

BETHANY | BRANFORD | EAST HAVEN | GUILFORD | HAMDEN | MADISON | MERIDEN | MILFORD | NEW HAVEN | NORTH BRANFORD
NORTH HAVEN | ORANGE | WALLINGFORD | WEST HAVEN | WOODBRIDGE

Meeting Notice & Agenda Executive Committee

DATE	May 28, 2025 2025	LOCATION	SCRCOG Office	DIAL-IN	+1-929-205-6099
TIME	9:00 am	MEETING URL	https://us02web.zoom.us/j/82502879002		MEETING ID 82502879002

- 1 Call to Order
- 2 Adopt Minutes of April 23, 2025 SCRCOG Executive Committee Meeting (motion) Page 2
- 3 Recommend Approval of Proposed FY 26 Regional Services Grant (RSG) Spending Plan (motion) Pages 3-8
- 4 Recommend Approval of Proposed SCRCOG FY 2025-26 Budget (motion) Pages 9-13
- 5 Recommend Resolution Amending the Potential Uses of the Committed Fund Balance to include the match for the FY 2026 and FY 2027 Unified Planning Work Program (motion) Page 14
- 6 Acceptance of Executive Director's FY 25/26 goals (motion) Pages 15-17
- 7 Regional Cooperation/Other Business
- 8 Adjournment

Agenda and attachments for this meeting are available on our website at www.scrkog.org. Please contact SCRCOG for copy of agenda in a language other than English. Auxiliary aids/services and limited English proficiency translators will be provided with two weeks 'notice.

"Necesidades especiales: a las personas con discapacidad auditiva se les proveerá con medios auditivos y/o intérpretes de signos. Igualmente intérpretes para personas que hablan poco inglés, pero será preciso avisar con dos semanas de antelación. Se puede solicitar la agenda en otro idioma que no sea inglés comunicándose con SCRCOG".

TO: SCRCOG Executive Committee Members
FROM: Mayor Dorinda Borer, Secretary
DATE: April 29, 2025
SUBJECT: SCRCOG Executive Committee Meeting Minutes of April 23, 2025

Present:

Bethany	First Selectman Paula Cofrancesco
East Haven	Mayor Joseph Carfora
Guilford	First Selectman Matthew Hoey
Hamden	Mayor Lauren Garrett, Vice Chair
Madison	First Selectman Peggy Lyons, Chair
New Haven	Mayor Justin Elicker
West Haven	Mayor Dorinda Borer, Secretary
Woodbridge	First Selectman Mica Cardozo, Treasurer
SCRCOG Staff	Laura Francis, Christopher Rappa, Stephanie, Camp, Joan Paglinco

NOTE: The April SCRCOG Executive Committee meeting was a hybrid meeting

Call to order Chair Lyons called the meeting to order at 9:03a.m.

1. Adopt Minutes of SCRCOG Executive Committee Meeting March 26, 2025 (motion)

Chair Lyons referred to the minutes of the SCRCOG Executive Committee Meeting of March 26, 2025 which were included in the agenda packet on page 2. Motion made by First Selectman Cardozo and seconded by First Selectman Cofrancesco. The motion passed unanimously.

2. FY 2024-25 Budget Revision #6 (motion to recommend to the Board)

Chair Lyons referred to pages 3-5 of the agenda packet. Motion made by First Selectman Cofrancesco to recommend FY 2024-25 Budget Revision #6 to the SCRCOG Board. Motion seconded by First Selectman Cardozo. The motion passed unanimously.

3. FY 2024-25 Regional Services Grant (RSG) Spending Plan Amendment #4 (motion to recommend to the Board)

Chair Lyons asked for a motion to recommend to the SCRCOG Board the FY 2024-25 Regional Services Grant (RSG) Spending Plan Amendment #4. Motion made First Selectman Cofrancesco and seconded by First Selectman Cardozo. The motion passed unanimously.

4. Preliminary Review of Proposed FY 2025-26 Regional Services Grant (RSG) Spending Plan

Executive Director Francis referred to pages 6-8 of the agenda packet.

5. Preliminary Review of Proposed SCRCOG FY 2025-26 Budget

Chair Lyons referred to pages 9-10 of the agenda packet.

6. Regional Cooperation/Other Business

Executive Director Francis submitted a draft of FY25/26 goals to be considered and accepted at the May Meeting.

7. Adjournment - Meeting adjourned at 9:49a.m.

FY 2025-2026 REGIONAL SERVICES GRANT (RSG)
Proposed Spending Plan and Summary of Consultant-Supported Work
May 28, 2025

Source of Project Funding:

CT OPM Regional Services Grant (RSG)	\$948,502
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FY 2024-25 Budget

Line Item	Budget
1. Staff Labor and Expenses	\$432,002
2. GIS Consultant	\$3,500
3. UConn MPA Interns - 2	\$36,500
4. Capitol Region Purchasing Council Dues	\$7,500
5. Regional Planning Consultants	\$134,000
6. Municipal Services Consultants	\$335,000
Total	\$948,502

Details of Regional Planning Consultants (5 above)

5a. Sewer and Water Infrastructure Expansion Feasibility Study	
Consultant: To Be Selected	\$57,000
<i>The selected consultant will collect the data necessary to understand the capacity of the existing water and sewer infrastructure across the region and assist SCRCOG staff with municipal engagement to understand where expansion may be desired and eventually required.</i>	

5b. Community Conversations - Housing	
Consultant: Benjamin Fink (continuing)	\$50,000
<i>SCRCOG will continue to assist its member municipalities in the facilitation/promotion of resident education/communication through community-wide education programs and trainings.</i>	

5c. Regional Tree Canopy Study (continuing)	
Consultant: University of Vermont (UVM)	\$27,000
<i>Drawing upon data from the State of CT's spring 2023 flyover, UVM will begin Phase 2 of the Regional Tree Study of the SCRCOG Region. The current study will be comparable to the 2018 SCRCOG Regional Tree Mapping Study also developed by UVM. This study will assist municipal and regional planners with determining where the planting of shade trees and other measures could be taken to mitigate extreme heat and its deleterious effect on human health.</i>	

Details of Municipal Services Consultants (6 above)

6a. Municipal Grants Assistance	
Municipal Grants, Engineering, Planning & Zoning Consultant: On-Call Lists	\$25,000
<i>SCRCOG will provide limited grants assistance to its member municipalities which may include but is not limited to project review and grant matching for specific municipal projects, and GIS mapping. Other grant related assistance will be offered directly by SCRCOG staff or can be solicited through the Grants On-Call List for any municipal grant or SCRCOG led regional grant applications.</i>	

6b. Shared Services Study	
Consultant: To Be Selected	\$175,000
<i>The selected consultant will examine existing shared services, assess needs and gaps, and evaluate the feasibility of new opportunities for inter-municipal partnerships. This study will identify scalable solutions that can address common challenges while leveraging regional resources.</i>	

6d. Transfer Station Site Assessments	
Consultant: To Be Selected (continuing)	\$35,000
<i>The Selected Consultant will conduct municipal transfer station site assessments to two (2) regional member municipalities. This site assessment will evaluate operations, finances, and regulation adherence and provide a transfer station facility improvement plan to respective municipalities as a final product.</i>	

6e. Economic Development	
Consultant: REX Development (continuing)	\$100,000
<i>In collaboration with the South Central Regional Council of Governments, REX Development will offer free on-call economic development services under SCRCOG's Municipal Services Program. These services will provide peer-to-peer coaching or direct service based on the market and organizational needs of the community. Such services will include: On-Call Staff Coverage: when municipal staff is absent due to attrition, or staff is temporarily away or unavailable, the program will provide limited in-house coverage; Economic Development Training; Economic Development Consulting; Workforce Development; Resources; and Peer Review of Documents and assistance with the Local Economic Development Processes</i>	

Details of Other Anticipated Programs and Projects (In-House)

Regional Housing Information & Tracking
<i>Creation and maintenance of a housing centered Regional Dashboard to assist municipalities with monitoring existing affordable units as they approach their compliance period.</i>

Natural Resource & Open Space Mapping
<i>Promote regular updates to the regional open spaces inventory to include the most recent information on connections, related amenities, and any new acquisitions, and to help identify potential areas for conservation.</i>

Historic Resources Inventory
<i>Build expertise and gather data to integrate historic preservation into the next regional POCD, with a goal of publishing an interactive regional historical resources inventory & developing technical assistance resources.</i>

AARP Livable Communities Plan(s)
<i>Assist interested municipalities with enrolling in the AARP network, conducting a community needs assessment, and developing an action plan for the Age-Friendly Program.</i>

Statement of Work and Grant Award Budget

PART I

NAME OF GRANTEE: South Central Regional Council of Governments (SCRCOG)

GRANT PROGRAM NAME: Regional Services Grant (RSG)

CONCISE GRANT PROGRAM SUMMARY (PROGRAM PURPOSE/INTENT/MISSION):

The RSG Program provides annual grant-in-aid to regional councils of governments (COGs).

OPM GRANT NUMBER:

GRANT AWARD AMOUNT : (SCRCOG): Grant Amount: \$948,501.80

INTRODUCTION:

This Statement of Work and Grant Award Budget relates to the requirements of Connecticut General Statutes (CGS) Sections 4-66k and 4-66r and Section 8-31b. The Office of Policy and Management (OPM) is responsible for administering funds deposited to the Regional Planning Incentive Account, which is the source of RSG grant awards, and individual grant award amounts are determined through OPM's application of the statutory formula. Funds shall be used for planning purposes and to achieve efficiencies in the delivery of municipal services, without diminishing the quality of such services.

Each COG shall complete its Statement of Work and Grant Award Budget following the format prescribed in Part II below. Drop-down boxes are provided to reflect allowable budget category options. The total dollar amount for each budget category shall be provided to the right of the drop-down box.

Each budget category shall be followed by a listing of typical activities expected to be performed by COG staff and/or contractors, including administrative activities.

PART II - FY 26 RSG BUDGET CATEGORIES

(Note: The sum of **Budget Amounts** listed below must add up to the total **Grant Award Amount** shown in Part I)

1. Comprehensive Planning

Budget Amount: \$ 291,342.48

Expected Work Activities (There must be at least one activity listed per budget category. If more than one activity is listed, the last activity shall be preceded by “or”. Please expand the numbering beyond “5”, as necessary to reflect all expected work activities.)

1. Provide comprehensive support to the region’s municipalities in the areas of land use, transportation, economic development, environment, historic preservation, and housing planning;
2. Collaborate with other CT Councils of Governments (COGs) and participate in CTCOG meetings;
3. Review land use referrals and provide support to the South Central Regional Planning Commission (RPC);
4. Continue to track and disseminate legislation that promotes SCRCOG’s Legislative Agenda as it pertains to comprehensive planning programs and services in our region;
5. Create a series of workshops and trainings dedicated to tools and techniques for furthering the development of housing throughout the region, engage the region’s community members in discussions and educational forums. FY26’s programing will be designed to offer regional and local support to member municipalities based on the regional strategies that were developed in SCRCOG’s Regional Housing Strategy, 2024;
6. Attend local and regional stakeholder meetings to foster collaboration and build relationships to better support municipalities;
7. Study the feasibility of expanding hard infrastructure to support additional housing development;
8. Provide GIS mapping support to the region’s municipalities;
9. Maintain Regional Recreational Trails Mapping Program;
10. Attend local, regional, and/or federal conferences, workshops, and/or trainings for continued learning and professional development, including but not limited to the National Planning Conference and the Southern New England American Planning Association Conference;
11. Host and facilitate bi-annual Regional Hazard Mitigation Advisory Committee Meetings;
12. Continue the update of the SCRCOG 2018 Tree Canopy Study;
13. Compile Certified Asset Management Assessor (CAMA) data and submit to OPM;
14. Participate in UConn MPP Intern Program;
15. Collaborate and support the initiatives of Sustainable CT;
16. Provide support and/or serve as the lead agency for state and federal grants;
17. SCRCOG staff time to implement, support, and/or manage the above tasks;
18. Purchase furniture and/or equipment to support the above tasks; or

2. Regional Services

Budget Amount: \$ 657,159.32

Expected Work Activities (There must be at least one activity listed per budget category. If more than one activity is listed, the last activity shall be preceded by “or”. Please expand the numbering beyond “5”, as necessary to reflect all expected work activities.)

1. Provide comprehensive support to the region’s municipalities in the areas of grant writing/administration, information technology/cybersecurity, economic development; solid waste and recycling, and energy;
2. Provide grant writing/administration resources, including trainings and workshops, maintain an updated list of relevant municipal grant opportunities, and offer individualized grant writing and application review support to member municipalities;
3. Participate in the Capitol Region Purchasing Council (CRPC) and through SCRCOG Regional Purchasing Consortium, seek out new opportunities for regional collaboration through responding to the identified needs of the region’s municipalities;
4. Continue to track and disseminate legislation that promotes SCRCOG’s Legislative Agenda as it pertains to municipal programs and services in our region.
5. Attend local and regional stakeholder meetings to foster collaboration and build relationships to better support municipalities;
6. Support economic development by offering peer-to-peer coaching or direct services to municipalities based on the market and organizational needs of the community, etc.;
7. Provide support to the region’s municipalities that were recipients of the CT DEEP Sustainable Materials Management (SMM) Round 2;
8. Continue site assessments of municipal transfer stations;
9. Conduct a municipal shared services study;
10. Participate in UConn MPP Intern Program;
11. SCRCOG staff time to implement, support, and/or manage the above tasks;
12. Purchase furniture and/or equipment to support the above tasks

MEMORANDUM

FROM: Executive Director Laura Francis and Finance Director Christopher Rappa

TO: SCRCOG Board Members

RE: Highlights of the Proposed FY 2025-26 SCRCOG Budget

DATE: May 21, 2025

Below are highlights of the Proposed FY 2025-26 SCRCOG Budget.

- **Total Budget Decreases by about \$1,850,000**

The proposed FY 2024-25 budget totals \$7,186,373 as compared to a FY 2024-25 budget of \$9,026,709. The decrease was anticipated as it is a result of the lifecycle of the Unified Planning Work Program (UPWP) and other grants. Additionally, the CT DECD (EDA) – CARES ACT Grant was completed and fully expended.

- **Municipal Dues**

The proposed budget includes a one cent dues increase. This increase will allow SCRCOG to provide match for and utilize federal transportation funding without creating unsustainably large carryovers of unused funds.

- **Office of Policy and Management - Regional Services Grant (RSG)**

It is expected that RSG funding will remain stable at \$948,502. RSG funds, municipal dues, and competitively awarded grants received by SCRCOG, account for all non-federal revenue to SCRCOG. RSG funds are used for non-transportation regional planning, municipal shared services, and special projects.

- **Transportation Planning – Federal Funds and State Match**

FY 2025-2026 is the first year of the two-year Unified Planning Work Program (UPWP). CTDOT has informed SCRCOG that it will not be providing its 10% match for any carryover funds. Municipal dues are not enough to cover the increased match, so the budget proposes using the Committed Fund Balance to make up the difference.

- **Operating Expenses Increasing by about \$115,000**

Total operating expenses¹ are increasing from \$1,805,163 this year to a proposed \$1,920,612 in FY 2025-2026. This proposal includes a 2.5% general wage increase for all existing positions. The remaining increases are largely due to health insurance costs², software subscription costs³ and legal fees⁴. The proposed budget projects an overhead rate of 1.3083, which is below the maximum of 1.5000 set by CTDOT.

¹ Includes Salaries, Benefits, Travel, Computer Supplies & Software, Rent and General Office Expenses

² Includes an approximately 9% increase and the costs associated with the potential new positions

³ Includes Microsoft, Adobe, and Deltek Software

⁴ Includes general counsel and review of retirement plan as well as anticipated legal costs associated with the Regional Waste Authority (RWA) Grant

- **Funding for New Positions in Governor's Budget Proposal**

The Governor's Budget Proposal includes \$250,000 in Regional Planning Incentive Account (RPIA) funding for each COG for two new positions – one related to Stormwater Management/Flood Mitigation and one related to Solid Waste/Recycling. The proposed budget includes both positions. If this provision in the Governor's budget is not passed, the positions will be removed, and all payroll related line items will be adjusted accordingly.

- **Other Considerations Affecting Proposed Budget**

- An RSG Funding Extension request (\$14,000) was submitted to OPM to complete the Transfer Stations Site Assessments.
- There are several bills proposed that could possibly impact COGs by adding a position (Housing Specialist) or other functions that could affect the budget.

Resolution

South Central Regional Council of Governments Budget Fiscal Year 2026 (July 1, 2025 – June 30, 2026)

Whereas: The South Central Regional Council of Governments (SCRCOG) By-Laws prescribe that the Council shall review and approve SCRCOG budgets, and

Whereas: SCRCOG's Executive Committee has reviewed and recommends acceptance of the proposed Fiscal Year 2026 budget totaling \$7,186,373.

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

That a Fiscal Year 2026 Budget is adopted (copy attached), and

That Fiscal Year 2026 SCRCOG municipal dues are established at 44 cents per capita, per the Connecticut Department of Public Health's July 2023 population estimates.

Certificate:

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on May 28, 2025.

Date: May 28, 2025

By: _____

Mayor Dorinda Borer, Secretary
South Central Regional Council of Governments

Fiscal Year 2025-26 Budget Summary

<i>Revenue</i>	<i>FY 25 Budget</i>	<i>FY 26 Budget</i>
Municipal Contribution		
Municipal Contribution - Dues	245,300	249,800
Municipal Contribution - RPIP Match	636,188	375,000
Fund Balance	52,657	0
Committed Fund Balance	69,519	144,070
Transportation Planning		
U.S. DOT	1,714,416	1,350,692
U.S. DOT - Carryover	683,790	781,396
U.S. DOT - Highway Safety	239,472	169,718
CTDOT	214,302	168,837
CTDOT - Carryover	85,474	0
CTDOT - Active Transportation Microgrants Program	68,842	0
CTDOT - LOTCIP	110,291	250,000
Regional Planning		
CT OPM - Regional Services Grant (RSG)	948,502	948,502
CT OPM - RSG - Previous Fiscal Year	17,653	14,000
CT OPM - RPIP (Cybersecurity)	2,205,066	1,805,066
CT OPM - Parcel and CAMA Data Grant	181,500	181,500
CT Secretary of the State - Regional Election Monitor	3,691	3,691
CT OPM - RPIA Additional Positions	0	250,000
CT DEEP - SMM Grant	63,406	20,706
CT DEEP - RWA Grant	353,000	112,500
CT DECD (EDA Grant) - CARES Act Funds	104,890	0
CT DECD (EDA Grant) - 4CT Funds	79	0
US EPA - Climate Pollution Reduction Grant	749,672	320,895
Other		
Investment Income	20,000	20,000
Retiree Health Insurance	9,000	20,000
TOTAL	9,026,709	7,186,373

<i>Expenses</i>	<i>FY 25 Budget</i>	<i>FY 26 Budget</i>
Salaries	988,736	1,017,524
Benefits	438,470	475,791
Travel	14,700	17,100
Computer Supplies & Software	38,100	44,100
Rent	182,700	188,100
General Office Expenses	142,458	177,998
Transportation Consultants	1,993,378	1,807,539
Other Consultants	2,396,197	1,576,700
Passthrough Grants	336,947	70,000
Capital	46,000	0
Contingency	0	0
Transportation - Reserved	90,912	69,745
LOTCHIP - Reserved	250,000	164,125
Highway Safety - Reserved	91,409	17,240
SMM Grant - Reserved	673	8,175
RWA Grant - Reserved	50,000	6,008
CPRG - Reserved	245,650	116,164
RPIP (Cybersecurity) - Reserved	1,568,879	1,430,066
Parcel and CAMA Data Grant - Reserved	151,500	0
Total	9,026,709	7,186,373

Fiscal Year 2025-26 Budget Municipal Dues

<i>Municipality</i>	<i>FY2025-26 Dues</i>		
	<i>Per Capita (rounded to \$100)</i>		
	<i>CT DPH Population ⁽¹⁾</i>	<i>\$</i>	<i>0.44</i>
<i>Bethany</i>	5,271	\$	2,300
<i>Branford</i>	28,031		12,300
<i>East Haven</i>	27,533		12,100
<i>Guilford</i>	22,020		9,700
<i>Hamden</i>	60,014		26,400
<i>Madison</i>	17,498		7,700
<i>Meriden</i>	60,111		26,400
<i>Milford</i>	52,793		23,200
<i>New Haven</i>	135,319		59,500
<i>North Branford</i>	13,415		5,900
<i>North Haven</i>	24,295		10,700
<i>Orange</i>	14,322		6,300
<i>Wallingford</i>	43,725		19,200
<i>West Haven</i>	54,790		24,100
<i>Woodbridge</i>	9,021		4,000
<i>Total</i>	568,158	\$	249,800

(1) State of Connecticut, Department of Public Health, Estimated Population in Connecticut Towns As of July 1, 2023.

Resolution

Amending the potential uses of the Committed Fund Balance to include the match for the FY 2026 and FY 2027 Unified Planning Work Program

- Whereas: On January 26, 2022, the SCRCOG Board committed \$300,000 of the Unassigned Fund Balance for matching the federal Transportation Planning Funds in the FY 2024 and FY 2025 Unified Planning Work Program (UPWP) and/or the possible match required for the five-year update of the Regional Hazard Mitigation Plan;
- Whereas: As of June 30, 2024, the balance in the Committed Fund Balance account is \$270,406.00 and it is expected that a portion of this balance will be utilized during FY 2025;
- Whereas: The total federal “carry-over” funds in the FY 2026 and FY 2027 Unified Planning Work Program (UPWP) is expected to be \$781,936; and
- Whereas: The Connecticut Department of Transportation has indicated that it will not be providing 10% of the required 20% match for the “carry-over” funds, therefore a match of up to \$195,349 may be required in order for these federal Transportation Planning funds to be utilized;
- Whereas: SCRCOG generally leverages municipal contributions (“dues”) to match the federal Transportation Planning funds; and
- Whereas: The current dues structure will not provide enough match to fully utilize the federal Transportation Planning funds that will be made available in the FY 2026 and FY 2027 UPWP.

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

In order to maximize programming over the next two fiscal years, SCRCOG amends the potential uses of the Committed Fund Balance to include the match for the FY 2026 and FY 2027 UPWP.

Certificate:

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on March 26, 2025.

Date: May 28, 2025

By: _____
Mayor Dorinda Borer, Secretary
South Central Regional Council of Governments

Executive Director Goals

South Central Regional Council of Governments (SCRCOG)

Executive Director Goals FY 2025–2026

The following goals reflect the strategic priorities and operational expectations of the Executive Director of the South Central Regional Council of Governments (SCRCOG), which also serves as the region's Metropolitan Planning Organization (MPO). These goals do not include the expected satisfactory completion of duties and responsibilities as outlined in the Executive Director job description. The following SMART goals (Specific, Measurable, Achievable, Relevant, and Time-bound) are designed to guide performance, accountability, and progress for FY 2025–2026. The Executive Director and Executive Committee will meet twice a year to review progress.

Organizational Leadership and Management

- By April 30, 2026, implement a formal performance review system and professional development plan for 100% of staff, including at least one documented upward mobility strategy for entry-level employees and a hybrid COLA/merit based salary adjustment plan for all employees.
- Conduct a consultant assisted Strategic Planning Process. Complete the SCRCOG 2026–2031 Strategic Plan by April 2026, with Board approval and stakeholder input from at least 10 municipalities.
- By December 31, 2025, along with the Bylaws Revision committee, complete a full review and update of SCRCOG Bylaws with board approval.
- By December 31, 2025, along with the Personnel and Administrative Committee, complete a full review and update of the Personnel Policy Manual.
- Change administration company for the agency provided retirement plan to be more efficient and engaged with the Board of Directors (Fiduciary) and employees. Create a pension committee function within the board of directors or a subset of the board of directors.
- By the end of FY 2025–2026, affirm 100% compliance with applicable federal and state mandates through updated documentation, process reviews, and audits.
- Support Administrative and Finance Staff with the completion of individual goals as developed with the Executive Director
- By November of 2025, create a new CEO orientation packet. Meet individually with each new CEO and/or host a new CEO luncheon.

Transportation Planning and MPO Responsibilities

- Support Transportation Staff with the completion of individual goals as developed with the Executive Director
- Submit timely and compliant updates for the FY 2026 Unified Planning Work Program (UPWP), TIP amendments, and Long-Range Metropolitan Transportation Plan (MTP) by their respective federal deadlines.
- By June 2026, lead or complete three regional transportation planning initiatives focused on multimodal access, safety, and corridor efficiency, each with documented public engagement outcomes.
- Fully program annual allocation of LOTCIP funding and begin programming of reserves.

Regional Coordination and Member Services

- Support Regional Planning and Regional Services Staff with the completion of individual goals as developed with the Executive Director
- Provide technical assistance or shared services support to at least 12 of 15 member municipalities by June 30, 2026, with documented outcomes or implementation support.
- Organize 1-3 regional forums by June 2026 addressing issues of regional importance, with participation from at least 6-10 municipalities per event.
- By June 2026, launch one new digital tool or service (e.g., dashboard, online grant portal, interactive planning map) that enhances access to regional data or planning resources for member municipalities.

Funding and Partnerships

- By June 30, 2026, submit or collaborate on 1-3 competitive grant applications aligned with regional priorities.
- Create and maintain a list of SCRCOG existing strategic partnerships. Develop a communication plan designed to deepen strategic partnerships. Develop at least two new strategic partnerships.
- Establish a new cross-COG or interagency partnership project by March 2026, documented through a memorandum of understanding (MOU) or joint planning effort.
- Spring/Summer of 2025, develop a Coastal Resilience Fellowship program at SCRCOG with Southern Connecticut State University graduate students.

Outreach and Communication

- Publish a SCRCOG Annual Report by November 2025 summarizing SCRCOG accomplishments, metrics, and municipal benefits for FY 24/25.
- Issue an RFP for an update for the SCRCOG website. Manage a consultant assisted re-design of the website to increase transparency and interaction with the SCRCOG operations and resources.
- Actively participate in the Connecticut legislative session by tracking relevant bills, submitting testimony or position statements on at least three pieces of legislation aligned with SCRCOG priorities (e.g., regional cooperation, transportation funding, housing), and providing regular legislative updates to the Board. Host at legislative breakfast for the region's legislators, municipal CEOs and SCRCOG staff.
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Miscellaneous (unanticipated opportunities and threats)

- To be added as needed.

Approved by the SCRCOG Board of Directors on: _____