

**LEGAL NOTICE
TOWN OF CHAPLIN
WARNING OF SPECIAL TOWN MEETING
March 16, 2016**

The electors and those authorized to vote at town meeting are hereby warned that a Special Town Meeting will be held on Wednesday, March 16, 2016 at 7:00pm, at the Chaplin Town Hall, for the purpose of taking action upon the following items:

1. To elect a moderator for said meeting;
2. Discussion and possible action on a Resolution of the Board of Selectmen to participate in a Regional Revaluation Program administered by the Northeastern Connecticut Council of Governments (NECCOG), and related agreements;
3. Discussion and possible action on a Resolution to endorse RPI projects administered by the Northeastern Connecticut Council of Governments (NECCOG);
4. To Adjourn.

Copies of any proposed Resolutions are available for inspection during business hours at the Town of Chaplin Town Hall, 495 Phoenixville Road, Chaplin CT 06235.

Dated at Chaplin, Connecticut, this 3rd day of March 2016.

/s/

Matthew Cunningham

William H. Rose IV

Irene Schein

CHAPLIN BOARD OF SELECTMEN

**TOWN OF CHAPLIN
RESOLUTION FOR REGIONAL REVALUATION PROGRAM AND
RELATED AGREEMENTS**

WHEREAS, Connecticut General Statutes section 12-62q(a) provides that any two or more towns may enter into an agreement, as provided in section 7-148cc and section 7-339c of the General Statutes, to establish a regional revaluation program, and that towns participating in such an agreement shall provide for the revaluation of all parcels of real property encompassed within such towns at the same time and not less than once every five years, or shall annually revalue approximately one-fifth of all such parcels over a five-year period; and

WHEREAS, the Town of Chaplin (the "Town") wants to establish and enter into a regional revaluation program with the Town of Ashford, Town of Brooklyn, Town of Canterbury, Town of Chaplin, Town of Eastford, Town of Hampton, Town of Plainfield, Town of Pomfret, Town of Scotland, Town of Sprague, Town of Sterling, Town of Thompson, and Town of Woodstock] (along with the Town, each is a "Participating Town" and together all are the "Participating Towns"); and

WHEREAS, pursuant to General Statutes section 12-62q(b)(1), any agreement to establish a regional revaluation program shall establish or designate an entity, which may be a regional planning organization, as the coordinating agency for implementation of the regional revaluation program; and

WHEREAS, the Town wants to designate the Northeastern Connecticut Council of Governments, a regional council of governments ("NECCOG") as the coordinating agency; and

WHEREAS, NECCOG has sent out and received responses to a request for proposals for reappraisal and revaluation services related to a regional revaluation program, and the responses show that there are projected savings resulting from a regional revaluation program for the Town; and

WHEREAS, as required by said section 12-62q, NECCOG, acting on behalf of the Participating Towns, submitted to the Secretary of the Office of Policy and Management proposed adjustments to the revaluation schedules for the Participating Towns for the Secretary's review and approval; and

WHEREAS, the town meeting of the Town of Chaplin must approve the Town entering into the Regional Revaluation Contract with the Contractor, NECCOG and the other Participating Towns and the Agreement Regarding Services Related to Regional Revaluation Contract with NECCOG and the other Participating Towns, as required by Section 7-148cc of the Connecticut General Statutes.

NOW THEREFORE, BE IT RESOLVED, THAT:

1. The Town is authorized to enter into the regional revaluation program with the other Participating Towns.
2. The Town hereby designates NECCOG as the coordinating agency for the implementation of the regional revaluation program.

3. The Board of Selectmen of the Town ("the Authorized Officials") is authorized to enter into the Regional Revaluation Contract, in substantially the form presented to the Town, and the Agreement Regarding Services Related to Regional Revaluation Contract, in substantially the form presented to the Town. The Authorized Officials may negotiate or make changes to the Regional Revaluation Contract and the Agreement Regarding Services Related to Regional Revaluation Contract that they determine in their discretion are in the best interests of the Town. The Authorized Officials are authorized to enter into amendments to the Regional Revaluation Contract and the Agreement Regarding Services Related to Regional Revaluation Contract.
4. The full faith and credit of the Town is pledged to the payment obligations of the Town under the Regional Revaluation Contract and the Agreement Regarding Services Related to Regional Revaluation Contract.
5. The Authorized Officials are also authorized to take or cause to be taken any and all such actions and to deliver any and all such documents, instruments or certificates as may be required in connection with the regional revaluation program, the Regional Revaluation Contract and the Agreement Regarding Services Related to Regional Revaluation Contract.
6. The Authorized Officers shall take or cause to be taken any and all such additional actions deemed necessary by such Authorized Officers to be in the best interest of the Town to carry out the intent of the preceding resolutions.
7. All prior acts of the Authorized Officers in connection with the regional revaluation project, are hereby approved, ratified and confirmed in all respects.

So RESOLVED this 16th day of March, 2016 by:

Matthew Cunningham
First Selectman

William H. Rose IV
Selectman

Irene Schein
Selectman

Regional Performance Incentive (RPI) Program

Resolution of Endorsement and Authorization

(To be completed by the City or Town Clerk)

The Legislative Body* of the Town/City of _____
convened on _____ (date) and adopted a resolution by
the vote of _____ to _____ which endorsed the **Regional Performance
Incentive Program** proposal(s) listed below, referenced in Connecticut General
Statutes Section 4-124s, (2014 Supplement). *(Please list all proposals below.)*

In addition, the Legislative Body* has authorized _____
(name and title)
to act on this endorsement by signing all necessary agreements and take all
necessary actions related to this proposal to enter into a binding agreement
with the Office of Policy and Management according to terms of the RPI grant
program.

Attested to by:

Name: _____

Title: _____
(City/Town Clerk)

Date: _____



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ashford - brooklyn - canterbury - chaplin - eastford - hampton - killingly - plainfield
poimfret - putnam - scotland - sterling - thompson - union - voluntown - woodstock

Regional Performance Incentive Program

Pursuant to CGS Section 4-124s

Regional Household Hazardous Waste Facility

Amount of Regional Performance Incentive Funding Requested: **\$708,500**

Contact Person

John Filchak, Executive Director
860-774-1288, fax: 860-779-2056, john.filchak@neccog.org

1. *Proposed Shared Service*

The proposed service is the construction of an **indoor** regional (operated by NECCOG) **year-round household hazardous waste facility** (the first ever for Connecticut) to be located in the Town of Brooklyn; servicing each of the sixteen NECCOG member towns.

2. *Describe the Need for Such Service*

The member towns of NECCOG have limited opportunity/options to dispose of their household hazardous waste (HHW). Residents have **no year-round HHW disposal option**. Six of our towns, through the Midnortheast Recycling Operating Committee, are associated with the HHW disposal site located in Willington which offers twelve collection dates (five hours each day between April and November). The other ten towns offer sporadic one-day HHW events and many go two or more years between collection events. Often, these one-day events are not convenient due to their timing and/or lack of frequency - which diminishes participation. NECCOG and its member towns receive ongoing communications from residents seeking to dispose of HHW. Due to the infrequency of disposal events, our residents have the option to either hold on to their HHW or dispose of it with their trash - not a desirable outcome. According to the California Integrated Waste Management Board¹ the advantages of a permanent HHW facility include:

- *Collecting HHW separately will reduce hazardous chemicals entering the solid waste stream and will reduce the toxicity of the landfill's leachate*
- *Reduces illegal/improper disposal*
- *Establishes an ongoing infrastructure (e.g. permanence)*
- *Complements public education programs*
- *Improves convenience/accessibility HHW collection center*
- *Known/established operating hours (facility availability) increases "convenience"*
- *Participants' usage is ongoing and avoids high peak loading*
- *Lowers overall cost-per-unit collected/processed (compared to mobile/periodic HHW collection events)*

¹Permanent Household Hazardous Waste Collection Facility Project Development Guide, California Integrated Waste Management Board. Publication # IWMB-2009-013, 2008. California Environmental Protection Agency

Regional Household Hazardous Waste Facility

Regional Performance Incentive program Grant Application

- Protects water supplies and water pollution discharge limits while reducing the potential future for Superfund or State cleanup liability
- Reduces, in part, public resistance to other waste facilities
- Enhances positive environmental image of jurisdiction

3. Describe the method of delivering such service on a regional basis and the organization responsible for delivering such regional service or study:

To correct the current deficiency, NECCOG proposes to construct and operate a Regional Household Hazardous Waste Facility (HHW). The Town of Brooklyn has offered to host the facility at their municipal garage/transfer station facility. The Town's engineer, who is also the NECCOG Regional Engineer, has conducted a preliminary site analysis and has found it to be suitable for the HHW facility and related uses.

The Regional HHW facility will consist of a stand-alone steel pre-fabricated building, approximately 50 feet wide, 100 feet long and 35 feet tall. This approach (which would be the first of its kind in Connecticut) would make the HHW collection process fully contained and protected from the weather or other intrusions. This will make the site more secure in terms of trespass and containing any potentially damaging HHW materials from harming the environment. Within this structure will be a three-compartment, pre-fabricated storage units with 2-hour fire-rated steel construction to store HHW products. The storage building will be equipped with explosion proof lights and exhaust fans, a chemical resistant sump liner, floor grating, emergency eye wash and shower, and a dry chemical fire suppression system. The compartments will be used to keep labeled and dated drums or containers of incompatible materials separated. Each compartment will have its own door, passive ventilation, and containment sump. The structure will have the assurance of its manufacturer's warranty, UL classification, FM Approval and state certification. It will be designed to comply with EPA, OSHA, Uniform Building & Fire Codes, BOCA National Building and Fire Codes and the National Electric Code for use in Group H (hazard-containing) occupancies. Emergency eye wash and shower and dry chemical fire suppression system will be located in close proximity to areas of sorting and storage. The HHW facility floor, where waste unloading, shipping, identification, and packing occurs, will be constructed of structurally reinforced concrete, and sealed with an epoxy coating or other solvent barrier. It will slope to a locking drain or sump for containment of spills. The floor will slope slightly away from the storage unit and the outside walls of the structure, so that any accidental spills are more easily contained.

NECCOG is the organization responsible for the delivery of the proposal. NECCOG will provide the administrative and operational services to ensure the efficient operation of the regional HHW center.

4. Describe the Population that will be Served

The entire 16 town region will be served by this initiative.

5. Describe the Manner in which Regional Service Delivery will Achieve Economies of Scale:

Economies of scale will be realized through the sharing of costs that would otherwise be borne individually. For example, in 2012 the Estuary Region had their HHW facility open 11 times. The budgeted cost to operate these events was \$78,679. The last cost to NECCOG to host a one-day regional event was approximately \$54,000. If we had repeated this another ten times the cost would exceed \$594,000. The other way to compare (and probably more accurate) is that for slightly

Regional Household Hazardous Waste Facility
Regional Performance Incentive program Grant Application

more than it costs for a one-day regional event our region can provide a dozen or more opportunities to properly dispose of HHW.

Putting in place a single, compared to multiple locations or sporadic one-day HHW collections, dedicated HHW facility creates operational efficiencies and disposal opportunities not reasonably (from a cost perspective) available to the alternatives. According to a recent study by the California Integrated Waste Management Board (2009), "Permanent Household Hazardous Waste Collection Facility Project Development Guide":

Common cost-saving economy-of-scale activities include: bulking of liquids, protracted HHW storage time limits, and minimizing labor costs usually involved in setting up and taking down a temporary HHW event. Efficiently storing and consolidating HHW in whole truckload quantities and minimizing labor costs for set up and closure of temporary events can enable a jurisdiction to achieve additional operational savings. A significant amount of HHW may be safely reused, which can help to reduce disposal costs².

6. Describe the Amount by which Participating Municipalities will Reduce their Mill Rate as a Result of the Savings Realized

Compared to the current situation of one-day events, individual mill rate savings are anticipated to be minimal. Towns that currently allocate funds for HHW will still need to allocate funds for HHW collections. Savings would be significant if a town undertook to construct and operate their own HHW facility. However, this scenario is not one that appears likely and therefore is not calculated.

7. Provide a cost benefit analysis for the provision of the service by each participating municipality and by the entity submitting the proposal

A recent study by the State of New Hampshire noted that a permanent HHW site, similar to that proposed by NECCOG would be more beneficial than other HHW collection/disposal approaches.

- \$0.25/capita for programs with a permanent, on-going facility
- \$0.17/capita for programs serving more than one collection/year serving more than one community
- \$0.07/capita for programs that serve one community on one day annually

According to several studies, permanent facilities tend to collect more HHW than other collection methods and are at a lower cost per participant (Patrick Engineering Inc., December 2009). The lower cost per participant will only be seen if a permanent site is operated appropriately. Permanent facilities would see savings if the site can efficiently handle large volumes of HHW. This includes using economy-of-scale activities such as bulking liquids, long HHW storage time limits, lower labor costs (because of no staff mobilization costs), shipping full truckloads of waste (HDR Engineering, Inc., June 2002; UCLA Engineering Extensions 2008).

According to the American Public Works Association (apwa.net):

After years of HHW drop-off collection events, more and more municipalities are investing in a permanent HHW collection and processing facility. A permanent facility provides several benefits to a municipality including:

² Permanent Household Hazardous Waste Collection Facility Project Development Guide, California Integrated Waste Management Board Publication # IWMB-2009-013, 2008 California Environmental Protection Agency, page 7.

Regional Household Hazardous Waste Facility
Regional Performance Incentive program Grant Application

- ▶ **Convenience to the residents.** A permanent site provides residents with a year-round (or seasonal) option to properly dispose of HHW materials, rather than having to store the materials until the next collection event.
- ▶ **Product exchange or reuse center.** Many facilities are designed to include a product exchange area in which usable products are made available for residents to take free of charge. Likely items in a reuse program include paint, household cleaners, and automotive products. By offering these materials for reuse, a municipality could potentially realize savings from avoided disposal costs.
- ▶ **Potential to reduce disposal costs.** A permanent facility provides the municipality with the ability to bulk materials such as flammable liquids and oil-based paint. Bulking liquid waste provides cost savings by transporting drums of waste rather than boxes or lab packs.
- ▶ **Potential to reduce transportation costs.** A permanent facility allows the municipality to transport full loads, rather than transporting materials on a per-event basis.

8. Describe a Plan of Implementation for the Delivery of the Service on a Regional Basis

The delivery of this regional service is as follows:

First:

- a. Secure the necessary local permits (zoning, wetlands and building from the Town of Brooklyn) and state permits from DEEP.
- b. Seek legislation allowing for year-round HHW operation
- c. Through a competitive RFP process select a vendor to put in place a pre-fab type building to house the HHW operation
- d. Acquire all needed equipment and install in the building

Second:

- a. Enter into a contract with a vendor to remove HHW as required by law
- b. Hire and/or train staff to operate the facility
- c. Develop a marketing plan to provide outreach to the participating towns as a means of encouraging use of the facility
- d. Monitor operation (through NECCOG) on an ongoing basis in terms of function, operations and outcomes

9. Provide a list of potential legal obstacles to the regional provision of the service and how these obstacles will be resolved

There are no legal obstacles anticipated other than normal permitting requirements: DEEP, Building, Zoning and Wetlands

In order to be opened year-round - NECCOG will need legislation to allow for such operation. Currently, HHW facilities are limited to April to November for operation,

Regional Household Hazardous Waste Facility
Regional Performance Incentive program Grant Application

10. Describe how the Proposed Service will be Sustained Once it is Established and All Grant Funding has been Expended:

Service will be sustained through a per capita assessment on each participating town.

11. Provide a list of other public or private funding potentially leveraged by the project proposed herein.

No other public or private funding has been, at this time, identified.

12. Percent of municipalities in the applicant organization participating in the proposed regional service project:

100 percent

13. Attach hereto a resolution by the legislative body of each municipality affected by the proposal, endorsing such proposal.

To be sent separately

14. Attach the following material:

- a. A site location map of the project location, (not the region or EDD), if applicable
- b. A proposed Project Schedule (Outline the Proposed Project timeline)
- c. Project cost estimates supporting the request for funding.
- d. A list of all necessary local/state/federal permits and approvals required for the project.

15. Has a copy of the proposal been sent to legislators representing the participating municipalities?

Yes

16. Affirmation by the CEO of the Applicant Organization(s):

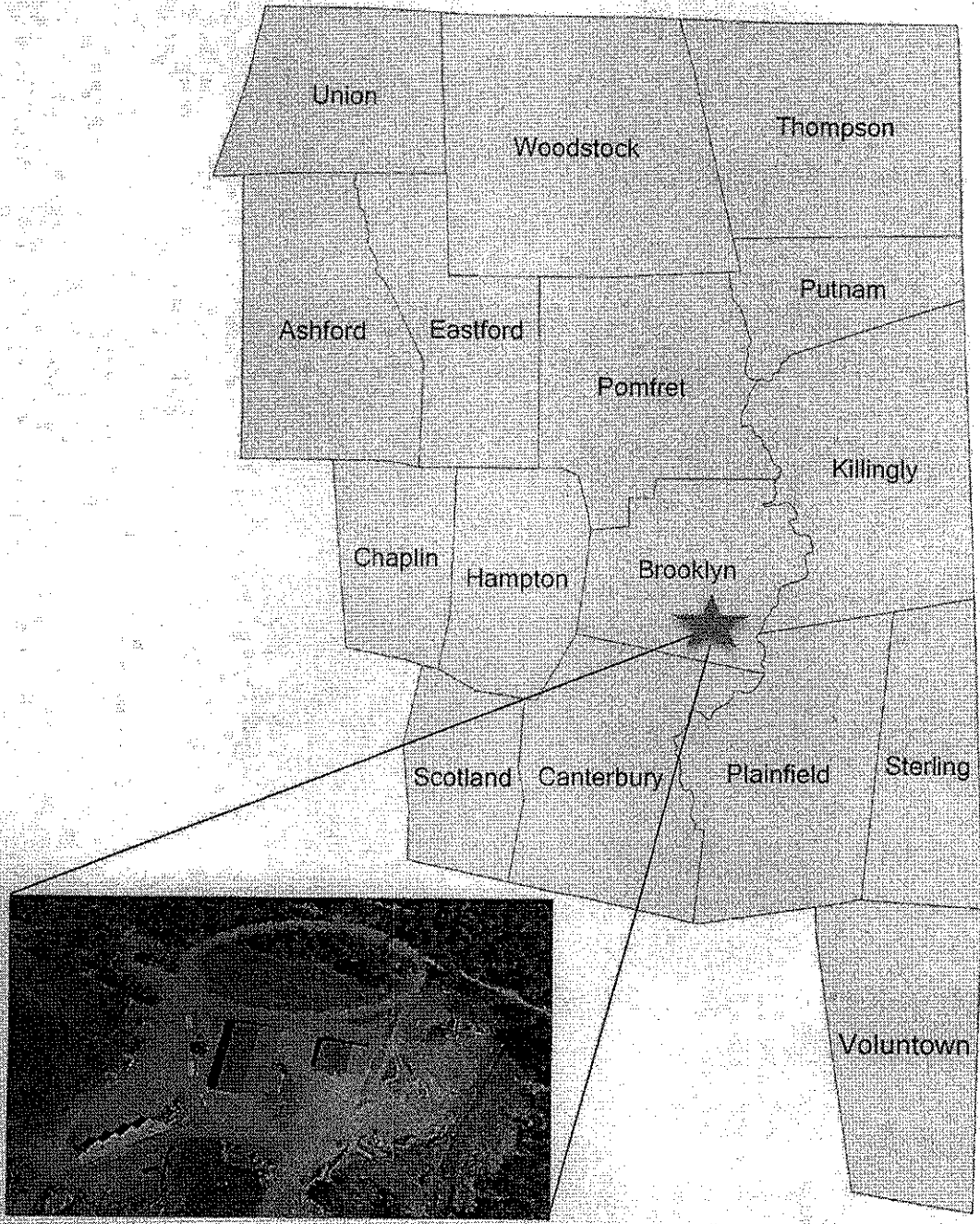
I do hereby affirm that the information contained herein is true and accurate to the best of my knowledge.



John Filchak, Executive Director

12/30/15
Date

Site Location Map Of The Project Location



Proposed HHW Site at the Town of Brooklyn
Public Works Location

Regional Household Hazardous Waste Facility
Regional Performance Incentive program Grant Application

Project Cost Estimates Supporting The Request For Funding

Cost	Estimate	Notes
Land	\$0	project will be located on municipal or state lands
Engineering	\$50,000	approximately 10% of construction costs
Survey and Layout	\$10,000	conservative estimate with site unknown
Site Work	\$35,000	conservative estimate with site unknown
Pre-Fabricated Metal Building	\$250,000	based on a 50' x 100' structure
Building Slab and Related Work	\$50,000	current price of concrete and prep work
Ingress and Egress Paving (200')	\$15,000	based on 200' of pavement at 24' wide
HHW Compliant Buildings (3)	\$75,000	HHW storage units
Electrical/Lighting/Phone	\$20,000	conservative estimate with site unknown
Waste Oil, Gas and Anti-Freeze Storage	\$10,000	three units with 350 gallon capacity
Plumbing	\$7,500	conservative estimate with site unknown
Monitoring Wells	\$4,000	four wells, strategically placed
Safety Equipment	\$10,000	eye wash, shower, fire suppression, etc
Signage	\$5,000	directional, information and facility
Oil/Water Separator	\$2,000	
Septic or Containment Tank	\$2,500	
Security System	\$10,000	video and conventional system
Landscaping	\$2,500	
Estimated total	\$568,500	
Contingency	\$50,000	approximately 10% of construction costs
Construction Total Request	\$608,500	
Operation Funds, Year One	\$100,000	
Total Grant Request	\$708,500	

Regional Household Hazardous Waste Facility
Regional Performance Incentive program Grant Application

A List Of All Necessary Local/State/Federal Permits And Approvals Required For The Project

- Zoning Permit - Town
- Wetlands Permit - Town
- Building Permit - Town
- HHW Facility - State (DEEP)
- Year-Round HHW Operation - Statutory Change



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ashford - brooklyn - canterbury - chaplin - eastford - hampton - killingly - plainfield
pomfret - putnam - scotland - sterling - thompson - union - voluntown - woodstock

Regional Performance Incentive Program

Pursuant to CGS Section 4-124s (as amended by PA-13-247)

Enhanced Regional Animal Services Facility

Amount of Regional Performance Incentive Funding Requested: **\$608,000**

Contact Person

John Filchak, Executive Director
860-774-1288, fax: 860-779-2056, john.filchak@neccog.org

1. *Proposed Shared Service:*

This proposal would modify the existing NECCOG regional animal care facility located in Dayville with several new additions to enhance the proper care and placement of domestic animals.

2. *Describe the Need for such Service:*

NECCOG currently operates a regional animal services program for the towns of Brooklyn, Canterbury, Chaplin, Hampton, Killingly, Pomfret, Putnam, Sterling, Voluntown and Woodstock. A major element of the program is the regional animal shelter located at 125 Putnam Pike in Dayville. This facility, which was formally the Town of Killingly dog pound, is not fully compliant with all State animal shelter codes (like many in the state it is "grandfathered" due to its age) and does not meet the full needs of the regional program. Specifically, NECCOG needs the proposed facility updates and enhancements for several reasons:

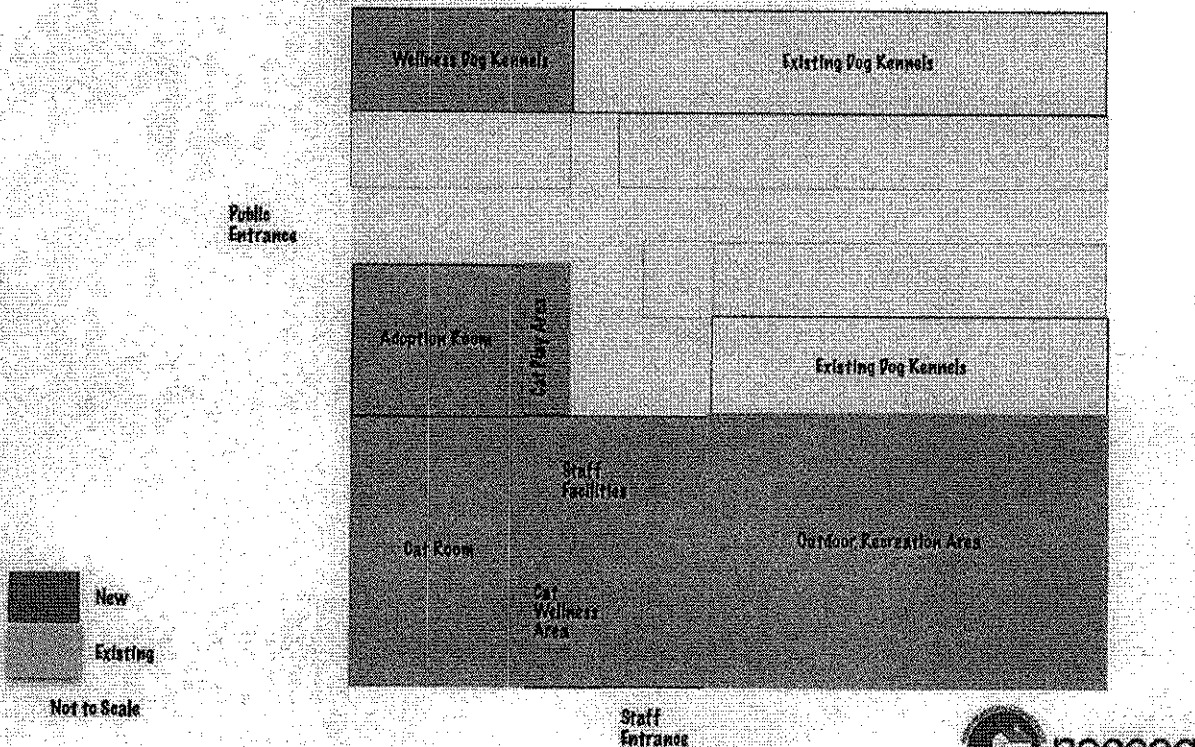
- ▶ Since its inception in 2004, the regional program has expanded from three to ten towns.
- ▶ Current facility, in terms of housing dogs, needs a variety of upgrades - including ventilation (which the Department of Agriculture has noted as a facility deficiency), heating and better quarantine/health care isolation locations.
- ▶ The facility technically does not house cats - however, between a dozen and two dozen are regularly housed at the facility - with as many as sixty plus being held on multiple occasions. Cats are often left at the facility and we have no choice but to care for and attempt to adopt these animals.
- ▶ Current facility lacks an indoor adoption area (room) which impedes adoptions.
- ▶ Current facility lacks a fully functioning location to examine and bathe animals and a place for staff to clean-up themselves.
- ▶ Current facility lacks a cat exercise/play area necessary for the full socialization of cats - making them more adoptable.
- ▶ NECCOG's facility lacks isolation rooms for animals just entering the facility. These rooms help to prevent the spread of communicable disease and reduce costs.

- ▶ The current facility lacks sufficient quarantine space for cats and dogs. Such space is a regular need for the program.
- ▶ The current facility lacks sufficient outdoor exercise area for dogs - which is essential for their health and socialization.

A major component to the proposed facility modifications is a regional cattery. If constructed, it would be the first of its kind in Connecticut. The cattery component would consist of a general population room for up to 75 cats, a quarantine room for up to 12 cats and an isolation room for cats first entering the facility. The cattery would include proper housing, communal viewing/play area, health/wellness care and adoption facilities. The cattery elements are needed because the number of cat related issues and abandoned cats is significant. As stated, while the NECCOG Animal Services Program does not formally take cats (except when there is an injury/sick cat or human bite) we end up with significant numbers of cats. The facility has had as many as eighty-four cats due to animals being dropped off, evictions and other circumstances. The addition of the cattery will improve cat health and adoptions.

The proposal includes an adoption room. Currently, the facility has no indoor place dedicated to adoptions of dogs or cats. Additionally, this proposal would add four isolation kennels for dogs first entering the facility (minimizes disease transmission) and a bathing/examination room to improve animal health and presentation. The proposal would also add a new ventilation system to enhance air quality for our animals.

Proposed Animal Services Facility Enhancement 2015 RPI Grant Application



Enhanced Regional Animal Services Facility
Regional Performance Incentive program Grant Application

The proposed enhancements, collectively, would make the regional facility fully compliant with State standards, add capacity to the regional program and improve animal welfare. The enhancements will additionally increase capacity - allowing NECCOG to take on additional towns into the program.

3. Describe the Method of Delivering such Service on a Regional Basis and the Organization Responsible for Delivering such Regional Service:

NECCOG is the organization responsible for this initiative. The design/site plan for the facility has been completed using our Animal Services staff and Regional Engineer.

4. Describe the Population that will be Served:

Potentially, all residents of the Region could be served - currently, ten of our sixteen towns participate.

5. Describe the Manner in which Regional Service Delivery will Achieve Economies of Scale:

The NECCOG Animal Services Program is regional. The program, because it is regional, allows towns the ability to have full time animal services at a part-time price. The cattery is an extension of the regional service and would be far costlier and duplicative if each town were to attempt to construct and operate such a facility on their own. The estimated savings, when compared to how each town was providing the same service individually, ranged from ten to sixty percent - based on what towns had previously been paying.

6. Describe the Amount by which Participating Municipalities will Reduce their Mill Rate as a Result of the Savings Realized:

NECCOG does not have an estimate as to mill rate savings related to this proposal. It is our belief that the regional approach proposed saves local monies for each participating town due to the sharing of services and costs when compared to what each might experience individually.

7. Provide a Cost Benefit Analysis for the Provision of the Service by Each Participating Municipality and by the Entity Submitting the Proposal:

The regional animal shelter, operated as part of NECCOG's Animal Services Program for more than ten years, is an ongoing example of regionalism. The costs to operate one shelter compared to the operation of nine (current number of participants) is far more economical and efficient.

Costs	Benefits	Benefits High = 3 Med = 2 Low = 1	Cost	Costs High = 3 Med = 2 Low = 1
Facility Upgrade	<ul style="list-style-type: none"> • Shared (Regional) facility • Cost savings with RPIP • Avoids duplicated facilities • Creates the ONLY public cattery in the region • Enhanced Animal Health • Enhanced Adoption • Enhanced working conditions for workers/volunteers 	3	<ul style="list-style-type: none"> • Cost for facility is high, but covers through RPIP • Cost to prepare RFP and conduct purchase 	1
Facility Operation	<ul style="list-style-type: none"> • Shared Operations Cost 	3	<ul style="list-style-type: none"> • Maintenance • Insurance • Operation 	2

8. Describe the Plan of Implementation for the Delivery of the Service on a Regional Basis (the estimated time-line and length of time to implement the proposal):

The intent is to have the facility operational within one year of the RPI Grant authorization.

9. Provide a List of the Potential Legal Obstacles to the Regional Provision of the Service and How those Obstacles will be Resolved:

The proposed facility will require local (Town of Killingly) building, zoning, wetlands and aquifer approval.

10. Describe how the Proposed Service will be Sustained Once it is Established and All Grant Funding has been Expended:

The NECCOG program, which has been in place since 2004, operates (primarily) on a per-capita basis from the participating towns. This is the anticipated approach going forward.

Enhanced Regional Animal Services Facility
Regional Performance Incentive program Grant Application

11. Provide a List of Other Public or Private Funding Potentially Leveraged by the Project Proposed Herein:

Monies from individuals, non-profits and corporations are routinely donated to the Program and for the facility specifically. This averages approximately \$10,000 per year. There may be some funds from the non-profit sector, but none (at this time) has been specifically identified.

12. Percent of Municipalities in the Applicant Organization Participating in the Proposed Regional Service Project:

100 percent

13. Attach Hereto, a Resolution by the Legislative Body of Each Municipality Affected by the Proposal, Endorsing such Proposal.

These will be sent separately on or before March 31, 2016

14. Attach the following material:

a. A site location map of the project location

See Attached

b. A proposed Project Schedule

See Attached

c. Project cost estimates supporting the request for funding

See Attached

d. A list of all necessary local/state/federal permits and approvals required for the project

Town Zoning Permit, Town Wetlands Permit, Town Aquifer Protection Approval, Town Building Permit and Connecticut Department of Agriculture Facility Approval

15. Has a copy of the proposal been sent to legislators representing the participating municipalities?

Yes.

16. Certification by the CEO of the Applicant Organization(s):

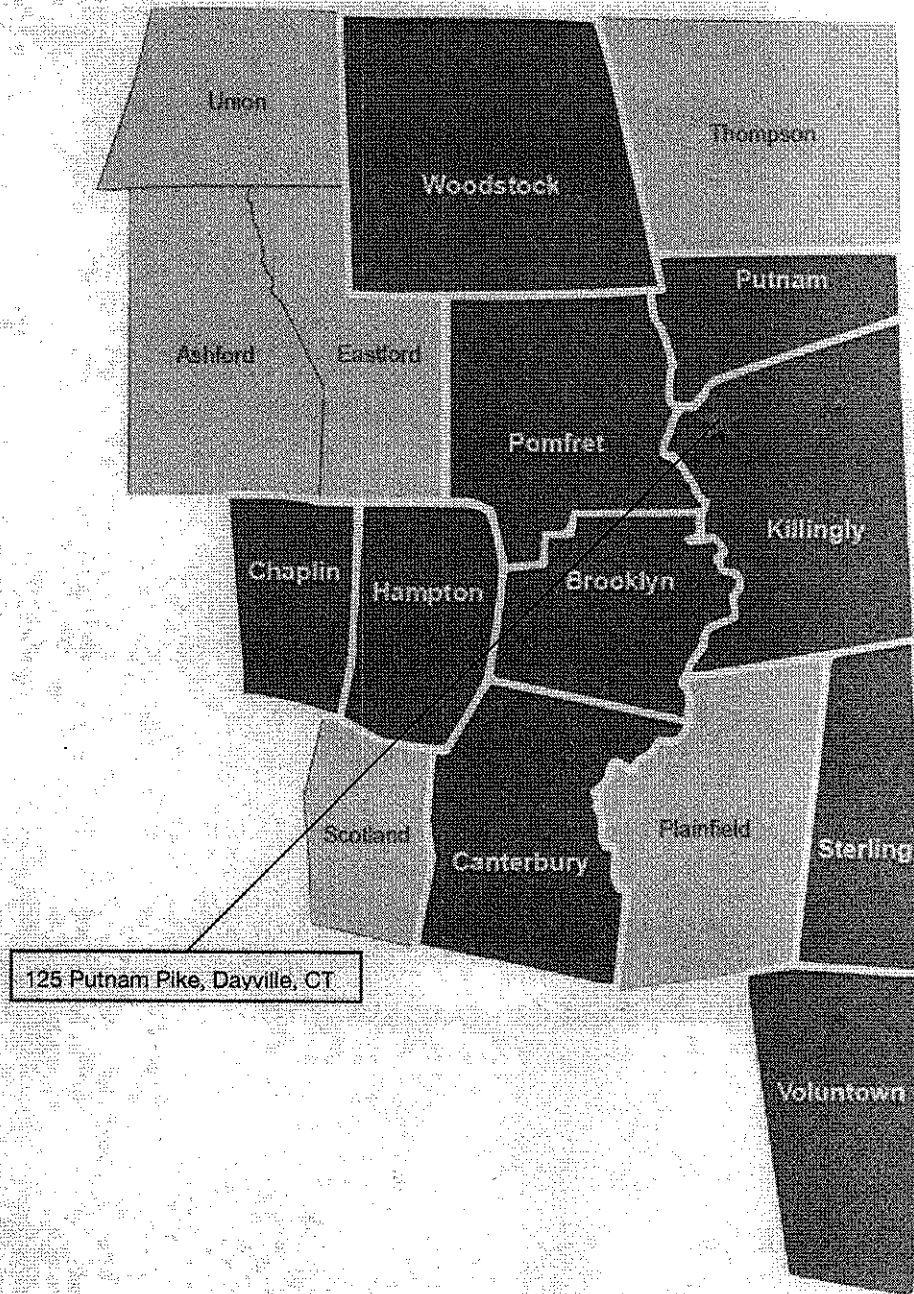
I do hereby certify that the information contained herein is true and accurate to the best of my knowledge.



John Filchak, Executive Director

January 28, 2015

Site Location Map



Enhanced Regional Animal Services Facility
Regional Performance Incentive program Grant Application

b. Proposed Project Schedule

Elements	Month from the Date of Grant Issuance																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Concept to Architectural Drawings	■	■	■															
Permit Process				■	■	■	■											
Contractor Selection					■	■	■											
Construction								■	■	■	■	■	■	■	■	■	■	■
Equipment Acquisition and Installation								■	■	■	■	■	■	■	■	■	■	■

c. Project Cost Estimates

Item	Estimate
Building, 1,800 sq. ft. (\$250 sq. ft.)	\$450,000
Building Plans	\$15,000
Site Preparation	\$35,000
Equipment	
Step Up Bathing Tub	\$3,000
Fiberglass Cat Cages (8)	\$20,000
Examination Equipment	\$3,000
Animal Scale	\$500
Examination Table	\$1,500
Ventilation System	\$25,000
Overages (10%)	\$55,000
Estimated Totals	\$608,000



neccog

ashford - brooklyn - canterbury - chaplin - eastford - hampton - killingly - plainfield
pomfret - putnam - scotland - sterling - thompson - union - voluntown - woodstock

Regional Performance Incentive Program

Pursuant to CGS Section 4-124s

Shared Road Maintenance Equipment

Amount of Regional Performance Incentive Funding Requested: \$475,475

Contact Person

John Filchak, Executive Director
860-774-1288, fax: 860-779-2056, john.filchak@neccog.org

1. Proposed Shared Services

NECCOG is seeking funds to acquire a **mobile pot-hole/road crack repairer** for the repair of road cracking and potholes.

2. Describe the Need for Such Service

The equipment sought through this grant proposal is needed to address road condition maintenance. The machine is expensive and difficult for any individual town to justify in terms of purchase.

With the exception of education - roadway maintenance is the single largest cost to the towns of NECCOG. The routine repair of cracks and potholes is essential to keeping local roads in a state of good repair. Funds for the reconstruction and rehabilitation of their roadways are limited. Towns need to extend the useful life of roadways to the highest degree possible. Cracking and fracturing of local roads due to wear and tear, weather and/or insufficient design (usually bad drainage) can impact a roads useful life significantly. The proposed machine can efficiently address cracks and potholes to extend the useful life of our town roadways. Additionally, the traditional method of road crack and pothole repair necessitates multiple town employees and considerable time to address road cracks and pot-holes. The proposed machine, which New York City has had significant success with, requires one operator.

Pavement preservation is a planned system of treating pavements at the optimum time to maximize their useful life, thus enhancing pavement longevity at the lowest cost.

Typically, pavements perform well under loads until a particular point in their life spans, at which time they deteriorate precipitously and rapidly to failure. Experience shows that spending \$1 on pavement preservation before that point eliminates or delays spending \$6 to \$10 dollars on future rehabilitation or reconstruction costs.

Pavement Preservation Compendium II Pavement Preservation Techniques for Making Roads Last, Federal Highway Administration by Tom Kuensten

3. Describe the Method of Delivering such Service on a Regional Basis and the Organization Responsible for Delivering such Regional Service

NECCOG will acquire a self-propelled pothole/crack repair vehicle (similar to that shown on the next page) to manage the repair of potholes and cracks for participating towns. NECCOG's role will include: (1) scheduling, (2) training, (3) maintenance, (4) insurance and (5) storage. We will work with the participating towns to

determine if the best approach is to train and utilize local public works personnel or hire a regionally based crew (to be paid by the participating towns) to operate the machinery.

NECCOG intends to erect a stand-alone storage facility for the equipment at its site in Dayville. NECCOG has the resources at this site to perform routine maintenance on the machinery as a means to maintain them in sound working condition.

NECCOG will be responsible for the delivery of the proposed service.



4. Describe the Population that will be Served

The entire NECCOG region, or those opting to be participating towns, will be served by this initiative.

5. Describe the Manner in which Regional Service Delivery will Achieve Economies of Scale

The proposed initiative avoids the replicated purchases of machinery by our towns. Acquiring this specialized machine regionally, spreading their operational costs regionally and coordinating their use regionally achieves economies of scale compared to each jurisdiction taking such actions individually.

Current practices requires multiple town road crew personnel to address specific pothole locations. The equipment proposed for purchase is completely self-contained and requires one person to operate.

6. Describe the Amount by which Participating Municipalities will Reduce their Mill Rate as a Result of the Savings Realized:

Mill rate reduction is difficult to calculate. The majority of NECCOG's towns, should they opt to acquire such machinery individually, would incur significant costs - most would opt not to acquire such equipment due to the cost.

7. Provide a Cost Benefit Analysis for the Provision of the Service by Each Participating Municipality and by the Entity Submitting the Proposal

Costs	Benefits	Benefits High = 3 Med = 2 Low = 1	Cost	Costs High = 3 Med = 2 Low = 1
Initial Investment for Pavement Repair Machinery	<ul style="list-style-type: none"> Shared (Regional) purchase Cost savings with RPIP Avoids duplicated purchases NECCOG prepares RFP and acquires machine 	3	<ul style="list-style-type: none"> Cost for Machine is high, but covers through RPIP Cost to prepare RFP and conduct purchase 	1
Machinery Operation	Shared Operations Cost	3	<ul style="list-style-type: none"> Maintenance Insurance Operation/scheduling 	2
Storage Facility	<ul style="list-style-type: none"> Common secure storage Central to Region Located at NECCOG (NECTD) maintenance facility NECCOG has the location in place 	3	<ul style="list-style-type: none"> Initial cost - covered by RPIP To be located at NECCOG's home site 	1

8. Describe a Plan of Implementation for the Delivery of the Service on a Regional Basis

The method by which this regional service will be delivered is as follows:

- NECCOG, through a competitive RFP process, will acquire the pavement repair machine and the storage building. The storage building will be erected at NECCOG's home base (125 Putnam Pike, Dayville). This location has the capacity (NECCOG administers the Northeastern Connecticut Transit District - which has a full service garage/repair facility) to provide maintenance and repair for the vehicle. NECCOG will also provide the necessary insurance for the vehicle.
- NECCOG will either hire an operator of the vehicle or facilitate training for participating town public works personnel to operate the vehicle.
- NECCOG will work with the participating towns to develop and maintain an operations schedule for the use of the machine.

9. Provide a List of Potential Legal Obstacles to the Regional Provision of the Service and How these Obstacles will be Resolved

NECCOG will develop a basic MOU to be entered into by and between NECCOG and the participating towns outlining their respective responsibilities and obligations. NECCOG will need to secure the necessary local permits (Zoning, Wetlands and Building) to put in place the storage building. No significant obstacle is anticipated for any of these identified issues.

10. Describe how the Proposed Service will be Sustained Once it is Established and All Grant Funding has been Expended

Service will be sustained through annual assessments to the participating towns covering anticipated costs. There will be an annual contract for road maintenance services detailing the costs - including any costs that go beyond those anticipated.

11. Provide a List of Other Public or Private Funding Potentially Leveraged by the Project Proposed Herein.

We are not aware of other potential funding at this time.

12. Percent of Municipalities in the Applicant Organization Participating in the Proposed Regional Service Project

100 percent

13. Attach hereto a resolution by the legislative body of each municipality affected by the proposal, endorsing such proposal.

To be sent separately

14. Attach the following material:

- a. A site location map of the project location, (not the region or EDD), if applicable - NA
- b. A proposed Project Schedule (Outline the Proposed Project timeline)
- c. Project cost estimates supporting the request for funding.
- d. A list of all necessary local/state/federal permits and approvals required for the project - NA

15. Has a copy of the proposal been sent to legislators representing the participating municipalities?

Yes

16. Affirmation by the CEO of the Applicant Organization(s):

I do hereby affirm that the information contained herein is true and accurate to the best of my knowledge.



John Filchak, Executive Director

12/30/15

Proposed Project Schedule

Activity	Start Date	Target Finish Date	To be Carried out By	Comments/Status
1 RFP for Equipment	Upon Grant Award	2 months	NECCOG	This will be done by NECCOG in conjunction with its Contract Attorney
2 Select Vendor	two-four weeks after close of the RFP	two-four weeks after close of the RFP	NECCOG	NECCOG CEOs in cooperation with Participating Town Public Work Directors
3 RFP for Pre-Fab Building	Upon Grant Award	2 months	NECCOG	This will be done by NECCOG in conjunction with its Contract Attorney
4 Local Permits	Upon Grant Award	3 - 4 months	NECCOG	Zoning, Wetlands, and Building
5 Build Site	After all Permits 3-4 Months	1-2 months	Vendor	NECCOG's Engineer will provide site plan
6 Acquisition of Equipment	1-2 Months after Equipment Vendor Selected		NECCOG	Standard PO acquisition
7 Hire/Train Staff	Upon Equipment arrival and ongoing		NECCOG/Vendor	NECCOG will work with vendor to provide ongoing training or train-the-trainer approach
8 Scheduling Equipment Usage	Upon Equipment arrival and ongoing		NECCOG/Vendor	NECCOG will coordinate the usage of the machine
9 Equipment Maintenance	ongoing		NECCOG	NECCOG will perform routine maintenance and/or coordinate with the vendor for warranty work

Project Cost Estimates Supporting the Request for Funding

Item	Estimate
Building, 625 sq. ft. (\$150 sq. ft.)	\$93,750
Site Preparation	\$25,000
Self-Propelled Pothole Repair Vehicle	\$300,000
Legal	\$3,000
Training	\$5,000
NECCOG Administration (100 hours)	\$5,500
Overages (10%)	\$43,225
Estimated Totals	\$475,475



neccog

ashford - brooklyn - carterbury - chaplin - eastford - hampton - killingly - plainfield
pomfret - putnam - scotland - sterling - thompson - union - voluntown - woodstock

Regional Performance Incentive Program

Pursuant to CGS Section 4-124s

Pre-Hospital Emergency Care Study, Phase II

Amount of Regional Performance Incentive Funding Requested: **\$100,000**

Contact Person:

John Filchak, Executive Director

860-774-1288, fax: 860-779-2056, john.filchak@neccog.org

1. *Proposed Shared Services and Service Study*

NECCOG is seeking funds to continue to conclusion the 2015 Pre-Hospital Emergency Care Study funded through the Regional Performance Incentive Program.

2. *Describe the Need for Such Service*

NECCOG was awarded a grant through the Regional Performance Incentive Program in 2015 to evaluate the current pre-hospital emergency care system in the Region, examine alternatives to the current delivery system and make recommendations (as warranted) to enhance patient care. That study will be finalized on January 22, 2016. ***The study has raised many questions and makes a range of recommendations that warrant additional study and discussion.*** Accordingly, we are seeking additional funds to fully analyze the Phase I recommendations and develop a regional consensus as a means to reach the original goals of the study.

For the initial study, NECCOG formed a Regional Pre-Hospital Emergency Advisory Committee consisting of 57 persons (three hospitals, para-medics, ambulances, fire services and state officials). We additionally issued a RFP to secure the services of a qualified firm to assist in carrying out the goals of the study. That RFP asked, in part for the following:

NECCOG is seeking a qualified consultant for the evaluation of the existing pre-hospital emergency care services and future program options for such services. The goal of the study is to evaluate, in consultation/coordination with the region's pre-hospital care community, the current pre-hospital emergency care system in the Region, examine alternatives to the current delivery system and make recommendations (as warranted) to enhance patient care. In addition to an evaluation of the current pre-hospital system for the region, the consultant will be asked to review, but not limited to, the following:

- 1. Examination of the current issues related to the recruitment and retention of volunteers - as well as the impacts of hiring paid staff and/or services to perform in lieu of volunteers.*
- 2. Administrative options, including but not limited to collaboration/consolidation, primarily focusing on savings through combining human resources, clerical, and other functions across several departments.*
- 3. Partial collaboration/consolidation maintaining separate departments but creating a joint working group to identify potential efficiency gains, such as jointly operating a station or team.*

4. Functional collaboration/consolidation keeping departments legally separate, but having the departments work together to perform special functions, such as training services.
5. Operational collaboration/consolidation combining aspects of functional and administrative consolidation to make multiple legally separate departments deliver standard and special services as if a seamless single entity.
6. Selected geographical collaboration/consolidation taking advantage of variations in service demands across an area to keep certain functions separate where demand is high while taking advantage of economies of scale in low-density areas.
7. Full regional consolidation combining departments to make one legal and operational entity.

The consultant will be asked to provide the costs for each potential approach as well as the possible benefits/adverse impacts. The consultant will be asked to develop key indicators of system performance.

NECCOG selected Fitch & Associates, llc of Platte City, Missouri as the consultant for the study. Fitch & Associates, llc are a worldwide firm with significant expertise in the examination of pre-hospital emergency care services. In November of 2015 we received the first draft from Fitch and that was followed by another draft in early December. Their initial findings include:

- 40 volunteer emergency medical responder (EMR) and ambulance (EMT) organizations, each with its own Public Service Area (PSA) and mutual aid plan.
- No requirement for physician oversight at the EMR or EMT level.
- Dispatch center unable to locate/track available and/or responding vehicles.
- Limited ability of Computer Aided Dispatch system in configuration and reporting capabilities, requiring manual preparation of activity/performance reports.
- State Department of Public Health is proposing changes to the EMS regulations, Local EMS Plans and management of the Public Service Areas.
- Conflict between existing paramedic provider and community ambulance that obtained R-5 paramedic license in 2014. Confusion exists when dispatching paramedics when KB Medic 561 is closer than QV Medic 1.
- More than one-fourth of the citizens and visitors to the largest town waited over 12 minutes for a paramedic.
- No coordinated performance reporting or quality improvement program exists.

Their initial recommendations include:

- 9-1-1 and COMMUNICATIONS
 - ✓ Continue to pursue and update the current New World CAD and ensure there is an improved data suite.
 - ✓ Establish procedures on how QVEC is to utilize the NECCOG contracted unit.
 - ✓ All response units should be GPS/AVL capable for appropriate unit dispatching, with QVEC able to monitor positions to determine nearest available responder.
 - ✓ Performance metrics should be established for call taking times and measured monthly.
 - ✓ Evaluate the ability to develop an interface from QVEC to field units to receive automatic electronic patient care reporting data.
 - ✓ Units that are in-service and available for response need to let QVEC know that are available and give updated information of the unit location to ensure the appropriate unit is dispatched.
 - ✓ NECCOG should establish a problem solving process to address dispatch issues between QVEC and paramedic providers.
- MEDICAL FIRST RESPONSE
 - ✓ Maintain up-to-date list of medical first responder agencies, including information on current fire chief or point of contact (name, email and phone number)

Pre-Hospital Emergency Care Study, Phase II
Regional Performance Incentive Program Application

- ✓ Identify MFRs without an operational semi-automatic external defibrillator (AED) and make every effort to **assure all MFRs have an AED.**
- ✓ Work with each municipality to establish measurable response times and coverage protocols as part of updating their Local Emergency Medical Services Plan.
- ✓ Establish a **regional medical director** that will provide physician oversight and quality assurance to all aspects of pre-hospital care.

• **MEDICAL TRANSPORTATION**

- ✓ Monitor and publish paramedic response times to all towns covered in the NECCOG contract every month.
- ✓ Investigate the "chute time" to determine if the 2 minute, 52 second average time is accurate. If so, this should be reduced to less than 60 seconds.
- ✓ In the **next contract (2016-2017)** require that the paramedic provider arrive within 14:59 minutes in the mill villages with more than 5,000 residents with 90% reliability. This covers Killingly, Putnam, Thompson, Woodstock and Plainfield area covered by NECCOG.
- ✓ Consider **modifying the existing NECCOG paramedic PSA** to allow towns to select a paramedic PSA provider as part of their Local EMS Plan if sufficient need can be shown.
- ✓ Once all ALS provider units are equipped with AVL and QVEC has access to the data, send the nearest paramedic asset to an emergency.
- ✓ Maintain up-to-date list of ambulance providers, including information on current chief/captain or point of contact (name, email and phone number)
- ✓ Monitor and publish ambulance response times to all NECCOG member towns. Work with each municipality to establish measurable ambulance response times and automatic aid coverage protocols as part of their Local Emergency Medical Services Plan.
- ✓ Schedule quarterly meetings with the ambulance providers to review response times, address issues and look for collaborative opportunities.
- ✓ Initiate an **Emergency Vehicle Operator training program.**
- ✓ Explore establishing **regional ambulance coverage during the weekday.**

• **MEDICAL ACCOUNTABILITY**

- ✓ Establish regional clinical guidelines for medical first responders, emergency medical technicians and paramedics.
- ✓ Provide medical direction on the regional clinical guidelines using a physician credentialed in emergency medicine.
- ✓ Establish a regional Quality Assurance/Quality Improvement (QA/QI) process with chart reviews and patient outcome follow-ups.
- ✓ Establish a continuing **pre-hospital education program** that is built from the local QI process and reflects national best practices in pre-hospital care.

• **CUSTOMER AND COMMUNITY ACCOUNTABILITY**

- ✓ Publish monthly reports of emergency medical responder, ambulance and paramedic fracture response times to all system participants and NECCOG member municipalities.
- ✓ Establish a formal local mechanism to address patient and community concerns
- ✓ Establish a procedure to routinely address internal customer issues, including a documentation and feedback system.

• **PREVENTION AND COMMUNITY EDUCATION**

- ✓ Develop a program and identify resources to improve community awareness of the EMS system.
- ✓ **Identify and support priority projects for community health improvement, utilizing EMS as a primary focus.** This should specifically include but not be limited to volunteer recruitment efforts.
- ✓ Prepare and distribute an **annual report** to elected officials and community stakeholders describing the accomplishments of the EMS system.

- **ORGANIZATIONAL STRUCTURE AND LEADERSHIP**

- ✓ Establish physician supervised, NECCOG coordinated QI process involving communications, first responders, paramedics, medical transportation and administrative components of the system.
- ✓ Provide training (line and administrative) for all personnel holding supervisory positions within the EMS system; assure that each supervisor has the knowledge, skills and aptitudes to be an effective supervisor.
- ✓ Develop a detailed work plan with specific timelines for service enhancement.

- **ENSURING OPTIMAL SYSTEM VALUE**

- ✓ Develop a process to expand information that accurately portrays the **impact of EMS service** on patient outcomes and community well-being.
- ✓ Identify the area of out-of-hospital care that NECCOG's resources can have the most significant impact on patient outcome.
- ✓ Improve the community's ability to identify a life-threatening medical condition and actions a community member can do to make a difference.

NECCOG will receive their final report on January 22, 2016. Our intent is to maintain the Pre-Hospital Advisory Committee to continue to discuss the findings and recommendations made by the consultant. However, before we can undertake major system changes, NECCOG needs to more fully examine the outcomes of the initial study and reach consensus on a course of action that will enhance patient care.

8. Describe the Method of Delivering such Service on a Regional Basis and the Organization Responsible for Delivering such Regional Service or Study

NECCOG, as it was for Phase I, will be the lead organization responsible for the project. We will utilize the same Advisory Committee used in Phase I. We will also seek whatever qualified assistance may be necessary through a competitive RFP or RFQ process.

9. Describe the Population that will be Served

The entire NECCOG Region will be served through this project.

10. Describe the Manner in which Regional Service Delivery will Achieve Economies of Scale

This initiative is predicated on the premise of examining the current pre-hospital care system to find ways to improve delivery of services in cost-effective ways - without diminishing and with the goal of enhancing patient care.

11. Describe the Amount by which Participating Municipalities will Reduce their Mill Rate as a Result of the Savings Realized:

The project is still primarily in the study phase and therefore it is premature to estimate any mill rate savings.

12. Provide a Cost Benefit Analysis for the Provision of the Service by Each Participating Municipality and by the Entity Submitting the Proposal

A primary outcome of this study process will be a detailed analysis regarding the best alternatives (including the costs of such alternatives) to provide efficient BLS and ALS services that maximize patient care.

13. Describe a Plan of Implementation for the Delivery of the Service on a Regional Basis

Item	Months from Grant Issuance											
	1	2	3	4	5	6	7	8	9	10	11	
Advisory Committee Meetings												
Prepare Issue RFP												
Select Consultant Enter Into Contract												
Meetings With Consultant												
Final Plan Recommendations												

14. Provide a List of Potential Legal Obstacles to the Regional Provision of the Service and How these Obstacles will be Resolved

The project is the continuation of a study and will, as a by-product of the study, identify legal issues that may need to be addressed.

15. Describe how the Proposed Service will be Sustained Once it is Established and All Grant Funding has been Expended

The project, which is a continuation of a study in progress, will identify options for funding going forward. The study itself should conclude with this phase of the study to full implementation.

16. Provide a List of Other Public or Private Funding Potentially Leveraged by the Project Proposed Herein.

NECCOG intends to supplement the study with its funds to the degree such funds are needed. The interim period between January 22, 2016, and the issuance of the next RPI funding will be covered by NECCOG. The intent is to continue to have the advisory committee meet to discuss, review and refine the Phase I study results.

17. Percent of Municipalities in the Applicant Organization Participating in the Proposed Regional Service Project

100 percent

18. Attach hereto a resolution by the legislative body of each municipality affected by the proposal, endorsing such proposal.

To be sent separately

19. Attach the following material:

- a. A site location map of the project location, (not the region or EDD), if applicable - NA
- b. A proposed Project Schedule (Outline the Proposed Project timeline)
- c. Project cost estimates supporting the request for funding.
- d. A list of all necessary local/state/federal permits and approvals required for the project - NA

15. Has a copy of the proposal been sent to legislators representing the participating municipalities?

Yes

16. Affirmation by the CEO of the Applicant Organization(s):

I do hereby affirm that the information contained herein is true and accurate to the best of my knowledge.



John Filchak, Executive Director

12/29/15

Date

Proposed Project Schedule

Item	Months from Grant issuance											
	1	2	3	4	5	6	7	8	9	10	11	
Advisory Committee Meetings												
Prepare Issue RFP												
Select Consultant Enter Into Contract												
Meetings With Consultant												
Final Plan Recommendations												

Project Cost Estimates Supporting the Request for Funding

Item	Cost (est.)
Consultant(s)	\$75,000
Legal	\$10,000
NECCOG Staff	\$15,000
Total	\$100,000



neccog

ashford - brooklyn - carterbury - chaplin - eastford - hampton - killingly - plainfield
pomfret - putnam - scotland - sterling - thompson - union - voluntown - woodstock

Regional Performance Incentive Program

Pursuant to CGS Section 4-124s (as amended by PA-13-247)

Value Added Agriculture Feasibility Study

Amount of Regional Performance Incentive Funding Requested: **\$75,000**

Contact Person:

John Filchak, Executive Director
860-774-1288, fax: 860-779-2056, john.filchak@neccog.org

1. Proposed Study

The study proposed by NECCOG is to examine the economic feasibility and associated impacts of locating a **value-added agricultural processing facility** in the Region.

2. Describe the Need for such Study

The need for the study is to determine the economic viability of establishing a value-added agricultural production facility to enhance the viability of agriculture in the Region and protect its rural character. A secondary purpose of the study is to explore/foster a regional rather than an individual town approach to economic development.

The need for a more viable and expansive regional agriculture is not only to the benefit of the farmer as a business - the benefit extends to the economy of the Region. Profitable farms are ones that keep lands open and maintain that sense of "rural character" that most residents cherish. The Region experienced a rapid loss in farm lands in the late 1980s, 90s and the first part of this century - primarily from residential development. Much of this land was related to the dairy industry - which saw a rapid decline during this period.

The NECCOG region is home to more than 250 agricultural producers and has the potential for many more. For the most part these farm operations are small and sell directly to the consumer. Each of

Value-added agriculture's potential lies in creating long-term solutions rather than short-term fixes. It contains the elements for solving many of the problems facing farmers and rural America over the coming decades. It allows for an increase in the amount of income flowing into the pockets of farmers and rural residents. By doing so, production agriculture will rely on market forces... Value-added agriculture provides an alternative growth strategy that allows you the opportunity to expand by moving upward in the food chain rather than expanding horizontally. This opportunity is available because the food supply chain is becoming more integrated. By moving aggressively, farmers have the opportunity to play a role in the development of this new integrated system.

Ag Decision Maker, Department of Economics University
Extension, Iowa State University, agdm@iastate.edu,
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Extension

these farms share a common thread - they are trying to make a living at a very challenging endeavor - production agriculture. To succeed they must raise their crop or animal; successfully bring it to market covering their costs of production and hopefully realizing a fair rate of return. While this has never been easy, it has become particularly difficult in recent years. According to research done at Michigan State University: "The farmer's share of every dollar that consumers pay for food has been shrinking over the years. It was about \$0.33 per \$1.00 in the 1970s and in recent years has dropped to about \$0.16 per \$1.00. The farmer continues to get less and the rest goes to processing, distribution and marketing."

One well documented approach to enhancing farmer viability is "value-added agriculture." Value-Added Agriculture is, as its name implies, the process or action of taking a raw product and changing it into another related product. "Adding value to agricultural products is a worthwhile endeavor because of the higher returns that come with the investment, the opportunity to open new markets and extend the producer's marketing season ..."¹

New England and the Northeast United States represents one of the largest most affluent markets in the world. More than ever there is a strong desire on the part of consumers to know where their food comes from. Our framers have the opportunity to capitalize on this and exploit the Northeast marketplace with a value-added approach. A successful avenue for assisting farmers developing value-added products is through a agricultural business incubator. Business incubators, for any number of types of business - including agriculture, is a proven method to success.

3. Describe the Method of Delivering such Service on a Regional Basis and the Organization Responsible for Delivering such Regional Service:

NECCOG will be responsible for the study. NECCOG will prepare and issue a Request for Qualifications (RFQ) to retain a qualified firm to assist the Region with the proposed feasibility study. NECCOG intends to utilize a working committee made up of two COG CEOs, local farmers, area agricultural organizations, local restaurateurs, grocery stores, university educators, financial experts and others.

The proposed study will specifically examine:

- ▶ **Innovation:** Are agricultural producers and processors in the Region interested in developing new enterprises?
- ▶ **Cooperation:** Is there a willingness to utilize shared facilities and resources to develop these enterprises?
- ▶ **Support:** Is there support to create and sustain a system of shared facilities and resources?
- ▶ **Barriers:** What are the barriers to establishing this type of venture?
- ▶ **Structure:** What are the options and/or optimal structure (staffing and governance) to make this facility successful?
- ▶ **Cost:** What are the real costs of establishing and operating such a center? What are the technology needs for the proposed business Other equipment needed When and where can the technology and

¹ Oregon State University, Small farms, <http://smallfarms.oregonstate.edu>

equipment be obtained. What does the technology and equipment cost. Will the technology achieve intended income and production levels. Estimate the size and type of production facility needed, including the estimated capital requirements for facilities, equipment and inventories.

The consultant will further be asked to

- ▶ Conduct a **market analysis** to demonstrate the viability of the proposed approach.
- ▶ Conduct a **producer survey** to determine the willingness of local agricultural producers to participate and utilize the facility.
- ▶ Examine the possible **economic impact** such a facility could have on the Region.
- ▶ Explore the option of creating a regionally based **agricultural cooperative** to market products
- ▶ Determine the **capacity** and potential to produce raw products. Can regional production sustain production needs?
- ▶ Determine the **Region's competitive advantages and disadvantages** and the potential to exploit those advantages or overcome any disadvantages.
- ▶ Identify potential sites

4. Describe the Population that will be Served:

The proposal is a feasibility study, covering the 16 town region. Specifically,

- Agricultural producers could benefit individually and new opportunities could arise for those seeking to enter agriculture as a vocation.
- Persons living in the region may benefit with employment at the facility (as well as from producers needing employees).
- Residents in general will also potentially benefit from the addition of value-added products for consumption.
- Environmentally the entire region benefits from more lands utilized for agriculture and less for development.

5. Describe the Manner in which Regional Service Delivery will Achieve Economies of Scale:

The value-added approach has benefited farmers and communities across the nation and around the world. The simple fact is that a group of producers can leverage (in terms of volume of product needed and the costs to add value) into the marketplace far easier than a single producer.

6. Describe the Amount by which Participating Municipalities will Reduce their Mill Rate as a Result of the Savings Realized:

To be determined by the study

7. Provide a Cost Benefit Analysis for the Provision of the Service by Each Participating Municipality and by the Entity Submitting the Proposal:

At this time we cannot provide an accurate cost-benefit analysis for the placement of a value-added facility/program in northeastern Connecticut. The speculation is that the addition of such a facility would be beneficial to the Region. However, without the proposed study we cannot move from speculation to assertion in our hypothesis. The study, as proposed, will allow us to gain the knowledge needed to make a reasonable assertion as to the potential cost-benefits for the towns of the Region.

8. Describe the Plan of Implementation for the Delivery of the Service on a Regional Basis

Item	Month from Date of Grant Award									
	1	2	3	4	5	6	7	8	9	10
Assemble Advisory Committee										
Advisory Committee Meetings										
RFP Issuance and Consultant Selection										
Consultant Work										
Preliminary Report										
Final Report										

9. Provide a List of the Potential Legal Obstacles to the Regional Provision of the Service and How those Obstacles will be Resolved:

Proposal is for a feasibility study - no legal obstacles are anticipated.

10. Describe how the Proposed Service will be Sustained Once it is Established and All Grant Funding has been Expended:

NECCOG will use the results to determine the next steps - which may include a future application for RPI funds.

11. Provide a List of Other Public or Private Funding Potentially Leveraged by the Project Proposed Herein:

Once completed, there is the possibility of funding from USDA Rural Development. However, until the study is complete, such a possibility is only speculative.

12. Percent of Municipalities in the Applicant Organization Participating in the Proposed Regional Service Project:

Value-Added Agricultural Feasibility Study
Regional Performance Incentive program Grant Application

100 percent

13. Attach Hereto, a Resolution by the Legislative Body of Each Municipality Affected by the Proposal, Endorsing such Proposal.

To be provided separately - on or before March 31, 2016

14. Attach the following material:

- a. A site location map of the project location - Not Applicable
- b. A proposed Project Schedule
- c. Project cost estimates supporting the request for funding
- d. A list of all necessary local/state/federal permits and approvals required for the project

Not Applicable

15. Has a copy of the proposal been sent to legislators representing the participating municipalities?

Yes.

16. Certification by the CEO of the Applicant Organization(s):

I do hereby certify that the information contained herein is true and accurate to the best of my knowledge.



John Fildhak, Executive Director

12/30/15

Date

Value-Added Agricultural Feasibility Study
 Regional Performance Incentive program Grant Application

Proposed Project Schedule

Item	Month from Date of Grant Award									
	1	2	3	4	5	6	7	8	9	10
Assemble Advisory Committee										
Advisory Committee Meetings										
RFP Issuance and Consultant Selection										
Consultant Work										
Preliminary Report										
Final Report										

Project Cost Estimates Supporting the Request for Funding

Item	Estimate
NECCOG Staff Time - 100 hours	\$5,500
Consultant	\$68,000
Meeting Notices and Public Hearings	\$1,000
Printing and Postage	\$500
Estimated Totals	\$75,000



neccog

ashford - brooklyn - canterbury - chaplin - eastford - hampton - killingly - plainfield
pomfret - putnam - scotland - sterling - thompson - union - voluntown - woodstock

Regional Performance Incentive Program

Pursuant to CGS Section 4-124s

Regional Back Office Functions

Amount of Regional Performance Incentive Funding Requested: \$89,250

Contact Person

John Filchak, Executive Director
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1. Proposed Shared Service Study:

This proposal is for a feasibility analysis of the NECCOG towns "back-office functions" (human resource and financial management, technology and telecommunications, audit, services insurance; and legal services) and their potential to be shared regionally.

2. Describe the Need for such Study:

The Region's 16 towns are mostly small, with limited staffing. Despite the size of the town or its staffing, the responsibilities of these towns to maintain financial records, conduct payroll, address human resources, conduct auditing, addressing legal issues - including contracts, RFPs and handling IT needs are universal. The majority of the Region's towns, due to their size and limited budgets, lack the critical administrative infrastructure and expertise to optimally address these ongoing municipal functions and responsibilities. This is further exacerbated by the ongoing fiscal strain on local budgets. Regional or shared back office management/services could assist in and/or correct the current situation and lead to increased regional consistency in functions, better customer service - allowing for opportunities for shared resources and information to be identified and pursued.

3. Describe the Method of Delivering such Service on a Regional Basis and the Organization Responsible for Delivering such Regional Service:

NECCOG will have the responsibility to deliver the study as described. The approach to deliver the study is the following:

1. Assemble a Regional Back Office Functions Advisory Committee made up of two town staff persons representing the Region's member towns for Human Services, Financial Services, IT, two board of finance members and two Chief-elected officials.
2. Retain, through a competitive Request for Qualifications (RFQ) process, a qualified firm with expertise in municipal management to perform, in consultation with the Advisory Committee, an evaluation (including a cost/benefit analysis) of the existing municipal support functions and the possibility/opportunities to deliver such services regionally.

3. Each meeting of the Advisory Committee will be conducted in full compliance with the Connecticut Freedom of Information Act and will have a portion dedicated to public comment.
4. Public hearings will be held on the Advisory Committee's final report prior to its submittal to the NECCOG board.

4. Describe the Population that will be Served:

The study impacts covers the entire NECCOG region.

5. Describe the Manner in which Regional Service Delivery will Achieve Economies of Scale:

The study, has as its basis, the examination of established municipal functions and how such functions may be improved (monetarily and functionally). The study results will answer the question as to whether or not a regional back-office approach will achieve economies of scale.

6. Describe the Amount by which Participating Municipalities will Reduce their Mill Rate as a Result of the Savings Realized:

Such savings will not be known until the study in completed.

7. Provide a Cost Benefit Analysis for the Provision of the Service by Each Participating Municipality and by the Entity Submitting the Proposal:

Such an analysis, which is part of the study, will not be known until the study in completed.

8. Describe the Plan of Implementation for the Delivery of the Service on a Regional Basis (the estimated time-line and length of time to implement the proposal):

Item	Month from the Grant Award								
	1	2	3	4	5	6	7	8	9
RFP Issuance and Consultant Selection									
Consultant Work									
Advisory Committee Meetings									
Preliminary Report and Public Hearings									
Final Report									

9. Provide a List of the Potential Legal Obstacles to the Regional Provision of the Service and How those Obstacles will be Resolved:

The study itself presents no known or anticipated legal obstacles. However, the study may identify legal issues for consideration related to implementation.

10. Describe how the Proposed Service will be Sustained Once it is Established and All Grant Funding has been Expended:

Costs that may be associated with the recommendations of the proposed study are unknown and therefore it is premature to speculate as to how (including how much) any recommendations may be sustained. One of the study outcomes (see Question 3) is a determination of the costs for various recommendations.

11. Provide a List of Other Public or Private Funding Potentially Leveraged by the Project Proposed Herein:

None identified at this time.

12. Percent of Municipalities in the Applicant Organization Participating in the Proposed Regional Service Project:

100 percent

13. Attach Hereto, a Resolution by the Legislative Body of Each Municipality Affected by the Proposal, Endorsing such Proposal.

To be sent separately

14. Attach the following material:

- a. A site location map of the project location - not applicable
- b. A proposed Project Schedule:

Item	Month from the Grant Award								
	1	2	3	4	5	6	7	8	9
RFP Issuance and Consultant Selection									
Consultant Work									
Advisory Committee Meetings									
Preliminary Report and Public Hearings									
Final Report									

c. Project cost estimates supporting the request for funding

Item	Cost
NECCOG Staff Time -200 hours +/- at \$55 per hour	\$11,000
Legal	\$2,500
Meeting Notices and Public Meetings	\$750.00
Consultant	\$75,000.00
Estimated Totals	\$89,250

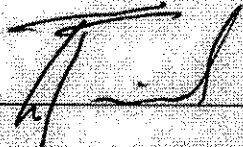
d. A list of all necessary local/state/federal permits and approvals required for the project - none needed

15. Has a copy of the proposal been sent to legislators representing the participating municipalities?

Yes.

16. Certification by the CEO of the Applicant Organization(s):

I do hereby certify that the information contained herein is true and accurate to the best of my knowledge.



January 28, 2015

John Filchak, Executive Director