



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

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

Carl J. Amento, Executive Director

**SCRCOG MEETING NOTICE & AGENDA**

**January 27, 2016 – 10:00 A.M.**

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

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

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| 1. Call to Order and Introductions – <i>First Selectman Michael Freda, Chairman</i>  |                           |
| 2. Adoption of 11/18/15 SCRCOG Minutes – <i>Mayor Benjamin Blake, Secretary</i>  | Pages 3-6                 |
| 3. Treasurer's Report for month ending 12/31/15 – <i>Mayor Toni Harp, Treasurer</i>  | Pages 7, 8                |
| 4. Transportation Committee Report – <i>Mayor William Dickinson, Chairman</i><br>Adopt a Resolution to approve 2015-2018 TIP Amendment Twelve  | Pages 9-13<br>Pages 14,15 |
| 5. Nominating Committee Report for Calendar Year 2016 Officers and Committees – <i>First Selectman Michael Freda, Chairman</i>   | Page 14                   |
| 6. Election of Officers and Appointment of Committees  |                           |
| 7. Acceptance of Gavel by New Chairman   |                           |
| 8. Adopt Resolution to appoint SCRCOG Bank Signatories   | Page 15                   |
| 9. Adopt Resolution authorizing the Executive Director to sign agreements with CTDOT   | Page 16                   |
| 10. Adopt Resolution in Support of Branford's Application to the TOD Grant Program   | Page 17                   |
| 11. Adopt Resolution in Support of Madison's Application to the TOD Grant Program  | Page 18                   |
| 12. Adopt Resolution in Support of Meriden's Application to the TOD Grant Program  | Page 19                   |
| 13. Adopt Resolution in Support of Milford's Application to the TOD Grant Program  | Page 20                   |
| 14. Adopt Resolution in Support of New Haven's Application to the TOD Grant Program  | Page 21                   |
| 15. Adopt Resolution in Support of Wallingford's Application to the TOD Grant Program  | Page 22                   |
| 16. Budget Revision #2 (FY 2014-2015 SGIA Carryover)   | Pages 23-25               |
| 17. Adopt Resolution Authorizing Executive Director to Execute Agreement<br>with Deltek, Inc. to upgrade SCRCOG's Accounting/Project Management Software<br><i>Carl Amento, Executive Director and Albert Ruggiero, Business Manager</i> | Page 26                   |
| 18. Small Business Assistance Proposal - Carl Amento, <i>Executive Director</i>  | Pages 27-37               |
| Budget Revision #3 (FY 2015-2016 SGIA Allocation)  | Pages 38,39               |
| 19. Congressional Report – Louis Mangini, <i>Aide to Congresswoman Rosa DeLauro</i> ;<br>Evan Johnson, <i>Aide to Senator Christopher Murphy</i> , Ellen Graham, <i>Aide to Senator Blumenthal</i>                                       |                           |

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

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

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|--|-------------|
| 20. State Legislative Report- Michael Muszynski, <i>CT Conference of Municipalities</i>  |             |
| 21. SCRCOG Executive Director's Report – <i>Carl Amento, Executive Director</i>          |             |
| 22. Grant Opportunities – <i>Carl Amento, Executive Director</i>                         | Pages 40-43 |
| 23. REX Development Report – <i>Ginny Kozlowski, Executive Director, REX Development</i> |             |
| 24. DESPP/ DEMHS Report – <i>John B. Field, Jr., Region 2 Coordinator</i>                |             |
| 25. CTRides Quarterly Report- <i>Joanne Cavadini, Outreach Coordinator</i>               | Attached    |
| 26. RPC Action Table for December and January  | Pages 44,45 |
| 27. Adjournment  |             |

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**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

*Planning for Our Region's Future*

Bethany Branford East Haven Guilford Hamden Madison Meriden Milford  
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Carl J. Amento, Executive Director

TO: **SCRCOG Board**  
FROM: **Mayor Benjamin Blake, Secretary**  
DATE: **January 20, 2016**  
SUBJECT: **SCRCOG Minutes of November 18, 2015**

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**Present:**

Bethany	Clark Hurlburt, <i>proxy for First Selectwoman Derrylyn Gorski</i>
Branford	First Selectman James Cosgrove
East Haven	Mayor Joseph Maturo
Guilford	James Portley, <i>proxy for First Selectman Joseph Mazza</i>
Hamden	Julie Smith, <i>proxy for Mayor Curt Balzano Leng</i>
Madison	First Selectman Thomas Banisch
Meriden	Larry Kendzior, <i>proxy for Mayor Manuel Santos</i>
Milford	Mayor Benjamin Blake – <i>Secretary</i>
New Haven	Serena Sanjuro, <i>proxy for Mayor Toni Harp</i>
North Branford	Michael Paulhus, <i>proxy for Mayor Anthony Candelora</i>
North Haven	First Selectman Michael Freda – <i>Chairman</i>
Wallingford	Mayor William Dickinson
West Haven	Mayor Edward O'Brien
Woodbridge	Betsy Yagla, <i>proxy for First Selectwoman Ellen Scalettar</i>

SCRCOG Staff Carl Amento – *Executive Director*, Albert Ruggiero, Stephen Dudley, Christopher Rappa

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**Guests:** Jennifer McGrady Heath, *United Way of Greater New Haven*; Miriam Brody, *Hamden-North Haven League of Women Voters*; Mary Bigelow, *Greater New Haven Transit District*; Lori Vitagliano, *Regional Water Authority*; Anthony Bialecki, *United Illuminating Co.*; Ginny Kozlowski and Barbara Malmberg, *REX Development*; Susan Daskow, *Johnson Controls*; Daniel Macri, *Yale Environmental Performance Index Institute*; Emily Bascom and Isabelle Hazlewood, *CT Green Bank (Sunshot)*; Joanne Cavadini, *CTRIDes*; Nan Birdwhistell, *Murtha Cullina*; Christine Maguire, *Kennedy Center*; Louis Mangini, *Office of U.S. Representative Rosa DeLauro*; Evan Johnson, *Office of U.S. Senator Christopher Murphy*

1. **Call to order and Introductions -**  
Chairman Michael Freda called the meeting to order at 10:15 a.m. All present introduced themselves.
2. **Presentation: ALICE (Assets Limited, Income Constrained, Employed) Report -**  
Jennifer McGrady Heath, *Executive Vice President of the United Way of Greater New Haven*, presented on the ALICE Report.
3. **Adoption of October 28, 2015 SCRCOG meeting minutes -**  
Mayor Blake presented the Minutes of the SCRCOG meeting of October 28, 2015, which were included in the agenda packet at pages 3-5. He moved for their approval. Mayor Maturo seconded the Motion, which was approved with one abstention, First Selectman Banisch.

4. **Treasurer's Report for month ending October 31, 2015 -**  
Chairman Freda presented the Treasurer's Report for the month ending October 31, 2015, which was included in the agenda packet at pages 6 and 7. Cash and Investments totaled \$1,054,455, with \$141,903 due from CTDOT. Expenses were in order for the month. Mayor Maturo moved for acceptance of the Treasurer's Report. Mr. Portley seconded the motion, which passed unanimously.
5. **Transportation Committee Report –**  
Mayor Dickinson presented the Transportation Committee report, which was included in the agenda packet at pages 8-15. Mayor Dickinson moved for approval of 2015-2018 TIP Amendment Eleven which is found on pages 14 and 15 of the agenda packet. Mayor Maturo seconded the motion, which was approved unanimously.
6. **Adopt Preliminary Dues for FY 2016-2017 -**  
Mayor Maturo moved to adopt the Preliminary Dues for FY 2016-2017 detailed on page 16 of the agenda packet. Mr. Portley seconded the motion, and it passed unanimously.
7. **Appoint Nominating Committee for 2016 -**  
The new Nominating Committee for 2016 as appointed by Chairman Freda was: First Selectman Freda, First Selectman Cosgrove and First Selectman Banisch, Mayor Maturo moved to confirm the appointments, Mayor O'Brien seconded the motion, and all were in favor.
8. **Adopt January 2016 to January 2017 SCRCOG Calendar for Monthly Meetings -**  
Mayor Maturo moved to adopt the January 2016 to January 2017 SCRCOG Calendar for Monthly Meetings found in the agenda packet as Page 17. Ms. Sanjuro seconded. The motion passed unanimously.
9. **Resolution Authorizing Executive Director to Execute Renewal of Lease with Candid Group, LLC -**  
Executive Director Amento reviewed the additional concessions that he had negotiated with the landlord and distributed a report on available lease terms in the region prepared by Commercial Realtor Kristin Geenty. The newly-negotiated terms were reflected in the Fourth Addendum to Lease at pages 19-20 of the agenda packet. Mayor Maturo moved the approval of the Resolution on page 18 of the agenda packet. Mr. Portley seconded the motion, which passed unanimously.
10. **Approve Regional Legislative Agenda -**  
The Regional Legislative Agenda found on pages 21-22 was reviewed by Executive Director Amento. It was being proposed for approval by seven regional organizations. Concerns were expressed in discussion, and Mayor Maturo moved that the agenda be taken up again at a later time. Mr. Portley seconded the motion, which passed unanimously.
11. **Budget Revision #1 (FY 2014-2015 SGIA Carryover) -**  
Budget Revision #1 found on pages 23-40 of the agenda packet, was reviewed by Business Manager Albert Ruggiero. After it was noted that Budget Revision #1 was recommended for approval by the Executive Committee, all except for the item relating to Deltek, Mr. Portley moved that all items in Budget Revision #1 be approved except for Deltek. Mayor Blake seconded that motion, and it was approved unanimously.
12. **Review of Resolution Authorizing Executive Director to Negotiate and Execute Agreement with Deltek, Inc. to upgrade SCRCOG's Accounting/Project Management Software -**  
Noting that this item had been tabled in Executive Committee, Mayor Maturo moved to table the Resolution found on page 41 relating to Deltek, Mayor O'Brien seconded the motion, and all were in favor.

13. **Budget Revision #2 (FY 2015-2016 SGIA Allocation) -**  
Noting that Budget Revision #2 had been tabled in the Executive Committee, Mayor Maturo moved that Budget Revision #2 found on pages 42-47 of the agenda packet be tabled. Mayor O'Brien seconded. All voted in favor.
14. **Resolution Authorizing Application for Regional Performance Incentive Program Grant (Regional Open Space Inventory) -**  
Chairman Freda asked that Agenda Items 14, 15 and 16 be considered together. The three Resolutions are found on pages 48, 49 and 50 of the agenda packet. Mayor Maturo moved for approval of the three resolutions. Ms. Sanjuro seconded the motion. All were in favor.
15. **Resolution Authorizing Application for Regional Performance Incentive Program Grant Development of Regional GIS Planimetric Data)**  
Chairman Freda asked that Agenda Items 14, 15 and 16 be considered together. The three Resolutions are found on pages 48, 49 and 50 of the agenda packet. Mayor Maturo moved for approval of the three resolutions. Ms. Sanjuro seconded the motion. All were in favor.
16. **Resolution Authorizing Application for Regional Performance Incentive Program Grant (That May be Submitted by Member Municipalities) -**  
Chairman Freda asked that Agenda Items 14, 15 and 16 be considered together. The three Resolutions are found on pages 48, 49 and 50 of the agenda packet. Mayor Maturo moved for approval of the three resolutions. Ms. Sanjuro seconded the motion. All were in favor.
17. **Presentation: Solar Energy Programs -**  
Emily Bascom and Isabelle Hazlewood of the CT Green Bank presented on the Sunshot Solar Energy Program.
18. **Congressional Report -**  
Evan Johnson from Senator Murphy's Office reported on the Paris terror attack and the Syrian refugee crisis.
19. **SCRCOG Executive Director's Report -**  
Executive Director Amento reported on the CDBG-DR grant and the initiation of a Regional Human Services Coordinating Council.
20. **Grant Opportunities and Upcoming Events -**  
Executive Director Amento reviewed the Grant Opportunities and Upcoming Events contained in Attachments A and B of the agenda packet.
21. **REX Development Report -**  
Ginny Kozlowski, Executive Director of REX Development reviewed her report found at pages 51-59 of the agenda packet.
22. **DESPP/ DEMHS Report -**  
John Field was not present to present a report.
23. **CTRides Quarterly Report -**  
Joanne Cavadini of CTRides reviewed the CTRides Quarterly Report contained in Attachment c to the agenda packet.
24. **RPC Action Table for November -**  
The RPC Action Table for November was reviewed.

25. **Regional Cooperation/ Other Business -**

None.

26. **Adjournment -**

Mayor Maturo moved to adjourn, Mr. Portley seconded. Chairman Freda adjourned the meeting at 11:35 am.

Respectfully submitted,

Mayor Benjamin Blake, Secretary

**BALANCE SHEET - December, 2015**

<b>ASSETS</b>	
<b>Cash and Investments</b>	
First Niagara Bank	898,481
Connecticut Short-Term Investment Fund - SCRCOG	155,871
Start Bank	101,224
<b>Total Cash and Investments</b>	<b>1,155,577</b>
<b>Accounts Receivable</b>	
Connecticut Department of Transportation	537,095
CTDOT - New Freedoms	39,221
Connecticut Office of Policy & Management	205,000
National Fish & Wildlife	56,467
Amount for Accrued Leave	10,579
Pre-Paid Expense & Other Receivables	29,119
<b>Total Accounts Receivable</b>	<b>877,211</b>
<b>Property and Equipment</b>	
COG Equipment	39,880
<b>Total Property &amp; Equipment</b>	<b>39,880</b>
<b>TOTAL ASSETS</b>	<b>2,072,668</b>

<b>LIABILITIES AND FUND BALANCE</b>	
<b>Liabilities</b>	
Accounts Payable	8,250
Deferred Revenue - Municipal	77,100
Deferred Revenue - GIA	531,798
LOTICIP - Administrative Funds	225,230
RPI Grant - GIS Project	31,818
<b>Total Current Liabilities</b>	<b>874,196</b>
<b>Fund Balance</b>	
Fund Balance - July 1, 2015	766,651
Amount for Accrued Leave	10,579
Investment in Equipment	39,880
Change in Fund Balance	381,362
<b>Fund Balance - December, 2015</b>	<b>1,198,473</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>2,072,668</b>

*Statement of Resources and Expenditures - December, 2015*

<b>Resources</b>	<b>FY 16 Budget</b>	<b>Month of Dec, 2015</b>	<b>To Date</b>
<b>Municipal Contribution</b>	<b>154,200</b>	<b>12,850</b>	<b>64,250</b>
<b>ConnDOT - Transportation Planning</b>			
U.S. Dept of Transportation - FY15/16	935,538	35,948	496,158
U.S. Dept of Transportation - Mobility Manager	87,006	5,152	31,286
Connecticut Dept of Transportation - FY15/16	116,943	4,494	62,020
Connecticut Dept of Transp - Mobility Manager	21,751	1,288	7,821
Connecticut Dept of Transp - LOTCIP	232,320	26	1,102
<b>Connecticut Office of Policy &amp; Management</b>			
Regional Planning	564,547	0	102,500
RPI Grant - GIS Project	62,000	1,968	45,766
<b>Coastal Resilience Planning Grant</b>			
NFWF - Coastal Resilience Planning Grant	608,447	19,339	106,199
<b>Interest</b>	<b>1,000</b>	<b>37</b>	<b>160</b>
<b>TOTAL</b>	<b>2,783,752</b>	<b>81,102</b>	<b>917,263</b>

<b>Expenses</b>	<b>FY 16 Budget</b>	<b>Month of Dec, 2015</b>	<b>To Date</b>
<b>Total Labor - Salaries &amp; Benefits</b>	<b>728,091</b>		<b>335,651</b>
Salaries		45,923	238,725
Fringe Benefits		24,013	96,926
<b>Travel</b>	<b>14,600</b>	<b>129</b>	<b>1,279</b>
<b>Data Process</b>	<b>29,750</b>	<b>253</b>	<b>7,236</b>
<b>General Operations</b>	<b>184,950</b>		<b>72,566</b>
Rent		17,342	52,294
Postage & Telephone		0	1,319
Office Supplies		0	373
Equipment Maintenance		0	3,760
Publications		0	1,349
Insurance & Professional Services		1,536	9,528
Meeting Expenses & Advertising		649	3,094
Miscellaneous & Equipment Use		0	850
<b>Transportation Consultants</b>	<b>525,000</b>	<b>0</b>	<b>0</b>
<b>Mobility Management - Kennedy Center</b>	<b>89,422</b>	<b>0</b>	<b>25,616</b>
<b>Other Consultants</b>	<b>526,092</b>	<b>14,087</b>	<b>101,215</b>
<b>Capital</b>	<b>35,000</b>	<b>0</b>	<b>0</b>
<b>Contingencies</b>	<b>439,367</b>	<b>0</b>	<b>0</b>
<b>Reserve for Future Operations</b>	<b>3,500</b>	<b>0</b>	<b>0</b>
<b>Reserve for Coastal Resilience Planning Grant - FY 17</b>	<b>207,980</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>2,783,752</b>	<b>103,932</b>	<b>532,415</b>



**South Central Regional Council of Governments**  
**2015-2018 TRANSPORTATION IMPROVEMENT PROGRAM**  
Amendment Number 12

<b>Project</b>	<b>0059-0161 2012-A27-1 Long Hill Rd Reconstruction</b>
<b>Changes</b>	Amendment 12 increases funding amount for Construction phase
<b>Reason</b>	This action is necessary as the cost of construction is updated based on final design. Project is scheduled to be advertised March 9 <sup>th</sup> .
<b>Project</b>	<b>0156-0178 2014-A1-1 Sidewalk and Bike Path Streetscape</b>
<b>Changes</b>	Amendment 12 moves project schedule out 1 year. Construction phase is in FYI
<b>Reason</b>	This action is necessary based on the most recently project schedule
<b>Project</b>	<b>0173-0472 2016-A12-1 Sign updates on Route 15, Exits27-53</b>
<b>Changes</b>	Amendment 12 adds a new Project
<b>Reason</b>	<p>Highway Resigning from the New York / Connecticut State Line to the Stratford / Milford Town Line on the Merritt Parkway. Includes Exits 27 - 53, a distance of approximately 37.7 miles.</p> <p>Recent structural failures of the large state furnished sheet aluminum highway signs on the Merritt Parkway has resulted in a need for corrective action. The project will replace all of the failing large signs sheeting and replace the regulatory signs, warning signs, guide signs, and delineators along Route 15, on/off ramps and at ramp termini as necessary.</p>

South Central Regional Council of Governments  
FFY2015-FFY2018 Transportation Improvement Program  
Amendment 12

**State Project** 0059-0161

**SCRCOG #** 2012-A27-1

**Municipality** Guilford

Proposed

**Project Name** Long Hill Rd Reconstruction

**Description** 3600' of Long Hill Rd will be widened to 30', a new culvert installed @ Spinning Mill Brook and Right turn radius at Route 1 will be improved.

**Current TIP Funding (In Thousands)**

<b>Funding</b>	<b>Phase</b>		<b>Prior</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>FYI</b>
STPNH	FD	Federal		362				
		Local		45				
		State		45				
	ROW	Federal	118					
		Local	15					
		State	15					
	CON	Federal			2,480			
		Local			310			
		State			310			
<b>Total Cost</b>	<b>\$3,700</b>		148	452	3,100	0	0	0

**Proposed TIP Funding (In Thousands)**

<b>Funding</b>	<b>Phase</b>		<b>Prior</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>FYI</b>
STPNH	FD	Federal		362				
		Local		45				
		State		45				
	ROW	Federal	118					
		Local	15					
		State	15					
	CON	Federal			3,142			
		Local			393			
		State			393			
<b>TIP Funds</b>	<b>\$4,528</b>		148	452	3,928	0	0	0

**Amendment Notes**

Fy 10 TIP Amend 27 introduces new project. FY12 TIP Amend 23 adds FD and ROW phases FY12 TIP Amend 25 increases ROW. FY15 TIP Amend 1 moves FD to FY15. FY15 TIP Amend 12 increases funding for CON phase

South Central Regional Council of Governments  
FFY2015-FFY2018 Transportation Improvement Program  
Amendment 12

**State Project** 0156-0178

**SCRCOG #** 2014-A1-1

**Municipality** West Haven

Proposed

**Project Name** Sidewalk and Bike Path Streetscape

**Description** Project will provide sidewalks and bike path along one side of the road from the railroad station to the Yale campus on Morgan Lane. Road to be milled and paved. Funding is HPPS Earmark

**Current TIP Funding (In Thousands)**

<i><b>Funding</b></i>	<i><b>Phase</b></i>	<i><b>Prior</b></i>	<i><b>2015</b></i>	<i><b>2016</b></i>	<i><b>2017</b></i>	<i><b>2018</b></i>	<i><b>FYI</b></i>
HPP	PD	Federal	100				
	FD	Federal		150			
	CON	Federal			724		
<b>Total Cost</b>	<b>\$974</b>	0	100	150	724	0	0

**Proposed TIP Funding (In Thousands)**

<i><b>Funding</b></i>	<i><b>Phase</b></i>	<i><b>Prior</b></i>	<i><b>2015</b></i>	<i><b>2016</b></i>	<i><b>2017</b></i>	<i><b>2018</b></i>	<i><b>FYI</b></i>
HPP	PD	Federal		125			
	FD	Federal			125		
	CON	Federal					724
<b>TIP Funds</b>	<b>\$974</b>	0	0	125	125	0	724

**Amendment Notes**

FY15 TIP Amend 1 introduces new project FY15 TIP Amend 12 moves schedule out 1 year CON phase moved to FYI

**State Project** 0173-0472

**SCRCOG #** 2016-A12-1

**Municipality** District 3

Proposed

**Project Name** Sign updates on Route 15, Exits27-53

**Description** Highway Resigning from the New York / Connecticut State Line to the Stratford / Milford Town Line on the Merritt Parkway. Includes Exits 27 - 53, a distance of approximately 37.7 miles.

**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>2015</b></i>	<i><b>2016</b></i>	<i><b>2017</b></i>	<i><b>2018</b></i>	<i><b>FYI</b></i>
NHPP	ALL	Federal			3,500		
<b>TIP Funds</b>	<b>\$3,500</b>	0	0	0	3,500	0	0

**Amendment Notes**

FY15 TIP Amendment 12 adds a new Project



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Carl J. Amento, Executive Director

***Resolution***

***Fiscal Year 2015-Fiscal Year 2018 Transportation Improvement Program Amendment Twelve***

***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 2015-Fiscal Year 2018 Transportation Improvement Program* on October 22, 2014, 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 2015-2018 Transportation Improvement Program* and the Region’s *Long-Range Transportation Plans—2015 to 2040*, (April, 2015); and

***Whereas:*** The Council, on *October 22, 2014*, indicated that periodic *Program* adjustment or amendment was possible; and

***Whereas:*** Projects referenced in the *Program* amendment (below) are consistent with the region’s long-range transportation plan (*South Central Regional Long Range Transportation Plan—2015 to 2040*, (April, 2015)); 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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New Haven North Branford North Haven Orange Wallingford West Haven Woodbridge

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Carl J. Amento, Executive Director

***Resolution***

***Fiscal Year 2015-Fiscal Year 2018 Transportation Improvement Program Amendment Twelve  
(continued)***

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

The Program *Amendment Twelve* 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 **January 27, 2016**

Date: **January 27, 2016**

By: \_\_\_\_\_  
*Secretary*  
South Central Regional Council of Governments



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

*Planning for Our Region's Future*

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

Carl J. Amento, Executive Director

January 27 2016

To: South Central Regional Council of Governments Members

From: Nominating Committee:  
First Selectman Michael Freda, First Selectman James Cosgrove and First Selectman  
Tom Banisch

Subject: Nominating Committee Report for Calendar Year 2016 Officers and Committees

**SCRCOG Officers (4)**

<b><i>Chairman</i></b>	Mayor Benjamin Blake
<b><i>Vice Chair</i></b>	Mayor Toni Harp
<b><i>Secretary</i></b>	FS Joseph Mazza
<b><i>Treasurer</i></b>	FS James Cosgrove

**Emergency Management/Hazard Mitigation (4)**

FS Derrylyn Gorski  
Mayor Joseph Maturo  
Mayor Edward O'Brien  
Town Manager Michael Paulhus

**SCRCOG Executive Committee (8)\***

1. <b><i>Chairman</i></b>	Mayor Benjamin Blake
2. <b><i>Vice Chair</i></b>	Mayor Toni Harp
3. <b><i>Secretary</i></b>	FS Joseph Mazza
4. <b><i>Treasurer</i></b>	FS James Cosgrove
5. <b><i>Immediate Past Chair</i></b>	FS Michael Freda
6. <b><i>Member at Large</i></b>	Mayor William Dickinson
7. <b><i>Member at Large</i></b>	Mayor Joseph Maturo
8. <b><i>Member at Large</i></b>	FS Ellen Scalettar

**Land Use and Environment (4)**

FS James Cosgrove  
FS Ellen Scalettar  
FS James Zeoli  
Town Manager Michael Paulhus

**Municipal Services (4)**

Mayor Toni Harp  
FS Derrylyn Gorski  
FS Michael Freda  
City Manager Lawrence Kendzior

**Transportation Committee (7)**

Mayor William Dickinson ***Chairman***  
FS Tom Banisch  
FS Joseph Mazza  
Mayor Benjamin Blake  
Mayor Toni Harp  
Mayor Edward O'Brien  
FS James Cosgrove

**Administrative and Personnel Subcommittee (4)**

FS Ellen Scalettar  
FS Michael Freda  
FS Joseph Mazza  
Mayor William Dickinson



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

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Carl J. Amento, Executive Director

***Resolution***

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

**Whereas:** On January 27, 2016 the South Central Regional Council of Governments elected new officers for calendar year 2016, and

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

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

Appoints, Benjamin Blake, Toni Harp, Joseph Mazza, James Cosgrove, and Carl J. Amento as signatories on all SCRCOG bank accounts.

**Certificate:**

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on January 27, 2016.

Date: January 27, 2016

By: \_\_\_\_\_  
Secretary  
South Central Regional Council of Governments



SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS

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Carl J. Amento, Executive Director

## ***Resolution***

### ***South Central Regional Council of Governments***

### ***Authorizing Execution of Agreements with the Connecticut Department of Transportation***

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

Such contracts are for the purpose of obtaining financial assistance to carry on a mutually agreed upon program of transportation planning in the South Central Connecticut Region in cooperation with the Connecticut Department of Transportation for the period of July 1, 2016 through June 30, 2017.

## **Certificate:**

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on: January 27, 2016

Date: January 27, 2016

By:

\_\_\_\_\_  
Secretary

South Central Regional Council of Governments





SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS  
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Carl J. Amento, Executive Director

**Resolution in Support of the Town of Branford's Application to the Responsible Growth and Transit-Oriented Development (TOD) Grant Program**

**Whereas:** The Connecticut Office of Policy and Management (OPM) has issued a Request for Applications (RFA) for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program;

**Whereas:** The Town of Branford intends to submit an application in response to the RFA issued by OPM for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program for the development of a TOD Master Plan for the area approximately ¼ mile from the Branford Train Station consistent with TOD as defined in Section 13b-79o of the Connecticut General Statutes;

**Whereas:** The application from the Town of Branford is consistent with the policies in both the State and Regional Plan of Conservation and Development of revitalizing existing centers, expanding housing opportunities, and increasing the sustainability of the transit system;

**Whereas:** The application from the Town of Branford seeks to increase transit ridership, economic and housing opportunities, coastal resilience, infrastructure improvements and connectivity around its train station through the development of the TOD Master Plan; and

**Whereas:** The application from the Town of Branford will leverage the SCRCOG Regional TOD Feasibility Study and municipal studies previously completed.

**Now, Therefore, Be It Resolved By the South Central Regional Council of Governments (SCRCOG) that:**

SCRCOG supports the Town of Branford's application to apply for funding under the Responsible Growth and Transit-Oriented Development (TOD) Grant Program as it meets the region's goals of increasing transit ridership, increasing economic and housing opportunities and improving connectivity and access around transit.

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 **January 27, 2016**.

Date: **January 27, 2016**

By:

\_\_\_\_\_  
Joseph Mazza, Secretary  
South Central Regional Council of Governments



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

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Carl J. Amento, Executive Director

**Resolution in Support of the Town of Madison's Application to the Responsible Growth and Transit-Oriented Development (TOD) Grant Program**

**Whereas:** The Connecticut Office of Policy and Management (OPM) has issued a Request for Applications (RFA) for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program;

**Whereas:** The Town of Madison intends to submit an application in response to the RFA issued by OPM for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program for streetscape improvements to Boston Post Road, infrastructure improvements to Tuxis Walkway and Bradley Road and a Wastewater Feasibility Study consistent with TOD as defined in Section 13b-79o of the Connecticut General Statutes;

**Whereas:** The application from the Town of Madison is consistent with the policies in both the State and Regional Plan of Conservation and Development of revitalizing existing centers, improving pedestrian accessibility and connectivity to transit, expanding housing opportunities and increasing the sustainability of the transit system;

**Whereas:** The application from the Town of Madison seeks to increase transit ridership, infrastructure improvements, enhance the pedestrian environment and connectivity around its train station through the Boston Post Road Streetscape improvement, Improvement of Tuxis Walkway and Bradley road and a Wastewater Feasibility Study; and

**Whereas:** The application from the Town of Madison will leverage the SCRCOG Regional TOD Feasibility Study and municipal studies previously completed. The streetscape and infrastructure improvements proposed are "shovel ready" and will be completed within months of the Grant Award.

**Now, Therefore, Be It Resolved By the South Central Regional Council of Governments (SCRCOG) that:**

SCRCOG supports the Town of Madison's application to apply for funding under the Responsible Growth and Transit-Oriented Development (TOD) Grant Program as it meets the region's goals of increasing transit ridership, promoting diverse mixed use developments, enhancing the pedestrian environment and improving access and connectivity around transit.

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 **January 27, 2016**.

Date: **January 27, 2016**

By:

\_\_\_\_\_  
Joseph Mazza, Secretary  
South Central Regional Council of Governments



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Carl J. Amento, Executive Director

**Resolution in Support of the City of Meriden's Application to the Responsible Growth and Transit-Oriented Development (TOD) Grant Program**

**Whereas:** The Connecticut Office of Policy and Management (OPM) has issued a Request for Applications (RFA) for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program;

**Whereas:** The City of Meriden intends to submit an application in response to the RFA issued by OPM for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program for the implementation of its Multi-Modal Roadway Improvement consistent with TOD as defined in Section 13b-79o of the Connecticut General Statutes;

**Whereas:** The application from the City of Meriden is consistent with the policies in both the State and Regional Plan of Conservation and Development of revitalizing existing centers, improving access and connectivity, and increasing the sustainability of the transit system;

**Whereas:** The application from the City of Meriden seeks to increase transit ridership, economic and housing opportunities, infrastructure improvements and connectivity in downtown Meriden through the implementation of its Multi-Modal Roadway Improvement including the construction of surface transportation infrastructure in downtown Meriden; and

**Whereas:** The application from the City of Meriden will leverage the SCRCOG Regional TOD Feasibility Study and municipal studies previously completed and \$100 million in private investment in mixed use development in the City of Meriden TOD District.

**Now, Therefore, Be It Resolved By the South Central Regional Council of Governments (SCRCOG) that:**

SCRCOG supports the City of Meriden's application to apply for funding under the Responsible Growth and Transit-Oriented Development (TOD) Grant Program as it meets the region's goals of increasing transit ridership, increasing economic and housing opportunities and improving connectivity and access around transit.

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 **January 27, 2016**.

Date: **January 27, 2016**

By:

\_\_\_\_\_  
Joseph Mazza, Secretary  
South Central Regional Council of Governments



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Carl J. Amento, Executive Director

**Resolution in Support of the City of Milford's Application to the Responsible Growth and Transit-Oriented Development (TOD) Grant Program**

**Whereas:** The Connecticut Office of Policy and Management (OPM) has issued a Request for Applications (RFA) for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program;

**Whereas:** The City of Milford intends to submit an application in response to the RFA issued by OPM for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program for the development of final design plans for a property in downtown Milford in close proximity to the Milford Train Station consistent with TOD as defined in Section 13b-79o of the Connecticut General Statutes;

**Whereas:** The application from the City of Milford is consistent with the policies in both the State and Regional Plan of Conservation and Development of revitalizing existing centers and increasing the sustainability of the transit system;

**Whereas:** The application from the City of Milford seeks to increase transit ridership, infrastructure improvements and connectivity around its train station through the development of final designs for the 2-acre property, which runs parallel to the Milford Train Station; and

**Whereas:** The application from the City of Milford will leverage the SCRCOG Regional TOD Feasibility Study and municipal studies previously completed.

**Now, Therefore, Be It Resolved By the South Central Regional Council of Governments (SCRCOG) that:**

SCRCOG supports the City of Milford's application to apply for funding under the Responsible Growth and Transit-Oriented Development (TOD) Grant Program as it meets the region's goals of increasing transit ridership and improving connectivity and access around transit.

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 **January 27, 2016**.

Date: **January 27, 2016**

By: \_\_\_\_\_

Joseph Mazza, Secretary  
South Central Regional Council of Governments



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Carl J. Amento, Executive Director

**Resolution in Support of the City of New Haven's Application to the Responsible Growth and Transit-Oriented Development (TOD) Grant Program**

**Whereas:** The Connecticut Office of Policy and Management (OPM) has issued a Request for Applications (RFA) for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program;

**Whereas:** The City of New Haven intends to submit an application in response to the RFA issued by OPM for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program for support of the Long Wharf District Growth Strategy, including a strategic economic plan for infill and redevelopment, landscape design, traffic planning, aesthetic improvements and urban park planning consistent with TOD as defined in Section 13b-79o of the Connecticut General Statutes;

**Whereas:** The application from the City of New Haven is consistent with the policies in both the State and Regional Plan of Conservation and Development of revitalizing existing centers, increasing economic opportunities and increasing the sustainability of the transit system;

**Whereas:** The application from the City of New Haven seeks to increase transit ridership, economic opportunities, and infrastructure improvements through the Long Wharf District Growth Strategy; and

**Whereas:** The application from the City of New Haven will leverage the SCRCOG Regional TOD Feasibility Study and municipal studies previously completed.

**Now, Therefore, Be It Resolved By the South Central Regional Council of Governments (SCRCOG) that:**

SCRCOG supports the City of New Haven's application to apply for funding under the Responsible Growth and Transit-Oriented Development (TOD) Grant Program as it meets the region's goals of increasing transit ridership.

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 **January 27, 2016**.

Date: **January 27, 2016**

By: \_\_\_\_\_

Joseph Mazza, Secretary  
South Central Regional Council of Governments



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Carl J. Amento, Executive Director

**Resolution in Support of the Town of Wallingford's Application to the Responsible Growth and Transit-Oriented Development (TOD) Grant Program**

**Whereas:** The Connecticut Office of Policy and Management (OPM) has issued a Request for Applications (RFA) for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program;

**Whereas:** The Town of Wallingford intends to submit an application in response to the RFA issued by OPM for the Responsible Growth and Transit-Oriented Development (TOD) Grant Program for the improvement of pedestrian linkages consistent with TOD as defined in Section 13b-79o of the Connecticut General Statutes;

**Whereas:** The application from the Town of Wallingford is consistent with the policies in both the State and Regional Plan of Conservation and Development of improving pedestrian accessibility to transit, and increasing the sustainability of the transit system;

**Whereas:** The application from the Town of Wallingford seeks to increase transit ridership, infrastructure improvements and access around its train station through the improvement of pedestrian linkages to and from the Wallingford Train Station platforms; and

**Whereas:** The application from the Town of Wallingford will leverage the SCRCOG Regional TOD Feasibility Study and municipal studies previously completed.

**Now, Therefore, Be It Resolved By the South Central Regional Council of Governments (SCRCOG) that:**

SCRCOG supports the Town of Wallingford's application to apply for funding under the Responsible Growth and Transit-Oriented Development (TOD) Grant Program as it meets the region's goals of increasing transit ridership and improving access around transit.

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 **January 27, 2016**.

Date: **January 27, 2016**

By:

\_\_\_\_\_  
Joseph Mazza, Secretary  
South Central Regional Council of Governments

## ***FY 2015-16 Budget Revision # 2***

Budget Revision # 2 increases SCRCOG's approved FY 2015-16 budget by \$57,000 to \$2,840,752 to incorporate carryover FY 2014-15 State Grant-in-Aid. The carryover FY 2014-15 State Grant-in-Aid will expire on March 31, 2016.

This budget revision will allocate \$30,000 for upgrading SCRCOG's accounting/project management software from Deltek Advantage to Deltek Vision. This cost covers the migration of SCRCOG's data to the updated software and the training of SCRCOG staff, as well as the first year's maintenance fee. This expenditure was discussed during the Executive Committee Meetings in October 2015 and November 2015.

Upgrading SCRCOG's accounting/project management software is necessary to ensure compatibility with current and future computer operating systems. This will allow SCRCOG to continue to maintain financial records in an integrated accounting/project management system and develop reports in compliance with U.S. DOT and CT DOT regulations and guidance. SCRCOG staff recommends upgrading to the web-based version of Deltek Vision. The web-based version enables the software to be accessed on any device that has a web browser, with each user having unique personal security credentials. The software would be hosted on the secure Amazon Cloud, rather than on SCRCOG's server or computers and, therefore, is not affected by operating system updates. This solution ensures the software's compatibility with SCRCOG's computers going forward. Software updates are included as part of the yearly maintenance fee.

The remaining \$27,000 of FY 2015-16 State Grant-in-Aid will be allocated for the acquisition of regional housing data and to increase municipal staff access to housing-related datasets.

Actual line item revisions are below, followed by a resolution authorizing Budget Revision #2.

<i>Revenue</i>	<i>Current Budget</i>	<i>Proposed Change</i>	<i>Revised Budget</i>
<b>Municipal Contribution</b>			
Municipal Contribution	154,200		154,200
<b>Transportation Planning</b>			
U.S. DOT - FY 2015-2016	935,538		935,538
U.S. DOT - Mobility Management	87,006		87,006
CDOT - FY 2015-2016	116,943		116,943
CDOT - Mobility Management	21,751		21,751
CDOT - LOTCIP	232,320		232,320
<b>Regional Planning</b>			
CT OPM - State Grant-in-Aid (SGIA) - FY16	410,000		410,000
CT OPM - State Grant-in-Aid (SGIA) - FY15 (carryover)	154,547	57,000	211,547
Regional GIS Program	62,000		62,000
<b>Coastal Resilience Planning Grant</b>			
NFWF - Coastal Resilience Planning Grant	608,447		608,447
<b>Investment Income</b>	1,000		1,000
<b>TOTAL</b>	<b>2,783,752</b>	<b>57,000</b>	<b>2,840,752</b>

<i>Expenses</i>	<i>Current Budget</i>	<i>Proposed Change</i>	<i>Revised Budget</i>
<b>Salaries</b>	497,325		497,325
<b>Benefits</b>	209,378		209,378
<b>Travel</b>	14,600		14,600
<b>Computer Supplies &amp; Software</b>	29,750	30,000	59,750
<b>Rent</b>	107,700		107,700
<b>General Office Expenses</b>	77,250		77,250
<b>Transportation Consultants</b>	525,000		525,000
<b>Other Consultants</b>			
GIS Consultant	15,000		15,000
Shared Services Study Implementation	15,000		15,000
Capitol Region Purchasing Council	7,500		7,500
Coastal Resilience - Nature Conservancy	179,045		179,045
Coastal Resilience - GBRC	58,923		58,923
Coastal Resilience - Environmental Eng. Firm	131,077		131,077
Mobility Management	89,422		89,422
Recreational Trails Mapping Consultant	103,000		103,000
Regional Human Services Coordination	9,500		9,500
Regional Housing Data Analysis	7,047	27,000	34,047
<b>Capital</b>	35,000		35,000
<b>Contingency</b>	460,755		460,755
<b>Reserved for Future Operations</b>	3,500		3,500
<b>Reserved for Coastal Resilience Planning Grant (future FYs)</b>	207,981		207,981
<b>Total</b>	<b>2,783,752</b>	<b>57,000</b>	<b>2,840,752</b>





**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

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Carl J. Amento, Executive Director

***Resolution***

**South Central Regional Council of Governments  
Fiscal Year 2015-2016 - Budget Revision # 2**

Whereas: South Central Regional Council of Governments on May 27, 2015 adopted an operating budget for Fiscal Year 2015-2016;

Whereas: SCRCOG approved Budget Revision #1 on November 18, 2015; and

Whereas: As of the end of FY 2014-15, \$57,000 of State Grant-in-Aid remained unallocated and is eligible to be expended through March 31, 2016.

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

That Fiscal Year 2015-2016 Budget Revision # 2 increases SCRCOG's operating budget by \$57,000 of which \$30,000 is set aside for the upgrade of SCRCOG's accounting/project management software and \$27,000 is for the acquisition of regional housing data, is adopted.

**Certificate:**

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the South Central Regional Council of Governments on January 27, 2016.

Date: January 27, 2016

By:

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*Secretary*

South Central Regional Council of Governments



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Carl J. Amento, Executive Director

***Resolution Authorizing Executive Director to Negotiate and Execute Agreement with Deltek, Inc. to upgrade SCRCOG's Accounting/Project Management Software***

Whereas: SCRCOG has utilized the Deltek Advantage accounting/project management software since the late 1990s;

Whereas: Deltek Advantage is at its end-of-life/end-of-support and is not compatible with current computer operating systems and an upgrade is necessary to ensure compatibility with current and future computer operating systems;

Whereas: Deltek Vision is the next generation upgrade of the Deltek Advantage software; and

Whereas: Upgrading to the Deltek Vision software will allow SCRCOG to continue to maintain financial records in an integrated accounting/project management system and develop reports in compliance with U.S. DOT and CT DOT regulations and guidance.

**Therefore, be it Resolved:**

That the Executive Director, Carl J. Amento, is hereby authorized to act on behalf of the Council to negotiate and execute all appropriate and necessary contractual instruments with Deltek, Inc. to upgrade SCRCOG's accounting/project management software to Deltek Vision.

**Certificate:**

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the SCRCOG on January 27, 2016.

Date: January 27, 2016

By: \_\_\_\_\_

*Secretary*

South Central Regional Council of Governments



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Carl J. Amento, Executive Director

January 22, 2016

### **Proposed Initiative for SCRCOG to provide resources to municipal and regional economic development officials**

#### **Executive Summary**

##### **Purpose**

The Initiative will work with member municipalities, regional partners, such as REX Development, Greater New Haven Chamber of Commerce and local chambers in the region, and other entities in the region to build and strengthen regional businesses, ensuring regional economic strength and growth.

##### **Initiative Components**

Working collaboratively, the Initiative will undertake the following three complementary projects:

1. Economic Gardening/ Business Retention - Economic gardening, an entrepreneurial approach that seeks to grow the local economy from within, along with business retention, are key to economic stability and growth in this region. The Initiative will fund training for local and regional officials and assistance to selected local businesses. The training, and the concurrent preparation of a database of local businesses, as well as assistance to these businesses, will help businesses thrive and grow.
2. Networking and Mentoring- Increased networking and an active mentor program allow the free exchange of ideas and provide business owners with a resource for information. As businesses and networks succeed and grow, the region's economy is enhanced.
3. Entrepreneurs and Startups – Support for this portion of the region's economy is critical for our future. The Initiative will work to provide support and resources to start-up businesses, all with the goal of enhancing the reputation, internally and externally, of the Greater New Haven region as a place for entrepreneurs to succeed and thrive.

##### **Goals and outcomes**

The overarching goal of this Initiative is to strengthen and grow the region's economy while building a cooperative and collaborative relationship among the many important participants and entities that support and drive the economy in the region. Each component is another building block working toward a vibrant and strong economic region into the future.

## **Administration and Funding**

SCRCOG will administer and fund the project using the structure and process successfully utilized in the past. The Initiative will be funded by SCRCOG for a minimum of three years utilizing State Grant in Aid (SGIA funding) as currently programmed to be available at approximately \$200,000 to \$225,000 per year.

## **Budget**

For February 1, 2016 to September 30, 2016

Task 1	Total	\$152,500
Lowe Economic Gardening Training and Implementation		\$ 57,500
Pilot project of 5 carefully-selected early Stage 2 businesses in the region that are poised for growth at \$4,300 per business or \$21,500 total. A second round of 10 companies to be enrolled in Fiscal Year 2016-2017 (Not in this budget). Training at the Lowe Foundation in Michigan for 12 individuals from SCRCOG, REX, the Chamber and municipal economic development officials at approximately \$3,000 each (\$2,000-2,500 Lowe fee plus airfare) the total cost would be \$36,000.		
REX Contract to Oversee Economic Gardening Program-		\$ 10,000
REX Contract to Develop and Implement a Regional Business Retention and Expansion Program-		\$ 30,000
SCRCOG Creation and Maintenance of Searchable Database Inventory of Businesses in the Region with Access Provided to Municipal ED Officials, REX and the Chamber		\$ 20,000
SCRCOG Creation and Maintenance of a Business Intelligence Database for Use in the Assisting of Small Businesses by Municipal ED Officials, REX and the Chamber		\$ 15,000
REX Contract for Creation and Maintenance of Regional Resource/Referral Directory, Website, Calendar, and Social Media-		\$ 20,000
Task 2	Total	\$ 45,000
Chamber Contract for Development and Implementation of Innovative Regional Networking Programs for Small Businesses-		\$ 10,000
Chamber Contract for Recruitment and Training of Proteges, and Development and Implementation of Regional Mentorship Program-		\$ 25,000
REX Contract for Recruitment and Training of Mentors-		\$ 10,000
Task 3	Total	\$ 12,000
REX Contract for Entrepreneurial Assistance -		\$ 12,000

The second and third full years of the project, would cost approximately \$200,00-225,000 each.



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Carl J. Amento, Executive Director

January 22, 2016

### **Proposed Initiative for SCRCOG to provide resources to municipal and regional economic development officials**

#### Overview of the Initiative:

The initiative is a unified focus by SCRCOG, REX and the Greater New Haven Chamber on providing resources directly to local economic development officials to assist existing small businesses to grow and prosper (“business retention and expansion”). In addition, SCRCOG will provide funding for specific programs to assist small businesses in the region, which programs will be developed and implemented by REX and the Chamber as partner-consultants under contracts with SCRCOG. The Initiative will enable public and private sector and local and regional scale organizations to work together to assist small businesses, will build sustainable capacity to maintain effective programming to assist existing small businesses on a long-term basis, and will provide strategic and targeted resources that leverage existing strengths and fill gaps in the regional entrepreneurial ecosystem in order to promote this region.

The Initiative will focus on a wide range of existing small businesses in the region, with small business defined as including startups, self-employed individuals, Stage 1 companies (2 to 9 employees) and Stage 2 companies (10-99 employees). These categories include 88% of business establishments in the SCRCOG region. Utilizing a business inventory database, the municipal officials, REX, and the Chamber can help identify those growth-oriented small businesses in each community who should be targeted for priority attention and assistance.

The Initiative will undertake three complementary projects:

1. Economic Gardening/ Business Retention - Economic gardening, an entrepreneurial approach that seeks to grow the local economy from within, along with business retention, are key to economic stability and growth in this region. The Initiative will fund training for local and regional officials and assistance to selected local businesses. The training, and the concurrent preparation of a database of local businesses, will allow local and regional assistance and contact to help businesses thrive and grow.

2. Networking and Mentoring- Increased networking and an active mentor program allow the free exchange of ideas and provide business owners with a resource for information for business success and growth. As businesses and networks grow, the region’s economy is enhanced.

3. Entrepreneurs and Startups – Support for this portion of the region’s economy is critical for our future. The Initiative will work to provide support, identify and meet gaps in the start-up process and culture, all with the goal of enhancing the reputation, internally and externally, of the Greater New Haven region as a place for entrepreneurs to thrive.

SCRCOG will furnish assistance and resources to municipal economic development paid staff and to volunteer-run municipal economic development commissions and corporations (“municipal development officials”), as well as to SCRCOG’s regional economic development partner, REX Development (“REX”), and to SCRCOG’s private sector partner, the Greater New Haven Chamber of Commerce (“the Chamber”) which will facilitate the involvement of the other local chambers in the region. SCRCOG will engage REX and the Chamber as partner-consultants to also work with local economic development officials and to provide specific contractual services to existing growth-oriented small businesses in the region. Creating this public-private collaboration around economic growth will strengthen the region and build the capacity to take on other related projects on a regional basis.

While this initiative specifically refers to municipal economic development officials, REX, the Chamber, and local chambers as partners and stakeholders, there are many other organizations at the regional level (SCORE, Small Business Development Centers, UI, RWA, etc.), on the state level (CERC, CTNext, CT Innovations, CDA, DECD, etc.) and on the federal level (SBA, EDA, etc.) whose participation and assistance would also be most welcome in this Initiative.

The overarching goals of the Initiative will be to build sustainable capacity among those organizations, public and private, local and regional, providing economic development assistance to existing small businesses in the region, to foster sustainable grand list growth, to enable small businesses to achieve their growth potential, to create new jobs and opportunities for all of the region’s workforce, and to stimulate economic growth and vitality in the region.

The Initiative envisions regular meetings of a Regional Advisory Committee composed of municipal economic development officials, with the participation of representatives of REX, the Chamber and the local chambers. SCRCOG will be the financial fiduciary of the Initiative, and the project manager of the day-to day operations of the Initiative, including supervision of the consulting contracts with REX and the Chamber. SCRCOG does not envision any circumstances in which SCRCOG staff will deal directly with any small businesses.

### Why SCRCOG?

SCRCOG is the entity that should organize and manage this Initiative.

It is composed of the 15 Chief Elected Officials in the region, who best represent the people and businesses in the region, and who have the greatest collective stake in the economic success of the region.

The Initiative will be funded by SCRCOG for a minimum of three years utilizing State Grant in Aid (SGIA) funding of approximately \$200,000 per year. SCRCOG is accountable to the state for the use of these funds. As fiduciary of the grant funds and as an experienced project manager, staff continually work with the SCRCOG municipalities and understand the unique issues confronting municipalities. The structure of the Initiative is the same as utilized by SCRCOG on other projects over many years.

### Why this particular focus on retention of existing small businesses?

SCRCOG staff has considered other projects that would utilize SGIA funds to reduce municipal costs or increase municipal revenues. None of the other projects considered had the potential to impact the finances of our municipal members as much as this Initiative which both saves municipal funds by providing greater resources to municipalities at no cost as well as increasing municipal tax revenues by growing the business community. The economic development function is one of the most under-resourced functions in the region's municipal budgets. We need our local and regional economies to grow, and action is needed now.

CT state statute Section 8-31b provides SGIA funding to COGs and allows the COGs to expend such funds in 25 different subject areas, one of which is economic development. The state has proposed funding for three fiscal years at the following funding levels applicable to SCRCOG: FY 2015-2016- \$410,000, FY 2016-2017- \$370,000, and FY 2017-2018- \$1.2 million. At its November meeting the SCRCOG Executive Committee approved the use of up to \$229,150 of SGIA funding in FY 2015-2016 for an economic development project, to be developed, presented to and approved by the full SCRCOG Board.

SGIA funding is assembled from portions of tax revenue collected within a particular state July 1 to June 30 fiscal year, however, it is not distributed to the COGs until several months after the end of each fiscal year, resulting in an October 1 to September 30 expenditure period. The funding is provided to SCRCOG on a "use it or lose it" basis. SGIA funds not spent in the expenditure year provided must be returned to the state. The FY 2014-2015 SGIA grant expired on September 30, 2015, but the state granted all COGs an additional 6 months to fully expend that fiscal year's SGIA allocations. Whether another extension will be granted beyond this year's deadline of September 30, 2016 for FY 2015-2016 grant funds cannot be predicted. The particular Initiative proposed provides for substantial consultant fees, training and certification expenses associated with the Economic Gardening program and substantial expenditures to acquire, assemble and manage the databases involved, such that the remaining SGIA funds for FY 2015-2016 can be fully expended by September 30, 2016

### **The Initiative**

#### Economic Gardening (EG)/ Business Retention

The Initiative will fund participation in the Edward Lowe Foundation's Economic Gardening Program, which will involve training and certification of local and regional officials, a pilot program involving five (5) Stage 2 growth-oriented businesses selected by the Regional Advisory Committee, REX and the Chamber, which companies will be targeted for immersion in the Lowe EG program. Assuming successful completion of the pilot Lowe EG program, a second group of 10 Stage 2 companies will be selected for training in the Lowe EG program. Simultaneously with the pilot and the second group of companies being trained in the Lowe EG program, local and regional officials will be trained and certified by Lowe so that the region will eventually develop the capacity to carry out the EG program going forward without any assistance or with only minimal assistance from Lowe. Training and certification in the Lowe EG program, and observation of the Lowe EG program in operation in the region by local economic development officials, REX and the Chamber will allow the region's local and regional officials to customize the EG programs for implementation as a business retention and expansion program, both during and after the end of, the Lowe EG involvement in the region.

The locally-developed program would include training and coordination, business visitation, cluster identification, and multiple memberships in organizations such as Business Retention and Expansion International and the International Economic Development Council. REX will serve as a consultant to SCRCOG with a defined scope of work, performance metrics, and payment upon completion of interim tasks, in coordinating the Lowe EG program, and in developing and implementing the local business retention and expansion program. Goal 3, Objective 1 of the South Central CT Comprehensive Economic Development Strategy (CEDS) calls for development and implementation of “an effective regional business assistance and retention strategy by 2014 to help existing businesses grow and remain in the region.”

Economic gardening is an entrepreneurial approach that seeks to grow the local economy from within. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a region in the form of jobs, increased revenues, and a vibrant local business sector. Economic gardening keeps the investment local, making it a long-term solution, rather than a short-term fix. Economic gardening seeks to focus on growing and nurturing existing local businesses rather than hunting for “big game” outside the region. Although business attraction certainly plays an important role in a comprehensive economic development strategy, economic gardening provides a balance by paying equal attention to a community’s existing businesses and their growth potential.

This “grow from within” strategy, targeting existing businesses especially growth companies, can offer them critical strategic information that is customized to their needs. This research, using sophisticated tools and databases that growth companies either are not aware of or cannot afford, can be key to propelling the company to its next phase of growth. The focus of service is in four key areas: strategic market research, geographic information systems, search engine optimization and social media marketing—tools that big companies have.

Specific examples of services include:

- Identifying market research and trends, competitor intelligence, industry trend analysis and discovery of unknown resources;
- Mapping geographic areas for targeted marketing; Raising visibility in search engine results and increasing web traffic;
- Tracking websites, blogs and online communities to better understand competitors and current and potential customers; and
- Making informed data-driven decisions on core strategies and the business model for growth.

Economic gardening originated in Littleton, Colorado in 1987. In the almost 20 years since then, jobs in Littleton grew from 1,000 to 30,000 and sales tax revenue more than tripled from \$6 million to \$21 million without any recruiting, incentives or tax rebates. GrowFL, Florida’s economic gardening program, was launched in late 2009. Between the 2012 and 2013 fiscal years, participating GrowFL companies created an estimated 3,745 net new jobs, according to a University of Central Florida study. Participants also increased state and local revenues by nearly \$20 million and return on investment translated into \$7.58 for every dollar of funding. In Rochester, New York, 20 companies participated in a regional pilot program and created 117 new jobs, which translated into a cost of \$1,700 per job. The National Center for Economic Gardening, hosted by the Michigan-based Edward Lowe Foundation, was established in 1985. Economic gardening programs now exist in at least 30 states.



According to existing research, growth-oriented companies produce the greatest economic impact on a region, because they bring money into the community from outside markets. Many of these are so-called Stage 2 businesses, those that have between 10 and 99 employees and at least \$1 million in revenues, although growth-oriented businesses can be found across the entire universe of companies. Growth companies also tend to be relatively young (less than five years old). They range from companies with a local market that want to expand and reach markets outside the region (often through e-commerce) to companies that have specialized expertise or knowledge that primarily sell to external markets. Between 1995 and 2013, second-stage companies represented only 13% of U.S. establishments, but generated 35% of jobs and 3.4 of sales, according to YourEconomy.org.

Stage 1 companies — those with one to nine employees and less than \$1 million dollars per year in revenue — are by far the largest group of businesses in the United States. They collectively represent 28% of all employment nationally. Most of these firms are start-ups and lifestyle businesses, but some are also growth-oriented companies.

Lifestyle businesses (the so-called “mom ‘n pops”) are the small retail and service businesses in every community. They do not usually “grow” the local economy by bringing in new wealth, but they recirculate the wealth throughout the local economy. They are essential, however, to what makes a local community a vibrant and desirable place to live and work.

The “sweet spot” for a regional economic gardening program is to target entrepreneurs who have started their ventures between one and five years ago and want to grow it, regardless of its size. These ventures aren’t necessarily high-tech, but they have developed some sort of innovation in their product, process, or delivery method. They also have a potential or actual market outside the local economic region and create high-quality, living-wage jobs. These nascent growth-oriented companies can provide significant economic impact to the region when they are targeted for the services of an economic gardening initiative.

Providing economic gardening services to the target businesses in the region requires partnering with providers within and outside the local area. A successful program will provide mentoring by experienced businesses and entrepreneurs, networking, technical assistance, financial resources and market research services.

Initially, the impact of economic gardening is seen at the company level. But over time, it helps establish an entrepreneurial culture within communities that is critical to regional growth. Economic gardening produces more committed corporate citizens who give back to the community through financial donations, in-kind services, and participation on local boards and commissions.

SCRCOG has developed a sophisticated web-based regional Geographic Information System. As part of that system, SCRCOG has obtained a subscription to ESRI’s Business Analyst Online, a tool that combines spatial, demographic, consumer and market data to create reports, charts, graphs, and maps. This tool provides high-quality data and analysis that is valuable for analyzing retail market and consumer behavior, optimal site selection, and it aids in critical decision-making for economic development, urban planning, and commercial real estate. Study areas can be selected by addresses, street intersections, zip codes, and/or latitude and longitude coordinates. Each study area can be based upon up to 60-minute drive times and up to a 250-mile buffer zone.

Custom maps produced from existing data can be created by SCRCOG's GIS staff at any scale for any geographic region within the South Central Region.

The Business Analyst database also has the capacity to assist SCRCOG in the creation of a searchable inventory of businesses in each town and in the region. This should be a starting point for economic development programming in the region. This database can be accessed by municipal ED officials, REX and the Chamber. Columbus, Ohio's Chamber of Commerce maintains several databases from which it has derived a business inventory with extensive information on each business. SCRCOG would emulate Columbus and other organizations nationally who have created business inventories by supplementing the information available in Business Analyst with other databases.

Resources to be provided by the Initiative to municipal economic development officials and to existing small businesses will include:

- a. Creation and maintenance by SCRCOG of a searchable database inventory of all businesses located in the region and in each municipality with access to it provided for municipal ED officials, REX and the Chamber;
- b. Collection and creation by SCRCOG of business intelligence databases and providing access to such databases to municipal ED officials, REX and the Chamber to use in assisting local businesses (there may be a small per data request charge that will need to be borne by the users);
- c. Analysis and mapping of data in business inventory and business intelligence databases by SCRCOG to assist municipal and regional officials in their work with local small businesses;
- d. Participation, training and certification of municipal economic development officials, SCRCOG, REX and Chamber staff members in the Edward Lowe Foundation's Economic Gardening program, and in other business retention and expansion programs;
- e. Organization, training and assistance by the REX Development with assistance by the Chamber and the other chambers of commerce in the region in implementing a regional small business retention and expansion program, including business visitation, industry cluster identification, meetings and events; and
- f. Provision by REX Development, assisted by SCRCOG, of research, data, mapping, a customized regional resource/referral directory, and a regional interactive website as well as blogs, a calendar of events, and social media tools that municipal and regional officials will utilize in the organization and implementation of this Initiative, and as a continuing resource for small businesses in the region.
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The Budget for this task from February 1, 2016 to September 30, 2016 would be \$152,500 detailed as follows:

Lowe Economic Gardening Training and Implementation Costs-	\$57,500
REX Contract to Oversee Economic Gardening Program-	\$10,000
REX Contract to Develop and Implement a Regional Business Retention and Expansion Program-	\$30,000
SCRCOG Creation and Maintenance of Searchable Database Inventory of Businesses in the Region with Access Provided to Municipal ED Officials, REX and the Chamber	\$20,000

SCRCOG Creation and Maintenance of a Business Intelligence Database for Use in the Assisting of Small Businesses by Municipal ED Officials, REX and the Chamber \$15,000

REX Creation and Maintenance of Regional Resource/Referral Directory, Website, Calendar, and Social Media- \$20,000

### Networking and Mentoring

The second project will involve a small business networking and mentorship program to be developed and implemented by the Chamber, with assistance from municipal economic development officials, the local chambers and REX. The Chamber and REX will serve as consultants to SCRCOG, each with a defined scope of work, performance metrics, and payment upon completion of interim tasks. The Chamber and the local chambers have existing networking groups and events targeting different segments of the existing small business community. The Chamber will work with the municipal officials, local chambers and REX to develop new models for connecting small business throughout the SCRCOG region in effective ways that will benefit the growth of participating businesses. The Chamber and the local chambers can utilize the “Propel” model for mentoring used by chambers of commerce nationally. The goal will be to develop and implement a sustainable mentoring program that will help small businesses in the region grow for years to come. Local officials will work with the Chamber to select proteges who would best benefit from a mentoring relationship with an experienced business mentor. The Chamber will develop a program for training the proteges and making them ready for participation in the mentorship program. REX will assist the Chamber in recruiting and training the mentors. Mentoring will help retain small businesses in the region as they grow.

Resources to be provided by the Initiative to municipal economic development officials and to existing small businesses will include:

- a. Creation by SCRCOG, REX and the Chamber of a network of stakeholders, such as colleges and universities, hospitals, major employers and anchor institutions, utilities, workforce agencies, and public and private economic development organizations, to involve actively in the successful implementation of this Initiative;
- b. Organization, training and assistance by the Chamber, with assistance by REX Development, in developing and implementing of regional small business networking and mentoring programs utilizing funding provided by SCRCOG; and
- c. Creation by SCRCOG, REX and the Chamber of resources, programs, collaborations and networking opportunities to facilitate the growth and vitality of women and minority-owned businesses in a way that promotes greater equity of opportunity in the region.

The budget for this task from February 1, 2016 to September 30, 2016 would be \$45,000 detailed as follows:

Chamber Contract for Development and Implementation of Innovative Regional Networking Programs for Small Businesses- \$10,000

Chamber Contract for Recruitment and Training of Proteges, and Development and Implementation of Regional Mentorship Program- \$25,000

REX Contract for Recruitment and Training of Mentors- \$10,000

## Entrepreneurs and Startups

The third project will involve REX, with the assistance of SCRCOG, the member municipalities, and the Chamber, providing strategic assistance to startups, entrepreneurs and co-working spaces in order to enhance the entrepreneurial ecosystem in the region. This will involve regionalizing startup and entrepreneurial assets that currently only exist in the City of New Haven, helping entrepreneurial organizations and co-working spaces forge stronger networks, and helping to “fill gaps” in underdeveloped aspects of the region’s startup, co-working and entrepreneurial ecosystem, all with the goal of enhancing the reputation, internally and externally, of the Greater New Haven region as a place for entrepreneurs to thrive. The startup/co-working portion of the initiative would be driven by concepts developed by the Kauffman Foundation in Kansas City, Missouri. This task would also draw upon the National League of Cities (NLC) program “Big Ideas for Small Business. Co-working spaces, maker spaces, incubators and accelerators are up and running or being planned throughout our region. The recent severe recession and its virtual destruction of large employers, as well as the congruence of lifestyle choices being made by millennials and baby boomers, is shifting the notion of work and promoting the ascendance of entrepreneurs and start-ups. Entrepreneurs need networks that connect them to other entrepreneurs. “Knowledge spillover” occurs when a lot of entrepreneurs bump into each other. There is also a bandwagon effect when entrepreneurs flock to certain areas that support their creative work styles and lifestyles. When a critical mass of entrepreneurs form, they learn from one another’s successes and failures and form supportive, mostly informal networks. The Initiative would provide assistance in organizing existing co-working spaces into a regional network with meetings, events and a website with schedules and information, promotion of additional co-working spaces in the region, by sharing best practices, educating developers and realtors and municipal officials regarding their benefits, and determining where the demand is and where gaps exist in subject area focus or geography for new co-working spaces. The Yale Entrepreneurial Institute (YEI) can play an important role in this project along with similar organizations at Quinnipiac, UNH, Albertus and Gateway and help to form an alliance of co-working spaces in the region, and encourage them to share best practices and coordinate programming;

In addition to assisting the smallest of our region’s existing, homegrown businesses (who are most likely to stay here!) to grow and reinvigorate the regional economy, these initiatives will help raise the profile of Greater New Haven to the outside world as a dynamic economy for entrepreneurs.

Entrepreneurs, startups and early stage businesses should also be paired with “mentors” who are successful entrepreneurs in the region, utilizing businesses known to the Chamber, the local chambers, REX, UI and other sources.

REX will serve as a consultant to SCRCOG with a defined scope of work, performance metrics and payment upon completion of interim tasks, in implementing the regionalization of existing entrepreneurial programs, and in filling gaps in the regional entrepreneurial ecosystem. REX will involve local economic development officials, the Chamber and local chambers in these efforts

Analysis and strategic provision of leveraging and “gap filling” by SCRCOG, REX and the Chamber of key elements of the entrepreneurial and startup ecosystem, such as facilitating the

regionalization of existing resources provided to startups, co-working spaces and entrepreneurs in the City of New Haven, and facilitating the establishment of important attributes of a startup culture now not in existence or under-developed such as a regional website, blog, calendar of events, social media, organization of co-working spaces, networking and programming so that the Greater New Haven area will develop a reputation internally and externally as an attractive locale for startups and entrepreneurial activity

The budget for this task from February 1, 2016 to September 30, 2016 would be \$12,000, and detailed as follows:

Contract with REX for Entrepreneurial Assistance -	\$12,000
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*Other possible activities within the Initiative for future years:*

SCRCOG, REX and the Chamber working on ways to assist and develop capacity in those SCRCOG member municipalities who do not have staff or volunteer manpower specifically dedicated to the economic development function;

SCRCOG, REX and the Chamber working with municipal economic development officials on ways to establish municipal economic development corporations in those municipalities which currently do not have one, but wish to establish one;

SCRCOG, REX and the Chamber working with municipal economic development officials to establish new chambers of commerce or join existing chambers in municipalities which do not have active chambers so that their businesses can have an organized presence and voice in the municipality and the region;

SCRCOG, REX, and the chambers working with local municipal officials to promote business-friendliness such as by streamlining the local application and permitting processes and utilizing best practices with an eye toward regional standardization of processes; and

Private sector organizations such as the chambers, colleges and universities, working to provide technology and management assistance to municipalities in the region to improve their operations and the delivery of services to citizens.

#### Total cost and budget breakdown of the Initiative

FY 2015-2016 funding is proposed at the level of \$139,150 for a five-month program running from February 1, 2016 to June 30, 2016. FY 2016-2017 funding for the three-month period from July 1, 2016 to September 30, 2016 would be reserved at \$80,000. In FY 2016-2017, a second full year of programming would be budgeted for the year from October 1, 2016 to September 30, 2017. A commitment for three years of funding for this project is envisioned. If early successes can be shown, the program should attract corporate commitments and sponsorships and the likelihood of obtaining grant assistance increases. The second and third full years of the project, would cost approximately \$200,00-225,000 each.

The total budget of \$219,500 from February 1 to September 30, 2016 breaks down as follows:

- |   |           |
|---|-----------|
| 1) Economic Gardening/ Business Retention and Expansion--                                     | \$152,500 |
| 2) Regional Networking and Mentoring Programs-  | \$ 45,000 |
| 3) Programs for Entrepreneurs and Startups  | \$ 12,000 |
| 4) Other expenses (memberships, meeting expenses, assistance from outside consultants, etc.)- | \$ 10,000 |

### ***FY 2015-16 Budget Revision # 3***

Budget Revision # 3 re-programs \$219,500 of FY 2015-16 State Grant-in-Aid for the Small Business Assistance Project. It does not increase SCRCOG's approved FY 2015-16 budget.

<i>Revenue</i>	<i>Current Budget</i>	<i>Proposed Change</i>	<i>Revised Budget</i>
<b>Municipal Contribution</b>			
Municipal Contribution	154,200		154,200
<b>Transportation Planning</b>			
U.S. DOT - FY 2015-2016	935,538		935,538
U.S. DOT - Mobility Management	87,006		87,006
CDOT - FY 2015-2016	116,943		116,943
CDOT - Mobility Management	21,751		21,751
CDOT - LOTCIP	232,320		232,320
<b>Regional Planning</b>			
CT OPM - State Grant-in-Aid (SGIA) - FY16	410,000		410,000
CT OPM - State Grant-in-Aid (SGIA) - FY15 (carryover)	211,547		211,547
Regional GIS Program	62,000		62,000
<b>Coastal Resilience Planning Grant</b>			
NFWF - Coastal Resilience Planning Grant	608,447		608,447
<b>Investment Income</b>	1,000		1,000
<b>TOTAL</b>	<b>2,840,752</b>	<b>-</b>	<b>2,840,752</b>

<i>Expenses</i>	<i>Current Budget</i>	<i>Proposed Change</i>	<i>Revised Budget</i>
<b>Salaries</b>	497,325		497,325
<b>Benefits</b>	209,378		209,378
<b>Travel</b>	14,600		14,600
<b>Computer Supplies &amp; Software</b>	59,750		59,750
<b>Rent</b>	107,700		107,700
<b>General Office Expenses</b>	77,250	10,000	87,250
<b>Transportation Consultants</b>	525,000		525,000
<b>Other Consultants</b>			
GIS Consultant	15,000		15,000
Shared Services Study Implementation	15,000		15,000
Capitol Region Purchasing Council	7,500		7,500
Coastal Resilience - Nature Conservancy	179,045		179,045
Coastal Resilience - GBRC	58,923		58,923
Coastal Resilience - Environmental Eng. Firm	131,077		131,077
Mobility Management	89,422		89,422
Recreational Trails Mapping Consultant	103,000		103,000
Regional Human Services Coordination	9,500		9,500
Regional Housing Data Analysis	34,047		34,047
Small Business Assistance Project - Economic Gardening	-	129,000	129,000
Small Business Assistance Project - Mentoring	-	18,000	18,000
Small Business Assistance Project - Entrepreneurs and Startups	-	10,000	10,000
<b>Capital</b>	35,000		35,000
<b>Contingency</b>	460,755	(219,500)	241,255
<b>Reserved for Future Operations</b>	3,500		3,500
<b>Reserved for Coastal Resilience Planning Grant (future FYs)</b>	207,981		207,981
<b>Reserved for Small Business Assistance Project (SBA) (future FYs)</b>	-	52,500	52,500
<b>Total</b>	<b>2,840,752</b>	<b>-</b>	<b>2,840,752</b>



**SOUTH CENTRAL REGIONAL COUNCIL OF GOVERNMENTS**

*Planning for Our Region's Future*

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

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Carl J. Amento, Executive Director

***Resolution***

**South Central Regional Council of Governments  
Fiscal Year 2015-2016 - Budget Revision # 3**

Whereas: South Central Regional Council of Governments on May 27, 2015 adopted an operating budget for Fiscal Year 2015-2016; and

Whereas: At the November 18, 2015 Regular Meeting, the SCRCOG Board discussed utilizing State Grant-in-Aid funds for a regional Economic Development initiative.

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

That Fiscal Year 2015-2016 Budget Revision # 3, re-programming \$219,500 of FY 2015-16 State Grant-in-Aid for the Small Business Assistance Project, is adopted.

**Certificate:**

The undersigned duly qualified and acting Secretary of the South Central Regional Council of Governments certifies that the foregoing is a true and correct copy of a resolution adopted at a legally convened meeting of the South Central Regional Council of Governments on January 27, 2016.

Date: January 27, 2016

By:

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*Secretary*

South Central Regional Council of Governments

## Grant Opportunities



## Sparks! Ignition Grants for Libraries and Museums

**Deadline:** February 1, 2016

### **Background**

Sparks! Ignition Grants for Libraries are a special funding opportunity within the Institute of Museum and Library Sciences (IMLS) National Leadership Grants for Libraries program. These small grants encourage libraries and archives to test and evaluate specific innovations in the ways they operate and the services they provide. Sparks! Ignition Grants support the deployment, testing, and evaluation of promising and groundbreaking new tools, products, services, or organizational practices.

Successful proposals will address problems, challenges, or needs of broad relevance to libraries and/or archives. A proposed project should test a specific, innovative response to the identified problem and present a plan to make the findings widely and openly accessible. To maximize the public benefit from federal investments in these grants, the Sparks! program will fund only projects with the following characteristics:

- **Broad Potential Impact** - Identify a specific problem or need that is relevant to many libraries and/or archives and propose a testable and measurable solution. Proposals must demonstrate a thorough understanding of current issues and practices in the project's focus area and discuss its potential impact within libraries and/or archives. Proposed innovations should be widely adoptable or adaptable.
- **Significant Innovation** - The proposed solution to the identified problem must offer strong potential for non-incremental, significant advancement in the operation of libraries and/or archives. Respondents must explain how the proposed activity differs from current practices or takes advantage of an unexplored opportunity, and the potential benefit to be gained by this innovation.

More information is available at the Institute of Museum and Library Sciences' website:  
<https://www.imls.gov/grants/available/sparks-ignition-grants-libraries>

## CTDOT Community Connectivity Program

**Deadline:** March 1, 2016

### **Background**

The Community Connectivity Program is a new program that is intended to improve conditions for walking and bicycling to and within Connecticut's community centers. Community Centers are defined as places where people from a particular town/city can meet for social, educational, employment or recreational activities. This program is one of the outputs from Governor Malloy's newly authorized Let'sGoCT! transportation program which addresses short-term and long-term transportation needs across the State.

Under Let'sGoCT!, the Community Connectivity Program is intended to improve accommodations for bicyclists and pedestrians (bike/ped) in urban, suburban and rural community centers. The first step in this program will be for Towns and Cities to complete and submit an application for a Road Safety Audit (RSA). An RSA is a process that identifies safety issues and counter-measures to help improve safety and reduce vehicle crashes. An RSA is an innovative tool that documents factors that can help or hinder safe bike/ped travel. Some of these factors include, but are not limited to: shoulder width; sidewalk width/condition; pavement markings; traffic volume; on-road parking locations; presence of bicycle lanes; traffic signalization; topography; drainage; and sightlines.

The RSA will provide consultant assistance to cities and towns to conduct road safety audits for important bike and pedestrian corridors/intersections. RSA's will identify bike/ped needs, and develop recommendations to improve conditions. Typically there are low-cost recommendations that can be implemented in the short term, and higher-cost recommendations that can be done over the longer term.

All state and local roads are eligible for this Program. An RSA performed within a community will take one business day. The RSA consists of three parts:

1. **Pre-Audit Meeting:** The initial part of the day lays the ground work and expectations for the field portion of the audit and should take about an hour. Normally this meeting is held indoors, as close as possible to the area being reviewed. The audit team leader will explain and distribute all relevant information to the participants such as the objectives of the RSA, a location map, crash data, and traffic volumes, along with an overview of the process that will be undertaken in the field, including the methods used to qualitatively evaluate the extent of the safety concerns within the area.
2. **Field Audit:** This is the physical inspection of the area. It is the formal portion of the audit where an experienced team of safety specialists walk the area to conduct an independent safety performance review, with assistance from the local community. The participation of local/public safety professionals is critical to the outcome of the audit. Local officials know their Towns the best and need to be involved in any discussions on how to improve safety in the area. For example, Public Works Directors, Town Engineers, Town Planners, Traffic Engineers, Police Chiefs, Fire Chiefs, School Administrators, and Mail Carriers all have important input to this process. This portion should take about two hours.
3. **Post-Audit Meeting:** This is the last portion of the day where the preliminary results are discussed and documented. Any and all safety improvements would be identified, and would range from short-term low cost measures to some long-range higher-cost projects.

A draft report (at no cost to the Municipality) will be produced within approximately one month and will be provided to the Town or City for their review, before being finalized.

For more information, and to obtain an application form, contact Patrick Zapatka, Program Manager, CTDOT at (860) 594-2047 or [Patrick.Zapatka@ct.gov](mailto:Patrick.Zapatka@ct.gov).

## Laura Bush 21st Century Librarian Program

**Deadline:** June 1, 2016

### **Background**

The Laura Bush 21st Century Librarian Program (LB21) supports professional development, graduate education and continuing education to help libraries and archives develop the human capital capacity they need to meet the changing learning and information needs of the American public.

More information is available at the Institute of Museum and Library Sciences' website:

<https://www.ims.gov/grants/available/laura-bush-21st-century-librarian-program>.

## FY 2016-FY 2019 EDA Planning Program and Local Technical Assistance Program

**Deadline:** Rolling

### **Background**

Under the Planning Program, the U.S. Economic Development Administration (EDA) assists eligible recipients in creating regional economic development plans designed to build capacity and guide the economic prosperity and resiliency of an area or region. As part of this program, EDA supports Partnership Planning investments to facilitate the development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDS), which articulate and prioritize the strategic economic goals of recipients' respective regions. In general, EDA provides Partnership Planning grants to the designated planning organization (e.g., District Organization) serving EDA designated Economic Development Districts to enable these organizations to develop and implement relevant CEDS. The Planning program also helps support organizations, including District Organizations, Indian Tribes, and other eligible recipients, with Short Term and State Planning investments designed to guide the eventual creation and retention of high-quality jobs, particularly for the unemployed and underemployed in the Nation's most economically distressed regions.

The Local Technical Assistance program strengthens the capacity of local or State organizations, institutions of higher education, and other eligible recipients to undertake and promote effective economic development programs through projects such as feasibility analyses and impact studies.

More information is available at the Grants.gov website:

<http://www.grants.gov/web/grants/view-opportunity.html?oppId=280447>.

SOUTH CENTRAL CONNECTICUT  
Regional Planning Commission

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**December 2015 Action Table**

<b>Ref. #</b>	<b>Received</b>	<b>Description</b>	<b>Adjacent RPC Towns</b>	<b>Abridged RPC Action</b>
<b>2.1</b>	11/12/15	<i>City of New Haven: Proposed Zoning Regulation Amendments pertaining to Article V Section 42.0 (Use Table) concerning uses in the IL District and certain other Business and Industrial Districts</i>	East Haven, Hamden, North Haven, Orange, West Haven, Woodbridge	By resolution, the RPC has determined that the proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
<b>2.2</b>	11/18/15	<i>City of Milford: Proposed Zoning Regulation Amendment pertaining to Structures or Accessory Buildings in Residential Districts</i>	Orange, West Haven	By resolution, the RPC has determined that the proposed Zoning Regulation Amendment does not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
<b>2.3</b>	11/30/15	<i>Town of Prospect: Proposed Zoning Regulation Amendment pertaining to Section 3.1, Uses by District</i>	Bethany, Hamden	By resolution, the RPC has determined that the proposed Zoning Regulation Amendment does not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
<b>2.4</b>	12/8/15	<i>Town of North Branford: Proposed Zoning Regulation Amendments pertaining to Sections 54.4.1 and 42.5.16</i>	Branford, East Haven, Guilford, North Haven, Wallingford	By resolution, the RPC has determined that the proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.

SOUTH CENTRAL CONNECTICUT  
Regional Planning Commission

**January 2016 Action Table**

Ref. #	Received	Description	Adjacent RPC Towns	Abridged RPC Action
2.1	12/11/15	<i>Town of Orange: Proposed Zoning Regulation Amendments pertaining to Article XVIII, Off-Street Parking and Loading</i>	Milford, New Haven, West Haven, Woodbridge	By resolution, the RPC has determined that the proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
2.2	12/21/15	<i>Town of Wallingford: Proposed Zoning Regulation Amendments pertaining to Farm Winery</i>	Hamden, Meriden, North Branford. North Haven	By resolution, the RPC has determined that the proposed Zoning Regulation Amendments do not appear to cause any negative inter-municipal impacts to the towns in the South Central Region nor do there appear to be any impacts to the habitat or ecosystem of the Long Island Sound.
2.3	1/9/16	<i>Town of Branford: Open Space Grant Application by the Branford Land Trust for the Acquisition of the Warner- Hull Property</i>	East Haven, Guilford, North Branford	By resolution, the RPC has determined that the Branford Land Trust's acquisition of the 29-acre Warner/Hull property is consistent with the Regional Plan of Conservation and Development (POCD). The proposed application is consistent with the important goals identified in the Regional POCD of protecting environmentally sensitive land and passive open space recreation areas and maintaining comprehensive sustainable local habitats and ecosystems.
3.1		<i>2016 Officers and Executive Committee Members</i>		<p>Chairman: James Giuliatti, North Haven  Vice Chair: David White, Meriden  Secretary: Michael Calhoun, Bethany</p> <p>Executive Committee:</p> <p>James Giuliatti, North Haven  David White, Meriden  Michael Calhoun, Bethany  Fran Lescovich, North Branford  Charles Andres, Branford  Christopher Traugh, Madison  Kevin DiAdamo, New Haven</p>





**CTrides.com**

**1-877- CTrides (287-4337)**

**[info@CTrides.com](mailto:info@CTrides.com)**

A Service of the Connecticut Department of Transportation



## CTrides: Quarter 4 Activity Summary

Oct—Dec 2015

### Overview of Winter Promotions

- CTrides College Week (Oct)
- 'Pop-up' Telework workstation at Chamber Expos (Nov)
- Partner Business Forums (Nov)



### CTrides Promotional Planning

#### College Week

CTrides College Week was held October 5-9, 2015. The purpose of the event was to engage college students throughout Connecticut to try an alternate commute in lieu of driving to school alone.

The timing for this campaign was strategically targeted for early fall, when students have had a chance to settle into their new class schedules. These students are typically on break from school in May when the annual CTrides Week is held, so this was a chance for them to engage with the program during the school session.

There were 15 on-site events at schools across the state with over 260 students pledging green rides at events or online at the CTrides website.

Schools were recognized for participation and achievement in a number of different categories such as highest number of pledges and most school spirit. Schools receiving trophies were: Goodwin College, Eastern CT State University, Western CT State University, Naugatuck Valley Community College, University of Bridgeport and Norwalk Community College.





## CTrides Business Forums

This November, CTrides hosted a series of Business Forums to reach out and connect with partners, stakeholders and prospective partners. Similar to events held January 2015, this series of meetings, regionally located through the state, offered an opportunity for partners to network and share TDM information with a diverse group of businesses and organizations.

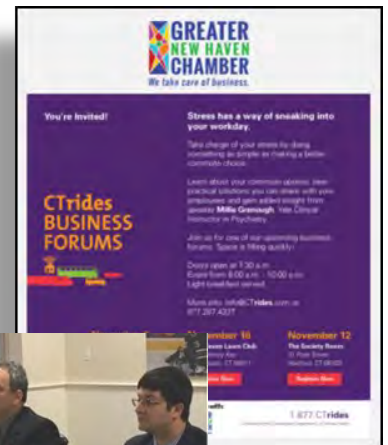
The Forums were held November 9, 10 and 12 at three convenient locations the New Haven Lawn Club, New Haven, The Society Room, Hartford and the Webster Bank Arena, Bridgeport.

The format began with a network session over coffee followed by a program overview, then Keynote Speaker on Behavior Change – Millie Genough from Yale University. The speaker focused on making positive changes in daily routines such as giving up driving to work alone and trying alternate commutes.

Following this talk was a presentation on CTrides Telework Consultation Service with an interactive audience activity and a demonstration on how to use the CTrides Ridematch & Reward program from a tablet or cell phone.

A partner panel allowed innovative organizations to share their program success stories, as well as answer any questions from the audience.

U.S. Senator Chris Murphy & DOT's Rich Andreski were additional guest speakers at the Hartford Forum.



## Complimentary Promotion

- Bridgeport Regional Business Council
- Radio interview: WELI
- Greenwich Chamber of Commerce
- Info New Haven
- Hartford Business Journal article
- Metro-Hartford Alliance
- Stamford Chamber of Commerce: Dedicated flier mailing
- Greater Norwich Area Chamber of Commerce
- Greater NH Chamber of Commerce: Dedicated email to members & posting
- Bike Walk CT: social postings



### CTrides Telework Expos: November 19

To promote the CTrides Telework program, the team created a 'pop-up' workspace at two heavily trafficked Business Expos in November: The New Haven Chamber of Commerce at the Oakdale Theatre in Wallingford and the Stamford Chamber of Commerce at UCONN, Stamford Campus.

Standing out significantly from the other exhibitors with the use of a 'snow machine' the home-office display reiterated the importance of having Telework programs as a strong component of a business continuity plan.

The message was also backed up with a picture window with snow-covered trees and a sound machine with howling storm noises. Visitors to the booth were given branded ice scrapers, to also drive home the advertising campaign messaging stating that even if the office is closed because of bad weather, a company's business operations can continue safely with Teleworkers.





## Additional CTrides Telework Activities

In addition to the November Telework expos, additional efforts were made to further promote the CTrides Telework program.

Media was purchased in both the digital and print business arenas including the Resonate Digital Ad Network as well as Hartford Business Journal, Business New Haven, and Fairfield County Business Journals. Ads echoed the expo marketing theme of using Telework programs as a key part in a business continuity plan.

## Telework Client Activities

Telework business consulting consisted of work with the following companies:

- **Meridian Health Management**, Windsor—Program implementation due to office consolidation in which employees will be offered Telework 3 days/week. Provided on-site training sessions for 12 managers & 55 employees at Wilbraham, MA offices.
- **Yale New Haven Health System**, North Haven—Meeting with IT Director for program review. Hoping to address real estate & parking main concerns. Survey completed to identify growth issues.



- **Parsons-Brinkerhoff**, New Haven—Telework consultation services outline submitted for leadership meeting.
- **Diageo**, Norwalk—Request to coordinate lunch and learn for Norwalk facility housing GE employees based in that location.
- **Prudential**—Researched and submitted current trending and benchmark information for the Director of Real Estate, in an effort to promote their use of telework and desk sharing.
- **UCONN Health Center** – Prepared and submitted activity summary for new Parking Director in an effort to identify target areas.
- **United Illuminating** - Support in reference to pending merger with Iberdrola. New Haven and Orange are primary locations.



## CTrides Advertising and Public Relations

In order to promote the CTrides program, the team developed the 'Give it a rest' campaign targeting drive-alone workers. Messaging emphasized the benefits of leaving the car at home and taking alternate transportation, namely: financial saving and stress relief.

The campaign, using the visual on the left, will be channeled to the public via print, digital and radio paid media beginning in January 2016.

In addition to paid media, the program gained the benefit of organic exposure through a number of means.

The first was an article in the Hartford Business Journal covering the CTrides November Business Forums and highlighting the keynote speaker Millie Greenough who spoke of the stressful effects of daily commuting. It also contained quotes from DOT Commissioner James Redeker. Finally, the article mentioned how the CTrides program can help employees find driving alternatives and public transit options available to them.

CTrides also was featured on the front page of Norwalk Community College's monthly newsletter as well as in a number of organizations' online emails previously mentioned on page 4 in promotion of the CTrides Business Forums and Telework inclusion in two November Business Expos.

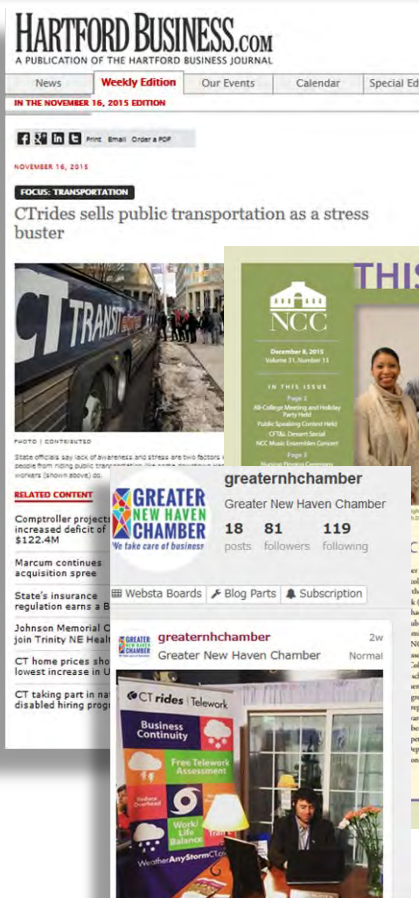
## CTrides Social Media

CTrides social media covered a wide array of topics this quarter including valuable information on new Congressional commuter tax benefits establishing parity regardless of commute mode.

Also popular was an article on funding for the New Haven-Hartford-Springfield Rail Line.

Other social posts featured:

- Support for **9-Town Transit** efforts
- New Haven Bike Share Program
- **CTtransit** funding for Toys for Tots
- CTrides materials translated into Chinese and Spanish for a worksite event at the Mohegan Sun Casino
- **CTfastrak** from ride along
- CTrides College Week award winners and event photos
- CTrides Custom Commute Plan enhancement on the program homepage





## CTrides Website Enhancements & Updates

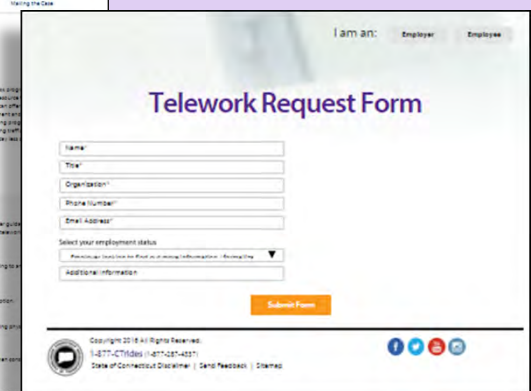
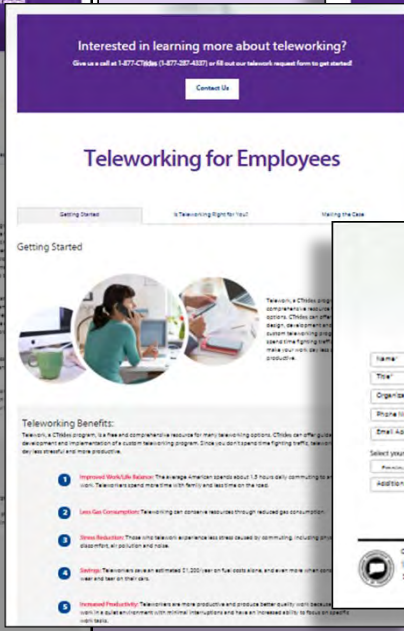
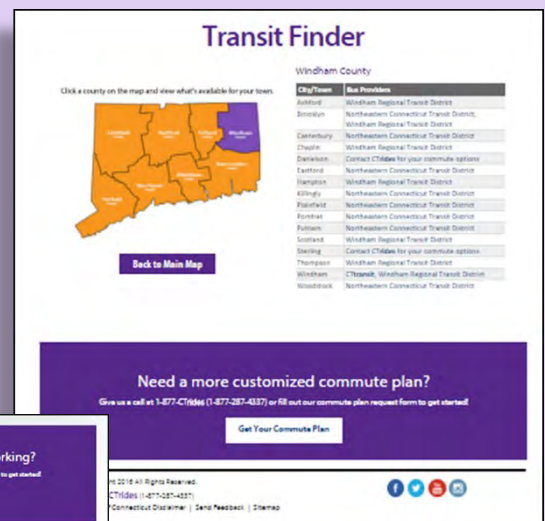
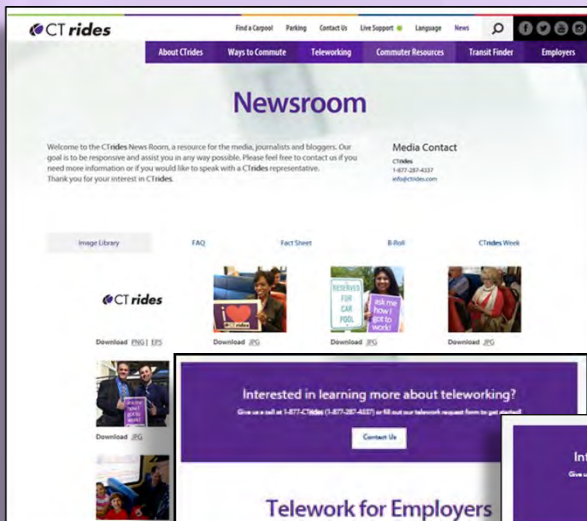
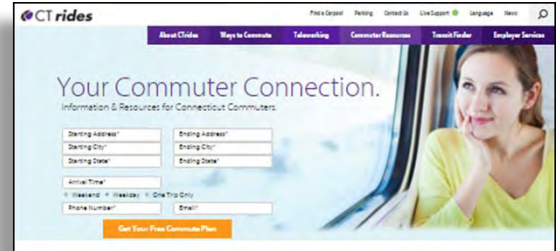
In the 4th Quarter of 2015, the CTrides team continued to make improvements to update and streamline content on the program website. The enhancements carry through the new theme with a more sleek and modern appearance and improved functionality in the backend.

Additionally, search engine optimization (SEO) work was done to earn more organic or ‘natural’ visibility of the Telework program and help drive more traffic to those specific pages. This included editing site content and the integration of more keywords.

“City” and “State” fields were also added to The Custom Commute tool to provide more accurate results.

In total, assets improved this quarter were:

- Newsroom
- Custom Commute Plan
- Telework for Employees
- Telework for Employers
- Transit Finder



## Quarterly Report

Oct—Dec 2015

### Partner Activity

This quarter, CTrides added four new partners: First Niagara Bank, Town of Greenwich, Western Connecticut State University and Tauck Tours.

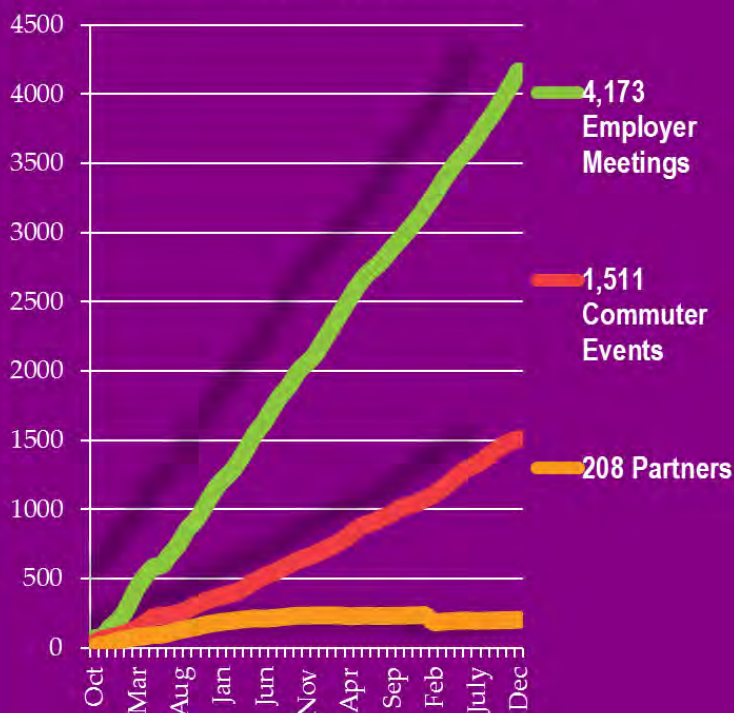
Each Partner was officially welcomed with a certificate and spotlight on the program Facebook page. This brings the total number of CTrides Partners to 208 and the number of Stakeholders to 133.

The team also recognized three partners, one from each of the three CT regions, for their commitment in offering employees various commuter benefits.

- **The City of New Haven**—For Sponsoring the GoNHGo "Think Outside the Car" month-long campaign in September.
- **Shipman & Goodwin**—For their leadership's support of commuter programs, including offering discounted bus passes and hosting regular on-site commuter fairs.
- **University of Bridgeport**—For their sustainability initiatives including green commuting and offering U-Passes for students



### October 2011 – December 2015



With their worksite partners during Q4, the CTrides Outreach Team held **310 Worksite Meetings** and **99 Commuter Events**. The partner total is now up to **208** and the stakeholder total is now **133**.

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





## Regional Worksite Highlights

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

### Highlights

**Tauk Tours**— Assisting employees with move from Norwalk to Wilton.

**Eastern Accounts** – Vanpool info provided to call center with minimal access to mass transit.

**Cartus** - Carpool parking space raffle to encourage ridesharing.

**Business Council of Fairfield County** – Presentation to panel of Stamford property managers to develop partnerships

**CTrides College Week Schools:** Norwalk Community College (College Week Spotlight Award), Housatonic Community College & Naugatuck Valley Community College (College Week Champion) with 83 Ridematch & Reward registrations

### Events

- Western CT State University
- Waterbury Hospital
- University of CT-Stamford
- University of Bridgeport
- Tauk Tours
- Stone Academy (Waterbury)
- Stamford Chamber of Commerce
- St. Mary's Hospital
- PEP - Lacey Manufacturing
- People's United Bank
- Norwalk Community Technical College
- Naugatuck Valley Community College
- Naugatuck Valley CC
- Housatonic Community College
- Greenwich Chamber of Commerce
- Greater Bridgeport Transit
- Eastern Account System, Inc.
- City of Bridgeport

### Meetings

- Action for Bridgeport Community Development
- Affinion Group
- Aptar
- Arcade Metal Stamping
- Ashcroft
- ASML, Inc.
- Astoria Park Nursing Home
- BIC Corp
- Bigelow Tea
- BLT Management, LLC
- Bridgeport Public Schools
- Cartus
- City of Bridgeport
- City of Norwalk
- City of Stamford
- City of Waterbury
- Coca Cola Distribution Warehouse - Waterbury
- Development
- Eastern Account System, Inc.
- Empire State Realty Trust
- Fairfield Chamber of Commerce
- Fortis Property Group
- Greater Bridgeport Regional Council
- Greater Bridgeport Transit
- Greater Norwalk Chamber of Commerce
- Greenwich Hospital
- HARTransit
- Housatonic Community College
- Innovative Arc Tubes
- Kennedy Center
- Lord Chamberlain Nursing Center
- Marcus Partners Mgmnt.
- Naugatuck Valley Community College
- Naugatuck Valley Council of Governments
- North East Transportation Co
- Norwalk Community Technical College
- Norwalk Transit
- Optimus Health Care
- Park City Communities
- People's United Bank
- PEP - Lacey Manufacturing



- Porter and Chester - Stratford
- Priceline Group, Inc.
- Producto
- Property Group Partners
- Reckson/SL Green
- RFR Realty
- Sacred Heart University
- Save the Children
- Scan Tool and Mold, Inc.
- Solutions With Innovation
- Southwest Community Health Center
- St. Joseph Manor
- St. Mary's Hospital
- St. Vincent's Medical Center
- St. Vincent's Medical Ctr
- Stamford Chamber of Commerce
- Stamford Museum & Nature Center
- Stone Academy (Waterbury)
- Stratford Public Schools
- Tauk Tours
- The City of Norwalk Redevelopment Office
- The Watermark at 3030 Park
- Town of Fairfield
- Town of Greenwich
- Town of Monroe
- Town of Stratford
- Treadwell Corp

## Regional Worksite Highlights

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

### Highlights

**Milford Transit**- Enlisted Milford Transit District's support for Free Trial Ride program. Passes are now available as a direct result of working with MTD's executive director.

**CT Water** – CTrides will be featured in Connecticut Water's upcoming employee newsletter.

**Yale University** - CTrides will be part of orientation program with 30-40 new employees every two weeks.

**Anthem** - 5 events in October with 77 registrations for the Ridematch and Reward program. Many full-time and part-time teleworkers.

**First Niagara Bank** -New partnership. Held first event at facility in New Haven. Interest in 10-ride trial pass program.

### Events

- Yale University
- Veterans Affairs (West Haven)
- Three Rivers Comm. College
- Sodexo



- Mohegan Sun Casino
- Middlesex Community College
- Knights of Columbus
- Job Corps New Haven
- Jackson Laboratory
- Greater New Haven Chamber of Commerce
- First Niagara Bank - New Haven
- Eastern CT State University
- Connecticut Valley Hospital
- City of New Haven
- Anthem Blue Cross
- Albertus Magnus

### Meetings

- 1253 Whitney
- Adult Probation Office - New Haven
- Amazon Sorting Center Wallingford
- Assa Abloy
- Bankers Life
- Bike New London
- Bishop Woods Executive Academy
- Branford Hall (Branford campus)
- City of Milford
- Collins and Jewell Co Inc.
- Connecticut Water
- Connecticut Young Professionals
- Costco - Milford
- Crown Properties
- CT DOT
- CT Economic Resource Center
- CT Valley Hospital
- Easter Seals Goodwill Industries
- Eastern CT Transportation Consortium
- Economic Development Corporation of New Haven
- Energize CT
- Estuary Council of Seniors
- Foxwoods Resort and Casino
- Gateway Community College
- GoNHGO
- Higher One
- Lawrence + Memorial Hospital
- Liberty Mutual
- Long Wharf Theater
- Milford Transit District
- Nelson\Nygaard Consulting Associates
- Neopost
- Norwich Community Development Corporation
- Quinnipiac University
- SCROG
- Shipman & Goodwin New Haven Office
- SCROG
- Southern Connecticut State University
- Southern CT State University
- Technolutions
- Town Green Special Services District
- Town of Wallingford
- United Illuminating
- Verizon
- Wesleyan University
- Yale New Haven Hospital





## Regional Worksite Highlights

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

### Highlights

**CT Association of Probate Court Clerks** – Presented CTrides information at annual meeting with over 80 people in attendance, many interested in CTrides services to different locations.

**C&S Wholesale Grocers** (Suffield) -Met with HR manager interested in giving CTrides information to their new employees.

**Cigna**– Met with Director of Corporate Sustainability to update each other on company initiatives and plan for 2016 events and campaigns.

**Hospital for Special Care:** First event with overwhelming interest in CTfastrak, which goes to HSC.

**The Hartford** - 3 Benefit Fairs at various locations and Lunch and Learn with 40 employees at Simsbury office to assist with commute options as the site closes.

### Events

- YMCA Greater Hartford
- University of Connecticut (Storrs)
- UConn Health Center



- UConn Greater Hartford
- Tunxis Community College
- Trinity College
- Town of Windham
- The Hartford
- State of Connecticut
- Saint Francis Hospital
- MassMutual
- Lincoln Life Insurance/Freemont Group Management
- Lincoln Culinary Institute (Hartford)
- Job Corps
- IRS
- Hospital for Special Care
- Henkel Corporation
- Goodwin College
- CTfastrak
- CT State Library
- Connecticut Probate Court
- CT Children's Medical Center
- Connecticare
- Central Connecticut Chambers of Commerce
- Capital Workforce Partners
- Capital Community College
- Aetna

### Meetings

- Amazon
- Asnuntuck Community College
- Burris Logistics
- C&S Wholesale Groceries
- Cabelas
- Capital Workforce Partners
- CRCOG
- CBIA
- Central Wheel
- Cigna
- City of Hartford
- CT League of Conservation Voters
- CROG



- CTtransit
- Goodwin College
- Hartford Hospital



- Hartford Steam Boiler
- Homegoods Distribution
- Hospital Central Connecticut
- Hydrofera
- IRS
- Laz Parking
- MetroHartford Alliance
- Northeastern Connecticut Chambers of Commerce
- Pepperidge Farms
- Permasteelisa
- Phoenix Life Insurance Co
- Shipman & Goodwin
- Town of Enfield
- Town of Farmington
- University of St. Joseph School of Pharmacy
- West Hartford Chamber of Commerce



### Consumer Feedback

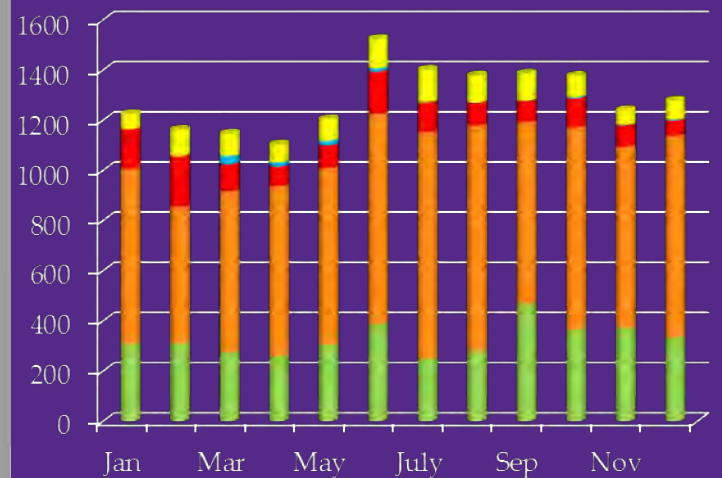
Third quarter highlights for the Customer Service team are:

- 1) Updates to the Salesforce Content Management System to increase efficiency
- 2) Commencement of the exploratory process to transition to a collaborative inbox for the customer service center
- 3) Continuous improvement on departmental policies and procedures

### Customer Service Details:

- **3,679 Total Inquiries into CTrides**
  - \* **2,336 inbound calls** - Including 15 callers either using Spanish as their primary language or from people with disabilities
  - \* **Responded to 1,070 email inquiries**
  - \* **Made 263 marketing or informational outbound calls**
  - \* **Facilitated 224 live chats**
- **Provided 76 Guaranteed Rides** to 59 monthly vanpool riders, 13 express bus commuters and 3 Shore Line East/Metro-North train riders.
- **Sent 218 trial bus passes to commuters** meeting the program's Trial Ride criteria.
- **A follow-up survey** for the quarter netted the following results with 50 follow-up survey respondents, 43 used the pass, 36 will continue to use transit and 36 rated service 4-5 out of 5.

### 4th Quarter 2015



- ▶ **2,336— Inbound Calls**
- ▶ **292— Outbound Calls**
- ▶ **1,070— Email Inquiries**
- ▶ **349— Online Chats**
- ▶ **3— Social**

### CTrides Ridematching & Rewards Program

In the Fourth quarter of 2015, **1,801 new members** were added to the CTrides Ridematch & Reward program.

These additional members reflect on the marketing and outreach efforts as well as a number of raffles, sponsored by and administered through program vendor Nuride.

The first of these was a Pedal Power Bike raffle in October, followed by iPad raffle in November and a family ski vacation in December. All of the raffles were promoted at worksites, on social pages, member account pages and Ridematch and Reward member email. Winners of the prizes are shown below.

Additionally, technical updates were launched:

- Work on version 8.1.0 for Facebook signup and log in
- Launched NuRide version 8.1.0, which included: - Facebook sign up, login, connect with photo and name
- Find NuRiders based on Facebook friends
- Discontinue support for IE8 with warning for users
- Updated CT Twitter account and Facebook fan page

Notable New Rewards in the CTrides Ridematch & Reward Program:

- Hartford Wolf Pack – BOGO Tickets
- Battleship Cove – BOGO Admission
- Ace Hardware - 10% off \$100 Online
- Chicago Steak Company - 2 FREE Lobster Tails with \$99 Order



Bike winner David Feindel (above), iPad winner David Beutel (right) and Winter Vacation winner Kai Stam (far right) are all longtime CTrides Ridematch and Reward members and residents of CT.





As of the 4Q 2015, there are more than 200 businesses, agencies and municipalities partnered with CTrides — *New Partners highlighted in bold*

1. 1-169th Aviation Regiment
2. 3M Purification
3. Aaron Manor
4. Albertus Magnus
5. Allied World Assurance Inc.
6. American Cancer Society
7. American Heart Association
8. Anthem Blue Cross Blue Shield
9. ASML, Inc.
10. Aurora Products Inc.
11. Avon Health Center
12. BELIMO Aircontrols
13. Bigelow Tea
14. BikewalkCT
15. Bishop Woods Executive Academy
16. BLT Management, LLC
17. Branford Hall (Branford campus)
18. Branford Hall (Southington campus)
19. Branford Hall (Windsor campus)
20. Bridgeport Fittings
21. Bridgeport Public Schools
22. Building & Land Technology
23. Capital Community College

24. Cartus
25. Cheshire Public Schools
26. CHUBB Specialty Ins.
27. Cigna
28. City of Bridgeport
29. City of Danbury
30. City of New Britain
31. City of New Haven
32. City of New London
33. City of Stamford Land Use Bureau
34. City of Waterbury
35. City of Waterbury - Dept. of Public Works
36. City of Waterbury - Public Health
37. Comet Technologies
38. Community Health Group
39. Connecticare
40. Connecticut Children's Medical Center
41. Connecticut Department of Labor
42. Connecticut Department of Transportation
43. Connecticut Valley Hospital
44. Connecticut Water
45. Connecticut Water Company
46. Coventry Public Schools
47. Covidien
48. Danbury Public Schools
49. Department of Administrative Services
50. Department of Economic and Community Development
51. Department of Emergency Services & Public Protection
52. Department of Energy and Environmental Protection (Hartford)
53. Department of Energy and Environmental Protection (New Britain)



54. Department of Public Health (Rocky Hill)
55. Department of Revenue Services
56. Diageo, Inc.
57. Duncaster Retirement Community
58. Eastern Account Systems
59. Eastern Connecticut State University
60. Eastern Connecticut Transportation Consortium
61. Eastern CT Workforce Investment Board
62. Eastern Workforce Investment Board
63. Electric Boat
64. Fairfield Public Schools
65. Ferguson Electric CO
- 66. First Niagara Bank**
67. Foxwoods Resort Casino
68. FTD
69. Fusco Corporation
70. Gateway Community College
71. Generations Family Health Center
72. Glastonbury Chamber of Commerce
73. Globe Pequot Press
74. Goodwin College
75. Greater Bridgeport Regional Council
76. Greater Bridgeport Transit
77. Greater Waterbury YMCA



## Quarterly Report

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## Appendix A: Partner List

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|---|--|
| 78. Hartford Steam Boiler                                 | 101. MassMutual                                      |
| 79. HARTransit  | 102. Memry Corporation                               |
| 80. Housatonic Community College                          | 103. Middlesex Community College                     |
| 81. Hughes Health and Rehabilitation                      | 104. Middlesex Community College - Meriden Campus    |
| 82. IKEA - New Haven                                      | 105. Middlesex Hospital                              |
| 83. IRS Federal Building                                  | 106. Middletown Downtown Business District           |
| 84. Job Corps New Haven                                   | 107. Mitchell College                                |
| 85. Kimberly Hall Healthcare                              | 108. Morgan Stanley                                  |
| 86. Lawrence + Memorial Hospital                          | 109. Mystic Aquarium                                 |
| 87. Legrand Ortronics                                     | 110. Naugatuck Valley Community College              |
| 88. Lincoln Culinary Institute (Hartford)                 | 111. New Britain CT Works Center                     |
| 89. Lincoln Life Insurance/Freemont Group Management      | 112. New Britain Downtown District                   |
| 90. Lincoln Technical Institute (New Britain)             | 113. Newtown High School                             |
| 91. Litchfield Public Schools                             | 114. Northeast Utilities                             |
| 92. Lord Chamberlain Nursing Center                       | 115. Northeastern Connecticut Council of Governments |
| 93. Lower Connecticut River Valley Council of Governments | 116. Northwest Connecticut Chamber of Commerce       |
| 94. Lowe's Distribution Center                            | 117. Norwalk Community Technical College             |
| 95. Macy's Logistics & Operations                         |  |
| 96. Macy's.com  |  |
| 97. Malkin Properties                                     |  |
| 98. Manchester Community College                          |  |
| 99. Marrakech   |  |
| 100. Marrakech, Inc.                                      |  |



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|--|
| 118. Norwalk Transit                                       |
| 119. Oracle Corporation                                    |
| <b>120. People's Bank (Bridgeport)</b>                     |
| 121. Pratt & Whitney (Middletown)                          |
| 122. Pratt and Whitney (East Hartford)                     |
| 123. Projects Inc.   |
| 124. Prudential  |
| 125. Purdue Pharma   |
| 126. Quinebaug Valley Community College                    |
| 127. Quinebaug Valley Community College Willimantic Center |
| 128. Quinnipiac University                                 |
| 129. Reckson/SL Green                                      |
| 130. RM Bradley  |
| 131. Saint Francis Hospital                                |
| 132. Seabury Retirement Community                          |
| 133. Shipman & Goodwin                                     |
| 134. Siemens Healthcare Diagnostics                        |
| 135. South Central Regional Council of Governments         |
| 136. Southeastern Connecticut Council of Governments       |
| 137. Southern Connecticut State University                 |



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## Appendix A: Partner List

138. Southwest Community Health Center
139. St. Mary's Hospital
140. Stamford Chamber of Commerce
141. Stamford Downtown Special Services District (SDSSD)
142. Starwood Hotel
143. Stone Academy (East Hartford)
144. Stone Academy (Waterbury)
- 145. Tauck Tours**
146. Thames Valley Council for Community Action
147. The Davis Companies
148. The Kennedy Center, Inc.
149. Thomaston Public Schools
150. Three Rivers Community College
151. Torrington Public Schools
152. Town Green Special Services District
153. Town of Barkhamsted
154. Town of Brookfield
155. Town of Cheshire
156. Town of Coventry
157. Town of Fairfield

158. Town of Farmington
- 159. Town of Greenwich**
160. Town of Hamden
161. Town of Hartland
162. Town of Lebanon
163. Town of Manchester
164. Town of Monroe
165. Town of New Milford
166. Town of North Branford
167. Town of Redding
168. Town of Rocky Hill
169. Town of Scotland
170. Town of Thomaston
171. Town of Wallingford
172. Town of Westport
173. Town of Wethersfield
174. Town of Windham
175. Town of Windsor
176. Travelers
177. Trinity College
178. Triumph
179. UConn Health Center

180. Ultra Electronics
181. United Illuminating
182. United Steel
183. United Tech.

### Aerospace

184. University of Bridgeport
185. University of CT (Storrs)
186. University of CT (Stamford)
187. University of Hartford
188. University of New Haven
189. Valley Transit District
190. Veterans Affairs CT Healthcare System
191. Veterans Affairs CT

### Healthcare System (West Haven)

192. Voya Financial
193. Walgreens Distribution Center
194. Waterbury Board of Education
195. Waterbury Hospital
196. Watson Foods
197. Wesleyan University
198. West Hartford Health and Rehab
199. Western CT Council of Governments
- 200. Western CT State University**
201. Westport Police Department
202. Whole Foods (Glastonbury)



203. Windham Region Transit District
204. XL Group
205. Yale New Haven Hospital
206. Yale University
207. YMCA Greater Hartford