
Miscellaneous	54.95	367.04	700.00
<b>Total Overhead</b>	<b>43,373.93</b>	<b>264,696.41</b>	<b>540,138.00</b>
<b>Total Operating Expenses</b>	<b>108,518.01</b>	<b>594,008.13</b>	<b>2,337,299.00</b>

## **2019 Safety Performance Measures & Targets**

### **for Federal Reporting Purposes**

This report documents the safety performance targets required by the Federal Highway Administration (FHWA) and the National Highway Transportation Safety Administration (NHTSA). The performance measures are defined in federal law, and CTDOT and the MPOs are required to set specific performance targets, review whether or not they meet the targets, and set new performance targets based on the evaluation of past performance and projected trends. The reassessment and target setting must be done every year.

Each of the five required performance measures and targets are presented on a separate page that is indicated below:

- |   |        |
|---|--------|
| 1. <b>Number of fatalities per year</b>   | page 3 |
| 2. <b>Number of fatalities per 100 million vehicle miles traveled</b>                 | page 4 |
| 3. <b>Number of serious injuries (level A) per year</b>                               | page 5 |
| 4. <b>Number of serious injuries (level A) per 100 million vehicle miles traveled</b> | page 6 |
| 5. <b>Number of non-motorist fatalities and serious injuries (level A) per year</b>   | page 7 |

**Federal targets vs. CTDOT's own goals.** Please be aware that CTDOT has established its own state performance goals and targets for these same safety measures. CTDOT's goal is always to reduce all highway fatalities and serious injuries, and each year we develop strategies and projects to help achieve that goal. **However, for federal reporting purposes, we must set annual targets that are attainable or CTDOT will risk federal penalties.** For that reason, the federal targets selected in this report reflect the nationwide trend of increasing fatalities and injuries that has been observed since 2015.



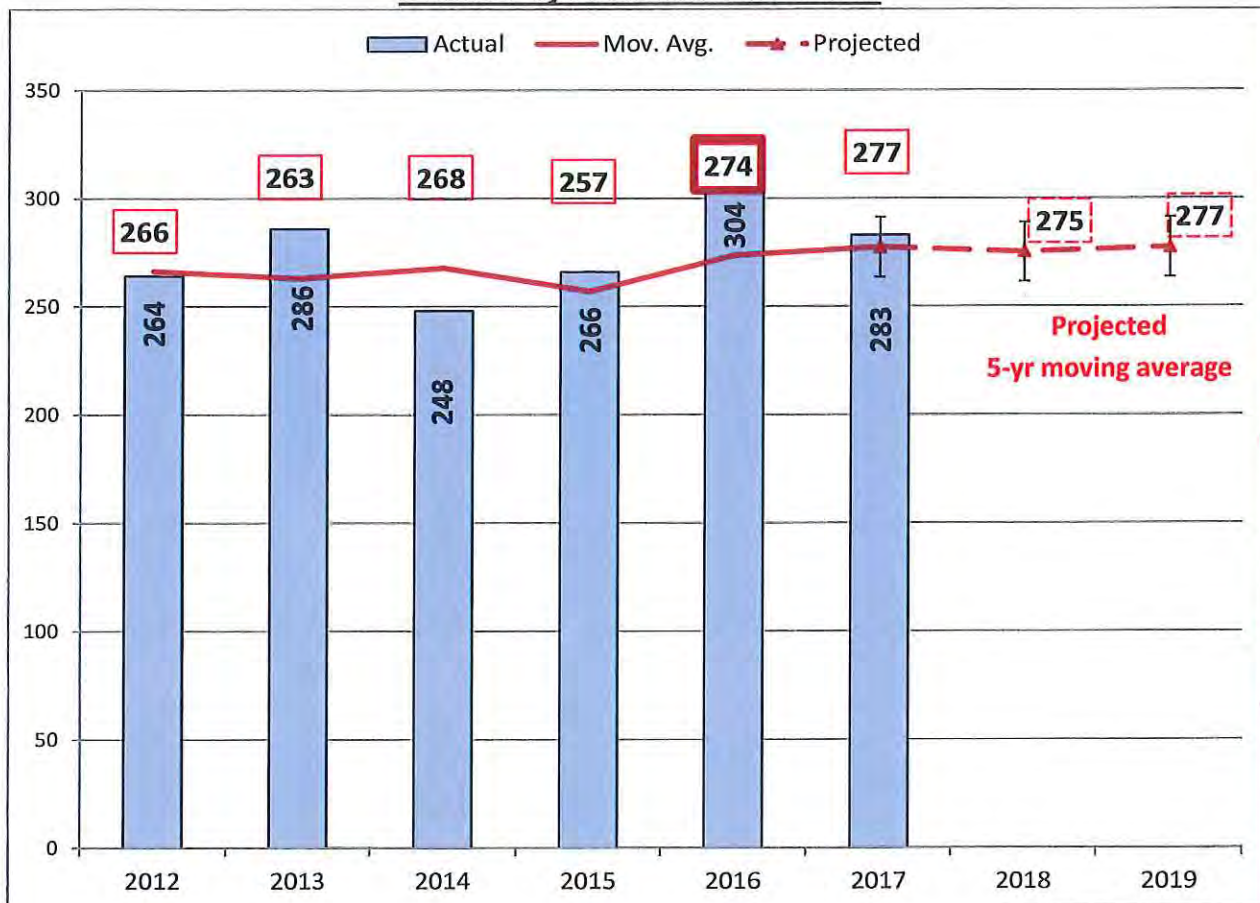
**Summary Table.** Provided below is a summary table of the five federal safety performance measures and their respective targets for 2019. All measures and targets are based on a **5-year moving average** of the respective measure. Graphs depicting the annual data and the 5-year moving average for each respective measure are provided on the five following pages. These were submitted to FHWA in the Highway Safety Improvement Program (HSIP) in August 2018.

**Summary Table**  
**Safety Performance Targets for 2019**  
 (for federal reporting purposes)

Measure	Target	Numeric Target for 2019
<b>Fatalities</b>	<b>Maintain</b> 5-yr average	<b>274</b> per year
<b>Fatality Rate</b>	<b>Maintain</b> 5-yr average	<b>0.873</b> per 100 million VMT
<b>Serious Injuries</b>	<b>Maintain</b> 5-yr average	<b>1,574</b> per year
<b>Serious Injury Rate</b>	<b>Maintain</b> 5-yr average	<b>5.02</b> per 100 million VMT
<b>Non-Motorist Fatalities &amp; Serious Injuries</b>	<b>Maintain</b> 5-yr average	<b>290</b> per year



### Number of Fatalities 2012-2017



Source: FARS Final 2016/Connecticut Department of Transportation 2017 Crash File

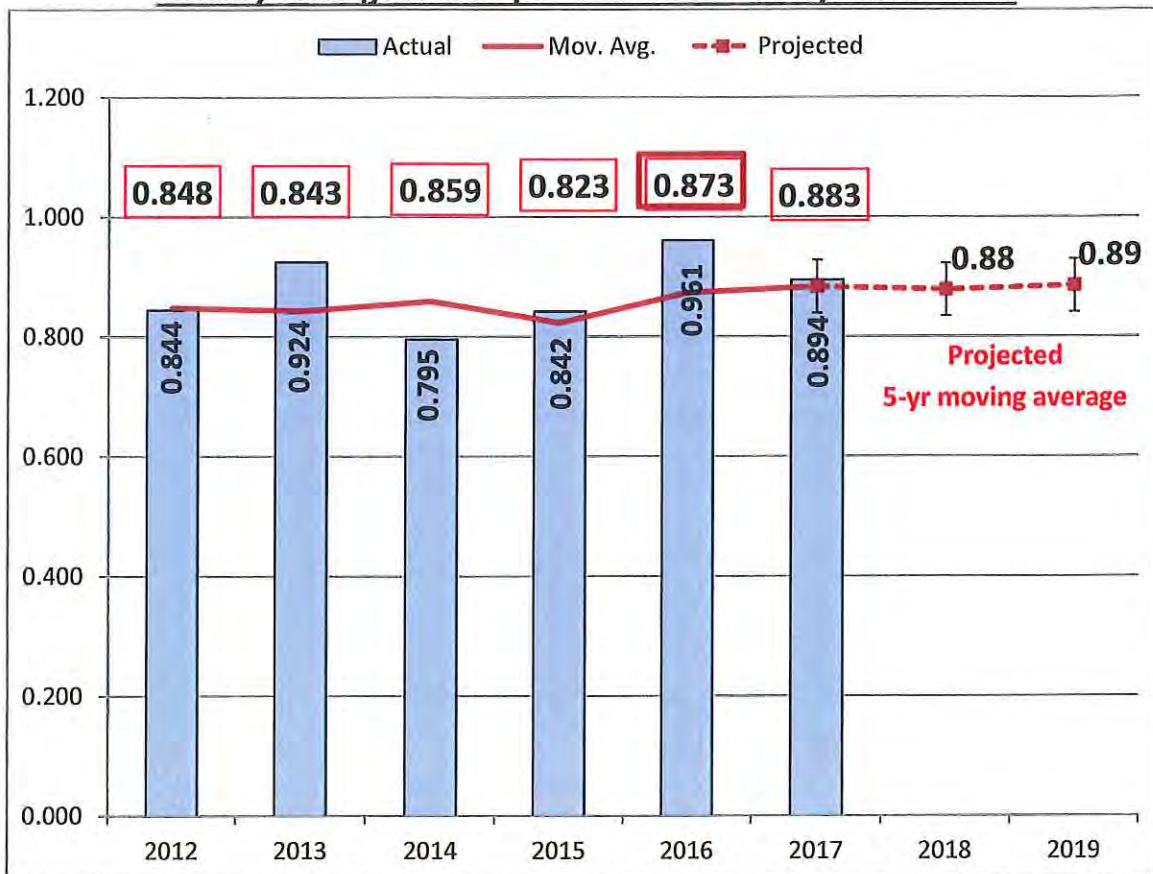
**TARGET:** Maintain the 2016 five year moving average of **274 fatalities**

**TARGET Year: 2019**

#### **TRENDS & target setting explanation**

- Annual fatality figures have fluctuated during the five year reporting period, but the 5-year moving average has been flat or increasing. This upward trend is also occurring at the national level.
- The 5-year moving average calculated for 2012-2016 is **274 fatalities**.
- The **projected** 5-year trend line based on regression analysis is relatively flat for the next 2 years.
- Based on the projected trend line, the number of fatalities per year is expected to remain flat or slightly increase during the planning period. The new target selected in collaboration with Traffic Engineering for the Highway Safety Improvement Program (HSIP) is to **"maintain the current five year moving average of 274."**

### ***Fatality Rate (fatalities per 100 million VMT): 2012-2017***



Source: FARS Final 2016/Connecticut Department of Transportation 2017 Crash File

**TARGET:** Maintain the 2016 moving average of **0.873 fatalities per 100 million VMT**

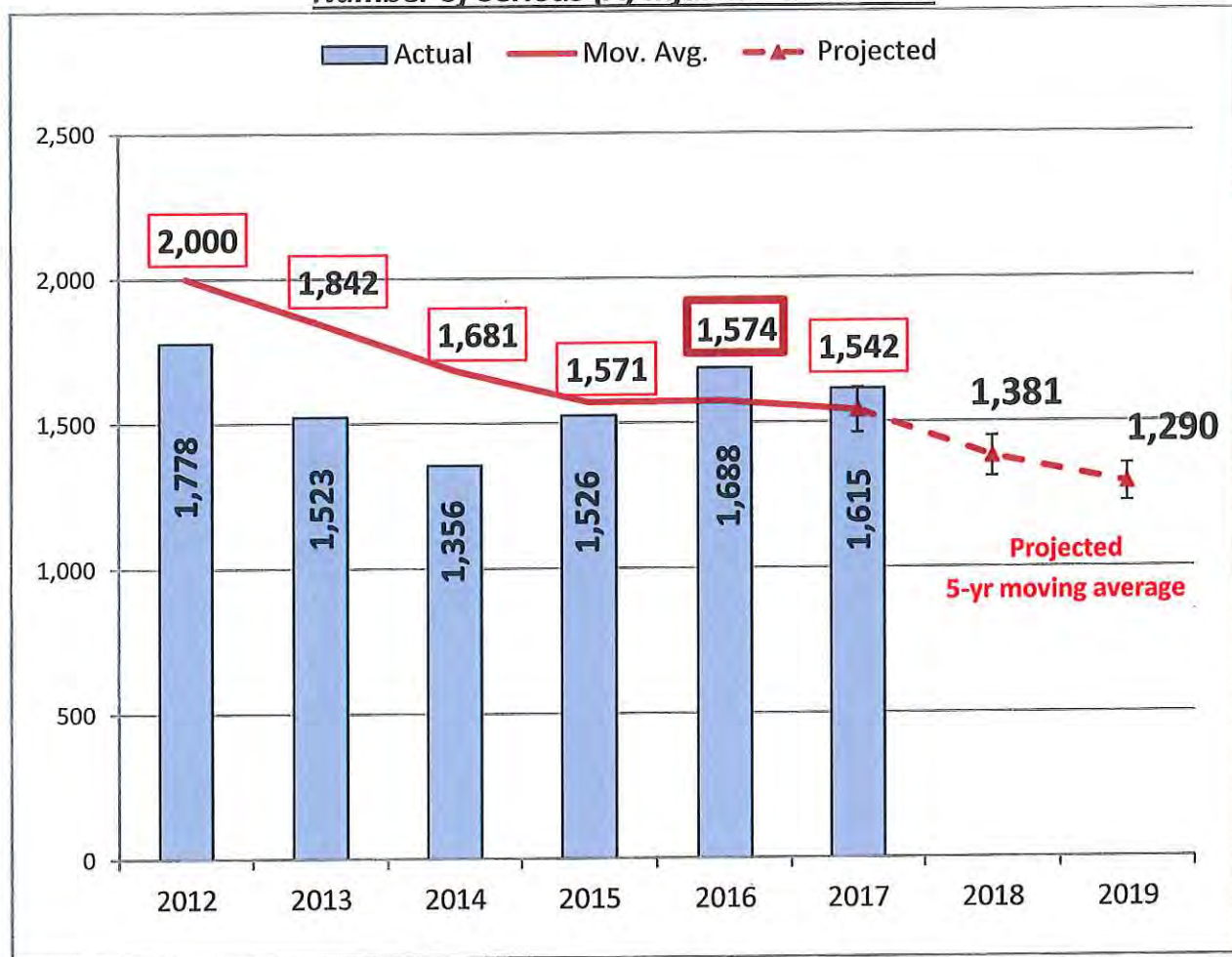
**TARGET Year: 2019**

#### **TRENDS & target setting explanation**

- While annual fatality rate (per million VMT) has fluctuated year to year, the 5-year moving average has been flat or slightly increasing.
- The 5-year moving average (for 2012-2016) is **0.873 fatalities** per 100 million vehicle miles.
- The **projected** 5-year trend line based on regression analysis is relatively flat for the next 2 years.
- Based on the projected trend line, the number of fatalities per 100 million vehicle miles traveled is expected to remain flat or slightly increase during the planning period. The new target selected in collaboration with Traffic Engineering for the Highway Safety Improvement Program (HSIP) is to **"maintain the current five year moving average of 0.873."**



### Number of Serious (A) Injuries: 2012-2017



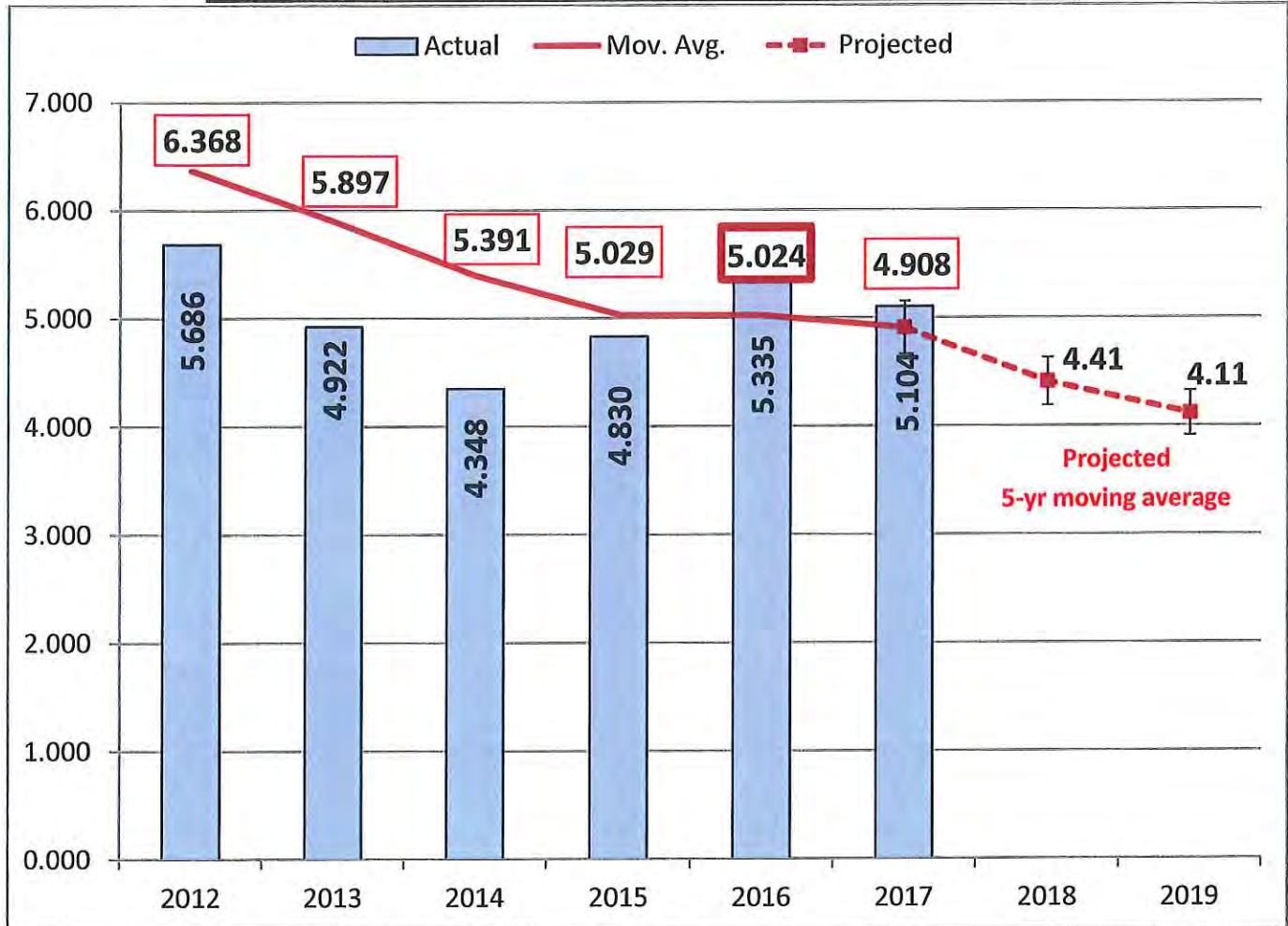
**TARGET:** Maintain the 2016 moving average of **1,574 serious (A) injuries**

**TARGET Year: 2019**

#### **TRENDS & target setting explanation**

- While serious (A) injuries have fluctuated year to year, the 5-year moving average has been trending down – although flat the last 2 years.
- The 5-year moving average calculated for 2012-2016 is **1,574 serious injuries**.
- The **projected** 5-year trend line based on regression analysis is slightly decreasing for the next 2 years. However, the **3 most recent years (2015-2017) of data suggest** the number of serious injuries per year is no longer decreasing, but instead **annual injuries might be flattening out**.
- Based on the projected trend line, and the most recent 3 years of data, the number of serious (A) injuries is expected to be flat during the planning period. The new target selected in collaboration with Traffic Engineering for the Highway Safety Improvement Program (HSIP) is to **maintain the current five year moving average of 1,574.**

**Serious Injury Rate (injuries per 100 million VMT): 2012-2017**



**TARGET:** Maintain the 2016 moving average of **5.024 serious (A) Injuries per 100 million VMT**

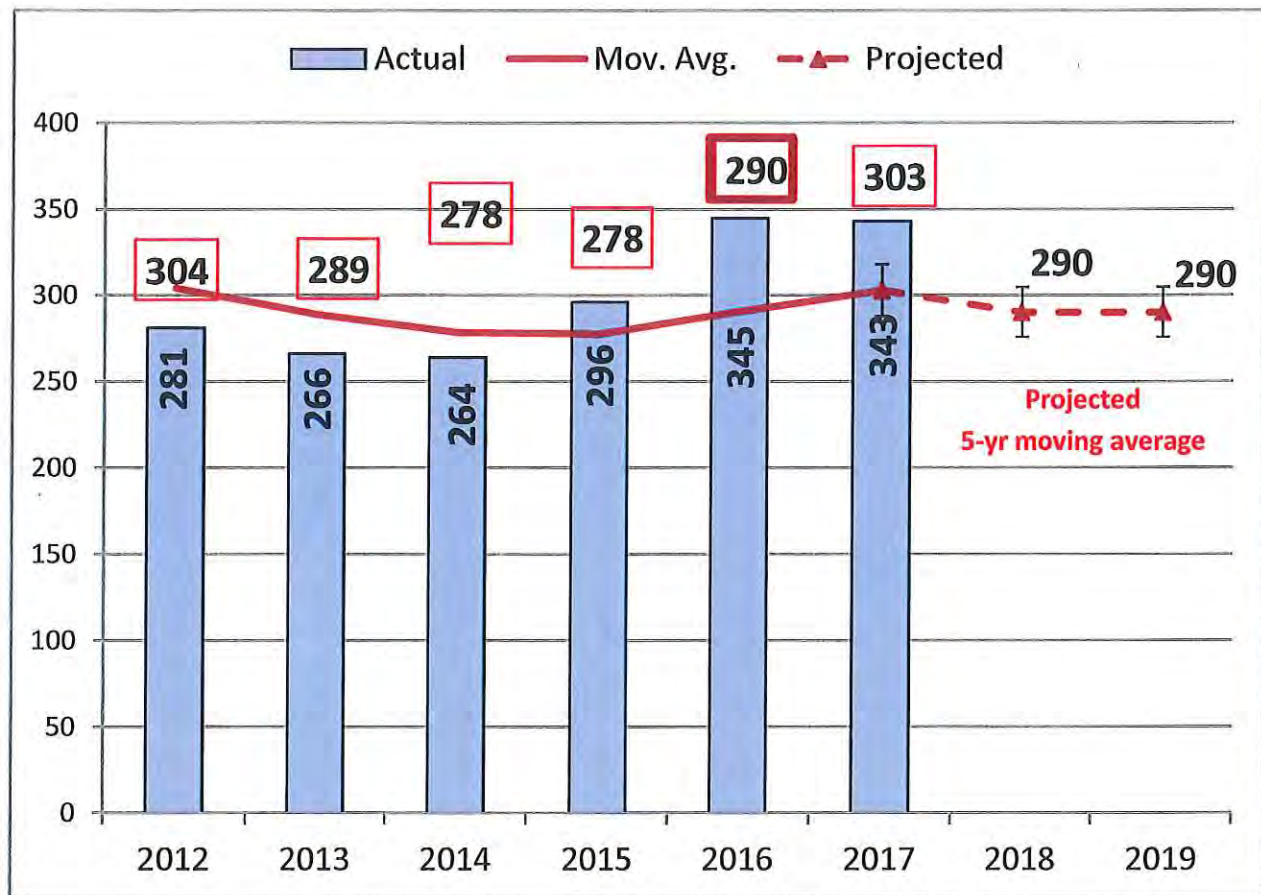
**TARGET Year: 2019**

**TRENDS & target setting explanation**

- While the serious (A) injury rate has fluctuated year to year, the 5-year moving average has been trending down – although flat the last three years.
- The 5-year moving average calculated for 2012-2016 is **5.024 injuries per million VMT**.
- The **projected** 5-year trend line based on regression analysis is slightly decreasing for the next 2 years. However, the **3 most recent years (2015-2017) of data suggest** the number of serious injuries per year is no longer decreasing, but instead **serious injuries per million vehicle miles traveled might be flattening out**.
- Based on the projected trend line and the most recent 3 years of data, the number of serious (A) injuries is expected to be flat during the planning period. The new target selected in collaboration with Traffic Engineering for the Highway Safety Improvement Program (HSIP) is to **“maintain the current five year moving average of 5.024.”**



### Non Motorist Fatalities & Serious (A) Injuries\*: 2012-2017



**TARGET:** Maintain the 2016 moving average of **290 non-motorist fatalities and serious (A) injuries**

**TARGET Year: 2019**

#### **TRENDS & target setting explanation**

- While non-motorist fatalities and serious (A) injuries fluctuated year to year, the 5-year moving average has increased during the last two years.
- The 5-year moving average calculated for 2012-2016 is **290 fatalities and serious injuries**.
- The **projected** 5-year trend line based on regression analysis is flat for the next 2 years. However, the **3 most recent years (2015-2017) of data suggest** the number of non-motorist fatalities and serious injuries per year is actually increasing.
- Based on the trend line, the number of non-motorist fatalities and serious (A) injuries is expected to remain the same or decrease slightly. The new target selected in collaboration with Traffic Engineering for the Highway Safety Improvement Program (HSIP) is to "maintain the current five year moving average of 290."



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

---

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

---

Carl J. Amento, Executive Director

## **RESOLUTION FOR ENDORSEMENT OF TARGETS FOR SAFETY PERFORMANCE MEASURES ESTABLISHED BY CTDOT**

WHEREAS, the South Central Regional Council of Governments (SCRCOG) has been designated by the Governor of the State of Connecticut as the Metropolitan Planning Organization responsible, together with the State, for the comprehensive, continuing, and cooperative transportation planning process for South Central Region; and

WHEREAS the Highway Safety Improvement Program (HSIP) final rule (23 CFR Part 490) requires States to set targets for five safety performance measures by August 31, 2018, and

WHEREAS, the Connecticut Department of Transportation (CTDOT) has established targets for five performance measures based on five year rolling averages for:

- (1) Number of Fatalities,
- (2) Rate of Fatalities per 100 million Vehicle Miles Traveled (VMT),
- (3) Number of Serious Injuries,
- (4) Rate of Serious Injuries per 100 million VMT, and
- (5) Number of Non-Motorized Fatalities and Non-motorized Serious Injuries, and

WHEREAS, the CTDOT has officially adopted the safety targets in the Highway Safety Improvement Program annual report dated August 2018 and

WHEREAS the SCRCOG may establish safety targets by agreeing to plan and program projects that contribute toward the accomplishment of the aforementioned State's targets, or establish its own target within 180 days of the State establishing and reporting its safety targets,





SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

---

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

---

Carl J. Amento, Executive Director

NOW THEREFORE, BE IT RESOLVED, that the SCRCOG has agreed to support CTDOT's 2019 targets for the five safety performance targets as attached herein, and

BE IT FURTHER RESOLVED, that the SCRCOG will plan and program projects that contribute to the accomplishment of said targets.

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the Council of Governments on January 23, 2019

Date: January 23, 2019

By:

\_\_\_\_\_  
First Selectman Michael Freda, Secretary  
South Central Regional Council of Governments



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

---

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

---

Carl J. Amento, Executive Director

January 11, 2019

To: South Central Regional Council of Governments Members

From: *Nominating Committee:*  
Mayor Toni Harp, First Selectman Michael Freda, and Mayor Benjamin Blake

Subject: Nominating Committee Report for Calendar Year 2019 Officers and Committees

---

**SCRCOG Board Officers**

***Chairman***

First Selectman Thomas Banisch

***Vice Chair***

First Selectwoman Beth Heller

***Secretary***

First Selectman Michael Freda

***Treasurer***

First Selectman Matthew Hoey

***Immediate Past Chair***

First Selectman James Cosgrove

**Executive Committee**

1. ***Chairman***

First Selectman Thomas Banisch

2. ***Vice Chair***

First Selectwoman Beth Heller

3. ***Secretary***

First Selectman Michael Freda

4. ***Treasurer***

First Selectman Matthew Hoey

5. ***Immediate Past Chair***

First Selectman James Cosgrove

6. ***Member at Large***

Mayor Toni Harp

7. ***Member at Large***

Mayor Benjamin Blake

8. ***Member at Large***

Mayor William Dickinson

**Transportation Committee**

***Chairman***

Mayor William Dickinson

Mayor Toni Harp

Mayor Benjamin Blake

First Selectman Matthew Hoey

First Selectman James Cosgrove

First Selectman Michael Freda



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS  
*Planning for Our Region's Future*

---

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

---

Carl J. Amento, Executive Director

***Resolution***

***South Central Regional Council of Governments  
SCRCOG Bank Signatories***

**Whereas:** On January 23, 2019 the South Central Regional Council of Governments elected new officers for calendar year 2019, and

**Whereas:** SCRCOG by-laws identify the Chairman, Vice Chairman, Secretary, Treasurer and Executive Director as signatories on all bank accounts for the South Central Regional Council of Governments.

**Now, therefore be resolved by the South Central Regional Council of Governments:**

Appoints, Thomas Banisch, Beth Heller, Michael Freda, Matthew Hoey and Carl J. Amento as signatories on all SCRCOG bank accounts.

**Certificate:**

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on January 23, 2019

Date: January 23, 2019

By: \_\_\_\_\_  
First Selectman Michael Freda, Secretary  
South Central Regional Council of Governments



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS  
*Planning for Our Region's Future*

---

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

---

Carl J. Amento, Executive Director

***Resolution***

***South Central Regional Council of Governments  
Authorizing Execution of Agreements with the Connecticut Department of Transportation***

**Resolved**, that the Executive Director, Carl J. Amento, is hereby authorized to act on behalf of the South Central Regional Council of Governments in negotiating and executing all appropriate and necessary contractual instruments with the Connecticut Department of Transportation.

Such contracts are for the purpose of obtaining financial assistance to carry on a mutually agreed upon program of transportation planning in the South Central Connecticut Region in cooperation with the Connecticut Department of Transportation for the period of July 1, 2019 through June 30, 2021.

**Certificate:**

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on: January 23, 2019

Date: January 23, 2019

By: \_\_\_\_\_  
First Selectman Michael Freda, Secretary  
South Central Regional Council of Governments



## SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

Carl J. Amento, Executive Director

### 2019 RPC MEETING SCHEDULE

The South Central Connecticut Regional Planning Commission meets the second Thursday of every month at the offices of the *South Central Regional Council of Governments, 127 Washington Avenue, 4<sup>th</sup> Floor West, North Haven, CT* at **5:15 PM**, unless notified otherwise.

<b>**January 10, 2019</b>	<b>July 11, 2019</b>
<b>February 14, 2019</b>	<b>August 8, 2019</b>
<b>March 14, 2019</b>	<b>September 12, 2019</b>
<b>April 11, 2019</b>	<b>October 10, 2019</b>
<b>May 9, 2019</b>	<b>November 14, 2019</b>
<b>June 13, 2019</b>	<b>December 12, 2019</b>
	<b>**January 9, 2020</b>

---

\*\* RPC Annual Dinner

## Grant Opportunities



**AGENCY:** ENVIRONMENTAL PROTECTION AGENCY (EPA)

**TITLE:** Clean Diesel Funding Assistance Program FY 2019

**ACTION:** Request for Applications (RFA)

**RFA NUMBER:** EPA-OAR-OTAQ-19-01

**CATALOG OF FEDERAL DOMESTIC ASSISTANCE (CFDA) NO:** 66.039

## **IMPORTANT DATES**

Thursday, December 20, 2018	RFA OPENS
Wednesday, March 6, 2019	RFA CLOSES – APPLICATIONS DUE
April 2019	ANTICIPATED NOTIFICATION OF SELECTION
May-October 2019	ANTICIPATED AWARD

The closing date and time of this announcement is **Wednesday, March 6, 2019, at 11:59 p.m. Eastern Time (ET)**. Application packages must be submitted electronically to EPA through Grants.gov ([www.grants.gov](http://www.grants.gov)) no later than **Wednesday, March 6, 2019, at 11:59 p.m. (ET)** to be considered for funding.

**SUMMARY:** EPA’s Office of Transportation and Air Quality is soliciting applications nationwide for projects that achieve significant reductions in diesel emissions, particularly from fleets operating at or servicing goods movement facilities located in areas designated as having poor air quality. Further, priority for funding will be given to projects which result in outcomes that benefit affected communities, those that engage affected communities with respect to the design and performance of the project, and those which can demonstrate the ability to promote and continue efforts to reduce emissions after the project has ended.

Eligible diesel emissions reduction solutions include verified emissions control technologies such as engine retrofits, cleaner fuels, and engine upgrades, verified idle reduction technologies, verified aerodynamic technologies and low rolling resistance tires, certified engine replacements, and/or certified vehicle or equipment replacement.

Eligible diesel vehicles, engines and equipment may include buses, Class 5 – Class 8 heavy-duty highway vehicles, marine engines, locomotives and nonroad engines, equipment or vehicles used in construction, handling of cargo (including at a port or airport), agriculture, mining or energy production (including stationary generators and pumps).

Eligible entities include regional, state, or local agencies, tribal governments (or intertribal consortia) and native villages, or port authorities, which have jurisdiction over transportation or air quality, and nonprofit organizations or institutions that: a) represent or provide pollution reduction or educational services to diesel fleets or b) have, as their principal purpose, the promotion of transportation or air quality.

## Summary of What EPA Will Fund

- **Verified Engine Retrofit Technologies:** EPA will fund up to 100% of the cost
- **Verified Engine Upgrades and Certified Remanufacture Systems:** EPA will fund up to 40% of the cost
- **Verified Cleaner Fuels and Additives:** EPA will fund the cost differential between the eligible cleaner fuel and conventional diesel fuel if the cleaner fuel is used in combination, and on the same vehicles, with other eligible vehicle/engine technologies funded under this RFA.
- **Verified Idle Reduction Technologies:**
  - **Verified On-Highway Idle Reduction Technologies:** EPA will fund up to 100% of the cost (labor and equipment) for verified idle reduction technologies if combined on the same vehicle with eligible verified engine retrofit technologies. EPA will fund up to 25% of the cost of stand-alone idle reduction technology installations.
  - **Verified Locomotive Idle Reduction Technologies:** EPA will fund up to 40% of the cost
  - **Marine Shore Connection Systems:** EPA will fund up to 25% of the cost
  - **Electrified Parking Spaces:** EPA will fund up to 30% of the cost
- **Verified Aerodynamic Technologies and Low Rolling Resistance Tires:** EPA will fund up to 100% of the cost (labor and equipment) of verified aerodynamic technologies or verified low rolling resistance tires if the technology is combined on the same vehicle with a new eligible verified engine retrofit technology funded under this RFA.
- **Certified Engine Replacement:** EPA will fund: up to 40% of the cost of a diesel or alternative fueled engine (including hybrids) certified to EPA emission standards; up to 50% of the cost of an engine certified to meet CARB's Optional Low-NO<sub>x</sub> Standards; up to 60% of the cost of a zero tailpipe emission power source.
- **Certified Vehicle/Equipment Replacement:** EPA will fund: up to 25% of the cost of a replacement vehicle or piece of equipment powered by a diesel or alternative fueled engine (including hybrids) certified to EPA emission standards; up to 35% of the cost of a replacement vehicle or piece of equipment powered by an engine certified to meet CARB's Optional Low-NO<sub>x</sub> Standards; up to 45% of the cost of a replacement vehicle or piece of equipment powered by a zero tailpipe emission power source.
  - **Replacement of Drayage Trucks:** EPA will fund up to 50% of the cost.
- **Certified Clean Alternative Fuel Conversion:** EPA will fund up to 40% of the cost.

**NOTE:** If you intend to name a contractor (including an individual consultant) or a subrecipient as a project partner or otherwise in your application, EPA recommends that you carefully review, and comply with, the directions contained in the “Contracts and Subawards” clause found under Section IV.G., “Additional Provisions for Applicants Incorporated into the Solicitation.”

## FUNDING / AWARDS

EPA anticipates awarding approximately \$40 million in DERA funding under this announcement. Awards will be issued and managed through EPA's Regional Offices. EPA anticipates awarding 2 to 8 cooperative agreements per EPA Region, subject to the availability of funds, the quality of applications received, and other applicable considerations.

## Five Star and Urban Water Restoration Grant Program

A grant offered through the National Fish and Wildlife Foundation (NFWF) and National Wildlife Council (NWC), in cooperation with the Environmental Protection Agency (EPA), the USDA Forest Service (USFS), U.S. Fish and Wildlife Service (USFWS), as well as FedEx, Southern Company, Shell Oil Company and BNSF Railway, could provide future stability to wetlands and watersheds and improve water quality.

The program will provide \$1.7 million in grants nationwide to local partnerships focusing on programs that emphasize wetland and waterway restoration and sustainability.

Grant proposals should emphasize at least one aspect from five different priority areas:

### On-the-Ground Restoration

- Address species and habitats affected by watershed and wetland quality
- Address stressors through restoration techniques
- Collect and analyze waterway samples
- Develop and implement [trash and litter prevention programs](#)
- Develop open spaces and protect community tree canopy

### Environmental Outreach, Education and Training

- Encourage the public in hands-on, outdoor conservation experiences
- Encourage restoration of public spaces, such as schools, parks and birding trails
- Establish or advance a water quality monitoring programming
- Improve understanding of trash [impact on local waterways](#)

### Community Partnerships

- Engage community partnerships to achieve ecological and specific educational outcomes
- Demonstrate how the project will advance local watershed conservation

### Measurable Results

- Identify measurable activities which clearly link to [watershed and community outcomes](#)
- Document a high level of community engagement

### Sustainability

- Describe a long-term commitment to remain engaged
- Address any priority or at-risk species, habitats or conservation actions
- Directly [connect outcomes to community benefits of watershed restoration](#)
- Fulfill or advance priorities identified through local planning efforts
- Develop restoration and [stewardship approaches](#) that contribute to [pre- and post-disaster planning](#)

Applications are due by Jan. 31.

[Register online at NFWF](#). Fill out an application by clicking, “Apply for funding.”

## Upcoming Events

- - **2019 Connecticut Recycling Conference**



- - **The Aqua Turf Club**

---

*556 Mulberry St, Plantsville, CT 06479*

- **February 19, 2019**

---

*8:00 AM - 4:00 PM*

- The CT Recyclers Conference is an annual, day-long event featuring a robust discussion of key issues facing the recycling and materials management industries and markets in Connecticut, as well as the impacts on the many customers and stakeholders in the state.

The 2019 Conference program will include expert panel discussions of timely issues in recycling and sustainable approaches to materials management. Plus, CRC's annual legislator panel will round out the day, providing insight on what you need to know to plan for the coming year.

The CT Recyclers Conference is the singular event each year where municipalities, state officials, the business community and non-profit organizations in Connecticut come together in one setting to have a dialogue about the best ways to achieve our mutual goal of a 60% recycling rate statewide.

# EXECUTIVE DIRECTOR'S REPORT

## JANUARY 2019

**Ginny Kozlowski**



### Business Development & Retention

Requests for information from new hotel developers

November BioScience Clubhouse Event

Advancing Cities project in conjunction with the City of New Haven

Opportunity Zones Information Session

Attended International Council of Shopping Centers (ICSC) Tradeshow at the Javits Center

BioCT meeting

ABCT meeting

Economic Summit Outlook Presentation (Hartford)

Evergreen Cooperative Meeting

Meeting with Twining for new development

### Entrepreneurs & Startups

Provided ECIC implementation support

1/24 5:30 Startup Grind New Haven: Sean Rotermund (Founder & CEO, Clarity Software Solutions)

ECIC Implementation Team Meeting

CTNext Programmatic Partners Meeting - Innovation Places, Higher Education Initiative, CTNext Partners

Food Business Pilot Meeting

McKinsey Incubator Study Review

### Expand Global Opportunities

Follow up from Medica Tradeshow—Skype with medical device manufacturer in Poland

### REDFO

January 25: Lynn  
Madden, APT  
Foundation

### Visitor Newsletter Features

Yale Peabody Museum

Branford 375: First Night

Flights of Fancy

Museum Exhibitions

Holiday Events

Tweed Service to  
Charlotte



## Tourism

SCRCOG Tourism Asset Mapping project—completed data collection and municipal outreach

Ad sales underway for 2019 Visitors and Relocation Guide

Booth at Yale Travel Fair

Connecticut Lodging Association Board Meeting

Meeting with local Expedia representative

ISHA Membership Call

## Connecticut Lodging Association

Completed new website

Attending the Speaker's Blue Ribbon Panel on Tourism events

## Advocacy/Improve Regulatory Environment

Attended Greater New Haven Chamber of Commerce Legislative Forum

## Marketing, Communications & Stakeholder Education

Hosted CEDS Subcommittee and Strategic Planning Committee meetings

CERC Quarterly Marketing Meeting

Provided regional information for DECD's new website: [choosect.org](http://choosect.org)

## Community Outreach

Town Green Special Services Board of Directors Meeting

Market New Haven Board of Directors Meeting

Canal Dock Boathouse Board of Directors Meeting

## Media Inquiries & Hits

Westfair Online: Suite Talk: Ginny Kozlowski, executive director, Connecticut Lodging Association

Annual AAA update

Milford Mirror: Making Milford a Tourist Destination

Hartford Courant: Advocates say arts and cultural attractions can boost state's economy, if they are promoted

## Upcoming Events

**1/24 5:30 Startup Grind New Haven:** Sean Rotermund, Clarity Software

## Regional Collaboration

**CERC CelebrateCT Awards:** DistriCT, Executive Director Search Committee

**NHMA: Economic Outlook**

**Greater New Haven Chamber of Commerce: Board of Directors, Economic Development and Government Affairs**

**Regional Leadership Council**

**REX Development**  
PO Box 1576  
New Haven, CT 06506

P 203-821-3682  
[www.rexdevelopment.com](http://www.rexdevelopment.com)



SOUTH CENTRAL CONNECTICUT  
Regional Planning Commission

**December 2018 Action Table**

Ref. #	Received	Description	Adjacent RPC Towns	Abridged RPC Action	
2.1	11/9/18	<b>Town of Branford:</b> Proposed Update to the Branford Plan of Conservation and Development.	East Haven, Guilford, North Branford	By resolution, the RPC has determined that the proposed Plan of Conservation and Development for the Town of Branford appears to be consistent with the policies and goals identified in both the State and Regional Plans of Conservation and Development.	
2.2	11/15/18	<b>Town of North Haven:</b> Proposed Zoning Regulation Amendment to Section 5.1.1.4 regarding lot area requirements for hotels in IL Zones	East Haven, Hamden, New Haven, North Branford, Wallingford	By resolution, the RPC has determined that the proposed zoning regulation amendment does not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.	
2.3	11/19/18	<b>Town of Orange:</b> Proposed Zoning Regulation Amendment to Section 383-66B regarding hotel conference facilities and banquet rooms	Milford, New Haven, West Haven, Woodbridge	By resolution, the RPC has determined that the proposed zoning regulation amendment does not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.	
2.4	11/19/18	<b>Town of Madison:</b> Proposed Zoning Regulation Amendments to Sections 6.1.2.2, 6.1.3, 6.15.2, 2A.1.5, and 12.8 regarding building standards	Guilford	By resolution, the RPC has determined that the proposed zoning regulation amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.	
3.1		2019 RPC Meeting Schedule			
			**January 10, 2019		July 11, 2019
			February 14, 2019		August 8, 2019
			March 14, 2019		September 12, 2019
			April 11, 2019		October 10, 2019
			May 9, 2019		November 14, 2019
			June 13, 2019		December 12, 2019
					**January 9, 2020

SOUTH CENTRAL CONNECTICUT  
Regional Planning Commission

**January 2019 Action Table**

Ref. #	Received	Description	Adjacent RPC Towns	Abridged RPC Action
2.1	12/17/18	<b>Town of Cheshire:</b> Proposed Zoning Regulation Amendments to Section 30 Schedule A regarding Accessory Apartments	Bethany, Hamden, Meriden, Wallingford	By resolution, the RPC has determined that the proposed zoning regulation amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
2.2	12/26/18	<b>Town of Southington:</b> Proposed Zoning Regulation Amendments to create Section 3-09 regarding Age Restricted Cluster Housing Zones	Meriden	By resolution, the RPC has determined that the proposed zoning regulation amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
3.1		<b>Election of Officers and Executive Committee</b>		<p>Chairman: Michael Calhoun  Vice Chairman: Jeffrey Kohan  Secretary: Charles Andres</p> <p>Executive Committee:</p> <p>Michael Calhoun  Jeffrey Kohan  Charles Andres  James Giulietti  Ralph Aschettino  Robert Roscow  Jim Quish</p>

# **Proposed Regional Services Grant (RSG) Work and Spending Plan for Remainder of FY 2018-2019**

## **January 16, 2019**

Carl Amento, Executive Director

### **INTRODUCTION**

The SCRCOG Board approved the proposed Regional Services Grant (RSG) Spending and Work Plan for FY 2018-19 at its July 2018 Board meeting. With funding almost doubled for the current year over the previous year, SCRCOG proposed to accomplish several long-standing objectives by utilizing third-party consultants in a similar manner to what has been successfully employed on the transportation side of SCRCOG's work program.

The Spending Plan has sought to meet state legislative goals associated with the RSG funding for regional approaches to inter-municipal service/operations sharing, tourism and economic development, GIS mapping, and environmental and sustainability initiatives.

With authorization from SCRCOG's Board in July, SCRCOG engaged two consultants with substantial experience working in municipal government in the region. Former Hamden Finance and Public Works Director, Joseph Celotto, was assigned the subject areas of Finance, Purchasing, Public Works, Information Technology and Permitting. Former Hamden Solid Waste & Recycling Coordinator, Pamela Roach, was assigned the subject areas of Solid Waste & Recycling, Stormwater Regulatory Compliance (MS4), Energy Conservation and Grants. SCRCOG staff (Amento and Livshits) took on the subject area of Urban Forestry.

Regional meetings of SCRCOG municipal officials specializing in these subject areas were held at SCRCOG this fall with expert presenters and robust roundtable discussion. These initial meetings have successfully identified topics to pursue in more depth with the goal of finding opportunities for cost-savings and sharing of services and operations for our SCRCOG municipalities.

It is clear that the municipal department heads and other officials participating in these regional meetings want to continue these regional meetings and are obtaining great benefit from the dialogue fostered among them. The region is benefitting from concrete ideas for cost-savings to be gained from specific inter-municipal cooperative initiatives and the sharing of best practices.

The goal of SCRCOG's inter-municipal initiative has become clearer. We can serve as a resource to, and a convener of, our towns and town officials. Municipal leaders and their staff are facing ever-increasing demands within their own borders which they must try to resolve with reduced funding, smaller staff, and less capacity to take on new initiatives which require vetting of service or product providers and steep learning curves. SCRCOG staff and consultants, operating at a regional (economy of scale) level, can fill the gap and serve as a resource to its members for the balance of this fiscal year by vetting products and programs, researching and learning the subject area, convening the municipal department heads, and discussing with them what are cost-savings initiatives which are likely to be feasible and effective for the

municipalities. Whether that involves joint purchasing, adoption of a commonly-determined best practice, sharing a software platform or providing a service jointly, the ultimate goal is to save municipal expenses while providing efficient services and/or better quality services. Often, the introduction of technology can provide at least part of the solution. Once the municipal officials have identified promising initiatives, SCRCOG staff will facilitate presentations to the SCRCOG mayors, first selectmen and city/town managers. SCRCOG, working with town officials, can only present the researched and vetted opportunities to the towns. This is a voluntary situation. It is totally up to the towns to determine if they wish to go forward alone or in combination with other SCRCOG towns.

The table below is the FY 2018-2019 Spending Plan for the \$493,504 RSG grant to SCRCOG. When the Plan was approved in July, we left open the second half of the spending represented by Items 7 and 8 for consideration and approval by the SCRCOG Board before proceeding on the work to be performed between February 1, 2019 and June 30, 2019. The other items in the Plan were approved for implementation at any time during the fiscal year and without the condition of further approval of the SCRCOG Board.

**RSG SPENDING PLAN APPROVED BY SCRCOG BOARD IN JULY 2018**

**2018-19 Regional Services Grant**

		<b>Approved Budget Allocation</b>	<b>July 18th Revision</b>	<b>Total RSG Allocation</b>
1	Regional Planning (Staff Labor and Expenses)	\$ 166,145	10,000	\$ 176,145
2	Transportation Planning (Match)	25,259	-	\$ 25,259
3	GIS Hosting and Maintenance	-	25,000	\$ 25,000
4	GIS Mapping Consultants	15,500	4,500	\$ 20,000
5	Sustainable CT/Municipal Program Consultants	10,000	-	\$ 10,000
6	Shared Services/Operations Consultants (8/1 - 12/31/18)	-	65,000	\$ 65,000
7	Shared Services/Operations Consultants (1/1 - 6/30/19)	35,600	44,400	\$ 80,000
8	MS4 Technical Consultant	-	35,000	\$ 35,000
9	Regional Asset Mapping/Tourism Initiative (REX)	-	25,000	\$ 25,000
10	Regional Business Inventory Database Consultant (REX)	-	27,500	\$ 27,500
11	Human Services Coordinating Council Consultant	-	4,600	\$ 4,600
	<b>Total</b>	<b>\$ 252,504</b>	<b>\$ 241,000</b>	<b>\$ 493,504</b>

**REVIEW OF WORK PERFORMED TO DATE BY SHARED SERVICES/OPERATIONS  
CONSULTANTS;  
PROPOSED CONTINUATION OF CURRENT SHARED SERVICES/OPERATIONS CONSULTANTS**

SCRCOG's Executive Director has been quite pleased by the work performed by the two consultants and by the SCRCOG staff in the 10 subject areas selected for inter-municipal focus. Solid progress has been made. The initial exploratory nature of the meetings with municipal officials have successfully narrowed down the focus to several issues in each category which the consultants, SCRCOG staff, and the municipal officials believe could lead to cost-savings and efficiencies in operations and the provision of services.

Reports by Mr. Celotto on Finance, Purchasing, Public Works, Information Technology and Permitting, by Ms. Roach on Solid Waste & Recycling, MS4, Energy Conservation and Grants, contain recommendations for further meetings and work with the municipal departmental working groups with a focus on specific recommendations for cost-saving initiatives.

Please review these Reports which are attached to this memorandum. The Reports are backed up by descriptions of work performed as well as links to other resources produced and distributed during the first phase of this project.

The Executive Director believes that we have been fortunate to have enlisted the services of consultants who are hard-working, dedicated and effective. We ask that the SCRCOG Board approve the continuation of their services from February 1 to June 30, 2019. The Executive Director recommends the following allocation of funds and the following adjustment in subject area responsibilities among the consultants and SCRCOG staff. Please see chart below:

**SPENDING PLAN FOR SHARED SERVICES/OPERATIONS CONSULTANTS (2/1 - 6/30/19)**

**Total Available Funding (February 1 - June 30, 2019) - \$80,000**

**I. Initiatives Utilizing Consultant Joseph Celotto - \$30,000**

Initiatives Authorized September 1 – December 31, 2018	Projects Proposed February 1 – June 30, 2019		
	Subject Area	Status	Focus Areas
Finance	Finance	Continued	Rebates for Payment Processing; Data Center; Financial Software
Purchasing	Purchasing	Continued	Online Bidding System; Joint- Purchasing; Purchasing Consortia
Public Works	Public Works	Continued	Equipment Sharing; Asset and Fleet Management; PW Operations Management
Information Technology	Information Technology	Continued	Cybersecurity; Software/Hardware Options
Permitting	Permitting	Turn over to SCRCOG Staff.	

**II. Initiatives Utilizing Consultant Pamela Roach - \$25,000**

Initiatives Authorized September 1 – December 31, 2018	Projects Proposed February 1 – June 30, 2019		
	Subject Area	Status	Focus Areas
Solid Waste & Recycling/Materials Mgmt.	Solid Waste & Recycling/Materials Mgmt.	Continued	Organics; Composting; Textiles; Education; Advocacy; Recycling Challenges
Stormwater Regulatory Compliance (MS4)	Stormwater Regulatory Compliance (MS4)	Continued	Joint Purchasing; Information Sharing; Education



Energy Conservation	Energy Conservation	Continued	Solar; EV; energy consumption in buildings; C-PACE
Grants Finding and Administration	Grants Finding and Administration	Turn over to SCRCOG Staff.	

### III. Projects Coordinated by SCRCOG Staff - \$25,000

Initiatives Authorized September 1 – December 31, 2018	Projects Proposed February 1 – June 30, 2019		
	Subject Area	Status	Focus Areas
Urban Forestry	Urban Forestry	Continued	Possibly merge w/ Tree Canopy Study
	Permitting	Continued	Online permitting platforms.
	Grants Finding and Administration	Continued	Possible shared grant writer, maintain list of reoccurring grants.
	Risk Management	New	Shared risk management services

### STATUS OF \$35,000 FOR MS4 TECHNICAL CONSULTANT

Item # 8 on the original approved Plan was intended to be utilized for a project selected by municipal officials involved in MS4 compliance. The issue was discussed by municipal officials. A written survey was taken. Because this was the second year of the MS4 program in Connecticut, the levels of work performed and the remaining needs for assistance among the SCRCOG municipalities varied widely. UConn CLEAR has stepped in to provide assistance to Connecticut towns. From the survey results, it was difficult to identify a program which would benefit all towns, or even most towns. Many possible regional projects were so expensive that \$35,000 would barely dent the extent of the problem.

We continue to investigate options, and hope to have a concrete proposal to present at the February SCRCOG Board Meeting.

### SPECIAL CONSIDERATIONS REGARDING CONTINUED STATE FUNDING

SCRCOG will proceed cautiously in spending the state RSG funding. The contracts with consultants will be structured in two parts so that a “clean stop” can be made if the fourth quarter payment to SCRCOG of RSG funds is rescinded.

SCRCOG will work diligently to achieve a balance between the requirement to spend all RSG funding before June 30<sup>th</sup> or have to return any unspent amounts to the state, and the precaution necessary to not obligate ourselves to spending in case the 4<sup>th</sup> quarter payment is rescinded.

# **FINAL RECOMMENDATIONS FOR REGIONAL SERVICES**

**Solid Waste and Recycling/Materials Management  
Stormwater Regulatory Compliance (MS4)  
Energy Conservation  
Grant Funding and Administration**

**January 15, 2019**

**Pamela Roach**

---

The following list of recommendations have been developed after extensive research and outreach, conversations with municipal officials and professionals as well as facilitating and attending meetings, webinars and conferences within the respective subject areas. Kickoff meetings in each of the subject areas were held and consisted of staff within each of the municipalities involved in the respective subject area. Expert presenters in each subject area were enlisted. The NERC conference, CT DEEP SWAC meetings, CRC meetings, MPC meetings, HRRRA meetings, CT DEEP WIWO presentations, and Mill River Watershed Meetings were informative and provided ideal networking opportunities. Purposeful connections with the Center for EcoTechnology, Simple Recycling, Curbside Compost, CT Green Bank, Save the Sound, CT NEMO, UConn CLEAR, Listservs, and colleagues throughout the State provided many areas for which SCRCOG can move forward to benefit SCRCOG municipalities.

---



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**  
*Planning for Our Region's Future*

## Contents

I.	FINAL RECOMMENDATIONS.....	2
	A) SOLID WASTE AND RECYCLING/MATERIALS MANAGEMENT .....	2
	B) STORMWATER REGULATORY COMPLIANCE (MS4).....	6
	C) ENERGY CONSERVATION .....	10
	D) GRANT FUNDING AND ADMINISTRATION .....	11
II.	SOLID WASTE AND RECYCLING/MATERIALS MANAGEMENT .....	12
	A) WORK COMPLETED - Solid Waste and Recycling/Materials Management.....	12
	1) SW&R Preparation for Meetings.....	12
	2) SW&R Conduct Municipal Outreach .....	12
	3) SW&R Research Latest Innovations and Best Practices.....	13
	4) SW&R Develop Informational Materials/Identify Implementation Opportunities .....	15
III.	STORMWATER REGULATORY COMPLIANCE (MS4).....	20
	A) WORK COMPLETED - Stormwater Regulatory Compliance (MS4).....	20
	1) MS4 Preparation for Meetings .....	20
	2) MS4 Conduct Municipal Outreach .....	20
	3) MS4 Research Latest Innovations and Best Practices.....	21
	4) MS4 Develop Informational Materials/Identify Implementation Opportunities .....	22
IV.	ENERGY CONSERVATION.....	24
	A) WORK COMPLETED - Energy Conservation .....	24
	1) Energy Conservation - Research Latest Innovations and Best Practices; Prep. For Meetings .....	24
	2) Energy Conservation - Facilitate Meetings and conduct Municipal Outreach.....	24
	3) Energy Conservation - Develop Informational Materials / Identify Implementation Opportunities.....	25
V.	GRANT FUNDING AND ADMINISTRATION.....	26
	A) WORK COMPLETED - Grant Funding and Administration.....	26
	1) Grants - Research Latest Innovations and Best Practices; Prep. For Meetings .....	26
	2) Grants - Facilitate Meetings and conduct Municipal Outreach.....	26
	3) Grants - Develop Informational Materials / Identify Implementation Opportunities .....	27
IV.	ADDENDA .....	<b>Error! Bookmark not defined.</b>

## I. FINAL RECOMMENDATIONS

### A) SOLID WASTE AND RECYCLING/MATERIALS MANAGEMENT

- 1) Wasted Food Diversion - Work with the Center for EcoTechnology (free assistance for wasted food diversion – reduce, recover, donate, compost wasted food) to connect with BOE/School Environmental Groups/Green Teams/Colleges/large institutions in an effort to reduce food waste. CT DEEP's Comprehensive Materials Management Strategy shows that 40% of disposed trash consists of organic materials.
- 2) Residential Organics Curbside Collection - Facilitate the inclusion of Curbside Composting – curbside pickup of food scraps can begin after 50 residents commit within a municipality – residents pay for pickup by credit card through Curbside Compost's website. Cost is \$32/month includes 6-gallon pail and a pail cleaning service. Resident puts out full pail weekly, full pail is picked up and resident is left with an empty clean pail. Curbside Compost can begin serving any SCRCOG municipality after the initial (50) residents sign up. Residents of New Haven and possibly residents of neighboring municipalities also have the option of hiring Peels & Wheels Composting is a residential curbside and small business bicycle pickup of food scraps in New Haven.
- 3) Organics Collection at Transfer Station/Recycling Center - Facilitate the inclusion of organics collection at transfer stations – Municipality may choose to have 32 gallon compost toter(s) at transfer station/recycling center. Cost to municipality depends on the number of containers and frequency of pickup. Residents would drop their food scraps off at the transfer station/recycling center at no charge or for a fee (municipalities preference).
- 4) Community Composting - Facilitate Community Composting within the SCRCOG municipalities. NERC is developing and will be posting on their website educational materials for community composting, e.g. trainings through video, tip sheets, webinars and on-site training.
- 5) Organics Collection Future - Continue to research and consider other innovative economical solutions to capture organic waste through organics collection, prevention, reduction, composting. For example: 1) the City of Wayzata in Minnesota requires residents to put their organics in their regular trash cart but in a separate durable compostable bag which is then separated at the Transfer Stations/MRFs; 2) coordinate with facilities as they are built in CT, e.g. City Wide Energy Action Anaerobic Digester in North Haven; 3) regional purchase of backyard composters; 4) CRC submitted a letter to CT DEEP asking that the State allows smaller composting projects, e.g. the addition of food scraps in municipal leaf composting operations, across the State where access to a commercial system does not exist. A pilot program by Mansfield successfully demonstrated a community based small food scrap

composting operation. Allowing municipalities to locally manage their food scraps is a proven, viable way to reduce waste.

- 6) Backyard Composters (residential) for organics materials – upon adequate SCRCOG interest, put out a regional RFP. Consider selling to resident at a reduced cost then require resident to attend a how to compost training/event. Residential food waste (fruits/vegetable scraps, egg shells, coffee grounds/filters, and tea bags) can be combined with grass and leaves in a backyard composter. This can significantly reduce the 40% of organics currently being disposed of in the regular trash.
- 7) Regional Procurement of Combined Trash/Recycling Carts for schools - upon adequate SCRCOG interest, put out a regional bid. Combined carts allows custodians to roll both trash and recycling carts through the school together on a type of dolly – this helps avoid recycling being thrown into the trash.
- 8) Simple Recycling – continue to educate and encourage SCRCOG municipalities to sign up. Simple Recycling is a curbside recycling program for textiles and household goods, free to municipalities and residents. The key is that it is effortless and EASY. Residents may not make the effort to drive to a donation center but will fill the bag and put it out curbside easily when it is delivered to them. Residents may recycle clothing, coats/jackets, hats, pillows, blankets, drapes/curtains, jewelry, toys, sleeping bags, pots/pans, shoes, tools, backpacks, purses, silverware, dishes, and more. Simple Recycling handles all program education and outreach, all handling and sorting, and the distribution of bags and instructions at no charge to the municipality. Residents fill the bags and put them out curbside on their recycling day. Simple Recycling will leave two bags (tied to their recycling cart) for the resident if they put one bag out, will leave three bags if they put two bags out. Simple Recycling will pay the municipality \$20/ton for material collected. Currently 85% of these usable materials/items (70 lbs/person/year) are thrown away. Simple Recycling is currently picking up curbside for 13 CT municipalities. Curbside Collection will begin in Hamden in the Spring of 2019.
- 9) Repair Café - Create regional Repair Café(s) where volunteers “fixers” from the community are available to help make all possible repairs - free of charge - except for the cost of replacement parts. People visiting the Repair Café can bring their broken items from home, e.g. toasters, lamps, hair dryers, clothes (sewing/mending), knife sharpening, electrical items, book repair, bikes, toys, crockery – anything that is broken is welcome and can more than likely be repaired. The repairs can save money and resources, and can help minimize carbon dioxide emissions. Mansfield and Middletown have held Repair Cafes and are planning to continue to hold one in the spring and the fall of each year.
- 10) Establish green team/environmental groups - (and/or help make existing groups active) at each school with a teacher/administrator in charge. Green teams monitor recycling and can monitor food waste in the classrooms and lunchrooms.

- 11) Update Municipal Websites - list Best Management Practices for Solid Waste and Recycling, CT DEEP's What's In What's Out link, easy to find recycling information, MS4 stormwater reduction and energy conservation information, emails and phone numbers. 54% of residents rely on their municipality's/company's website.
- 12) Support Bottle Bill - through a letter of support to legislators. A bottle bill will likely be proposed during the next legislative session. The proposal TBD may recommend the deposit return be increased from \$0.05 to \$0.10 and it may add additional glass bottles, e.g. wine bottles. Adding glass bottles will help reduce curbside contamination issues and wear on sorting equipment – both of which results in increased costs
- 13) Support Extended Producer Responsibility (EPR) - through a letter of support to legislators when an EPR product is being considered. EPR is a mandatory type of product stewardship that includes, at a minimum, the requirement that a producer's financial responsibility for their product extends to post-consumer management of that product and its packaging. This incentivizes manufacturers to incorporate environmental considerations into the design of their products and packaging. In CT, the following are currently covered under EPR: Electronics (computers, monitors, printers and TVs) mattresses, paint, and mercury thermostats.
- 14) Support CT Plastic Bag Ban - through a letter of support to legislators. A plastic bag ban may be proposed during the next legislative session. Plastic bags litter our communities, causes contamination and jamming of recycling machines at recycling facilities therefore increasing costs, wastes natural resources, pollute waterways and harm wildlife and clog storm drains. There are several variations of this ban that may be proposed the most effective ban for eliminating plastic bags is the ban/fee hybrid which eliminates plastic checkout bags and a ten (10) cent fee is imposed on paper and other bags at the checkout counter. Other bans opt for a five (5) cent fee for plastic and paper at the checkout counter, or choose to ban plastic without addressing paper bags.
- 15) Consistent Outreach – outreach is necessary for successful recycling. For example, New Haven has (through its network of contacts, social media and Click Fix) rounded up a crew of 50 volunteers (Community groups and residents) to help get the word out about Recycle CT's What's In and What's Out guide by putting "Good Job" and "Oops" stickers on 100,000 residential recycling totes. We are waiting on results from New Haven, however of the tags issued during Orange County Florida's eight week recycling pilot: 1) Great Job tags issued increased from 31 percent to 53 percent of households; 2) Good Try tags did not contribute to improvement; 3) Oops tags issued decreased by 42 percent in the second half of the program.
- 16) Promote WRAP Recycling Action Program - where participating retailers (Target, Wal-Mart, Lowes, Big Y, ShopRite, PriceRite and some transfer stations) accept the following plastic bags or film for recycling: shopping bags, bread bags, newspaper bags, bubble wrap, packaging pillows, dry cleaner bags, and plastic shrink wrap used around cases of bottled water, paper towels, toilet paper and other commodities.

- 17) Post regular reminders for how to recycle electronics and mattresses - All SCRCOG municipalities have an electronics container at their Recycling Center/Transfer Station/Brush & Leaf Disposal Facility or they hold 3-4 electronics recycling events / year for their residents. Only five of the SCRCOG municipalities do not have a mattress recycling container, three of which do not have a transfer station/recycling center. Post regular reminders to the public for when and where local mattress recycling events are held.
- 18) CRCOG Regional Procurement of recycling bins/carts -SCRCOG municipalities may utilize CRCOG's bid for recycling bins /carts good through 2019.
- 19) Meetings - Hold regional bi-monthly or quarterly meetings with SCRCOG municipal SW&R Representatives to stay current with developing environmental issues/opportunities and to provide valuable networking connections.
- 20) Education - In addition to the educational opportunities mentioned above, municipalities can educate residents through:
- a. Media releases in local printed papers and if possible have a weekly recycling column
  - b. Consistently post on social media, Facebook, LinkedIn, Click Fix, Instagram , Blogs, YouTube, Twitter (include seasonal posts, e.g. wrapping paper, electronics, Christmas Trees)
  - c. Include educational exhibits at events
  - d. Hold training workshops for how to compost, recycle, and use rain barrels efficiently
  - e. Insert waste management information in property tax bills, motor vehicle bills, water bills, utility bills
  - f. Include recycling/composting education during Town/City Hall tours
  - g. Give presentations in schools – recommend 3<sup>rd</sup> grade
  - h. Print and hand out guidebooks for adults and children
  - i. Hold contests – billboard contest, video contest, poster contest
  - j. Post recycling flyers (multi-language) - go to the resource tab on recyclect.com website to download “A Guide To Recycling” brochures available in English and Spanish, free
  - k. Trash talks –hold panel discussions, e.g. sustainable practices, sponsor climate change solution movie
  - l. Curbside Inspections – consider issuing notice of violations (warnings/fines)
  - m. Bus signs
  - n. Live stream videos on municipal website
  - o. Include valuable links, e.g. WIWO on municipal website, electronics recycling events, mattress recycling events, plastic film recycling.org for WRAP drop-off locations
- 21) Glass Separation Curbside- the CT DEEP Curbside Pilot Program for separating glass is not being recommended at this time. This Program would require residents to bring their glass recycling to the transfer station or other designated drop-off location for recycling during the

pilot program. Residents would not be allowed to recycle glass in their curbside recycling container nor would they be allowed to throw the glass in their refuse container. The CT DEEP Application for this pilot requires robust details: metrics used to measure success, quarterly updates and documentation of where glass is going before and after the launch (including curbside glass, glass in trash, glass recycled via reverse vending machines, at transfer stations, how much is being recycled into new glass products). The Housatonic Regional Recovery Authority (HRRA) is implementing this pilot program. We plan to monitor their pilot, challenges and results.

22) Styrofoam Recycling - Foam Cycle not being recommended at this time, exhibited at the NERC Conference. They displayed their Foam Cycle Styrofoam collection and recycling system designed to be added to outdoor municipal drop off recycling centers and college campuses. The Foam Cycle recycling system was created as a recycling solution to collect, process, and repurpose Styrofoam. This is a new business, not yet in Connecticut, that is worth following for future consideration. This may be considered if a PAYT program is approved and/or if a grant can help with funding.

23) SMART/PAYT – SMART/PAYT is not being considered at this time. PAYT reduces trash (saving money) and encourages recycling and reuse through requiring unit-based pricing (where residents pay by the bag) for solid waste. SMART has been implemented in Europe and Asia, 43% of MA, 31% of ME (33 other towns considering SMART), and 6 of 39 RI Municipalities. Rhode Island Resource Recovery Corp. which handles all of RI's solid waste is currently designing a uniform statewide program. Average waste reduction in bag-based communities has been 44% which produces significant net financial benefits through tip fee savings and revenue from bag sales.

## **B) STORMWATER REGULATORY COMPLIANCE (MS4)**

- 1) Reserve Fund: Plantings/Rain Gardens/Bioswales - Work with Save the Sound. Save the Sound is interested in partnering with SCRCOG. They have a network of volunteers that can help with demonstration projects, e.g. installing raingardens, planting, and cleanup activities. Reserve Fund can be used for: 1) purchase of the plantings; 2) Save the Sound staff oversight; 3) Save the Sound staff time for identifying target watersheds for siting out recommended green infrastructure, e.g. rain garden, bioswales and/or 4) CT NEMO can refer us to UConn interns who can be hired, if Save the Sound is unable to provide volunteers for all the time needed.
- 2) CRCOG RFPs - CRCOG issued an RFP which SCRCOG municipalities can utilize for stormwater monitoring and catch basin cleaning.
- 3) Regional Procurement - At CRCOG's annual meeting in February, SCRCOG may request regional procurement for Water Quality Kits and storm sewer metal plate/placards.



- 4) Meetings - Hold regional bi-monthly or quarterly meetings with SCRCOG municipal MS4 Representatives to stay current with developing MS4 issues/opportunities and to provide valuable networking connections.
- 5) Education - educate residents on best management practices to reduce stormwater runoff. Municipalities may consider rebates, awards and recognition programs.
- What citizens can do to reduce stormwater water runoff:
- a. Rain Gardens – Rain Gardens with native plants can naturally offset the effects of stormwater runoff. Rainwater diverted to these areas from rooftops (green roofs) or paved areas will either be used by plants or will soak into the ground, thereby recharging aquifers. Plants along roads or streams can trap stormwater pollution.
  - b. Rain Barrels - rain barrels collect and store rainwater from rooftops which can be used later for gardens, plants, etc.. Rain barrels conserve water and reduce the amount of water that runs off in your yard and onto the street, into a storm drain or surface water area. Rain barrels can be purchased through the Regional Water Authority at a reduced rate.
  - c. Lawn Care – fertilizers and pesticides wash off gardens and pollute streams. Yard waste, such as leaves and grass clippings, can wash into storm drains, adding excess nutrients to streams. Avoid overwatering your lawn and use pesticides and fertilizers sparingly and organic mulch when possible. Compost or mulch yard waste so it doesn't end up in storm drains or streams. Cover piles of dirt or mulch.
  - d. Paving Surfaces – reduce the amount of pavement where you live. Brick walks, gravel driveways and permeable pavement allow rainwater to run back into the ground to be filtered. Use pervious materials in landscape designs. Bricks, pavers and stones allow water to slowly filter into the ground.
  - e. Maintain Septic Systems - Leaking septic systems release nutrients, bacteria and viruses into stormwater. Inspect your system every three years and pump your tank as necessary (every three to five years). Don't dispose of household hazardous waste in sinks or toilets.
  - f. Residential Car Washing and Stormwater– If you wash your car at home, avoid using excess detergents or chemicals. Wash the car in your yard so wash water containing detergents seeps into the ground rather than into storm sewers or septic systems, or use commercial car washes because they treat or recycle wastewater. Also, don't clean auto parts at home, and store them undercover and off the ground to minimize rainwater contact. Dumping car fluids into storm drains or on a street is like dumping them into a pond or river. Sweep up dry chemical spills and dispose in trash. Never clean or pressure wash the undercarriage of a car at home. The oil, grease and other pollutants from this activity can contaminate shallow groundwater.
  - g. Irrigation– don't allow irrigation to spray onto pavement. Water that ends up on pavement contributes to polluted runoff and is wasted. Never use a hose to wash down the driveway or sidewalk. This washes pollutants into storm drains and is a waste of water.

- h. **Downspouts**– redirect downspouts toward grassy areas, trees and shrubs so that runoff from your roof can soak into the ground.
- i. **Manage Pet Waste**– Clean up after your dog in cities and make sure waste is left far from water sources in rural areas. Flushing pet waste down the toilet is the best method. Leaving pet waste on the ground or throwing it into the storm drain increases public health risks because pet waste bacteria drains into nearby waterways.
- j. **Handle Household Hazardous Waste Carefully** – recycle or properly dispose of toxic products including pesticides, paint, solvents and used oil at HazWaste Central. Don't pour them into the ground or into storm drains. Use green cleaning products.
- k. **Swimming Pools and Hot Tubs** – Never discharge pool water into a storm drain. De-chlorinate pool, hot tub or spa water with neutralizing chemicals, if water is to be discharged into the ground. If water cannot be de-chlorinated, it must be collected by a pool maintenance company.

#### 6) What Municipalities Can Do To Reduce Stormwater Runoff:

- a. **Education**– list on municipality's website the guidelines of what citizen's can do to reduce stormwater runoff as listed above and as listed on UConn CLEAR NEMO website. Include spill prevention and waste reduction.
- b. **Website/Social Media** – have an easy-to-find place on municipality's website/social media (consistently) to encourage residents to report illicit discharges, dumping, clogged catch basins, discolored water, other.
- c. **Greening Streets** – reduce stormwater runoff through green infrastructure: curbing, bump outs, street trees, bioswales, plantings, erosion control, porous pavement, rain gardens.
- d. **Extended Detention Ponds** - Instead of flowing directly to a river, stormwater can be transported to a detention pond. These ponds hold the water until pollutants settle to the bottom. The water is then released slowly into the river, reducing flooding and pollution in the rest of the system.
- e. **Wet Pond / Detention Ponds** – Wet ponds allow incoming stormwater runoff to replace pond water. When pond water flows out, the new runoff is stored in the pond until the next storm. This system enables many of the runoff pollutants to settle to the bottom of the pond. This prevents pollutants from entering the river but provides minimal flood protection.
- f. **Permeable Pavement** - such as interlocking tiles or bricks, allows stormwater runoff to infiltrate the pavement and enter the soil. This removes fine grain pollutants and provides erosion control.

- g. **Bioswales** – a long, channeled depression or trench that receives rainwater runoff (as from a parking lot) and has vegetation (such as grasses, flowering herbs and shrubs) and organic matter (such as mulch) to slow water infiltration and filter out pollutants.
- h. **Water Quality Inlets (Oil/Grease Separators)** – these separators remove sediments, oils and greases from parking lots prior to discharge to a storm drain or infiltration basin.
- i. **Vegetative Best Management Practices** – grassed swales or ditches can be placed in residential areas or in highway medians. This helps reduce peak runoff downstream through infiltration and storage. Filter (buffer) strips are designed to direct stormwater from impervious areas into a stone trench, which evenly distributes the runoff over a grass strip.
- j. **Infiltration Basins** are a stormwater best management practice (BMP) designed to capture runoff and let it soak into the ground. Runoff will enter the infiltration basin through a combination of underground pipes, ditches and overland flow. The bottom of the infiltration basin is flat, wide and planted with vegetation specifically designed to encourage infiltration. Infiltration basins are very effective at protecting local lakes, rivers and downstream properties from water pollution and flooding caused by urban runoff.
- k. **Illicit Discharges** – Illicit discharges include nearly anything that isn't stormwater such as illegal dumping in storm drains, animal wastes, fertilizers, industrial and commercial waste, sewage, leaves, etc. Resources to help municipalities and Institutions identify and remove non-stormwater discharges to their MS4 can be found on the CT NEMO site:  
nemo.uconn.edu
- l. **Education** to deter residents from dumping into catch basins - affix No Dumping stickers (as North Haven did) to catch basins or attach a metal plate placard (as East Haven is doing). Maybe add that if caught they are fined \$50-\$100 and a phone number to call if catch basin is clogged.
- m. **New Development** – require developers to avoid putting developments where it will have an adverse effect on important natural resources: leave enough of the property (1/2) remain undeveloped so it can handle rainwater through natural resources; use Low Impact Development (LID) practices (development should handle rain more like it was handled before the site was developed); costs for LID practices have been proven to cost less; LID sites can result in narrower streets which can provide ample access for parking and circulation for residents and emergency vehicles. Narrower streets have been associated with less traffic, slower speeds, fewer accidents and overall public safety.
- n. **Trees** – Trees help reduce runoff. Their leaf canopies help reduce erosion caused by falling rain. They also provide surface area where rain water lands and evaporates. Roots take up water and help to create conditions in the soil that promotion infiltration.

- 7) GIS Outfall Mapping - Per the results of the MS4 survey send out to municipal MS4 Representatives, it was determined that most SCRCOG municipalities did not need assistance with GIS for outfall mapping and refining priority discharges through illicit discharge assessment and priority ranking, so this is not being recommended. With assistance from UConn CLEAR, municipalities have made good progress with their MS4 mapping.
- 8) DCIAs - Per the results of the MS4 survey send out to municipal MS4 Representatives, it was determined that most SCRCOG municipalities did not need assistance with developing plans to retrofit and disconnect Directly Connected Impervious Surfaces (DCIAs).
- 9) Tree Wells - It is not being recommended to use Reserve Fund to install tree wells as Niantic did – costs were ~\$3,300 per unit including materials and installation. These were competitively priced because Niantic installed 20 units in rather closed vicinity of one another. At \$3,300 each, the Reserve Fund would only pay for 10 trees, plus the price would be higher since trees would not be located in the same municipality.

## C) ENERGY CONSERVATION

- 1) Efficiency in Municipal Buildings - Sustainable CT and CT Green Bank are compiling (from gas and electric utilities) energy consumption data from UI and Eversource on municipal buildings in SCRCOG municipalities. After data is obtained, SCRCOG may then consider a regional procurement strategy for a contractor to come in and implement energy saving measures.
- 2) Solar PV and EV - CT Green Bank presentation to appropriate municipal staff to be scheduled in early February regarding Solar PV and EV (Nissan \$5,000 credit) discuss a regional procurement involving municipalities with installing systems less than 100 kW as there still are available ZRECs. CT Green Bank may: (1) gauge interest, (2) assemble opportunity, and (3) get the best deal for the participating municipalities.
- 3) Street Light Guidelines - Compile and distribute street light guidelines for SCRCOG municipalities, e.g. wattage, distance, placement.
- 4) Promote C-PACE (Commercial Property Assessed Clean Energy). C-PACE is a financing structure in which building owners borrow money for energy efficiency, renewable energy, or other projects and make repayments via an assessment on their property tax bill. Increase municipalities' portfolio of energy efficient buildings and strong/healthier communities and promote C-PACE to help businesses stay competitive. C-PACE - only East Haven and Wallingford have not opted in to C-PACE.

- 5) Electric Vehicle Rebate - Promote Electric Vehicle rebate for municipalities, businesses and residents - possible regional procurement for municipalities.

Meetings - Regional bi-monthly or quarterly meetings with SCRCOG municipal Energy Conservation / Energy Task Force representatives to stay current with developing Energy Conservation issues/opportunities and to provide valuable networking connections.

## **D) GRANT FUNDING AND ADMINISTRATION**

- 1) Track Grants - Track and administer regional grants available to SCRCOG municipalities, e.g. Coastal Communities Recycling Cart Grant. East Haven, West Haven and Milford all are potential towns that do not have recycling carts (use 15-18 gallon bins) and would be eligible for the grant.
- 2) Grant Opportunities - Connect SCRCOG municipalities with opportunities to receive grant(s) (due date TBD, usually in March) from the Recycle CT Foundation aimed at increasing the rate of recycling and reuse in Connecticut with an emphasis on using less and reducing toxic chemicals. For example, Recycle CT has funded: recycled or reclaimed materials, collection of food scraps, engaging children and families in composting, cross-city signage for trash, recycling and compost bins, expand food waste diversion technical assistance services, and more.
- 3) Follow Federal Grant being considered - Federal Legislation passed by the U.S. Senate earlier in 2018 is now being considered by the House of Representatives. It calls for spending \$25 million to launch pilot programs nationwide to reduce food waste.
- 4) Google docs Grant spreadsheet –spreadsheet lists grants available to all SCRCOG municipalities, SCRCOG municipalities can access, view, and update the document -   
<https://docs.google.com/spreadsheets/d/1nmOE5UjwCcZ3e7KYoaLLjK6GTanVZc59nuaiXOlpp10/edit#gid=0>
- 5) Designated Grant Writer - Most SCRCOG municipalities do not have a designated grant writer on staff. Consider hiring multi-town or regional grant writer.
- 6) Meetings - Consider regional quarterly meetings with SCRCOG municipal grant representatives to stay current with developing grant opportunities, grant issues and to provide valuable networking connections.
- 7) Grant Software - Continue to look into feasibility of affordable grant compliance software (ex. G2P) to help with tracking grants.

## **II. SOLID WASTE AND RECYCLING/MATERIALS MANAGEMENT**

### **A) WORK COMPLETED - Solid Waste and Recycling/Materials Management**

#### **1) SW&R Preparation for Meetings**

- a) In preparation for 9/6/18 SW&R Kick-Off Meeting made phone calls and emails to the 15 SCRCOG municipalities to find the point person in each municipality for SW&R. Sent emails out inviting respective contacts to scheduled kickoff meeting. Tracked RSVP confirmations.
- b) Created SW&R Agenda including discussion topic for meeting (in collaboration with presenters). Emailed out to respective contacts.
- c) Enlisted Sherill Baldwin and Jennifer Weymouth from CT DEEP to present at 9/6/18 SW&R meeting at SCRCOG.
- d) Conversations with municipalities re SW&R - increase recycling costs, the glass contamination issue, composting, organics, recycling, PAYT/SMART, EPR, and overall issues/how to increase reuse/recycling and reduce costs to be discussed at SW&R meeting.
- e) Created spreadsheet listing each municipality outlining details of their SW&R refuse/recycling/bulk/ leaves pickups and items accepted, who hauls it and what Transfer Stations accept. Municipalities will review and edit.
- f) Created Sign-In Sheet including all contact information gathered from reaching out to each municipality for 9/6/18 SW&R meeting.
- g) Facilitated 9/6/18 SW&R Kickoff meeting at SCRCOG.

#### **2) SW&R Conduct Municipal Outreach**

- a) Simple Recycling – Woodbridge and Hamden were interested in this program. I reached out to Patrick Donnelly (Hamden) and Sheila McCreven (Woodbridge) with more information (above) and connected them via email introduction with Simple Recycling. This is an implementation opportunity for all municipalities. Details are outlined below under Identify Implementation Opportunities
- b) Simple Recycling – followed up with Hamden – Patrick Donnelly, Mayor Curt Leng, Chair for Hamden Council Environment Committee and connected Simple Recycling with Chair for

Hamden's Solid Waste and Recycling Commission to help facilitate Hamden's participation. The Town of Hamden approved Simple Recycling. Simple Recycling will begin picking up textiles and household good curbside in Hamden in the spring of 2019. Simple Recycling is now picking up from 13 CT Municipalities. Hamden and several other municipalities will be added to this list in the Spring of 2019.

- c) Attended 11/6/18 Municipal Planning Committee Meeting at Regional Water Authority for HazWaste Central – networking opportunity.
- d) Reviewed information forwarded to be by Jen Weymouth re PAYT for several of the SCRCOG municipalities.
- e) Facilitated 12/6/18 meeting with CT DEEP at SCRCOG with CEOs, Kristen Brown and Chris Nelson regarding SMART for Branford, Meriden, Milford, New Haven, North Haven, West Haven – meeting postponed.
- f) Emailed Google Poll to SW&R group and Grant group for a conference call with Coryanne Mansell at the Center for Eco-Technology regarding free assistance for wasted food diversion in SCRCOG schools. Also discussion for other composting and organics recycling options.
- g) Attended 11/28/18 CT Recyclers Coalition (CRC) meeting – planning for 2/19/19 CRC conference.
- h) Facilitated and moderated 12/11/18 Conference Call with Coryanne Mansell at the Center for EcoTechnology. At least 12 staff from SCRCOG municipalities and schools listened in. Forwarded follow up information, summary and notes to food waste diversion conference call group – the entire group that was invited received the summary - those that listened in as well as those that could not.

### **3) SW&R Research Latest Innovations and Best Practices**

- a) Registered for Waste 360 newsletters, and Greenbiz; already member of CT Recyclers listserv.
- b) New Haven Re-Education Campaign, talked with Kathie Hurley (Public Information) and Honda Smith (Recycling Inspector). Their crews and volunteers are affixing WIWO stickers on recycling toters. New Haven has through its network of contacts, social media and Click Fix – rounded up a crew of 50 volunteers (from Community Groups and residents) to help get the word out about Recycle CT's What's In and What's Out Guide. Volunteers are affixing stickers to all 100,000 blue city 96 gallon recycling toters (trash is 45 gal) and will follow-up the re-education campaign on social media, in schools and at Community meetings, e.g.

Neighborhood Association, Civic Association meetings. After a warning notice is given that recycling toter is contaminated – good job and oops stickers – an enforcement of \$250 for a toter violation will be issued, if necessary.

- c) Contacted ABC Printing for information on ABC Printing on WIWO stickers. What's In What's Out Stickers were \$3,000 for 25,000 English and Spanish version (9.125" x 4.5") from ABC Printing contact person is Renee @203-468-1245.
- d) Conversation with Kristen Brown re: Zero Waste and Simple Recycling. Simple Recycling is free curbside residential pickup of textiles and household items. Simple recycling handles all marketing and gives pink bags to all residents in respective participating municipality. Bags are picked up on resident's recycling day. Free to the municipality. Implementation opportunity. Zero Waste includes PAYT, Co-collection programs, and education.
- e) Listened to the following Webinars:
  - i. Webinar: Pay as you throw (PAYT)
  - ii. Webinar: Organics Recycling: Municipal Programs in CT
  - iii. Webinar: Food Value Chain Coordination Initiative – connected need with supply
  - iv. Webinar: South Carolina Pilot to separate glass where residents put materials in color coded bags, e.g. trash, recycling, organics, glass – collected in the same truck on one route. In CT, this system would require MRFs and Transfer Stations to separate the bags of glass and arrange for pickup from a willing facility and/or transport the glass to a facility.
  - v. Podcast: about not taking glass in the UpState Greenville and Spartanburg County
  - vi. Webinar: Sustainable Materials Management (SMM) – Sustainability in the Built Environment: Why Materials Matter
- f) Summarized Best Management Practices (BMPs) for SW&R. Emailed Rebecca list along with respective attachments. BMPs were included as handouts at SCRCOG meeting and will be posted on SCRCOG website.
- g) Education to deter residents for dumping into catch basins – affix no dumping stickers or attach a metal plate placard with message for ex. "No dumping, only rainwater". Forwarded purchasing information.
- h) Listened in on CT Glass Pilot Work Group CRC calls. On or about 10/1/18, HRRA is beginning a glass pilot to separate glass from curbside recycling. Residents will not be allowed to recycle their glass curbside; they will need to bring it to their transfer station or designated drop off location.
- i) Glass Pilot Program. Gathered information re: separation of glass at the curb. Attended 9/14/18 CRC Annual Meeting where through networking gained interest from Oak Ridge and Covanta (possible in future) in serving SCRCOG municipalities for collection of glass. Attended 9/24/18 HRRA's meeting discussing the implementation of a glass pilot program in



their region. Attended 9/25/18 SWAC meeting which gave update, guidelines and rules for glass pilot program. This is an implementation opportunity.

- j) Organics Recycling – contacted the Center for EcoTechnology (CET) who is working with Connecticut institutions, businesses, schools to help save energy and reduce waste. Additionally, developed informational materials for curbside composting – a hauler who can pick up food scraps from commercial and residents curbside in SCRCOG region. This is an implementation opportunity.
- k) Repair Café - steps to establishing a Repair Café, benefits, what to bring, what to expect and overall information gathered and forwarded to SCRCOG. This is an implementation opportunity.
- l) Attended 9/28/18 Education and Promotion Presentation by Sherill Baldwin at CT DEEP and Jen Heaton Jones (HRRRA) – WIWO – Update websites. Summarized list of opportunities to educate the public in an effort to reduce waste and increase reuse/recycling. This is an implementation opportunity.
- m) Specs for Backyard Composters forwarded to SCRCOG for regional purchase consideration.
- n) NERC 6 State Project on Community Composting – reached out to receive training materials as they are developed. These trainings can be implemented in the SCRCOG municipalities.

#### **4) SW&R Develop Informational Materials/Identify Implementation Opportunities**

- a) PAYT 10/31/18 – connected with Jen Weymouth at CT DEEP about moving forward with PAYT regionally in some of the SCRCOG municipalities possibly Branford, Meriden, New Haven, North Haven, and West Haven. Meeting to be scheduled with Jen and Kristen Brown (CT DEEP Waste Zero consultant) on November 27, 28 or 29 -- will come to SCRCOG for a meeting with interested municipalities (and others so they can learn about program information and cost savings estimates to bring back to their municipality for consideration) to discuss further. This is an implementation opportunity. This meeting was postponed until interest is assessed.
- b) 10/29/18 – Extensive call with Coryanne at the Center for EcoTechnology (CET) regarding their free assistance for wasted food diversion. Thoughts were that we could reach out to the SCRCOG municipalities to see which schools might be interested in a food diversion program, e.g., Elementary, Middle School and High School as well as Colleges, e.g. Quinnipiac, UNH. At the schools, the goal would be prevention, donation and maybe compost. This is an implementation opportunity.

- c) 10/2/18 – call with Nick at Curbside Composting – hauler currently picks up residential food scraps curbside in Westchester and from 250 households and 11 Wilton schools in Fairfield County. Residents pay by credit card monthly through their website. Cost is \$32/month includes 6 gallon pail and a pail cleaning service. Resident puts out full pail weekly, full pail is picked up and resident is left with an empty clean pail. Curbside Compost can begin serving any SCRCOG municipality after the initial (50) residents sign up. Municipality may also choose to have 32 gallon compost tote(s) at transfer station/recycling center. Residents would drop their food scraps off at the transfer station/recycling center at no charge or for a fee (municipalities preference). Curbside Compost also picks up at Commercial locations - cost will depend on location and how clean it is. This is an implementation opportunity.
- d) 10/1/18 – NERC Community Composting - NERC's 6-State Project on Community Composting. NERC will have multifaceted training through video, tip sheets, webinars and on-site training. NERC (Athena at NERC conference) recommended using “Jora” tumblers (a Scandinavian design) for initial decomposition at: Community Gardens, Senior Housing, Multi-family housing, food markets etc. This is an implementation opportunity.
- e) 10/23/18 - Call with Rich Galli – Founding Member of City Wide Energy Action Anaerobic Digester – who says there have been construction delays due to remediation which he says should be resolved soon. He is projecting construction in 2019, open for business 2020.  
10/24/18 per Michael Freda - This project is still tied up with what appears to be massive remediation that needs to be done which has affected the sale price between the buyer and seller. Progress has been slow. The anaerobic group is still very interested as is the MSW group, but the issue is still the price of the land with the remediation needed.
- f) 10/23/18 – I attended the Solid Waste Advisory Committee (SWAC) meeting at CT DEEP. Presentations stated that the recycling market is challenging due to the China Sword, high contamination percentages, light weighting and increase diversity in packaging. With increasing contamination, recommendations are for public/private partnerships to share the market revenue and the market risk and to increase public education so recyclables become more marketable.
- g) Also presented at the 10/13/18 SWAC meeting was Reverse Solutions manages returns from some of the largest grocery retailers in the Northeast. Reverse Recycling works with Reverse Solutions to find alternative diversion methods generated from Reverse Solutions and their other clients. Reverse Solutions sends discontinued, close coded and outdated food out to avenues for alternative uses then Reverse Recycling steps in to find alternative uses through Animal Feed Programs, Anaerobic Digestion and Trash to Energy. I reached out to Reverse Solutions for more information and to request a tour. Will follow up after the New Year. This is a possible implementation opportunity.
- h) REUSE - SIMPLE RECYCLING - is a curbside recycling program free to municipalities and residents. The key is that it is effortless and EASY. Residents may not make the effort to

drive to a donation center but will fill the bag and put it out curbside easily when it is delivered to them. Residents may recycle clothing, textiles, coats/jackets, hats, pillows, pots/pans/dishes, backpacks, toys, tools and more. Simple Recycling handles all program education and outreach, all handling and sorting, the distribution of bags and instructions. Residents fill the bags and put them out curbside on their recycling day. Simple Recycling will leave two bags (tied to their recycling cart) for the resident if they put one bag out, will leave three bags if they put two bags out. Currently 85% of these usable materials/items (70 lbs/person/year) are thrown away. This is an implementation opportunity for all municipalities.

- i) NEW HAVEN RE-EDUCATION – Waiting on results of New Haven’s Re-Education – sticking 100,000 recycling totes - lead by Public Works Inspect Honda Smith. In the meantime, Orange County Florida held a recycling pilot. Of the tags issued: 1) Great Job tags issued increased from 31 percent to 53 percent of households; 2) Good Try tags did not contribute to improvement; 3) Oops tags issued decreased by 42 percent in the second half of the program—eight households had carts that were not collected. This is an implementation opportunity that would decrease contamination in curbside recycling carts therefore decreasing cost.
- j) 10/30 and 10/31/18 – Foam Cycle exhibited at the NERC Conference – they displayed their Foam Cycle Styrofoam collection and recycling system designed to be added to outdoor municipal drop off recycling centers and college campuses. The Foam Cycle recycling system was created as a recycling solution to collect, process, and repurpose Styrofoam. This is a new business, not yet in Connecticut that is worth following for future consideration. This is an implementation opportunity.
- k) 10/30/18 and 10/31/18 NERC Conference – Presentations from the conference stressed: China will in 2020 ban all solid waste imports. This will be another major hit on the recycling markets, the most recent being the current National Sword policy. It is projected to take 1-2 years to re-balance the market. With increasing contamination resulting in rising costs, there’s never been a larger platform for the need for recycling education. Educate - “Recycle Right”, make it easy, communication, clarity, concise and clear messaging, e.g. Do Not Bag Recyclables, Recycle this Box. What looks like resistance from residents is often lack of clarity. Re: Single Stream vs Dual Stream – both have contamination. It would be difficult to unravel back to dual stream - MRFs invested millions on single stream processing, collection is more efficient, automated is safer, it’s convenient, more movement with less people..
- l) 10/18/18 CRC meeting. CRC Board Members agreed to mail Commissioner Klee a letter requesting CT DEEP allow smaller composting projects, e.g. the addition of food scraps in municipal leaf composting operations, across the State where access to a commercial system does not exist. A pilot program by Mansfield successfully demonstrated a community based small food scrap composting operation. Allowing municipalities to locally manage their food

scraps is a proven, viable way to reduce waste. Upon CT DEEP's approval, this will be an implementation opportunity.

m) Listened to the following webinars:

- i. 10/18/18 Webinar Harmonize Recycling and Waste Management Strategies for a successful recycling program – this webinar recommended residents receive the same recycling message as CT did with the WIWO campaign.
- ii. 10/22/18 – Webinar writing effective ordinances – it's all about the bags. Plastic bags litter our communities, causes contamination and jamming of recycling machines at recycling facilities therefore increasing costs, wastes natural resources, pollute waterways and harm wildlife and clog storm drains.
- iii. 10/24/18 – I attended the Plastic Bag Ban for CT meeting at Trumbull Marriott – regarding a statewide ban on plastic bags. There are several variations of this ban the most effective ban for eliminating plastic bags is the ban/fee hybrid which eliminates plastic checkout bags and a ten (10) cent fee is imposed on paper and other bags at the checkout counter. Other bans opt for a five (5) cent fee for plastic and paper at the checkout counter, or choose to ban plastic without addressing paper bags.
- iv. 10/29/18 – Webinar – Recycling Compliance Check-In by Chris Nelson, CT DEEP.
- v. 12/12/18 Webinar on Organics (CET) – discussed State Organic Waste Bans and Recycling Laws currently in effect, the food recovery hierarchy – Source Reduction + Food Donation + Source Separation, sites accepting diverted food material, as well as stats on tons and money that can be saved through diverting waste. Also discussed PAYT models which incentivize consumers to waste less and reduce, recycle and compost more.
- vi. 12/17/18 Webinar – Tools and Resources to Educate CT Residents - What's In What's Out Confirmation by CT DEEP – review of RecycleCT website, review of What is recyclable and what is trash and why.

n) Glass Pilot Program - separate glass due to contamination issues and wear on sorting equipment – both resulting in increased costs. Pilot can collect glass separately at curb and/or must have one or more drop-off locations – this should advance diversion goals, increase the volume of collected glass that is actually recycled (vs being used as alternative daily cover) and improve the marketability of other recyclables. CT DEEP Glass Pilot Program Application must be submitted. The Application requires robust details: metrics used to measure success, quarterly updates, documentation of where glass is going before and after the launch (including curbside glass, glass in trash, glass recycled via reverse vending machines, at transfer stations, how much is being recycled into new glass products); Convenience – assess feedback from residents and make adjustments; what measures will be implemented to prevent disposal of glass in trash bins – DEEP does not want glass to go into trash – how to avoid/minimize; education campaign. This is an implementation opportunity.

o) Facilitated the Center for EcoTechnology (CET) Conference Call 12/11/18 – discussed options for reduction, donation and compost of food waste at schools, haulers that transport commercial compost in CT, haulers picking up curbside from residents, pilot programs and

initiatives that may be funded by Recycle CT and federal legislation that is being considered for spending \$25 million to launch pilot programs nationwide to reduce food waste. At least 12 staff from SCRCOG municipalities and schools listened in.

- p) Reached out to Maureen Goulet at CRCOG re regional bids for Backyard Composters and Recycling Bins. CRCOG's annual Meeting will most likely be in February 2019. Any bid suggestions are entertained at the Annual Meeting. If SCRCOG has any other ideas, that would be the time to raise them. They have a bid for recycling bins good through 2019 - any member of the CRPC can use the bid to purchase bins.

### **III. STORMWATER REGULATORY COMPLIANCE (MS4)**

#### **A) WORK COMPLETED - Stormwater Regulatory Compliance (MS4)**

##### **1) MS4 Preparation for Meetings**

- a) In preparation for 9/11/18 MS4 Kick Off Meeting, made phone calls and emails to the 15 SCRCOG municipalities to find the point person in each municipality for MS4. Sent emails out inviting respective contacts to scheduled kickoff meeting. Tracked RSVP confirmations.
- b) Created MS4 Agenda including discussion topic for meeting (in collaboration with presenters). Emailed out to respective contacts.
- c) Enlisted Amanda Ryan from UConn Clear to present at 9/11/18 MS4 Stormwater Regulatory Compliance meeting at SCRCOG.
- d) Created Sign-In Sheet including all contact information gathered from reaching out to each municipality 9/11/18 MS4 Stormwater Regulatory Compliance meeting.
- e) Facilitated 9/11/18 MS4 Stormwater Regulatory Compliance Kickoff meeting at SCRCOG.

##### **2) MS4 Conduct Municipal Outreach**

- a) 10/22/18 Emailed MS4 Survey to MS4 contacts in SCRCOG municipalities with the goal of compiling a list of services and/or coordinated regional procurement on a multi-town or regional basis for which SCRCOG may assist municipalities with meeting certain requirements of the MS4 General Permit. Answers will provide valuable information to help us move forward with assisting SCRCOG Municipalities with their MS4 Compliance. Received 13 completed surveys. Responses to MS4 survey will determine implementation opportunities.
- b) Reached out to Niantic Town Engineer Victor Benni - obtained MS4 information on low cost tree wells they put in.
- c) Reached out to Nicole Davis at Save the Sound for MS4 information on vegetative BMPs, low cost tree wells and any other suggestions for spending \$35,000 for a MS4 technical consultant to assist with MS4 compliance in the SCRCOG municipalities. Save the Sound is interested in partnering with SCRCOG. They have a network of volunteers that can help with demonstration projects, for ex. planting (raingardens), cleanup activities. Also if needed, Save

the Sound can be hired to identify and prioritize target watersheds for siting out recommended green infrastructure, e.g. rain garden.

- d) Reached out to David Dickson CT UConn Clear for suggestions for spending \$35,000 set aside in SCROG's reserve fund for a MS4 technical consultant to assist with MS4 compliance in the SCRCOG municipalities. NEMO can connect SCRCOG with UCONN interns that can be hired to help identify target watersheds for siting out recommended infrastructure, e.g. raingardens and or plant raingardens.
- e) Attended 11/13/18 meeting with NEGEO at SCRCOG with Rebecca and Eugene re: software for SCRCOG municipalities to use when tracking outfalls, stormwater sewers, and a multitude of other things. NEGEO was not economically feasible for a regional program.
- f) Attended 11/13/18 Mill River Watershed Association meeting – discussed future of Association, plan for upcoming events, meetings going forward, at the next meeting will plan for structure of the Mill River Watershed Assoc. Board.
- g) Attended 11/14/18 CT GIS Day in Hartford – methods for mapping stormwater infrastructure and participated in ESRI's hands on workshop – introduction to WebApp Builder.
- h) Followed up with Rebecca Talamini from CT GIS Day – she forwarded to me her methods for mapping stormwater infrastructure presentation – reviewed before forwarding MS4 report to Carl.

### **3) MS4 Research Latest Innovations and Best Practices**

- a) Joined the MS4 listserv.
- b) Attended Mill River Steering Committee meeting, discussed Mill River Draft Plan and next steps
- c) Attended Mill River Streamwalk training (presentation and in-stream). Conducted a Stream Assessment for one of the reaches in the stream to be included in overall assessment of Mill River.
- d) Listened to the following Webinars:
  - i. Webinar: MS4Front Demonstration
  - ii. Webinar: Greening the Streets of Watertown, MA, Green Streets demonstration project
- e) Obtained copies of MS4 RFPs and bids from NVCOG, CRCOG and the Town of Woodbury for distribution at MS4 meeting.

- f) WESTCOG conference call: regionally they helped with stormwater template reporting, annual report, education page for each town (WESTCOG manages websites), GIS connecting DCIA directly with impervious areas.
- g) Conversations with SCRCOG municipalities re MS4: SCRCOG can look into regional programs, e.g. RFP mapping, testing, stormwater quality, identify outfalls. Most municipalities only have one person responsible for MS4 and that person already has a full plate of work. Time and costs are the bottom line issues.
- h) Researched best management practices (BMPs) for stormwater capture/diversion, structural BMPs, What citizens can do. Stormwater/pollution education for residents, e.g. illicit discharge/ catch basins, pet waste, rain gardens, rainbarrels.
- i) Researched possible regional/multi-town programs, e.g. RFP, MSR mapping, testing, stormwater quality. Identifying mapping outfalls, dry weather outfall sampling, and inventory of known SSOs.
- j) Summarized Best Management Practices (BMPs) for MS4. Emailed Rebecca list along with respective attachments. BMPs were included as handouts at SCRCOG meeting and will be posted on SCRCOG website.
- k) Drafted MS4 Survey to SCRCOG municipalities soliciting interest in various implementation opportunities.

#### **4) MS4 Develop Informational Materials/Identify Implementation Opportunities**

- a) 10/15/18 per Amanda (UConn Clear) I reached out to Karen Allen, CT DEEP Water Permitting and Enforcement Division asking if she could share the SCRCOG municipal MS4 reports submitted so we can review to determine how we can assist with moving forward regionally. Karen forwarded SCRCOG Municipal MS4 reports on 11/5/18 for our review.
- b) 10/16/18 I attended the Mill River Watershed Meeting/Celebration for finalization of Mill River Watershed Plan. Members of the Project Steering Committee (SCRCOG) and other involved stakeholders were in attendance.
- c) 11/1/18 Summarized initial MS4 Survey results from seven municipalities – emailed to Carl. 11/5/18 received a couple more responses - called (six) municipalities who have not yet responded to MS4 survey asking them to take a few minutes to fill it out. Twelve municipalities responded in all to date. The results of this survey will determine implementation opportunities.



- d) 11/3/18 – Attended Conference on Urban Green Infrastructure at Kroon Burke Auditorium at Yale School of Forestry and Environment Studies in New Haven. Facts from the day: Working with municipalities can be slow however 75% of the infrastructure that will be on this planet in 2050 is yet to be built. Green Infrastructure has proven to reduce stormwater runoff, increase health benefits, and reduce crime. There are several inexpensive measures that can be constructed to reduce stormwater runoff with green infrastructure, e.g. bioswales, curb cutting, rain gardens. This is an implementation opportunity.
- e) 12/11/18 Attended Mill River Watershed Association Meeting – final watershed plan distribution, implementation and related project updates, discussed mission statement, by laws and membership.
- f) MS4 Annual Reports from Karen Allen – reviewed and summarized information on reports from SCRCOG municipalities
- g) From MS4 survey results to SCRCOG municipalities, review of Annual Reports submitted to CT DEEP from SCRCOG municipalities, my conversation with Nicole Davis at Save the Sound and reaching out to CT NEMO Program - emailed MS4 report to Rebecca and Carl for November SCRCOG Meeting.
- h) Reached out to Nicole regarding MS4 assistance options. They are interested in partnering with SCRCOG. They have a network of volunteers that can help with demonstration projects for example: planting and cleanup activities. Save the Sound can assist with planting rain gardens.
- i) Reached out to Robin Crave (Charlton MA) re regional MS4 services – they helped with online mapping/inspection platform, water monitoring tools, tablet devices and WiFi units for each municipality, tow high-accuracy survey devices, and they held a stormwater funding workshop and one-on-one time/training.
- j) Reached out to Maureen Goulet at CRCOG re regional bids for MS4 RFPs – CRCOG has a bid for stormwater monitoring and catch basin cleaning that SCRCOG municipalities can utilize.
- k) Reached out to CT NEMO re MS4 assistance options – reviewed stormwater reduction plan reports completed by CT NEMO for Milford, West Haven, North Haven, Hamden and Cheshire. CT NEMO can connect SCRCOG with UConn interns that can be hired to help identify target watersheds for siting out recommended infrastructure, e.g. raingardens and or plant raingardens.

## **IV. ENERGY CONSERVATION**

### **A) WORK COMPLETED - Energy Conservation**

#### **1) Energy Conservation - Research Latest Innovations and Best Practices; Prep. For Meetings**

- a) Connected with Bryan Garcia and Diane Duva to develop Agenda for Energy Conservation Kickoff meeting.
- b) In preparation for 10/16/18 Energy Conservation Kick Off Meeting, made phone calls and emails to the 15 SCRCOG municipalities to find the point person in each municipality for Energy Conservation. Sent emails out inviting respective contacts to scheduled kickoff meeting. Tracked RSVP confirmations.
- c) Created Sign-In Sheet including all contact information gathered from reaching out to each municipality for 10/16/18 Energy Conservation meeting.

#### **2) Energy Conservation - Facilitate Meetings and conduct Municipal Outreach**

- a) Facilitated Kick-off meeting for 10/16/18 Energy Conservation meeting.
- b) 10/18/18 follow-up emailed attachments to energy contacts on sign in sheet as well as contacts that did not attend.
- c) Followed up with Bryan Garcia, CT Green Bank CEO and facilitated conference call with SCRCOG and CT Green Bank re: possible implementation opportunities.
- d) Followed up with Bryan Garcia at CT Green Bank on pending energy action items, I.e. Solar PVs and EVs; and gas and electric consumption data for municipal and school buildings from Eversource and UI.
- e) Scheduled meeting on 1/4/18 with Mackey Dykes and Matt Macunas at CT Green Bank to discuss an action plan for SCRCOG municipalities looking to go solar and looking to changeover their fleets to electric vehicles (EV). CT Green Bank presentation to appropriate municipal staff to be scheduled in early February regarding Solar PV and EV (Nissan \$5,000 credit for both municipal fleet and residents).

### 3) Energy Conservation - Develop Informational Materials / Identify Implementation Opportunities

- a) 10/26/18 – CT Green Bank call with SCRCOG re: moving forward with: 1) obtaining energy consumption data for municipal/school buildings from utilities – can then follow up with a regional procurement strategy for a contractor to come in and do some work; 2) Getting municipalities involved with installing systems less than 100 kW; 3) Nissan Leaf Rebate Offer for residents and a regional procurement for Nissan Leaf's for town fleets. Followed up on Monday 10/29/18 with Bryan, giving him list of SCRCOG municipalities and which are Eversource and which are UI.
- b) Listened to 11/14/18 REMI Webinar “Economic, Environmental and Resiliency Impacts of Property Assessed Clean Energy (PACE) Programs. PACE was created as a tool for state and local governments to address climate change and help solve the “first cost barrier” property owners’ face when investing in energy related improvements. PACE provides financing for energy efficiency, renewable energy, water conservation, and hazard resilience improvements which are repaid via an assessment on the property owner’s tax bill, based on available property equity on terms that match the useful life of the improvements. PACE is enabled in 33 states across the country.

## **V. GRANT FUNDING AND ADMINISTRATION**

### **A) WORK COMPLETED - Grant Funding and Administration**

#### **1) Grants - Research Latest Innovations and Best Practices; Prep. For Meetings**

- a) In preparation for 10/11/18 Grant Funding and Administration Kick Off Meeting, made phone calls and emails to the 15 SCRCOG municipalities to find the point person in each municipality for Grants. Sent emails out inviting respective contacts to scheduled kickoff meeting. Tracked RSVP confirmations.
- b) Created Agenda and Sign-In Sheet including all contact information gathered from reaching out to each municipality for 10/11/18 Grant Funding and Administration meeting.
- c) Most of information listed below under Development Informational Materials / Identify Implementation Opportunities for Grants was done in preparation for 10/11/18 meeting.

#### **2) Grants - Facilitate Meetings and conduct Municipal Outreach**

- a) Facilitated Kick-off meeting for 10/11/18 Grant Funding and Administration meeting.
- b) Followed up with an email out to grant contacts on sign in sheet as well as grant contacts who did not attend. Emailed Google Docs spreadsheet listing upcoming and reoccurring grants available to SCRCOG Municipalities. This is a working document which allows all who have access to edit and add to the document:
- c) <https://docs.google.com/spreadsheets/d/1nmOE5UjwCcZ3e7KYoaLjK6GTanVZc59nuaiXOlp10/edit?usp=sharing>. We can all add comments and additional grants to this Google Doc spreadsheet as we become aware of them.
- d) Emailed to grant contacts: The RecycleCT School Grant annual program is for funding efforts in Connecticut K-12 schools that foster greater understanding of and promote action and engagement in waste reduction, reuse, recycling, and composting and/or anaerobic digestion. Amounts are \$500-\$1,000.
- e) Added competitive column to Google Docs version of the list of Grants available to SCRCOG municipalities.

### 3) Grants - Develop Informational Materials / Identify Implementation Opportunities

- a) Connected with municipalities that have a grant writer on staff and with previous grant writer for Madison (Laurie Ruderfer). They recommended keeping an excel spreadsheet for the municipality vs purchasing software. The cost of the software was not worth the benefits. Additionally, software can be cumbersome, time consuming and sometimes complicated. Suggestions were to meet regularly with departments and/or hold monthly meetings with department heads, e.g. PW, Community Development, Health Department, Education, Grant Writers. Recommended sites for finding grants were: grantfinder; [www.grants.gov](http://www.grants.gov); fdncenter.org/collections (FoundationCenter.org); beta.sam.gov. Also for grant writing classes, workshops & seminars go to: [grantwritingusa.com/gas.html](http://grantwritingusa.com/gas.html). For Office of Management and Budget Circulars go to: [www.whitehouse.gov/omb/circulars/index.html](http://www.whitehouse.gov/omb/circulars/index.html)
- b) Looked into “Affordable Grant Compliance Software” as well as several other grant compliance software - the cost did not reap the benefit.
- c) Researching Private Foundation grants - Signed in on computer at New Haven Public Library who holds a subscription for researching private foundation grants. I reached out to Gina Bingham, the Business Librarian, who gave me a mini-training/tips showing extent of levels of searching that can be done. Further Foundation Fund Grant training will be offered at noon on December 14<sup>th</sup>.
- d) Attended December 14<sup>th</sup> Foundation Fund Grant Training at the New Haven Public Library. Need to sign in to the Foundation from the Public Library WiFi. Training reviewed the multitude of ways to search for grants, how to navigate the site and how to obtain live help while logged in.
- e) Researched grants: Forwarded 2019 Healthy Watersheds Consortium Grant Program (accelerating protection of America’s healthy freshwater ecosystems and their watersheds).
- f) Forwarded email re: Coca Cola grant for Public Space Bins to Grant group for SCRCOG municipalities.
- g) Added applicable Grants in the December 2018 Funding and Technical Assistance Opportunities Update to Grants Google Docs spreadsheet
- h) Emailed Grants group notice that Grant Google Docs was updated.
- i) Emailed Grant Group the Grant for the Community Foundation for Greater New Haven that supports the Quinnipiac River. The grant application is due January 18, 2019. I emailed the link and I added to the Grant Google Docs spreadsheet.

## **V. ADDENDA**

### **A) SOLID WASTE AND RECYCLING/MATERIALS (SWR)**

- Addendum A: SWR Agenda
- Addendum B: CET Conference Call Agenda
- Addendum C: Bans and Beyond - Designing and Implementing Organic Waste  
Bans and Mandatory Organic Recycling Law
- Addendum D: There's a New Way to Recycle Right - DEEP
- Addendum E: CT Smart - Reduce Trash Save Money - DEEP
- Addendum F: CT Glass Collection Pilot
- Addendum G: DEEP Promotes Organics
- Addendum H: Guide to Recycling
- Addendum I: SWR Innovations and Best Practices
- Addendum J: Organics in Recycling in CT
- Addendum K: Possible Alignment with Sustainable CT
- Addendum L: Repair Cafe
- Addendum M: SWR Summary by Municipality

### **B) STORMWATER REGULATORY COMPLIANCE (MS4)**

- Addendum N: MS4 Agenda
- Addendum O: Solicitation 666 Catch Basin Cleaning Disposal Service - CRCOG
- Addendum P: Solicitation 665 Stormwater Monitoring Service - CRCOG
- Addendum Q: MS4 Innovations and Best Practices
- Addendum R: Naugatuck Valley MS4
- Addendum S: MS4 Report for SCRCOG November Meeting
- Addendum T: MS4 Survey Summary
- Addendum U: RFP for MS4 – Woodbury, CT
- Addendum V: RFP for MS4 – North Haven, CT

## C) ENERGY CONSERVATION

- Addendum W: Acadia Center - Community-Energy Vision - Action Guide CT
- Addendum X: Best Practices for Municipal Energy Purchasing
- Addendum Y: Proposal for Streetlight Acquisition and Led Conversion Feasibility Analysis for the Town of Hamden, CT – Tanko Lighting
- Addendum Z: CT Green Bank Conference Call Notes - 10/26/18 AT 3PM
- Addendum AA: CT Green Bank Presentation
- Addendum BB: Energy Efficiency Programs for Municipalities Presentation
- Addendum CC: Energy Savings Performance Contracting Fact Sheet
- Addendum DD: ESPC Preliminary Diagnosis Too
- Addendum EE: Energy Savings Performance Contracting or Design Bid Build
- Addendum FF: ESPC Program Overview Presentation
- Addendum GG: LED Streetlight Outline
- Addendum HH: UI-Eversource Towns
- Addendum II: Connecticut Department of Energy and Environmental Protection Presentation
- Addendum JJ: GreenBank Solar PPA

## D) GRANT FUNDING AND ADMINISTRATION

- Addendum KK: Grant Funding and Administration Meeting Agenda
- Addendum LL: Grants Spreadsheet

**USE THIS LINK TO ACCESS THE ADDENDA**

<https://scrcog.org/wp-content/uploads/2019/01/Addenda-SCRCOG-Roach-Jan19.pdf>



# **FINAL REPORT AND RECOMMENDATIONS FOR SHARED SERVICES**

**PHASE 1: AUGUST 2018 – DECEMBER 2018**

Finance  
Purchasing  
Public Works  
Information Technology  
Permitting

**January 15, 2019**

---

**Joseph F. Celotto  
Consulting Services**

24 Montgomery Road, Northford, CT 06472  
(203) 804-4435  
jfcelotto@comcast.net



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**  
*Planning for Our Region's Future*

# CONTENTS

INTRODUCTION .....	3
I. SUMMARY OF RECOMMENDATIONS AND INITIATIVES FOR CONTINUATION IN PHASE 2 (2019)....	4
A. FINANCE .....	4
B. PURCHASING .....	5
C. PUBLIC WORKS .....	6
D. INFORMATION TECHNOLOGY .....	7
E. PERMITTING .....	7
II. FINANCE .....	8
A. ERP (Enterprise Resource Planning) .....	9
B. Finance Systems .....	9
C. User Groups .....	10
D. Regional Finance Working Group .....	10
E. Asset Management .....	10
F. Uniform Charts of Accounts .....	11
G. Grant Writing .....	11
H. Back Office Sharing .....	11
I. Software/Hardware Leasing .....	12
III. PURCHASING .....	13
A. New Haven's Online Bidding System .....	13
B. CRPC .....	13
C. Piggybacking .....	14
D. Joint Purchasing .....	14
E. Purchasing Thresholds of Purchasing Ordinances .....	14
F. Regional Purchasing Working Group .....	14
G. Insurance Certificates .....	15
H. Procurement Card Management .....	15

<b>IV.</b>	<b>PUBLIC WORKS .....</b>	<b>16</b>
<b>A.</b>	<b>Concept of Sharing .....</b>	<b>16</b>
<b>B.</b>	<b>Purchasing .....</b>	<b>18</b>
<b>C.</b>	<b>Fuel Management .....</b>	<b>18</b>
<b>D.</b>	<b>Public Works Operations Management System .....</b>	<b>18</b>
<b>E.</b>	<b>Asset Management .....</b>	<b>18</b>
<b>F.</b>	<b>User Groups .....</b>	<b>19</b>
<b>G.</b>	<b>Regional Public Works Working Group .....</b>	<b>19</b>
<b>H.</b>	<b>Best Practices.....</b>	<b>19</b>
<b>V.</b>	<b>INFORMATION TECHNOLOGY .....</b>	<b>20</b>
<b>A.</b>	<b>Cybersecurity .....</b>	<b>20</b>
<b>B.</b>	<b>Follow-Up Meeting.....</b>	<b>20</b>
<b>VI.</b>	<b>PERMITTING .....</b>	<b>22</b>
<b>A.</b>	<b>Municipity.....</b>	<b>23</b>
<b>B.</b>	<b>ViewPoint .....</b>	<b>24</b>
<b>VII.</b>	<b>ANIMAL SHELTER.....</b>	<b>26</b>
<b>VIII.</b>	<b>PROGRESS REPORT 1 .....</b>	<b>27</b>
<b>IX.</b>	<b>PROGRESS REPORT 2 .....</b>	<b>30</b>
<b>X.</b>	<b>PROGRESS REPORT 3 .....</b>	<b>32</b>
<b>XI.</b>	<b>PROGRESS REPORT 4 .....</b>	<b>37</b>
<b>XII.</b>	<b>PROGRESS REPORT 1 (PERMITTING) .....</b>	<b>44</b>
<b>XIII.</b>	<b>PROGRESS REPORT 2 (PERMITTING) .....</b>	<b>45</b>
<b>XIV.</b>	<b>ADDENDA.....</b>	<b>46</b>

## INTRODUCTION

The mission for each of the five assigned focus areas (Finance, Purchasing, Public Works, Information Technology, and Permitting) in phase one (August 2018 – December 2018) was to meet with the appropriate municipal officials and facilitate collaboration on a regional scale.

From August until December, I researched latest innovations and best practices, facilitated meetings, reached out to municipalities, inventoried existing municipal programs, identified implementation opportunities, and developed final recommendations.

Ultimately, my efforts are directed at identifying opportunities for service sharing while promoting best practices to cut cost of municipal government, increase productivity, and improve the quality of service to citizens.

This final report will address each of these focus areas. Although there is overlap among the focus areas, for the purpose of this report, I will address each separately.

At the end of this report, are the progress reports submitted each month during this project session. The progress reports will detail in a chronological format the tasks accomplished and the steps taken to accomplish those tasks. Following the progress reports are addenda intended to support and supplement the content of this report.

# **I. SUMMARY OF RECOMMENDATIONS AND INITIATIVES FOR CONTINUATION IN PHASE 2 (2019)**

## **A. FINANCE**

- **Regional Finance Working Group**

Establish a Regional Finance Working Group. This group would meet frequently to discuss and explore cooperative initiatives, best practices, and common needs.

Guest presenters would also be welcome to enhance discussion or answer questions. Eventually, the group would be led by its members who would determine the agenda and presentations. SCRCOG Consultant and SCRCOG staff would serve as research and logistical support for the group.

- **Virtual Meeting and Online Information Sharing Platforms**

Establish for the Regional Finance Working Group a virtual meeting and online information sharing platform.

- **Shared Grant Writer**

Explore the feasibility of a shared grant writer to assist municipalities who do not have a grant write on staff.

- **Back Office Service Sharing**

Work with CRCOG to promote Back Office Service Sharing among interested SCRCOG municipalities.

- **Software/Hardware Leasing**

Promote opportunities for software/hardware leasing. Leasing would stabilize the cost for operation and reduce the need for constant upgrading to stay relevant with technology. The cost of hardware/software under a leasing plan would give the participant the newest version without the steep cost of upgrading.

- **Rebates for Invoice and Payment Processing**

Promote the opportunities to develop payment processing systems with companies who offer rebates. New Haven and Branford have utilized such systems with success.

- **Data Center Utilization**  
Promote the utilization of Data Centers, especially those developed by CRCOG to reduce personnel and equipment costs. All of the concerns associated with obsolesces, repairs, and outages are managed by the data center.
- **Document Management**  
Continue to research and monitor CRCOG progress in developing municipal document management systems.
- **Munis**  
Continue to work with Munis to facilitate greater interaction and information exchange between Munis and municipalities. This includes promoting greater participation in Munis user groups.
- **Financial Software**  
Continue to search and explore financial software that is appropriate for smaller municipalities to upgrade to from their current system.

## **B. PURCHASING**

- **Regional Purchasing Working Group**  
Establish a Regional Purchasing Working Group. This group would meet frequently to discuss and explore cooperative initiatives, best practices, and common needs. Guest presenters would also be welcome to enhance discussion or answer questions. Eventually, the group would be led by its members who would determine the agenda and presentations. SCRCOG Consultant and SCRCOG staff would serve as research and logistical support for the group.
- **Virtual Meeting and Online Information Sharing Platforms**  
Establish for the Regional Purchasing Working Group a virtual meeting and online information sharing platform.
- **New Haven's Online Bidding System**  
Continue to monitor and assess the development of New Haven's online bidding system and its possible integration into Munis's purchasing system. When the merger is complete and operational, SCRCOG should assist New Haven in making this product ready for other municipalities to adopt.

- **Joint Purchasing and Purchasing Consortia**  
Continue to explore opportunities for joint purchasing among SCRCOG municipalities. In addition, promote greater use of purchasing consortia.

## **C. PUBLIC WORKS**

- **Regional Public Works Working Group**  
Establish a Regional Public Works Working Group. This group would meet frequently to discuss and explore cooperative initiatives, best practices, and common needs. Guest presenters would also be welcome to enhance discussion or answer questions. Eventually, the group would be led by its members who would determine the agenda and presentations. SCRCOG Consultant and SCRCOG staff would serve as research and logistical support for the group.
- **Virtual Meeting and Online Information Sharing Platforms**  
Establish for the Regional Public Works Working Group a virtual meeting and online information sharing platform.
- **Equipment Sharing**  
Promote and encourage municipalities to adopt equipment sharing practices. SCRCOG should assist interest municipalities by helping to facilitate this process.
- **Asset Management**  
Assess available software options to assist municipalities in asset management.
- **Fleet Management**  
Assess available software options to assist municipalities in fleet and fuel management.
- **Shared Purchasing**  
Promote greater utilization of CRPC volume purchase offerings.
- **Public Works Operations Management System**  
Continue to explore opportunities for adopting Public Works operations management systems and its integration with Munis.



#### **D. INFORMATION TECHNOLOGY**

- **Regional Information Technology Working Group**

Establish a Regional Information Technology Working Group. This group would meet frequently to discuss and explore cooperative initiatives, best practices, and common needs. Guest presenters would also be welcome to enhance discussion or answer questions. In addition, this group will promote continued dialog, share training opportunities, share techniques, and share best practices in regards to the Nutmeg Network and VOIP. Eventually, the group would be led by its members who would determine the agenda and presentations. SCRCOG Consultant and SCRCOG staff would serve as research and logistical support for the group.

- **Virtual Meeting and Online Information Sharing Platforms**

Establish for the Regional Information Working Group a virtual meeting and online information sharing platform.

- **Cyber Security Initiatives**

SCRCOG has an opportunity to be a state leader in municipal cyber security. This opportunity should be pursued and SCRCOG should offer cyber security assistance, management, and training to member municipalities. This group should also use outside consultants to evaluate and recommend enhancements needed by each town and get the elected officials involved.

- **Cyber Security Audit**

Conduct a paid cyber security audit service by each municipality to ensure that everything is being done to prevent intrusion.

#### **E. PERMITTING**

- **Permitting Software Adoption**

SCRCOG staff will take over responsibilities for working with municipalities on permitting software options. Information regarding leading permitting software companies and their programs have been shared with SCRCOG municipalities, and no further action is needed unless a municipality decided to change permitting programs.

## II. FINANCE

Over the course of phase one, I organized a group “kick off” meeting with Finance Directors (*Finance Directors Kick Off Meeting Agenda and Summary* is attached to this report as Addendum A). This meeting was hosted at the SCRCOG Office on September 27, 2018. At this meeting, I introduced a conversation about collaboration regarding financial technology systems, while the Finance Directors shared their needs and ideas for cooperation. I also discussed ERP (Enterprise Resource Planning) and the individual municipality’s view of this extension to existing financial systems. A second group meeting was not held as it was determined that individual meetings with each director would be more productive. During the month of December, those interviews were either conducted over the phone or in person.

The subject matters discussed in these meetings were:

- Plans for ERP
- Relationship with the Boards of Education
- Public Works Equipment Sharing
- Back Office Sharing Operations
- Combined Purchase Orders with Boards of Education
- Other software packages being utilized or considered for the future
- Utilization of the Uniform Chart of Accounts
- Asset Management Software
- Work Flow Software
- Shared Grant Writer
- Shared Purchasing Agent
- Membership in User Groups

The information gathered will help SCRCOG determine the initiatives to be pursued during the next phase of this project.

### A. ERP (Enterprise Resource Planning)

Enterprise Resource Planning, commonly referred to as ERP, was developed as an enhancement to financial software systems. ERP is defined as an integrated information system that serves all departments within a municipality. It helps manage all the important functions of a city or town. ERP can also be described as an integration of processes and operations including but not limited to: finance, accounting, accounts receivable, accounts payable, purchasing, human resources, and payroll. The goal of ERP is to have one single integrated system for the entire municipality.

During my discussions with municipal officials who use finance software, it was determined that out of the fifteen members in SCRCOG, only New Haven could fully justify the cost and labor required to embark on such an undertaking. The evaluation by the Finance Directors of the other fourteen municipalities, is that ERP is too complex for their needs and thus impractical. The full capabilities of ERP would not be utilized in smaller towns.

### B. Finance Systems

Currently our SCRCOG members use the following financial software:

<u>Municipality</u>	<u>Software</u>
Bethany	iFips/Quickbooks (going to new system)
Branford	Munis (Tyler Technology)
East Haven	Munis (Tyler Technology) <i>- implementation in process</i>
Guilford	Munis (Tyler Technology)
Hamden	Munis (Tyler Technology)
Madison	Phoenix Accounting
Meriden	Navaline (Superion)
Milford	Munis (Tyler Technology) <i>- implementation in process</i>
New Haven	Munis (Tyler Technology)
North Branford	R. Walsh Associates (RWA)
North Haven	Munis (Tyler Technology)
Orange	Phoenix Accounting <i>- evaluating Munis as an option</i>
Wallingford	Munis (Tyler Technology)
West Haven	Munis (Tyler Technology)
Woodbridge	Munis (Tyler Technology)

A more detailed *Chart of Finance Software Installed in SCRCOG Municipalities* is attached to this report as Addendum B.

In addition, *Chart of Municipalities with Munis and the Modules owned and used, owned and not used, and not owned* is attached to this report as Addendum C.

During my research, Bethany and Woodbridge assessed the feasibility of utilizing the same finance software system and platform, but it was determined to be impractical. The obvious differences between the two towns and the requirements based on their individualized financial needs was something that could not be reconciled. The best solution for Bethany is to pursue a software system that would be more suitable for their needs as a small town. At the time of this report, Bethany was hiring a new Finance Director and considering a new and more appropriate finance system.

### **C. User Groups**

I explored different user groups that might be useful to Finance Directors.

Munis, as the dominant finance system in SCRCOG, holds two meetings a year in Connecticut, one in the fall and another in the spring. Our members' participation was encouraged by the Munis representatives at our September meeting. These meetings typically cover updates to the software, future product enhancements, and a discussion to gather user feedback. After hearing about the content of this Munis User Group, Finance Directors who use the software system seemed more likely to participate. As a collective power, this user group can influence Munis to pursue software updates that are best for the users.

### **D. Regional Finance Working Group**

The Finance Directors determined that quarterly work groups of SCRCOG Finance Directors to discuss problems, cooperative initiatives, and best practices would be beneficial.

### **E. Asset Management**

One of the items identified by the Finance Directors for future exploration is asset management software. This software, when fully implemented, will give finance departments a complete picture of all municipal assets with the exception of vehicles. The reason for this exception, is that highly-specialized software has been developed for fleet management and should be considered as a separate item.

Asset management was discussed as a possible next step for some municipalities. Items such as: buildings, equipment, preventative maintenance, history, work order scheduling, and monitoring can be managed through an asset management system. This software is difficult to deploy due to the labor intensive nature of gathering historical information and inputting that data into the system. However, the information yielded can be enormously helpful to all departments involved. Public Works, Finance, fleet responsibility management, etc. would all benefit. In addition to collecting data, consideration must be given to the maintenance of all the data. Not all towns can afford the amenity of such software.

#### **F. Uniform Charts of Accounts**

The majority of SCRCOG municipalities have not adopted the state's mandate concerning uniform chart of accounts. The uniform chart of accounts are too broad to fit the individual needs of our municipalities. For reporting purposes, each municipality, via a mapping software, converts their chart of accounts to the uniform chart of accounts thereby complying with the state's requirements. No further action regarding uniform chart of accounts is required at this time.

#### **G. Grant Writing**

The participants discussed the possibility of sharing a professional grant writer. In most instances, department heads conduct the research and complete the application for grants that support their departments. The sharing concept was perceived as a good approach, but they were not sure how to proceed. Grant writing is currently being pursued by another consultant through SCRCOG along with the SCRCOG staff. Please refer to their findings and recommendations.

#### **H. Back Office Sharing**

"Back Office Service Sharing involves taking those tasks which are 'in the background' of local government operations and sharing aspects of those operations among multiple municipalities to save money and improve services. Examples include data management, document management, and finance systems that do not directly interact with citizens." (Capitol Region Council of Governments, 2014: Back Office Service Sharing)

Back Office Sharing would allow SCRCOG municipalities to deconstruct silos between themselves and effectively facilitate sharing of data and information which could save money and increase productivity. CRCOG has established a back office sharing program for their member municipalities and other interested municipalities. While SCRCOG could begin developing a similar program for themselves, it would be best to support the capital region in their efforts and mutually benefit from the program designed.

Municipalities may be concerned about the funding, location, management, and security of back office sharing. These issues would need to be reconciled to the satisfaction of each participant.

#### **I. Software/Hardware Leasing**

The Finance Directors all agreed that leasing of software/hardware presents an opportunity to reduce costs with less risk associated with obsolescence. Financially, leasing allows for lower upfront costs and a constant predictability of cash flow. Several towns have already started leasing vehicles and computer equipment.

### III. PURCHASING

Over the course of phase one I organized a group “kick off” meeting and group “follow-up” meeting with Purchasing Agents (the *Purchasing Agents Kick Off Meeting Agenda and Summary* and the *Purchasing Agents Follow-Up Meeting Agenda and Summary* are attached to this report as Addendum D and Addendum E, respectively). These meetings were hosted at the SCRCOG Office on October 9, 2018 and November 29, 2018, respectively. At these meetings, I introduced the conversation about collaboration regarding group purchasing, while the Purchasing Agents shared their needs and ideas for best practices and cooperative initiatives.

#### A. New Haven’s Online Bidding System

One of the notable topics discussed at both meetings was New Haven’s online bidding system. In particular, the conversation revolved around the vendor facing portion of New Haven’s system and their efforts to merge it with Munis’s purchasing system.

New Haven is working with Munis to attach their much-admired and transparent bidding system to the existing Munis platform. All Munis users that attended the meeting saw the real benefits to such a capability. They would like to pursue the opportunity further.

New Haven needs to consider the cost and labor needed to make the product “market ready.” This concept of market ready refers to the readiness of a product to being distributed. The product must have manuals and other supporting features for it to be considered market ready. While Munis will handle most of the market ready requirements, New Haven will be required to facilitate and prepare their vendor-facing bidding system. It should be noted that at the time of this report, New Haven is open to sharing their system but do not want to take on a role in maintaining the software.

#### B. CRPC

Capital Region Purchasing Council, commonly called CRPC, presented their process of going out to bid for items and creating a list of approved vendors for those items for the member municipalities to use (all SCRCOG municipalities are members of CRPC). Items such as salt, sand, fuel, and other goods are available for purchase from the CRPC’s list of approved vendors. The lines of communication were opened and considerable dialogue followed the presentation. CRPC welcomed SCRCOG municipalities to suggest and request items that they want to have bid. Visit the CRPC website to learn more about their bid schedule and bid opportunities: <http://crcog.org/capitol-region-purchasing-council/>.



### **C. Piggybacking**

Piggybacking of purchases was discussed in the Purchasing Agent's meeting. Piggybacking is when a municipality uses a vendor that another municipality has already vetted through a credible bidding process. This process requires: (1) the vendor to allow the practice, (2) the municipality to allow other municipalities to piggyback on their bids, and (3) the municipality's ordinances to allow the use a vendor if the bidding process was conducted by another municipality. In most instances, the vendor must agree to expand their bid agreement over multiple clients.

### **D. Joint Purchasing**

The purchasing agents saw the benefit of combined purchase orders. Unlike CRPC, this process would allow the municipalities more freedom with who they bid with and the items they bid for, all while benefiting from economies of scale. This process requires close coordination to ensure that selected vendors are properly vetted to the standards of all participants. Municipalities who had purchased jointly before had an opportunity to share their positive experience with municipalities who had not. As a result, this created a welcoming environment for future joint purchases.

### **E. Purchasing Thresholds of Purchasing Ordinances**

Each town shared their purchasing thresholds. This includes stages of approval and dollar limits. I discovered that there are extreme differences between municipalities' thresholds. By discussing and sharing these thresholds, purchasing agents had an idea of improvements they could make in their own municipality that could increase efficiency.

A chart of these threshold can be found attached to this report as Addendum F.

### **F. Regional Purchasing Working Group**

This discussion centered more about the ability to meet on a regular basis and share best practices and purchasing initiatives. A regular quarterly working group at the SCRCOG office in North Haven would be appropriate and welcomed by the Purchasing Agents. In this format, each purchasing agent would propose topics for the meeting content. The exchange of ideas and updates to individual projects would allow for benefits to be replicated across the SCRCOG.

### **G. Insurance Certificates**

All of the Purchasing Agents and Finance Directors were interested in this topic. A speaker presented at the second purchasing agent's meeting via telephone to explain the different level of coverage and the methods best used when a vendor wins a contract but fails to renew their insurance. A detailed discussion ensued and all present now have a better understanding of what are the best practices for the situation and how to administer the process.

Insurance certificates protect municipalities from vendors who may lose or change their insurance part way through a contract. These certificates legally obligate the insurance agency and/or the vendor to notify the municipality of an insurance loss or change. Examples of the documents needed to facilitate insurance certificates were distributed at the meeting.

### **H. Procurement Card Management**

While some municipalities already use procurement cards, commonly referred to as p-cards, each participant was interested in the management of p-cards. P-card programs must be designed to mitigate any anticipated problems including negligence and usage abuse.

Norwich, CT has a strong policy for the deployment of p-cards. A copy of their policy was obtained and distributed to all Purchasing Agents. The policy clearly defines the terms of use, the threshold for expenditure, and the proper authorization of people for p-card usage. While Norwich's policy is considered thorough, each municipality will need to customize their p-card policy to fit their individual needs.

## IV. PUBLIC WORKS

Over the course of phase one I organized a group “kick off” meeting and group “follow-up” meeting with Public Works Directors (the *Public Works Kick Off Meeting Agenda and Summary* and the *Public Works Follow-Up Meeting Agenda and Summary* are attached to this report as Addendum G and Addendum K, respectively). These meetings were hosted at the SCRCOG Office on September 18, 2018 and November 8, 2018, respectively. At these meetings, I introduced the conversation about collaboration regarding equipment sharing while the Public Works Directors shared their needs and ideas for cooperation.

After each of the meetings, surveys were created and distributed. These surveys allowed for a better understanding of the participants needs and to collect data for the purpose of sharing.

- *Public Works Kick Off Survey (Blank Copy)* is attached to this report as Addendum H.
- *Public Works Prioritization List* is attached to this report as Addendum J.
- *Public Works Follow-Up Survey (Blank Copy)* is attached to this report as Addendum L.
- *Public Works Follow-Up Survey Results* is attached to this report as Addendum M.

### A. Concept of Sharing

At both Public Works Director meetings the procedures for sharing equipment between municipalities was discussed. The concept was not well received. Each director voiced their concerns. The general concern is that pieces of equipment might be damaged or have a shortened lifespan because of improper usage by cooperating municipalities. This is a list of the most outstanding objections:

- Breakage – rendering the piece unusable for some period of time.
- Timing – seasonal usage has conflicts in terms of availability.
- Maintenance – after use, who performs the appropriate maintenance?
- Who pays for the wear and tear associated with usage (e.g. Brushes on street sweepers).
- How does the piece of equipment get transported between municipalities?
- Insurance coverage – who is liable if an accident occurs?
- How can it be ensured that properly trained people are the only ones using the equipment?
- Proper housing of the equipment.

While some municipalities do share pieces of equipment, they do not have a formal program or a contract with each other.

I also discussed the possibility of mutual purchase and ownership. A program such as shared purchases might have greater potential. The concept realizes more functionality at less cost.

The concerns expressed:

- Who insures?
- Who maintains?
- Who houses?
- How is time used divided?
- How are wear and tear cost shared?

I also introduced skills sharing. While this concept was viewed as a possibility, it also introduced specific hurdles:

- Union implications
- Support equipment and personnel
- Timing
- Billing and associated documentation
- OSHA – compliance by towns involved
- Workers compensation
- While towns do you share labor (e.g. police) that discipline is easier to define.

As an aid to sharing I introduced existing contracts between towns from around the country in the hope of easing concerns and providing a base from which to begin. One of these contracts is from Connecticut's Northwest COG.

The Northwest COG's equipment sharing model is administered and managed by the COG. Contrary to the traditional format where the municipalities initiate and manage the agreement, the Northwest COG's equipment cooperative is facilitated through the regional government council.

The list of Public Works Equipment owned by each municipality can be found attached to this report as Addendum I.

## **B. Purchasing**

I organized presentations by CRPC with regard to available vendors to purchase from and items potentially going out to bid. Each municipality was provided with the critical information for use of these vendors. A list of *CRPC Items for Bid* is attached to this report as Addendum N.

## **C. Fuel Management**

The fuel management software that was most popular in use was Fuel Master.

Some of the municipalities had varying degrees of success in implementation and sustained utilization of Fuel Master. I contacted Fuel Master and discussed what could be done to aid municipalities in using their product. Fuel Master is willing to meet with current users who are trying to utilize their software in the hopes of resolving any issues as well as meeting with potential new users.

## **D. Public Works Operations Management System**

Public Works Management Systems were discussed. Facility Dude was the leading software and most favored by SCRCOG municipalities. This system is predominantly focused on non-mobile assets such as infrastructure. I had a presentation of their software and it was well received. This online system supports maintenance, energy management, usage, and safety. It is a web based product with a strong user community. I contacted the Public Works Director in Wethersfield and she was extremely happy with the software. She encouraged SCRCOG Public Works Directors to contact her with queries. In addition, she was willing to serve as a reference.

## **E. Asset Management**

Another capability that encountered the Public Works Directors was asset management. Typically, the systems are concerned with equipment maintenance. The Public Works Directors understand the need for that capability, but have not had a positive experience with previous products. Simultaneously, Finance Directors have been discussing asset management as it could improve efficiency capabilities on the administration and finance side. It should be noted that each town has developed some method of their own to control and monitor vehicles.

**F. User Groups**

The New Haven Middlesex Public Works Association, commonly referred to as the NHMCPWA, is a loosely organized group of Public Works Directors that meet monthly to have lunch and discuss issues of mutual concern. They invite vendors to present their products and make connections. I hope to work with them further and develop a stronger relationship with them.

**G. Regional Public Works Working Group**

Public Works Directors of SCRCOG do not have any formal meetings with agendas. I recommend that a SCRCOG working group be established with committed membership and regularly schedule meetings. It is at such meetings that a more in-depth approach into sharing and other issues could be explored.

**H. Best Practices**

At our meeting, best practices were discussed. The ability to adapt an idea utilized by another town is largely based on pressing need, available funding, and professional support from leadership. Communication is the key to success and is facilitated by the exchange of ideas.

## **V. INFORMATION TECHNOLOGY**

The first meeting was held on October 23, 2018 at the SCRCOG office (*IT Kick Off Meeting Agenda and Summary* is attached to this report as Addendum O). Seven towns were represented. Brian Luther of the Capitol Region Council of Governments attended. He conveyed an update on the Nutmeg Network, NOVUS cybersecurity, and Voice Over Internet protocol (VOIP).

In the meeting, each town shared their approach to information technology. Each participant expressed a need for training to municipal employees, shared techniques for rapid recovery after a cyber-intrusion, use of the Nutmeg Network, and VOIP. Some software utilized include Cisco and Barracuda. The use of redundancy as a means for recovery was explored. Finally, each municipality present was concerned with power outages and being able continue operations. Some towns have decided to use generators.

The meeting resulted in several areas of focus and software that would facilitate those areas.

### **A. Cybersecurity**

A great deal of discussion was centered on the recent cyber intrusion into West Haven's system. In this event, West Haven was a victim of a ransom attack, which required the city to pay a fee to gain access to their system.

At the end of the day, all agreed that cybersecurity was the greatest concern to local and state governments. The participants suggested that the next meeting focus on cyber security.

### **B. Follow-Up Meeting**

The next meeting will be held in the SCRCOG Office on January 17, 2019. The emphasis will be on cybersecurity. Two speakers are selected for this meeting. One from CIRMA and one from NOVUS systems. Each presenter will have from 45 minutes to 60 minutes to present their material.

The presentation will focus on a number of topics including:

- What cybersecurity threats exist to their community?
- Tips and tricks to avoid downloading malware
- How to protect data and financial assets
- Creating strong passwords
- Maintaining security on mobile devices



- Best practices to protect yourself and your municipality from exposure
- Recognize common mistakes made by internet users
- Training for the user community, including how hackers intrude into systems via email, text messages, and other seemingly innocent activities

Our presenters will be:

- Joey Barbera, Risk Management Program Specialist, CIRMA
- Carl Fazzina, NOVUS Insight

A representative from the Department Homeland Security will also be attending the meeting. DHS has an interest in regionalization and were invited to this meeting.

## VI. PERMITTING

Two vendors that have been vetted by CRCOG have emerged as the best software providers in Connecticut: Municipity and ViewPoint. Each vendor is well reputed and have at least one installation in the SCRCOG region. Both vendors were given the opportunity to present their offerings to members of the SCRCOG community (invitees included Building Officials, Town/City Engineers, and Zoning Enforcement Officers). The South Central Regional Council of Governments hosted this meeting in their office on October 17, 2018.

Towns with ViewPermit (legacy of ViewPoint) were shown the clear path to transition to the new software.

Both of these softwares can empower the users to go directly into the system to get status of permits. In addition, they are both user friendly applications that yield many productivity gains for municipal employees and citizens. Both systems are flexible enough to accommodate current process and allow for new methods of usage.

Permitting Software Installed in SCRCOG (as of October 2018):

<u>Municipality</u>	<u>Online Permitting</u>	<u>IT/Hosting</u>	<u>VOIP</u>	<u>EDMS</u>	<u>Fiber</u>
Bethany		✓	✓		
Branford	Municipity				
East Haven					
Guilford					
Hamden	ViewPoint Cloud				
Madison	ViewPermit (Legacy)				
Meriden					
Milford	ViewPermit (Legacy)				
New Haven	Municipity (Install In Progress)				
North Branford					
North Haven	ViewPermit (Legacy)				
Orange					✓
Wallingford					
West Haven					
Woodbridge	ViewPoint Cloud				

## **A. Municipity**

Municipity software suite was developed by Software Consulting Associates (SCA). They have over thirty years of experience in the development and deployment of property assessment, tax collection, utility billing, permitting/code enforcement, planning/zoning, and asset management.

Headquarters: New York

Their Software as a Service (SaaS) offers significant advantages, such as:

- Eliminate maintenance costs for hardware
- Data is protected at highest levels of cyber security
- Back-up and restore is included
- User owns the data
- Data is accessible from anywhere
- Software updates occur automatically
- Other modules are available immediately as integration add-ons.
- Facilitate ease of predicting IT requirements for equipment and staffing

Storage and recovery of data is facilitated by backups in multiple remote regions. Security is in compliance with watchdog organizations.

### **Municipity Cloud**

- Fully web based
- Integrates building, planning, zoning, engineering, and fire inspections
- No limits on number of work stations
- Dashboard for viewing latest activities, including applications, permits, issued complaints, inspections, etc.

Parcel information is available by owner, address, number, and other relevant information.

Work activity is immediately recorded in order maintain current status.

### **Permitting**

- Tracks all aspects of the permitting process from inception to certificate of occupancy
- Calculates fees, assists in code enforcement, and tracks multiple levels of permitting activities
- Document permitting of all parcel information: permits, approval and denials, inspection results, inspection n schedules, complaints notices, summons

The software provides for all of the delivery via print of electronic records. Upload of pictures, PDF files, documents, videos, emails, add notes to pictures.

Appointment calendars are used to track employee productivity.

Many reports are available to assist in measuring backlog scheduling by employee or area.

Pictures and charts are used to disseminate summary information for analysis.

GIS capabilities enable the visualization of all Municipality data via geographic interface.

Municipality also offers fully integrated modules for asset management, work order, maintenance, and mobile interface.

The Municipality Pricing Schema has been attached to this report as Addendum P.

## **B. ViewPoint**

ViewPoint is a Software as a Service (SaaS) product that eliminates the need for extensive equipment. It deploys a six month implementation plan that included a start to finish transition which includes training and technology installment.

Headquarters: Boston, MA

ViewPoint gives a detailed project management plan that involved executive sponsorships to process of change management.

Process improvements are developed with the user community to map each permitting requirement.

All forms, permits, letters, and fee schedules are based on discovery during the document process. Improvements and best practices are detailed.

Their support team utilizes their past experience to suggest or recommend enhancements to the existing process.

The ViewPoint team will convert existing data bases to their product insuring an orderly transition from any legacy systems including ViewPermit. This process consists of exact points of data integration.

The ViewPoint support team will work to check all aspects of the process prior to going live.

Extensive training is offered. Online training is also available.

The overall approach has four components:

- 1) Process Design
  - a. Adherence to best practices
  - b. Collection of forms, letters, and fee schedules.
- 2) System Configuration
  - a. Project Scope
  - b. Environment
  - c. Testing
- 3) Training/Planned Rollout
  - a. Determine change management for each Department.
  - b. Trial Run
- 4) Go Live
  - a. There entire team is present to handle any difficulty which might arise.
  - b. Finalize internal and public availability of the new system.

ViewPoint has an extensive staff of trained professionals that lead the user community in conversion and training to insure success.

The ViewPoint Pricing Schema has been attached to this report as Addendum Q.

Finally, ViewPoint interfaces with all critical modern systems to facilitate other function areas. This software is installed in 14 municipalities in CT.

## **VII. ANIMAL SHELTER**

At the beginning of these projects, I was tasked with assessing the status of an Animal Shelter merger happening between Bethany, Woodbridge, and Hamden. I met with officials from towns involved. At the time of our inquiry, the towns were nearing completion of the project. It was determined that SCRCOG could not add value to a project that was well on its way. In a recent update, it was found that due to personnel changes the project has lost momentum but is still being pursued by participating municipalities.

## **VIII. PROGRESS REPORT 1**

### **Progress Report**

Date: 9/11/2018

**Shared Services for Finance, Purchasing, Information Technology and Public Works**

**Billing Period: August 1, 2018 to August 31, 2018**

### **Task 1 – Research Latest Innovations and Best Practices; Prep. for Meetings**

#### **Meet with Bethany and Woodbridge regarding possible sharing of Animal Control facility.**

- Met with Tom Broesler, Finance Director in Bethany, and Anthony Genovese, Finance Director in Woodbridge, on separate occasions to discuss the status and feasibility of sharing Animals Control facility.
- We discovered that the process is moving according to plan and we offered our further support in this merger.

#### **Meet with Woodbridge and Bethany regarding possible sharing of MUNIS financial software.**

- Met with Tom Broesler, Finance Director in Bethany, and Anthony Genovese, Finance Director in Woodbridge, on separate occasions to discuss the status and feasibility of sharing MUNIS software between their municipalities.
- Merging finance systems creates a burden on both municipalities that are too numerous to rectify, hence each organization will continue on an individual strategy for their respective municipalities.

#### **Meet with Bethany and Orange regarding new financial software systems; discuss financial software options with MUNIS.**

- Met with John Cifarelli, Finance Director in Orange, to discuss an implementation plan for MUNIS software.
- Suggested a project management methodology to create measurable milestones for determining progress and obstacles.
- Reviewed Bethany's selection of Edmunds Finance software and agreed to that their selection was appropriate for their municipality's requirements.

#### **Investigate other municipal financial systems.**

- Discussed with Tyler Technologies the availability of a “MUNIS Lite” for smaller municipalities requiring only limited functionality.
- Contacted Meriden about their use of Superion-NavaLine software, and investigated its functionality using online sources. Meriden determined that their software does meet their requirements and replacement would be too costly and cumbersome.
- Investigated Phoenix Finance Software and talked to users about its functionality and structure. Compared it to MUNIS. We found that both software’s are size sensitive, in that the larger the community the more suitable MUNIS would be.

#### **Meet with CRCOG and City of New Haven regarding on-line purchasing systems.**

- We met with Michael Fumiatti, Purchasing Agent in New Haven, about their on-line purchasing system.
- We met with CRCOG about their purchasing council and use of BidSync. We found that BidSync has fallen into disfavor among their user community.
- The New Haven purchasing system will be discussed in great detail at our regional Purchasing Agents meeting as a possible alternative to BidSync.
- New Haven’s system might be able to be adopted regionally pending the marketability of their on-line bidding system.

#### **Meet with Public Works director(s) to explore equipment sharing opportunities and opportunities for use of technology and best practices with other municipalities.**

- Met with Craig Cesear, Public Works Director in Hamden, to discuss feasibility and challenges associated with equipment sharing.
- Met with John Pucillo, Forman of Fleet Maintenance in Hamden, about helping to prepare an inventory document for use at Public Works Director’s meeting to establish an inventory of equipment by municipality.
- Discussed with Kevin White, Public Works Director in East Haven, the New Haven-Middlesex PW Directors Association.

#### **Identify and enlist subject matter experts to present at meetings; prepare agendas and discussion topics for meetings.**

- Public Works Directors’ Meeting: September 19, 2018 – AGENDA COMPLETE
- Finance Directors’ Meeting: September 27, 2018 – AGENDA COMPLETE
- Purchasing Agents’ Meeting: October 9, 2018 – AGENDA COMPLETE
- Information Technology Meeting: October 23, 2018 – AGENDA DRAFTED
- Appropriate speakers and expert matter have been lined up and topics reviewed.



**Work Activities Anticipated for September 2018**

- Facilitate Kick-off meetings for Public Works (9/18) and Finance Directors (9/27).
- Create sign-in sheets, surveys, and handouts to be used at meetings.
- Follow-up and outreach with municipalities.
- Join Orange in their informational meeting regarding transition to MUNIS facilitated by Christine Lyden, Tyler Technologies.

## **IX. PROGRESS REPORT 2**

### **Progress Report**

Date: 10/3/2018

**Shared Services for Finance, Purchasing, Information Technology and Public Works**

**Billing Period: September 1, 2018 to September 30, 2018**

### **Task 2 – Facilitate Meetings and conduct Municipal Outreach**

#### **Plan and convene Kick-off Meetings.**

- Public Works Directors’ Meeting: September 19, 2018 – PLANNED AND CONVENED.
- Finance Directors’ Meeting: September 27, 2018 – PLANNED AND CONVENED.
- Purchasing Agents’ Meeting: October 9, 2018 – MEETING WILL CONVENE ON 10/9.
- Information Technology Meeting: October 23, 2018 – MEETING WILL CONVENE ON 10/23. AGENDA HAS BEEN DRAFTED.

#### **Conduct follow-up/outreach with municipalities.**

- Public Works: Follow-up/outreach is underway – Survey containing equipment distribution list and prioritization of key interests by PW Directors has been distributed. Follow-up calls have been made to attendees.
- Finance: Follow-up/outreach is underway – Munis Modules survey has been distributed to Finance Directors. Follow-up calls have been made to attendees.
- Joined Orange in their informational meeting regarding transition to Munis facilitated by Christine Lyden, Tyler Technologies.

#### **Plan and convene wrap-up meetings, if necessary.**

- In planning stage and will be completed in November – December.

#### **Develop materials and surveys to distribute at or around meetings.**

- Surveys have been distributed at the appropriate meetings.
  - Public Works: Materials were developed and distributed at meeting. These materials included equipment sharing sample contracts, EZIQC, and Capitol Region Purchasing Council (CRPC) info sheets. A post meeting survey has been distributed via *Survey Monkey*. The survey contains the equipment distribution list and prioritization of topics/concern.
  - Finance: Materials were developed and distributed at meeting. These materials included Munis’s presentation, CRCOG back office service sharing study, and document management info sheets. A post meeting survey has been distributed

via email containing a document aimed at collecting information about each municipalities Munis modules owned.

- Purchasing: Materials have been organized. These materials include Michael Fumiatti's presentation and Capitol Region Purchasing Council (CRPC) info sheets.

#### **Prepare agendas for group meetings.**

- In planning stage.

#### **Line up presenters for group meetings.**

- In planning stage.

#### **Research and develop topics for continued discussion and group resolution.**

- Prioritization lists and meeting topic have been developed at meetings. Further research is being conducted into those items.

#### **Explore/research opportunities for sharing of best practices, collaborations, and joint purchasing in the areas of finance, purchasing, technology and public works.**

- Ongoing effort based on feedback and input from meeting and interviews.

#### **Meet with BOE business managers re financial software systems and opportunities for sharing and joint purchasing.**

- Under consideration. Carl to determine.

#### **Work Activities Anticipated for October 2018**

- Facilitate Kick-off meetings for Purchasing (10/9), Permitting (10/17), and IT (10/23).
- Meet with Brian Luther from CRCOG to discuss permitting and IT.
- Create sign-in sheets, surveys, and handouts to be used at above mentioned meetings.
- Continue follow-up and outreach with municipalities.
- Individual permitting meetings at municipalities.
- Produce for each meeting, follow up actions based on user input.
- Coordinate with CRCOG for knowledge transfer of permitting and IT.
- Familiarize self with available permitting solutions offered by different vendors.
- Engage speakers and share the content desired to be presented.

## **X. PROGRESS REPORT 3**

### **Progress Report**

Date: 11/15/2018

**Shared Services for Finance, Purchasing, Information Technology and Public Works**

**Billing Period: October 1, 2018 to October 31, 2018**

### **Task 2 – Facilitate Meetings and conduct Municipal Outreach**

#### **1. Plan and convene Kick-off Meetings.**

Invoice 2 (previous billing):

- Public Works Directors' Meeting: September 19, 2018 – PLANNED AND CONVENED.
- Finance Directors' Meeting: September 27, 2018 – PLANNED AND CONVENED.

Invoice 3 (current billing):

- Purchasing Agents' Meeting: October 9, 2018 – PLANNED AND CONVENED.
- Information Technology Meeting: October 23, 2018 – PLANNED AND CONVENED.

#### **2. Conduct follow-up/outreach with municipalities.**

Invoice 2 (previous billing):

- Public Works: Follow-up/outreach is underway – Survey containing equipment distribution list and prioritization of key interests by PW Directors has been distributed. Follow-up calls have been made to attendees.
- Finance: Follow-up/outreach is underway – Munis Modules survey has been distributed to Finance Directors. Follow-up calls have been made to attendees.
- Joined Orange in their informational meeting regarding transition to Munis facilitated by Christine Lyden, Tyler Technologies.

Invoice 3 (current billing):

- Public Works: Follow-up/outreach is completed – 13 out of 15 SCRCOG municipalities returned the survey containing prioritization list of future topics and equipment inventory lists. Additional communication has been made with PW officials to share new information and reinforce opportunities.
- Finance: Follow-up/outreach is nearly completed – 5 out of 9 SCRCOG municipalities returned the Munis Modules survey. Follow-up with Finance Directors regarding this survey will continue into November. In addition, an offer has been extended to Orange to assist in their implementation of Munis as a member of their project team.
- Purchasing: Follow-up/outreach is completed – Items of interest identified at the kick-off meeting (such as, piggybacking policy language) has been gathered and distributed

among Purchasing officials. In addition, an update was distributed regarding CRCOG purchasing consortium (CRPC) and the bids (items) they went out for this year.

- Information Technology: Follow-up/outreach is underway – Based on the IT official's priorities, cyber security has been established as the most important topic. In November, the follow-up IT meeting will be held with cyber security consultants to create a model cyber security solution. Leading up to this follow-up IT meeting, research and follow-up with municipalities and CRCOG will be conducted.

### **3. Plan and convene wrap-up meetings, if necessary.**

Invoice 2 (previous billing):

- In planning stage and will be completed in November – December.

Invoice 3 (current billing):

- Public Works Directors' Meeting: November 8, 2018 – MEETING WILL CONVENE ON 11/8. AGENDA HAS BEEN DRAFTED.
- Finance Directors' Meeting: It has been determined that issues regarding finance are complex enough that warrant in-person one-on-one meetings. These meetings will shed light on the needs and issues of the individual municipalities, and they will provide insight into a more comprehensive agenda for the follow-up meeting (to take place in 2019).
- Purchasing Agents' Meeting: November 29, 2018 – MEETING WILL CONVENE ON 11/29. AGENDA HAS BEEN DRAFTED.
- Information Technology Meeting: November 27, 2018 – MEETING WILL CONVENE ON 11/27. AGENDA HAS BEEN DRAFTED.

### **4. Develop materials and surveys to distribute at or around meetings.**

Invoice 2 (previous billing):

- Surveys have been distributed at the appropriate meetings.
  - Public Works: Materials were developed and distributed at meeting. These materials included equipment sharing sample contracts, EZIQC, and Capitol Region Purchasing Council (CRPC) info sheets. A post meeting survey has been distributed via *Survey Monkey*. The survey contains the equipment distribution list and prioritization of topics/concern.
  - Finance: Materials were developed and distributed at meeting. These materials included Munis's presentation, CRCOG back office service sharing study, and document management info sheets. A post meeting survey has been distributed via email containing a document aimed at collecting information about each municipalities Munis modules owned.
  - Purchasing: Materials have been organized. These materials include Michael Fumiatti's presentation and Capitol Region Purchasing Council (CRPC) info sheets.

## **5. Prepare agendas for group meetings.**

Invoice 2 (previous billing):

- In planning stage.

Invoice 3 (current billing):

- Completed (detailed in deliverable titled “Plan and convene wrap-up meetings, if necessary.”)

## **6. Line up presenters for group meetings.**

Invoice 2 (previous billing):

- In planning stage.

Invoice 3 (current billing):

- Public Works Directors’ Meeting: Dude Solutions will present at PW follow-up meeting. They have been contacted and scheduled to present (via Zoom).
- Finance Directors’ Meeting: Individual meetings will be conducted. No presenters required.
- Purchasing Agents’ Meeting: Presenter have been identified. Contacting and scheduling the presenter will occur in November.
- Information Technology Meeting: Presenter have been identified. Contacting and scheduling the presenter will occur in November.

## **7. Research and develop topics for continued discussion and group resolution.**

Invoice 2 (previous billing):

- Prioritization lists and meeting topic have been developed at meetings. Further research is being conducted into those items.

Invoice 3 (current billing):

- This list continues to evolve as more information is gathered. Items identified at meetings are being researched and addressed, such as fuel master and fleet maintenance.

## **8. Explore/research opportunities for sharing of best practices, collaborations, and joint purchasing in the areas of finance, purchasing, technology and public works.**

Invoice 2 (previous billing) and Invoice 3 (current billing):

- Ongoing effort based on feedback and input from meeting and interviews.

## **9. Meet with BOE business managers re financial software systems and opportunities for sharing and joint purchasing.**

- Under consideration. Carl to determine.

### **Task 3 – Inventory existing municipal programs; Identify Implementation Opportunities**

#### **1. Report and inventory on Tyler Technology’s MUNIS financial software, its use among municipalities and BOE in the SCRCOG region, and the use of other financial software systems among the SCRCOG municipalities and BOE, and opportunities for SCRCOG municipalities and BOE to adopt the same or similar systems.**

Invoice 3 (current billing):

- Completed. BOE not in consideration.

#### **2. Report on improvements in technology associated with procurement, operational, financial, and IT systems to increase productivity.**

- To be completed in November/December.

#### **3. Create user groups among those towns/BOEs using same financial software platforms, and exploring adoption of Enterprise Resource Planning (ERP) systems.**

- To be completed in November/December.

#### **4. Create a list of existing software user groups in the region.**

- To be completed in November/December.

#### **5. Report on opportunities for service sharing, joint purchasing, user groups and upgrading to an ERP system.**

- To be completed in November/December.

#### **6. Prepare memoranda identifying implementation opportunities in the areas of finance, purchasing, technology and public works.**

- To be completed in November/December.

**7. Report regarding on-line purchasing systems used or being considered for use by Capitol Regional Council of Governments (CRCOG) by the City of New Haven, and by Tyler Technology's MUNIS system.**

Invoice 3 (current billing):

- Exposed on-line purchasing/bidding system being developed by New Haven and Munis. Continued progress reports will be distributed periodically to SCRCOG Purchasing Agents.
- CRCOG is leaving current system (BidSync) and is open to considering New Haven's system which is in development.

**8. Report on available procurement consortia, and/or develop SCRCOG procurement consortia.**

Invoice 3 (current billing):

- Procumbent consortia available to SCRCOG include Capital Region Purchasing Council (CRPC) and state bids.
- Further investigation is being done into the possibility of a SCRCOG purchasing consortium.
  - The development of a consortium requires a central management process which has not been developed.

**9. Create spreadsheet of each town's public work functions, divisions, software systems, equipment utilized, and number of assigned personnel.**

- To be completed in November at PW follow-up meeting (11/8).

**Work Activities Anticipated for November 2018**

- Facilitate follow-up meetings for Public Works (11/8), Purchasing (11/29), and IT (11/27).
- Create sign-in sheets, surveys, and handouts to be used at above mentioned meetings.
- Meet with Finance Directors as follow-up.
- Engage speakers and share the content desired to be presented.
- Meet with Orange on Munis project.
- Follow-up on Dude Solution references.
- Meet with Bethany on finance software transition and finance director replacement.



## **XI. PROGRESS REPORT 4**

### **Progress Report**

Date: 12/3/2018

**Shared Services for Finance, Purchasing, Information Technology and Public Works**

**Billing Period: November 1, 2018 to November 30, 2018**

### **Task 2 – Facilitate Meetings and conduct Municipal Outreach**

#### **1. Plan and convene Kick-off Meetings.**

- COMPLETED (Reported in Invoices #2 and #3).

#### **2. Conduct follow-up/outreach with municipalities.**

Invoice 2 (previous billing):

- Public Works: Follow-up/outreach is underway – Survey containing equipment distribution list and prioritization of key interests by PW Directors has been distributed. Follow-up calls have been made to attendees.
- Finance: Follow-up/outreach is underway – Munis Modules survey has been distributed to Finance Directors. Follow-up calls have been made to attendees.
- Joined Orange in their informational meeting regarding transition to Munis facilitated by Christine Lyden, Tyler Technologies.

Invoice 3 (previous billing):

- Public Works: Follow-up/outreach is completed – 13 out of 15 SCRCOG municipalities returned the survey containing prioritization list of future topics and equipment inventory lists. Additional communication has been made with PW officials to share new information and reinforce opportunities.
- Finance: Follow-up/outreach is nearly completed – 5 out of 9 SCRCOG municipalities returned the Munis Modules survey. Follow-up with Finance Directors regarding this survey will continue into November. In addition, an offer has been extended to Orange to assist in their implementation of Munis as a member of their project team.
- Purchasing: Follow-up/outreach is completed – Items of interest identified at the kick-off meeting (such as, piggybacking policy language) has been gathered and distributed among Purchasing officials. In addition, an update was distributed regarding CRPC purchasing consortium (CRPC) and the bids (items) they went out for this year.
- Information Technology: Follow-up/outreach is underway – Based on the IT official's priorities, cyber security has been established as the most important topic. In November, the follow-up IT meeting will be held with cyber security consultants to create a model cyber security solution. Leading up to this follow-up IT meeting, research

and follow-up with municipalities and CRCOG will be conducted.

Invoice 4 (current billing):

- Public Works Directors' Meeting: November 8, 2018 – COMPLETED; COLLECTING SURVEY RESPONSES
- Finance Directors' Meeting: ONE-ON-ONE MEETINGS IN PROGRESS
- Purchasing Agents' Meeting: November 29, 2018 – COMPLETED
- Information Technology Meeting: MEET DATE TBD. AGENDA HAS BEEN DRAFTED.

### **3. Plan and convene wrap-up meetings, if necessary.**

Invoice 2 (previous billing):

- In planning stage and will be completed in November – December.

Invoice 3 (previous billing):

- Public Works Directors' Meeting: November 8, 2018 – MEETING WILL CONVENE ON 11/8. AGENDA HAS BEEN DRAFTED.
- Finance Directors' Meeting: It has been determined that issues regarding finance are complex enough that warrant in-person one-on-one meetings. These meetings will shed light on the needs and issues of the individual municipalities, and they will provide insight into a more comprehensive agenda for the follow-up meeting (to take place in 2019).
- Purchasing Agents' Meeting: November 29, 2018 – MEETING WILL CONVENE ON 11/29. AGENDA HAS BEEN DRAFTED.
- Information Technology Meeting: November 27, 2018 – MEETING WILL CONVENE ON 11/27. AGENDA HAS BEEN DRAFTED.

Invoice 4 (current billing):

- Public Works Directors' Meeting: November 8, 2018 – COMPLETED
- Finance Directors' Meeting: ONE-ON-ONE MEETINGS IN PROGRESS
- Purchasing Agents' Meeting: November 29, 2018 – COMPLETED
- Information Technology Meeting: MEET DATE TBD. AGENDA HAS BEEN DRAFTED.

### **4. Develop materials and surveys to distribute at or around meetings.**

- COMPLETED (Reported in Invoice #2).

## **5. Prepare agendas for group meetings.**

Invoice 2 (previous billing):

- In planning stage.

Invoice 3 (previous billing):

- Partially Completed (detailed in deliverable titled “Plan and convene wrap-up meetings, if necessary.”)

Invoice 4 (current billing):

- Partially Completed (detailed in deliverable titled “Plan and convene wrap-up meetings, if necessary.”)

## **6. Line up presenters for group meetings.**

Invoice 2 (previous billing):

- In planning stage.

Invoice 3 (previous billing):

- Public Works Directors’ Meeting: Dude Solutions will present at PW follow-up meeting. They have been contacted and scheduled to present (via Zoom).
- Finance Directors’ Meeting: Individual meetings will be conducted. No presenters required.
- Purchasing Agents’ Meeting: Presenter have been identified. Contacting and scheduling the presenter will occur in November.
- Information Technology Meeting: Presenter have been identified. Contacting and scheduling the presenter will occur in November.

Invoice 4 (current billing):

- Completed (detailed in deliverable titled “Plan and convene wrap-up meetings, if necessary.”)

## **7. Research and develop topics for continued discussion and group resolution.**

Invoice 2 (previous billing):

- Prioritization lists and meeting topic have been developed at meetings. Further research is being conducted into those items.

Invoice 3 (previous billing):

- This list continues to evolve as more information is gathered. Items identified at meetings are being researched and addressed, such as fuel master and fleet maintenance.

Invoice 4 (current billing):

- Completed (detailed in deliverable titled “Plan and convene wrap-up meetings, if necessary.”

**8. Explore/research opportunities for sharing of best practices, collaborations, and joint purchasing in the areas of finance, purchasing, technology and public works.**

- COMPLETED (Reported in Invoices #2 and #3).

**9. Meet with BOE business managers re financial software systems and opportunities for sharing and joint purchasing.**

- Under consideration. Carl to determine.

**Task 3 – Inventory existing municipal programs; Identify Implementation Opportunities**

**1. Report and inventory on Tyler Technology’s MUNIS financial software, its use among municipalities and BOE in the SCRCOG region, and the use of other financial software systems among the SCRCOG municipalities and BOE, and opportunities for SCRCOG municipalities and BOE to adopt the same or similar systems.**

- Inventory of a few municipalities is still being collected. Will be completed in December.

**2. Report on improvements in technology associated with procurement, operational, financial, and IT systems to increase productivity.**

- Many improvements have been made to software systems that support critical functions for municipalities. The advent of integrated software has enhanced the ability to cross departmental lines and utilize information not accessible previously. The use of cloud-based systems has removed the need for excessive equipment. The cloud has also reduced the in-house equipment needs to be expanded due new data collection processes. The use of handheld devices in the field of operations has freed both functional users and decreased time needed to maintain systems. This capability has given users ability to research topics on resources that are changing daily. Cell technology now allows the procedures to support evaluation needs in the field.

**3. Create user groups among those towns/BOEs using same financial software platforms, and exploring adoption of Enterprise Resource Planning (ERP) systems.**

- Our meetings with functional areas has revealed some loosely formed user groups.  
Existing user groups:

- The MNHCPWA (Middlesex-New Haven County Public Works Association): This association meets once a month to discuss best practices and experiences that trigger operational improvements.
- Munis User Group: Munis holds two meetings per year in Connecticut. One in Hartford and one in Fairfield. Their meetings are well attended and are focused on improvements to current software.
- Occasionally an Information Technology user group will meet, but these are infrequent and loosely arranged.
- The adoption of ERP is directly correlated to the size and complexity of the town. The larger the municipality with a larger volume of data and many departments dependent on shared data are considering ERP (e.g. New Haven). The smaller the towns are not even considering ERP as it is not needed (e.g. Bethany).

#### **4. Create a list of existing software user groups in the region.**

- There is little need to create SCRCOG based user groups.
- The main purpose of user groups is to develop required enhancements to the product utilized. In the case of Munis, ViewPoint, Facility Dude, etc. the larger programs already have established means by which users can communicate current and future needs.

#### **5. Report on opportunities for service sharing, joint purchasing, user groups and upgrading to an ERP system.**

- Equipment Sharing: The process of equipment sharing was met with extreme reluctance and generally a lack of interest. While, some communities are sharing equipment, it is minimal and spotty. A quote from a PW Director: "I am not risking or lending out a piece of \$400,000 equipment that I had to fight hard to get."
- Joint Purchasing: The concept of joint purchasing is already facilitated by CRPC and the State of Connecticut. The impediment to joint purchasing is the lack of centralized communication systems to coordinate volumes and items needed to gain leverage for price negotiations. At his time, each purchasing organization is driven by individual requirements with no consideration being given to other municipalities buying exactly the same item or commodity.
- User Groups: As previously stated, user groups are not given much consideration. Unless specific product deficiencies are discovered in our region, there is no mechanism for coordinating the specific product changes or needs.
- ERP: While ERP is the new push by providers, it is not practical for most municipalities. Larger cities will find ERP useful, and smaller towns will not.

**6. Prepare memoranda identifying implementation opportunities in the areas of finance, purchasing, technology and public works.**

- Public Works: Public Works can use asset management, fuel manager, preventative maintenance, and other software offerings to enhance productivity and to present other opportunities to expand the use of technology. However, these organizations are not always equipped or have sufficient personnel to install and maintain software products.
- Finance: At this time, Orange, East Haven, and Milford are either considering or upgrading to Munis or are implementing Munis for the first. Each town is dealing with the cost-to-benefit ratio in order to determine which system is best for them.
- Purchasing: Purchasing, as a part of Munis, is always at the forefront of consideration. New Haven is working towards a combination of their popular frontend bidding systems to the Munis system. This new functionality of the Munis purchasing module is of interest to most Munis users in our region. If the efforts by New Haven are successful, then Munis users in our region would be interested in implementing this new functionality. The implementation is currently being worked on by Munis and the City of New Haven. If the integration is successful, then efforts will be made to make the product “market-ready”. The effort to write user manuals and guides need to be completed to make the product market ready. The complex process of long term support of the combined product must be considered by New Haven and Munis. The associated cost versus revenue potential has yet to be determined.
- Information Technology: the advent of cloud based systems is generally the new next step for software providers. Some software being deployed does not have a migration path defined. Thus, the smaller providers and their users are limited. Some software permit its remote operation with communication to the server. Munis, facility Dude, ViewPoint, and Muncity are examples in varying degrees.

**7. Report regarding on-line purchasing systems used or being considered for use by Capitol Regional Council of Governments (CRCOG) by the City of New Haven, and by Tyler Technology’s MUNIS system.**

- COMPLETED (Reported in Invoices #3).

**8. Report on available procurement consortia, and/or develop SCRCOG procurement consortia.**

- COMPLETED (Reported in Invoices #3).

**9. Create spreadsheet of each town’s public work functions, divisions, software systems, equipment utilized, and number of assigned personnel.**

- Surveys are currently being collected. Remaining surveys will be collected in December. At the most recent public works meeting, the survey was completed by all attendees. Those who did not attend have been contacted and we are working on getting their responses.

**Work Activities Anticipated for December 2018**

- Create Memoranda and other documents for reporting.

## **XII. PROGRESS REPORT 1 (PERMITTING)**

### **Progress Report**

Date: 11/15/2018

#### **Shared Services for Permitting**

**Billing Period: October 1, 2018 to October 31, 2018**

#### **Task 1 – Research Latest Innovations; preparation for Meetings**

**Identify and enlist subject matter experts to present at meetings; create agenda and discussion topics for meetings.**

- COMPLETED – Contacted CRCOG and met with Brian Luther (subject matter expert). In addition, research was conducted into ViewPoint and Muncity.

#### **Task 2 – Facilitate Meetings and Conduct Municipal Outreach**

**Kick-off; follow-up/outreach with 15 Municipalities.**

- COMPLETED – Permitting Meeting was held on October 17, 2018. ViewPoint and Muncity presented their software at the meeting.

#### **Task 3 – Develop Informational Materials/Identify Implementation Opportunities**

**Fact sheets and/or other relevant materials to distribute to municipalities; memorandum identifying implementation opportunities.**

- COMPLETED – Factsheet and informational material was distributed to municipalities regarding ViewPoint and Muncity. This included marketing deliverables describing product functions.

#### **Task 4 – Develop Final Recommendations**

**Technical Memorandum of Findings and Recommendations, including pricing schemas; facilitate communication between vendor and municipalities if there are implementation opportunities.**

- COMPLETED - Pricing schemas are collected and available to any member of SCRCOG wishing to evaluate the cost to benefit ratio.
- COMPLETED-Finds and recommendations for memorandum have been identified and await documenting, organizing, and distribution.



### **XIII. PROGRESS REPORT 2 (PERMITTING)**

#### **Progress Report**

Date: 12/6/2018

#### **Shared Services for Permitting**

**Billing Period: November 1, 2018 to December 7, 2018**

#### **Task 1 – Research Latest Innovations; preparation for Meetings**

**Identify and enlist subject matter experts to present at meetings; create agenda and discussion topics for meetings.**

- COMPLETED (Reported in Invoice #1).

#### **Task 2 – Facilitate Meetings and Conduct Municipal Outreach**

**Kick-off; follow-up/outreach with 15 Municipalities.**

- COMPLETED (Reported in Invoice #1).

#### **Task 3 – Develop Informational Materials/Identify Implementation Opportunities**

**Fact sheets and/or other relevant materials to distribute to municipalities; memorandum identifying implementation opportunities.**

- COMPLETED (Reported in Invoice #1).

#### **Task 4 – Develop Final Recommendations**

**Technical Memorandum of Findings and Recommendations, including pricing schemas; facilitate communication between vendor and municipalities if there are implementation opportunities.**

- Pricing schemas are collected and available to any member of SCRCOG wishing to evaluate the cost to benefit ratio.
- Findings and recommendations for memorandum have been identified and are documented, organized, and distributed.
- Memo completed and attached.

## **XIV. ADDENDA**

### **A. Finance**

- Addendum A: Finance Directors Kick Off Meeting Agenda and Summary
- Addendum B: Chart of Finance Software Installed in SCRCOG Municipalities
- Addendum C: Chart of Municipalities with Munis and the Modules owned and used, owned and not used, and not owned.

### **B. Purchasing**

- Addendum D: Purchasing Agents Kick Off Meeting Agenda and Summary
- Addendum E: Purchasing Agents Follow-Up Meeting Agenda and Summary
- Addendum F: Chart of Thresholds

### **C. Public Works**

- Addendum G: Public Works Directors Kick Off Meeting Agenda and Summary
- Addendum H: Public Works Kick Off Survey (Blank Copy)
- Addendum I: List of Public Works Equipment Owned by Municipality
- Addendum J: Public Works Directors Prioritization List
- Addendum K: Public Works Directors Follow-Up Meeting Agenda and Summary
- Addendum L: Public Works Follow-Up Survey (Blank Copy)
- Addendum M: Public Works Follow-Up Survey Results
- Addendum N: CRPC Items for Bid

### **D. Information Technology**

- Addendum O: Information Technology Kick Off Meeting Agenda and Summary

### **E. Permitting**

- Addendum P: Municipality Pricing Schema
- Addendum Q: ViewPoint Pricing Schema

**USE THIS LINK TO ACCESS THE ADDENDA:**

<https://scrcog.org/wp-content/uploads/2019/01/Addenda-SCRCOG-Celotto-Jan19.pdf>



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

*Planning for Our Region's Future*

---

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

---

Carl J. Amento, Executive Director

## **SCRCOG Regional Urban Forestry Meeting Summary**

The urban forestry meeting was held on October 3, 2018 and *Chris Donnelly, Urban Forestry Coordinator at CT DEEP* was the presenter and moderator for the meeting.

Chris provided an overview and background of the CT DEEP Urban Forestry program, including information on the small grant assistance program, which DEEP may look to fund in the future. The particular grant program discussed was America the Beautiful Grant Program (not currently accepting applications). Chris introduced the topic of Tree Inventories and Analysis and provided an overview of the topic, including the benefits and issues associated with the inventories.

As part of the presentation, an overview of the MetroCOG Tree Canopy Assessment was provided. The group was notified that SCRCOG will be undertaking the effort of completing a Tree Canopy Assessment for the Region. SCRCOG has contracted with the University of Vermont Spatial Analysis Lab to do the assessment.

Diseased trees were a major concern for the municipalities represented at the meeting. Removal of the dead trees is a problem as there is a lack funding and/or assistance available to dispose of the trees. Potential solutions raised by the group to address the issue included identifying regional disposal sites.

An overview of the online application <http://www.itreetools.org/> and a demo of the available tools were presented to the group. I-tree provides

a free set of tools that are available to the public to analyze information as it pertains to trees in their respective communities.

There was discussion pertaining to available resources and what would be of assistance to the municipalities. The group indicated an interest in having tree specification information that would be beneficial to their street tree planting programs. In addition, coordination in purchasing trees was raised as an opportunity for municipalities to save on shipping costs. Other topics discussed were regional coordination with local nurseries to ensure that the appropriate variety of trees are available, and potential sites/partnerships for storage of container plants.

Each municipal representative in attendance discussed local tree planting efforts and obstacles that the municipality is facing.

The lack of funding to support tree-planting efforts was discussed and it was mentioned that small grants from banks might be available for local projects. The group was in agreement that looking into a regional approach may be beneficial. A forum in partnership with CT DEEP and Universities (such as Yale's Forestry School) may help in raising awareness of the benefits of Urban Forestry. In addition, a presentation to the SCRCOG Board on the impact of diseased trees and the cost associated with it, as well as other forestry issues confronting municipalities, should be considered.

## **ADDENDA**

- **Addendum A:** Agenda and Sign-In Sheet
- **Addendum B:** Tree Mortality in CT
- **Addendum C:** Dealing with Risks – Ash Trees
- **Addendum D:** DEEP Tree Damage Survey
- **Addendum E:** DEEP Forestry Webpages
- **Addendum F:** Hamden Tree and Milford Trees
- **Addendum G:** I-Tree

## **USE THIS LINK TO ACCESS THE ADDENDA**

<https://scrcog.org/wp-content/uploads/2019/01/Addenda-SCRCOG-Forestry-Jan19.pdf>