



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

*Planning for Our Region's Future*

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

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Carl J. Amento, Executive Director

**EXECUTIVE COMMITTEE**  
**MEETING NOTICE & AGENDA**  
**Wednesday June 26, 2019 – 9:00A.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)**

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|---|-----------|
| 1. Call to order- <i>First Selectman Thomas Banisch, Chairman</i>   |           |
| 2. Adopt Minutes of May 22, 2019 Executive Committee Meeting –<br><i>First Selectman Michael Freda, Secretary</i> | Pages 2,3 |
| 3. Approval of Regional Services Grant Work Plan, FY 2019-2020  | Pages 4-6 |
| 4. Budget Revision #1- FY 2019-2020   | Pages 7-9 |
| 5. Other Business   |           |
| 6. Adjournment  |           |

The agenda and attachments for this meeting are available on our website at [www.scrkog.org](http://www.scrkog.org). Please contact SCRCOG for 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.  
"Necesidades especiales: a las personas con discapacidad auditiva se les proveerá con medios auditivos y/o intérpretes de signos. Igualmente intérpretes para personas que hablan poco inglés, pero será preciso avisar con dos semanas de antelación. Se puede solicitar la agenda en otro idioma que no sea inglés comunicándose con SCRCOG".

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Carl J. Amento, Executive Director

TO: **SCRCOG Executive Committee Members**  
FROM: **First Selectman Michael Freda, Secretary**  
DATE: **June 12, 2019**  
SUBJECT: **SCRCOG Executive Committee Meeting Minutes of May 22, 2019**

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**Present**

Guilford	First Selectman Matthew Hoey, <i>Treasurer</i>
Madison	First Selectman Thomas Banisch, <i>Chairman</i>
Milford	Mayor Benjamin Blake
New Haven	Michael Piscitelli, <i>proxy for Mayor Toni Harp</i>
North Haven	First Selectman Michael Freda, <i>Secretary</i>
Wallingford	Mayor William Dickinson

SCRCOG Staff	Carl Amento, Executive Director; Stephen Dudley, Deputy Director; Christopher Rappa, Finance Director
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1. **Call to order and Introductions**

Chairman Banisch called the meeting to order at 9:15 am.

2. **Adopt Minutes of April 24, 2019 SCRCOG Executive Committee Meeting minutes**

First Selectman Freda presented the Minutes of the SCRCOG Executive Committee of April 24, 2019, which were included in the agenda packet at Pages 2 and 3. He moved for their approval. Mayor Dickinson seconded the motion, which passed with all in favor.

3. **Recommendation of Proposed SCRCOG FY 2019-2020 Budget**

Deputy Director Stephen Dudley reviewed a Memorandum from SCRCOG staff outlining the highlights of the proposed FY 2019-2020 SCRCOG Budget. Executive Director Amento and Finance Director Rappa also provided commentary on particular issues.

The Memorandum pointed out that the level of state funding of the OPM Regional Services Grant (RSG) for FY 2019-2020 remains uncertain while the General Assembly continues its deliberations on the overall state budget. The conservative approach which is being taken in the proposed SCRCOG budget is to use the Governor's budget proposal of \$246,000 until the legislature acts otherwise. In the current year, SCRCOG received \$493,504 in RSG funding.

Recently, the state DOT has proposed reducing its state match of federal transportation planning funds from the customary 10% to 8% which would necessitate an increase in the local match from 10% to 12%.

Carryover funding from previous years would have no state match, and, therefore, would require a 20% local match. The COG Executive Directors are holding ongoing meetings and discussions with DOT and OPM in an attempt to change this proposed reduction in state match. The proposed SCRCOG budget will reflect the DOT proposal unless and until it is reversed.

The proposed SCRCOG budget reflects no local dues increase.

The proposed budget programs \$124,000 of federal transportation carryover funds, which otherwise would have been in jeopardy of being rescinded by the federal government if not programmed.

The SCRCOG Board authorized in 2017 a special assessment of \$4,821 each for the 14 SCRCOG municipalities participating in the Multi-Jurisdiction Hazard Mitigation Plan in order to meet the 25% local match requirement. The Plan has been completed and there remains a balance of \$10,827. The SCRCOG staff proposes placing this surplus in reserve to be used toward the next Hazard Mitigation Plan match requirement, rather than rebating a small amount to each of the 14 municipalities.

The proposed SCRCOG budget contains a salary increase of 3% for FY 2019-2020 for SCRCOG employees.

First Selectman Banisch moved that the recommended actions outlined in the FY 2019-2020 SCRCOG budget and accompanying Memorandum be approved by the Executive Committee.

First Selectman Freda seconded the motion, and all voted in favor.

4. **Other Business**

Mayor Dickinson raised concern about the proposed safe Banking Act, which would open banking funds to the marijuana industry. Mayor Dickinson's letter date May 22<sup>nd</sup> was distributed, and discussed.

5. **Adjournment**

First Selectman Hoey moved to adjourn; Mayor Blake seconded. The meeting was adjourned at 9:45 am.

Respectfully submitted,

First Selectwoman Michael Freda, *Secretary*

**SCRCOG FY 2019-20 Regional Services Grant (RSG) Spending Plan**  
*June 19, 2019*

**INTRODUCTION**

The SCRCOG proposed RSG spending plan for FY 2019-20 represents an effort to continue expanding SCRCOG's products and services to its member municipalities in the non-transportation area. The Spending Plan seeks to meet state legislative goals associated with the RSG funding for developing regional approaches to inter-municipal service/operations sharing, tourism and economic development, GIS mapping, and environmental and sustainability initiatives. With RSG funding holding steady for the current year over the previous year (approximately \$493,504), SCRCOG proposes to accomplish several long-standing objectives by utilizing third-party consultants in a similar manner to what has been successfully employed during the past year for RSG projects and over many years on the transportation side of SCRCOG's work program.

The objectives of the RSG Spending Plan are to:

- Leverage state RSG funding to provide match for carryover federal transportation funding allowing it to be fully utilized;
- Fund SCRCOG staff work in the non-transportation areas of regional environmental protection and land use planning, as well as in the area of shared services/operations;
- Fund consultants that will identify and implement inter-municipal shared services/operations opportunities;
- Fund UConn MPA Program Intern;
- Fund new and unique tools for regional and municipal economic development by partnering with REX Development to complete a comprehensive business inventory database of businesses located in each SCRCOG municipality; and
- Fund consultant that will organize and empower a statutorily-mandated Human Services Coordinating Council.
- Fund a consultant to coordinate SCRCOG's Regional Affordable Housing Initiative

**SUMMARY BUDGET**

a.	Match for Carryover Transportation Planning Funds	\$ 26,923
b.	GIS Mapping Consultants	3,300
c.	Regional Planning and Municipal Assistance (Staff Labor and Expenses)	293,031
d.	Shared Services/Operations Consultants	115,000
e.	UConn MPA Program Intern	16,250
f.	Regional Business Inventory Database Consultant (REX)	15,000
g.	Regional Affordable Housing Initiative Consultant	20,000
h.	Human Services Coordinating Council Consultant	4,000
<b>Total RSG Grant to SCRCOG</b>		<b>\$ 493,504</b>

## **SPECIFIC PROJECT DESCRIPTIONS**

- a. Match for Federal Carryover Transportation Funding  
Approximately \$27,000 of the SCRCOG RSG funding will be used to provide match for federal carryover PL funds to provide planning studies for the benefit of SCRCOG municipalities and the region. Utilizing \$26,923 of RSG funds will allow full utilization of the carryover federal transportation funding available to SCRCOG in FY 2019-20.
- b. Regional GIS Mapping Consultant  
SCRCOG RSG funding in the amount of \$3,300 will be used to fund a GIS Consultant to update SCRCOG's GIS layers for the benefit of our member municipalities.
- c. Regional Planning and Municipal Assistance (Staff Labor and Expenses)  
RSG funding in the amount of \$293,031 will fund SCRCOG staff work on non-transportation areas of regional concern, including environmental and land use planning.

Funding will also allow SCRCOG staff to manage the consultants selected to complete other projects, and to continue operating regular non-transportation programs, such as overseeing the Regional Planning Commission or providing technical assistance to municipalities. SCRCOG has no other sources of funding for non-transportation programs except local dues. The vast majority of SCRCOG's local dues are programmed for match of federal transportation funding.

Additionally, SCRCOG will continue to make necessary updates to the Regional Recreational Trails program, including the GIS Trail Database and Viewer. Upon request, SCRCOG will provide additional printing of the Trail Brochures.

- d. Shared Services/Operations Consultants  
The Shared Services Program is a continuation of the Shared Services/Operations work plan funded by RSG in FY 2018-2019. Our Shared Services Consultants and SCRCOG staff worked with representatives from the member municipalities to identify and pursue shared services/operations opportunities to promote regional efficiencies.

Over the past year, consultants with the assistance of SCRCOG staff have established regular meetings of Working Groups in the areas of Finance, Technology, Purchasing, Public Works, Solid Waste and Recycling, Stormwater Regulatory Compliance, Energy Conservation and Urban Forestry. Representatives from the SCRCOG municipalities in each of these areas have met several times, held webinars through Zoom, and become Working Groups within the Basecamp collaboration software platform. Revenue generation, cost-savings programs and best practices have been adopted by SCRCOG municipalities as a result of these Working Groups.

Both consultants, Joseph Celotto, a former municipal Finance Director and Public Works Director, and Pamela Roach, a former municipal Solid Waste & Recycling Coordinator, did wonderful work last year organizing and steering these Working Groups to positive outcomes. Mr. Celotto is retiring as a consultant, and we will be seeking a new consultant

through a competitive process in the areas involved in municipal shared operations. We would request that Ms. Roach continue consulting in the environmental area for the coming year. We have budgeted \$115,000 for the work of two consultants for next year.

Attached are the Final Reports and Recommendations for Shared Services compiled by both consultants.

e. UConn MPA Intern Program

SCRCOG will be funding the same intern, Andy Cirioli, who has worked with us for the past year through his UConn M.P.A. program. The cost for the fiscal year will be \$16,250.

f. Regional Business Inventory Database Consultant (REX)

REX has been working with CT Data Collaborative to create a searchable database of businesses in the region. Such a list does not exist anywhere in the state. An important part of the process will be to compare and merge further business lists such as Chamber of Commerce membership lists, and to have the lists reviewed and field-checked by municipal and other local leaders in each SCRCOG member municipality. The ultimate objective is to create the best possible town-by-town inventory of businesses with several criteria collected for each business in a searchable database by the end of the FY 2019-20 Fiscal Year. The estimated cost of this further development of the business inventory database is \$15,000, which would be paid to and administered by REX Development.

g. Regional Affordable Housing Initiative Consultant

SCRCOG will be undertaking a regional initiative involving representatives from all its member municipalities in the area of affordable housing. Multiple meetings, presentations by experts, and research are contemplated to complete the initiative in approximately 12 months. We will need approximately \$20,000 to fund a consultant for this Initiative. We would like to engage housing expert, David Fink, recently retired from The Partnership for Strong Communities.

h. Human Services Coordinating Council

Connecticut statutes mandate the creation and convening of a Human Services Coordinating Council in each COG region. The Coordinating Council provides a platform for municipal staff working in human services, youth services, and senior services to share resources and best practices with one another, while also hearing from representatives of state agencies and non-profits. With assistance from the United Way of Greater New Haven, SCRCOG has convened one meeting of such a council. RSG funding with a budget of \$4,000 will pay for a consultant to organize the Council and facilitate discussion within the meetings.

## ***FY 2019-20 Budget Revision # 1***

### **Revenue**

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Budget Revision #1 adds \$383,602 in revenue to the adopted FY 2019-20 budget, broken down as follows:

- a. \$91,380 - U.S. DOT – Carryover
  - b. \$24,718 - CTDOT – FY 2019-20
  - c. \$247,504 - Regional Services Grant
  - d. \$20,000 - Farm Viability Grant
- 
- a. The additional \$91,380 in U.S. DOT – Carryover funding will be matched by the Regional Services Grant, as well as local funds.
  - b. CTDOT has informed SCRCOG that they will be providing the full 10% state match for the current year’s federal transportation program (as opposed to the 8% that was originally budgeted).
  - c. The Regional Services Grant funding increases by \$247,504 to reflect the Office of Policy and Management’s recent guidance to plan for approximately the same funding level as in Fiscal Year 2018-19, which totaled \$493,504.
  - d. The \$20,000 in Farm Viability Grant funding is unspent from FY 2018-19 and the CT Department of Agriculture has granted permission to carry the funds over.

### **Expenses**

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The additional revenue outlined above will be expended as follows:

- The \$16,155 in Salaries is for part-time interns related to the Regional Planning program.
- The \$174,100 for Other Consultants consists of \$154,100 for Regional Services Grant consultants and \$20,000 for the Farm Viability Grant consultant.
- The \$115,000 for Transportation Consultants will be used to complete the remainder of the consultant-supported projects outlined in the FY20 Unified Planning Work Program that could not be addressed by the original FY 2019-20 budget due to a lack of matching funds.
- The slight increases in the Benefits, General Office Expenses, and LOTCIP - Reserved line items are due to the decrease in the projected overhead rate (from 1.376 to 1.323) resulting from the part-time intern hours being added to the budget.
- The increase in the Transportation - Reserved line item is due to the decrease in the projected overhead rate and is also a result of shifts in labor from the Transportation Planning program to the Regional Planning program to ensure staff will be able to spend the necessary time on the projects outlined in the Regional Services Grant Work Plan. It is anticipated that this amount will be utilized for consultant studies once a revision to the UPWP is approved.

Actual line item revisions are on the following page, followed by a resolution authorizing Budget Revision #1.

***FY 2019-20 Budget Revision # 1***

<i>Revenue</i>	<i>Current Budget</i>	<i>Proposed Change</i>	<i>Revised Budget</i>
<b>Municipal Contribution</b>			
Municipal Contribution - Dues	193,800		193,800
Municipal Contribution - Special Projects	10,827		10,827
<b>Transportation Planning</b>			
U.S. DOT - FY 2019-2020	988,737		988,737
U.S. DOT - Carryover	124,000	91,380	215,380
CTDOT - FY 2019-2020	98,874	24,718	123,592
CTDOT - LOTCIP	212,264		212,264
<b>Regional Planning</b>			
CT OPM - Regional Services Grant (RSG)	246,000	247,504	493,504
CT Secretary of the State - Regional Election Monitor	4,397		4,397
Dept. of Agriculture - Farm Viability Grant	-	20,000	20,000
<b>Investment Income</b>	8,000		8,000
<b>TOTAL</b>	<b>1,886,899</b>	<b>383,602</b>	<b>2,270,501</b>

<i>Expenses</i>	<i>Current Budget</i>	<i>Proposed Change</i>	<i>Revised Budget</i>
Salaries	576,483	16,155	592,638
Benefits	207,799	97	207,896
Travel	10,500		10,500
Computer Supplies & Software	16,000		16,000
Rent	108,000		108,000
General Office Expenses	71,865	824	72,689
Transportation Consultants	604,500	115,000	719,500
Other Consultants	23,850	174,100	197,950
Capital	45,000		45,000
Contingency	-		-
Transportation - Reserved	13,204	77,135	90,339
LOTICP - Reserved	198,871	291	199,162
Hazard Mitigation - Reserved	10,827		10,827
<b>Total</b>	<b>1,886,899</b>	<b>383,602</b>	<b>2,270,501</b>





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Carl J. Amento, Executive Director

***Resolution***

**South Central Regional Council of Governments  
Fiscal Year 2019-20 - Budget Revision # 1**

- Whereas: The South Central Regional Council of Governments adopted an operating budget for FY 2019-20 on May 22, 2019;
- Whereas: U.S. DOT Carryover funding in the amount of \$91,380 will be necessary to complete the consultant-supported projects outlined in the FY20 Unified Planning Work Program, and the Carryover funding will be matched by the originally-budgeted local revenue and the newly-added Regional Services Grant revenue;
- Whereas: CTDOT has informed SCRCOG that they will be providing the full 10% state match for the FY 2019-20 federal transportation program (\$24,718 in additional funds);
- Whereas: The Office of Policy and Management recently advised SCRCOG to plan for approximately \$493,504 for the Regional Services Grant (\$247,504 in additional funds); and
- Whereas: Funds from the Farm Viability Grant not utilized in Fiscal Year 2018-19 remain available in FY 2019-20 (\$20,000).

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

That Fiscal Year 2019-20 Budget Revision # 1, which adds \$383,602 to the adopted FY 2019-20 budget, is adopted.

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 South Central Regional Council of Governments on June 26, 2019.

Date: June 26, 2019

By:

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

# **FINAL RECOMMENDATIONS FOR REGIONAL SERVICES**

**February 2019 – June 2019**

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

**June 26, 2019**

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**Pamela Roach, Consulting Services**

**[PDRicciRoach@gmail.com](mailto:PD RicciRoach@gmail.com)**

**203-804-0387**

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## I. INTRODUCTION

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, enlisting presenters, listening to webinars and attending conferences within the respective subject areas.

Meetings and Webinars at SCRCOG 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 and were proofed valuable. Presentations, reports and flyers are listed in Section III and are filed in basecamp. CT DEEP Solid Waste Advisory Committee (SWAC) meetings, Connecticut Recyclers Coalition (CRC) meetings, and Mill River Watershed meetings were informative and proved to be ideal networking opportunities.

Professional contacts provided many areas to move forward to benefit SCRCOG municipalities financially and environmentally by reducing trash, reducing energy and reducing stormwater runoff.

Connections were with: presenters, working group members and colleagues throughout the State; CT Recycler's Coalition for Legislative Tracking support, colleague networking and CRC conference; Dr. Sussman from ACEEE enlisted to present on behavior change intervention strategies to all three working groups noted herein; Hamden's Earth Day Celebration attendees for educating the public on SW&R, Energy Conservation and MS4, additionally the celebration provided a great networking opportunity.

Connections for Solid Waste and Recycling/Materials Management were with: the Center for EcoTechnology for wasted food diversion at schools and institutions; BOE/Superintendents/Principals/Sustainability Committees/Green Teams/Environmental Groups for waste food diversion; Simple Recycling for curbside textile and household goods recycling; Curbside Compost for curbside and transfer station food scrap collection; Blue Earth Compost for curbside and transfer station food scrap collection; Organix Solutions for a Co-Collection method of collecting food scraps; Quantum BioPower (Anaerobic Digester in Southington) to discuss Organix Solutions Co-Collection method; CT DEEP for CMMS support, letter of support for Center for Eco-Technology's application to EPA's Healthy Communities grant (for staff time for food diversion in SCRCOG region) and for State grants; The Recycling Partnership for grants and enlisted to give a behavior change presentation for the SW&R Working Group; Keep America Beautiful enlisted to give a behavior change presentation for the SW&R group.

Connections for Energy Conservation were with: CT Green Bank for potential solar sites, electric vehicles, community solar, EV infrastructure, C-PACE and C-PACE tax bill insert; Nissan for Nissan Leaf EV Ride and Drives; UConn Office of Sustainability for their Green Office Survey and How Sustainable Am I list.

Connections for MS4 were with: Save the Sound for MS4 workshop training; UConn CLEAR for MS4 Permit What To Do in Year 3 and for MS4 Workshop training; The City of New Haven for Green Infrastructure Strategies expertise; the Urban Resources Initiative for Green Infrastructure expertise; East Lyme Town Engineer for expertise in Tree Well Installations; and CT DOT for DOT's Stormwater mapping schema;

## II. FINAL RECOMMENDATIONS

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

#### 1. Wasted Food Diversion

Continue to meet with BOE/School Administrators and connect with Environmental Groups/Green Teams in SCRCOG municipalities to encourage the reduction, recovery, donation and compost of wasted food. The Center for EcoTechnology (CET) provides free assistance for wasted food diversion and has met and conducted site visits with me and school officials in Hamden and Woodbridge. Hamden and Woodbridge, with CET's guidance, are planning to begin a food waste reduction program in their elementary schools this fall. Food waste reduction is in-line with CT DEEP's Comprehensive Materials Management Strategy (CMMS) which shows that 40% of disposed trash consists of organic materials.

Recycling Grants do not include funding for transportation of food scraps however, as detailed in CET's food diversion guide report issued to Hamden and Woodbridge, the savings realized by reducing trash tonnage will offset the transportation costs. Reduction of trash tonnage will incur through reduced food waste overall, separating food scraps for anaerobic digestion, donation, increased recycling, e.g. cardboard trays, bottles/cans.

The Center for EcoTechnology is applying for EPA's Healthy Communities Grant Program to fund additional staff time in the SCRCOG region up to \$25,000. The plan would be to use the staff time specifically for food scrap collection at SCRCOG schools and larger institutions to develop an infrastructure to aid in reducing food scrap transportation costs. Both SCRCOG and CT DEEP issued letters of support to be included with the CET grant application.

#### 2. Green Team/Environmental Groups

Establish 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 to assist with food waste reduction/diversion in schools (as with Hamden and Woodbridge see #1 above).

#### 3. Residential Organics Collection

Continue to follow Organix Solutions Co-Collect's organics with trash, no additional cart or truck is necessary. Organix Solutions presented at the 3/12/19 SW&R Working Group Meeting. Organix eliminates the need for a dedicated organics route. Residents collect their food scraps and food soiled papers in a 13-gallon Extreme Duty Compostable Bag, tie a knot and place the compostable bag in the same cart with their trash. Compostable bags are sorted at a transfer station or MRF where they would be diverted to Quantum BioPower. Quantum BioPower and Organix Solutions are interested in working together to bring the organics co-collection method to CT. The Co-Collection method first needs to be confirmed effective from a technology standpoint. Organix is arranging for Quantum BioPower to visit their facility in Delano MN to see the robotic sorting of organics-filled compostable bags in

action. This Co-Collection method if implemented would bring the municipalities in compliance with the CMMS by meeting one option from the CMMS Tier I: curbside residential source separated food scrap collection program.

In the meantime, continue to facilitate/encourage the inclusion of Curbside Composting. Both Curbside Compost and Blue Earth Compost will begin residential curbside pickup of food scraps after 25-50 residents commit within a municipality – residents pay for pickup by credit card. Cost is ~\$30/month for weekly pickup and includes 4-6-gallon pail and a pail cleaning service. Residents put out a full pail weekly or twice/month. A full pail is picked up and resident is left with an empty clean pail. Blue Earth offers free compost to its customers three times/year (~50 lbs. per delivery, 25 lbs. if every other week pickup).

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.

Organics Collection at Transfer Station/Recycling Center – Continue to 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). Residential food scrap collection at the transfer station qualifies as one of the four Tier II requirements of the Comprehensive Materials Management Strategy (CMMS).

#### **4. CT DEEP's Comprehensive Materials Management Strategy (CMMS)**

Continue support to SCRCOG municipalities with meeting the requirements of the CMMS. To be in compliance municipalities must meet one option under Tier I or four options under Tier II of the CMMS. One of the Tier I options is curbside residential source separated food scrap collection program (see #3 above). Support to meet Tier II options are referenced: under #3 transfer station residential source separated food scrap collection program; #8 Simple Recycling's residential curbside textile recycling program; #13 & #15 Implementation or expansion of EPR programs (electronics, paint and mattresses); #9 & #18 Adoption/Enforcement of What's In, What's Out (WIWO), #18 Education of what to do with yard waste – implement residential year-round curbside yard waste collection. Continue to encourage other waste reduction measures that can meet the "Other" category under Tier II of the CMMS.

#### **5. Community Composting**

Follow and share Community Composting Trainings that 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.

## 6. 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) as stated under #3 above (Organix Solutions) 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) Follow up on letter which CRC submitted 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.

## 7. Backyard Composters (Residential) for Organics Materials

Upon adequate SCRCOG interest (a couple of municipalities have inquired), put out a regional RFP. Consider selling to residents 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.

## 8. Simple Recycling

Simple Recycling picks up residential textile and household goods curbside free of charge. Continue to educate and encourage SCRCOG municipalities to sign up. Curbside textile/household goods collection will reduce curbside trash tonnage and will meet one of CT DEEP's Tier II CMMS requirements.

Simple Recycling is currently picking up curbside for 17 Connecticut municipalities (including Hamden). Milford and Orange along with two other municipalities will launch when Simple Recycling's Stamford hub opens in July.

This collection is free to municipalities and residents. The key is that it is effortless and EASY. 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. 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.

This program is designed to take textiles out of the trash, not compete with drop off programs. People who donate textiles to charities often do so because they believe in the charity or they want the tax deduction. That won't change. This program is designed to nudge the (majority of) people who would recycle textiles if only it were more convenient. 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. 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.

## **9. Behavior Change Intervention and Outreach**

Continue with Behavior Change Intervention Programs and Outreach. Dr. Sussman from ACEEE presented to SCRCOG's SW&R, Energy Conservation and MS4 Working Groups. Dr. Sussman has a doctor of science and a master of science in social and environmental psychology. His studies look at why people behave in ways that are good or bad for the Environment and how to encourage pro-environmental behaviors. Continue progress with working groups to overcome barriers, implement intervention strategies and provide influential messaging.

Continue to follow successes in outreach programs that reduce curbside waste and encourage SCRCOG municipalities to implement. Outreach is necessary for successful recycling. For example, Greensboro NC has been using a Mobile 311 App for issuing curbside recycling violation notices. Greensboro issued 8600 violation tags in their 1<sup>st</sup> round of notices, 1200 in their 2<sup>nd</sup> round and only 238 in their 3<sup>rd</sup> round of tags. The Mobile 311 App is expensive and is not tailored to Greensboro's curbside recycling program. Mobile 311 is resistant to make the changes to their system to make it optimal for Greensboro. However, The Recycling Partnership is developing an economical App for tagging that will address needs to optimize the tagging program for Greensboro. The App will be released to the general public after it is tested out by communities who currently have received a Recycling Partnership grant.

The tagging App being developed by The Recycling Partnership will increase recycling compliance of WIWO through tagging notices thereby educating residents and encouraging behavior change. The App will eliminate the need for manually affixing tags on carts. The App will encourage municipalities, who currently do not have the volunteers to affix tags manually, to implement a recycling compliance program.

Currently, New Haven has community groups and residents help get the word out about Recycle CT's What's In and What's Out guide by manually affixing "Good Job" and "Oops" stickers on 100,000 residential recycling carts. Additionally, in Orange County Florida, recycling compliance improvements were proven through tags manually issued during an 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.

## **10. 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.

#### **11. Update Municipal Website**

Continue support to Municipalities with listing Best Management Practices for Solid Waste and Recycling on their website - 54% of residents rely on their Municipal Website. BMPs are filed in basecamp. 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 should be listed. Additionally, the Downsizing Donation Guide for New Haven County, is a 54-page comprehensive guide listing and connecting 76 wish list items with 43 participating organizations. It is organized so one can easily find where to donate their specific item(s). Just look up the item in the wish list index and it will give you page numbers to the organizations which accept it. Each organization lists its mission, website, acceptable wish list items and contact info for Donations. This Downsizing Donation Guide is filed in basecamp.

#### **12. Legislative Tracking and Support**

Continue legislative tracking and encouraging municipal letters of support to legislators and CT DEEP for SW&R / Materials Management. For example, this legislative session there were many emails I forwarded for support of the bottle bill and the plastic bag ban. Additionally, as stated in #6 above CRC submitted a letter to CT DEEP letter which CRC submitted to CT DEEP asking that the State allows smaller composting projects, e.g. the addition of food locally manage their food scraps is a proven, viable way to reduce waste.

#### **13. Support Extended Producer Responsibility (EPR)**

Track and encourage letters of support to legislators for EPR product when they are 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. EPR reduces curbside residential trash tonnage and has significantly reduced disposal costs for these items.

#### **14. Promote WRAP Recycling Action Program**

Continue to promote and encourage municipalities to promote and set up WRAP recycling. Currently, participating retailers are Target, Wal-Mart, Lowes, Big Y, ShopRite, PriceRite and some transfer stations. The following plastic bags or film are accepted 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. WRAP recycling reduces curbside trash and reduces plastic film that ends up at MRFs.

## **15. Promote and Encourage Electronics and Mattress Recycling**

Encourage SCRCOG municipalities to post regular reminders for how to recycle electronics and mattresses. All SCRCOG municipalities have an electronics container at their Recycling Center/Transfer Station/Public Works Garage/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. Encourage SCRCOG municipalities to have a container or to hold mattress recycling collection events. Post regular reminders to the public for when and where local mattress recycling events are held.

## **16. CRCOG Regional Procurement**

Encourage SCRCOG municipalities to utilize CRCOG's bid for recycling bins /carts good through 2019. Work with CRCOG on other possible regional bids, i.e. backyard composters, public recycling carts, school trash/recycling combo barrels, etc.

## **17. Recycling Grants**

Continue to remind SCRCOG municipalities of recycling grant opportunities, i.e. RecycleCT, CT DEEP Municipal Grants, Keep America Beautiful, Carton Council, Coca Cola Recycling Cart, The Recycling Partnership opportunities, more.

## **18. Meetings**

Hold regional bi-monthly or quarterly meetings with the SW&R/Materials Management Working Group to stay current with developing environmental issues/opportunities and to provide valuable networking connections.

## **19. Basecamp**

Continue to post to the Solid Waste and Recycling / Materials Management Working Group's basecamp: upcoming webinars and meetings, articles, resources, presentations and documents, documents, presentations, grants, best management practices, emails, more.

## **20. Education**

Continue to encourage and assist SCRCOG municipalities, in addition to the educational opportunities mentioned above, with educating residents through:

- a. Media releases in local printed papers and if possible have a weekly recycling column
- b. On website Include valuable links, e.g. WIWO on municipal website, electronics recycling events, mattress recycling events, plastic film recycling.org for WRAP drop-off locations, downsizing donation guide, what to do with yard waste.
- c. Consistently post on social media, Facebook, LinkedIn, Click Fix, Instagram, Blogs, YouTube, Twitter (include seasonal posts, e.g. wrapping paper, electronics, Christmas Trees)
- d. Remind residents what to do with yard waste - consider implementing year round curbside yard waste collection – this meets one of the four options under Tier II of the CMMS.
- e. Give residents options for reducing curbside trash, e.g. give them the Downsizing Donation Guide, recommend they recycle building materials/household goods at

Urbanminers, donate arts and crafts to EcoWorks Creative ReUse Center in North Haven

- f. Include educational exhibits at events
- g. Hold training workshops for how to compost, recycle, and use rain barrels efficiently
- h. Insert waste management information in property tax bills, motor vehicle bills, water bills, utility bills
- i. If private subscription for trash/recycling – ask hauler to put inserts in their bills to residents
- j. Work with haulers to educate residents
- k. Include recycling/composting education during Town/City Hall tours
- l. Give presentations in schools – recommend 3<sup>rd</sup> grade
- m. Print and hand out guidebooks for adults and children
- n. Hold contests – billboard contest, video contest, poster contest
- o. 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
- p. Trash talks –hold panel discussions, e.g. sustainable practices, sponsor climate change solution movie
- q. Curbside Inspections – consider issuing notice of violations (warnings/fines)
- r. Bus signs
- s. Live stream videos on municipal website

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

### **1. Reserve Fund:**

Scheduled all day regional workshop for 7/9/19. UConn Clear and Save the Sound will conduct the workshop for the MS4 Stormwater Regulatory Compliance Working Group. UConn Clear will give step by step instructions on how a site is selected, what to consider, and how to calculate the benefits of each project. Save the Sound will continue training outside on-site at the North Haven High School where a suggested raingarden has already been recommended as part of the North Haven Stormwater Runoff Reduction Plan created by UConn’s College of Agriculture, Health and Natural Resources.

Save the Sound has a network of volunteers that can help with demonstration projects, e.g. installing raingardens, planting, and cleanup activities. Save the Sound will also give guidelines on enlisting and working with volunteers. The Reserve Fund is planned to be used for: 1) the regional workshop training; 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 and Regional Procurement

Encourage SCRCOG municipalities to utilize CRCOG's RFP for stormwater monitoring and catch basin cleaning. Work with CRCOG on other possible regional bids, e.g. procurement for Water Quality Kits and storm sewer metal plate/placards.

## 3. Behavior Change Intervention and Outreach

Continue with Behavior Change Intervention Programs and Outreach. Dr. Sussman from ACEEE presented to SCRCOG's SW&R, Energy Conservation and MS4 Working Groups. Dr. Sussman has a doctor of science and a master of science in social and environmental psychology. His studies look at why people behave in ways that are good or bad for the Environment and how to encourage pro-environmental behaviors. Continue progress with working groups to overcome barriers, implement intervention strategies and provide influential messaging.

## 4. Meetings

Hold regional bi-monthly or quarterly meetings with MS4 Working Group to stay current with developing MS4 issues/opportunities and to provide valuable networking connections.

## 5. Basecamp

Continue to post to MS4 Working Group's basecamp: upcoming webinars and meetings, articles, resources, presentations and documents, documents, presentations, grants, best management practices, emails, more

## 6. Education MS4 and Watershed Protection

Continue to educate residents on best management practices to reduce stormwater runoff and protect watersheds. 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.

***What Municipalities Can Do To Reduce Stormwater Runoff:***

- a. **Education**– list on municipality's website the guidelines of what citizens 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](http://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.

## **C) ENERGY CONSERVATION**

### **1. Municipal Solar Installation**

Continue to encourage SCRCOG municipalities to submit potential municipal sites for solar consideration to Connecticut Green Bank (CGB). CGB is a State Agency and is working with Sustainable CT. Their goal is to deploy the most solar and unlock sites for solar that would not happen otherwise. Municipalities do not have to issue an RFP, CGB handles the entire process. CGB will also help municipalities get started with larger solar systems.

To date, five municipalities submitted 39 sites to CGB for solar consideration. CT Green Bank and their partner firm conducted a desk audit using satellite imagery. To determine initial viability, the following were considered: roof obstructions, e.g. trees, HVAC; is the roof large enough to give enough savings; installation of solar on land around parcel. Of the 39 sites that were submitted, 27 passed the desk audit. Sites that passed include: schools, fire houses, libraries, Town Halls and other various municipal buildings/parks/parking lots. A study published in Futurity magazine shows that solar panels on schools can meet up to 75% of their electricity needs and reduce their carbon footprint by as much as 28 percent.

The next steps for the 27 sites that passed the desk audit will be to: schedule site visits; collect electrical information; determine the size and location of system; determine potential savings/cost to build; CGB will give savings potential and design to municipality for consideration; will issue an RFP to the entire market; secure incentives, permitting and connection to grid.

### **2. Community Solar**

Keep apprised of the community solar program that Connecticut is developing. A draft plan has been submitted for a public review process.



The Community Solar Program in New York operates with no upfront costs or equipment installation and in the following example realizes a 5-10 percent discount on electricity bills for resident New Yorkers who subscribe. For example, if power generation is centralized on the rooftop of a self-storage company, the company gets paid for hosting the panels and 150 New Yorkers that subscribe to the program benefit from the power generated.

### **3. Benchmarking, Auditing and Certification Support**

Continue to encourage municipalities to seek support from UI, Eversource and Sustainable CT for their benchmarking, auditing and certification support. Lynn Stoddard from Sustainable CT issued a Letter of Interest for registered Sustainable CT towns to request benchmarking support. Towns that are not already Sustainable CT towns can reach out too. Sustainable CT has no cost assistance programs on their website under Resources/News/Events.

### **4. Electric Vehicles (EV)**

Continue to encourage municipalities to work with Connecticut Green Bank to get Electric Vehicles in their fleet. Continue also to help municipalities encourage residents and to take advantage of electric vehicle rebate programs as they are offered, i.e. The Nissan Leaf electric vehicle rebate offer was extended to 7/1/19. Continue to schedule and promote ride and drives in SCRCOG municipalities. Nissan Ride and Drives were given this spring at Hamden's Earth Day Celebration, North Haven's Earth Day Celebration, Woodbridge's Earth Day Rid Litter Day, and Guilford's Earth Fest and Cleanup Day. Another Ride and Drive is scheduled for 9/14/19 at the Miller Public Library parking lot in Hamden.

### **5. Connecticut EV Infrastructure Charging Stations Roadmap**

Continue promotion and encouragement to purchase Electric Vehicles by keeping SCRCOG's Energy Conservation group current with the EV roadmap is being completed by CT DEEP and possible resources to support or aid CT Municipalities interested in planning for and installing additional EVSE sites. There are currently 47 public chargers located with SCRCOG municipalities.

### **6. Promote C-PACE (Commercial Property Assessed Clean Energy)**

Continue to help municipalities and business owners within them to better understand C-PACE and the opportunity it can provide to municipalities and building owners. 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. There are no upfront costs and no money down with C-PACE. CT Green Bank created a flyer/bill insert that can be tailored to any municipality. The Town of Hamden has taken advantage of this flyer and has found it to be very useful. Most recently it was distributed, encouraged and explained at their business expo at the Hamden Fest held at Town Center Park in June.

### **7. Behavior Change Intervention and Outreach**

Continue with Behavior Change Intervention Programs and Outreach. Dr. Sussman from ACEEE presented to SCRCOG's SW&R, Energy Conservation and MS4 Working Groups. Dr. Sussman has a doctor of science and a master of science in social and environmental psychology. His studies look at why people behave in ways that are good or bad for the Environment and how to

encourage pro-environmental behaviors. Continue progress with working groups to overcome barriers, implement intervention strategies and provide influential messaging.

#### **8. Promote Green Office Surveys**

As an additional step with behavior change - Encourage towns to engage and recognize facility and staff members who are interested in improving the environmental footprint of their workplaces. A sample green office survey developed by UConn is filed in basecamp. The survey consists of 56 multiple choice questions that provide a comprehensive measure of sustainable behaviors and practices with the office. Municipalities can tailor the survey to their needs. UConn awards the office with a bronze, silver, gold or platinum level.

#### **9. Promote Individual Action**

As an additional step with behavior change - Encourage towns to engage and recognize individuals for their interest in improving their personal footprint. A “How Sustainable Am I” questionnaire developed by Mara Tu as part of a group project at UConn is filed in basecamp. Municipalities can tailor the list to their preferences.

#### **10. Meetings**

Regional bi-monthly or quarterly meetings with Energy Conservation Working Group to stay current with developing Energy Conservation issues/opportunities and to provide valuable networking connections.

#### **11. Basecamp**

Continue to post to Energy Conservation Working Group’s basecamp: upcoming webinars and meetings, articles, resources, presentations and documents, documents, presentations, grants, best management practices, emails, more

### **III. ACCOMPLISHMENTS**

Accomplishments listed below are a result of the work outlined herein. Results were accomplished through a process of research, outreach, meetings/conferences, working group meetings, follow up emails to the groups, individual emails and calls encouraging municipalities, CEOs, superintendents, and working group members to move forward with the following waste reduction measures, energy conservation measures and MS4 measures:

#### **A) Wasted Food Diversion**

Woodbridge and Hamden are planning to begin a food waste reduction program in their elementary schools this fall. Food waste reduction is in-line with CT DEEP's Comprehensive Materials Management Strategy (CMMS) which shows that 40% of disposed trash consists of organic materials. Reduction of trash tonnage will incur through reduced food waste overall, separating food scraps for anaerobic digestion, donation, and recycling. Efforts continue to encourage additional SCRCOG municipalities to implement waste reduction measures in their schools.

Because of my efforts, The Center for EcoTechnology – experts who have been giving free assistance for setting up food waste diversion programs in Hamden and Woodbridge - is applying for EPA's Healthy Communities Grant Program to fund additional staff time in the SCRCOG region up to \$25,000. The plan would be to use the staff time specifically for food scrap collection at SCRCOG schools and larger institutions to develop an infrastructure to aid in reducing food scrap transportation costs.

#### **B) Textile Recycling**

In April, Hamden launched a curbside program for textiles and household goods with Simple Recycling. Milford and Orange will launch when Simple Recycling's Stamford hub opens in July. Simple Recycling picks up residential textile and household goods curbside free of charge. Curbside textile/household goods collection will reduce curbside trash tonnage and will meet one of CT DEEP's Tier II CMMS requirements. Efforts continue to encourage additional SCRCOG municipalities to sign up for this program.

#### **C) CT DEEP's Comprehensive Materials Management Strategy (CMMS)**

To date, eight SCRCOG municipalities have submitted their CMMS Plan to CT DEEP. As noted herein, efforts continue to help SCRCOG municipalities to meet the requirements of the CMMS, requirements which result in waste reduction and cost savings for municipalities.

#### **D) Municipal Solar Installation**

Five SCRCOG municipalities submitted 39 municipal/school sites to be considered by CT Green Bank for solar installation. Of the 39 sites that were submitted, 27 passed the desk audit. Sites that passed include: schools, fire houses, libraries, Town Halls and other various municipal buildings/parks/parking lots. A study published in Futurity magazine shows that solar panels on schools can meet up to 75% of their electricity needs and reduce their carbon footprint by as much as 28 percent. CT Green Bank is currently scheduling site visits which will determine size and location of the systems, savings potential and design for consideration. Efforts continue to encourage municipalities to submit their municipal sites for solar consideration.

### **E) MS4 Regional Raingarden All Day Training scheduled for 7/9/19**

Workshop will include step by step instructions both in classroom and on-site. Instructions will include how a site is selected, what to consider, how to calculate the benefits of each project and guidelines on enlisting and working with volunteers to install raingardens. Working group members may then apply the step by step instructions to potential raingarden sites, where if installed will reduce stormwater runoff in their municipality. Additionally, Save the Sound has a network of volunteers that may help with demonstration projects, e.g. installing raingardens, planting, and cleanup activities.

### **F) Legislative Tracking**

During the legislative session, I forwarded many emails to the working groups keeping them updated on legislation that needed a call to action, e.g. plastic bag ban. In an effort to fight plastic pollution in our oceans and estuaries, Connecticut's General Assembly passed a plastic bag fee of \$0.10 on single use plastic bags at checkout which will go into effect this July. After 7/1/21, a ban on plastic bags will be implemented. Once that happens, no retail or grocery store will be permitted to distribute single-use plastic bags at checkout. The bill will also allow municipalities with existing bag ordinances to keep their bans. It also allows towns to establish their own fee on paper checkout bags. Continue legislative tracking and encouraging municipal letters of support to legislators.

## **IV. PRESENTATIONS, REPORTS AND FLYERS (filed in Basecamp)**

### **A) SOLID WASTE AND RECYCLING/MATERIALS (SW&R)**

- 3/12/19 CT DEEP Municipal CMMS Compliance Presentation
- 3/12/19 Waste Zero Curbside Textile Recyc. (Simple Recycling) Presentation by Savannah Harik
- Simple Recycling Mailer for Hamden
- 3/12/19 Organix Solutions Co-Collection Presentation
- 3/12/19 Education and Resources Presentation by Pamela Roach
- 5/29/19 Webinar SW&R Update and Reminders Presentation by Pamela Roach
- 5/29/19 Webinar – Recycling Behavior Change Presentation by Keep America Beautiful
- 5/29/19 Webinar – Transforming Recycling for Good/Breaking Down Behavior Change Presentation by The Recycling Partnership
- Food Waste Diversion Guide for Bear Path Elementary School in the Hamden School District Prepared by Center for EcoTechnology (CET)
- Food Waste Diversion Guide for Beecher Road Elementary School in the Woodbridge School District Prepared by CET

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

- 4/9/19 Strategies for Disconnecting DCIA Presentation by Dawn Henning
- 4/9/19 Stormwater BMP Presentation by Victor Benni, East Lyme Town Engineer
- 4/9/19 East Lyme Estimated DCIA for Basins Handout
- 4/9/19 East Lyme DCIA Calculation Spreadsheet Handout
- 4/9/19 CT DOT Mapping Schema Program Presentation by Daniel Imig and Jeremy Wilcox
- 5/23/19 CT MS4 Permit: What to do in Year 3 Presentation by Amanda Ryan at UConn Clear
- 5/23/19 Greening the Streets of Watertown MA Presentation by Matthew Shuman

### **C) ENERGY CONSERVATION**

- 2/21/19 Connecticut Green Bank Presentation
- 2/21/19 Solar Power Purchase Agreement Flyer
- 2/21/19 Nissan Electric Vehicle Rebate Offer Flyer
- 5/14/19 Energy Update Presentation by Pamela Roach
- 5/14/19 Nissan EV Rebate Offer Extended Flyer
- 5/14/19 Behavior Change 101 for ACEEE Theory & Practice Presentation by Dr. Reuven Sussman
- 5/14/19 Behavior Change Messaging Presentation by Pamela Roach
- 5/14/19 Reduce Your Energy Consumption Handout
- C-PACE Insert for Tax Bills – Hamden Sample

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

**PHASE 2: JANUARY 2019 – JUNE 2019**

Finance  
Information Technology  
Public Works  
Purchasing

**June 19, 2019**

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## INTRODUCTION

The mission for each of the four assigned focus areas (Finance, Purchasing, Public Works, and Information Technology) in phase two (January 2019 – June 2019) was to meet with the appropriate municipal officials and facilitate collaboration on a regional scale based on my findings from phase one. Phase one of this assignment was geared towards developing relationships with municipal officials and identifying their interests in regional collaboration. Please see the phase one final report for details. The work completed in phase one informs my work in phase two. In phase two, I have pursued the topics municipal leaders identified in phase one and delved deeper into the conversations about regionally shared services, latest innovations, and best practices. To do this, I facilitated meetings, reached out to municipalities, inventoried existing municipal programs, identified implementation opportunities, and developed final recommendations.

Ultimately, my efforts were 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 addenda intended to support and supplement the content of this report.



## **I. SUMMARY OF PHASE 2 ACCOMPLISHMENTS**

- Five towns have committed to pursuing CommerceBank's AP Card Program.
- FuelMaster has been informed of the issues user-municipalities (Hamden and West Haven) were having with the software. FuelMaster has conducted onsite visits and has resolved the issues.
- A list of Sourcewell's associated vendors and contracts have been made available to the Finance, Information Technology, Public Works, and Purchasing Working Groups. This will inform any of the purchasing activity the municipalities might conduct and allow them to receive discounts.
- The use of Basecamp has and will continue to facilitate greater communication among focus areas across SCRCOG. This will breakdown silos and other communication barriers that currently exist.
- A leadership role was established for each of the Working Groups. The individuals in this role volunteered for the position and have accepted the responsibility to organize and execute information for their Working Group.
- Cybersecurity policies were adapted for all municipalities to enact and to enhance internal security.
- Edmunds Financial Systems was identified as a significant competitor to Munis.
- Bonfire was identified as a viable option for online bidding and e-procurement.
- Novus-Insight was identified as a viable option for IT and technology audits.
- MS-ISAC was identified as a free resource for cybersecurity and other cyber issues.
- Organized Working Groups for disciplines and encouraged the exchange of ideas and best practices.
- Demonstrated the advantages of three public works management systems: asset management, fuel management, and fleet management.

- Updated Capitol Region Purchasing Council (CRPC) offering of pre-negotiated contracts and state bids.
- Demonstrated the use of webinars and Zoom as a productivity aid.

## II. SUMMARY OF RECOMMENDATIONS AND FUTURE CONSIDERATIONS

### A. Finance

- **Regional Finance Working Group**

Continue to facilitate Regional Finance Working Group meetings to frequently discuss and explore cooperative initiatives, best practices, and common needs. Guest presenters should be welcomed to enhance discussion or answer questions. Encourage appointed group leader to assist in determining the agenda and presentations. SCRCOG Consultant and SCRCOG staff should serve as research and logistical support for the group.

- **Basecamp**

Continue to use and promote Basecamp among Working Groups. This should be used as the primary information sharing platform.

- **Procurement Cards and Accounts Payable Programs**

Encourage municipalities to adopt and deploy a procurement card (p-card) program and/or an accounts payable (AP) program. Each of these programs include opportunities for the user-municipality to realize monetary rebates and ultimately establish an additional revenue source. P-card and AP programs are not mutually exclusive and can be utilized simultaneously.

- **Munis**

Establish twice-a-year meetings among the Finance Directors who use Munis to discuss the program. These meetings should focus on troubleshooting common issues faced by the user community. A preponderance of problems encountered should be communicated with Munis staff. In addition to these meetings, SCRCOG should encourage Munis users to attend Munis's user community meetings held twice a year in CT.

- **Financial Management Software**

Encourage the consideration of different software options if a municipality is considering changing systems. Munis and Edmunds should be included in the consideration.

- **Shared Grant Writer**

Explore the feasibility of a shared grant writer to assist municipalities who do not have a grant writer 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 current technology. The cost of hardware/software under a leasing plan would give the participant the newest version without the steep cost of upgrading.
- **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 obsolescence, repairs, security, outages are managed by the data center.
- **Document Management**  
CRCOG is in the final stages of vetting and selecting a software for Document Management. This system has town-wide implications.
- **Risk Management**  
The process of evaluating risk versus cost can yield significant savings as well as a safer work environment. Insurance companies give a discount for towns with a risk manager.
- **Time and Attendance**  
Utilize and promote CRPC's new time and attendance negotiated agreement with NOVAtime.

## **B. Information Technology**

- **Regional Information Technology Working Group**  
Continue to facilitate Regional Information Technology Working Group meetings to frequently discuss and explore cooperative initiatives, best practices, and common needs. Guest presenters should be welcomed to enhance discussion or answer questions. Encourage appointed group leader to assist in determining the agenda and presentations. SCRCOG Consultant and SCRCOG staff should serve as research and logistical support for the group.
- **Basecamp**  
Continue to use and promote Basecamp among Working Groups.

- **Cybersecurity Initiatives**

SCRCOG should continue to support town efforts to create a cybersecurity strategy through seminars, published articles, and webinars. Topics should include cybersecurity assistance, management, and training to member municipalities. The use of outside consultants to evaluate and recommend enhancements needed by each town is encouraged. In addition, subscribe to Tech Pro. This paid subscription (\$300 annually) allows access to hundreds of solutions for technology based problems.

- **Funding Increase**

Each town must significantly increase their funding and staffing for Information Technology. Funding must include money for subject matter experts and outside advisers.

- **Cyber Security Audit**

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

- **QDF**

Encourage IT Directors and Finance Directors to unify and communicate to QDF that there is a need for the program to become cloud-based thereby reducing exposure to cyber threats.

- **Server Use**

Encourage IT Directors to utilize different servers when subscribing to software's such as Dossier, FuelMaster, and FacilityDude, thereby eliminating the possibility of intrusion on the main server.

## **C. Public Works**

- **Regional Public Works Working Group**

Continue to facilitate Regional Public Works Working Group meetings to frequently discuss and explore cooperative initiatives, best practices, and common needs. Guest presenters should be welcomed to enhance discussion or answer questions. Encourage appointed group leader to assist in determining the agenda and presentations. SCRCOG Consultant and SCRCOG staff should serve as research and logistical support for the group.

- **Basecamp**

Continue to use and promote Basecamp among Working Groups.

- **Public Works Equipment Sharing**  
 Promote and encourage municipalities to adopt equipment sharing practices. SCRCOG should assist interested municipalities by helping to facilitate this process. I recommend the best avenue to accomplish this is through a workshop hosted by Public Works Directors who have a serious interest in equipment sharing.
- **Asset Management**  
 Encourage and promote municipal officials to adopt an asset management software/practice, such as FacilityDude, to increase efficiency and productivity. I recommend that municipalities contact FacilityDude to schedule an appointment to review their software requirements. Determine if SCRCOG can negotiate a multi-lease agreement for potential users.
- **Fleet Management**  
 Encourage and promote municipal officials to adopt a fleet management software/practice, such as Dossier, to increase efficiency and productivity. I recommend that municipalities contact Dossier to schedule an appointment to review their software requirements. Determine if SCRCOG can negotiate a multi-lease agreement for potential users.
- **Fuel Management**  
 Encourage and promote municipal officials to adopt a fuel management software/practice, such as FuelMaster, to increase efficiency and productivity. I recommend that municipalities contact FuelMaster to schedule an appointment to review their software requirements. Determine if SCRCOG can negotiate a multi-lease agreement for potential users.
- **Shared Purchasing**  
 Promote greater utilization of CRPC volume purchase offerings. In addition, SCRCOG should establish a better communication channel with CRPC and become more involved in the purchasing/bid process.
- **Traffic Signs and Maintenance**  
 Encourage and promote a regional approach to traffic sign production and maintenance. This has been suggested by a few Public Works Directors in the SCRCOG region and has an opportunity to generate great efficiencies and cost savings.

#### **D. Purchasing**

- **Regional Purchasing Working Group**

Continue to facilitate Regional Purchasing Working Group meetings to frequently discuss and explore cooperative initiatives, best practices, and common needs. Guest presenters should be welcomed to enhance discussion or answer questions. Encourage appointed group leader to assist in determining the agenda and presentations. SCRCOG Consultant and SCRCOG staff should serve as research and logistical support for the group.

- **Basecamp**

Continue to use and promote Basecamp among Working Groups. In addition, SCRCOG should encourage Purchasing Agents to use Basecamp to communicate purchases prior to their initiation in an effort to collaborate on purchasing and realize economies of scale.

- **New Haven's Online Bidding System**

Continue to monitor and assess New Haven's utilization of Bonfire as their new online bidding system. SCRCOG should encourage municipalities who have Munis to seek out this option as their bidding solution.

- **Sourcewell**

Municipalities must research vendors they use through Sourcewell prior to initiating purchases. Sourcewell is a free cooperative purchasing system that allows municipalities to take advantage of pre-negotiated pricing and terms.

- **Board of Education and City/Town Joint Purchasing**

Similar products and goods that are purchased by both the municipality and BOE, such as, but not limited to, paper goods and office supplies, should be purchased jointly to realize economies of scale pricing.

- **Equipment and Software Leasing**

Reduce costs, increase security, and enhance uniformity by leasing equipment and software. This will be less costly and allow easy upgrade to newest model.

### III. FINANCE

Over the course of phase two, I organized one Working Group meeting with Finance Directors (the *Regional Finance Working Group Meeting Agenda and Meeting Notes* are attached to this report as Addendum A). This meeting was hosted at the SCRCOG Office on March 14, 2019. This meeting consisted of three presentations: (1) municipal payable programs with rebates and discounts, (2) financial management systems, and (3) technology systems audit for better and more secure operations. This meeting concluded with a roundtable discussion on best practices and ideas.

Eleven out of fifteen municipal officials in SCRCOG attended the March 14<sup>th</sup> seminar. In an effort to adequately notify municipal officials of this meeting and ensure their participation, a save-the-date was sent out two weeks prior to the meeting date, followed a week later by a detailed meeting agenda and RSVP. Finally, officials who did not respond to the RSVP were contacted via phone.

The following subsections will go into more detail about the topics discussed at the March 14<sup>th</sup> meeting and other topics which arose throughout phase two.

#### **A. Financial Management Systems and Enterprise Resource Planning (ERP)**

The software most prevalent within SCRCOG municipalities is Munis by Tyler Technologies. Despite issues with program inflexibilities and high costs to use the program, their breadth of modules to choose from has solidified them as leaders in ERP throughout the SCRCOG region.

Edmunds & Associates is a financial management software that offers comparable solutions to Munis's and is a viable alternative to Munis. The preconceived notion that Edmunds is only for small towns is incorrect. Edmunds offers services to large municipalities including county governments which have large jurisdictions. Due to their user-ability with both small and large municipalities, Edmunds offers a great alternative to Munis. In addition, Edmunds has a migration plan to transition from a previous system to the Edmunds system. This plan will create a cleaner and simpler transition.



This chart lists the SCRCOG municipalities and shows the financial software they are using:

<u>Municipality</u>	<u>Software</u>
Bethany	Edmunds & Associates
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)
New Haven	Munis (Tyler Technology)
North Branford	R. Walsh Associates (RWA)
North Haven	Munis (Tyler Technology)
Orange	Munis (Tyler Technology) - <i>implementation in process</i>
Wallingford	Munis (Tyler Technology)
West Haven	Munis (Tyler Technology)
Woodbridge	Munis (Tyler Technology)

Updated June 1, 2019

As indicated by the chart above, Munis dominates the financial software field in the SCRCOG region. I recommend that Edmunds be considered as an option for municipalities who are considering changing their current software.

## **B. Technology Systems Audit**

NOVUS Insight presented their process for municipalities to prepare for major system or software changes. This process includes an audit of a municipality's technology system which identifies the municipality's preparedness for a technology change.

### **C. CT Purchasing Card Program**

The Purchasing Card Program, supported by CT General Statute 4-98(c), is co-sponsored by the Department of Administrative Services Procurement Services and the Office of the State Comptroller. The P-Card streamlines and simplifies the purchasing and accounts payable functions by eliminating waste and low value activities, reducing transaction costs, and improving vendor relations. It serves as payment tool that facilitates the timely acquisition of materials, automates data transactions for accounting purposes, supports travel services and offers flexible controls.

The P-Card is a MasterCard issued by JPMorgan Chase Bank. It works much like a personal credit card. However, it is a commercial card and each card has custom designed features, with pre-set controls built into the magnetic strip, to meet the specific needs of the cardholder and the organization.

The process is fully automated, allowing all purchases to be tracked and easily managed. Each credit card issued can be monitored using an internet application to view transactions 24 hours after a purchase has been made.

The P-Card simplifies the procurement and disbursement process by facilitating point-of-demand purchasing. Purchasing authority is delegated to the ordering departments enabling the authorized cardholders to place orders directly with the suppliers.

### **D. Municipal Payment Programs with Rebates and Discounts**

- CommerceBank's Accounts Payable (AP) Program

CommerceBank's AP Card program is a virtual credit card that allows municipalities to pay vendors/contractors with a virtual card number rather than a check. The CommerceBank's program would yield revenue for the user town through the small processing fee charged to the vendor/contractor.

These are the benefits to the AP Card Program:

- Streamline Accounts Payable Process by reducing paper checks
- Earn monthly cash rebates-Every vendor paid provides revenue stream
- Security-One time use electronic card number means card can't be stolen or misused
- Internal control-Complete visibility with real-time access to all activity
- Supplier benefits-Electronically deposited funds, faster receipt of payment

Additionally, CommerceBank's AP Card Program includes:

- Complimentary spend analysis to determine revenue expectations
- No minimums-rebate earned for dollar one
- Ongoing supplier enrollment for the life of your program
- Account management

- Onboarding team
- At will contract with a 98% retention rate
- No cost for program

Appointments were made with five municipalities (Bethany, Woodbridge, Madison, Guilford, and West Haven) to review the CommerceBank AP Card program. I think that these municipalities will adopt the program and benefit from the financial gains offered.

Note: Branford is using this program, and Jim Finch from Branford brought the program to our attention.

- Priority Payment Program (PPP)

The Priority Payment Program (PPP) uses a p-card to pay vendors with a processing period of at least ten days. This greatly benefits the vendor as they typically wait fifty to one-hundred days to receive a payment. The city benefits by receiving 1-2% revenue on each invoice. The city does not pay a fee to use the program. Currently the city has thirty-nine vendors in the program who have voluntarily opted-in.

The p-card has customizable limits to prevent misuse. New Haven has also integrated this process with Munis.

New Haven is successfully using this program and is generating additional revenue.

Note: New Haven is using this program, and Daryl Jones of New Haven brought the program to our attention.

## IV. INFORMATION TECHNOLOGY

Over the course of phase two, I organized two Working Group meeting with Information Technology officials (the *Regional IT Working Group Meeting (4.18.19) Agenda and Meeting Notes* and the *Regional IT Working Group Meeting (6.19.19) Agenda* are attached to this report as Addendum B and C, respectively). The first meeting was hosted on April 18, 2019. This meeting consisted of two presentations: (1) municipal payable programs with rebates and discounts, and (2) financial management systems. The second meeting has been planned and is scheduled for June 19, 2019. This meeting will consist of three presentations: (1) municipal payable programs with rebates and discounts, (2) financial management systems, and (3) technology systems audit for better and more secure operations. This meeting concluded with a roundtable discussion on best practices and ideas.

Eight out of fifteen municipal officials in SCRCOG attended the April 18<sup>th</sup> seminar. In an effort to adequately notify municipal officials of this meeting and ensure their participation, a save-the-date was sent out two weeks prior to the meeting date, followed a week later by a detailed meeting agenda and RSVP. Finally, officials who did not respond to the RSVP were contacted via phone. Municipal officials from all fifteen municipalities in SCRCOG have also been invited to the June 19<sup>th</sup> meeting using the same invitation method.

The following subsections will go into more detail about the topics from the meeting mentioned above and other topics which arose throughout phase two.

### A. Cybersecurity Policies/Initiatives

Cybersecurity has emerged as the greatest threat to the stability and function of any municipality. A lengthy discussion of possibly developing a regional “Cybersecurity Model” occurred. In other words, this model would be the standard practice for municipalities in the SCRCOG region. The intent is to construct a model which identifies all potential entry points that hackers could exploit. In addition, it would recommend software that can be used to obstruct these hackers. If a software is desired by multiple municipalities, then SCRCOG can attempt to negotiated pricing leverage economies of scale. This model would be a collaborative among IT Directors and perpetuate the exchange of best practices for successful implementation. A frequently update to the model will be necessary as new technology and threats emerge. This should be done by the IT Directors through a webinar or in-person meeting.

Dave Richards, West Haven's IT Director shared valuable insight into the what could be the basis of a Cybersecurity Model. Through his experience in West Haven with their recent cyber-attack, Mr. Richards has been able to share a first-hand account of how to manage and mitigate cyber-crises. The knowledge he learned through this incident has informed him and now the leaders in the SCRCOG community.

## **B. Multi-State Information Sharing and Analysis Center (MS-ISAC)**

The mission of the MS-ISAC is to improve the overall cybersecurity posture of the nation's state, local, tribal and territorial (SLTT) governments through focused cyber threat prevention, protection, response, and recovery.

Local Governments throughout the United States are consistently facing varied cyber threats from many different sources. In a presentation to the IT Working Group, MS-ISAC explored these threats and the actors behind them, and then discuss free resources available through the Multi-State Information Sharing and Analysis Center (MS-ISAC) to any local government in the U.S. As the DHS designated and funded key cybersecurity resource for SLTT governments, the MS-ISAC is always available to provide assistance and information.

SCRCOG municipalities are encouraged to contact MS-ISAC to explore how their resources can be utilized by their respective towns.

Notable benefits of MS-ISAC:

- Free service for all governments and government organizations
- MS-ISAC and EI-ISAC have been designated by DHS as the key resource for cyber threat prevention, protection, response and recovery for the nation's state, local, tribal, and territorial governments. The ISAC's 24x7 cybersecurity operations center provides real-time monitoring, threat warnings and incident response.
- Membership benefits include:
  - 24x7 operations center
  - Cybersecurity exercises
  - Cybersecurity advisories and daily tips
  - Cyber event notification
  - Awareness/education materials
  - Network monitoring
  - Vulnerability assessment services
  - Malicious code analysis Platform (MCAP)
  - Monthly newsletters, webcasts, and threat briefings
  - Alert status map
  - Incident response resources
  - Discounts on trainings

- Nationwide Cyber Security Review (NCSR)
- Vulnerability Management
- Program (VMP)
- CIS SecureSuite Membership

**C. Upcoming Regional Information Technology Working Group Meeting (6/19/2019)**

The next Working Group meeting is scheduled for June 19, 2019. This meeting is dedicated to cybersecurity as it relates to municipal government. In particular, this meeting will hone in on:

- Cybersecurity Policies: Sample municipal policies and policy templates will be shared in the meeting. These policies will come from municipalities in CT or similar towns/cities in nearby states. We encourage you to bring your own policies and practices to share with the group as well.
- Cyber Insurance: We will focus on cyber insurance and what it covers. This topic will be presented from a technical perspective.
- Roundtable Discussion: The latter part of the meeting will be dedicated to a group discussion about prevailing issues and the exchange of ideas and best practices. We will also discuss plans for the remainder of the year

## V. PUBLIC WORKS

Over the course of phase two, I organized one Working Group meeting with Public Works Directors (the *Regional Public Works Working Group Meeting Agenda and Meeting Notes* are attached to this report as Addendum D). This meeting was hosted at the SCRCOG Office on April 11, 2019. This meeting consisted of three presentations: (1) asset management, (2) fuel management, and (3) fleet management. This meeting concluded with a roundtable discussion on best practices and ideas.

Five out of fifteen municipal officials in SCRCOG attended the April 11<sup>th</sup> seminar. In an effort to adequately notify municipal officials of this meeting and ensure their participation, a save-the-date was sent out two weeks prior to the meeting date, followed a week later by a detailed meeting agenda and RSVP. Finally, officials who did not respond to the RSVP were contacted via phone.

The following subsections will go into more detail about the topics discussed at the April 11<sup>th</sup> meeting and other topics which arose throughout phase two.

### A. Asset Management

Sally Katz (Director of Physical Services for Wethersfield, CT) discussed her daily experience utilizing asset management software and how it differed from previous practices. She suggests that before adopting an asset management system, one must start collecting relevant data. It may be a slow start, but any progress will aid in the transition process when a software program is selected. Sally began this process by using a standard Excel sheet to record year, project, cost at the time. She also created a Preventative Maintenance (PM) schedule (this was necessary to conserve assets, reduce overhead, and reduce the frequency equipment is down). Today, Wethersfield uses FacilityDude. Ms. Katz described the software and work order process of FacilityDude, and then related it to the overall conversation about asset management. On two different occasions, an opportunity to meet with Sally Katz or a FacilityDude representative about asset management was offered to municipal leaders. I did not receive one response from any of the Public Works Directors.

**B. Fleet Management**

Victor Escudero of Dossier Systems detailed the benefits of a disciplined approach to managing a fleet of vehicles. Mr. Escudero used the New Haven Regional Water Authority as an example of a successful implementation of the Dossier solution. The system maintains records of information including OEM warranty and compliance records. The tools provided in a fleet management solution, such as Dossier, will reduce costs and create better efficiencies. On two different occasions, an opportunity to meet with Victor Escudero to discuss fleet management was offered to municipal leaders. I did not receive one response from any of the Public Works Directors.

**C. Fuel Management**

Blaine Jack from FuelMaster demonstrates the next evolution of equipment that introduces new functions. Because some towns were having difficulty making their installed systems function properly, Mr. Jack scheduled return visits to Hamden and West Haven to evaluate the issues. It was realized that some of the problems were created by the FuelMaster sanctioned distributors during installation. FuelMaster committed to resolving these issues. On two different occasions, an opportunity to meet with Blaine Jack about fuel management systems was offered to municipal leaders. I only received two responses from Hamden and West Haven.

**D. New Haven Middlesex County Public Works Association (NHMCPPWA)**

I was asked by the New Haven Middlesex County Public Works Association (NHMCPPWA) to address their monthly meeting. They wanted to discuss how to enhance communication practices and I spoke at length about Basecamp, its features, and other important details.



## VI. PURCHASING

Over the course of phase two, I organized one Working Group meeting with Public Works Directors (the *Regional Public Works Working Group Meeting Agenda and Meeting Notes* are attached to this report as Addendum E). This meeting was hosted at the SCRCOG Office on March 28, 2019. This meeting consisted of four presentations: (1) New Haven's Online Bidding System, (2) Bonfire (online bidding software), (3) Capitol Region Purchasing Council (CRPC), and (4) equipment leasing. This meeting concluded with a roundtable discussion on best practices and ideas.

Eight out of fifteen municipal officials in SCRCOG attended the March 28<sup>th</sup> seminar. In an effort to adequately notify municipal officials of this meeting and ensure their participation, a save-the-date was sent out two weeks prior to the meeting date, followed a week later by a detailed meeting agenda and RSVP. Finally, officials who did not respond to the RSVP were contacted via phone.

The following subsections will go into more detail about the topics discussed at the March 28<sup>th</sup> meeting and other topics which arose throughout phase two.

### **A. New Haven's Online Bidding System**

New Haven's most recent venture to create their own bidding system was unsuccessful. This was primarily because it did not integrate with Munis's interface. They are now pursuing another option called Bonfire. Bonfire is a strategic sourcing software solution that facilitates the management of the bidding process while insuring fairness to the community and vendor base.

New Haven selected this software because of its capabilities to interact with Munis's purchasing module. This creates a streamline connection between the softwares.

### **B. Equipment Leasing**

A discussion concerning the leasing of servers, software, and equipment (such as computers) suggested that leasing is an option and should be investigated by the purchasing agents.

### C. Purchasing Consortium

- Capital Region Purchasing Council (CRPC)

CRPC shared their list of negotiated contracts and a list of contracts still in process. All contracts are available to SCRCOG members. It will be important in the future for SCRCOG to be more involved with the CRPC process. This can be done, in part, through better communication channels.

- Sourcewell

Sourcewell is a self-funded government organization that facilitates cooperative contract purchasing solutions on behalf of its member agencies. Cooperative contracts offer both time and money savings for users by consolidating the efforts of numerous individually prepared solicitations into one, cooperatively shared process—taking advantage of the volume pricing generated by 50,000 members across North America.

The Town of Orange made a decision to purchase Munis as their financial management software. It was realized that Sourcewell has a negotiated contract with Munis where member municipalities can receive greater discounts. Other municipalities have already received similar benefits too.

## VII. VIRTUAL MEETING AND COMMUNICATION PLATFORMS

### A. Basecamp

- Basecamp is a project management program that users can access from any browser and through an app on their phone. It gives users the tools they need to increase regional collaboration, enhance municipal efficiencies, and share information within Working Groups on particular focus areas of municipal operations. Basecamp allows the Working Groups to continue sharing best practices, ideas, and information. Discussions and tasks which required a meeting to be scheduled, can now be facilitated on Basecamp using the variety of features the software offers. SCRCOG facilitates and administers this program and assists the Working Groups in its utilization. Only people who have received an invitation can access SCRCOG Basecamp and the information therein.

Here is an overview of Basecamp's major features:

<b>Real-time Group Chat (Campfire)</b> Basecamp's real-time group chat (Campfires) lets users ask quick questions and get equally quick answers. This platform offers a casual space for users to communicate with each other.	<b>Message Boards</b> Keep the entire conversation about a specific topic together on a single page. No more digging through emails or trying to reassemble a story from a series of fragmented replies.
<b>Email Forwards</b> Emails that users receive in their inbox can be shared with a Working Group by using this feature. Users can forward them into Basecamp where it can be discussed within the Working Group.	<b>Calendars</b> The calendar centrally displays events and important dates that pertain to the Working Group. Everyone in the group can see this calendar, and they can add their own events to it.
<b>Documents &amp; File Storage</b> Docs & Files offers a space to share documents, files, and images. Similar to Dropbox, this feature creates a centralized place for working group members to share documents, presentations, or project specifications.	<b>Direct Messages (Pings)</b> "Pings" is Basecamp's direct messaging system. It allows users to have a private conversation. Finding contact information is also simplified because Basecamp uses people's login emails to populate a contact list for users to utilize.

- In an effort to better facilitate Basecamp, I have selected a member from each Working Group to lead the group. The leader has agreed to this position.
  - Finance Working Group Leader: Daryl Jones, New Haven
  - Information Technology Working Group Leader: David Richards, West Haven
  - Public Works Working Group Leader: Howard Weissberg, Meriden
  - Purchasing Working Group Leader: Michelle Knockwood, North Branford

- The Working Group Leader helped design and agreed to the following guidelines which they are expected to follow:
  1. Monitor Basecamp for conversations, trending items, and shared concerns.
  2. Using the Calendar, Message Board, Email Forward, and Docs and Files tools on Basecamp, share relevant information with the Working Group.
    - i. In the Calendar, input webinars or other meetings you hear about. For example, if the State Treasurer is hosting a meeting for municipal Finance Directors, the calendar in the Finance Working Group would be a great place to share this information.
    - ii. Upload to Docs and Files any documents, forms, PDFs, presentations, specs., etc. For example, an Information Technology Manager could use this versatile tool to upload and share their recent Cybersecurity policy.
    - iii. Use the Message Board like an email to communicate to all members of the Working Group. This way, all messages pertaining to the Working Group are in one location. For example, before a bid is made, a Purchasing Agent could use the Message Board to see if any other municipalities would like to join the bid. This could realize economies of scale.
  3. Communicate with SCRCOG Staff/Consultant that an in-person meeting or Zoom meeting is needed or desired for a certain topic or range of topics (SCRCOG will assist in organizing the meeting and scheduling guest speakers/presentation).
    - i. For example, if the members of the Public Works Working Group are showing an interest in how to better manage their fleet, it would be a good idea to reach out to the SCRCOG Staff/Consultant about hosting a meeting on fleet management.
  4. Encourage the use of Basecamp among Working Group members.

## **B. Zoom**

Zoom is communication software that combines video conferencing, online meetings, chat, and mobile collaboration. This tool gives SCRCOG the ability to host webinars and other meeting so it is not necessary for Working Groups to assemble in person for a meeting. This tool also allows speakers to virtually present at in-person Working Group Meetings.