



## Connecticut Funding Profile

Navigating the transportation funding process, especially the federal funding process can be difficult, for both agency staff and advocates. Each state and jurisdiction has particular rules, practices, personnel and contexts that determine how decisions get made. To understand the system, it is helpful to learn the **who, what, where and when** of each funding source. The following is an attempt to answer these questions for Connecticut. This profile template can be used as a guide to gather this information in any community.

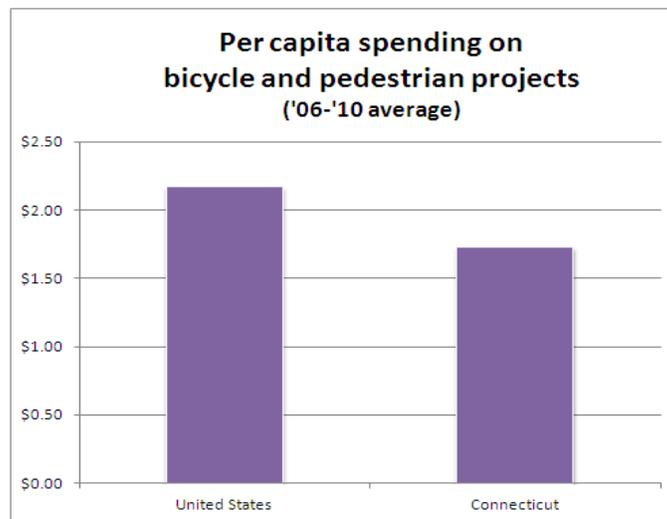
The focus of this profile is on un- or underutilized programs like the Surface Transportation Program (STP), the Congestion Mitigation and Air Quality (CMAQ) Improvement Program, the Highway Safety Improvement Program, & Section 402 Safety Grants. Information on Transportation Enhancements (TE), a large source of bicycle and pedestrian funding, can be found at the Transportation Clearinghouse (<http://enhancements.org/profile/CTprofile.php>). Information on Connecticut Safe Routes to School can be found at the National Partnership (<http://www.saferoutespartnership.org/connecticut>) and the National Center (<http://www.saferoutesinfo.org/program-tools/find-state-contacts/connecticut>).



Boardwalk in Collinsville, CT over the Farmington River.

**Connecticut funding history:**

All FHWA Federal Transportation Funding Sources (FY 2006 - 2010)	National	Connecticut
Total to bike ped ('06-'10)	\$3,327,394,455	\$30,384,200
Average per year	\$665,478,890.97	\$6,076,840
Total transportation funding ('06-'10)	\$210,556,109,536	\$2,692,170,128
Average per year	\$42,111,221,907	\$538,434,026
<b>Bike/ped \$ per capita ('06-'10 average)</b>	<b>\$2.17</b>	<b>\$1.73</b>
<b>% of total funding to bike/ped (06-10)</b>	<b>1.58%</b>	<b>1.13%</b>



## Surface Transportation Program (STP)

*The Surface Transportation Program provides flexible funding that may be used by states and localities for projects on roads, bridges and transit. STP funds may be used for either the construction of bicycle transportation facilities and pedestrian walkways, or non-construction projects (such as maps, brochures, and public service announcements) related to safe bicycle use and walking.*

*STP funds are divided into the following categories: STP-Urban, STP-Anywhere and STP-Rural. This section focuses on STP-Urban, where decisions are made at the regional level. The other programs are operated at the state level.*

### **Who sets the project selection policy?**

Regions set project selection policies for STP-Urban, in coordination with and with oversight from the Connecticut Department of Transportation (CTDOT).

Regions are also bound by state policies. In 2006, CTDOT guidelines said that STP-Urban funds could be spent on stand-alone sidewalk projects, but that those projects would be considered part of the pavement rehabilitation STP-Urban apportionment, which cannot exceed 15 percent of STP-Urban funds.

Prior to 2010, CTDOT would not permit regions to spend STP-U funds on bike and ped projects other than the sidewalks noted above. This was changed with a policy statement issued by the CTDOT in 2010.

### **What is the project selection process for STP-Urban?**

1. Regions receive allocation by formula.
2. Each of the eleven urban Regional Planning Organizations (RPOs) solicits projects from its municipalities. Regions develop their own selection criteria.
3. The regions prioritize the projects and submit them to CTDOT.
4. The Project Concept Unit (PCU) reviews the applications and provides an accurate assessment of the project scope, cost and potential problems.<sup>i</sup>

### **What is the local match?**

The federal share is 80% for Construction, Design & R.O.W. The state share is 10%. The municipality covers 10%.

### **What do project applications look like? How were they written?**

CTDOT provides basic application outline to the regions. CTDOT is currently updating the basic application outline. There is the possibility that they will include a question asking if the project includes

bicycle and pedestrian components. When asked if public input would be solicited, the CTDOT STP contact said that they “wouldn’t lock out input” from the community.

The regions customize their own solicitation to their member municipalities. Some regions create more elaborate applications and some keep them simple. Some examples:

Capitol Region Council of Governments (CRCOG):

[http://www.crcog.org/transportation/tip\\_proj/project.html](http://www.crcog.org/transportation/tip_proj/project.html)

South Western Regional Planning Agency (SWRPA):

<http://www.swrpa.org/Uploads/Attachment%2019%20-%20STP%20Urban%20Project%20Selection%20Policy%202007.pdf>

**Who rates the applications?**

The regions rank the application and submit the best to CTDOT.

**Who administers the programs?**

CTDOT.

**What is the timeline for project selection? Key dates for application and selection?**

The timeline varies by region. The regions try to make sure that they can fully spend their STP-U funds each year.

**Do good bicycle and pedestrian projects score well?**

Historically, stand-alone bicycle projects were not permitted to be considered by the regions, however, this policy was changed in 2010.

CTDOT appears to be making efforts to incorporate bicycling and walking pieces in more of their projects. Wider shoulders are becoming more common. As of 2006, STP-Urban funds have been available for sidewalk projects. While STP-Urban is administered by CTDOT, the regions have the most critical role in prioritizing these funds.

**Funding history:**

STP Spending, 2009-2010	Percent of total funding to bike/ped	Per capita Bike/ped spending
National	0.86%	\$0.25
Connecticut	0.44%	\$0.09

Source: FHWA FMIS FY 2009 and 2010



## **Congestion Mitigation and Air Quality Improvement Program (CMAQ)**

*The CMAQ program funds transportation projects that improve air quality and reduce traffic congestion. See out Advocacy Advance report on CMAQ:*

[http://www.advocacyadvance.org/docs/lab\\_cmaq.pdf](http://www.advocacyadvance.org/docs/lab_cmaq.pdf)

*FHWA recently confirmed that Bike/ped projects are eligible for CMAQ funds:*

<http://www.fhwa.dot.gov/environment/bikeped/cmagfunds.htm>

### **An area must be in “non-attainment” of federal air quality standards to be eligible for CMAQ funds. Where are Connecticut’s non-attainment areas?**

The entire state of Connecticut is moderate non attainment for ozone, Fairfield and New Haven counties are non attainment for fine particulates also. This means all areas of the state are eligible for CMAQ funds.

### **What is the project selection process?**

CTDOT sets statewide CMAQ policies<sup>ii</sup> and CTDOT controls the CMAQ funds. Typically project-selection at the state level limits spending on bicycle and pedestrian projects, as these projects are seen as local.

Starting in 2012, the state will set aside \$10 million a year (of an approximate \$33 million annual total) to fund CMAQ project proposals from the Regional Planning Organizations. The RPOs will solicit projects from their municipalities and submit its top three applications. RPO board will approve the list.

Non-profits groups may apply for CMAQ funding, but must coordinate with their municipal partner.

CTDOT screens applications for “eligibility and feasibility.” They will then be analyzed for air quality impact.

### **Who makes the projects selection decisions?**

CTDOT. The top three applications from each region-are evaluated by the state. Projects compete against others from across the state (this is not a sub-allocation system). The state judges projects based on 1. Cost-effectiveness, 2. Congestion mitigation, 3. Regional rankings, and 4. an Operation and maintenance plan.

The funds that are not reserved for the regions will be distributed by DOT.

### **What are the matching requirements?**

Generally the federal share is 80%.

### **When are programming decisions made?**

CTDOT will solicit for projects every two years.

**Can good bicycle and pedestrian projects compete?**

Not to date, in Connecticut. In the life of the program, there has been one award for a bicycle/pedestrian project, \$50,000 for bike racks in Hartford.

However there is movement in Connecticut toward inclusion of bicycle and pedestrian projects. Improvements for the “last mile” of transit rides are seen as an opportunity for walking and biking projects.

There must be an air quality benefit. Based on cost effectiveness, congestion mitigation, regional rankings and operation and maintenance plan.

**What is the competition?**

Traffic signal systems; a regular statewide grant to transportation demand management, public transit/telecommuting, high tech buses.

**Funding history:**

CMAQ funding	National	Connecticut
Total CMAQ to bike ped (06-10)	\$332,002,824	-\$145,600
Annual average	\$66,400,565	-\$29,120
Total CMAQ funding (06-10)	\$5,545,176,299	\$83,272,473
Annual average	\$1,109,035,260	\$16,654,495
Bike/ped \$ per capita (based on average 06-10)	\$0.22	-\$0.01
% of total CMAQ funding to bike/ped (06-10)	5.99%	-0.17%

Note: Negative spending occurs when an agency “de-obligates” funding for a project. This can mean a project was canceled or re-classified.

## **Section 402 – State and Community Highway Safety Grants**

*Section 402, the State and Community Highway Safety Grant Program, is a federal program that provides funds for education, enforcement and research programs designed to reduce traffic crashes, deaths, injuries, and property damage. Under Section 402, bike and pedestrian safety programs are eligible to receive funding for projects such as these:*

- *Comprehensive school-based pedestrian and bike safety education programs*
- *Helmet distribution programs*
- *Pedestrian safety programs for older adults*
- *Training in use of pedestrian and bicycle design guidelines*
- *Community information and education programs*
- *Public information in May, such as “Bike Safety Month”, and in September, “Back to School Safety Month.”*
- *Public information for school zone and crosswalk safety*
- *Public information about older adults and impaired pedestrian*

### **Which agency administers 402 grants?**

CTDOT Office of Highway Safety: <http://www.ct.gov/dot/cwp/view.asp?a=3529&q=464088>

### **Who makes the selection decisions?**

The CTDOT Office of Highway Safety prepares the Highway Safety Plan, Connecticut’s Section 402 annual planning document, to address a set of identified and defined highway and traffic safety problems. This problem identification process begins early in the calendar year with the examination of a variety of traffic and roadway related data. The analysis of this data identifies both general and specific patterns of concern and from a review of historical patterns, results in a projection of future data trends. Other problems and deficiencies are identified through programmatic review.

Problem identification takes place on multiple levels. The first and earliest form of problem identification begins with reviewing projects from the previous fiscal year and requesting project level input from highway safety partners. This process may include sending out a project concept letter to stakeholders, partners and program managers; or in some program areas, holding meetings with project directors and stakeholders.

### **How can local and regional stakeholders identify safety needs?**

A major part of this process is to enlist the cooperation of highway safety partners who will facilitate the implementation of countermeasures. In addition, local political subdivisions and State agencies are

routinely and systematically encouraged to identify municipal, regional, and State-level highway safety problems in order to propose specific countermeasures that address these problems.

Requests for local problem identifications are sent annually to all highway safety stakeholders including 94 local law enforcement agencies, 53 Resident State Troopers, 12 State Police Troops, 3 State Police District Headquarters, 1 State Police Headquarters Traffic Unit, and 8 colleges and universities. In 2010, 19 organizations submitted safety concepts for consideration.

### **What data is needed?**

The next level of problem identification takes place when the most recent crash, injury and fatality data become available (currently 2009 crash data). The data is analyzed by the HSO data contractor to identify major problem areas, over-represented groups, demographics, and other “drill-down” factors in an attempt to determine who, what, where, when and why crashes with fatalities and injuries are taking place.

To assist in analyzing and setting core performance measures and goals, this data includes a three year moving average to further normalize data trends over time and includes a projection based on the three year moving average. The program manager and Principal Highway Safety Coordinator set goals based on these projections, as well as priority ranking of specific highway safety problems and available funding. The NHTSA regional program manager is consulted during the goal setting process.

### **What is the selection process?**

Priority areas are ranked by the Principal Highway Safety Coordinator and staff to develop projects in accordance with available funding. For example, the Impaired Driving coordinator uses a ranking system developed by the HSO data analysis contractor to determine funding levels for state and municipal police department impaired driving enforcement overtime and equipment grants.

Program objectives and countermeasures are further developed based on problem identification. For example, restrictions on grant-funded impaired driving enforcement are intended to focus activity on over-represented times, locations, and demographic and geographic areas. While this process is based upon identified problem areas, solicitation includes both targeted and broad-based outreach to law enforcement agencies.

### **What are the project selection criteria?**

Projects are selected using criteria that include: response to identified problems, potential for impacting performance goals, innovation, clear objectives, adequate evaluation plans and cost effective budgets and available funding. Sub-grantees are selected based on an ability to demonstrate significant programmatic impact based on data driven problem analysis.

### **What is the competition for the funds?**

Drunk driving, seatbelts

**Crash history in Connecticut's 2012 Highway Safety Plan:**

[http://www.ct.gov/dot/lib/dot/documents/dtransportation\\_safety/plans/ct\\_2012\\_hsp-final.pdf](http://www.ct.gov/dot/lib/dot/documents/dtransportation_safety/plans/ct_2012_hsp-final.pdf)

“In Connecticut in 2009, 1 bicyclist was killed and 550 were injured in motor vehicle crashes whereas 26 pedestrians were killed 1,079 were injured.

“[Between 2005 and 2009] pedestrian fatalities occurred more frequently during October through December than during other months of the year. The majority (61.4 percent) of these occurred in the 3pm to midnight time period. The largest number of pedestrian fatalities occurred in New Haven (53), Hartford (46), and Fairfield (38) counties, accounting for about 77 percent of the victims.

“Most bicyclist fatalities occurred in July and August (40 percent) and 60 percent occurred between 3pm and 9pm. New Haven, Fairfield, and Hartford counties accounted for 90% of all bicyclist fatalities in the period 2005-2009...

**“This brief analysis suggests that the bicyclist crash problem in Connecticut is currently not a critical highway safety priority, as compared with other identified crash problem areas. Both the numbers of fatalities and injuries have fluctuated between 2005 and 2009 and no specific pattern is apparent...”**

**Funding available:**

\$50K for bike/ped – work with bike/ped staff to submit project proposals

There will be a minimal amount of highway safety (402) funds allocated to these areas. Available funds will be used to support new and existing initiatives which address related safety concerns. Anticipated activities and programs include implementation of public information and new education campaigns. Further efforts will be made to coordinate with non-motorized transportation representatives and groups to better identify and address injuries and fatalities to bicyclists and pedestrians.

**Task 2 – Bicycle and Pedestrian Safety-Administration**

**\$50,000 (402)\***

The goal of this program is to improve pedestrian and bicycle safety through a comprehensive program of data collection, analysis, countermeasure developments and public awareness.”

## **Highway Safety Improvement Program (HSIP)**

*The Highway Safety Improvement Program (HSIP) funds safety projects aimed at reducing traffic fatalities and serious injuries. Bike and pedestrian safety projects are eligible for HSIP funding. All public roads – including state, county and local roads – are eligible for HSIP funding. Examples of eligible projects include bike lanes, roadway shoulders, crosswalks, other intersection improvements and signage. See the Advocacy Advance report on HSIP case studies:*

[http://www.advocacyadvance.org/site\\_images/content/hsip\\_casestudies\\_shsp\\_emphasis.pdf](http://www.advocacyadvance.org/site_images/content/hsip_casestudies_shsp_emphasis.pdf)

### **Are bicycle and pedestrian safety identified as emphasis areas in Connecticut’s Strategic Highway Safety Plan?**

Yes – “Pedestrians and Bicycles”

### **Have state HSIP funds been allocated to bicycle and pedestrian safety at a “fair share” in proportion to fatalities?**

No. No HSIP funds have been spent on bicycle or pedestrian safety. Crash data, publicly available, is used to determine the HSIP priorities.

### **What are the project selection criteria?**

In order to use HSIP funds, a safety problem needs to be identified and supported with data. Data is needed to demonstrate the scale of the problem and identify higher crash areas. Data is currently very limited.

### **Who sets the project selection criteria?**

1. Issue needs to be an emphasis area
2. There needs to be a data-based cost-benefit analysis showing the measure will save lives.
3. Program requires a correctable pattern of crashes

### **Who makes the project selections?**

CTDOT uses benefit-to-cost analysis to determine project prioritization. If calculation is good, the project is considered for funding. It is compared with others. The bureau chief of Engineering and construction makes the final decision, in consultation and the Division of Traffic Engineering.

### **When are the proposals and decisions made?**

No set schedule. Projects are born every day. Bureau chief makes key project selection decisions. Most Connecticut safety jobs do not have to go on State Transportation Improvement Plan (STIP), they go on

regional TIP.

**Do good bicycle and pedestrian projects compete well based on these criteria?**

Requires accident and/or fatality data. CTDOT would entertain third party data collection sources.

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**Section 402 State and Community Highway Safety Grants**

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**Transportation Enhancements (TE)**

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**Safe Routes to Schools**

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 (860) 594-2367

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 860-659-6703 x 3030  
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## Regional Planning Organizations

### Capitol Region Council of Governments

241 Main Street, 4th Floor  
 Hartford, Connecticut 06106-5310  
 Executive Director: Lyle Wray  
 Telephone: (860) 522-2217  
 Fax: (860) 724-1274  
 E-Mail: [lwray@crcog.org](mailto:lwray@crcog.org)  
 Website: <http://www.crcog.org>

### Central Connecticut Regional Planning Agency

225 North Main Street  
 Suite 304  
 Bristol, Connecticut 06010-4993  
 Telephone: (860) 589-7820 or (860) 224-9888  
 Fax: (860) 589-6950  
 TDD: (860) 589-6950  
 E-Mail: [director@ccrpa.org](mailto:director@ccrpa.org)  
 Website: [www.ccrpa.org](http://www.ccrpa.org)  
 Executive Director: Carl J. Stephani

### Connecticut River Estuary Regional Planning Agency\*

455 Boston Post Road  
 P.O. Box 778  
 Old Saybrook, Connecticut 06475  
 Telephone: (860) 388-3497  
 Fax: (860) 395-1404  
 E-Mail: [linda@crerpa.org](mailto:linda@crerpa.org)  
 Website: [www.crerpa.org](http://www.crerpa.org)  
 Executive Director: Linda Krause

### Council of Governments of the Central Naugatuck Valley

60 North Main Street - Third Floor  
 Waterbury, Connecticut 06702-1403  
 Telephone: (203) 757-0535  
 Fax: (203) 756-7688  
 E-Mail: [pdorpalen@cogcnv.org](mailto:pdorpalen@cogcnv.org)  
 Website: [www.cogcnv.org](http://www.cogcnv.org)  
 Executive Director: Peter Dorpalen

### Greater Bridgeport Regional Council

Bridgeport Transportation Center  
 525 Water Street  
 Bridgeport, Connecticut 06604-4902  
 Telephone: (203) 366-5405  
 Fax: (203) 366-8437  
 E-Mail: [bbidolli@gbrrpa.org](mailto:bbidolli@gbrrpa.org)  
 Website: [www.gbrrpa.org](http://www.gbrrpa.org)  
 Acting Executive Director: Brian Bidolli

Mark Nielsen  
 Director of Transportation  
 (203) 366-5405  
[mnielsen@gbrrpa.org](mailto:mnielsen@gbrrpa.org)

### Housatonic Valley Council of Elected Officials

Old Town Hall  
 162 Whisconier Road  
 Brookfield, Connecticut 06804  
 Telephone: (203) 775-6256  
 Fax: (203) 740-9167  
 E-Mail: [jchew@hvceo.org](mailto:jchew@hvceo.org)

Website: <http://www.hvceo.org>  
 Executive Director: Jonathan Chew

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 Fax: (860) 868-1195  
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 Executive Director: Dan McGuinness

#### **Litchfield Hills Council of Elected Officials**

42E North Street  
 Goshen, Connecticut 06756  
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 Planning Director: Richard Lynn

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

127 Washington Avenue, 4th Floor West  
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 Telephone: (203) 234-7555  
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 Website: [www.scrcog.org](http://www.scrcog.org)  
 Executive Director: Carl Amento

#### **Midstate Regional Planning Agency\***

100 Dekoven Drive  
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 Middletown, Connecticut 06457  
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 Website: <http://www.midstaterpa.org>  
 Executive Director: Geoffrey L. Colegrove

#### **Southeastern Connecticut Council of Governments**

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 Telephone: (860) 889-2324  
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 E-Mail: [jbutler@seccog.org](mailto:jbutler@seccog.org)  
 Website: [www.seccog.org](http://www.seccog.org)  
 Executive Director: James S. Butler

#### **Northeastern Connecticut Council of Governments**

125 Putnam Pike (Route 12)  
 P.O. Box 759  
 Dayville, Connecticut 06241-0759  
 Telephone: (860) 774-1253  
 Fax: (860) 779-2056  
 E-Mail: [john.filchak@necog.com](mailto:john.filchak@necog.com)  
 Executive Director: John Filchak

#### **South Western Regional Planning Agency**

888 Washington Boulevard - 3rd Floor  
 Stamford, Connecticut 06901  
 Telephone: (203) 316-5190  
 Fax: (203) 316-4995  
 E-Mail: [lapp@swrpa.org](mailto:lapp@swrpa.org)  
 Website: [www.swrpa.org](http://www.swrpa.org)  
 Executive Director: Dr. Floyd Lapp, FAICP

#### **Northwestern Connecticut Council of Governments**

17 Sackett Hill Road  
 Warren, Connecticut 06754

Sue Prosi  
 Senior Regional Transportation Coordinator  
 (203) 316-5190  
[prosi@swrpa.org](mailto:prosi@swrpa.org)

Derby, Connecticut 06418  
Telephone: (203) 735-8688

### Valley Council of Governments

Derby Train Station  
12 Main Street

E-Mail: [rdunne@valleycog.org](mailto:rdunne@valleycog.org)

Website: [www.valleycog.org](http://www.valleycog.org)

Executive Director: Richard T. Dunne

### Windham Region Council of Governments

700 Main Street  
Willimantic, Connecticut 06226-2604  
Telephone: (860) 456-2221

Fax: (860) 456-5659

E-Mail: [director@wincog.org](mailto:director@wincog.org)

Website: <http://www.wincog.org>

Executive Director: Mark N. Paquette



**Connecticut Resources**

CTDOT link to Connecticut laws:

<http://www.ct.gov/dot/cwp/view.asp?a=3531&q=259668>

CTDOT TE program guidance:

<http://www.ct.gov/dot/cwp/view.asp?a=1383&Q=487746&PM=1>

Strategic Highway Safety Plan (related to HSIP):

<http://www.ct.gov/dot/cwp/view.asp?a=1388&q=430926>

Highway Safety Plan (related to 402):

[http://www.ct.gov/dot/lib/dot/documents/dtransportation\\_safety/plans/ct\\_2012\\_hsp-final.pdf](http://www.ct.gov/dot/lib/dot/documents/dtransportation_safety/plans/ct_2012_hsp-final.pdf)

Safety plans, annual Safety Plans available here:

<http://www.ct.gov/dot/cwp/view.asp?a=2094&q=435942>

Connecticut Statewide Transportation Improvement Program (STIP):

<http://www.ct.gov/dot/cwp/view.asp?a=3529&q=447186>

GBRPA Transportation Improvement Program (TIP):

<http://www.gbrpa.org/> (click transportation planning)

CRCOG Transportation Improvement Program (TIP):

[http://www.crcog.org/transportation/tip\\_proj/tip.html](http://www.crcog.org/transportation/tip_proj/tip.html)

**South Western Regional Planning Agency Resources**

SWRPA Transportation Improvement Program (TIP):

<http://www.swrpa.org/Default.aspx?Transport=238>

SWRPA Bike Ped page:

<http://www.swrpa.org/Default.aspx?Transport=184>

SWRPA Bike Ped Resource page (note CTDOT links are no longer live):

<http://www.swrpa.org/Default.aspx?Transport=219>

SWRPA Obligated Projects FFY2010 page 3:

[http://www.swrpa.org/Uploads/11-0323\\_FY2010\\_Obligated\\_Final.pdf](http://www.swrpa.org/Uploads/11-0323_FY2010_Obligated_Final.pdf)

SWRPA CMAQ page (must be updated for new guidance):

<http://www.swrpa.org/Default.aspx?Transport=153>

SWRPA TE page: <http://www.swrpa.org/Default.aspx?Transport=192>

### General questions

**Who owns the majority of the roads?**

### **Connecticut Public Road Length, Miles by Ownership: 2000**

	<b>National Highway System</b>	<b>Other federal-aid highway</b>	<b>Nonfederal-aid highway</b>	<b>Total</b>
Total	963	4,835	15,047	20,845
State highway agency	960	2,693	65	3,718
Town, township, municipal	3	2,142	14,707	16,852
Other jurisdiction <sup>1</sup>	0	0	271	271

Source, Bureau of Transportation Statistics:

[http://www.bts.gov/publications/state\\_transportation\\_statistics/connecticut/html/table\\_01\\_02.html](http://www.bts.gov/publications/state_transportation_statistics/connecticut/html/table_01_02.html)

### **What advantages and disadvantages do bicycle and pedestrian projects have currently?**

There is strong competition from other projects, like aging bridges and roads, and budgets are tight. There can be a perception that bicycle and pedestrian projects are unnecessary frills.

### **What are opportunities to increase funding bicycle and pedestrian projects in Connecticut?**

- Increase statutory bike/ped spending minimum (currently at 1 percent).
- Decentralize decision-making. Give regions and municipalities spending authority. Look at projects by purpose and need.
- Continue to revisit policies to allow and encourage non-motorized investments. Institutionalize implementation.
- Identify gaps, needs, agree on priorities, set program, fund them and grow it.
- Focus efforts of bicycle and pedestrian committee.
- Include 11' lane width as a criterion in STP-Urban funding resurfacing project evaluation

<sup>i</sup> <http://www.ct.gov/dot/cwp/view.asp?a=2303&pm=1&Q=260798#STPUrban>

<sup>ii</sup> Connecticut Department of Transportation's CMAQ Program Guide for the Regional Planning Organizations, October 2011