



## SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

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

Carl J. Amento, Executive Director

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

**November 17, 2021– 10:00 A.M.**

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

**NOTICE: This is a Hybrid meeting. All Board members or their proxies are encouraged to attend in-person, but may attend remotely, and all guests will participate remotely.**

#### **Log-on Information to attend remotely is provided below:**

Join Zoom Meeting: <https://us02web.zoom.us/j/87070037282>

Call-In Number: +1-929-205-6099 • Meeting ID: 870 7003 7282

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

1. Call to Order and Introductions – *First Selectman Michael Freda, Chair*
2. Approval of 10/27/21 SCRCOG Meeting Minutes – *First Selectman James Zeoli, Secretary* Pages 2-4
3. Treasurer's Report for month ending 10/31/21 – *First Selectman Paula Cofrancesco, Treasurer* Pages 5,6
4. Transportation Committee Report – *Mayor William Dickinson, Committee Chair* Pages 7-10  
Adopt Resolution to Approve FY 2021-2024 TIP Amendment Eleven Pages 9,10
5. Adoption of Preliminary Dues for FY 2022-2023 Page 11
6. Appointment of Nominating Committee for 2022
7. Adoption of January 2022 to January 2023 SCRCOG Calendars for Monthly Meetings Page 12
8. Approval of Partial Revision of SCRCOG By-Laws Pages 13-28
9. Approval of Resolution of SCRCOG Board Supporting the Goals of Transportation and Climate Initiative (TCI) Page 29
10. Discussion of DEEP Beverage Container Recycling Grant Pages 30-34
11. Approval of Resolution Authorizing Executive Director to Execute Consultant Contract with Pamela Roach for Period January 1, 2022 to June 30, 2022 Page 35-45
12. Congressional Reports – *Louis Mangini, Office of U.S. Representative Rosa DeLauro; Ellen Graham, Office of U.S. Senator Richard Blumenthal*
13. Legislative Reports – *Michael Muszynski, CCM; Betsy Gara, COST*
14. SCRCOG Executive Director's Report – *Carl Amento, Executive Director* Pages 46-49
15. REX Development Report – *Ginny Kozlowski, Executive Director, REX Development* Pages 50-54
16. DEMHS Region 2 Report – *Jacob Manke, Region 2 Coordinator*
17. Greater New Haven Transit District Report – *Mario Marrero, Executive Director*
18. CT Rides Quarterly Report (July-September 2021) – *Ed Perzanowski, Statewide Commuter Program Manager* Attached
19. Regional Cooperation/Other Business
20. Adjournment

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

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



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Carl J. Amento, Executive Director

TO: **SCRCOG Board Members**  
FROM: **First Selectman Michael Freda, Acting Secretary**  
DATE: **November 10, 2021**  
SUBJECT: **SCRCOG Meeting Minutes of October 27, 2021**

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**Present:**

Bethany	First Selectman Paula Cofrancesco, <b>Treasurer</b>
Branford	First Selectman James Cosgrove
East Haven	Ray Baldwin, <i>proxy for Mayor Joseph Carfora</i>
Hamden	Adam Sendroff, <i>proxy for Mayor Curt Leng</i>
Madison	First Selectman Peggy Lyons
Meriden	Timothy Coon, <i>proxy for Mayor Scarpati</i>
Milford	Mayor Benjamin Blake
New Haven	Kevin Alvarez, <i>proxy for Mayor Justin Elicker</i>
North Haven	First Selectman Michael Freda, <b>Chair</b>
Wallingford	Mayor William Dickinson
West Haven	Christopher Soto, <i>proxy for Mayor Nancy Rossi</i>
Woodbridge	First Selectman Beth Heller, <b>Immediate Past Chair</b>

SCRCOG Staff Carl Amento, Stephen Dudley, James Rode, Christopher Rappa, Eugene Livshits, Rebecca Andreucci, Andy Cirioli, Antoine Campbell (intern), Michelle Skowronek (intern), Lucy Marinelli (intern)

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**Guests:** Ginny Kozlowski and Barbara Malmberg, *REX Development*; Jennifer Pacacha, *CTDOT*; Louis Mangini, *Office of U.S. Representative Rosa DeLauro*; Ellen Graham, *Office of U.S. Senator Richard Blumenthal*; Betsy Gara, *COST*; Mario Marrero, *Greater New Haven Transit District*; Meg Haffner, *Kennedy Center*; Anne Benowitz and Keyri Ambrocio, *Greater New Haven Chamber of Commerce*; Doug Colter, *City of West Haven*;

**NOTE: The October 2021 SCRCOG Board meeting was hybrid with both in-person and virtual attendance.**

**1. Call to order and Introductions**

Chairman Freda called the meeting to order at 10:07 a.m. All present introduced themselves.

**2. Adoption of the September 22, 2021 SCRCOG Meeting Minutes**

Chairman Freda presented the Minutes of the SCRCOG Meeting of September 22, 2021, which were included in the agenda packet at pages 2-4. First Selectman Cofrancesco moved for their approval, and First Selectman Heller seconded. The motion passed unanimously.

**3. Treasurer's Report for month ending September 30, 2021**

First Selectman Cofrancesco presented the Treasurer's Report for the month ending September 30, 2021, which was included in the agenda packet at pages 5-6. The Balance Sheet shows that SCRCOG has total assets of \$1,467,000 with \$1,165,000 of that in cash and investments. There is also \$155,000 due from CTDOT, \$92,000 due from OPM and \$400 due from CIRCA. Expenses for the month were in order. First Selectman Heller moved for acceptance of the Treasurer's Report. Timothy Coon seconded the motion, which passed unanimously.

**4. Transportation Committee Report**

Mayor Dickinson reviewed the Transportation Committee report on pages 7-12 of the agenda packet, with the resolutions found on pages 11-12.

Adopt Resolution to Approve FY 2021-2024 TIP Amendment Ten:

Mayor Dickinson moved to adopt the resolution, and First Selectman Cofrancesco seconded. All voted in favor.

**5. Adopt Resolution Authorizing Sole Source for Geographic Information System Consulting Services**

Deputy Director Stephen Dudley presented the resolution on page 13 of the agenda packet, which allows the COG to sign into an agreement with New England Geosystems. First Selectman Heller moved to approve. First Selectman Cofrancesco seconded, and all voted in favor.

**6. Adopt Resolution Authorizing Sole Source for Travel and Tourism Consulting Services**

Deputy Director Stephen Dudley presented the resolution on page 14 of the agenda packet, which allows the COG to sign into an agreement with REX Development. First Selectman Cofrancesco moved to approve. Kevin Alvarez seconded, and all voted in favor.

**7. Consideration of Resolution of SCRCOG Board Supporting the Transportation and Climate Initiative (TCI) Legislation**

Chairman Freda presented the resolution on pages 15-17 of the agenda packet. He discussed that the item was brought up at Executive Committee where it was decided to hold off signing the resolution until there was more information available. He noted concerns over whether there were any direct unfunded mandates in the legislation. Mayor Dickinson discussed his opposition of the resolution, stating he would not support a resolution referencing legislation that has not yet been finalized. He noted while the goals of the TCI program are noble, there is not enough information on how those programs will be paid for. Kevin Alvarez stated that he agrees that everyone should review the legislation before making a decision, but the final legislation does exist. He noted there is an urgency to act upon both transportation and climate issues. He stated that while there are no direct costs to consumers, the largest emission producers are likely to unload their extra costs to consumers. Mayor Blake stated that the overall program sounded beneficial, however the resolution is far too detailed and specific. He suggested that the board may be more comfortable passing a general resolution supporting transportation and climate action rather than supporting TCI. First Selectman Lyons agreed that the goals and objectives of the program are noble, but it seems too early to take action on the resolution. Timothy Coon stated his support for action on transportation and climate change, though he has not seen enough information on this particular legislation to make a decision. First Selectman Cosgrove agreed with Mayor Blake that perhaps the language of the resolution could be revised to be less specific. Chairman Freda asked if there was a motion to allow SCRCOG to revisit the resolution when there was more information available. Mayor Blake made the motion, and Kevin Alvarez seconded. All voted in favor.

**8. Preliminary Review of Draft Partial Revision of SCRCOG By-Laws**

Executive Director Amento discussed the feedback gathered at the Executive Committee meeting. Rather than the amendment presented in the agenda packet, the bylaws will be amended to add language clarifying that the COG acts as an MPO during board meetings. The amendment would also add a transit representative and a state transportation representative as non-voting members. First Selectman Cofrancesco made a motion to preliminarily approve the amendment to the bylaws. Kevin Alvarez seconded and all voted in favor.

**9. Congressional Reports**

Lou Mangini from Congresswoman DeLauro's office stated he recently sent out information on FEMA and ARP funds. He suggested looking into all available funding sources before using the locally designated ARPA funds.

Ellen Graham from Senator Blumenthal's office stated they are waiting on the Infrastructure bill and the budget. Earmarks are starting to come out of their committees, and ideas for future projects are being collected.

**10. Legislative Reports**

Betsy Gara from COST stated they are waiting for task forces to begin meeting. COST will be scheduling meetings to discuss upcoming legislative session. They will be hosting a webinar on issues for new municipal leaders.

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

Executive Director Amento reviewed the SCRCOG Newsletter found on pages 36-40 of the agenda packet. Affordable Housing fact sheets have been created for every municipality, and are now available on the SCRCOG website. The Affordable Housing Plan is currently in the outreach stage with surveys being conducted. LiveGreen will be completing an EV Readiness study for one municipality in the SCRCOG region. Cybersecurity awareness training is ongoing, and an additional 1,000 licenses will be purchased. The Purchasing Consortium will be releasing a bid for on-call architects. DEEP has \$5 million in funding is available to support municipalities in creating unit-based pricing (UBP) and food waste diversion pilot programs. SCRCOG will be submitting an Expression of Interest to DEEP as a supporting agency to assist coordinating the interested municipalities. Timothy Coon stated their pilot program in Meriden has been very well received by residents, and encouraged other municipalities to apply. Lastly, Executive Director Amento stated that SCRCOG is still awaiting funding for approved RSG and EDA grants.

**12. REX Development Report**

Ginny Kozlowski of REX Development reviewed her written report on pages 41-45 of the agenda packet. She noted that the Connecticut Economic Development Association (CEDAS) will be releasing best practice guidelines on land use.

**13. Region 2 DEMHS Report**

Jacob Manke was not in attendance.

**14. Greater New Haven Transit District Report**

Mario Marrero of GNHTD reported that ridership has been rising steadily and is now at approximately 80% of pre-pandemic users. Their drivers are currently attending training on the mandatory reporting of elder abuse.

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

The October RPC Action Table was reviewed on page 46 of the agenda packet.

**16. Regional Cooperation/Other Business**

Mayor Dickinson recommended reviewing a recent article in the Hartford Courant on the closing of the MIRA waste-to-energy facility.

**17. Adjournment**

First Selectman Heller moved to adjourn, and First Selectman Cofrancesco seconded. The meeting was adjourned at 10:56 am.

Respectfully submitted,

First Selectman Michael Freda, *Acting Secretary*

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# Balance Sheet

South Central Regional Council of Governments

As of period 10/31/2021

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<b>Assets</b>
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**Cash and Investments**

Key Bank - Checking Account	198,851.54
State of CT - Short-Term Investment Fund	898,852.59
New Haven Bank	108,108.48

**Accounts Receivable**

CT Department of Transportation	96,821.00
CT Office of Policy and Management	144,815.78
Other State Grants (CIRCA)	1,385.10

**Other Assets**

Prepaid Expense (UConn MPA Intern)	(8,461.50)
Accrued Leave & Security Deposit	31,197.52
Furniture & Equipment	27,183.40

<b>Total Assets</b>	<b>1,498,753.91</b>
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<b>Liabilities</b>
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Deferred Revenue - Municipal	205,228.92
Deferred Revenue - LOTCIP	204,220.63
Deferred Rev. - Other (Election Monitor)	3,690.77
Deferred Revenue - Special Assessment	10,826.63

<b>Total Liabilities</b>	<b>423,966.95</b>
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<b>Fund Balance</b>
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Fund Balance	1,002,300.26
Amount for Accrued Leave	19,534.60
Investment in Equipment	27,183.40
Change in Fund Balance	25,768.70

<b>Total Fund Balance</b>	<b>1,074,786.96</b>
<b>Total Liabilities and Fund Balance</b>	<b>1,498,753.91</b>

# Statement of Resources and Expenditures

South Central Regional Council of Governments

As of period 10/31/2021

	Current	Year-to-Date	Budget
<b>Resources</b>			
Municipal - Revenue	22,227.87	59,351.46	325,950.00
Municipal - Special Assessment			10,827.00
CT OPM - Regional Planning	52,607.75	145,313.80	573,101.00
CTDOT - Transportation Planning	54,979.03	188,188.03	1,318,898.00
CTDOT - LOTCIP	1,081.09	2,046.55	211,465.00
CT SotS - Regional Election Monitor			3,690.00
CIRCA - Resilient CT Grant	949.26	1,385.10	19,000.00
Interest - Revenue	67.13	288.89	2,000.00
<b>Total Resources</b>	<b>131,912.13</b>	<b>396,573.83</b>	<b>2,464,931.00</b>
<b>Direct Expenses</b>			
Transportation Planning Consultants			660,500.00
Land-Use Planning Consultants	5,411.25	5,411.25	8,000.00
Other Consultants	25,730.75	51,461.50	377,200.00
Travel		89.04	7,800.00
Data Processing		2,400.00	4,000.00
Commercial Printing			500.00
Subscriptions and Books			3,675.00
Insurance and Professional Services		449.32	
Meeting Expenses and Advertising	1,821.98	2,020.28	16,200.00
Miscellaneous		21.78	532.00
Transportation - Reserved			158,674.00
LOTCIP - Reserved			199,248.00
Hazard Mitigation Grant - Reserved			10,827.00
<b>Total Direct Expenses</b>	<b>32,963.98</b>	<b>61,853.17</b>	<b>1,447,156.00</b>
<b>Direct Labor</b>			
<b>Direct Labor - Employees</b>	<b>44,115.90</b>	<b>149,207.33</b>	<b>437,378.00</b>
<b>Overhead</b>			
Indirect Labor - Employees	14,626.60	57,901.57	173,434.00
Employee Benefits	19,310.35	87,344.44	227,463.00
Travel			100.00
Data Processing		1,312.49	13,600.00
Rent	9,201.54	37,092.66	112,300.00
Telephone and Internet	784.92	1,512.68	7,400.00
Office Supplies		274.00	3,725.00
Equipment Maintenance	899.02	3,996.58	17,500.00
Subscriptions and Books			425.00
Insurance and Professional Services		8,849.00	23,100.00
Meeting Expenses and Advertising			700.00
Miscellaneous	49.27	208.97	650.00
<b>Total Overhead</b>	<b>44,871.70</b>	<b>198,492.39</b>	<b>580,397.00</b>
<b>Total Operating Expenses</b>	<b>121,951.58</b>	<b>409,552.89</b>	<b>2,464,931.00</b>

**South Central Regional Council of Governments**  
**2021-2024 TRANSPORTATION IMPROVEMENT PROGRAM**  
Amendment Number 11

<b>Project</b>	<b>0083-0271    2021-A11-1    Replace Highway Signs and Supports Rte 15</b>	<b>Page 6</b>
<b>Changes</b>	FY21 TIP Amend 11 adds project	
<b>Reason</b>	The existing highway signs and many sign supports on CT 15 have exceeded their useful service life and are in need of replacement. The project will include the removal and installation of extruded aluminum signs and supports. Select sheet aluminum signs will be installed as necessary.	

South Central Regional Council of Governments  
FFY2021-FFY2024 Transportation Improvement Program  
Amendment 11

**State Project #0083-0271**

**SCRCOG # 2021-A11-1**

**Municipality** Regional

**AQ Code** X6

Proposed

**Project Name** Replace Highway Signs and Supports Rte 15

**Description** Replacement of highway signs and sign supports along CT 15 (Wilbur Cross Parkway) from Milford to the Berlin Turnpike in Meriden.

**Current TIP Funding (In Thousands)**

**Proposed TIP Funding (In Thousands)**

<i><b>Funding</b></i>	<i><b>Phase</b></i>	<i><b>Prior</b></i>	<i><b>2021</b></i>	<i><b>2022</b></i>	<i><b>2023</b></i>	<i><b>2024</b></i>	<i><b>FYI</b></i>
NHPP	CON    Federal				11,100		
<i><b>TIP Funds</b></i>	<b>\$11,100</b>	0	0	0	11,100	0	0

**Amendment Notes**

FY21 TIP Amend 11 adds prject





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Carl J. Amento, Executive Director

***Resolution***

***Fiscal Year 2021-Fiscal Year 2024 Transportation Improvement Program Amendment Eleven***

- Whereas:*** U.S. Department of Transportation “Metropolitan Planning Regulations” (23 *CFR* 450) prescribe that each metropolitan planning organization maintain a financially constrained multi-modal transportation improvement program consistent with a *State Implementation Plan for Air Quality (SIP)* conforming to both U.S. Environmental Protection Administration-established air quality guidelines and *SIP*-established mobile source emissions budgets; and
- Whereas:*** The Council, per 23 *CFR* 450.324 and in cooperation with the Connecticut Department of Transportation (ConnDOT) and public transit operators and relying upon financial constraints offered by ConnDOT, adopted a *Fiscal Year 2021-Fiscal Year 2024 Transportation Improvement Program* on September 23, 2020, after finding the *Program* conforming per U.S. Environmental Protection Administration (U.S. EPA) final conformity rule (40 *CFR* 51 and 93) and relevant Connecticut Department of Transportation air quality conformity determinations: *Air Quality Conformity Reports: Fiscal Year 2021-2024 Transportation Improvement Program* and the Region’s *Metropolitan Transportation Plans—2019 to 2045, (April, 2019)*; and
- Whereas:*** The Council, on *September 23, 2020*, indicated that periodic *Program* adjustment or amendment was possible; and
- Whereas:*** Projects referenced in the *Program* amendment (below) are consistent with the region’s metropolitan transportation plan *Metropolitan Transportation Plans—2019 to 2045, (April, 2019)*; and
- Whereas:*** Council *Public Participation Guidelines: Transportation Planning* have been observed during the development of the proposed *Program* amendment (below); and
- Whereas:*** By agreement between the Council and the Connecticut Department of Transportation, public involvement activities carried out by the South Central Regional Council of Governments in response to U.S. Department of Transportation metropolitan planning requirements are intended to satisfy the requirements associated with development of a *Statewide Transportation Improvement Program* and/or its amendment; and
- Whereas:*** Council of Governments’ review of transportation goals, projects and opportunities may result in further adjustment or amendment of the *Program*.



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Carl J. Amento, Executive Director

***Resolution***

***Fiscal Year 2021-Fiscal Year 2024 Transportation Improvement Program Amendment Eleven  
(Continued)***

*Now, Therefore, Be It Resolved By the Council of Governments:*

The Program Amendment *Eleven* shall be transmitted to the Connecticut Department of Transportation, for inclusion in the *State Transportation Improvement Program*

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 **November 17, 2021**

Date November 17, 2021

By: \_\_\_\_\_  
First Selectman James Zeoli, *Secretary*  
South Central Regional Council of Governments

***Proposed Fiscal Year 2022-23 SCRCOG Municipal Dues  
Preliminary for Municipal Budgeting Purposes***

The *Municipal Dues* schedule below is prepared to aid local officials in the development of municipal budgets. Dues to SCRCOG are based on a per capita rate.

The proposed schedule for FY 2022-23 is calling for no increase in the per capita rate (\$0.34), but does make adjustments due to shifts in population. SCRCOG By-Laws prescribe the use of the most current set of Connecticut Department of Health Services' municipal population estimates (July 1, 2020). This proposal assumes a FY 2022-23 work program similar to the current year, with similar staffing. All SCRCOG dues are rounded to the nearest \$100.

Final dues are approved by resolution of the full SCRCOG in conjunction with the *FY 2022-23 Operating Budget*.

<b><i>Municipality</i></b>	<b><i>FY 21/22 Dues</i></b>		<b><i>FY 22/23 Dues</i></b>	
	<b><i>Per Capita (rounded to \$100)</i></b>		<b><i>Per Capita (rounded to \$100)</i></b>	
	<b><i>Population <sup>(1)</sup></i></b>	<b><i>0.34</i></b>	<b><i>Population <sup>(2)</sup></i></b>	<b><i>0.34</i></b>
<i>Bethany</i>	5,548	1,900	5,294	1,800
<i>Branford</i>	27,900	9,500	28,220	9,600
<i>East Haven</i>	28,569	9,700	27,874	9,500
<i>Guilford</i>	22,133	7,500	22,045	7,500
<i>Hamden</i>	60,556	20,600	61,065	20,800
<i>Madison</i>	18,030	6,100	17,658	6,000
<i>Meriden</i>	59,395	20,200	60,794	20,700
<i>Milford</i>	54,747	18,600	51,954	17,700
<i>New Haven</i>	130,250	44,300	134,052	45,600
<i>North Branford</i>	14,146	4,800	13,535	4,600
<i>North Haven</i>	23,683	8,100	24,237	8,200
<i>Orange</i>	13,926	4,700	14,255	4,800
<i>Wallingford</i>	44,326	15,100	44,317	15,100
<i>West Haven</i>	54,620	18,600	55,536	18,900
<i>Woodbridge</i>	8,750	3,000	9,074	3,100
<b><i>Total</i></b>	566,579	192,700	569,910	193,900

(1) State of Connecticut, Department of Public Health, Estimated Population in Connecticut Towns As of July 1, 2019.

(2) State of Connecticut, Department of Public Health, Estimated Population in Connecticut Towns As of July 1, 2020.



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Carl J. Amento, Executive Director

## **2022 MEETING SCHEDULE**

### **UNLESS NOTIFIED OTHERWISE**

- All meetings shall be held in the SCRCOG offices at 127 Washington Ave, North Haven with opportunities to participate via ZOOM
- SCRCOG shall meet on the 4<sup>th</sup> Wednesday of each month, except for November, when it meets on the 3<sup>rd</sup> Wednesday, and in December on the 2<sup>nd</sup> Wednesday.
- The SCRCOG Executive Committee shall meet, when necessary, before the regular board meeting.

### **2022 MEETING SCHEDULE**

SCRCOG's Regular Board Meetings take place at 10:00 A.M.

The Executive Committee Meetings are at 9:00 A.M. (when necessary)

January 26, 2022	July 27, 2022
February 23, 2022	August 24, 2022
March 23, 2022	September 28, 2022
April 27, 2022	October 26, 2022
May 25, 2022	November 16, 2022
June 22, 2022	December 14, 2022
	January 25, 2023

- The Transportation Committee shall meet on the 2nd Wednesday of each month, except for December, when it meets on the 1<sup>st</sup> Wednesday

Transportation Committee Meetings are held at Noon

January 12, 2022	July 13, 2022
February 9, 2022	August 10, 2022
March 9, 2022	September 14, 2022
April 13, 2022	October 12, 2022
May 11, 2022	November 9, 2022
June 8, 2022	December 7, 2022
	January 11, 2023

One week before the meeting date, Agendas are posted on our website, [www.scrkog.org](http://www.scrkog.org)

**PROPOSED CHANGES ARE IN RED**

***South Central Regional Council of Governments By-Laws***

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Adopted: November 28, 1984

Effective Date: January 23, 1985

*Amendments*

Adopted by SCRCOG: June 25, 1986

October 26, 1988

May 26, 1993

September 14, 1994

May 28, 1997

May 24, 2000

November 15, 2000

February 28, 2001

January 27, 2010

April 28, 2010

October 27, 2010

**Anticipated: November 17, 2021**

## *Preamble*

The purposes of the South Central Regional Council of Governments are to serve as a continuing forum to promote cooperative arrangements between its members to initiate and implement programs and coordinate actions on a voluntary basis determined to be of benefit to the South Central Connecticut Region and to serve as a regular forum for contact and discussion of items of mutual interest among town and city officials. The Council shall consider such matters of a public nature common to two or more members of the Council as it deems appropriate, including matters affecting the health, safety, welfare, education and economic conditions of the area as comprised by its members.

## *Article I. Organization*

- A. *Name.* The name of this voluntary association shall be the South Central Regional Council of Governments.
- B. *Structure and Definitions.* The internal structure and organization of this voluntary association shall be according to the statutes of the United States and the State of Connecticut and as further provided in these *By-Laws*.  
As used in these *By-Laws*, the following terms shall have the meanings hereinafter ascribed to them, unless the context shall otherwise require:
- (1) "Council" shall mean this regional council of governments as authorized and organized under Sections 4-124i through 4-124p of the *General Statutes* of the State of Connecticut. **The "Council" also serves as the Metropolitan Planning Organization for the South Central Region.**
  - (2) "Regional Planning Commission" shall mean a subdivision of the Council organized under Section 4-124o of the Connecticut *General Statutes*.
  - (3) "Member" shall mean each municipality of the South Central Region.
  - (4) **"Region" or "South Central Region" shall consist of the following fifteen (15) municipalities: Bethany, Branford, East Haven, Guilford, Hamden, Madison, Meriden, Milford, New Haven, North Branford, North Haven, Orange, Wallingford, West Haven and Woodbridge.**
  - (5) "Representative" shall mean the mayor, first selectman or first selectwoman of the member city or town unless referenced in the context of the Regional Planning Commission.
  - (6) **"Metropolitan Planning Organization" or "MPO" is established under the requirements of Title 23 of the Code of Federal Regulations, Part 450C as required in urbanized areas with populations over 50,000, and as designated by local officials within the South Central Region and by the Governor of the State of Connecticut. The MPO is responsible, in cooperation with regional, state and other officials as well as transit providers, for carrying out the metropolitan transportation plan requirements of federal transportation and transit legislation.**
  - (7) Unless otherwise provided herein, terms used in these *By-Laws* shall have the same meanings as set forth in Section 4-124i of said *General Statutes*.

## *Article II. Declaration of Policy*

The Council finds and declares that the need for a Regional Council of Governments within the South Central Region (hereinafter “Region”), is based on the recognition that:

- A. Plans and decisions made by each local government with respect to land use, circulation patterns, capital improvements and transportation initiatives which affect the welfare of neighboring jurisdictions should be coordinated.
- B. It is imperative for the regional planning process to be directly related to the elected local government decision and policy makers, the chief elected officials.
- C. The people within the Region have a fundamental interest in the orderly development of the Region in which a large segment of the State's population is concentrated.
- D. Municipalities within the Region have a positive interest in the preparation and maintenance of a long-term comprehensive Plan of Development, hereinafter referred to as the “Plan”, for the benefit of the Region to serve as a guide to the political subdivisions within the Region.
- E. The continuing growth of the Region presents problems that are not confined to the boundaries of any single town or city.
- F. The Region, by reason of its numerous governmental jurisdictions, presents special problems of development that can be dealt with best through a regional council of governments.
- G. In order to assure, insofar as possible, the orderly and harmonious development of the Region and to provide for the needs of future generations, it is necessary for the people of the Region to cooperatively plan for the future, as defined by statute, and for the Council to coordinate the activities of federal, state, regional and municipal agencies concerned with the Region and to render assistance and service and create public interest and participation for the benefit of the Region.

## *Article III. Powers and Responsibilities*

The Council shall have all rights and authority and shall be subject to all of the responsibilities and duties as are granted to and required of a regional council of governments under the *General Statutes* of the State of Connecticut, as amended, or by special acts of the Connecticut General Assembly.

## *Article IV. Functions*

- A. *Coordinating Functions.* The Council shall promote regional coordination and cooperation through activities designed to:
  - (1) Strengthen local governments and their individual capacities to deal with local problems.
  - (2) Serve as a forum to identify, study and resolve area-wide problems.

- (3) Provide the organizational framework to insure effective communication and coordination among governmental bodies.
- (4) Serve as a vehicle for the collection and exchange of information for the membership.
- (5) Encourage action and implementation of regional plans and policies by local, state and federal agencies.
- (6) Provide, if requested, mediation in resolving conflicts among members and between members and other parties.
- (7) Provide technical and general assistance to members within its staff and financial capabilities.
- (8) Coordinate federally-designated transportation responsibilities as an MPO, including the prioritizing, approving, and monitoring of federally funded highway and transit projects.

B. *Regional Plan.* The Council may adopt a Plan of Development and recommend policy for the development of the Region. The Plan shall be based on comprehensive surveys and studies of the existing conditions and probable future growth of the Region. The Plan shall be made with the general purpose of guiding a coordinated and harmonious development that, considering present and future needs and resources, will best promote the health, safety and general welfare of the people and shall be developed in accordance with Article X.

#### *Article V. Membership*

- A. *Eligibility.* All towns and cities within the Region are eligible for membership on the Council. To become a member of and retain membership in the Council, any town or city shall adopt Sections 4-124i through 4-124p of the Connecticut *General Statutes*, as amended, by ordinance of its legislative body.  
When the Council is acting in its capacity as the Metropolitan Planning Organization for the Region, MPO membership shall be comprised of the same members as the Council,
- B. *Annual Assessments.* Each member shall pay its annual assessment of Council costs as specified by the Council in an approved annual budget, provided that any such annual assessment shall be paid during July of each fiscal year as provided in Section C of Article XI. Any member who has failed to pay at least one-half of its assessment prior to October 1 and the balance by March 1 of any year shall be notified by the Secretary and shall not be eligible for continued voting membership on the Council after October 31 or March 31, respectively, of such year unless or until its dues for such year have been fully paid.
- C. *Withdrawal.* Any member town or city may withdraw from the Council by adoption of an appropriate ordinance of its legislative body to become effective on the date of such adoption; provided that any such withdrawing member shall remain responsible for the payment of its dues for the balance of the then-current fiscal year of the Council, and, unless such withdrawing member shall give notice to the Council of its withdrawal not less than thirty (30) days prior to the end of the



Council's fiscal year, such withdrawing member shall also be responsible for its dues assessment for the next succeeding fiscal year. Notice of withdrawal shall be given by certified mail of a copy of the pertinent ordinance to the attention of the Chairman(woman) of the Council as soon as reasonably possible following the adoption of such ordinance and shall be deemed given when received by the Chairman(woman).

- D. *Operations.* The activities and affairs of the Council shall be managed by the representatives of its members.
- E. *Suspended Membership.* Any member may be suspended from active membership for non-payment of assessments as provided in Section C, Article XI. Any such suspended member shall not be entitled to participate in the affairs of the Council but shall be permitted to again become an active member immediately upon payment of all its unpaid assessments.

#### *Article VI. Representation and Meetings*

##### *A. Representation.*

- (1) Each member of the Council shall be entitled to one representative on the Council who shall be the chief elected official and shall have one vote at meetings of the Council. In the event a chief elected official cannot attend a meeting of the Council, the chief elected official may, in writing, designate an alternate for that meeting who need not be an elected official. The designated alternate may vote on business matters presented to the Council.
- (2) When the Council is acting as a Metropolitan Planning Organization, there shall be two additional non-voting members. Those members shall be (1) a transit member; and (2) a state transportation representative, in accordance with federal law. The transit representative shall be appointed by the council from the primary provider of paratransit service in the Region. The state transportation representative shall be as designated by the Connecticut Department of Transportation.

##### *B. Meetings.*

- (1) *Regular Meetings.* Unless otherwise specified by resolution of the Council, the regular meetings of the Council shall be held on the fourth (4<sup>th</sup>) Wednesday of January, February, March, April, May, June, July, August, September and October; the third Wednesday of November; and the second Wednesday of December at such times and places as may be established by the Council.
- (2) *Special Meetings.* Special meetings shall be held by call of the Chairman(woman) or by petition to the Secretary of the Council from at least 20 percent of the representatives to the Council.
- (3) *Annual Meeting.* Unless otherwise specified by resolution of the Council, the annual meeting shall be held in January of each calendar year.
- (4) *Call of Meeting.* Each representative shall be sent notices of regular meetings in writing by hand-delivery, or by electronic or facsimile transmission to be received by the representative at

least seven (7) days before the meeting date. The notices shall include the place and time of the meeting and an agenda for the meeting. Only items included in the agenda shall be acted upon at such meeting other than routine ministerial and administrative matters, except by the unanimous approval of all representatives present and constituting a quorum. Notices of special meetings shall be sent in writing by hand-delivery, or by electronic or facsimile transmission to be received by the representative at least seven (7) days before the meeting date.

- (5) *Minutes.* Minutes of the Council meetings and other official actions shall be filed in the Council's office and shall be of public record.
- (6) *Standing Rules.* The Council may from time to time adopt or amend Standing Rules for the conduct of meetings of the organization.
- C. *Quorum.* A majority of the members of the Council or of a committee shall constitute a quorum. All meetings of the Council or committees shall be conducted in accordance with *Roberts Rules of Order*.
- D. *Action of the Council.* Action of the Council, except as otherwise provided, will require an affirmative vote of at least a majority of members of the Council present and voting and constituting a quorum.
- E. *Action of the Council on Appeals from Article X, Sections C and D.* Appeals by parties to Regional Planning Commission findings conducted under Article X, Sections C and D, shall be acted on by a majority of the representatives of the Council. The Council shall consider the finding of the Commission regarding any such matter, but shall be entitled to take any action regarding such matter as it shall deem appropriate.
- F. *Committees.* By resolution, the Council may establish such standing, special and advisory committees as it shall deem appropriate.
- G. *Acting as Metropolitan Planning Organization.* Agenda items pertaining to MPO activities shall be taken up at the same time and in the same manner as agenda items at a Regular or Special Meeting of the Council. The requirements for MPO agenda items shall be the same with regard to minutes, standing rules, majority vote, a quorum as pertain to other items at a Regular or Special Meeting of the Council.

#### *Article VII. Officers*

- A. *Title and Terms.* Officers of the Council shall include a Chairman(woman), a Vice Chairman(woman), a Secretary and a Treasurer who shall be elected at the annual meeting of the Council and shall serve until their successors have been elected. No representative shall be eligible to serve more than one consecutive calendar year in the same office.
- B. *Election of Officers.* A Nominating Committee of three (3) members shall be appointed by the Council at the November meeting of the Council and shall serve until a succeeding Nominating Committee is appointed. The Nominating Committee shall send to the members of the Council, by

hand-delivery, or by electronic or facsimile transmission to be received by the member at least seven (7) days prior to the annual meeting

- C. The slate of officers and Executive Committee members shall be elected by a two-thirds (2/3) majority vote of those present.
- D. *Vacancies.* In the event any vacancy occurs in any office during the year, a successor shall be proposed by the Nominating Committee and elected by the Council to serve the unexpired term. Such service shall not constitute a calendar year of service as specified in Article VII, A.
- E. *Chairman.* The Chairman(woman) of the Council shall be a duly elected member of the Council. He(he) shall preside at all meetings of the Council, and in his(her) absence, the Vice Chairman(woman) will preside and in the absence of the Chairman(woman) and Vice Chairman(woman), a member of the Executive Committee designated by the Chairman(woman). When so authorized by the Council, the Chairman(woman) and/or Executive Director may sign contracts in the name of the Council.
- F. The Chairman(woman) may call special meetings of the Council as specified in Article VI, Section B. As a representative on the Council, the Chairman(woman) shall have the right to vote on all matters which may come before the Council. The Chairman(woman) shall be a voting member of all committees, but shall not be considered as part of the quorum.
- G. *Vice Chairman(woman).* At the request of the Chairman(woman) or in the absence of the Chairman(woman), or during his(her) inability to act, the Vice Chairman(woman) shall assume the powers and duties of the Chairman(woman). The Vice Chairman(woman) shall have such other powers and perform such other duties as may be assigned to him(her) by the Council.
- H. *Secretary.* The Secretary shall keep minutes of the meetings of the Council and the Executive Committee. The Secretary shall see that all meeting notices are duly given in accordance with the provisions of the *By-Laws* or as required by law, and shall perform such duties as may be assigned by the Council.
- I. *Treasurer.* The Treasurer shall receive all money, property and securities of the Council delivered to him (her). Under the direction of the Treasurer, the Executive Director, or his(her)designee, will take charge of all funds and deposit all money so received to the credit of the Council in a bank or banks selected by the Executive Committee. Under the directions of the Treasurer, the Executive Director, or his(her) designee, shall make all disbursements, and an accurate record of receipts and disbursements will be kept and a report given to the Council at each regular meeting of the Council.

#### *Article VIII. Executive Committee*

The Executive Committee shall be made up of eight (8) members: the Chairman(woman), the Vice Chairman(woman), the Treasurer and the Secretary and three members chosen by the Council. The Chairman(woman) in the preceding year shall be a member of the Executive Committee. A quorum shall consist of five (5) Executive Committee members.

The Executive Committee shall meet at the call of the Chairman(woman), provided there shall be written notice of a meeting sent by hand-delivery, or by electronic or facsimile transmission, to be received by the members at least seven (7) days before the meeting, and shall have such powers and duties as are granted to it by the Council.

The Executive Committee shall have the following powers and responsibilities:

- A. The Executive Committee shall supervise the annual audit of the books of the Council and employ auditors approved by the State Office of Policy and Management in connection therewith. The annual audit shall be made available for Executive Committee review no later than the second Wednesday in November following the end of the fiscal year and shall be reviewed for acceptance by a majority of the Executive Committee at the first Executive Committee meeting following receipt of the audit.
- B. The Executive Committee shall adopt such personnel policies, administrative regulations and financial procedures as may be needed within the pertinent *General Statutes*, Federal requirements, the *By-Laws* and the program and budget adopted by the Council.
- C. The Executive Committee shall have such other duties as are assigned to it by the Council as required for the management of the business affairs of the Council and consistent with the *General Statutes* and *By-Laws*.
- D. The Executive Committee shall have the authority to create and discontinue staff positions of the Council except that of the Executive Director and to fix salaries within the approved budget of the Council.
- E. The Executive Committee shall recommend for approval by the Council any and all contracts of the Council, including any contracts with the Federal, State or other public, non-profit and private organizations. Proposed agreements, except those with an agency of the State of the Connecticut or of the United States, shall be reviewed as to legal form by an attorney designated by the Council before being advanced to Committee.
- F. The Executive Committee shall develop procedures to be used for awarding of contracts and of all non-recurring expenditures above one thousand dollars (\$1,000).
- G. The Executive Committee shall have the authority to recruit, select and fix the salary of an Executive Director subject to approval of the Council.
- H. The Executive Committee shall be responsible for carrying out policy decisions made by the Council.
- I. The Executive Committee shall consider a budget, as prepared by the Executive Director, and recommend for approval a budget to the Council during April of each year. Budget proposals shall reflect: (1) annual Council goals advanced by the Committee and approved by the Council at the time of annual budget approval; and (2) January personnel evaluations conducted by the Executive Director, including his(her) self-evaluation, under the direction of the Committee. During the course of the fiscal year, the Executive Committee shall review proposals for budget changes, amendments

and transfers of funds between accounts that may be made from time to time and shall have the authority to approve such changes, amendments or transfers provided such changes, amendments or transfers do not increase the assessments of the members of the Council and do not exceed ten percent (10%) of the approved budgeted item. In order to recommend the annual budget to the Council, the affirmative vote of not less than a majority of the Executive Committee membership is required.

- J. The Executive Committee may with the concurrence of the Council appoint an Acting Executive Director.

#### *Article IX. Executive Director*

- A. *Appointment.* The Council, upon recommendation of the Executive Committee, shall appoint an Executive Director by a majority vote of all representatives of the total membership of the Council. The salary of the Executive Director shall be fixed at the time of the appointment and shall thereafter be reviewed annually at the time of the adoption of the budget.
- B. *Removal.* The Council may remove the Executive Director by a majority vote of all representatives of the total membership of the Council.
- C. *Duties and Responsibilities.* The Executive Director shall be the chief administrative officer of the Council. He(she) shall be responsible to the Council for the administration of the Council's affairs placed in his(her) charge by or under these *By-Laws* and for implementing policy directives. The Executive Director shall have the following duties and responsibilities:
  - (1) The Executive Director shall prepare proposed annual Council fiscal year goals, January staff evaluations, proposed work programs and a proposed annual budget for submission to the Executive Committee and adoption by the Council. Upon adoption by the Council, he(she) shall execute the work program and budget.
  - (2) The Executive Director shall keep the Council advised as to progress of the work program of the organization by monthly reports accompanying meeting agendas and make recommendations to the Executive Committee concerning the affairs and operations of the organization as appropriate or necessary.
  - (3) The Executive Director shall prepare notices, agendas and other material necessary for meetings of the Council and Executive Committee. The Executive Director shall prepare minutes of the Council and Executive Committee meetings on behalf of and with the approval of the Secretary.
  - (4) The Executive Director shall prepare and administer the Council's financial accounting system in accordance with appropriate state and/or federal guidelines.
  - (5) The Executive Director shall countersign with the Treasurer, or other designated officers, all checks issued by the Council, except that payroll checks may be processed electronically for direct deposit provided that such payroll checks are approved in writing and in advance by the

Treasurer or other designated officers. The Executive Director shall prepare and administer a system of internal control over all cash disbursements that is consistent with appropriate state and/or federal guidelines.

- (6) The Executive Director, subject to prior concurrence of the Executive Committee, shall appoint personnel within the limitations of the approved budget and, when he(she) deems it necessary, suspend or remove any employee. The Executive Committee shall review proposed job qualifications and establish an initial salary for each appointment in advance of personnel selection by the Executive Director. Any staff suspension or removal shall immediately be communicated to the Executive Committee. The Executive Director may authorize appropriate staff personnel who are subject to his(her) direction and supervision to exercise the duties and responsibilities placed in his charge by or under these By-Laws.
- (7) The Executive Director shall perform such other duties and responsibilities as are required or prescribed by the Council or the Executive Committee.

#### *D. Evaluation Process*

- (1) The Executive Director shall submit goals and a proposed work program to the Executive Committee, along with the proposed budget, in April of each year. The budget and work program should be approved by the Council at its May meeting.
- (2) The Executive Director shall submit a progress report on the approved work program for discussion at each monthly Executive Committee meeting.
- (3) The Executive Director may submit proposed revisions, adjustments, additions and/or subtractions to the approved work program at any monthly meeting of the Executive Committee; such amendments of the work program must be approved by the Executive Committee in order to become effective.
- (4) Monthly work program progress reports should be discussed at each meeting of the Executive Committee, and the Executive Committee should convey its satisfaction or dissatisfaction with such progress, and any recommendations for corrective action, to the Executive Director at such meeting.
- (5) If, at any time, the Executive Committee believes it would be beneficial, it may request the Council Chairman or the Personnel Committee to meet at another date with the Executive Director to discuss any issues that have arisen as to the Executive Director's performance. The Council Chairman and/or the Personnel Committee would then report on the outcome of such meetings.
- (6) The Executive Director shall submit a self-evaluation of his/her performance to the Executive Committee as part of the agenda package for both its January and its July meetings. The Executive Committee shall discuss with the Executive Director the self-evaluations and the Executive Director's progress with regard to the approved work program, as it may be amended.

- (7) Any salary increase for the Executive Director shall be determined in conjunction with the annual budget and shall be based upon the Executive Committee's review and assessment of the Executive Director's performance with regard to the approved work program and its review and assessment of the Executive Director's self-evaluations.
- (8) If, at any time, and after exhausting all reasonable attempts to resolve the matter otherwise, the Executive Committee believes that the performance of the Executive Director is so deficient as to warrant termination, it may vote to recommend such action to the Council. The Council would then proceed in accordance with the termination provisions of the By-Laws and the Employment Agreement.

#### *Article X. Regional Planning Commission*

- A. *Powers and Duties.* As directed by the Council, the planning duties and responsibilities of the Council shall be carried out by the Regional Planning Commission. The Commission shall act on behalf of and as a subdivision of the Council according to procedures as may be established by the Commission and approved by the Council. The planning duties and responsibilities of the Commission shall include but need not be limited to (1) comprehensive planning and (2) functional planning as follows:
  - (1) *Comprehensive Planning.* As directed by the Council, the Regional Planning Commission shall propose and keep up-to-date a Plan of Development as called for in Section 8-35a and related sections of the Connecticut *General Statutes*, as amended.
  - (2) *Functional Planning.* As directed by the Council, the Regional Planning Commission shall carry out planning activities for specific functional areas, directed at achieving more immediate implementation of policies contained in the Plan of Development for the region.
- B. *Reports, Plans and Policies.* The Council may instruct the Regional Planning Commission to prepare and keep up-to-date a Plan of Development and to prepare reports, plans and policies as required by law and by the Connecticut *General Statutes*, as amended, and may instruct the Commission to prepare other plans and documents as the Council shall deem appropriate. Any such instructions of the Council shall specify a reasonable time period in which the Commission shall take action required by such instructions.
- C. *Zoning and Subdivision Referrals.* All zoning and subdivision matters which by *Statute* are referred to the Council may be considered by, commented upon, and findings issued by the Regional Planning Commission.

Any party initiating a referral request to the Council or initiating an application giving rise to a referral by a municipal planning and/or zoning commission may appeal any finding of the Commission to the Council for further consideration. To be considered by the Council, all appeals must be received in writing within ten (10) days of the transmittal of the Commission finding; transmittal as established by postmark. Appeals shall fully state the reasons for review of the Commission's finding and, as initially received by the Council, shall constitute the sole basis for Council review.

Appeals by parties to Regional Planning Commission findings conducted under this Article shall be acted on by a majority of the members of the Council present at the next Council meeting. The Council shall consider the findings of the Commission regarding any such matter and the nature of the appeal but shall be entitled to take any action regarding such matter as it shall deem appropriate. If no appeal is filed, then the findings of the Commission shall be deemed the findings of the Council.

- D. *Other Referrals.* Other referrals or requests for comment to determine consistency with regional plans and policies, arising as a result of federal or state law or regulation, shall be addressed by the Commission. Matters pertaining to surface transportation planning, generally falling within the purview of 23 USC 134 and 49 USC 1602, shall however be addressed directly by the Council.
- E. *Submission of Commission Action to the Council.* Reports, plans and policies of the Commission, other than Commission findings in response to referrals under Sections C and D of this Article X from which no appeal has been taken as herein provided, shall be presented to the Council as proposals at the next regular meeting of the Council, and the Council shall act upon such submission (by adopting, rejecting, modifying or referring the same back to the Commission for further consideration) at the earliest practicable point in time.
- F. *Membership and Representation.* Each member of the Council shall appoint one representative to the Regional Planning Commission. The representative shall be an elector, and staff for or member of that member's planning commission. The representative shall be appointed by the planning commission with the concurrence of the appointing authority. Each member may also appoint an alternate who shall be an elector of such member and who shall be appointed by such planning commission with the concurrence of the appointing authority. The alternate shall, when the representative of the member from which he is appointed is absent, have all the powers and duties of the representative. The representative and alternate shall serve until a successor is appointed by the appointing authorities.

Each representative shall be entitled to one vote in the affairs of the Commission but shall not be entitled a vote in the affairs of the Council.
- G. *Resignation.* In the event a representative or alternate of the Commission resigns, a copy of the letter of resignation shall be filed with the Secretary of the Council and the Secretary of the Commission, and sent to the appointing authority of the member represented by such resigning party.
- H. *Meetings of the Commission.* Unless otherwise specified by resolution of the Commission, the regular meetings of the Commission shall be held on the second (2nd) Thursday of each month subject to the right of the Chairperson of the Commission to cancel regular meetings in the absence of any business to come before any such meeting. Times and places of meetings shall be established by the Commission.
- I. *Special Meetings.* Special meetings of the Commission shall be held by call of the Council Chairperson or the Commission Chairperson or by petition of the Commission Secretary from not less than twenty percent (20%) of the representatives of the Commission.



- J. *Call of Meeting.* Each representative shall be sent notices of regular meetings in writing, by hand-delivery, or by electronic or facsimile transmission, to be received by the representative at least seven (7) days before the meeting date. The notices shall include the place and time of the meetings and an agenda for the meeting. Notices of each meeting shall also be sent to representatives to the Council. All items included in the agenda shall be acted upon at such meeting other than routine ministerial and administrative matters, except by the unanimous approval of all representatives present and constituting a quorum. Notices of special meetings shall be sent in writing by hand-delivery, or by electronic or facsimile transmission, to be received by the representative at least seven (7) days before the meeting date.
- K. *Quorum.* A majority of the Commission's authorized representatives shall constitute a quorum.
- L. *Action of the Commission.* Action of the Commission shall be by majority vote of those representatives constituting the quorum; provided, however, that adoption of a Plan of Development or part or amendment thereof, shall be by the affirmative vote of not less than a majority of all authorized representatives of the Commission.
- M. *Officers.* Officers of the Commission shall include a Chairman(woman), a Vice Chairman(woman) and a Secretary, to be selected by the Commission representatives. The officers shall perform all duties incident to the particular office. The officers shall serve for one year with new officers to be selected once a year at the regular meeting of the Commission in the month of January. No representative shall be eligible to serve more than two (2) consecutive years in the same office.
- N. *Executive Committee.* The Commission may establish an Executive Committee which may, in the absence a regular Commission meeting during a calendar month or in the absence of a quorum at a regular Commission meeting, address zoning, subdivision and other referrals on behalf of the Commission. The Executive Committee shall consist of the Chairman(woman), Vice Chairman(woman), Secretary and four additional representatives. Four Executive Committee members shall constitute a quorum. The Executive Committee shall be elected at the January meeting.
- O. The Commission may, by resolution, establish such other committees as it shall deem appropriate.

#### *Article XI. Fiscal Management*

- A. *Fiscal Year.* The fiscal year of the Council for purposes of work program development, budgeting, accounting, auditing and fiscal reporting shall commence July 1.
- B. *Budget Adoption.* A preliminary budget shall be prepared on or before April 30 by the Executive Committee and disseminated to the Council. The preliminary budget advanced to the Council shall be based upon: (1) a detailed chart of expenditure accounts considered by the Executive Committee; (2) January and July personnel evaluations conducted by the Executive Director under the guidance of the Executive Committee; (3) a staffing-salary plan approved by the Executive Committee; and (4) proposed goals for the ensuing fiscal year which shall accompany the proposed budget. The Council may amend the preliminary budget and shall adopt said budget on or before May 31 of each year. In the event a budget is not adopted for the ensuing fiscal year, the budget for the preceding fiscal year

shall be considered to be the approved budget until a new budget is adopted.

- C. *Membership Assessments.* In January of each year preliminary assessments for all participating members shall be established by the Council upon recommendation of the Executive Committee to assist in the municipal budgeting process for the ensuing fiscal year. Preliminary assessments shall be determined by comparing the member's population to that of the aggregate population of the members in amounts sufficient to provide funds believed necessary to sustain the following fiscal year's budget. Final assessments shall be established in concert with the annual budget and shall not exceed those fixed as preliminary assessments. As used in this Section, population shall be determined by the latest U.S. Census or by the most recent State Department of Public Health and Addiction Services estimated populations available to the Council on January 1. The circumstances of any member whose annual assessments have not been paid by the end of the first quarter of the Council's fiscal year shall be reviewed by the Executive Committee which may take action as it deems appropriate in accordance with Sections B, C and E of Article V.
- D. *Disbursements.* All disbursements shall be by check drawn on the Council depository or depositories. Prior to signing any check, the disbursement voucher shall be pre-audited and certified in writing as to the correctness and propriety of the disbursement by staff persons designated by the Executive Director.
- Each check shall be signed by the Executive Director and countersigned by the Treasurer, except that payroll checks may be processed electronically for direct deposit provided that such payroll checks are approved in writing and in advance by the Treasurer or other designated officers. In the absence of the Executive Director or Treasurer, or in the event of their inability to sign, checks may be signed or countersigned by the Chairman or Vice Chairman or an alternate member appointed by the Council. Facsimile signatures of the Executive Director or Treasurer may be used to sign and countersign checks, subject to policies approved by the Executive Committee.
- E. *Petty Cash Fund.* To facilitate prompt payment of small amounts, there may be a petty cash fund of a maximum of \$100.00. An advance of this principal sum is authorized to be placed in the custody of the Executive Director or a staff member designated by him(her), which fund when it nears depletion shall be replenished through the regular disbursement procedure.
- F. *Financial Reports.* At each regular meeting the Treasurer shall report to the Council on the Council's financial condition.
- G. *Annual Audit.* In accordance with Article VIII, Section B and under the direction of the Executive Committee, the Council shall contract with an independent certified public accountant to prepare a complete financial audit of its affairs under the provisions of the "Municipal Auditing Act" of the Connecticut *General Statutes*, as amended, and the U.S. Office of Management and Budget's Circular A-128 or its successor. Such audit shall be received by the Executive Committee not later than the second Wednesday in November following the close of the previous fiscal year and reviewed for acceptance by the Executive Committee at the first Executive Committee meeting following receipt of the audit and, upon acceptance, shared with representatives.

Copies of the annual audit shall be transmitted to persons as required by state *Statute* or specified in agreement(s) of the Council.

H. *Funds, Gifts, Bequests, Contributions.* Funds, gifts, bequests and contributions may be received by the Council for its own use and purposes from any source including local, state and federal governments, individuals, corporations or associations.

I. *Purchase of Goods and Services*

Good and services purchases will be accomplished at the lowest possible price consistent with qualitative needs and timely delivery. The Executive Director shall provide direct management control consistent with Article IX [duties of the Executive Director] of these *By-Laws*.

- (1) *Purchase Orders.* A purchase of or commitment to purchase goods and non-professional services shall occur only after approval of a purchase order by the Executive Director or his/her designee. The purchase order, signed by the Executive Director or his/her designee, shall assure adequate budget authority the availability of funds to make payment as necessary and Executive Committee approval if necessary. Each purchase order shall be associated with (charged to) an appropriate Council of Governments' project and work task.
- (2) *Expendable Supplies* Expendable supply purchases shall take advantage of favorable State of Connecticut Department of Administrative Services' purchasing arrangements when available and consistent with the Council's qualitative requirements. At a minimum, prices available to Connecticut agencies and municipalities as a result of statewide purchasing arrangements shall provide a bench mark. Expendable supplies may be purchased from other vendors offering goods below such prices or offering necessary goods unavailable from State of Connecticut sources. Annual comparisons may be secured and evaluated for goods purchased on a recurrent basis.
- (3) *Services.* Costs associated with vendor services, including repairs, shall be assessed on an annual basis prior to the onset of each fiscal year to insure that the Council continues to purchase services in the most cost effective manner possible. Annual review shall include, but not be limited to, computer repair and maintenance, insurance, telephone service, photographic and printing services. The Executive Director shall share a review and recommendations with the Executive Committee each March as the Council's draft budget for the succeeding fiscal year is being prepared. The provision of accounting/auditing services shall be reviewed at least every five years; the longer review period reflecting benefits inherent in a sustained relationship. Annual accounting/auditing fee agreements shall be reviewed by the Executive Committee and approved by the Council at the time of annual budget approval.
- (4) *Consultants.* Professional consulting services shall, in general, be secured via a qualifications-based process insuring broad outreach and review. Outreach to secure proposals or qualifications statements shall be effected by direct mail and paid legal advertising. The Executive Director may, at his/her discretion and under unusual circumstances, suggest that the Executive Committee consider only a single consultant possessing unique prerequisites; clearly establishing skills and background which might render "sole source" selection in the best interests of the Council. The Executive Committee may refer resulting qualifications statements or proposals for comment and recommendation to committees established per Article V, F of these *By-Laws*.

- (5) The Executive Committee may, if deemed in the best interests of the Council, invite municipal, state and/or private sector personnel to frame requests for proposals or qualifications and/or assess consultant qualifications or proposals; sharing an assessment and a suggestion relative to a preferred consultant with committees established by the Council or the Council's Executive Committee. The Executive Committee shall consider each proposed agreement relative to budget, proposed fee and a recommendation received; advancing its recommendation to the Council of Governments. The Executive Committee's proposals shall be considered by the Council of Governments which shall make a final determination relative to consultant acceptability and fee.
- (6) *Capital Items.* Equipment purchases of \$1,000 or more (whether for a single unit or for several like units collectively costing more than \$999) shall be effected only after Executive Committee review and approval. A minimum of three quotations shall be secured for each item purchased. The Executive Director shall, reflecting upon a mix of cost, quality and COG experience, suggest a preferred vendor; clearly sharing the basis for the recommendation with the Committee. All major capital purchases, including computers, printers and copying equipment, shall be depreciated over their useful lives consistent with guidelines established in annual COG audits.

#### *Article XII. Agreements*

The Council may enter into agreements with local political jurisdictions, the state government and its agencies, the federal government and its agencies, regional agencies, and other public, non-profit and private organizations for the purpose of carrying out the powers and duties conferred upon the Council by the *General Statutes*, as amended.

#### *Article XIII. By-Laws Amendments*

These *By-Laws* may be amended by a vote of a majority of the representatives of the members of the Council at any regular or special meeting of the Council. Any proposed amendment to these *By-Laws* shall first be submitted to any regular or special meeting of the Council for preliminary consideration and only then, if preliminarily approved, placed on the agenda of the next succeeding regular or special meeting of the Council for formal adoption. Notice of any amendment shall be sent to all representatives of the Council.



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

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New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

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Carl J. Amento, Executive Director

***Resolution of the SCRCOG Board supporting the Goals of the Transportation & Climate Initiative  
Memorandum of Understanding***

*Whereas:* In December of 2020, Connecticut Governor Lamont signed a Memorandum of Understanding (MOU) with Massachusetts, Rhode Island and the District of Columbia to establish a program to be known as the Transportation and Climate Initiative Program ("TCI-P"), a multi-state compact that would cap greenhouse gas pollution from motor vehicles and seek to invest strategically in lower carbon transportation options and air quality initiatives; and

*Whereas:* TCI-P would support critical investments in an affordable clean transportation system through initiatives like bus electrification, accessible electric vehicle charging infrastructure, and improved public transit, leading to better air quality for our region's citizens; and

*Whereas:* It is estimated that TCI-P would raise \$1 billion over ten years for the State's Special Transportation Fund to be invested in Connecticut's state and municipal transportation and infrastructure systems, creating local jobs in construction, public transportation, telecommunications, and manufacturing for our residents still recovering from the pandemic recession; and

*Whereas:* The Connecticut General Assembly will deliberate a bill establishing a model and program to accomplish the goals described in the MOU in the 2022 Legislative Session.

*Now, Therefore, Be It Resolved by the Council of Governments:*

That the Board of the South Central Regional Council of Governments hereby expresses its support for the goals of the TCI-P MOU and for the Connecticut General Assembly to deliberate a bill in the 2022 Legislative Session – which this Board supports only in concept – to establish a model and program to accomplish the goals described in the MOU and for the inclusion within such program of progressive financial offsets for low- and middle-income Connecticut residents.

*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 Council of Governments on November 17, 2021.

Date: November 17, 2021

By: \_\_\_\_\_  
First Selectman James Zeoli, *Secretary*  
South Central Regional Council of Governments

## DEEP Beverage Container Recycling Grant Program

(pursuant to [June Special Session, Public Act No. 21-2](#))

### SCOPING DOCUMENT AND OPPORTUNITY FOR PUBLIC COMMENT

November 9, 2021

#### Request for Public Comment

The Department of Energy and Environmental Protection (DEEP) is launching a beverage container recycling (a.k.a. Bottle Bill) grant program to support the establishment of beverage container redemption centers in urban centers and environmental justice communities. It is essential that all Connecticut residents have reliable and convenient access to redeem containers, and there is a clear need to expand such access in our urban centers. Establishing such access is critical before expansion of the types of covered containers on January 1, 2023 and the increase in the deposit to \$0.10 on January 1, 2024.

On July 16, 2021, DEEP released a [Notice of Proceeding](#) to solicit stakeholder comments on the overall objectives, process, and other components of bottle bill-related items included in [Public Act 21-58](#) and [June Special Session Public Act 21-2](#), such as the beverage container recycling grant program. The Notice asked the following regarding the beverage container recycling grant program:

*Beyond the criteria specified in Section 65 [of June Special Session Public Act 21-2], are there any other criteria or considerations DEEP should take into account to optimize redemption center grant funding to (a) ensure equitable access to redemption, (b) support economic development opportunities in underserved communities, (c) expand consumer access to redemption, and (d) provide for compatibility of investments with a potential future transition to a stewardship organization-led redemption program.*

Many of the comments DEEP received were broad in nature. Those comments included:

- DEEP should consult with producers or the stewardship organization envisioned in Public Act 21-58 before siting new redemption centers (American Beverage Association);
- DEEP should offer application assistance (CT Bottle Bill Works Coalition);
- “Underserved Communities” should be clearly defined (Reloop);
- Applicants should provide specific information to DEEP, such as proof of lease/property deed, credit score, etc. (Central Connecticut Redemption Center);

- There is a great need for redemption centers in environmental justice communities and DEEP should use available tools (such as GIS) to identify optimal redemption center locations (several);
- Redemption services should be modern and convenient (several).

All comments received from the July 16 Notice can be accessed on [DEEP's website](#).

June Special Session Public Act 21-2 requires that DEEP issue, not later than December 1, 2021, a grant application process that distributes such grant proceeds and sets forth additional requirements. The application will include instructions to applicants, program priorities, criteria for evaluation and a grant program timeline. In preparation of this issuance requirement, DEEP is releasing this Scoping Document that provides more detail than the July 16 Notice. DEEP requests comments and feedback on the Scoping Document from interested parties and stakeholders. DEEP is requesting more specific feedback than was received from the July 16 Notice. Please send all correspondence via email in PDF format to [DEEP.RecyclingProgram@ct.gov](mailto:DEEP.RecyclingProgram@ct.gov) by **10 am on Wednesday, November 17, 2021**.

Commenters are encouraged to answer the following questions:

1. What types of information should DEEP request from applicants?
2. What factors should DEEP evaluate when reviewing applications?
3. What siting criteria within urban centers and environmental justice communities should DEEP prioritize for optimal redemption center location – for example, should eligibility for funding through this program be limited to new redemption centers that are located more than a one-mile radius from existing redemption center? Should that radius be greater in municipalities with lower population densities?
4. Should DEEP require performance reporting from grantees? What metrics should be included in such reporting?
5. Should DEEP include certain minimum processing capacity or technology/equipment requirements for eligible grantees? What should be the minimum processing capacity be for a grantee?
6. Should DEEP consider providing additional grant funding after the first year of operation based on performance metrics—for example, a standard “cents-per-container” calculation based on the number of containers redeemed by the grantee in the prior year of operation?
7. What other grant program priorities should DEEP consider? What other questions should DEEP address in the final grant program application process?

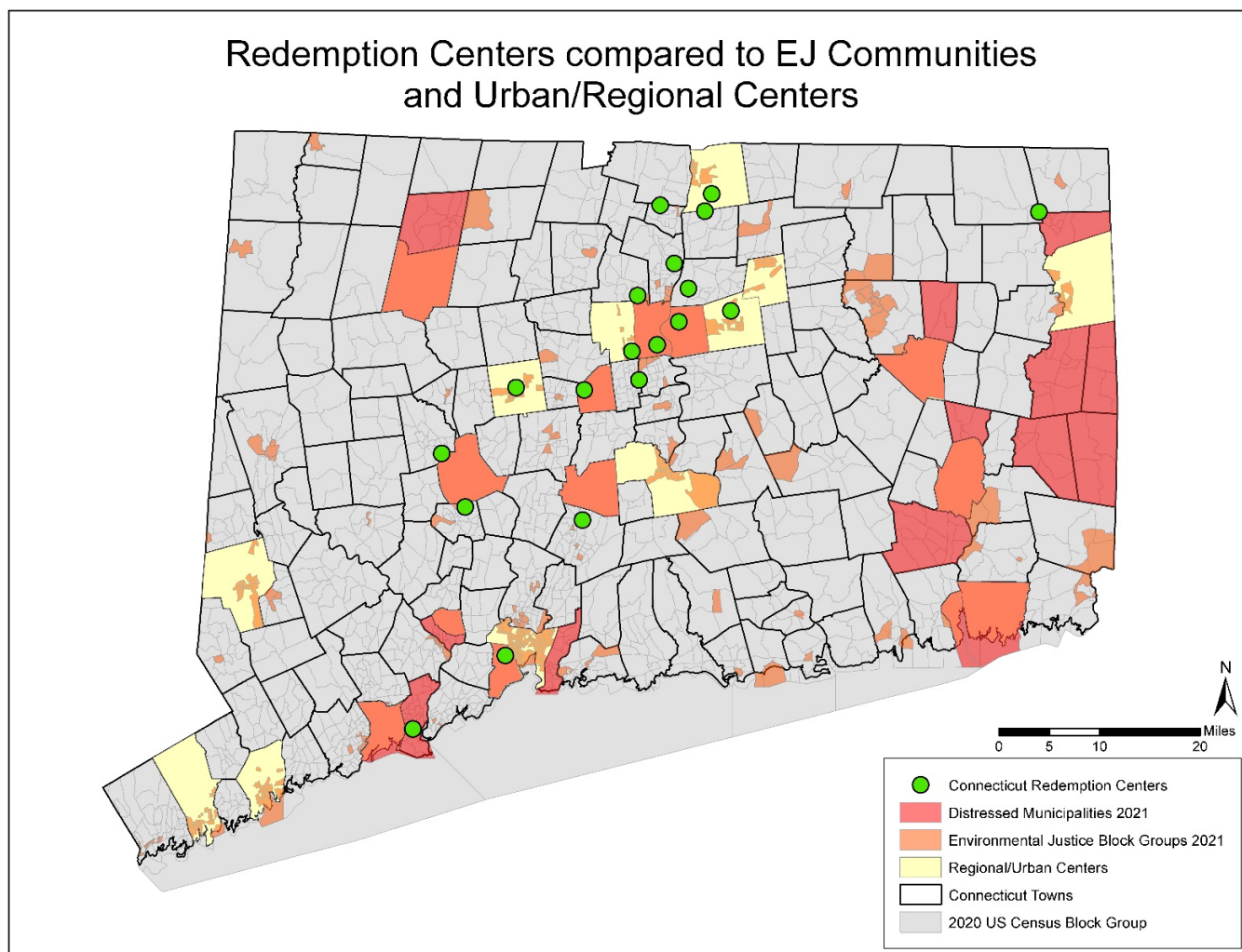
## **Scoping Document**

### **Beverage Container Recycling Grant Program Requirements**

*Eligible Uses of Funding; Award Amounts (Initial & Potential Subsequent Award)*

Per statute, any grant awarded pursuant to the grant program described in this section shall not exceed **\$150,000** in any state fiscal year. Grant proceeds received pursuant to the beverage container recycling grant program may be used for **infrastructure, technology and costs associated with the establishment of a beverage container redemption center and for initial operational expenses** of such redemption center. Grantees will be eligible to receive a maximum of \$150,000 during the initial award year, to apply towards such eligible expenses. After the first year, DEEP may elect to award additional forgivable grants to apply towards such eligible expenses, where the amount of such grant awards may be calculated by performance-based metrics.

All moneys shall be used to provide forgivable grants in **urban centers** and **environmental justice communities**. For the purposes of this grant program "urban center" has the same meaning as "regional center"<sup>i</sup>, as contained in the state plan of conservation and development. "Environmental justice community" has the same meaning as provided in section 22a-20a of the general statutes<sup>ii</sup>, and "beverage container"<sup>iii</sup> and "redemption center"<sup>iv</sup> have the same meanings as provided in section 22a-243 of the general statutes, respectively. Please refer to the following map to see where such geographic areas are located in Connecticut.





The beverage container recycling grant program shall provide funding for new beverage container redemption centers that are located in communities that lack reliable and convenient access to beverage container redemption locations. Such grant program shall prioritize the award of such grants to first-time redemption center owners and locally-owned, minority-owned and/or women-owned businesses.

Applicants are encouraged to carefully evaluate and document the following factors when proposing to site new redemption centers, including:

- Proximity to already-existing redemption centers and other proposed new redemption centers;
- Safe pedestrian access to the site;
- Accessibility of the site to public transportation;
- Population density surrounding the site;
- Attributes that make the site and technology convenient for the customer;
- Type of redemption technology to be deployed;
- The volume of beverage containers sold within the likely service area of the redemption center.

Applications will be accepted on a rolling basis and evaluated based on the above factors.

Any person or entity that receives a grant award pursuant to the beverage container recycling grant program shall, not later than October first of each year, submit to DEEP a financial audit of grant expenditures by such person or entity until all grant moneys have been expended by such person or entity. Any such audit shall be prepared by a certified independent auditor, and if DEEP finds that any such grant is used for purposes that are not in conformity with the uses set forth in this section, DEEP may require repayment of such grant.

### **Grant Program Implementation**

While this grant program is dedicated to the development of new redemption centers, DEEP recognizes there is a need to ensure that existing facilities will also be able to manage an increased bottle redemption market by 2024. Therefore, DEEP will consider funding grant requests from existing redemption centers that are located in urban centers and Environmental Justice communities for infrastructure and new technology investments upon available funding and once the priority for new facilities is met.

DEEP recognizes that applicants may need assistance developing a business plan. While DEEP cannot be involved in developing a business plan with applicants, there are resources available, such as the [Connecticut Small Business Development Center](#), that can assist applicants create a successful application.

### **Questions**

Do you have questions about this document or the beverage container recycling grant program? Send an email to [DEEP.RecyclingProgram@ct.gov](mailto:DEEP.RecyclingProgram@ct.gov) with your inquiry and we will get back to you.

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<sup>i</sup> The most recent state plan of conservation and development lists these following municipalities as “**regional centers**”:

Ansonia, Bridgeport, Bristol, Danbury, East Hartford, Enfield, Groton, Hartford, Killingly, Manchester, Meriden, Middletown, New Britain, New Haven, New London, Norwalk, Norwich, Stamford, Torrington, Vernon, Waterbury, West Hartford, West Haven, and Windham.

<sup>ii</sup> CGS 22a-20a defines “**environmental justice community**” as:

“...(A) a United States census block group, as determined in accordance with the most recent United States census, for which thirty per cent or more of the population consists of low income persons who are not institutionalized and have an income below two hundred per cent of the federal poverty level; or (B) a distressed municipality, as defined in subsection (b) of section 32-9p;”

<sup>iii</sup> “**Beverage container**” means the individual, separate, sealed glass, metal or plastic bottle, can, jar or carton containing a carbonated or noncarbonated beverage, but does not include a bottle, can, jar or carton (A) three liters or more in size if containing a noncarbonated beverage, or (B) made of high-density polyethylene.

<sup>iv</sup> “**Redemption center**” means any facility established to redeem empty beverage containers from consumers or to collect and sort empty beverage containers from dealers and to prepare such containers for redemption by the appropriate distributors.



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Carl J. Amento, Executive Director

### MEMORANDUM

**FROM:** Carl Amento, Executive Director

**TO:** SCRCOG Executive Committee

**RE:** Energy Conservation/Solid Waste & Recycling Monthly Update – November 2021

**DATE:** November 10, 2021

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This memorandum highlights the key outputs and accomplishments of the Solid Waste & Recycling and Energy Conservation programs as performed by Pamela Roach from mid-October to present.

#### Energy Conservation

- Attended CT DEEP's Diesel Emissions Reduction Act (DERA) Grant Webinar and shared an update on the grant program with the Energy Conservation Working Group.
- Developed a strategy with Live Green to promote Live Green's EV Zoning Regulation guidebook upon its completion.
- Discussions with UI about funding a study on EV Readiness for one town in the SCRCOG region in 2022.
- Developed a strategy to advance more SCRCOG towns to achieve SolSmart designations.

#### Solid Waste & Recycling

- Assisted SCRCOG municipalities with submitting Expressions of Interest (EOI) to CT DEEP for their \$5 million grant funding pool for Unit-Based Pricing/Food Waste Co-Collection pilot programs. DEEP received 47 EOIs from CT towns/regions. Of these, 11 EOIs were from SCRCOG municipalities individually and SCRCOG submitted a EOI for the SCRCOG region.
- Scheduled, facilitated, and attended a meeting with Country Enterprises, Kristen Brown, and Carl Amento to prepare and strategize for Country's 11/15/21 meeting with CT DEEP where Country will be asked to create a sorting facility for SCRCOG municipalities to sort the co-collection of food waste and trash (by using separate colored trash bags in the same curbside cart and collection vehicle).
- Scheduled and attended Meriden's UBP/Food Waste co-collection pilot meeting. The meeting featured a discussion on logistics for roll-out (e.g. Meriden Pilot Brochure, Door Hangers for Carts, Job Description and search for Waste Audit Technicians, procedure of delivery of bags by Sustainable Meriden Team).
- Collaborated with CET to educate staff/students to set up food waste diversion programs, including transportation of food scraps, from four schools in West Haven, Hamden and New Haven to West Haven's compost site.
- Collaborated with SCRCOG municipalities that are interested in establishing a regional food waste compost sites for diverting food waste, similar to West Haven's food waste compost pilot.



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Carl J. Amento, Executive Director

### MEMORANDUM

**FROM:** Carl Amento, Executive Director

**TO:** SCRCOG Executive Committee

**RE:** Solid Waste & Recycling / Energy Conservation Monthly Update – October 2021

**DATE:** October 20, 2021

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This memorandum highlights the key outputs and accomplishments of the Solid Waste & Recycling and Energy Conservation programs as performed by Pamela Roach from mid-September to mid-October 2021.

#### Energy Conservation

- Collaborated with Live Green on municipal EV readiness program, including planning for EV infrastructure and promoting EV Clarity Sessions, A-Fleet sessions, and zoning regulation coaching meetings. To date, five SCRCOG municipalities participated in clarity sessions and received certificates of completion.
- Planned and facilitated Energy Conservation Working Group meeting (9/15/21) which featured EV procurement and charging.
- Collaborated with Toyah Barigye at SolSmart to encourage SCRCOG municipalities to earn SolSmart designation. To date, SCRCOG and three SCRCOG municipalities have achieved designation.
- Assisted SCRCOG staff in sharing SolSmart resources and SCRCOG's implementation model with NVCOG (who is looking to establish their own SolSmart program).

#### Solid Waste & Recycling (SW&R)

- Scheduled and participated in meetings with Kristen Brown of Waste Zero and 13 of the 15 SCRCOG municipalities (remaining two municipalities were spoken to individually). These meetings were designed to:
  - Offer assistance/guidance with submitting letters of interest to CT DEEP for funding from their \$5 million waste reduction grant pool;
  - Discuss UBP/co-collection options that may be funded by CT DEEP grant; and
  - Discuss possibility of adding food scraps to each municipality's current leaf compost site or a new site.
- Scheduled and participated in meetings with Country Enterprises (the new owners of Wallingford facility), Kristen Brown of Waste Zero, and Andion (a Canada-based anaerobic digester company).
- Planned and facilitated Solid Waste and Recycling Working Group meeting (10/6/21) which featured updates on CT DEEP's \$5 million grant pool for towns to conduct UBP/Co-Collection of food waste pilots, Meriden's Co-Collection pilot, Clynk's Bottle Bag Drop Program, West Haven's food waste composting demonstration project, and a mobile application being developed for curbside textile pickups.
- Scheduled and participated in a logistical planning meeting with Meriden's UBP/Food Waste Co-Collection Pilot Team.
- Scheduled and participated in a meeting with Doug Colter, CET, Waste Zero (Kristen Brown and Courtney Forrester) and representatives of local schools to discuss logistics (i.e. education, signage, transportation of food scraps, and volunteer support) for West Haven's two-year food waste compost pilot project. USDA has supported this project by awarding West Haven a \$90,000 grant. This site will provide a local site for food waste diversion thereby making it easy to implement food waste diversion programs locally and economically by lowering transportation costs.



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Carl J. Amento, Executive Director

### MEMORANDUM

**FROM:** Carl Amento, Executive Director

**TO:** SCRCOG Executive Committee

**RE:** Solid Waste & Recycling / Energy Conservation Monthly Update – Mid-August to Mid-September 2021

**DATE:** September 15, 2021

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This memorandum highlights the key outputs and accomplishments of the SCRCOG Solid Waste & Recycling and Energy Conservation programs as performed by Pamela Roach from mid-August to mid-September 2021.

### ENERGY CONSERVATION

- Collaborated with Live Green to promote their EV Clarity and AFleet sessions and to provide information on funding for EV charging stations to SCRCOG municipalities.
- Planned and prepared for 9/15 Energy Conservation Working Group Meeting, including development of agenda, encourage municipal leaders to participate, and enlisting Daphne Dixon of Live Green to present.
- Reviewed EV charging opportunities including an offering for free electric charger installation, operations, and maintenance and EV Fleet procurement collaborative opportunities.
- Continued collaboration with Toyah Barigye at SolSmart to encourage SCRCOG municipalities to achieve SolSmart designation. To date, SCRCOG and three SCRCOG municipalities (Guilford, Branford and Hamden as well as SCRCOG as a region) have achieved SolSmart designation.
- Researched other possible applications for solar power in the SCRCOG region, such as municipal buildings and properties, solar arrays on capped landfills, and community solar opportunities.

### SOLID WASTE & RECYCLING (SW&R)

- Collaborated with SCRCOG municipalities and with Kristen Brown (WasteZero) on possible CT DEEP funded co-collection options that are designed to reduce food waste.
- Collaborated with SCRCOG municipalities and with Kristen Brown to devise a regional plan for diverting food waste to local leaf composting sites and West Haven's CT DEEP approved compost site.
- Continued to assist West Haven with their food waste compost pilot project which reduce transportation costs.
- Assisted West Haven with their application for the U.S. Department of Agriculture grant for a community compost and food waste reduction pilot project. West Haven is awaiting the possible award of \$90,000 to support the project. SCRCOG is a partner in the grant proposal.
- Worked with four other SCRCOG municipalities on proposals for DEEP funding for pilot co-collection projects.
- Collected Google aerial images of existing transfer stations and leaf composting facilities in SCRCOG municipalities for possible food waste diversion program.
- Collaborated with Sam King at Blue Earth on composting efforts within the SCRCOG region, i.e. diverting food scraps to the West Haven food waste compost pilot, Branford curbside food waste pilot, food scraps from schools, etc.
- Scheduled and attended meeting with the Town of Bethany and Kristen Brown (WasteZero) to discuss a possible software to use for curbside textile pickup.
- Researched and discussed with CT DEEP staff the future implementation of a "bagged bottle collection system" as part of the updated CT bottle bill. This project could receive funding from CT DEEP.



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Carl J. Amento, Executive Director

### **MEMORANDUM**

**FROM:** Carl Amento, Executive Director

**TO:** SCRCOG Executive Committee

**RE:** Solid Waste & Recycling / Energy Conservation Monthly Update – August 2021

**DATE:** August 18, 2021

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This memorandum highlights the key outputs and accomplishments of the Solid Waste & Recycling and Energy Conservation programs as performed by Pamela Roach in the month of August 2021.

#### **Energy Conservation**

- Assisted Live Green with promoting EV Clarity and AFleet sessions to SCRCOG municipalities. To date five SCRCOG municipalities completed Clarity sessions and received Certificates of Completion.
- Attended Live Green's EV Zoning Regulations workshop and shared details with Energy Conservation Working Group. Workshop held in an effort to support EV Readiness for municipal officials. Specifically, municipal officials learn how to take action and implement EV zoning regulations that pave the way for broader EV adoption.
- Continuing collaboration with Toyah Barigye at SolSmart to encourage SCRCOG municipalities to achieve SolSmart designation. To date, SCRCOG and three SCRCOG municipalities have achieved SolSmart designation.
- Shared details with Energy Conservation Working Group on the State's announcement for new/increased electric vehicle incentives for CT residents. The newly approved incentives of the CHEAPR Rebate Program increased rebate amounts and expanded the CHEAPR program to cover used EV's as well as new EVs and provided additional incentives for income-eligible consumers.

#### **Solid Waste & Recycling (SW&R)**

- Conducted an in-person site visit at the Woodbridge Transfer Station with Public Works Director Warren Connors and virtually with Kristen Brown (Waste Zero, consultant to DEEP). The purpose of the site visit was to assess the site for a co-collection (MSW and food waste) pilot.
- Planned, facilitated and participated in UBP/co-collection follow-up meeting with the Town of Woodbridge.
- Continuing to assist West Haven with their food waste compost pilot program (approved by DEEP) which will begin August 24 – this site will provide a local facility for the diversion of food waste and the creation of compost. This will benefit SCRCOG municipalities which divert food waste to the West Haven site by reducing the tonnage of MSW (tipping fees) by lowering transportation costs.
- Working with Kristen Brown to develop an RFP for operation and management of food waste compost sites within the SCRCOG region. This will aid in our efforts to work toward developing a regional infrastructure for diverting food waste to local compost sites similar to West Haven's food waste compost pilot.

- Meriden's UBP/Food Waste Co-Collection Pilot application and grant was approved by CT DEEP –after collaboration with Kristen Brown and SCRCOG. This pilot has the potential to provide significant financial and environmental impacts and may serve as a model for other municipalities in the State.
- Collaborating with Sam King at Blue Earth regarding composting efforts within the SCRCOG region, i.e. food scraps being diverted to the West Haven food waste compost pilot, Branford curbside food waste pilot, food scraps from schools, other residential curbside food scrap pickups, and other composting efforts.
- Worked with Kristen Brown to draft a letter from SCRCOG to CT DEEP Commissioner asking that a SCRCOG Regional Bottle Bag Drop Program be considered for funding. Letter was submitted to the Commissioner before CT DEEP's August Public Hearing on stakeholder engagement for bottle bill implementation. Bottle Bill grant funding that would increase access is available. The Bottle Bag Drop Program would provide access, and convenience and will address demand (as we will see an increase in redeemables as containers are added and the deposit increases to \$0.10). The Program allows residents to deposit a bag full of redeemable bottles into containers that would be placed locally in parking lots of grocery stores, liquor stores, municipal lots. Residents would receive credit for the containers or may donate proceeds to a local charity. Municipalities would save money as curbside recycling and disposal of these containers would decrease.
- Participated on Branford's Vendor Selection Committee to review and interview RFP submissions for consulting services for Branford's MSW and Recycling Program. Efforts will focus on curbside collection practices, micro-recycling in CT, overall zero-waste, and possibly a waste characterization study for Branford.
- Attended and participated in-person at NVCOG's first SW&R Working Group meeting. Carl Amento and I offered SCRCOG's input and experience. Kristen Brown presented on USB/Co-collection programs and regional compost sites. NVCOG is planning to model its new program in their region on SCRCOG's Solid Waste & Recycling efforts in our region. They have already held a backyard composter/rain barrel sale in June after SCRCOG's in April. We will continue to assist NVCOG with our lessons learned.



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Carl J. Amento, Executive Director

### **MEMORANDUM**

**FROM:** Carl Amento, Executive Director

**TO:** SCRCOG Executive Committee

**RE:** Solid Waste & Recycling / Energy Conservation Working Groups Monthly Update – July 2021

**DATE:** July 21, 2021

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This memorandum highlights the key outputs and accomplishments of the Solid Waste & Recycling and Energy Conservation Working Groups programs, led by consultant Pamela Roach, in the months of June-July 2021.

#### **Energy Conservation**

- Coordinated with Live Green (Clean Cities Coalition) with promoting Electric Vehicle (EV) Clarity and Fleet consulting sessions to SCRCOG municipalities, as follow up to Municipal EV Readiness Toolkit Training Series.
- Invited to present, and presented, to members of the CT Energy Network on SCRCOG energy programs and initiatives.
- Collaborated with Solar Connecticut to re-introduce SCRCOG municipalities to SolarAPP, a web-based free software tool which speeds the process that home solar installers must go through to secure a permit to install residential solar systems.
- Continued adding energy conservation news, events and resources to Basecamp for the benefit of the Working Group.

#### **Solid Waste & Recycling (SW&R)**

- Invited to present, and presented, on SCRCOG's regional food waste diversion and composting project to over 100 municipal and regional officials at the CT Coalition for Sustainable Materials Management (CCSMM) virtual meeting on July 16<sup>th</sup>.
- Planned, prepared for, presented, and facilitated SCRCOG Solid Waste and Recycling Working Group meeting on June 30<sup>th</sup> and a follow-up meeting with the Regional Food Waste Compost Planning Working Group (a subgroup of the Solid Waste & Recycling Working Group) on July 14<sup>th</sup>. Meetings are part of an effort to develop an infrastructure for local food waste diversion and composting.



- Planned, facilitated, and participated in Unit-Based Pricing (UBP)/co-collection follow-up meetings with the Towns of Bethany and Woodbridge.
- Coordinated with several public schools in the region on planning a Fall implementation of Food Waste Diversion programs in cafeterias and with SCSU regarding diversion of their food scraps to West Haven's compost site during that site's demonstration project.
- Coordinated with the City of New Haven, New Haven's Composting Collaborative, and City of West Haven on diversion of food waste to the West Haven Food Waste Composting demonstration project.
- Continued to assist West Haven in their development of a municipal food waste composting site and applications for grants to help fund it – this site will provide a local site for food waste diversion thereby making it easier to implement food waste diversion programs in all of the SCRCOG region and more economical as well by lowering municipal hauling costs.
- Worked with Kristen Brown of Waste Zero and the Town of Meriden to submit pre-application for permit and SMART Grant Application to CT DEEP for the Meriden Co-Collection Pilot Program – this pilot has the potential to create significant financial savings and beneficial environmental impacts which may result in it serving as a statewide model.
- Continued discussions with the Town of Branford regarding their Pre-Bid Meeting for their Trash and Recycling Study RFP. Branford is looking to focus on curbside collection practices, micro-recycling in CT, and an overall zero-waste strategy. Branford is also interested in having their own waste characterization study.
- Continued adding solid waste, recycling, food waste diversion and composting news, events and resources to Basecamp for benefit of Working Group.

# **Proposed Scope of Work, Budget, and Schedule for Regional Solid Waste and Recycling, Food Waste Diversion, and Municipal Composting Initiative and Regional Energy Conservation Initiative**

**Consultant:** Pamela Roach

## **Scope of Services**

### **1. Regional Solid Waste & Recycling, Food Waste Diversion, and Municipal Composting Initiatives**

Tasks:

- 1.1. Research, develop, and distribute material pertaining to the best practices for the following focus areas: organics/composting, textiles, food waste and recycling collection methods, deconstruction, stretch code, and separating glass from single-stream recycling.
- 1.2. Organize, convene, and facilitate meetings on the subject areas outlined in Task 1.1. This includes organizing presenters, when appropriate, distributing notes after the meeting, recommending further actions, and soliciting feedback from municipalities.
- 1.3. Continue to develop new and maintain partnerships with public, private, and non-profit agencies/organizations, such as: Atlas Organics, Bay State Textiles, Blue Earth Compost, Brand Builders compost bins, CCSMM, Center for EcoTechnology (CET), CLYNK, Country Enterprises, Connecticut Recyclers Coalition, CT DEEP, CT League of Conservation Voters, New Haven Community Composting Collaborative Northeast Recycling Council, Northeast Organic Farming Association, Northeast Resource Recovery Association, Peels and Wheels, Sustainable CT, Solid Waste Advisory Committee, Waste Haulers, and WasteZero.
- 1.4. Design a strategic plan with Center for EcoTechnology (CET) to establish food waste diversion programs in public school cafeterias in the region, and assist with implementation when possible.
- 1.5. Organize and promote a regional online sale of discounted backyard composters and rain barrels.
- 1.6. Assist the Cities of Meriden and West Haven with their respective food waste diversion/UBP programs as requested by those municipalities.
- 1.7. Assist interested municipalities to progress and obtain funding through Phase 2 of the CT DEEP Sustainable Materials Management (SMM) grant application process.

- 1.8. Assist municipalities awarded funding from the CT DEEP Sustainable Materials Management (SMM) grant program by coordinating educational opportunities and materials, coordinating collection/drop-off/hauling efforts, coordinating sorting efforts, and coordinating compost or anaerobic digester destinations for food waste on a regional basis.
- 1.9. Explore and assist interested municipalities in converting leaf compost facilities into food waste and leaf composting facilities for the purpose of diverting municipal food waste within the SCRCOG region to local composting and processing sites. This task includes, but is not limited to:
  - Identifying a list of potential leaf composting sites that can accommodate regional food waste and the developing a process to convert those site to leaf and food waste composting facilities.
  - Identifying potential sources and estimated volume of feedstock based on residents, schools, and commercial/industrial entities.
- 1.10. Create a written monthly progress report detailing the progress of any initiatives undertaken during this task. Include findings, original materials developed, and recommendations.

## **2. Regional Energy Conservation Initiative**

### **Tasks:**

- 2.1. Research, develop, and distribute material pertaining to the best practices for the following focus areas: energy conservation education, municipal fleet electrification, alternative energy use (including solar programming and energy efficiency programs), zoning regulations to facilitate electric vehicles (EV) infrastructure, and EV charging stations, zoning regulations and permitting processes to promote solar energy use.
- 2.2. Organize, convene, and facilitate meetings on the subject areas outlined in Task 1.1. This includes organizing presenters, when appropriate, distributing notes after the meeting, recommending further actions, and soliciting feedback from municipalities.
- 2.3. Continue to develop new and maintain partnerships with public, private, and non-profit agencies/organizations, such as Clean Cities Coalition, CT Energy Network, CT Green Bank, CT League of Conservation Voters, Eversource, Live Green, Solar Connecticut, SolSmart, Sustainable CT, UI/Avangrid, and Volta.
- 2.4. Assist SCRCOG municipalities in earning SolSmart designation. This includes, but is not limited to, assisting towns in establishing and identifying content for a solar landing page on their municipal website and hosting at least two regional opportunities for municipalities to earn points toward designation.

- 2.5. Create a written monthly progress report detailing the progress of any initiatives undertaken during this task. Include findings, original materials developed, and recommendations.

**Budget and Schedule**

<b>Year</b>	<b>Month</b>	<b>Tasks Included</b>	<b>Fee</b>
2022	January	1.1 – 2.5	\$5,000
	February	1.1 – 2.5	\$5,000
	March	1.1 – 2.5	\$5,000
	April	1.1 – 2.5	\$5,000
	May	1.1 – 2.5	\$5,000
	June	1.1 – 2.5	\$5,000
<b>Total</b>			<b>\$30,000</b>



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

*Planning for Our Region's Future*

---

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

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Carl J. Amento, Executive Director

***Resolution***

***Authorizing the Executive Director to enter into an agreement with Pamela Roach for FY 2021-22  
Regional Services Grant-funded Consultant Services from January 1, 2022 to June 30, 2022***

*Whereas:* SCRCOG's Regional Services Grant (RSG) Spending Plan for FY 2021-22 was adopted by the Council on May 26, 2021 and amended by the Council on June 23, 2021; and

*Whereas:* The Board voted, at the June 23, 2021 meeting, to authorize the following consultants, David Fink, NOVUS Insight, Wilma Petro and Juliet Burdelski, to be engaged by SCRCOG for the entirety of FY 2021-2022 (July 1, 2021 to June 30, 2022), and that Pamela Roach be engaged for a period of six months from July 1, 2021 through December 31, 2021, with any further period of engagement as a consultant to be approved by the SCRCOG Executive Committee and the Board; and

*Whereas:* Pamela Roach has served as a SCRCOG consultant for Solid Waste & Recycling and for Energy Conservation and has been working closely with Working Groups in these two subject areas since July 1, 2018; and

*Whereas:* The Executive Director has reported to the Executive Committee on each month from July to November 2021 on the key outputs and accomplishments of Pamela Roach as a SCRCOG consultant in the areas of Solid Waste & Recycling and Energy Conservation.

*Now, Therefore, Be It Resolved by the Council of Governments:*

That the Executive Director is authorized to enter into a consulting services agreements with Pamela Roach from January 1, 2022 to June 30, 2022 in accordance with the terms and conditions of this Resolution.

***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 Council of Governments on November 17, 2021.

Date: November 17, 2021

By: \_\_\_\_\_  
First Selectman James Zeoli, *Secretary*  
South Central Regional Council of Governments



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

# NEWSLETTER

Volume I, Issue 5

## NOVEMBER 2021

Welcome to the SCRCOG newsletter where you can find updates on our transportation planning, regional planning, and municipal services programs.

Please visit the [SCRCOG website](#) for more information on who we are, what we do, and opportunities for public participation.

## REGIONAL PLANNING

### **Affordable Housing**

The South Central Region: Housing Plan Survey closed on 10/30/2021. There were total of 4,037 responses. RKG Associates is in the process of tabulating the municipal and regional results from the survey responses. In addition, RKG Associates has begun working on the Housing Analysis. Once the data analysis component has been completed, municipal group meetings will be scheduled in early January. These meetings will provide an opportunity for communities to review and discuss the analysis.

As part of the community engagement component of the Housing Plan process, David Fink has held or scheduled a meeting/forum with the communities in the Region. The purpose of the meetings/forums is to present relevant information pertaining to housing affordability and choices, and listen to any ideas or concerns that may exist in your community. To help promote the meetings/forums, a short video has been recorded. The video is available to [share via the this link](#) or [downloaded via this link](#).

SCRCOG published Housing Fact Sheets for the fifteen municipalities on its [website](#) and will utilize them in the community meetings/forums.

# TRANSPORTATION PLANNING

## **CTDOT Pubic Data Website**

The CT Department of Transportation will be launching a new public data website. Examples of data available include updated information on capital projects, road classification and characteristics, and right of way interactive mapping. The website is expected to launch on GIS Day on November 17th.

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## **Greater New Haven Transit District Applying for FTA Section 5339 Grant**

The Greater New Haven Transit District (GNHTD) applied for a grant to purchase 10 electric paratransit vehicles and 10 charging stations as part of a pilot program. The pilot will determine the feasibility of replacing more of the gas and diesel fleet vehicles with electric vehicles in the future. SCRCOG provided GNHTD with a letter of support.

# MUNICIPAL SERVICES

## **Energy Conservation**

CT's 2021 [\*\*State Diesel Emissions Reduction Act \(DERA\) grant\*\*](#) has been announced and applications are due on 12/17/21 at 4 PM. A pool of \$767,000 is available to states and other eligible entities to achieve significant reductions in diesel emissions.

The PURA Docket goes into effect in January where Eversource and UI are directed to administer a make-ready program for: (1) Residential Single-Family Level 2 Charging; (2) Residential Multi-Unit Dwellings (MUDs) Level 2 Charging; (3) Direct Current Fast Charging (DCFC); (4) Destination Level 2 Charging; and (5) Workplace & Light-Duty Fleet Level 2 Charging.

Under the make-ready ownership model, the UI and Eversource invest in the infrastructure up to the charging station, from the distribution system up to the EVSE. The charging stations will be owned, operated, and maintained by the site host. UI and Eversource will own the infrastructure up to the utility meter.

## **SCRCOG Regional Purchasing Consortium**

SCRCOG will be accepting sealed Qualifications for On-Call Architectural Services. SCRCOG is seeking architectural firms to provide "On-Call" services to all fifteen municipalities in the region. Specializations include, but are not limited to, preliminary studies, public outreach, renderings, drawings, specifications, estimates, scopes of work and other professional services. Firms are invited to submit only on those types of projects they specialize in. Disadvantaged, minority, small, and women-owned business enterprises are encouraged to respond.

**[The full RFQ document and any responses to inquires can be downloaded here.](#)**

RFQs shall be submitted in the manner specified to the SCRCOG Regional Purchasing Consortium, 127 Washington Avenue, 4th Floor West, North Haven, CT 06473 until 12:00 P.M. local, eastern standard time on Tuesday, November 23, 2021.

For questions concerning this RFQ, contact Andy Cirioli, Municipal Services Manager at [purchasing@scrcog.org](mailto:purchasing@scrcog.org). SCRCOG is an Affirmative Action/Equal Opportunity Employer.

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### **Purchasing**

The first session of the 2021-2022 Municipal Procurement Training Series titled "CHRO and DAS" was held on November 9th with over twenty participants. In this session, guest speakers from Commission on Human Rights and Opportunities (CHRO) and Department of Administrative Services (DAS) discussed new laws and processes impacting their respective programs. [Click here](#) to access the recording of this training session. Use the link below to access the flyer and schedule for the entire training series.

**[2021-22 Municipal Procurement Training Series Flyer and Schedule](#)**

---

### **Solid Waste & Recycling, Food Waste Diversion, and Municipal Composting**

CT DEEP's Sustainable Materials Management (SMM) grant program, which consists of a \$5 million pool of funds for Unit-Based Pricing/Food Waste Co-Collection pilot programs. DEEP received 47 EOIs from CT towns/regions. Of these, 11 EOIs were from SCRCOG municipalities individually and SCRCOG submitted a EOI for the SCRCOG region.

Municipalities submitting Expressions of Interest will be notified on or before November 16th if they have been selected to proceed to Phase 2 in which they can work with DEEP to finalize an application at a specific funding level and with specific programmatic details.



# UPCOMING MEETINGS & EVENTS

## **Transportation Committee Meeting**

Date and Time: Wednesday, December 1, 2021 from 12:00 PM to 1:00 PM

Meeting Type: Hybrid - SCRCOG Office / [Click Here to Join Zoom Meeting](#)

Agenda: [Click Here](#)

## **SCRCOG ARPA Forum**

Date and Time: Tuesday, December 7, 2021 from 1:00 PM to 3:00 PM

Meeting Type: Hybrid - SCRCOG Office / [Click Here to Join Zoom Meeting](#)

Agenda: To Be Announced

## **New Prevailing Wage & Public Contract Compliance Laws - Municipal Procurement Training Series**

Date and Time: Thursday, December 9, 2021 from 10:00 AM to 11:00 AM

Meeting Type: Virtual - [Click Here to Register for Zoom Meeting](#)

## **Regional Planning Commission Meeting**

Date and Time: Thursday, December 9, 2021 from 5:15 PM to 6:15 PM

Meeting Type: Hybrid - SCRCOG Office / [Click Here to Join Zoom Meeting](#)

Agenda: [Click Here](#)



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

[www.scrkog.org](http://www.scrkog.org) • (203) 234-7555 • [scrkog@scrkog.org](mailto:scrkog@scrkog.org)



November 10, 2021

Dear Chief Elected Officials of SCRCOG,

November marked one of the most anticipated events in recent years, the launch of new air service by Avelo Air at Tweed New Haven Airport. With flights to three destinations underway, three more ready to go and a seventh to be announced shortly, the collaborative efforts of many community stakeholders have finally come to fruition. Increased air service from Tweed has been on the CEDS Action Plan for as long as REX has been developing the strategy and it is an important accomplishment to include in the 2022 CEDS Annual Report and Performance Update. A link to Avelo's booking page is on the Visit New Haven homepage to encourage visitors from Florida to plan their trips to Greater New Haven utilizing Avelo.

Speaking of the CEDS, we will be kicking off the 2022 update with the first meeting of the strategic planning committee in December. Outreach to the towns will be scheduled for January and February.

We continue working with our partners developing the Build Back Better Innovation Corridor project that supports five projects: Innovation District Buildout, Bioscience Public Center, Regional Transit-Oriented Development, Regional Workforce Talent Pipeline, and Translational Research Joint Effort. For 38 projects submitted to FEMA in conjunction with SCRCOG and River COG, we are awaiting notification of approved projects.

Graphs of regional unemployment claims are attached. If you would like the spreadsheet by town, please let us know.

Sincerely,

Ginny Kozlowski  
Executive Director

# REX

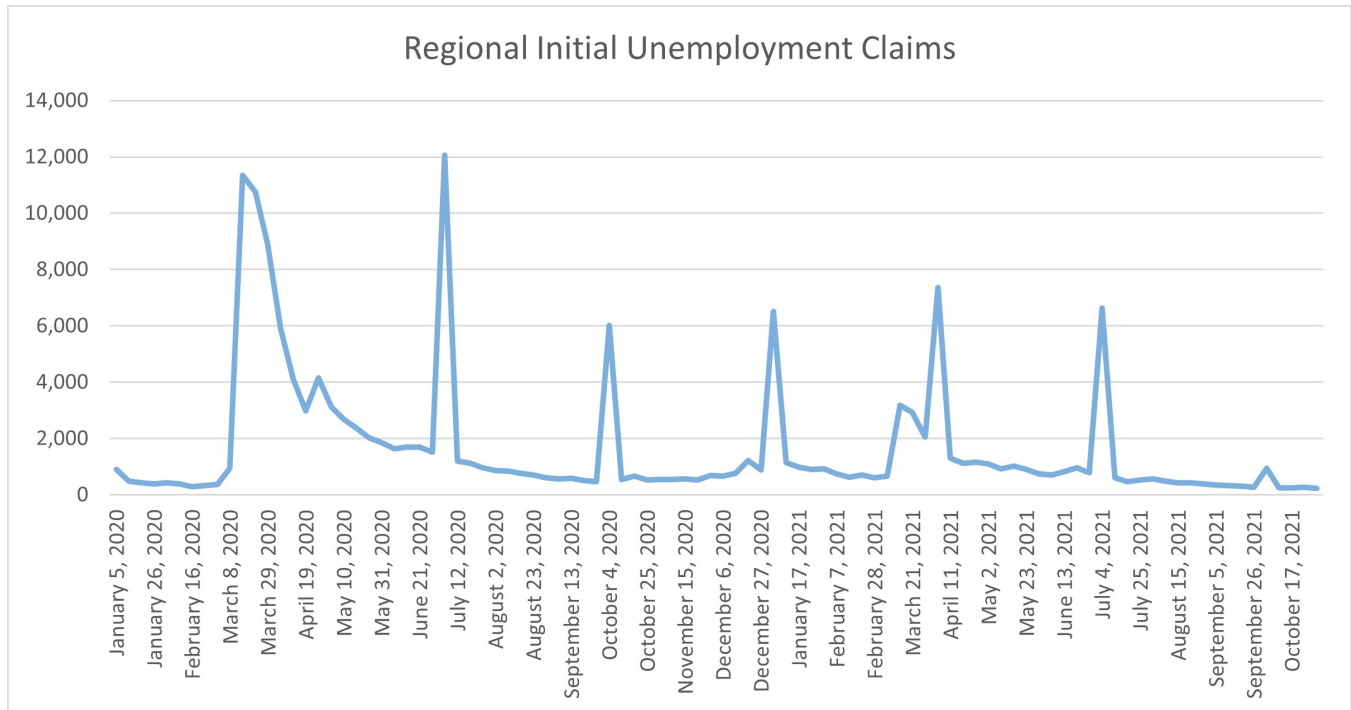
## DEVELOPMENT

Regional Initial Claims – Updated November 8, 2021

Dept. of Labor Office of Research

Claims after October 10, 2021 are incomplete.

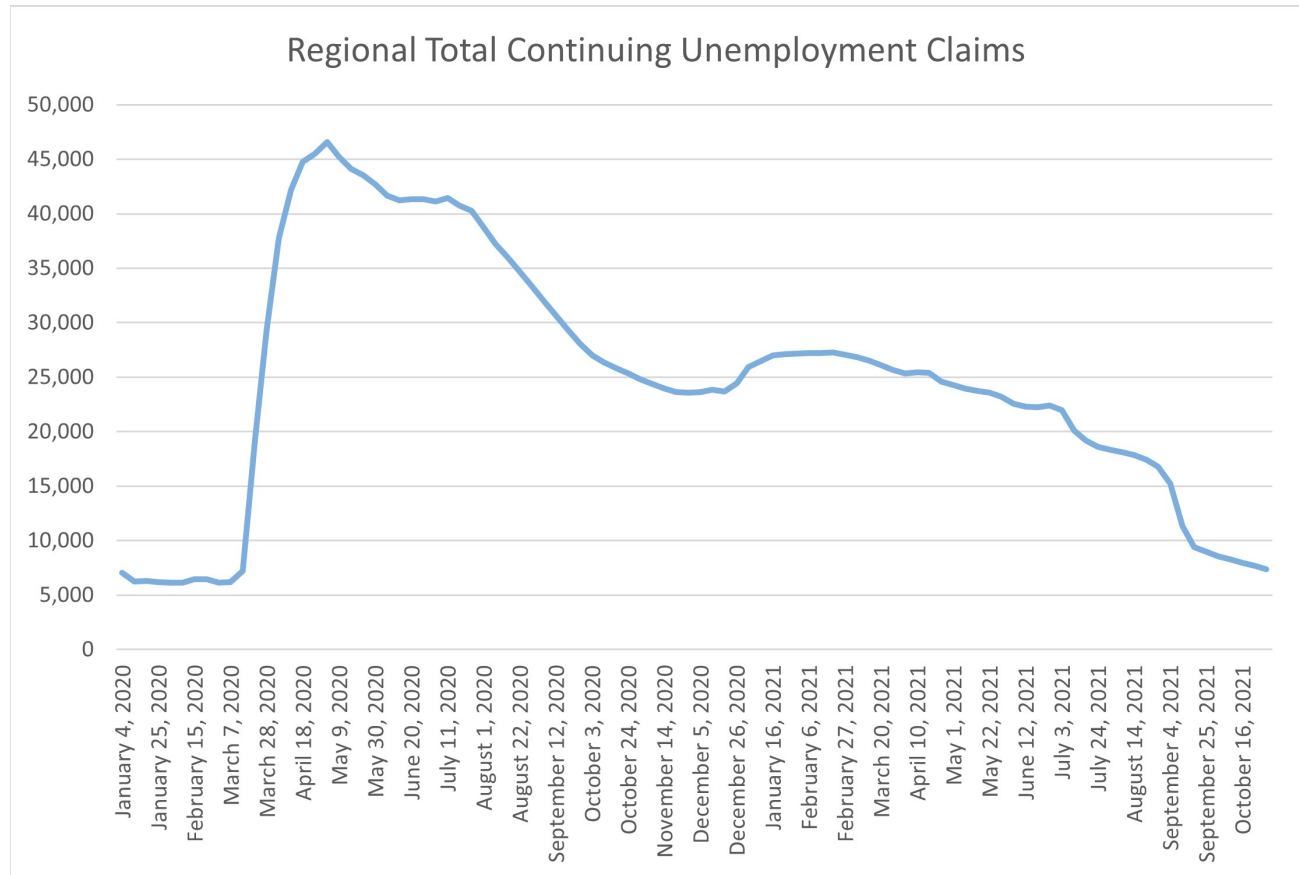
Note: The spikes, January 3, 2021 & April 4, 2021, July 4, 2021 and October 3, 2021, are due to the QRS (Quarterly Record Search)



# REX

## DEVELOPMENT

Regional Continuing Claims – Updated November 8, 2021  
 Dept. of Labor Office of Research  
 Claims after October 16, 2021 are incomplete.



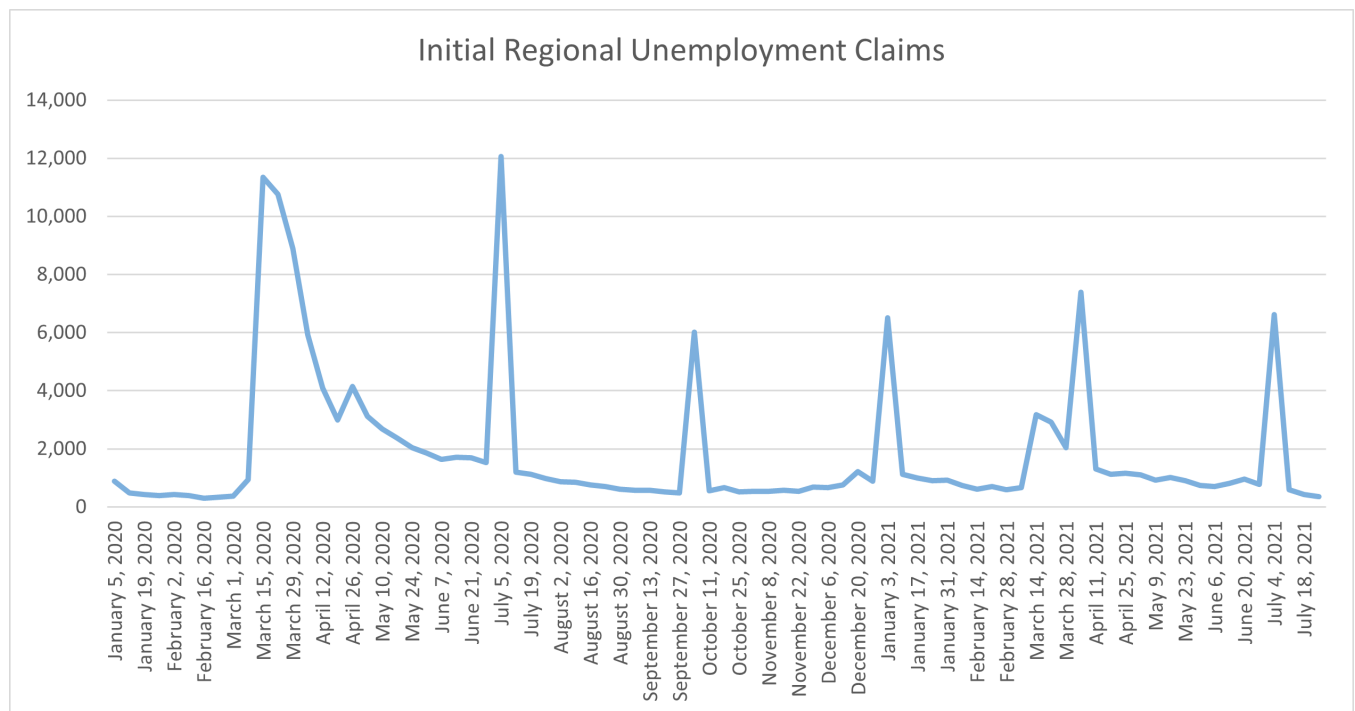


Regional Initial Claims – Updated August 16, 2021

Dept. of Labor Office of Research

Claims after July 18, 2021 are incomplete.

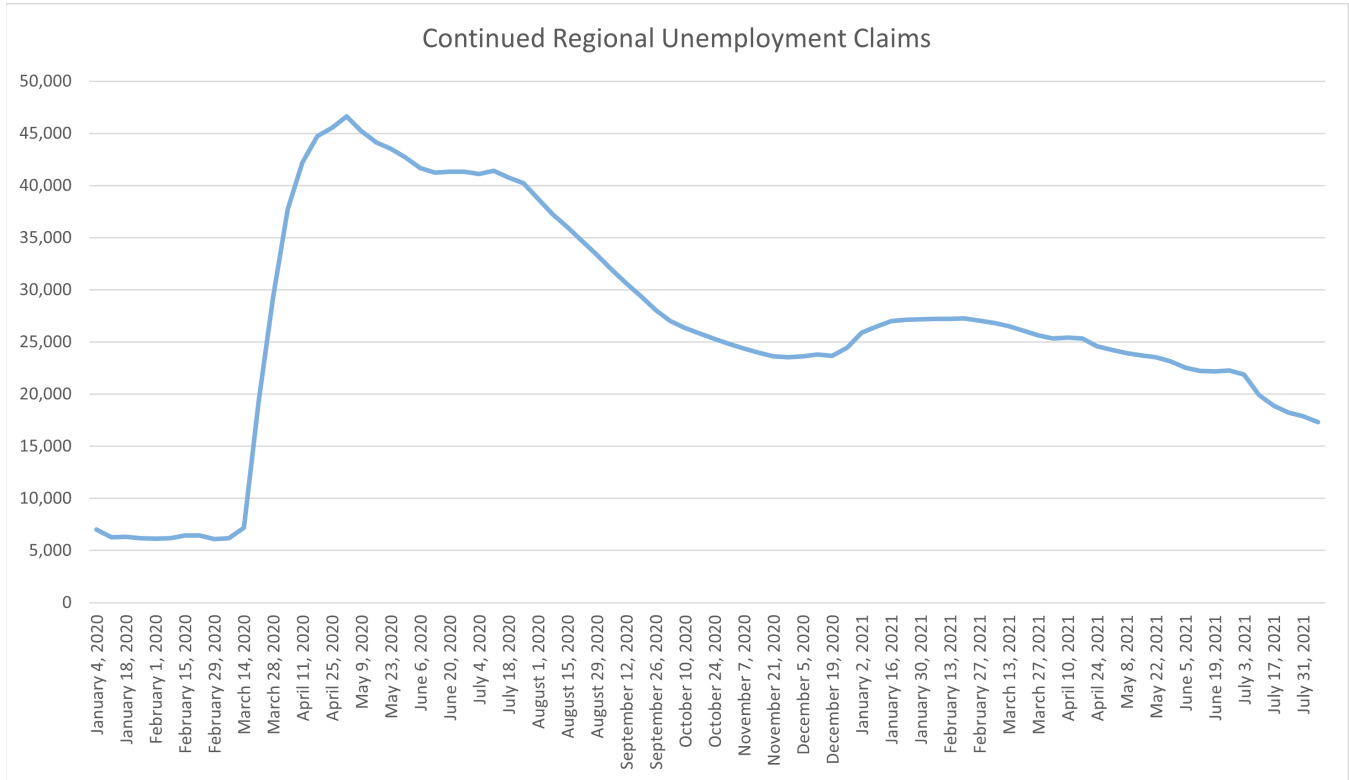
Note: The spikes, January 3, 2021 & April 4, 2021 & July 4, 2021, are due to the QRS (Quarterly Record Search)



# REX

## DEVELOPMENT

Regional Continuing Claims – Updated August 16, 2021  
 Dept. of Labor Office of Research  
 Claims after July 24, 2021 are incomplete.



## CTrides: Quarter 3 Activity Summary

July—September 2021

### CTrides Website Updates

In July, two new sections were added to the CTrides website — “News” and “Materials” with associated links. For the “Materials” tab, all collateral materials were redesigned to be made available as downloadable PDFs for easy access. For the “News” section, CTDOT press releases highlighting transportation topics were added, including “Connecticut in Motion” webinars.

In August, development began for the AIRA compliant web-page, as requested by the CTDOT—a service that connects passengers who are blind or have low vision with live, personal agents who describe their surroundings for them.

In September, the design, build, and compliance review for this new web-page was completed. An easy access “AIRA” link was also added under the Commuters section. All communications were reviewed and updated to ensure accurate information, and Spanish translations were made available.

### “Along the Lines” Podcast

During this quarter, episodes 16-20 were recorded; episodes 15-19 were reviewed and edited; and episodes 13-17 were released and promoted throughout the quarter on social media (Facebook, Twitter, Instagram, LinkedIn).

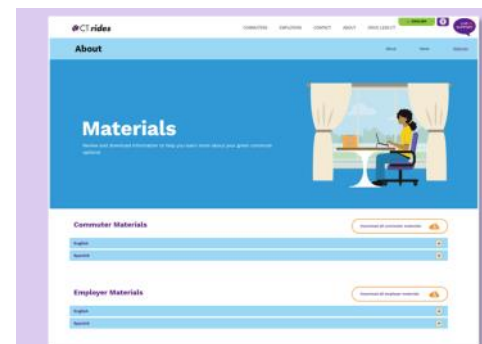
As of the end of quarter, the podcast had a total of 2,452 downloads for the following episodes: Episode 13: The Future of Rail Travel in CT - Part 2 - Improvements; Episode 14: Essential Workplaces and the Essential Commute; Episode 15-16: The Future of Cities - Part 1 and Part 2; and Episode 17: Return to Work Survey. Also, in August, the development of a new marketing campaign to boost podcast reach began and by September, the campaign was presented to DOT and their feedback was received.

### CTrides News Roundup

July, August, and September’s editions were distributed. The July edition included content for Weekend Wheels - Fare-free Summer Bus Service, ParkConneCT, Electric Buses, and Along the Lines Podcast.

August’s edition included content for Weekend Wheels - fare-free summer bus service, an announcement about the restored service on Connecticut Rail Lines, and a green fact of the month.

Finally, September’s edition included content for the Fourth Annual



## CTrides: Quarter 3 Activity Summary (Continued)

July—September 2021

Northeast Multimodal and Transit Summit announcement, CTrail updates, MTA Customer Feedback Survey invitation, mask reminder for transit customers, green fact of the month, and release of the latest episode of Along the Lines podcast.

### Weekend Wheels Summer Campaign

In July, the development of a list of events and destinations continued for the social media promotion. The Weekend Wheels social media assets also continued to be developed.

In August, the list of events and destinations for social media continued to grow and be promoted.

### DEEP Summer Parks Promotions – ParkConneCT

In July, the development of social media assets continued for the DEEP Summer Parks Promotions.

By August, the CTrides team coordinated and implemented a media buy to promote the program.

### “All About Trains”- Education Outreach Program

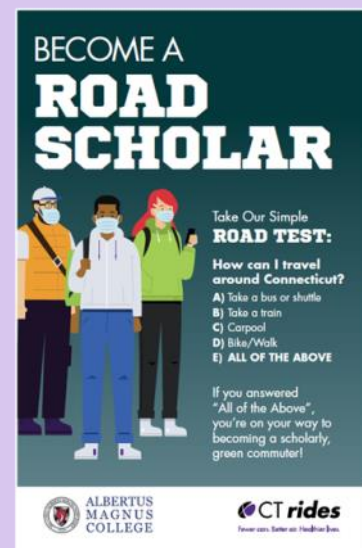
In July, the name for the education program that introduces students to the rail system, “All About Trains”, was selected and finalized. The program outline was developed, initial outreach to stakeholders began, and the program logo development was initiated. The marketing team compiled a list of possible promotional items for events. Salesforce was updated for data collection and account management purposes.

In September, we received approval from CTDOT for the logo and promotional materials were identified.

### Road Scholar

In July, the content for 40 participating schools was confirmed. Program brochures, both digital and printed, were distributed for 17 of the participating schools while the remaining 23 received only digital versions.

In August, additional program brochures were printed and distributed to four participating schools.





## CTrides: Quarter 3 Activity Summary (Continued)

July—September 2021

### Residential Transit Promotion Program

In July, the project plan for raising awareness and increasing ridership on the CT*rail* Hartford Line by educating area residents was developed. It included the creative development, media plan, channel and outreach strategy, and project timeline.

In August, the program outline was presented to the CTDOT and development began for the program creative.

### RFP for Direct Mail Services

In July, the selection team scored finalists and selected the winning bidder. The winning bidder's references were then contacted. After reviewing the references, the selection team announced their decision to all of the finalists and the winning bidder.

### 2021 Return to Work Survey

During July, the first draft of the topline and full survey report were received and reviewed.

In August, an updated survey and topline report was submitted to the CTDOT for review and feedback was provided.

In September, the report was finalized and accepted by CTDOT.

### Recruitments

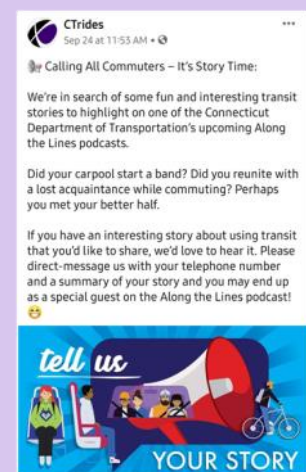
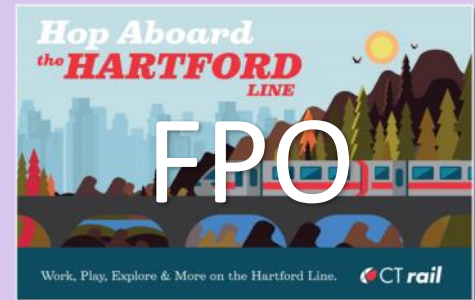
In August, interviews were conducted to fill two Marketing and Communications positions, two Commuter Program Manager (CPM) roles, and one Customer Service position.

By September, second interviews were conducted and four candidates were selected. The four selected candidates accepted offers and were scheduled to start in October.

### Social Media

During the quarter, numerous posts were published across social media platforms (Facebook, Twitter, and Instagram) of CT*rides*, CT*rail* Hartford Line, CT*rail* Shore Line East, and CT*fastrak* accounts.

In July, episodes 13 and 14 of "Along the Lines" were promoted on the CT*rides* social media accounts. CT*rides* also promoted the "Weekend Wheels Events Series" and "ParkConneCT" campaign, along with CT*fastrak* promoting the CT Summer Museums. In addition, CT*rail* shared posts about transit services in conjunction with events such as



## CTrides: Quarter 3 Activity Summary (Continued)

July—September 2021

the Jazz Fest, Hartford Yard Goats, New Haven Pizza, Pratt Street, and MGM Springfield. The Independence Day schedule was posted on CTrail accounts.

In August, the Taste of the Caribbean & Jerk Festival was shared on CTrides accounts. The next “Along the Lines” episode, The Future of Cities, was promoted on CTrides LinkedIn, Twitter, Facebook, and Instagram. Return of full-service on the Hartford Line and train delay alerts were posted to CTrail social media accounts. CTtransit Express 950 honoring tickets for August and September, The Jazz & Roots Festival was also shared by CTrail.

In September, “Along the Lines” podcast continued to be promoted across CTrides social media platforms. Posts went out on CTrides and CTfastrak about MTA surveys and requesting interesting stories from transit commuters as part of a new segment called “Commuter Stories” to supplement future “Along the Lines” episodes. CTrides and CTrail posted face mask reminders to ensure safety protocols. CTrail Hartford Line shared about their added shuttle buses to the “Big E” multi-state fair. Labor Day weekend, and suspended and resumed service updates were also posted on CTrail accounts. CTfastrak celebrated New Britain’s 150th anniversary. CTtransit service disruptions were also shared by CTfastrak. The ParkConneCT campaign continued to be promoted on CTrides and CTfastrak social media platforms throughout the entire quarter.

### Agile Mile Updates

In September, the software code for the entire Agile Mile site to make compliant with the latest Apple standards was revised. Also, a few Trip Planner enhancements were implemented including an iOS compliant that is now available on CTrides App for iPhone devices, the transit directions to include all trip milestones consistent with Google Transit Maps was upgraded and the links to non-GTFS transit services for trips within these service provider areas were added. Finally, the Agile Mile homepage for CTrides was upgraded.

### Miscellaneous

### Social Media Illustrations

The development of future holidays, campaigns, and transit social media illustrations continued until the end on July.



## CTrides: Quarter 3 Activity Summary (Continued)

July—September 2021

### Return to Worksite Commuter Toolkit

The development of a targeted return to worksite document for employers was created on July.

### Windsor Station Apartments Flyer

The development of a customized Hartford Line promotional flyer for residents near Windsor Station started.

### CTrides Live and Transit Operator Feedback Promotion

A poster to promote real-time feedback, and a digital copy to be used in tandem with virtual meetings and events was created in August.

### Return to School on Transit

A poster with safe travel facts on transit for students including a section for earning rewards while commuting was developed.

### Return to Transit Campaign

Also in August, a kick-off meeting with marketing and media vendors to discuss the elements of this new campaign, including the creative strategies, and marketing channels was held. The goal of this campaign is to raise awareness and increase ridership on CT trains and buses by educating people about the benefits of taking mass transit and reinforce that public transit is safe.

### Wesleyan Poster

In September, a poster to promote the use of the CTrides app for students riding Middletown Area Transit buses was developed and printed for an outreach event.

### Nearby Transit Options Handout Template

The development of CTrides branded templates to promote the use of transit for residents of apartment complexes and communities located near rail stations or bus stops started.



### Participating Organization Activity

As of September 30, the total number of CTrides employer participants, stakeholders and community participants was **316**.

#### Highlights:

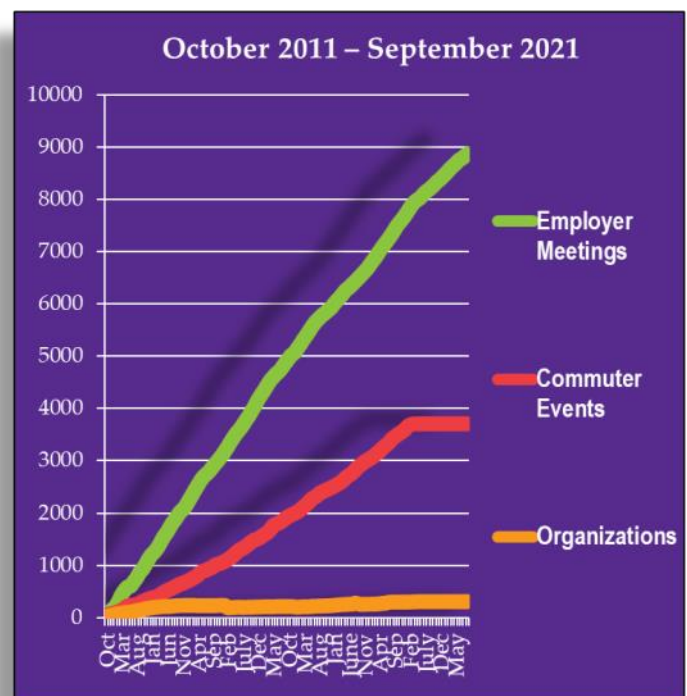
- Conducted initial outreach to employer and municipal partners for the Residential Transit Promotion
- Continued assisting partners with their return-to-work plans, with an emphasis on sustainable commuting modes
- Commute with Enterprise First Mile/Last Mile Service—Met with Enterprise and CTtransit to develop a list of possible areas to initiate the new transit feeder service
- Outreach Strategy Launch—Developed and launched a new outreach approach that increases resources along transit corridors and expands the level of coordination with community stakeholders and residential areas
- New Team Member—Hired and trained new Regional Commuter Program Manager to serve the New Haven region

#### New Partners:

- Senior Living Residences (Farmington Station)
- Northwest Connecticut Reentry Council (CAACE)

The CTrides Outreach Team held **125 Events and Meetings** with our worksite partners during Q3. The total number of currently participating organizations is at **316**.

This quarter's worksite activity, segmented by region, can be found on the following pages. A complete list of program organizations/stakeholders is in Appendix A.







## Regional Worksite Highlights

**Western CT** includes Litchfield, Housatonic, Bridgeport & Stamford regions

### Highlights

#### Charter Communications

Conducted an on-site transportation event to provide commuter information to employees relocating to Stamford. All employees will be on-site by 2022, which can hold 3,000 people, but there are only enough parking spaces for half. Additional outreach activities are planned

#### Linde (formerly Praxair)

Re-engaged Linde (formerly Praxair) as an active partner through Connecticut Commuter Rail Council outreach. Began planning carpool focused outreach events with ETC

#### Vineyard Wind

Working with ETC to incorporate CTrides programs and services into the New Hire / Onboarding process

#### Southwest Community Health Center Health Fair (SWCH)

Community event for SWCH patients to learn about the transportation resources available to them. CTrides / Greater Bridgeport Transit presented route information and other choice commuting options. Approximately 50 employees visited the information table

#### Northwest CT Reentry Council (CAACE)

Presented CTrides' programs and services for their re-entry to the workplace program. CTrides to provide ongoing consultation to the Council for reintegrated employees

#### Western Connecticut State University Clubs Carnival Event

Provided information on the U-PASS program and CTrides app. This outdoor event had several hundred students, faculty, and staff in attendance

#### Northwest CT Reentry Council

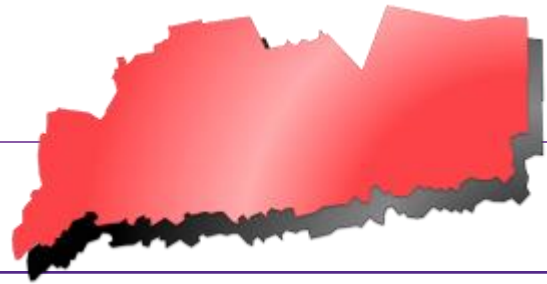
CTrides' information is now included in their Resources Guide under transportation (CTrides.com, Trip Planner, and Live Support)

#### Meetings

- Accessible Pharmacy
- Amazon (BDL 3)
- Bridgeport Regional Business Council
- Charter Communications, Inc.
- City of Bridgeport
- Connecticut Department of Labor
- Greater Bridgeport Transit
- HARTransit
- Linde
- Naugatuck Valley Community College
- NBC Sports Group
- Northwest CT Reentry Council (CAACE)
- Norwalk Transit District

- Paier College of Art
- Post University
- Southwest Community Health Center
- Stone Academy
- Town of Fairfield
- Vineyard Wind
- Western Connecticut Council of Governments
- Western Connecticut State University

## Regional Worksite Highlights



**Southern CT** includes Middlesex, New Haven & coastal regions

### Highlights

#### American Job Center

Conducted a joint presentation with North East Transportation Co. on CTrides' programs and services and transit for a soft opening of their workplace

#### Integrated Immigrant & Refugee Services

Partnered with CTtransit to coordinate transit training at New Haven Union Station and equipment tour for 10 adults and 5 children

#### Wesleyan University

Supported the launch and promotion of the Wes Pass pilot program to educate students that they will have free use of Middletown Area Transit with their student ID.

Marketing created unique collateral that to be used during orientation events in the coming weeks

#### Wesleyan University

In conjunction with Middletown Area Transit (MAT), the University launched a program that allows students to ride for free.

MAT reported 91 unique trips since the September launch and attributed part of its success to CTrides outreach/marketing.

#### American Job Center (AJC)

Presented commute options for employees re-entering the workforce through the AJC.

Created and shared collateral following the presentation with links to the Trip Planner, Transit Finder, Customer Service contact information, Go CT Card/CTtransit links, and app information.

#### Naugatuck Valley Community College (NVCC)

Worked to develop a Safe Transit to Schools brochure, resulting in expanded outreach opportunities at the Waterbury campus

### Meetings

- Albertus Magnus (New Haven)
- Amazon BDL 3
- American Job Center (Waterbury)
- City of New Haven
- Connecticut Department of Labor(NW and SW Business Services Team)
- Stone Academy (Waterbury)
- University of New Haven
- Wesleyan University



## Regional Worksite Highlights

**Eastern CT** includes the Hartford, North and Central regions of Connecticut

### Highlights

#### **New Partner - Senior Living Residences (Farmington Station)**

CTrides staff reviewed the Commuter Tax Benefit program with the Employer Transportation Coordinator (ETC) at Senior Living Residences

#### **Connecticut Green Bank**

Began the development of a commuter survey with the Employer Transportation Coordinator (ETC) to identify commuting needs after Rocky Hill to Hartford relocation

#### **City of Hartford and Town of Windsor Locks**

Met with municipal partners to gain buy-in for Residential Transit Promotion outreach efforts and confirm participation in upcoming community events

#### **U.S. Federal Highway Administration**

Conducted presentation with CTtransit to explain CTrides' commuting tools such as the transit finder, the rewards program, the emergency ride home program and the availability of trial bus passes

#### **Connecticut Department of Aging and Disability Services**

Virtual event to promote choice commuting options for agency

employees returning to the Hartford office. Five employees visited the virtual event room and 496 employees visited CTrides' website during the event

#### **MetroHartford Alliance**

Initiated a partnership with the Business Development team to promote CTrides resources and transit options through their AllHart initiative – an initiative aimed to attract and retain young professionals to the Capital Region

#### **City of Hartford**

Met with City of Hartford Human Resources Department representative to discuss options and answer questions concerning their use of the commuter tax benefit

#### **CT Green Bank Return to Work survey**

Received 24 responses of which 7 employees from the New Haven region indicated that they are looking for a better commute. CTrides to present options with CTtransit in September

#### **Whitcraft Aerospace reintegration program**

Working with Whitcraft Aerospace to find commuting options for candidates in their reintegration program. In the initial phases of creating multiple vanpools from the Buckland Hills area to the Whitcraft Eastford campus

### Meetings

- Albertus Magnus (East Hartford)
- Asnuntuck Community College
- Beacon Hill Staffing Group
- C&S Wholesalers
- Capital Community College
- Center for Latino Progress
- City of Hartford
- Commute with Enterprise
- Connecticut Department of Aging and Disability Services
- Connecticut Department of Attorney General
- Connecticut Department of Energy and Environmental Protection - New Britain
- Connecticut Department of Transportation
- Connecticut Green Bank
- Connecticut Transit
- Conning
- Cyient
- Hartford Adult Education
- MetroHartford Alliance
- Middlesex County Chamber of Commerce
- North East Transportation Co.
- Senior Living Residences
- Stone Academy (East Hartford)
- The Hartford
- Town of Windsor Locks
- Travelers
- Trinity College
- U.S. Federal Highway Administration
- UCONN Health
- Walgreens Distribution
- Whitcraft Aerospace

## Quarterly Report

July—September 2021

### Customer feedback:

- *"Concise, direct answers and it's really helpful to have this support option!!"*
- *"I received a quick and thorough answer to my questions"*
- *"The person who I talked to was very gentle and understanding of my frustration. She helped me to place a formal complain and did her best to explain the limitations of the system"*
- *"Excellent customer service!!! Got exactly what I needed. Thank you!"*
- *"It is always a pleasure having Lisa either respond to my emails or answer the phone when I call. She is a real gem!"*
- *"Outstanding and professional service. All my questions were answered"*

### Customer Service Highlights

CTrides/CTrail calls: 7,667

Custom Commute Plans: 44

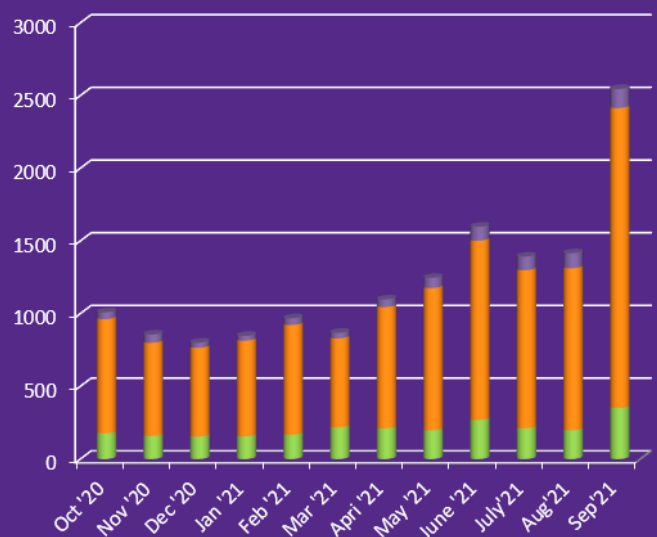
Total Number of Website Form Submissions: 484

Total Number of Emails Sent and Received: 762

### Customer Service Details:

- **5,355 Total** cases into CTrides
  - **4,266 calls**  
3 inquiries about available disabled services  
7 bilingual inquiries
  - **Sent and received 762 emails**  
Great or OK rating on 82% of emails surveyed
  - **Facilitated 327 live online chats of which 67 were SMS (text) chats**  
4.3 out of 5 (best) avg. rating on all chats
- **Provided 0 Emergency Ride Home**
- **Processed 151 CTrail Hartford Line and 47 CTrail Shore Line East** complaints, suggestions, questions
- **Distributed 0 trial bus passes to commuters** due to massive decrease in ridership caused by COVID-19.

### 3rd Quarter 2021



▶ **3,943 — Inbound Calls**

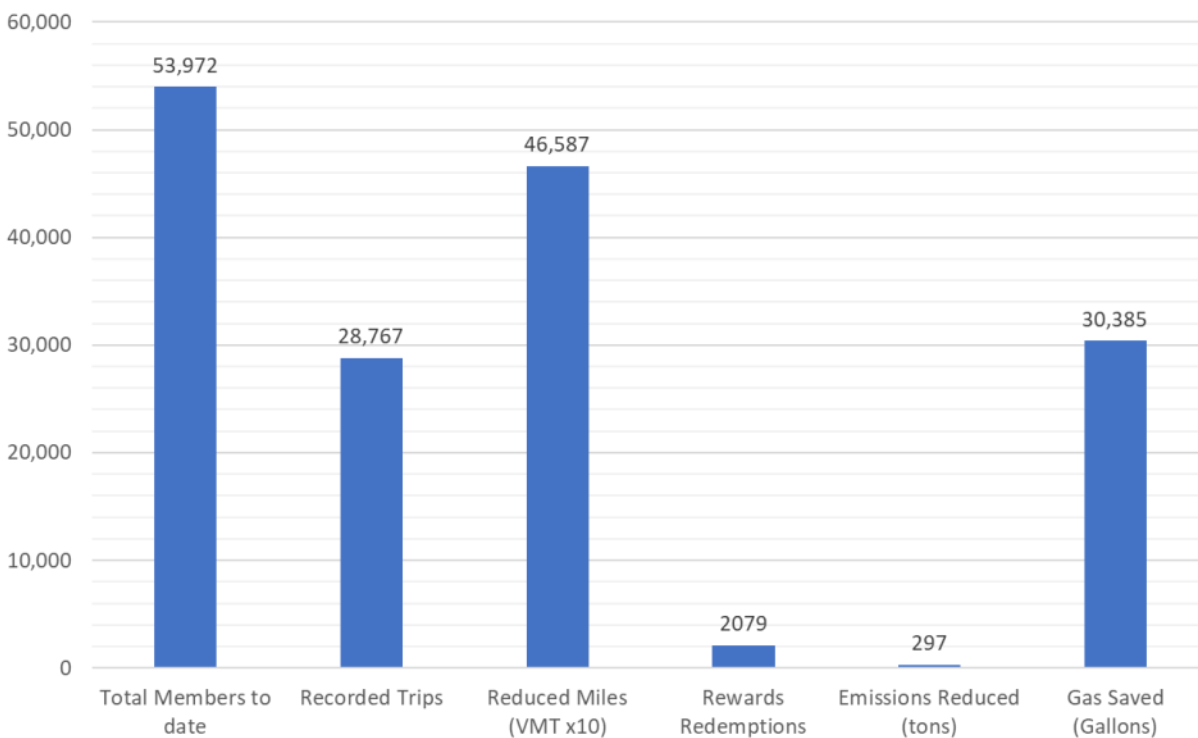
▶ **327 — Online Chats**

▶ **762 — Emails**

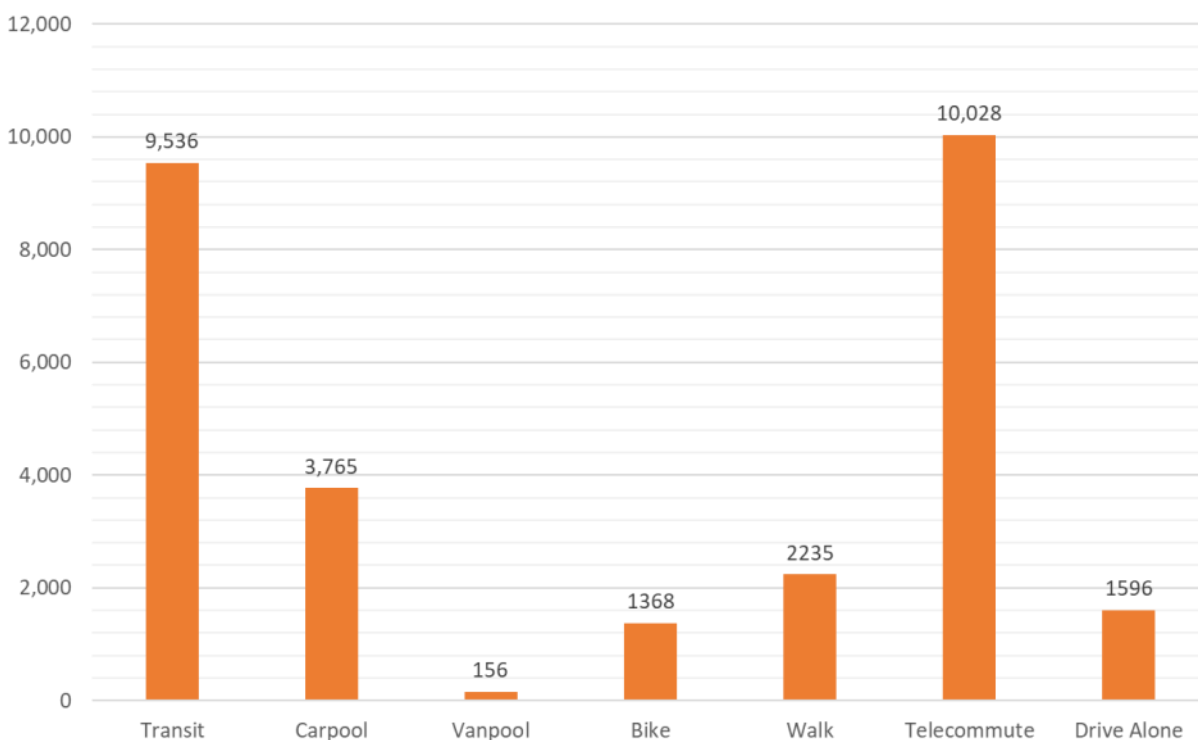


## Ridematching and Rewards

### Membership and Impacts



### Breakdown of Recorded Trips



**As of Q3 2021, there are more than 300 businesses, agencies and municipalities working with CTrides**

- |  |   |  |
|--|---|--|
| 1. 3PL Worldwide                             | 38. Central Connecticut Coast YMCA  | Department   |
| 2. 9Town Transit                             | 39. Central CT State University   | 67. Connecticut Valley Hospital                          |
| 3. Advance Auto Parts                        | 40. Chabaso Bakery, Inc.  | 68. Connecticut Valley Industries                        |
| 4. Advanced Behavioral Health                | 41. Cigna   | 69. Connecticut Water                                    |
| 5. AECOM                                     | 42. City of Bridgeport  | 70. Conning, Inc.  |
| 6. Aetna                                     | 43. City of Danbury   | 71. Continuum of Care Inc.                               |
| 7. Albea                                     | 44. City of Meriden   | 72. CT Department of Labor                               |
| 8. Albertus Magnus                           | 45. City of New Britain   | 73. CTtransit  |
| 9. Albertus Magnus (East Hartford)           | 46. City of New Haven   | 74. CTfastrak  |
| 10. Alexion Pharmaceuticals                  | 47. City of Stamford  | 75. Datto, Inc.  |
| 11. All Our Kin                              | 48. City of Waterbury   | 76. Department of Administrative Services                |
| 12. Amazon Fulfillment Center BDL-2          | 49. City of Waterbury - Public Health   | 77. Department of Economic and Community Development     |
| 13. Amazon Fulfillment Center BDL-5          | 50. Community Health Center of New London                                       | 78. Department of Emergency Services & Public Protection |
| 14. Amazon Sorting Center Wallingford        | 51. Connecticare  | 79. Department of Public Health (Hartford)               |
| 15. American Institute                       | 52. Connecticut Children's Medical Center                                       | 80. Department of Rehabilitation Services                |
| 16. Aptar Group                              | 53. Connecticut College   | 81. Department of Revenue Services                       |
| 17. ARC of Litchfield County                 | 54. Connecticut Department of Developmental Services                            | 82. Department of Social Services (Hartford)             |
| 18. Artspace New Haven                       | 55. Connecticut Department of Energy and Environmental Protection (Hartford)    | 83. Diageo, Inc.   |
| 19. ASML, Inc.                               | 56. Connecticut Department of Energy and Environmental Protection (New Britain) | 84. Dollar Tree Distribution Center                      |
| 20. Asnuntuck Community College              | 57. Connecticut Department of Labor   | 85. DRS  |
| 21. Avon Health Center                       | 58. Connecticut Department of Transportation                                    | 86. East River Energy                                    |
| 22. Becton Dickinson and Company             | 59. Connecticut Department of Veterans Affairs                                  | 87. Eastern Account System, Inc.                         |
| 23. BHcare                                   | 60. Connecticut Green Bank  | 88. Eastern Connecticut State University                 |
| 24. Bigelow Tea                              | 61. Connecticut Innovations   | 89. Eastern Connecticut Transportation Consortium        |
| 25. BikewalkCT                               | 62. Connecticut Mental Health Center  | 90. Eastern Workforce Investment Board                   |
| 26. BLT Office (Norwalk)                     | 63. Connecticut National Guard  | 91. Electric Boat  |
| 27. BLT Office (Stamford)                    | 64. Connecticut Probate Court   | 92. Empire State Realty Trust                            |
| 28. Bradley Airport                          | 65. Connecticut Spring and Stamping   | 93. Enterprise Holdings                                  |
| 29. Branford Hall (Branford)                 | 66. Connecticut State Insurance   | 94. Enterprise Rideshare                                 |
| 30. Branford Hall (Southington)              |   | 95. ESPN   |
| 31. Bridgeport Public Schools                |   |  |
| 32. Cabelas                                  |   |  |
| 33. Capital Community College                |   |  |
| 34. CARTUS                                   |   |  |
| 35. CDM Smith                                |   |  |
| 36. Center for Latino Progress               |   |  |
| 37. Central Connecticut Chambers of Commerce |   |  |

- |  |  |   |
|--|--|---|
| 96. Essex Steam Train and Riverboat                        | 132. Hubbell Incorporated                                  | 165. Middletown Area Transit                        |
| 97. ExecutNet  | 133. Human Resource Leadership Association of Eastern CT   | 166. Milford Transit District                       |
| 98. Fairfield University                                   | 134. i2systems   | 167. Mitchell College                               |
| 99. Foxwoods Resort and Casino                             | 135. IFG Companies (Guilford Specialty Group)              | 168. Mohegan Sun Casino                             |
| 100. FTD Florists  | 136. Inertia Dynamics Corporation                          | 169. Mystic Healthcare and Rehabilitation LLC       |
| 101. Fusco Corporation                                     | 137. Innovate Stamford                                     | 170. Mystic Marriott Hotel & Spa                    |
| 102. From You Flowers                                      | 138. IRS   | 171. Nalas Engineering                              |
| 103. Gateway Community College                             | 139. Jackson Laboratory                                    | 172. Naugatuck Valley Community College (Danbury)   |
| 104. Gaylord Specialty Healthcare                          | 140. JCC of Greater New Haven                              | 173. Naugatuck Valley Community College (Waterbury) |
| 105. Global Steering Systems                               | 141. Jewett City Savings Bank                              | 174. Naugatuck Valley Council of Governments        |
| 106. GoNHGO  | 142. Job Corps (Hartford)                                  | 175. Naval Submarine Base New London                |
| 107. Goodwill of Western & Northern CT                     | 143. Job Corps New Haven                                   | 176. New Britain CT Works Center                    |
| 108. Goodwin College                                       | 144. Jones Lang Lasalle Americas                           | 177. New Britain Downtown District                  |
| 109. Greater Bridgeport Transit                            | 145. Key Bank - New Haven                                  | 178. New Haven Coalition for Active Transportation  |
| 110. Greater Norwalk Chamber of Commerce                   | 146. Knights of Columbus                                   | 179. New Haven Mayor's Task Force on Bike Education |
| 111. Greater Waterbury YMCA                                | 147. Konica Minolta Business Solutions                     | 180. North East Transportation Co.                  |
| 112. Greenwich Board of Education                          | 148. Law offices of John Andreini                          | 181. Northwest Connecticut Reentry Council (CAACE)  |
| 113. Greenwich Chamber of Commerce                         | 149. Lawrence + Memorial Hospital                          | 182. Northwest Hills COG                            |
| 114. Group CBS Circuit Breaker Sales                       | 150. Lincoln Life Insurance/Freemont Group Management      | 183. Northwestern CT Community College              |
| 115. Hartford Adult Education Center                       | 151. Lincoln Technical Institute                           | 184. Norwalk Community College                      |
| 116. Hartford Foundation for Public Giving                 | 152. Live Green CT   | 185. Norwalk Housing Authority                      |
| 117. Hartford HealthCare System Support Office             | 153. Lower Connecticut River Valley Council of Governments | 186. Norwalk Transit                                |
| 118. Hartford Hospital                                     | 154. Manchester Community College                          | 187. Nucor Steel (Wallingford)                      |
| 119. Hartford Public Library                               | 155. Manufacturing Alliance Service Corporation            | 188. NWCC Center for Workforce Development          |
| 120. Hartford Steam Boiler                                 | 156. Marcus Partners Mgmt.                                 | 189. Office of Policy and Management                |
| 121. HARTransit  | 157. Mary Wade Home  | 190. Office of the Attorney General                 |
| 122. Henkel Corporation                                    | 158. MassMutual  | 191. Office of the Secretary of the State           |
| 123. Hispanic Advisory Council of Greater Stamford (HACGS) | 159. MedSource Consultants                                 | 192. Office of the State Comptroller                |
| 124. Hologic   | 160. Medtronic   | 193. Oracle Corporation                             |
| 125. Honeywell   | 161. Middlesex Community College                           | 194. Paier College of Art                           |
| 126. Hotchkiss School                                      | 162. Middlesex Community College - Meriden Campus          | 195. Paradigm Property Management                   |
| 127. Horizon Services Company                              | 163. Middlesex Hospital                                    |   |
| 128. Homegoods Distribution                                | 164. Middlesex Hospital Shoreline Medical Center           |   |
| 129. Homes For the Brave                                   |  |   |
| 130. Hospital for Special Care                             |  |   |
| 131. Housatonic Community College                          |  |   |

## Quarterly Report

July—September 2021

## Appendix A: Partner List

- |   |   |   |
|---|---|---|
| 196. Pathway Lighting Inc.                            | 229. Sikorsky Aircraft Corporation—<br>Shelton                | 258. Tower Labs Ltd.  |
| 197. Paul Bailey Architects                           | 230. Sikorsky Aircraft Corporation—<br>Stratford              | 259. Town Green Special Services District                     |
| 198. Pelli Clarke Pelli Architects                    | 231. Society for Human Resource Man-<br>agement               | 260. Town of Branford   |
| 199. People Friendly Stamford                         | 232. South Central Regional Council of<br>Governments         | 261. Town of Burlington                                       |
| 200. People's United Bank                             | 233. Southeast Area Transit                                   | 262. Town of East Hartford                                    |
| 201. PEP - Lacey Manufacturing                        | 234. Southeastern Connecticut Council of<br>Governments       | 263. Town of Fairfield  |
| 202. Pierce Care                                      | 235. Southern Connecticut State<br>University                 | 264. Town of Farmington                                       |
| 203. Pitney Bowes-Danbury                             | 236. Southwest Community Health Cen-<br>ter                   | 265. Town of Greenwich  |
| 204. Pitney Bowes-Shelton                             | 237. St. Mary's Hospital                                      | 266. Town of Trumbull   |
| 205. Porter & Chester Institute (Branford)            | 238. St. Vincent's College                                    | 267. Town of Windsor  |
| 206. Porter and Chester Institute (Enfield)           | 239. St. Vincent's Medical Center                             | 268. Town of Woodbridge                                       |
| 207. Porter and Chester Institute<br>(Stratford)      | 240. Stamford Chamber of Commerce                             | 269. Travelers  |
| 208. Porter and Chester Institute<br>(Waterbury)      | 241. Stamford Downtown Special Ser-<br>vices District (SDSSD) | 270. Trinity College  |
| 209. Pratt & Whitney - Middletown                     | 242. Stanley Black & Decker                                   | 271. Triumph  |
| 210. Pratt and Whitney                                | 243. State Education Resource Center                          | 272. TSKP Studios   |
| 211. Prudential (Hartford)                            | 244. State of Connecticut                                     | 273. Tunxis Community College                                 |
| 212. Quinebaug Valley CC                              | 245. Stone Academy (East Hartford)                            | 274. U.S. Department of Housing and<br>Urban Development      |
| 213. Quinnipiac University                            | 246. Stone Academy (Waterbury)                                | 275. UConn Hartford   |
| 214. Quinnipiac University - North Haven<br>Campus    | 247. Stone Academy (West Haven)                               | 276. UConn Health Center                                      |
| 215. Radiall USA Inc.                                 | 248. Sun Life Financial                                       | 277. UConn Law School   |
| 216. Randstad   | 249. Tauck Tours  | 278. Ulbrich Stainless Steels and Special<br>Metals           |
| 217. Reckson/SL Green                                 | 250. The Business Council of Fairfield<br>County              | 279. United Bank  |
| 218. Regal Care                                       | 251. The Hartford   | 280. United Healthcare  |
| 219. RGIS   | 252. The Independence Center                                  | 281. United Illuminating                                      |
| 220. Rich Product Corporation                         | 253. The Kennedy Center, Inc.                                 | 282. United States District Court: District<br>of Connecticut |
| 221. Saint Francis Hospital                           | 254. The Watermark at 3030 Park                               | 283. United Technologies Corporation                          |
| 222. Saybrook Point                                   | 255. The Workplace  | 284. University of Bridgeport                                 |
| 223. Sea Corp   | 256. Three Rivers Community College                           | 285. University of Connecticut—Avery<br>Point                 |
| 224. SeeClickFix                                      | 257. Thule Inc  | 286. University of Connecticut—Storrs                         |
| 225. Senior Living Residences<br>(Farmington Station) |   | 287. University of Connecticut—Stamford                       |
| 226. Shipman & Goodwin                                |   | 288. University of Connecticut—<br>Waterbury                  |
| 227. Siemon Company                                   |   | 289. University of Hartford                                   |
| 228. Sikorsky Aircraft Corporation—<br>Bridgeport     |   | 290. University of New Haven                                  |

291. University of Saint Joseph
292. University of St. Joseph School of  
Pharmacy
293. USI Consulting
294. U.S. Federal Highway Administration
295. Valley Transit District
296. Veterans Affairs Connecticut  
Healthcare System (Newington)
297. Veterans Affairs Connecticut  
Healthcare System (West Haven)
298. Voya
299. Washington Inventory Systems
300. Waste Management
301. Watch For Me CT
302. Waterbury Hospital
303. Watson Foods
304. Wesleyan University
305. West Hartford Health and Rehab
306. Western Connecticut State  
University
307. Western CT Council of Governments
308. Wiggin & Dana, LLP
309. Windham Region Transit District
310. Windham Regional Community  
Council
311. Windsor Health and Rehabilitation  
Center, LLC
312. Wiremold/Legrand
313. Workers' Compensation  
Commission
314. Yale University
315. Yale-New Haven Hospital
316. YMCA Greater Hartford